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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
CERUDEB	Centenary Rural Development Bank
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
ECGS	Export Credit Guarantee Scheme
EIR	Environmental Impact Review
EOPS	End of Project Status
ERS	Export Refinance Scheme
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
ICIPE	International Centre for Insect Physiology and Ecology
IFCD	Irish Foundation for Cooperative Development
ITA	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
NASECO	Nalweyo Seed Company
NEIC	National Environment Information Centre
NEMA	National Environment Management Authority
NGO	Non Governmental Organisation
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
PVO	Private Voluntary Organisation
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
TOR	Terms of Reference
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 is the ninth semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It covers the period April 1, 1999 through September 30, 1999. Like the previous reports, this report brings out progress by component and compares the planned and actual implementation of the various tasks. During the reporting period, the IDEA Project, through the Agribusiness Development Centre (ADC) continued to offer a wide range of professional expertise including crop production, market information, training, financial linkages, project management and evaluation.

As happened in previous periods, the project continued to face a number of strategic challenges during this first part of the fifth work plan year. At the same time, the ADC has 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 USAID evaluation of IDEA. The key strategic challenges/opportunities that pervade the overall implementation of the project continue to be: *Contributing to SO1: Raising Rural Incomes; Sustaining NTAE Exports; Financing NTAE Expansion; NTAE Associations; Administering the Grants Program: and Counterpart Funding.*

IDEA's response to the above challenges has been to diversify commodity mix and increase grassroots efforts through intensive field-level extension assistance over a broader geographic area. In this regard, 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. With a view to increasing exports, the ADC has concentrated on yield improvements with new varieties and improved inputs, diversification of low value crops available for export.

The ADC continues to 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 and to maintain momentum by giving specialized support to existing firms. 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 Centenary Bank is a welcome addition. ADC's focus, however, is on viable opportunities to reduce dependence on donor grants.

2.0 HIGHLIGHTS OF ACHIEVEMENTS

A: Low Value Crop Development

- **Research** activities continue to emphasize the screening and release of new varieties of both maize and beans suited to local production as well as regional export markets. The year to-date has been significant in that formal approval for release has been given for two imported hybrids from Zimbabwe, setting an important precedent in terms of seed policy in Uganda. Work with important bean pests and diseases, notably bean fly and root rots has reached conclusion and recommendations have been made in the form of field leaflets and publications.

Maize variety release continues to be the emphasis of the national maize program that is now working in collaboration with Seedco in Zimbabwe, Pannar in South Africa, and Monsanto in the USA (using Southern African Germplasm). Table a highlights the yield potential achieved under varying conditions, as summarized in the variety release data presented by the National Maize Programme.

Table a: Yield potential under well-managed conditions for current official maize varieties and upcoming releases

Variety	Yield (kg/ha)	Yield (kg/ha)	Yield (kg/ha)
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
Pan 67 ^d	8,300	5,450	4,200
Pan 5195 ^d	6,000	5,000	4,500
LP16 ^d	6,000	4,000	3,000

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 b below.

Table b: 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	} Climbers suited to high altitudes
Ngwinurare	3,861	

Umubano	3,000	}
Pending : DRK 57	1,111	Release postponed pending emergence of stability in colour

- **Field Demonstrations** continue to be utilized as a means of promoting new technologies, especially with the addition of new varieties. Sc 625, the newly released Zimbabwe maize hybrid has been included in all standard demonstrations during season 1999 B and is proving itself very well. A shift in approach has been made in line with the objectives set for the proposed project extension. Standard demonstrations have been consciously reduced in all but the newest areas, and these have been replaced with adopters fields. Total attendance at the formal field days is estimated between 175,00 and 200,000. 1999 A season saw 2,558 standard small scale High/Low result demonstrations being carried out. These demonstrations exposed some 80,000 farmers directly to new income-enhancing technologies. 1,300 demonstrations have been placed during season 1999 B and it is anticipated that 2,000 adopting farmers' fields will be used as technology transfer centres during the season
- **Commodity Development** activities have continued to focus on the *universal bean types*, with the highlight being the release of Sugar 73 as a large seeded bean suited to all three target markets - home consumption, local and regional markets as well as the southern Africa export market. Two new *groundnut* varieties Serenut 1 and Serenut 2 have been released formally and await multiplication. Both materials have superior yield and disease characteristics, Serenut 1 being up to 75% improvement over Red Beauty. *Sesame* work has come to a halt with the poor performance of the MU collaborator under a USAID grant. *Sugar Beet* work is ongoing with some promising results being obtained from the Kinyara trials.
- **Outgrower Programs** continue to expand with bean production providing an excellent opportunity for growers to expand cultivated area. BUFA Kibaale and IFCD Rakai as well as other PL-480 partner groups remain confident of their ability to improve household incomes through this mechanism. The market linkage component is not fully exploited as most product ends up in the local supply system requiring no intervention. Only the seed production schemes still require assistance in this area.
- **Market Knowledge Information Systems (MKIS)** has been revitalized with the position of MKIS officer having been filled and additional cooperation has been fostered through a new partner organization involved in MKIS activity, namely IITA through a PL-480 grant.
- **Seed Multiplication** activity has continued to focus at the rural seed production mechanism for beans through outgrowers (Table c), and this reporting period has focused on official registration for these growers. NASECO has been encouraged to become a producer of registered materials for the emerging private sector participants in certified production.

Table c: 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/99 B to NASECO	TA

Mubuku Growers Association	Maize (Longe)	Large	Harvest	TA/PL-480
Naseco Seed Co.	Maize/Beans	Large	NASECO Seed/ all private sector seed houses	Market
IFCD coop activity	Beans	Small	USP/Harvest/ Magric	TA/PL-480/ Market
SAFAD Kamuli	Beans	Small	Harvest/ internal sales/Magric	TA/PL-480/ Market
Kabale Farmers Association (KADFA)	Climbing Beans	Small	KADFA internal sales	TA/Basic seed

- **Commercial Farming** has continued to receive critical attention by the LV team over the reporting period. Lines of credit for commercial farmers continue to be developed through Centenary Rural Development Bank and approaches have been made to reputable commercial banks to become involved in larger funding levels to commercialising farmers. It is the intention of the LV component to have at least 40 clients screened as to their credit worthiness before the end of the work plan period prior to the start up of the 2000 A season. A key one day workshop was held in Jinja in September to develop the abilities of selected Commercial Contact Farmers who will act as liaison between the ADC and commercial farmers in the various districts. To date the response to that meeting has been significant.
- **ATAIN** activity continues to generate significant interest from both the local stockist networks and from members of the donor community and the MAAIF. The ADC has been called upon many times over the reporting period to highlight its input supply related work. Stockist numbers directly linked to the program remain higher than initial targets. Additionally and perhaps more importantly, stockists that are being taken on by ATAIN distributors without a credit guarantee continue to rise. The technical knowledge gained from the ongoing and now effectively on the job training still remains an important component of the success of the program.

B: High Value Crop Development

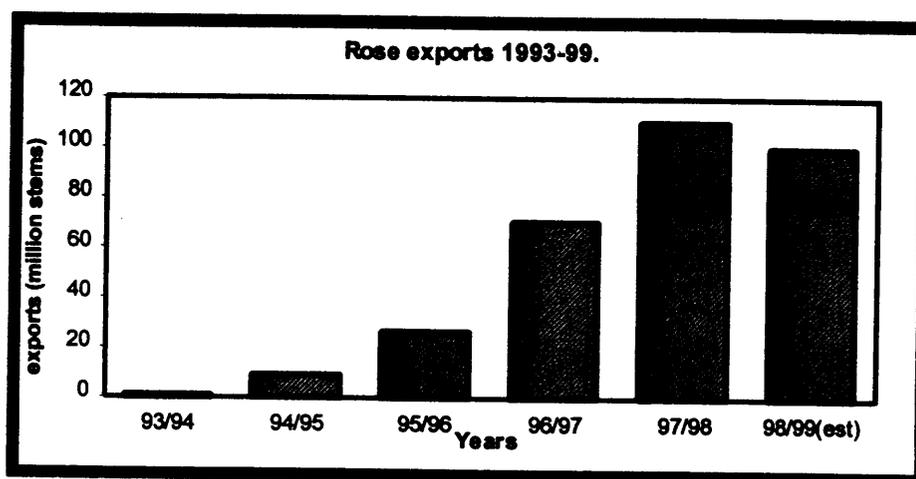
Annual exports of HV crops have increased by 130% between 1995 and 1998, equivalent to additional foreign exchange earnings of US\$ 14 million per annum, with relatively higher increases in specific ADC target crops. The export value of crops covered by the high value portfolio was US\$ 24 million in 1998. A summary of exports by major category is given in Table d. Preliminary figures for the first six months suggest that total export volumes and values of HV products will increase by a further 10-15% during 1999.

Table d: 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

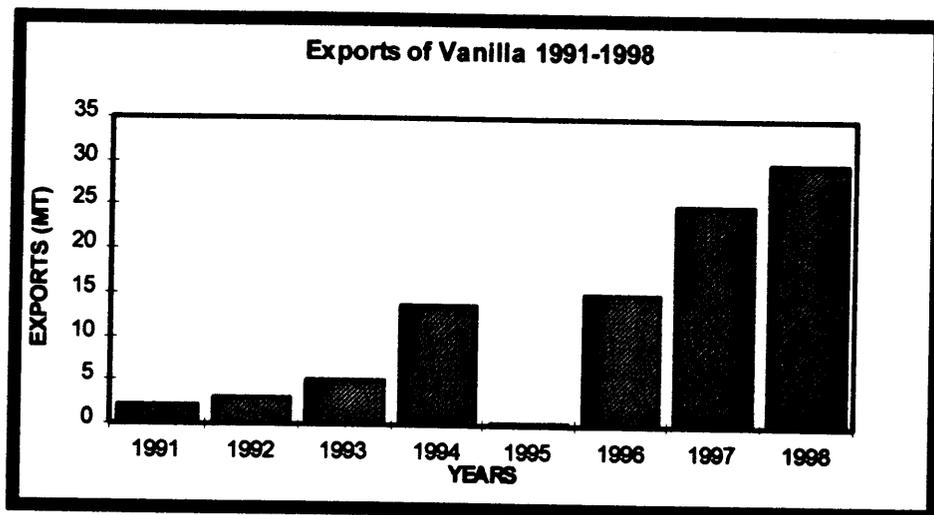
Product	LOP Target (\$mill FOB)	1995 Value (\$mill FOB)	1997	1998	% LOP Target
SUB-TOTAL	6.47	5.57	13.27	17.66	273
Papain	N/A	4.46	2.80	4.94	N/A
Cocoa	N/A	0.64	1.51	2.12	N/A
TOTAL HV NTAEs		10.67	17.58	24.72	N/A

- Cut flower exports for 1998 were 280% over the original LOP target and US\$ 3.23 million higher than the previous year. This may drop slightly in 1999 due to replanting and restructuring taking place on some farms, but is expected to increase again in 2000. The value of chrysanthemum cuttings has continued to increase in 1999. Three rose farms went into receivership during 1998/99. Two of these have been bought by new investors and are in the process of rehabilitation. Several others are experiencing financial difficulties and require additional capital to survive. The reasons for their failure are both technical and managerial (see Performance of Rose Varieties Grown in Uganda 1993-98, IDEA Project, September 1998). Other farms are doing well and have expanded their production of high-yielding varieties such as *Frisco*, *Rodeo*, *Dream*, *Lambada* and *Eskimo* by an estimated total of 15 hectares for the 1999/2000 season. One new farm of 5 hectares of roses has also been established this year with technical assistance from the ADC.**



- Fresh produce exports by air increased by 85% to a total FOB value of US\$ 2.3 million which is more than six times the LOP target. Sales of targeted crops such as green beans, okra and hot pepper increased substantially more than average. Contract production of these crops for specific European customers is expected to result in further significant increases in export value for the 1999/2000 season. Figures exclude cross-border trade in matoke and other fresh produce to Kenya, Rwanda and Congo, although these appear to be increasing annually and are probably worth more than US\$ 1.0 million per annum. In the absence of reliable official figures, a baseline study to estimate the value of cross-border exports of fresh produce is in progress and more reliable data will be available directly from the ADC in future.**

- **Exports of spices**, other than vanilla, have increased more slowly than other crops although the FOB value for 1998 was US\$ 1.34 which is 22% over the LOP target. Vanilla exports which increased slightly in 1998 to 30 tons following intensive technical assistance and market promotion by the ADC are expected to increase significantly in 1999/2000 following an excellent harvest in July/August 1999. 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 an export value of US\$ 4.94 million in 1998. **Cocoa exports** were valued at US\$ 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 crops have potential for significant expansion and are now receiving more targeted assistance to increase export values.
- **A total of 53 firms and private sector associations/outgrower schemes** have received customised technical assistance on high value crops since the start of the project. The HV team continues to provide direct support to new and existing firms in all commodity groups and has contributed significantly to the strong performance of the high value export sector and its continued growth in 1999. In general, clients continue to respond positively to ADC assistance, by expanding and diversifying their businesses so as to guarantee more employment and foreign exchange earnings into the future. 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. Technical assistance has also been provided to local associations of cocoa growers and traders to form a national association, which should be registered officially in 2000. Fresh produce exporters have continued to receive assistance with market development, quality monitoring and general business advice. Eight small grants have been approved to date for amounts of US\$ 5-10,000 on irrigation systems, packing facilities and greenhouses.

The institutional capability of UFEA has improved significantly in 1999. The need for joint action on freight, codes of practice and re-financing issues prompted some of the larger, better-financed growers to support the association more actively. This is reflected in the new executive committee and in a more pro-active approach to overall development of the industry. Major activities during this period were initiated on freight and handling and work continued on development of the national code of practice for horticulture, and reorganisation of the floriculture training course.

The institutional capability of UNVA has improved significantly in 1999 and following a successful audit, their grant request for US\$ 56,000 has been approved by USAID. They have elected a new executive committee with representation from different Districts, established a small office in Mukono and are in the process of recruiting two extension workers.

The ADC is de-emphasising honey. Other than a small amount for home consumption or domestic sales, output is not sufficient and supply response is inelastic. A final 2-day training program was conducted by UHA in Kabale in July with over 600 participants. The project assisted with locating a market for a small amount of cross-border trade in honey from Southern Sudan. UHA continues to function with other donor support.

- Efforts have continued with outgrower schemes for labour-intensive export crops such as vanilla, chilli and selected vegetables. These 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, and the end result is also meager. Smallholder vanilla production has increased rapidly and growers received a 25% price increase (to Shs 3,000 per kilogram) for the 1999 harvest.
- A visit to Kenya, Zambia and Zimbabwe was organised for two representatives of UFEA, HORTEXA and CAA to have discussions with trade associations, meet handling agents and charter companies, observe airport procedures and collect cost data. The visit was highly successful and a detailed report has been submitted to the CAA board for consideration. Fresh produce export representatives from HORTEXA, the Mubuku Irrigation Scheme and RECO industries attended AGF-Totaal, the major annual fresh produce fair in Holland. They were assisted in stand preparation and produced a good advertisement for Ugandan fresh produce. RECO has made shipments to new customers in Denmark and UK since the show. The group went on to visit UK wholesale markets after the show. Three major buyers of fresh produce and flowers were brought in under IDEA sponsorship to speak at a workshop held by the CAA on "Promoting Non Traditional Exports through Air Transport". The workshop was well attended and raised awareness on the need for improved handling at the airport.

As well as the impressive increase in foreign exchange earnings, 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. Other crops such as geranium, mushroom, chilli and honey, which have received considerable attention in the past without much success in terms of employment and foreign exchange earnings, will receive minimal attention in future.

C: Provision of Business and Financial Services

- The total number of clients assisted in some capacity or another during the reporting period was 31, of which 12 were new and 19 existing clients. The range of services offered to new and old clients alike span business and operating plans, finance mediation, training, and other business-related technical assistance. Most of the assistance during this work plan year is focused on either implementation of activities for which the clients had previously accessed ADC assistance or on complementary activities that enhance the implementation of the activities for which clients accessed ADC support previously. During the period under review, unlike during the previous periods, there was no demand for CAF and APDF referral services. However, the APDF production specialist, provided to Hortexa through the IDEA grant, is continuing to assist the HV fruits and vegetable producers.

- The demand for operating plans, though of a down-scaled nature, was sustainable. Most of the assistance with operating plans was on activity plans for supporting short-term working capital loan requests. The critical areas in which demand for plans has been robust are financial planning and management, and general management. BAF participated in either the drafting or implementation of 5 operating plans, 4 of which were done in-house and 1 through VOCA.
- During the reporting period, ADC worked with Centenary Bank, through a teaming relationship, to put in place a risk fund scheme, formerly managed by the defunct Coop. Bank. The CERUDEB risk fund and the BOU rejuvenated ERS and the new ECGS, all of which had proactive ADC-participation in institutionalizing, are expected to put back NTAE lending to meaning life and worth pursuing. ADC, in addition to mediating for the client applicants, will continue to undertake performance monitoring in order to minimize potential for failure and default on repayment.
- ADC has maintained regular contact with NTAE associations of primary importance of which there are approximately ten (including, UCFA, UNVA, UFEA, UHA, HORTEXA, UFA, UNFA, UWAMPE and UNCA) and occasionally assists local-based associations and producer groups in the areas covered by the project. During the reporting period the ADC carried out competitive assessment of the flowers and, fruits and vegetables exported by air in the East and Southern Africa region and co-sponsored a workshop for the stake holders at which the findings of the assessment study were presented; provided STTA for a business plan for managing the airport cold storage facility and independent cargo handling at the airport by HORTEXA and UFEA; completed the HORTEXA secretariat strengthening; continued to assist HORTEXA and its members with a high value crops production specialist under the project grant to APDF; assisted UFEA and HORTEXA to complete the final draft of the harmonized code of practice for fresh produce and flower exporters; and assisted the Uganda National Vanilla Association UNVA and the Uganda National Cocoa Association (UNCA) with vanilla and cocoa production training. Other associations in some way received one-on-one technical assistance.
- Two policy analyses were done, independent or at least liberalised cargo handling at the airport and reduction and harmonising of the airfreight-related charges to reduce horticultural export-related costs, were done and advocacy initiated. Follow up of the relevant resolutions made at the workshop on these issues will be made. Work continued on previous efforts though. Once adopted, the final draft code of practice for vegetable and flower exporters will in a way help to regulate the members' conduct for the benefit of the industry.

D: NTAE Training

- 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. MUFAF and MAAIF have continued to be involved in ADC training events. There is a continued 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 and commercial farming, including mechanisation, to adequately train and advise the emerging and growing number of commercial farmers. A new effort 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 was maintained during the reporting period. Also the IPM-Vegetable training project jointly executed by IDEA/ICIPE/KARI continued during the reporting period and it is a client-oriented activity to provide technical and business skills to vegetable growers and exporters.

- A total of 282 individuals received some business-related training. ADC maintains a focus on training events with broad-based and grassroots impact, and with replication potential. Also emphasised is need to leverage training resources and time through harmonised project component training events and, joint and co-sponsored training activities with collaborators and clients where possible.
- During the reporting period, 47,687 males and 36,639 females were trained, giving a total of 84,326 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 over 81,000 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 to match the new training demands from ADC clients.

3.0 A LOOK INTO THE FUTURE

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. 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 the ban on chilled fish exports to the E.U. 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. 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. 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. There is concern at this point that this process is behind schedule. We would not want to see delays in any way cause the project to falter. The project has a highly motivated cadre of professionals.

PART I : MAIN REPORT

1.0 INTRODUCTION

1.1 Overview

This is the ninth semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It covers the period April 1, 1999 through September 30, 1999. Like the previous reports, this report brings out progress by component and compares the planned and actual implementation of the various tasks.

The report consists of two parts - the main report (Part I) and statistical annexes (Part II). The main 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 first half of the fifth work plan year. The Project's strategies, highlighting challenges and opportunities and an outlook for the future are presented in Chapter 3. Statistical annexes (Part II) include AIMS, time lines, NTAE clients assisted, business and financial support offered, NTAE training events conducted and LOP and annual project indicators.

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 (FEWS, PL-480, PHH) and the private sector. During the reporting period, the IDEA Project, through the Agribusiness Development Centre (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 6 STTA assignments and 1 purchase order as shown in Tables 1(a) and 1(b).

Table 1(a): ADC/IDEA Project STTA: April 1, 1999 - September 30,1999

NAME	STTA	NO. OF MONTHS
Ousmane N'diaye	Accounting Audit	6
Barbara Bray	Code of Conduct training for fresh produce exporters	90
Tim Durgan	Setting up a Management Structure to operate a Cold Store at Entebbe International Airport	50
Tom Klotzbach	Installation of Database and Monitoring System	12
William Kedrock	Ag Chief of Party/BAF services	26
Ronald Langan	Vegetable Specialist	34

Table 1(b): ADC/IDEA Project Purchase Orders: April 1, 1999 - September 30,1999

Vendor	Period	Deliverable
MUFAF	June-Sep 1999	Internship Programme

There was one demand-driven VOCA assignment at one location during the reporting period {Table 1(c)}.

Table 1(c): ADC/IDEA Project VOCA Assignments: April 1, 1999 - September 30,1999

Name	Clients/Beneficiaries	Number
Jerry Warren	Rakai Farm Supply – Input Marketing	6

As a result of insecurity, U.S. Peace Corps suspended operations in Uganda. All of the volunteers under IDEA attachment were repatriated. However, we did retain Paul Barkley for an additional 6 weeks in Iganga supported by the local currency fund to complete the crop season activities.

1.3 Strategic Challenges and Opportunities

As happened in previous periods, the project continued to face a number of strategic challenges during this first part of the fifth work plan year. At the same time, the ADC has 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 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 under USAID’s SO1 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:** The 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. We have seen increased commercial cross-border trade to Kenya during the reporting period.

Even 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 Centenary 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 need for the airport cold store is now more important as perishable exports grow to the point where charters are required to handle the volume. Exporters are also realising the compromise on quality due to a break in the cold chain. The airport cold store is essential for the more perishable commodities destined for more sophisticated markets. The ADC has worked with exporter associations and CAA in developing a modality for operating the facility.

- **NTAE Associations:** The ADC has worked with most of the NTAE associations and after careful profiling and initial support, realised that strong associations are built out of strong membership. At the same time, the association must provide focussed and tangible benefits to its members. We have continued to work with associations on a demand-driven, specific action approach. UFEA and Hortexa are beginning to emerge as active associations, and have established their own secretariat. Many others have too small a commodity base to be viable.
- **Administering the Grants Program:** There has always been a disconnect between the technical oversight by ADC and the funds dispersal and accountability handled directly by USAID. Practically every grant has been problematic. The temptation is too great for grantees to misappropriate cash. In future, we will concentrate on providing hardware procured by the ADC or make direct payments or work with cost-reimbursable 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 that can verify performance and feed directly into R4 reporting.
- **Counterpart Funding:** Some counterpart funds were provided by GOU during the reporting period, which has allowed some activities to be undertaken, including reactivation of the ADC market news service. The uncertainty of timing and amount of funding continues to be a challenge for planning purposes.

Climatic conditions have been relatively good during the reporting period (Annex 3). The 1999 A season witnessed rains that were near normal over much of the ADC geographic area. Exceptions were the south-western portions of Uganda that experienced drought. Rains were generally good in eastern Uganda, which was a welcome relief, with some good crop yields. This was welcome, since much of Kenya was dry, so demand for Ugandan produce has been strong, with significant cross-border trade activity occurring. 1999 B season rains also started in many areas during the latter half of August, so again, there is at least promise for a fairly good second season in many parts of Uganda.

Figure 1: IDEA Project Objective Tree

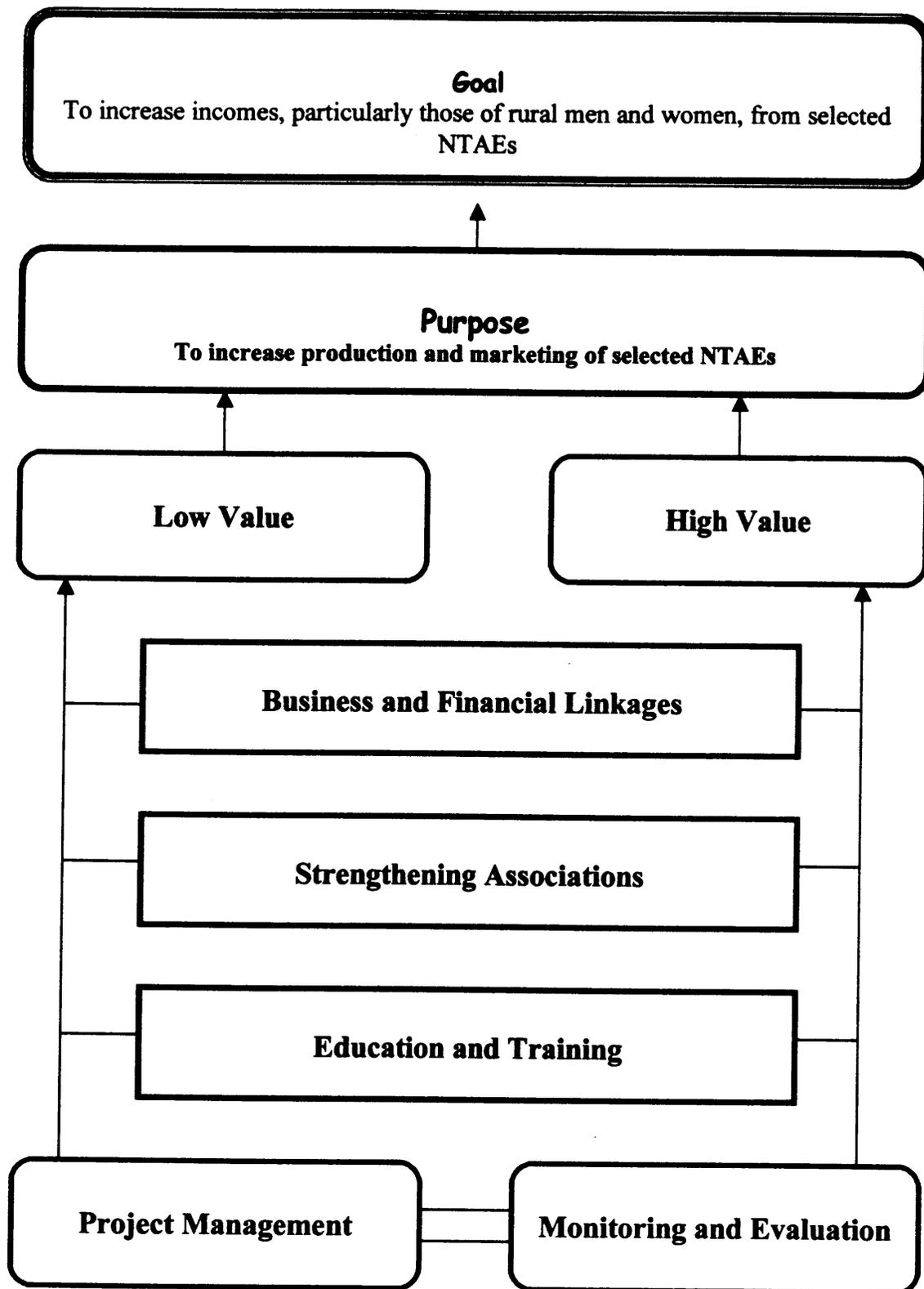
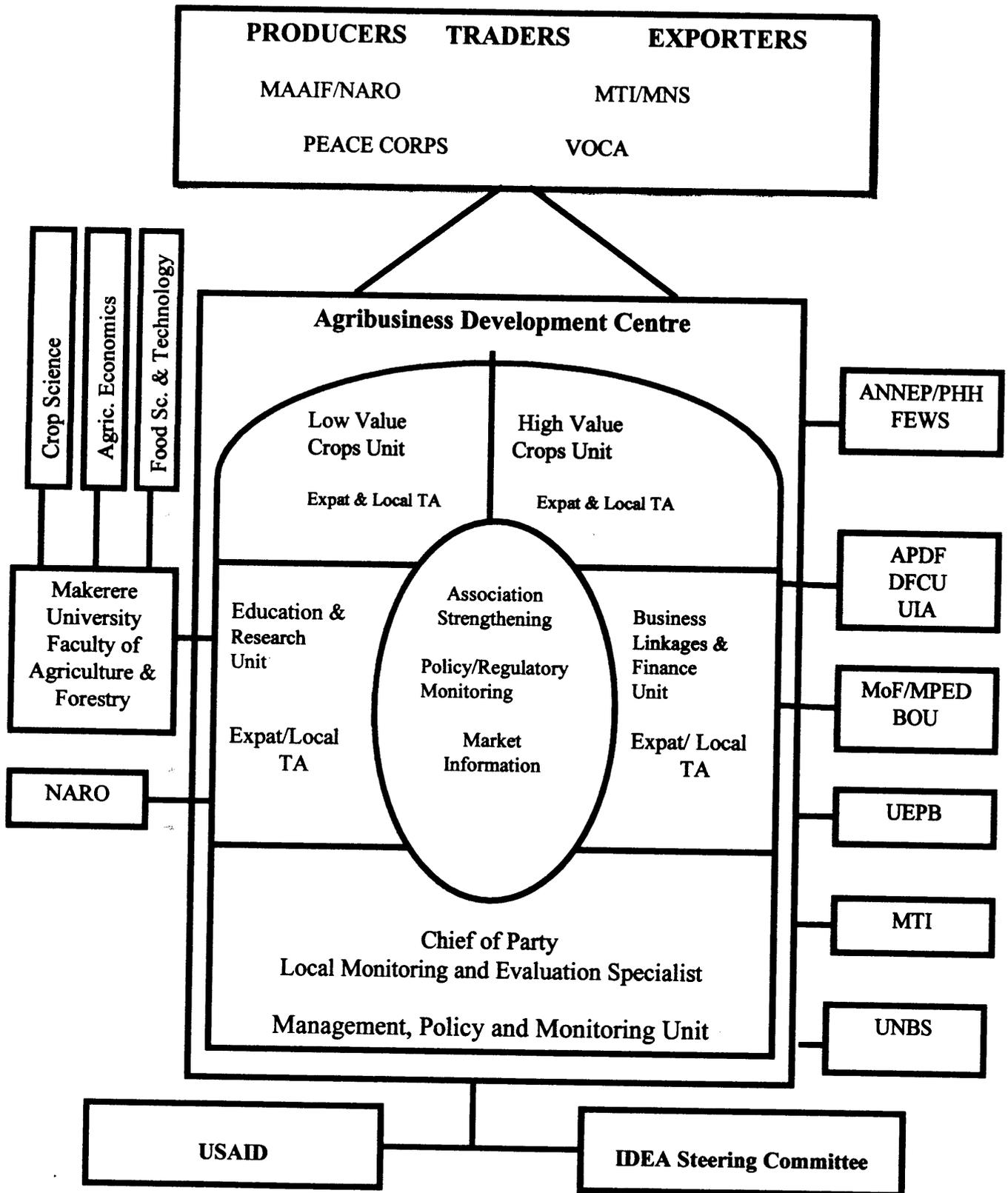


Figure 2: Institutional Environment of ADC/IDEA Project



2.0 PROGRESS BY COMPONENT

This chapter summarizes progress made by the various components during the period April 1 through September 30, 1999. Details of progress for each activity, objective and output are presented in Annex 4 (AIMS) and Annex 5 (Time Lines).

2.1 Component One: Low Value Crop Development

Overview

The progress presented in the following sections specifically covers the period April 1999 through September, 1999. This period represents the planting and harvest of the first season crop for 1999 and the planting of some of the second season crop for 1999. It also covers the sales of first season crop for all areas except the highlands.

Research activities continue to emphasize the screening and release of new varieties of both maize and beans suited to local production as well as regional export markets. The year to date has been significant in that formal approval for release has been given for two imported hybrids from Zimbabwe, setting an important precedent in terms of seed policy in Uganda. Work with important bean pests and diseases, notably bean fly and root rots has reached conclusion and recommendations have been made in the form of field leaflets and publications.

Field Demonstrations continue to be utilized as a means of promoting new technologies, especially with the addition of new varieties. Sc 625, the newly released Zimbabwe maize hybrid has been included in all standard demonstrations during season 1999 B and is proving itself very well. A shift in approach has been made in line with the objectives set for the proposed project extension. Standard demonstrations have been consciously reduced in all but the newest areas, and these have been replaced with adopters fields. Total attendance at the formal field days is estimated between 175,000 and 200,000.

Commodity Development activities have continued to focus on the *universal bean types*, with the highlight being the release of Sugar 73 as a large seeded bean suited to all three target markets - home consumption, local and regional markets as well as the southern Africa export market. Two new *groundnut* varieties Serenut 1 and Serenut 2 have been released formally and await multiplication. Both materials have superior yield and disease characteristics, Serenut 1 being up to 75% improvement over Red Beauty. *Sesame* work has come to a halt with the poor performance of the MU collaborator under a USAID grant. *Sugar Beet* work is ongoing with some promising results being obtained from the Kinyara trials.

Outgrower Programs continue to expand with bean production providing an excellent opportunity for growers to expand cultivated area. BUFA Kibaale and IFCD Rakai as well as other PL-480 partner groups remain confident of their ability to improve household incomes through this mechanism. The market linkage component is not fully exploited as most product ends up in the local supply system requiring no intervention. Only the seed production schemes still require assistance in this area.

Market Knowledge Information Systems (MKIS) has been revitalized with the position of MKIS officer having been filled and additional cooperation has been fostered through a new partner organization involved in MKIS activity, namely IITA through a PL-480 grant.

Seed Multiplication activity has continued to focus at the rural seed production mechanism for beans through outgrowers, and this reporting period has focused on official registration for these growers. NASECO has been encouraged to become a producer of registered materials for the emerging private sector participants in certified production.

Commercial Farming has continued to receive critical attention by the LV team over the reporting period. Lines of credit for commercial farmers continue to be developed through Centenary Rural Development Bank and approaches have been made to reputable commercial banks to become involved in larger funding levels to commercialising farmers. A key one day workshop was held in Jinja in September to develop the abilities of selected Commercial Contact Farmers who will act as liaison between the ADC and commercial farmers in the various districts. To date the response to that meeting has been significant.

ATAIN continues as the principal mechanism for **Input Supply Intervention** and continues to receive encouraging response from the trade and other development agencies.

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

Progress by Objective

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

Maize variety release continues to be the emphasis of the national maize program that is now working in collaboration with the following companies :

- Seedco - Zimbabwe
- Pannar - South Africa
- Monsanto - USA (using Southern African Germplasm).

As well as with hundreds of lines originating with international public institutions such as CIMMYT, being crossed and screened. The commercial linkages are an exciting development as releases will immediately be linked with commercial activity to promote and distribute materials. Table 2 highlights the yield potential achieved under varying conditions, as summarized in the variety release data presented by the National Maize Programme.

Table 2: Yield potential under well-managed conditions for current official maize varieties and upcoming releases

Variety	Maximum yield potential (kg/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
Pan 67#	8,300	5,450	4,200
Pan 5195#	6,000	5,000	4,500
LP16#	6,000	4,000	3,000

* Restricted release pending farmer comments through National Maize Programme

Varieties in pre-release season due for presentation early in 2000

Source: Summarized 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). Demand for hybrid seed continues to outstrip supply.

Some materials in their pre-release season are being selected not for their superior yields under high management conditions but for their stability under lower management regimes. These materials will be suitable for those farmers in drier areas, where shorter less reliable seasons prevail. This is particularly the case with LP16. Sc 621 is also being considered as a suitable import under these conditions. Introductions from Seedco have also begun to fill a similar need. Shorter season materials in the form of 4 and 5 series hybrids have been introduced into the testing program during the second season 1999. Discussions with Monsanto regional management has resulted in authorization by NARO to begin testing of non-genetically modified materials. Seed imports will be received for inclusion in the first season tests 2000.

Bean program activity continues to focus on improved varieties and this period has seen the conclusion of 2 important trials. NARO Bean Programme released its collaborative work with MU in recommending a simple and inexpensive seed treatment for bean stem maggot. This recommendation was released as a field leaflet and a poster. Work with root rots also concluded with some good recommendations using organic amendments to reduce the level of infection of this serious disease particularly in the highlands. Publication of the results in "field friendly" format is underway.

Yields for bean varieties available through official release are presented in Table 3 below.

Table 3 : 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 Ngwinurare Umubano	3,875 3,861 3,000	} } Climbers suited to high altitudes }
Pending : DRK 57	1,111	Release postponed pending emergence of stability in colour

Source: Summarized from variety release presentation March 1999.

Monitoring of the research program received a severe setback during the reporting period with the tragic death of the ADC REE Specialist Mr Alphine Karimarimo. Up until his death in July, he had been supporting research activities by well organized routine field inspections. His replacement is due to commence work in October 1999. Preliminary planning meetings have been held with both the national programmes and final 2000 programmes are due by October 31st 1999. Of note is the initiation of a hybridization program into the breeding work. Previously, this had basically been restricted to selection and screening of lines, a new staff member of the program is qualified to introduce hybridization in order to rapidly incorporate important characteristics into existing materials.

Some exciting work has been initiated this reporting period to test the biological fungus *Metarhizium* as a possible control agent for termites in maize. This is a joint work between SAROC (U) Ltd NARO and ICIPE in Nairobi. Initial results look very promising and there appears to be a significant reduction in termite damage in the season of application as well as the following seasons. ICIPE continues to multiply the fungal spores and mycelium and NARO continues to develop suitable methods of application in the field. SAROC will ultimately develop the commercial methodology for production and marketing of the product if it meets efficacy requirements.

Benchmark: 1999 research program monitored and 2000 program approved by 2/23/00 (60% complete).

Objective 2: Update technology packages with output from research trials.

ADC demonstration packages remain essentially the same with minor modifications for 1999 A and B season activity. This includes the addition of both recommended green manure crops from CIAT research (*Cannivalia* and *Mucuuna*) in the first season. 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. Field experience with herbicide use is leading to the development of a small scale herbicide application rig. This will make use of a knapsack sprayer/spray boom combination with newly introduced constant output valves. An approach is being made to various commercial companies to take the lead on this. Its application should give small scale commercial growers an opportunity to expand production without the fear of being overcome by the weed control problem.

The commercial production handbook continues to be utilized for all emerging commercial farmers, both large and small. Updates to crop budgets and costing are complete and the ADC production costing database has been modified in order to service commercial client requests for bank finding.

Benchmark: Updated commercial production and management handbook produced and disseminated by 8/13/99 (100 % of target completed).

Objective 3: Demonstrate technology packages for the 1999/2000 seasons

1999 A season saw 2,558 standard small scale High/Low result demonstrations being carried out. These demonstrations exposed some 80,000 farmers directly to new income-enhancing technologies. As was noted in the previous reporting period, a shift has taken place to emphasize the use of adopters in the technology transfer mechanism. This shift has been made in the second season with a 50% reduction in standard demonstrations. 1,300 demonstrations have been placed during season 1999 B and it is anticipated that 2,000 adopting farmers' fields will be used as technology transfer centres during the season. Field days will be carried out as usual, and LV will be reporting on such events. Based on average attendance, total exposure is likely to be in the region of 175,000 – 200,000 depending on the relative effectiveness of season A adopter sites.

In this way, the use of standard demonstrations will be replaced almost completely by the second season of the year 2000. These developments are in line with the LV objective of reducing total traditional demonstration sites to 20% of overall technology transfer sites by the year 2004 (in conjunction with an approximately 5-fold increase in registered demonstration sites).

All demonstration sites carry K132 bean seed, Longe 1 seed, one new maize hybrid (Sc625) and one Uganda maize Hybrid. Shortage of production seed for the new bean varieties precluded their inclusion in the 1999 B season demonstrations.

Benchmark: *At least 100,000 farmers exposed to improved technologies (90% accomplished).*

Benchmark: *2 new maize and 2 new bean varieties extended to producer level (50% 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.

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. The ADC has also attempted to bring on some of the smaller exporters who have recently become suppliers to WFP. The exporter companies remain CEI, Magric, Lira Millers, Uganda Seed Project (USP) and IFCD in Rakai. Additionally Roka Ale and Magric (U) Ltd have achieved notable successes in the export sector with a number of commercial exports.

The sale of first season surplus has gone extremely well for the producers and itinerant traders in Uganda but exporters have generally failed to compete with small scale formal and informal trade into Kenya. It is estimated that this year alone in excess of 35,000 mt of maize and beans valued at over US\$ 7 million will have been sold to Kenyan markets through the Eastern borders. Commercial contracts have failed to materialize, despite repeated efforts at linking local exporters with Kenyan buyers, mainly millers. In one case a significant contract was signed but failed due to the inability of the large miller customer to raise a letter of credit (LC) in time.

Benchmark: *Assistance maintained to at least 5 active exporter companies (53% of target accomplished).*

Objective 5: Provide TA for additional commodity developments

Beans: Demand has remained high for seed of the K132 variety with producers still not matching demand at the farm level for the product. This has been compounded by the dry conditions during season A in western part of the country, which hampered production. The shortfall was made up to a certain extent by supplies from the informal seed clients of the ADC who have steadily increased their ability to respond to market demand. The problematic situation in the production areas, combined with Uganda Seed Project in decline has meant that the new materials have still not been bulked to initial commercial volumes. This is unfortunate since the demand particularly for the new Sugar 73 has been high in the Southern Africa market.

Work on new varieties continues to generate improved materials with at least 5 promising varieties moving to advanced yield trial status.

Groundnut: Two new varieties from Serere have been released through the Variety Release Committee. These are named as SERENUT 1 and SERENUT 2 according to the newly approved naming nomenclature. They are a significantly improved Red Beauty with superior yield characteristics (50% improvement) and an improved Igola I, which has good potential in the confectionery markets. The problem remains the multiplication of these materials. Because multiplication rates are notoriously low for groundnuts, profitability of this crop is also low. This discourages commercial seed production. A mechanism is required for these new materials to be multiplied if the benefits are to reach the growers.

Sesame work has stalled as outlined in the previous report. MU has now been dismissed as an effective collaborator and the work is to be handed to the Sesame specialist at Serere who has been away on further studies. The current situation is that he has returned and a revised proposal is expected from him. REE had been liaising on this component, and this also suffered from the untimely death of Mr Karimarimo.

Sugar Beet research has been on-going. This is a collaborative effort between Novartis, Kinyara Sugar Works, NARO and the ADC. Establishment of 1999 B season trials at Kinyara is underway. Initial results from first season trials look promising with gross and sugar yields from two of the tested varieties at significantly higher levels than comparative cane yields. It is too early to give an economic assessment of this work.

Benchmark: *3 promising new bean varieties incorporated in advanced varietal trials (56% accomplished).*

Benchmark: *2 seasons of research conducted on sesame (42% accomplished).*

Objective 6: Maintain assistance to present outgrower programs

Two active outgrower groups are currently receiving ADC support as shown in Table 4. 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 informal export sales, particularly to Rwanda.

Table 4: Support to Outgrower Programs

Program and location	Activity	Output
BUFA – Kibaale	Multiplication of white alubia, white pea beans and red kidney	1,403 mt of the various varieties under multiplication produced and marketed into the local market. A total of 5,190 farmers effectively coordinated by the BUFA extension network.
IFCD - Rakai	Production of beans for seed and food	400 mt of seed grade K132 produced and sold through commercial seed traders as well as informal offtake into local and regional (western) markets.

Benchmark: *At least 2 outgrower programs export commercial shipments of beans (56% complete).*

Objective 7: Provide Market Knowledge and Information Services

ADC has supported the replacement of the defunct MNS service operated by the Ministry of Tourism, Trade and Industry with an IITA/PL-480 partnership. This partnership will effectively provide rural price and forecast data collection services to the industry. Regular national forecast meetings continue to be held on a monthly basis, and one-on-one market linkages are made where possible. A replacement staff member has been recruited for the post of market information specialist at the ADC and LV weekly bulletins will recommence by the end of October 1999.

Benchmark: *A revitalized MKIS established by 2/23/00 (56% complete).*

Objective 8: 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 1999 A and 1999 B seasons. USP has, however, reacted to market pressure and during the first season of 1999, it put sufficient hybrid in the field to produce at least 100 mt of hybrid 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.

Private sector activity has not been as active as hoped for and CEI (Harvest Seeds) has suffered some financial setbacks resulting in a less aggressive position in the market. It is still representing SeedCo of Zimbabwe and has placed Sc625 into both the lowland and highland markets this year. Stock of this material remains and it is hoped that the very favorable response received from farmers as to the suitability of the variety will enable a good market penetration for the first season in 2000. Sc 627 was received in poor condition and sales were suspended after it was discovered that germinations were unacceptable. This prevented the product being sold during this reporting year. It is hoped that a re-supply of the product will be received well in advance of the 2000 A season. CEI has employed a seed sales representative but it appears that financial problems have reduced his ability to maintain an good field presence. This is being offset by ADC support (Table 5) in the field in combination with CEI staff.

NASECO (now a private company supported by Belgian funding) has responded extremely well to ADC support and is now effectively able to respond to the national needs for *registered seed*, totally

in the absence of the Uganda Seed Project. This applies to maize and beans. There is still some reluctance on the part of the national programs and NARO to release breeder's seed to the program (especially through the maize program). The national bean program have agreed to sell breeder's seed to NASECO but negotiations are still in progress with NARO and the national maize program. It is anticipated that NASECO will be able to supply seasonally from the 1999 B season 12-15 mt open pollinated Longe 1 registered seed for sale to commercial seed houses to advance to contract growers. Bean output could be as high as 50 mt registered seed per season. NASECO has sufficient funding and expertise to maintain this progress and will effectively fill the essential gap between breeder and certified seed. ADC support has been effective in leveraging Seed Certification resources to achieve registration of their foundation and registered output.

Magric has expresses interest now in entering the certified seed production business, and initial discussions have shown their seriousness. It remains to be seen how much financial resources they will make available to this sector. International seed houses continue to show keen interest in Uganda as both a market, a potential production area and a springboard into the lucrative regional market. Discussions have been held with Monsanto and authorization has been received from NARO through the ADC for their introduction of some of the more promising non genetically modified materials from their recent acquisitions in South Africa (Cargill and Sensako). Pannar has confirmed its intention to go for official release of the two promising materials - PAN 67 and PAN 5195, next season. Limited on farm demonstrations will be in place for 2000 A season).

Privatization of the USP is still on a slow track, but registration of the company has been finalized, into which the assets of the USP will be transferred. In fact the seed sector now finds itself at considerable risk. It appears that USP may simply disappear. Funding is running out, operating resources are low to non-existent and the recent public sector reforms have simply removed staffing positions. The current disastrous requirement for USP to supply to disaster relief Shs 1.3 billion worth of maize and bean seed (to be paid for at some future date) has only aggravated the situation and left USP seed stocks in a precarious position for the coming season. This combined with what will prove to be late planting, still questionable quality and an increase in fake seed sales especially in Kampala puts the sector in a particularly difficult position. Efforts to speed up the certified production of seed by the private sector need to be redoubled in the short term to counteract this problem.

Table 5: ADC Seed Multiplication Support Program

Producer group/individual	Product	Target market	Target Company	Market
Masindi Seed and Grain Growers Association	Maize (Longe/hybrid)	Large	USP	TA
Kinoni Farm	Maize (Longe)	Large	USP/Harvest/99 B to NASECO	TA
Mubuku Growers Association	Maize (Longe)	Large	Harvest	TA/PL-480
Naseco Seed Co.	Maize/Beans	Large	NASECO Seed/ all private sector seed houses	Market
IFCD coop activity	Beans	Small	USP/Harvest/Magric	TA/PL-480/Market

SAFAD Kamuli	Beans	Small	Harvest/ internal sales/Magric	TA/PL-480/ Market
Kabale Farmers Association (KADFA)	Climbing Beans	Small	KADFA internal sales	TA/Basic seed

Benchmark: 4 newly emerging seed production entrants and 2 ongoing concerns supported by 2/23/00 (56 % complete).

Objective 9: Promote and support commercial farming operations

Commercial farming has received increasing attention during this phase of the work plan period. The LV component has been systematically working to develop catalyst farmers in at least 10 districts. This work culminated in a contact commercial farmer workshop held in Jinja on 23rd September 1999, where 15 contact farmers were facilitated to begin the work of bringing other competent commercializing farmers for ADC support. It is anticipated that these contact commercial farmers will assist in training others as well as providing basic oversight at the district level.

Work with the banking sector continues in order to avail credit to these emerging farmers. Closure of Co-op Bank as a result of rampant corruption caused a void in rural lending facilities. Centenary Rural Development Bank is currently working with the PL-480 risk fund and recent meetings with bank management have lead to their developing a new lending window for this facility rather than attempting to push these clients through their present convoluted and expensive system. This development is not complete yet. It is the intention of the LV component to have at least 40 clients screened as to their credit worthiness before the end of the work plan period prior to the start up of the 2000 A season.

Benchmark: 5 successful catalyst farmers report activity by 2/23/00 (56 %).

Objective 10: Input supply intervention

ATAIN activity continues to generate significant interest from both the local stockist networks and from members of the donor community and the MAAIF. The ADC has been called upon many times over the reporting period to highlight its input supply related work. Stockist numbers directly linked to the program remain higher than initial targets. Additionally and perhaps more importantly, stockists that are being taken on by ATAIN distributors without a credit guarantee continue to rise. The technical knowledge gained from the ongoing and now effectively on the job training still remains an important component of the success of the program.

The lack of backward financial support from distributor to wholesaler still remains a hindrance in many cases, especially over this reporting period where liquidity was severely hampered by a general tightening up in the banking sector following the closure of the several banks. This resulted in lower stock advances from wholesaler to distributor, and many distributors with reduced liquidity made the rational decision to maximize their limited resources by trading for cash at the district level. It is hoped that the program can be expanded by ATAIN II activity where some support can be given to the backward linkage to wholesalers. This will be worked on over the remainder of the work plan year. For detailed ATAIN activity refer to BAF section of this report.

Benchmark: At least 150 rural retail stockists benefit from ADC support in 10 districts (56 % accomplished).

2.2 Component Two: High Value Crop Development

Overview

The export value of crops covered by the high value portfolio was US\$ 24 million in 1998. This was the provisional figure given in the last semi-annual report. It has been reviewed and confirmed and comments are made below on any significant changes expected in 1999/2000. A summary of exports by major category is given in Table 6. 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 7. The data have been updated based on production and export statistics collected from the URA, CAA, MAAIF, national associations, individual 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 conservative average estimates. Preliminary figures for the first six months suggest that total export volumes and values of HV products will increase by a further 10-15% during 1999.

Table 6 : High Value Crop Exports 1995-98

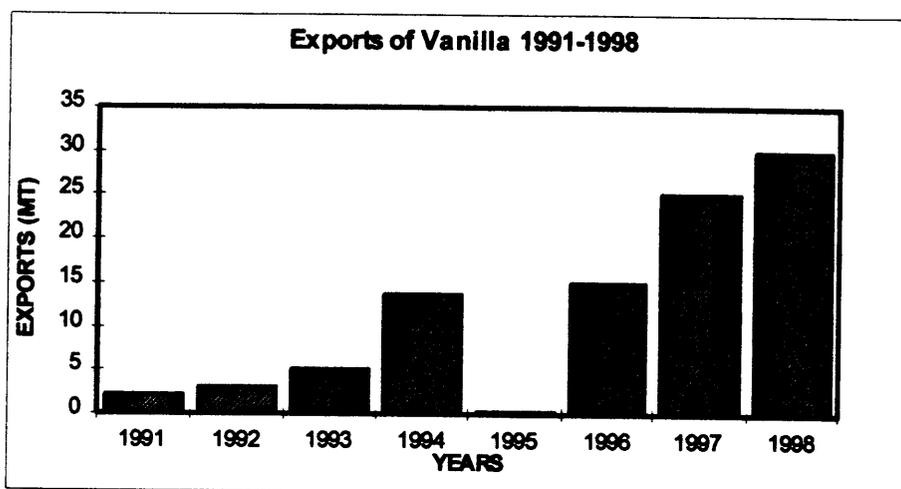
Product	LOP Target (\$mill FOB)	1995 Value (\$mill FOB)	1997	1998	% LOP Target
Cut flowers	5.00	2.30	10.79	14.02	280
Fresh fruit & veg.	0.37	0.63	1.24	2.30	622
Spices	1.10	2.64	1.24	1.34	122
SUB-TOTAL	6.47	5.57	13.27	17.66	273
Papain	N/A	4.46	2.80	4.94	N/A
Cocoa	N/A	0.64	1.51	2.12	N/A
TOTAL HV NTAEs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

Cut flower exports for 1998 were 280% over the original LOP target and US\$ 3.23 million higher than the previous year. This may drop slightly in 1999 due to replanting and restructuring taking place on some farms, but is expected to increase again in 2000. The value of chrysanthemum cuttings has continued to increase in 1999. Three rose farms went into receivership during 1998/99. Two of these have been bought by new investors and are in the process of rehabilitation. Several others are experiencing financial difficulties and require additional capital to survive. The reasons for their failure are both technical and managerial (see Performance of Rose Varieties Grown in Uganda 1993-98, IDEA Project, September 1998). Other farms are doing well and have expanded their production of high-yielding varieties such as *Frisco*, *Rodeo*, *Dream*, *Lambada* and *Eskimo* by an estimated total of 15 hectares for the 1999/2000 season. One new farm of 5 hectares of roses has also been established this year with technical assistance from the ADC.

Fresh produce exports by air increased by 85% to a total FOB value of US\$ 2.3 million which is more than six times the LOP target. Sales of targeted crops such as green beans, okra and hot pepper increased substantially more than average. Contract production of these crops for specific European customers is expected to result in further significant increases in export value for the 1999/2000 season. Figures exclude cross-border trade in matoke and other fresh produce to Kenya, Rwanda and

Congo, although these appear to be increasing annually and are probably worth more than US\$ 1.0 million per annum. In the absence of reliable official figures, a baseline study to estimate the value of cross-border exports of fresh produce is in progress and more reliable data will be available directly from the ADC in future.

Exports of spices, other than vanilla, have increased more slowly than other crops although the FOB value for 1998 was US\$ 1.34 which is 22% over the LOP target. Vanilla exports which increased slightly in 1998 to 30 tons following intensive technical assistance and market promotion by the ADC are expected to increase significantly in 1999/2000 following an excellent harvest in July/August 1999. 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 an export value of US\$ 4.94 million in 1998. Cocoa exports were valued at US\$ 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 crops have potential for significant expansion and are now receiving more targeted assistance to increase export values.

The HV team continues to provide direct support to new and existing firms in all commodity groups and has contributed significantly to the strong performance of the high value export sector and its continued growth in 1999. In general, clients continue to respond positively to ADC assistance, by expanding and diversifying their businesses so as to guarantee more employment and foreign exchange earnings into the future.

Efforts have continued with outgrower schemes for labour-intensive export crops such as vanilla, chilli and selected vegetables. These 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, and the end result is also meager. Smallholder vanilla production has increased rapidly and growers received a 25% price increase (to Shs 3,000 per kilogram) for the 1999 harvest.

As well as the impressive increase in foreign exchange earnings, 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 through 1999 and beyond the key elements of our approach remain the same:

- Intensive technology transfer and training to assist the growth of 30-40 successful current clients, including both "cash rich" and "labour rich" groups
- Provision of customised marketing support and market analysis to all clients
- Identification and training of new investors, particularly processors and traders with adequate finance and business skills
- Focused technical assistance on a small range of capital-intensive crops including high-yielding roses, chrysanthemum cuttings and selected vegetables with proven competitive advantage and high sales potential
- Focused technical assistance on a small range of labour-intensive crops including cocoa, vanilla and papain, with comparative advantages and income potential for smallholders, and reliable market outlets
- Careful market development and production trials on several crops and products with future potential for rapid growth such as organic fruits and passion fruit juice.

Other crops such as geranium (for essential oil), mushroom, chilli and honey, which have received considerable attention in the past without much success in terms of employment and foreign exchange earnings, will receive minimal attention in future.

Table 7 : HV Crop Exports 1998

Product	Value (\$m)	Volume (tons)	Beneficiaries	% Women	IDEA input
Roses	11.68	1,966	3,000	70	Medium
Other flowers and plants	2.34	400	300	70	Medium
Total flowers and plants	14.02	2,366	3,300	70	Medium
Matoke banana	0.52	652	1,500	75	Medium
Apple banana	0.14	143	400	75	High
Avocado	0.04	51	150	75	Low
Passion fruit	0.09	46	200	75	high
Fresh chillies	0.28	232	1,100	75	Medium
Hot pepper	0.41	340	1,200	75	High
Green peas and beans	0.15	122	400	75	Medium
Other fresh fruit and veg.	0.67	710	1,000	75	Medium

Product	Value (\$m)	Volume (tons)	Beneficiaries	% Women	IDEA input
Total fruit and vegetables	2.3	2,296	5,950	75	Medium
Dried chilli	0.19	56	1,000	70	Medium
Ginger	0.30	100	2,000	60	Low
Vanilla	0.75	30	3,000	30	High
Other spices	0.10	5	100		Low
Total essential spices	1.34	191	6,100	50	M-H
Papain	4.94	247	5,000	50	Low
Cocoa	2.12	2,110	4,000	30	Medium
Total HV NTAEs	24.72	7,210	24,050	60-70	

Progress by Objective

Objective 1: Complete 10 current trials

Progress on research trials is summarized in Table 8. Sixteen research activities were identified during the first two years of the project. 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. A new research activity on cocoa was initiated in 1999 in conjunction with the Coffee Research Institute at Kituza. Follow-up research/training agreements were initiated with NARO in 1999 on banana and passion fruit. The original research proposal on varietal screening of roses has also been revived at the request of UFEA and field work is expected to start in November 1999.

Table 8 : 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	Nsimbe Estates Ltd	Field work completed, final report in preparation.

Research activity	Implementing firm	Status
(lyzimachia & solidago sps.)		Potential of solidago established but no commercialisation to date. Bulletin produced and circulated
5. Rose varietal trials	UFEA	Methodology has been agreed and consultant recruited to establish trial area of 0.5 ha on a commercial rose farm
Fresh fruits & vegetables		
6. Passion fruit quality trials	1. HORTEXA 2. NARO	Work completed. Commercialisation of results has occurred with direct impact on exports. Commercialisation bulletin updated and distributed. Second phase work initiated in 1999 with NARO to re-characterise Kawanda hybrid clones and produce plants free of woodiness virus.
7. Banana yield and quality trials -previously apple banana trials with OSU	1. O.S.U. Ltd 2. 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 a second phase in 1999 to include matoke and organic apple banana through National Banana Research Programme (NARO).
8. Fine green beans	Mairye Estates Ltd	Work and report completed. Commercialisation of results has occurred with direct impact on exports. Bulletin produced and circulated.
9. 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. Commercialisation bulletin produced and circulated. Trials have been repeated to collect more yield data.
10. Asparagus varietal trials	Fruitpack Ltd	Attempts to rehabilitate trial plots have failed. Preliminary commercialisation bulletin produced on the basis of observational and reference information and circulated. Not commercially viable.
Spices & essential oils		
11. 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.
12. Birds eye chilli yield trials	1. Joseph Matovu Ltd 2. Lili Asha & Rukungiri Growers	Original field trials were abandoned without data collection. Small trials are being repeated in Rukungiri and at Lili Asha. Preliminary commercialisation bulletin produced.
13. Vanilla yield trials	Kasirye Agro-Mixed Farms	Field trials rehabilitated and pilot processing plant built. Preliminary commercialisation bulletin updated.
14. Geranium oil yield trials	Uvan Ltd	Field trials in progress. Preliminary commercialisation bulletin produced.
15. Cymbopogon oil yield trials	Taimex Ltd	Field trials in progress.

Research activity	Implementing firm	Status
Cocoa		
16. Varietal characterisation and IPM for cocoa	Coffee Research Institute MAAIF/NARO	Field work on IPM methods and clonal screening has started at Ddamba Island and Kituza.
General		
17. 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 results from these 17 activities have been mixed. Problems with management and reporting by grantees were described in detail in the last semi-annual report, and for the majority of activities the final report will have to be prepared by the HV team with limited quantitative data available. However, the overall return on grant expenditure is good in terms of sustainable exports resulting from several of the research activities. Exports influenced directly by HV research activities will generate more than US\$ 5 million in the 1999/2000 season:

- Joint ventures have been set up with foreign investors to produce chrysanthemum cuttings. The 1998 fob value of exports was US\$ 2.4 million and this will increase in further in 1999.
- Mairye Estates formed a joint venture with Dutch investors and formed a new company (Lili Asha) to grow beans and other vegetables for UK supermarkets. The 1998 fob value of exports was US\$ 140,000 and the production target is US\$ 800,000 for the 1999/2000 season.
- Uganda has become a leading supplier of Scotch Bonnet chilli (hot pepper) to the UK and Dutch markets and production is on target to reach US\$ 300,000 in 1999/2000.
- Vanilla production increased to 400 tonnes of green beans in 1999, which will generated exports of cured vanilla, valued at US\$ 1.4 million fob in 1999/2000.

Work has started on preparing final reports for all of the research activities where field work has been stopped but reports have not been completed for various reasons (see above). Although data and information is mixed and generally incomplete, the HV team are familiar enough with all of the activities to produce useful final reports. The reports will guide future activities and discourage the promotion of some crops, which clearly cannot be produced efficiently under Ugandan conditions.

Benchmark: 15 total research trials completed by 2/23/00 (60% of target completed).

Objective 2: Initiate three more research trials

Research proposals have been approved and field work initiated for cocoa trials (NARO - Kituza Coffee Research Centre) banana research/demonstrations (NARO - National Banana Research Programme) and passion fruit clonal characterisation (NARO-Kawanda). Agreement has been reached with UFEA for research into varietal performance and agronomy of roses.

The cocoa research will focus on characterisation of improved cocoa cultivars planted on Ddamba Island more than ten years ago, followed by collection and dissemination of seed from the most promising trees. Various IPM techniques will also be tested on mature stands of cocoa at the Kituza research station.

Eight matoke banana demonstration plots and one plot of organically grown apple banana (ndiizi) have been established by the National Banana Programme team in different Districts. The matoke plots will be used to collect yield data under improved production conditions and to demonstrate the results to farmers. The organic plots of apple banana have been established to test the market reaction to pre-ripened and pre-packed fruit, in conjunction with Mack Multiples, a UK supermarket distributor.

The Kawanda horticulture team has been collecting samples from the original eight lines of Kawanda hybrid passion fruit currently grown by farmers. These are being re-characterised for export potential. Virus-free plants are also being identified and propagated by tissue culture in order to produce a mother garden of exportable, virus-free cultivars grafted on to fusarium-resistant root stocks. These should be available to farmers by mid-2000. The main constraint preventing export growth of passion fruit is virus and disease infection of commercial orchards. More than 90% of plants tested so far are infected by woodiness virus, and collar rot (fusarium) limits most ungrafted plants to a commercial life of only 1-3 seasons.

In conjunction with UFEA, a consultant has been identified to establish rose and other cut flower trials on a commercial farm in the Entebbe area. Breeders have been contacted to supply new lines of roses with potential for Uganda and the first planting is expected by December 1999. Sales of roses from the trial plots and contributions from participating growers will partly finance this activity from the beginning and the aim is to make it a self-financing UFEA activity within two years.

Benchmark: *Three additional research trials initiated by 2/23/00 (60% of target completed).*

Objective 3: 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. Technical assistance has also been provided to local associations of cocoa growers and traders to form a national association, which should be registered officially in 2000.

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 (see previous reports), and field visits have been made to monitor the performance of grantees. Eight small grants have been approved to date for amounts of US\$ 5-10,000 on irrigation systems, packing facilities and greenhouses. Terry Bannister, the field officer provided to HORTEXA through the IDEA/APDF grant facility, has continued to provide valuable management and agronomic advice to small-scale export growers. During the final six months of this contract, Terry will focus on monitoring grantees and advising a small group of six clients who have responded to training and have good potential for future growth. Despite some organisational improvement HORTEXA continues to struggle to meet the management and accountability standards required by donors.

The institutional capability of UFEA has improved significantly in 1999. The need for joint action on freight, codes of practice and re-financing issues prompted some of the larger, better-financed growers to support the association more actively. This is reflected in the new executive committee and in a more pro-active approach to overall development of the industry. Major activities during this period were initiated on freight and handling (see below) and work continued on development of the national code of practice for horticulture, and reorganisation of the floriculture training course.

UFEA and HORTEXA were assisted jointly, and in conjunction with the Civil Aviation Authority (CAA), to evaluate air freight options and the costs of services at Entebbe Airport, relative to other African competitors. A consultant was hired and a detailed report prepared on ways of making handling and freight more competitive for flower and fresh produce exporters. UFEA and HORTEXA are in discussion to form a joint company, which will take over management of the USAID-funded cold store, provide specialised handling services for perishable products and possibly charter aircraft. The report has been submitted to the CAA and a request made for this new company to be granted a handling license.

The institutional capability of UNVA has improved significantly in 1999 and following a successful audit, their grant request for US\$ 56,000 has been approved by USAID. They have elected a new executive committee with representation from different Districts, established a small office in Mukono and are in the process of recruiting two extension workers.

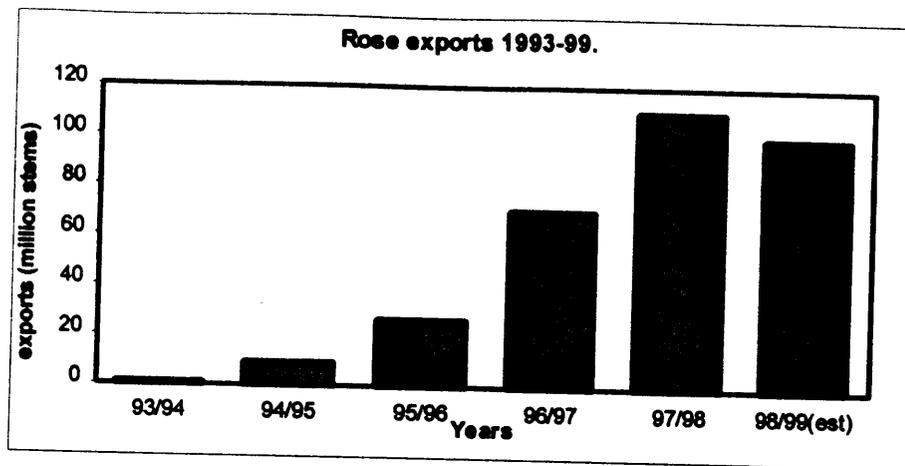
The ADC is de-emphasising honey. Other than a small amount for home consumption or domestic sales, output is not sufficient and supply response is inelastic. A final 2-day training program was conducted by UHA in Kabale in July with over 600 participants. The project assisted with locating a market for a small amount of cross-border trade in honey from Southern Sudan. UHA continues to function with other donor support.

***Benchmark:** TA provided to 4 national commodity associations by 2/23/00 (55% of target accomplished).*

Objective 4: Provide customized TA to 30 firms and outgrower associations

A total of 53 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 trials, demonstrations and training, and on providing practical marketing assistance. In 1999 to date, assistance has been discontinued for 6 clients and 5 new clients taken on. 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 US\$ 14 million per annum, with relatively higher increases in specific ADC target crops. This is set to increase by a further 10-15% in 1999 based upon performance for the first six months of the year.



- Following two years of uncertainty, European flower buyers are now looking to Uganda as a competitive supplier of small-headed roses for supermarket sales and bouquets. This has resulted in new investment in roses of about US\$ 3.5 million in 1999 and will lead to significant expansion of exports in future years.
- Uganda is competing successfully with established producers of chrysanthemum cuttings and is now regarded as a major supplier to European and Japanese buyers.
- Uganda is now being taken seriously as a fresh produce supplier to the European supermarket sector. Orders have been placed for 50 tonnes per week of various types of green beans for 1999/2000. Buyers have also requested increased quantities of organic apple bananas and small pineapples by air, with the possibility of developing substantial niche markets.
- Uganda has become one of the top three suppliers of hot chilli (fresh) to the European wholesale market and is making rapid progress on okra and other exotic vegetables.
- Uganda is set to become the third biggest producer of vanilla after Madagascar and Indonesia and the only country with its own direct marketing web site <<http://www.ugandavanilla.com>>
- Smallholder cocoa is being rehabilitated and 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.

Benchmark: TA provided to total 30 firms/associations by 2/23/00 (60% accomplished).

Objective 5: Distribute market information

The ADC is now established as the main source of market information and export statistics for high value crops (see previous reports). During this period data collection systems for exports of flowers and fresh produce were upgraded further in conjunction with UFEA, HORTEXA and the CAA. Monthly data is now being collected for production and export of 26 rose varieties and other miscellaneous floriculture products, and 25 types of fresh fruits and vegetables. The statistical section of the CAA was provided with computers and training to improve their data collection capability for all exports. Discussions are now in progress with Customs to make commercial invoices available as the primary source of data. Weekly and, in some cases, daily prices on international markets are now

available on-line at the ADC for all the major commodities. A new market information manager has been recruited and work will start on refining price data available to growers and exporters, through a re-designed weekly bulletin. A dedicated web site for the Uganda National Vanilla Association <<http://www.ugandavanilla.com>> was designed and set up by Fintrac and is being promoted to all potential vanilla buyers. It give details and photographs of smallholder vanilla production in Uganda, provides updates on availability and quality, and allows bulk buyers to place their orders and make payment on-line. A novel feature is that gourmet cooks and shops can buy vials containing four top quality beans for US\$ 5, delivered by post from Fintrac's US and UK offices. All proceeds go to UNVA.

Benchmark: *Improved MKIS operating & clients receiving focused market information by 2/23/00 (60% of target accomplished).*

Objective 6: Upgrade current commercialisation bulletins

A total of 16 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, mushroom, papain, mushroom, geranium oil and honey. These are in high demand and it is estimated that more than 1,200 copies have been distributed since March 1998. Work is in progress to include current technical and price data and to standardise the bulletins in terms of production costs, production methods and market data presentation.

Benchmark: *13 HV commercialisation bulletins upgraded and disseminated by 12/31/99 (70% of target accomplished).*

Objective 7: Produce two additional extension manuals

Manuals for extension workers in banana and cocoa are now in final draft stages. Posters and leaflets derived from the manuals are also being prepared for wider dissemination to growers. A series of 15 weekly articles "Harvesting Money" was also published in the New Vision covering all the main HV and LV crops. The journalist Patrick Luganda who wrote the articles based on the ADC commercialisation bulletins has been awarded an FAO international award for agricultural journalism.

Benchmark: *Two new extension manuals completed by 2/23/00 (70% of target accomplished).*

Objective 8: Carry out 10 additional market contact visits

A visit to Kenya, Zambia and Zimbabwe was organised for two representatives of UFEA, HORTEXA and CAA to have discussions with trade associations, meet handling agents and charter companies, observe airport procedures and collect cost data. The visit was highly successful and a detailed report has been submitted to the CAA board for consideration.

Fresh produce export representatives from HORTEXA, the Mubuku Irrigation Scheme and RECO industries attended AGF-Totaal, the major annual fresh produce fair in Holland. They were assisted in stand preparation and produced a good advertisement for Ugandan fresh produce. RECO has made shipments to new customers in Denmark and UK since the show. The group went on to visit UK wholesale markets after the show.

Three major buyers of fresh produce and flowers were brought in under IDEA sponsorship to speak at a workshop held by the CAA on "Promoting Non Traditional Exports through Air Transport". The workshop was well attended and raised awareness on the need for improved handling at the airport. Food Surveys, Fintrac's associate company in UK, represented the ADC at the International Food Exhibition in London and at the Ethnic Food Fair in Birmingham, UK. Since Food Surveys monitor food quality on a daily basis for some of the largest UK fresh produce importers and food distributors, they are able to provide professional and cost-effective market liaison with all current and potential buyers of Ugandan products in Europe.

Benchmark: *At least 10 focused-market contact visits completed by 2/23/00 (57% of target accomplished).*

Table 9: Main HV Market Contact Visits 1999

Event	Country	# of Participants	Remarks
Floriculture:			
Group visit to observe and discuss freight and handling systems	Kenya, Zambia, Zimbabwe	2	Familiarisation tour for preparation of Entebbe airport study.
Fresh fruits and vegetables:			
Group visit to observe and discuss freight and handling systems	Kenya, Zambia, Zimbabwe	2	Familiarisation tour for preparation of Entebbe airport study.
Group visit to AGF-Totaal fresh produce fair and Dutch/UK importers	Holland UK	6	Good response from importers. New business started as a result of the trip.

Table 10: Main Importers Visiting Uganda 1999

Importer	Country	Products	Remarks
Flower buyers:			
Flower Auction Holland (BVH)	Holland	All flowers	Preparations for 1999/2000 season and assistance .
Fresh produce:			
HighLow Supermarkets	Holland	Hot pepper, okra, Asian vegetables	Visited production areas, placed orders, supplied seed, made advance payments for 1999/2000 season
Mack Multiples	UK	Green beans, peas, okra	Visited Lili Asha and Mubuku, placed firm orders, supplied seed

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. Provision of BAF services to clients is by either BAF's in-house LTTA, STTA or through a number of collaborators, e.g. APDF and others, and is on demand-driven basis. The BAF component is manned by one local LTTA since the departure of the expatriate LTTA in 1998. Thus the work plan objectives of the component for the current year are derived with due consideration to the reduction in the LTTA LOE of the component and the existing potential to leverage TA through STTA and project collaborators.

The current work plan recognizes the need to consolidate the project's last four years of efforts in order to realize sustainable impact. In this regard the work plan objectives emphasize the need to focus TA on clients, both existing and new, with demonstrated capacity to leverage time and costs, and to sustain the ADC TA efforts on their own. As a result, the pay-off during the reporting period has been tremendous in terms of reduced contact time per intervention with clients and hence increasing the opportunity for leveraging TA intervention time to existing and new clients.

The current work plan objectives continue to embrace a mix of contractual obligations and ADC initiatives developed during the previous work plans in response to challenges in the NTAE environment, especially the unresponsive financial environment which, at best can be described as non-supportive to the NTAE sector, and flaws in the original project design assumptions as previously identified by ADC and confirmed during the project mid-term and final evaluations. Where the implementation of some well-conceived ADC initiatives has been hampered by indecision, substantial impact on NTAE activities is being realized. On a positive note, the Bank of Uganda approved and recapitalized the Export Refinance Scheme proposal with US\$ 5 million and the scheme is now operational. In addition BOU approved the proposal for establishing an ECGS and the implementation of the scheme is well under way. These two BOU schemes will, hopefully, go a long way to address the financing needs of NTAE exporters.

On the other activities, demand from clients remains low for business planning as noted in previous semi-annual and other reports because of the less-than-corresponding chances of accessing finance to implement the plans. However, as in the previous periods, the demand for BAF services for operating plans and financial intermediation for short-term working capital loans has remained relatively good.

During the reporting period, the financial sector suffered a major setback with three commercial banks completely shut down and liquidated by BOU, among which was the Cooperative bank with which we had established a good working relationship for our clients. The Cooperative bank was actually handling the ADC managed risk fund scheme funded by PL-480. Also as a result of the shaky financial sector and the consequent BOU intervention as a prudential measure, all the commercial banks are subjected to unprecedented stringent performance requirements and as a result their finance products have drastically reduced, with some completely shutting their doors to borrowers, especially for non-traditional agriculture. This in essence is dealing a blow to our previous realized successes in finance intermediation. The closure of the banks not only made the accessing of finance products

difficult but also tied up deposits of a number of our clients, which hampered their performance. These problems apart, the clients who accessed bank facilities during previous periods have had reasonably successful undertakings in terms of smooth and expanded NTAE activities, and have been able to satisfactorily service their loans.

Several of the rose farms have experienced financial difficulty and have been placed in receivership or already sold to third parties. There are a number of underlying technical, managerial and financial related factors. At the same time, some of the farms are demonstrating very strong financial performance. The BOU is commissioning a study of the industry, ADC input is being sought.

BAF training activities for the period, like in the other intervention areas, focused on consolidating the previous gains, with emphasis on training events with grassroots and broad based impact; replication potential; synergy at the project components level; diversity of NTAE activity coverage e.g. input supply, commercial farming, and agribusiness planning; and resource leveraging through collaborators and clients. The number of people reached in the training programs in the last six months exceeded the annual target, a reflection of the growing importance attached to the benefits of training by the clients. The tables following these highlights summarize results by different monitoring category for the reporting period. Annex 7, in Part II of the report, includes similar tables covering the performance during the previous periods. Overall, despite some disappointments as highlighted, BAF component's performance is continuing to register positive impact and to realize the targets.

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 reporting period is 31, of which 12 were new and 19 existing clients. The range of services offered to new and old clients alike span business and operating plans, finance mediation, training, and other business-related technical assistance. Most of the assistance during this work plan year is focused on either implementation of activities for which the clients had previously accessed ADC assistance or on complementary activities that enhance the implementation of the activities for which clients accessed ADC support previously. During the period under review, unlike during the previous periods, there was no demand for CAF and APDF referral services. However, the APDF production specialist, provided to Hortexa through the IDEA grant, is continuing to assist the HV fruits and vegetable producers. Table 11 at the end of this section, depicts the types of services offered to various clients.

Benchmark: 10 previous and 5 new clients assisted by 2/23/00 (62 % of annual target accomplished).

Objective 2: Complete business/operating plans for selected clients

During the reporting period, very low demand for business plan assistance was realized. As a result of the prudent measures imposed on the financial institutions by the BOU, including foreclosure and liquidation of a number of banks, the prospects of accessing financial facilities from banks by clients continue to diminish which directly affect the demand for business planning service. Also, ADC put more emphasis on assisting clients with implementation of previously completed business plans, including finance mediation, rather than spending more effort on new plans whose implementation would be uncertain without ADC continued assistance or a friendly banking sector. The weaknesses

in the financing sector notwithstanding, BAF continues to provide directly and through CAF such business plan assistance when requested, provided the clients show demonstrated capacity to implement the plans, with or with no bank facilities. In collaboration with HV and through STTA, one business plan for UFEA / HORTEXA for operation of produce export at Entebbe was completed during the period. All the 3 referrals, which were made to APDF during the previous period, are still pending with no decision made. However, HV is maintaining contact with APDF on all the referrals pending with APDF.

During the six months of the reporting period, the demand for operating plans, though of a down-scaled nature, was sustainable. Most of the assistance with operating plans was on activity plans for supporting short-term working capital loan requests. The critical areas in which demand for plans has been robust are financial planning and management, and general management. BAF participated in either the drafting or implementation of 5 operating plans, 4 of which were done in-house and 1 through VOCA. Tables 12 and 13 summarize the work completed under this objective.

Benchmark: *10 clients receive business/operating plan assistance by 2/23/00 (55% of the annual target accomplished).*

Objective 3: Mediate finance for clients

During the reporting period, as in the previous periods, demand from clients for assistance with finance mediation was fairly good, as depicted in Table 14. However, accessing of the finance products by clients has not been commensurate with the demand because of problems stemming from the banks as earlier mentioned. Bank weaknesses continued to deepen which necessitated the BOU to intervene with stringent measures making a number of commercial banks to suspend loan programmes to clients.

During the six months of the reporting period, the financial intermediation efforts was characterized by small amounts of short-term working capital loans sought and mainly for production finance and input supply. Also most of the requests were from LV clients because of the movements in the season as the period was a low season for high value crops. In addition, NTAE medium and long-term financial products are increasingly becoming unavailable in the banks and this to some extent affects the level and focus of ADC finance mediation efforts.

Despite the goodwill previously realized by ADC efforts with a number of commercial banks which had created good reception to our clients from the banks, internal weaknesses within the banks e.g., liquidity problems, fraudulent lending, resurgence of excessive collateral requirements and high borrowing costs are diminishing our goodwill efforts. For example when the Coop. Bank closed, a number of ADC clients had their risk fund loan applications under consideration. Also a number of clients with viable undertakings are shying away from borrowing because of prohibitive financing costs which are in most cases in excess of expected returns.

During the reporting period, ADC worked with Centenary Bank, through a teaming relationship, to put in place a risk fund scheme, formerly managed by the defunct Coop. Bank, and we hope to realize a good push out of it. The fund is for LV production finance but we expect that its success will entice the bank to absorb the risk fund borrowers into its mainstream lending portfolio and also expose to the bank the opportunity to open to the general NTAE sector as a source of viable and bankable clients.

Because of the above scenario, ADC mediation efforts have met with little success during this period, unlike the previous periods, as is reflected in the number of applications approved, pending and rejected, and the lengthy application processing time compared to previous periods. During the period only 2 applications, out of 14 referred to banks, were approved, 1 was rejected for lack of agricultural finance product in the bank, 6 applications had their fate undecided at time the Coop. bank closed and the remaining are pending with possibility of approval.

However, a number of clients for whom ADC previously mediated for financing from the banks who paid off their loans, especially in the HV sector, continue to sustain the effort and are able to get repeat loans on their own initiatives. Thus, inspite of uncertainty with the banking situation during the reporting period, a ray of hope for NTAE players to access bank facilities still exists.

The CERUDEB risk fund and the BOU rejuvenated ERS and the new ECGS, all of which had proactive ADC-participation in institutionalizing, are expected to put back NTAE lending to meaning life and worth pursuing. ADC, in addition to mediating for the client applicants, will continue to undertake performance monitoring in order to minimize potential for failure and default on repayment.

Weaknesses amongst some of the NTAE clients, similar to those with the banks, still persist. So far one flower farm and one grain milling firm were liquidated and sold off by the financiers and another three flower farms are under receivership. The problems with these "problematic" firms largely stem from weak management and poor financing products, which emphasize short repayment periods and ignore the critically important working capital component. Ironically though all the farms which have had problems with repaying their loans had their business plans done by sources other than ADC. In fact ADC has on several occasions made attempts to discuss with the banks the possibility of rescheduling the loans and refinancing the critically weak operational areas of some of the "problem" firms but the banks had in all instances given up hope on them with the only option of liquidation.

The reality and challenge for the financiers, however, remains as to whether in all the cases liquidation would be the best option for problem borrowers. The general feeling has been that a number of enterprises under receivership are viable and are technically capable of being turned around with some debt restructuring and additional financing. Because of similar fears the BOU is in the process of commissioning a consultancy exercise for the flower industry in Uganda particularly focusing on the financing situation. It is speculated that the continued liquidation of flower farms will send negative signals to potential investors and will have negative impact on this otherwise vibrant NTAE sector.

Benchmark: *Up to 12 clients referred to financing sources by 2/23/00 (58 % of annual target accomplished).*

Objective 4: Develop and promote NTAE investment profiles

The demand for profiles of ADC-selected and researched commodities which were compiled and presented at an investor forum during the second year of the project is still very good which warrants a repeat, though in a much focused way, forum this work plan year. BAF is working with LV on a profile of commercial maize farming and will work with a number of small scale and medium commercial farmers during the next half of the work plan year to expand and modernise their operations.

A target of 1,250 ha of commercial farm operations with regular ADC TA is envisioned in the next season. Similarly ADC has focused on the importance of investing in cold storage and, cargo and airfreight handling as a viable and supportive NTAE sector. So far ADC has initiated work on the latter undertaking and a business plan has been completed by STTA. If deemed necessary, additional profiles will be completed and an investment forum will be held in the following half of the work plan year.

***Benchmark:** 2 NTAE sectors profiled and investment forum held by 2/23/00 (94% of target accomplished – forum slated for second half of work plan year).*

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

Given the persistent fragile and uncertain finance situation within the banking sector in respect of availability of bank facilities for NTAE activities, as earlier noted, financing for agribusiness in general remains a nightmare and a quite frustrating venture to pursue whereby a negligible proportion of would-be users is being reached. Stringent collateral and equity requirements by banks, lack of appropriate financial products and services for agriculture, and fluctuating and prohibiting borrowing costs continue to shatter potential borrowers' hopes. For the small holder or village trader, the bank doors remain closed and even if mediation pressure is mounted approval of facilities sought is day dreaming. This situation leaves many NTAE players condemned in their low-capital-unviable-operations trap unless alternative sources of funding are sought and instituted. In addition, actual demand for business and operating plan assistance continues to lag behind the initially anticipated levels. Thus it became apparent that while BAF targets could be met, in terms of business plans completed and finance mediation made for clients, the impact on NTAEs was not as hoped for. Given that some targets were based on flawed assumptions and also in line with the IDEA mini-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 are pursued while maintaining the original heart of the project contractual target obligations. The new ADC initiatives emphasize broad-base and grassroots impact, potential for replication, and provision of alternative NTAE financing opportunities. Most of the activities during this period are a continuation and consolidation of the previous periods' efforts.

During the reporting period, BAF continued to pursue the implementation of the ATAIN credit guarantee scheme by carrying out field monitoring of the distributors and stockists in the program and, facilitating new and refresher training sessions for the stockists. So far, the credit recovery rate is still 100%, with 5 distributors and 105 stockists participating in the program, though with varying levels of effective performance. ATAIN has dismissed the myth previously held by banks and micro finance institutions that rural traders are not creditworthy. The driving force for the good performance of ATAIN is the desire by the stockists to access successive credit, which is tied on the repayment performance of the previous credit. The ATAIN program has also motivated the participating distributors to extend credit to other stockists and also to offer higher credit limits to the stockists in excess of the values guaranteed, and thus creating bigger impact.

Based on ADC-sponsored STTA recommendations, BOU has injected \$5 million in the **Export Refinance Scheme (ERS)**, which is now available for NTAE pre-shipment finance. In addition, BOU, in collaboration with USAID, is in the final stages of establishing the **Export Credit Guarantee Fund (ECGF)** for non-traditional exports. As in the case of ERS, BAF played an active role in consultancy for the latter scheme. If established, the guarantee will provide banks with partial risk comfort for NTAE borrowers to augment their collateral and thus facilitate availability of bank

credit to exporters. On the recommendation of final evaluation of the project, BAF continued, at the margin, to advise on the implementation of the **Uganda Commodity Exchange**, which is gradually generating interest from potential investors. Pursuance of the **Harvest Fund, CBMS and Small Holder Production Finance** proposals was deferred during the reporting period owing to the slow and bureaucratic approval process by the Ministry of Finance to which they had been subjected and which made their realisation in the short-term uncertain.

Also ADC had to back off the efforts to **assist in restructuring of commercial debts** because of lack of clear decision and policy by government on the proposal. The efforts in the previous periods were intended to assist commercial farms which are currently under NPART for recovery of old bad loans to restructure their loans and access additional operational funds necessary to enable them to return to production and repay the loans rather than being liquidated.

BAF continues to upgrade the commercial farm field records and planning manual and to provide training in record-keeping and, planning and management for the ADC-initiated **Commercial Farm School**. BAF successfully worked with PL-480 to institute a **Risk Fund Scheme**, similar to the one previous managed by the defunct Coop. Bank, which is now managed by Centenary Bank. ADC recommends the potential borrowers for the risk funds. Though Centenary bank is more oriented to providing micro-finance products, ADC expects to assist the bank to adopt a commercial farm lending portfolio through training of its loan officers and continued technical assistance to NTAE commercial farmer borrowers of the banks.

During the previous work plan year ADC trained 6 CERUDEB loan officers for the bank's agricultural loan portfolio at Mbale and another request has been made by the bank to ADC for training of another 8 agricultural loan officers to be recruited in October. Because of this good teaming relationship which has been developed with the bank, a number of ADC clients are getting good reception with CERUDEB.

Benchmark: *Finance decision made on 2 services and 4 services implemented by 2/23/00 (100% of annual target accomplished).*

Objective 6: Carry out analysis of competitiveness of ADC-supported NATE activities

In formulating the current work plan, it was deemed necessary to assess the competitiveness of at least one selected ADC-supported sector with a view to providing relevant information to the existing and potential players in the sector. The underlying drive for this initiative is that much as clients access technical assistance from ADC, it is critically important that their activities and operations are undertaken competitively if they are to be viable and sustainable.

During the reporting period a competitive study and analysis of the competitiveness of the Uganda's flowers and, fruits and vegetables exported by air vis-a-vis exports of similar products from the Eastern and Southern African region was undertaken by a group of representatives from UFEA, HORTEXA, CAA, ADC and one STTA consultant. The analysis culminated in a one-day workshop for all the stakeholders at which empirical data and factors constraining competitiveness of Uganda's NATE exports by air were presented. Also the STTA has completed a business plan proposing, among others, the way forward to improve efficiency and effectiveness in the export chain of the products in the two sectors by UFEA and HORTEXA, specifically managing of the cold store at the airport and independent cargo handling at the airport to reduce export-related costs for the sector.

Also BAF and LV have over the previous periods accumulated useful data and information on the competitiveness of commercial farmers of maize. During this work plan year the two components will select a number of commercial farmers who will be exposed to the competitiveness data and information and then receive regular ADC assistance in order to realise viable operations and make the sector competitive.

Benchmark: *Competitiveness analysis of 1 NTAE sector done by 2/31/99 (100% of annual target accomplished).*

Objective 7: Provide agribusiness management training

A total of 282 individuals received some business-related training. ADC maintains a focus on training events with broad-based and grassroots impact, and with replication potential. Also emphasised is need to leverage training resources and time through harmonised project component training events and, joint and co-sponsored training activities with collaborators and clients where possible.

BAF, in collaboration with HV and LV, concluded four training events, covering three broad areas of commercial farm planning and management, input supply and competitive analysis during the reporting period (Table 15).

Like in the previous period, an increased collaborative relationship with co-sponsors and replication of training activities by the beneficiaries and clients was realised during the current period. Also training beneficiaries are slowly embracing the importance of training by meeting part of the training costs, a reflection of the importance attached to the training activities. For example, input stockists are now able to meet their travel costs to and from the training and part of their maintenance costs.

Benchmark: *100 people trained in agribusiness planning and management by 2/23/00 (53 % of annual target accomplished – ongoing activity).*

Table 11 : ADC Clients Assisted with Business and Finance Issues¹
(current period: April '99 thru September '99)

Name	Busns. T ype	BAF Date	Type of Activities*	
			Previous Periods	Current Period
Kayongo	LV/F	Sep'99		g
Coseda	HV/F	Aug'99		g
Lawoko	LV/F	Aug'99		c
Ntanda	LV/F	Jul'99		f,g
Machinjach	LV/F	May'99		b,c,g
Sekabe	LV/F	Apr'99		c
Ogeng Latigo	LV/F	Apr'99		c
Tuwangye	LV/F	Apr'99		b,c
Sekamwe Properties	LV/F	Apr'99		c
Nofaki Gideon	LV/F	Apr'99		e,f,g
Rural Industrial Holdings	LV/F	Apr'99		e,f,g
Turyamwijuka	LV/P	Apr'99		c
Mubuku Growers & Exporters	HV/F	Mar '99	g	g
Bwiwura Coop. Society	LV/F	Mar '99	g	
Haji Kalema	LV/F	Mar '99	c	g
Esia Mixed Farm	LV/F	Jan '99	b,c	g
Begumisa	LV/P	Jan '99	b,c	
Van Zeentern	HV/F	Dec '98	g	
Flowers of Sunshine	HV/F	Dec '98	a,e	b,c,g
KKL Enterprises	LV/P	Dec '98	c	
Tamutambo	LV/P	Dec '98	b,c	

¹Type = 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
Kajubi	LV/F	Dec '98	b,c	
Ntale	LV/F	Nov '98	b,c	
Bulwanyi Farm	LV/F	Oct '98	a,e	c
Ruuka Atwoki	LV/F	Oct '98	b,c	c,g
UAWMPE	HV/F	Oct '98	g	
UCE	LV/F-P	July '98	a,g	
Nsanja	LV/F	June '98	f,g	c,f,g
Kisombwa	LV/F	June '98	b,c,f	f,g
Tilda	LV/F	Feb. '98	e,f	
Jacksons	HV/F	Jan. '98	c	
Rakai Farm Supply	LV/F	Nov. '97	b,c,f,g	b,f,g
Anova	HV/F	Nov. '97	g	
Mubuku Trading Co.	HV/F	Oct. '97	g	
Lingira Island	HV/F	Sept. '97	d	
Mijumbi	HV/P	Sept. '97	d	
TAICO	HV/P	Sept. '97	d	
Kamya David	LV/F	Sept. '97	b,c	b,c,f,g
Equator Flowers	HV/F	Sept. '97	e	
Taimex	HV/F	Aug. '97	c,e,g	
Tropical Flowers	HV/F	Aug. '97	b	
Mairy Estate	HV/F	Aug '97	c	
Kinoni Farm	LV/F	June '97	a,b,c,f,g	b,c,f,g
JMC	HV/F	May '97	b	
IPS	HV/P	Jan. '97	g	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	

Name	Busns. Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
UNFA - Kasese Outgrower	LV/F	Oct. '96	g	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	
UFEA	HV/F	July '96	e,f,g	a,g
AUL	LV/F-P	June '96	a,b,c,g	
Gloca Investments	HV/P	May '96	b,c,e,g	
MSSGA	LV/F	May '96	b	g
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	g
Sukura	LV/F	Mar. '96	b,c,e,f,g	b,f,g
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	
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	a,b,c,f,g	g
Ladhani	LV/F	Oct. '95	a,c,d,g	
HORTEXA	HV/F	Sept. '95	b,e,f,g	a,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	

¹Type = 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.

Table 12: ADC Client Business Plans
 (current period: April '99 thru September '99)

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	A	R	P	Amount	Comments
			Total	(of which) Sponsor							
HORTEXA/UFEA	HV/F	6/99									Business plan for cold storage and airport handling for Flowers and, vegetables and fruits exporters, done through STTA. Plan, in its final stage of completion, will be used by HORTEXA and UFEA to manage the cold storage facility at the airport and also to undertake own airport cargo handling in order to make Uganda's NTAE exports by air competitive.

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.
 Plan Date = date client-approved plan

Table 13 : ADC Client Operating Plans
(current period: April '99 thru September '99)

Name	Type	Start Date	Plan Date	Comments / Observations
Kamya #2	LV/F	7/99	7/99	Activity plan (operations and financing) to support loan application for working capital.
Kinoni Farm	LV/F	6/99	9/99	Helping the client to implement business plan completed during previous period.
Machinjach	LV/F	5/99	5/99	Activity plan (operations and financing) to support loan application for working capital.
Tuwangye	LV/F	4/99	4/99	Activity plan (operations and financing) to support loan application for working capital.
Rakai Farm Supply #3	LV/F	4/99	4/99	Sales and Marketing plan developed with VOCA volunteer assistance. Plan is being implemented by client.

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.
Plan Date = date client-approved plan

Table 14 : ADC Finance Mediation
(current period: April '99 thru September '99)

Name	Type	Finance Sought			Status of Mediation Efforts			Comments
		L T	ST	OD	Value (\$'000)	Institution	Date	
Bulwanyi Farm #2	LV/F		x		20	Centenary Bank	9/99	Working capital loan request. Decision pending.
Lawoko	LV/F		x		5	Centenary Bank	9/99	Risk Fund application. Half the amount sought approved and disbursed for the current season.
Kinoni Farm # 7	LV/F		x		10	Centenary Bank	8/99	Risk Fund application. Loan approved and disbursed.
Nsanja	LV/F		x		146	Baroda	8/99	Client is seeking usance letter of credit confort for importing inputs on credit. Decision pending.
Kamya #3	LV/F		x		9	Centenary Bank	8/99	Risk Fund application. Decision pending, client to provide response on queries raised by bank.
Ruuka Atwoki #2	LV/F		x		10	Centenary Bank	7/99	Risk Fund application. Decision pending, bank wants cashflow reviewed by client.
Machinjach	LV/F		x		8	Coop. Bank	5/99	Risk Fund application. Bank closed before decision made on the application.
Bulwanyi Farm # 1	LV/F	x			130	Stanbic	5/99	Application rejected. Bank not interested in maize and beans.
Ogeng Latigo	LV/F		x		10	Coop. Bank	4/99	Risk Fund application. Bank closed before decision made on the application.
Sekamwe Properties			x		10	Coop. Bank	4/99	Risk Fund application. Bank closed before decision made on the application.

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			
		L T	ST	OD	Value (\$'000)	Institution	Date	Comments
Turyamwjujuka			x		10	Coop. Bank	4/99	Risk Fund application. Bank closed before decision made on the application.
Sekabe			x		10	Coop. Bank	4/99	Risk Fund application. Bank closed before decision made on the application.
Tuwangye			x		8	Coop. Bank	4/99	Risk Fund application. Bank closed before decision made on the application.
Flowers of Sunshine	HV/F	x			336	BOU (Thr Barclays)	4/99	Application for BOU APEX Scheme funding. Decision is pending.

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

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

Table 15 : ADC Business and Finance Training
(current period: April '99 thru September '99)

Subject	Target Group	Co-Sponsor(s)	Date	Total	Participants		Comments
					#F	# Pvt Cos	
Commercial Farm Planning & Management	Contact Commercial Farmers		9/99	13	0		1 day workshop for lead commercial / contact commercial farmers who will recruit other potential commercial farmers to receive TA from ADC.
Input supply network management #4	ATAIN stockists	Rakai Farm Supply	8/99	21	3	1	Stockists performance review, refresher and planning workshop.
Input supply network management	USP agents, Extension staff / coordinators	USP	7/99	107	24	1	USP workshop, ADC co-sponsored and provided resource person. Delivered models on farming as business and, records and accounts.
Commercial Farm Field Records #6	Commercial Farmers		6&7/99	21	2	5	Delivered module on farm records and planning.
Competitiveness of Uganda's NTAEs by air	Exporters	CAA	6/99	120	26	36	1 day workshop on harmonising strategies for Uganda's NTAE exports by air.

2.4 Component Four: Strengthening Associations

Overview

Given the persistent organisational and managerial weaknesses of the principal NTAE associations ADC has been working with, as identified in previous reports and also the mid-term USAID 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 resorted to providing assistance on a case-by-case, demand-driven basis during the previous and current work plan years. The new strategy of ADC is to concentrate the technical assistance effort to the individual firms which once strengthened will strengthen the associations to which they are members. The approach is gradually yielding impact as in the case of UFEA and HORTEXA where the members have now perceived the need to strengthen their associations and are actually striving to do so.

During the current work plan year, as is the case with individual firms, ADC assistance to associations is focused at consolidating the previous efforts for bigger impact, thus emphasis is being put on the existing ADC client associations. Also the association strengthening effort continues 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. ADC interacts with a number of the principal commodity-based associations on regular basis, as well as perhaps a dozen 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, UCFA, UNVA, UFEA, UHA, HORTEXA, UFA, UNFA, UWAMPE and UNCA) and occasionally assists local-based associations and producer groups in the areas covered by the project. During the reporting period the ADC, for example, together with Horticultural Exporters Association (HORTEXA) and Uganda Flowers Exporters Association (UFEA) carried out competitive assessment of the flowers and, fruits and vegetables exported by air in the East and Southern Africa region and co-sponsored a workshop for the stake holders at which the findings of the assessment study were presented; provided STTA for a business plan for managing the airport cold storage facility and independent cargo handling at the airport by HORTEXA and UFEA; completed the HORTEXA secretariat strengthening; continued to assist HORTEXA and its members with a high value crops production specialist under the project grant to APDF; assisted UFEA and HORTEXA to complete the final draft of the harmonized code of practice for fresh produce and flower exporters; and assisted the Uganda National Vanilla Association UNVA and the Uganda National Cocoa Association (UNCA) with vanilla and cocoa production training. Other associations in some way received one-on-one technical assistance.

Two policy analyses were done, independent or at least liberalised cargo handling at the airport and reduction and harmonising of the airfreight-related charges to reduce horticultural export-related costs, were done and advocacy initiated. Follow up of the relevant resolutions made at the workshop on these issues will be made. Work continued on previous efforts though. Once adopted, the final draft code of practice for vegetable and flower exporters will in a way help to regulate the members' conduct for the benefit of the industry.

Benchmark: *Eight engagements completed with 6 associations by 2/23/00 (50% of annual target accomplished).*

2.5 Component Five: Education and Training

Overview

It is with deep sorrow that we have to report the untimely death of our ET Specialist, Alphine Karimarimo which occurred on 12 July, 1999. He was indeed a great colleague and is sadly missed by all at the ADC and our clients. As a result, some of the ET activity had to be deferred. A replacement candidate has been identified.

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 this reporting period, ET continued to work closely with MUFAP's three departments, in addition the Dean's office and other departments like Agricultural Extension/Education and Soil Science. Makerere University implemented the internship programme during the fifth work plan year. Among the key ADC training activities were; Practical Aspects of Commercial Maize Production and the ATAIN stockist's training. Training initiatives have continued 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. However, we have also learned that we must do a more thorough screening of participants, since some will never be commercial farmers.

Progress by Objective

Objective 1: Continue implementing U.S. participant M.Sc. training

The project has only one remaining M.Sc. candidate enrolled at Cal Poly San Luis Obispo. She was meant to complete her studies by September, 1999, but she still has some more requirements that must be met. She is expected back in Uganda in December, 1999. Her academic performance has been excellent, and she also presented a poster at the International Food Technology Conference in Chicago. Her IAP 66A was extended. We have continued to follow up on the returnees getting resettled at Makerere University. One of the returnees is still on "temporary" status, and the University is now requiring a PhD in order for faculty to become Professors or teach graduate level courses. Some of the students in the Alternate Ph.D programme have embarked on their research phase, three have been awarded research grants. We are also happy to report that the Department of Agricultural Economics is now embarking on a Masters in Agribusiness Management programme. IDEA has agreed to fund 3 scholarships. IDEA is also collaborating with Ohio State University on a recently awarded grant. Amongst other things, there will be a Masters level internship programme, building on the success of IDEA's undergraduate internship programme.

Benchmark: *1 M.S. graduate returns to Uganda by 8/31/99 (0%, scheduled for Dec '99).*

Objective 2: Implement NTAE internship program

By the end of the fourth work plan year, IDEA project had already exceeded its LOP target for intern placements (68 as against a target of 60). Due to the popularity of the programme expressed by clients, students and MUFAP, and its cost-effectiveness, the ISC agreed to continue with the programme in the fifth year. A total of 27 student interns were placed at 13 different NTAE sites and were winding up their attachments at the end of the reporting period. This was more than the targeted number of placements, again demonstrating the popularity of this program. A total of 95 interns have now been through the programme since its inception. The ADC also supported a business intern in its accounting department where he gained experience in an accounting software package, spreadsheets and reconciliations.

The internship coordinator did a very good job in implementing the programme, with minimal input from the ADC. Several of the former interns have now been employed by their sponsors. It is planned to extend the intern program to graduate Master of Agribusiness Management students, through grant assistance that has been provided to Ohio State University.

Benchmark: *Up to 20 NTAE students interns placed by 7/31/99 (135% of target 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 and MAAIF have continued to be involved in ADC training events. There is a continued 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 and commercial farming, including mechanisation, to adequately train and advise the emerging and growing number of commercial farmers.

A new effort 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 was maintained during the reporting period. Also the IPM-Vegetable training project jointly executed by IDEA/ICIPE/KARI continued 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 26 (Annex 8) to match with demands from the clients. This represents 100% of the planned events for the whole of the fifth work plan year. The main training events conducted during this reporting period were informal/short-term (such as field days and short courses in production and post-harvest handling, observational and market contact visits, workshops, seminars, etc).

During the reporting period, 47,687 males and 36,639 females were trained, giving a total of 84,326 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 over 81,000 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 to match the new training demands from ADC clients. Further details on training events are covered under the LV, HV and BAF components.

Benchmark: *26 total LV, HV, BAF, and SA training events conducted by 2/23/00 (52% of target accomplished – continuous activity).*

2.6 Component Six: Monitoring, Evaluation and Assessment

Overview

During this reporting period (April 1 through September 30, 1999), the Monitoring and Evaluation (M&E) component maintained close working relationships with the USAID Mission, collaborators and the other project components. 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, as well as the need for increased impact assessments.

The eighth semi-annual progress reports was produced and disseminated in April 1999. The component also carried out assessments to highlight successes and lessons learned from some of the ADC-led initiatives and produced two *Agribusiness Highlights*, one on hot pepper and another on Rakai district. Three commodity studies (maize and bean combined, cocoa and vanilla) were commissioned and results are expected during the early part of the second half of the work plan year.

Close liaison was maintained with secondary data providers, particularly UEPB and Bank of Uganda. The component participated in the revived exporter award and the committee on international trade statistics. A review of progress by objective during the fourth work plan year is presented below and summarised in Table 16.

Progress by Objective

Objective 1: Review and maintain monitoring system

AIMS, comprising *Paradox*, *Microsoft Project* and *Microsoft Excel*, was reviewed and updated to incorporate tasks spelt out in the fifth 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 2/23/00 (56% accomplished).*

Objective 2: Systematic monitoring of project outputs and success rates

Project outputs were regularly monitored to ensure high success rates. Close liaison maintained with other components within the project. Project component achievements, clients served, training conducted and other project activities were all updated. Semi-annual reporting formats were reviewed and indicators developed for each component to ensure conformity with the fifth annual work plan. The eighth semi-annual report was produced and disseminated in April 1999.

Benchmark: *Project outputs systematically monitored and 2 semi-annual progress reports presented; one by 4/30/99 and another by 10/31/99 (56% accomplished).*

Objective 3: Update M&E data from secondary sources

The M&E component continued to maintain 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 on the committee for Best Exporters' Award set up by UEPB. M&E also 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 commissioned a border trade study to try and get a fix on volumes and values of selected NTAEs, and to understand the nature of cross border trade with Uganda's neighbours.

Benchmark: *Secondary data collected and updated by 2/23/00 (56% of target accomplished).*

Objective 4: Conduct commodity studies for impact evaluation

Three commodities, namely maize/beans, cocoa and vanilla were selected and request for proposals sent to more than 10 Ugandan consultancy firms and individuals. These commodities will be studied during the second part of the work plan year with final reports due by end of November. The results of these studies will form part of the R4 requirements for submission to USAID.

Benchmark: *Three commodity studies conducted by 2/23/00 (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 reporting period, two project intervention areas were assessed. These were: hot pepper at Mubuku and ADC experience in Rakai

As the IDEA project nears the completion of its first five-year phase, 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. During the second half of the work plan year, 3 project intervention areas will be assessed and 3 Agribusiness Highlights disseminated.

Benchmark: *5 project intervention areas assessed and Agribusiness Highlights prepared by 2/23/00 (45% accomplished).*

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

Close liaison was maintained with NEMA and USAID. During this reporting period, the ADC M&E Specialist attended a four-week course on environmental impact assessment in Swaziland. The ADC continues to look at environmental impact assessment as an essential aspect to sustainable agriculture and development.

Three commodities, namely maize and beans (combined), cocoa and vanilla will be assessed. The assessment will involve interviewing producers and visiting various NTAE production sites.

Benchmark: 3 annual grower environmental surveys conducted and updated by 2/23/00 (40% of target accomplished).

Objective 7: Conduct 10 additional environmental assessments of assisted firms

During this reporting period, clients' environmental checklists and assessment form were revised based on the previous assessment of clients undertaken during the fourth year work plan and knowledge gained by the M&E Specialist during the four-week course in Swaziland.

Ten firms/clients will be assessed during the second half of the work plan year. The assessment will involve administering a checklist and on-the-spot checks by ADC TA. This would bring to the total number of assisted firms assessed.

Benchmark: 45 total environmental assessments conducted for assisted firms by 2/23/00 (20% accomplished).

Table 16 : Summary of M&E Progress by Objective: April - September 1999

Objectives/Tasks	Annual Target (4/1/99 to 2/23/00)	% Achieved as of 9/30/99	Comments
1. Review and maintain monitoring system.	AIMS reviewed and maintained by 2/23/00.	56	Activities are on schedule and on time.
2. Systematically monitor project outputs and success rates	Project outputs systematically monitored and 2 M&E reports presented, one by 4/30/99 and another by 10/31/99.	56	8 th semi-annual progress reports was produced and disseminated.
3. Update M&E data from secondary sources.	Secondary data collected and regularly updated by 2/23/00	56	Continuous effort and close liaison were maintained.
4. Conduct commodity studies for impact assessment.	3 commodity studies conducted by 2/23/00.	50	Three commodities will be studied during the second part of the work plan year.
5. Undertake assessment of project interventions and prepare Agribusiness Highlights.	5 project intervention areas assessed and Agribusiness Highlights prepared by 2/23/00.	45	Two Agribusiness Highlights were produced. Three more highlights expected during the second half of the work plan year
6. Conduct and update NTAE environmental impact monitoring survey.	3 annual NTAE grower environmental surveys conducted and updated by 2/23/00.	40	Environmental survey to be conducted alongside commodity studies.
7. Conduct 10 additional environmental assessments of assisted firms.	A total of 55 environmental assessments conducted for assisted firms by 2/23/00.	20	Environmental assessment forms reviewed and checklist prepared. 10 firms to be covered during the second half of the work plan year, bringing the total number to 55.

2.7 Component Seven: Project Management

Overview

The ADC is now 4 ½ years into the project, and activities are generally on-time, and in a number of cases ahead of target throughout LOP (Annexes 9 and 10). 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 SO1 impact is being realized.

Climatic conditions have been relatively good during the reporting period. The 1999 A season witnessed rains that were near normal over much of the ADC geographic area. Exceptions were the south-western portions of Uganda (including Kabale and Rukungiri) that experienced drought. Much of the north also had a poor start to the rains, so there was very little early season plantings. Rains were generally good in eastern Uganda, which was a welcome relief, with some good crop yields. This was welcome, since much of Kenya was dry, so demand for Uganda produce has been strong, with significant cross-border trade activity occurring. 1999 B season rains also started in many areas during the latter half of August, so again, there is at least promise for a good second season in many parts of Uganda.

We have witnessed a decline in the Uganda shilling, which was around 1,500:1 against the U.S. dollar (compared to 935:1 when the project started in March 1995). Coffee wilt disease is also becoming more widespread, which is a real threat to coffee production. The EU ban is still in effect on chilled fish exports from Uganda. Whereas the devaluation of the Shilling makes Uganda's exports more competitive, it also further justifies initiatives by the ADC/IDEA project to boost export earnings. In fact, GOU has been liaising with ADC on initiatives that can further promote Uganda's export development. We maintain that the opportunities exist, and can demonstrate that Uganda has a competitive advantage in several areas. What we really lack are serious investors.

The security situation both at U.S. installations in Kampala and in the north, has improved during the reporting period, with fewer incidences being reported. ADF disturbances in Kasese and Bundibugyo continues and has curtailed both production and support to farmers in those areas. U.S. Peace Corps has suspended operations in Uganda due to the security situation, so our PCVs are no longer with us.

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, export development, world trade, credit facilities, food security and regional cooperation. A replacement has been recruited for the late Research, Extension & Education Advisor. A candidate for the position of Market Manager has also been identified. The expatriate advisors took leave during the summer, Bill Kedrock returned from Chemonics HO as Acting COP during this period. Terry Bannister has been on full time assignment to Hortexa members under an APDF sub-grant.

There were no changes in USAID personnel directly associated with IDEA, except Jerre Manarolla is now the Mission Economist. We continue to have very good dialogue with the SO1 team and our collaborators. Ambassador Martin Brennan replaced Ambassador Nancy Powell. The project evaluation by REDSO personnel was completed during the reporting period.

Progress by Objective

Objective 1: Finalise negotiations for extension of IDEA project through June 2004

As an opening remark, it is very apparent that the ADC is probably the most professional organisation in Uganda. Private sector clients, the GOU and other donors and collaborators continue to call upon the ADC for advice. It is obvious that the ADC is at the peak in its life cycle, and clientele are not in a position at this stage to function without the support services provided by the ADC. We have been able to move to some extent from individual one-on-one assistance towards providing assistance that is tailored more towards strengthening commodity sectors to enhance their competitive advantage.

The project now has only 5 months remaining under its initial 5 years (the PACD was extended for the full 5 years, to February 23, 2000). There is an option for an extension under the institutional contract with Chemonics International Inc. As an initial step in exercising the extension option, USAID undertook an evaluation of IDEA/Contractor that commenced in March 1999. The evaluation report was completed in May, 1999. Overall, it was a positive evaluation, and made some constructive recommendations for the way forward. Since then, the Mission has been reviewing the report and recommendations. It has been preparing internal documents, such as the Action Memo.

From the institutional contractor's standpoint, there are many actions remaining to be completed before the option to extend the project can be exercised. Everything has become time sensitive. It is time IDEA is given the priority it deserves.

Benchmark: *Contract amended by 8/2/99 (15% accomplished, behind schedule, everything is now time sensitive).*

Benchmark: *Mobilisation completed by 2/23/99 (0% accomplished, pending the above action).*

Objective 2: Team building/6th annual work plan

This is scheduled for January/February, 2000. The first session will be held in January, involving the ISC, USAID, the ADC team, the Sr, VP in charge of Africa/Asia regions in the Chemonics HO. A draft of the work plan will be drafted and circulated. The second session will be held in February, at which time the ISC will approve the 6th annual work plan.

Benchmark: *Approval of sixth annual work plan by ISC by 1/31/00 (0% complete, scheduled for 2/1/00).*

Benchmark: *Approval of training plan by 1/31/00 (0% complete, scheduled for 2/1/00).*

Benchmark: *Approval of commodity procurement plan by 1/31/00 (0% complete, scheduled for 2/1/00).*

Benchmark: *Approval of budget by 1/31/00 (0% complete, scheduled for 2/1/00).*

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 periodic changes in USAID regulations and

reporting requirements, 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 1999/00 FY and funds have been released which has allowed certain activities to be reactivated, including the Market Information Services. The sub-contracts with local firms, UMA/CIS and DCI expired on September 30, 1999 and are not being renewed. The ADC has upgraded its computers and software, and in so doing was assured that they are now Y2K compliant. A process was started on an IEE for pesticide compliance/use. Much remains to be done on this aspect. EU has also tightened up on its Minimum Residue Limits on pesticides. There is close contact with the Mission on both programmatic and administrative matters.

Benchmark: *Expat. vehicle registration/3rd party insurance documented by 2/23/00 (100% completed, ongoing process).*

Benchmark: *Expat. residence status confirmed by 2/23/00 (100% completed, ongoing process).*

Benchmark: *ISC meetings held (50% accomplished, one ISC meetings was held during the reporting period).*

Benchmark: *Office procedures manual updated by 2/23/00 (50% completed).*

Benchmark: *Local employee handbook updated by 2/23/00 (50% completed).*

Benchmark: *Submit monthly vouchers (56% of target completed).*

Benchmark: *Semi-annual progress report submitted (50% completed, 8th semi-annual progress report submitted in April, and 9th semi-annual progress report to be submitted in October 1998).*

Benchmark: *Quarterly financial reports submitted (50% completed).*

Benchmark: *Audits of project financed activities completed by 2/23/00 (0%, no audits commissioned).*

Benchmark: *Procurement/receiving/inventory/marketing completed by 2/23/00 (0% completed, CY 1999 inventory report to be submitted in January 2000.).*

Benchmark: *STTA reports completed by 2/23/00 (100% completed).*

Benchmark: *Results Team meetings attended by 2/23/00 (50% completed, COP attends Mission COP meetings).*

Benchmark: *COP attends Chemonics COP conference by 7/31/99 (0% completed, deferred until January/February, 2000).*

Objective 3: Promote the ADC

The ADC has been fully operational for four and a half years. 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 Uganda National Vanilla Association received its grant. 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 3 rose farms.

Benchmark: *HV & LV commodity priorities reviewed by ISC by 12/31/99 (50% completed, ongoing process).*

Benchmark: *HV & LV geographic focus reviewed by ISC by 12/31/99 (50% completed, ongoing process).*

Benchmark: *Ongoing engagement of collaborators (APDF/PCVs/VOCA) by 2/23/00 (50% completed, PCV programme has been suspended in Uganda).*

3.0 CONCLUSION

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. 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 the ban on chilled fish exports to the E.U. 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 reasonably good at the moment. This has created greater pressure to find export markets, particularly with the decline in purchases by the relief agencies. We have initiated a process of being more selective with clients and commodities, thereby positioning ourselves to provide TA to growth areas.

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. 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. There is concern at this point that this process is behind schedule. We would not want to see delays in any way cause the project to falter. The project has a highly motivated cadre of professionals.

PART II : STATISTICAL ANNEXES

Annex 1

Project and Component Objective Trees

Figure 1: Overall IDEA Objective Tree

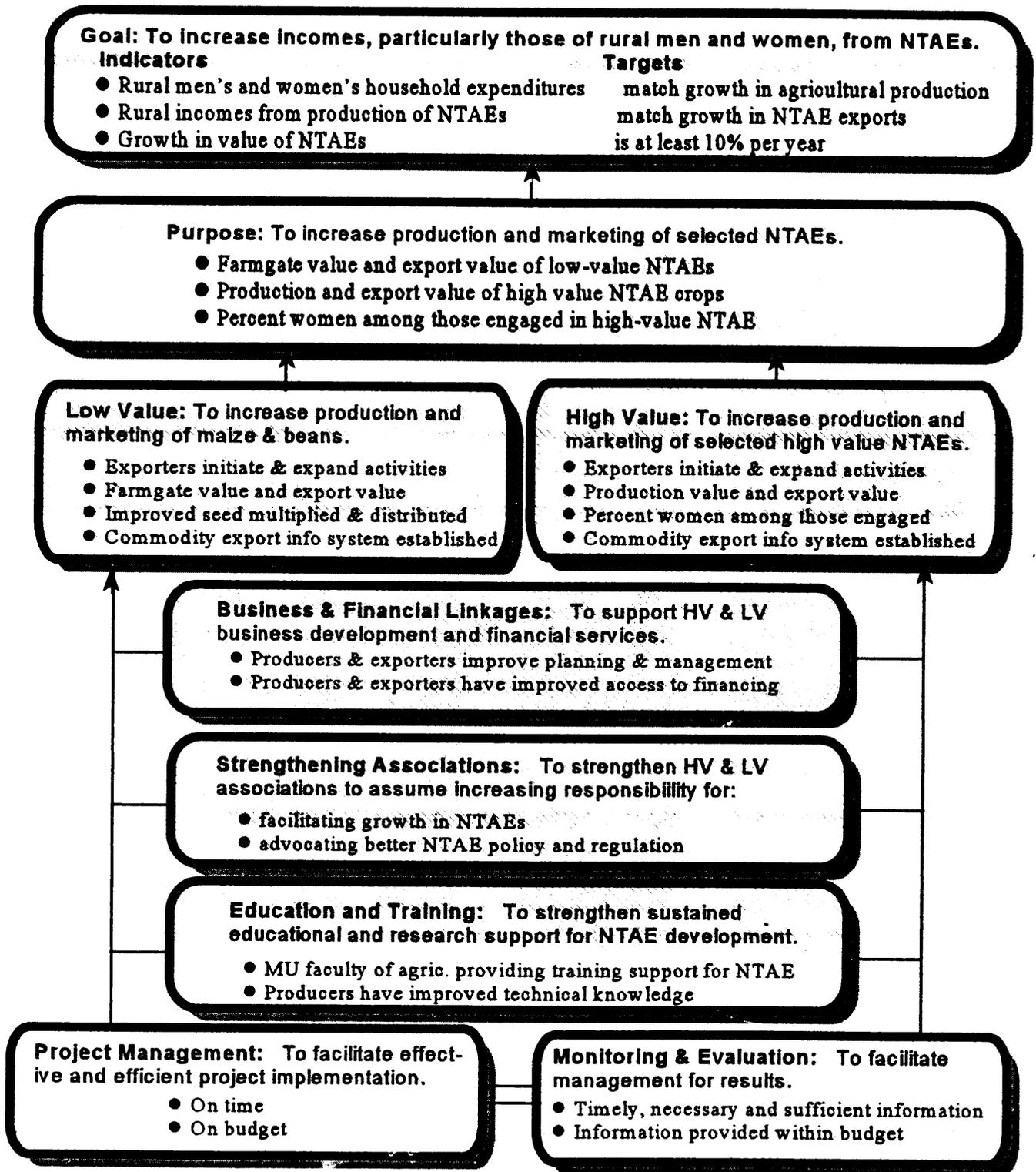


Figure 2: Low Value Objective Tree

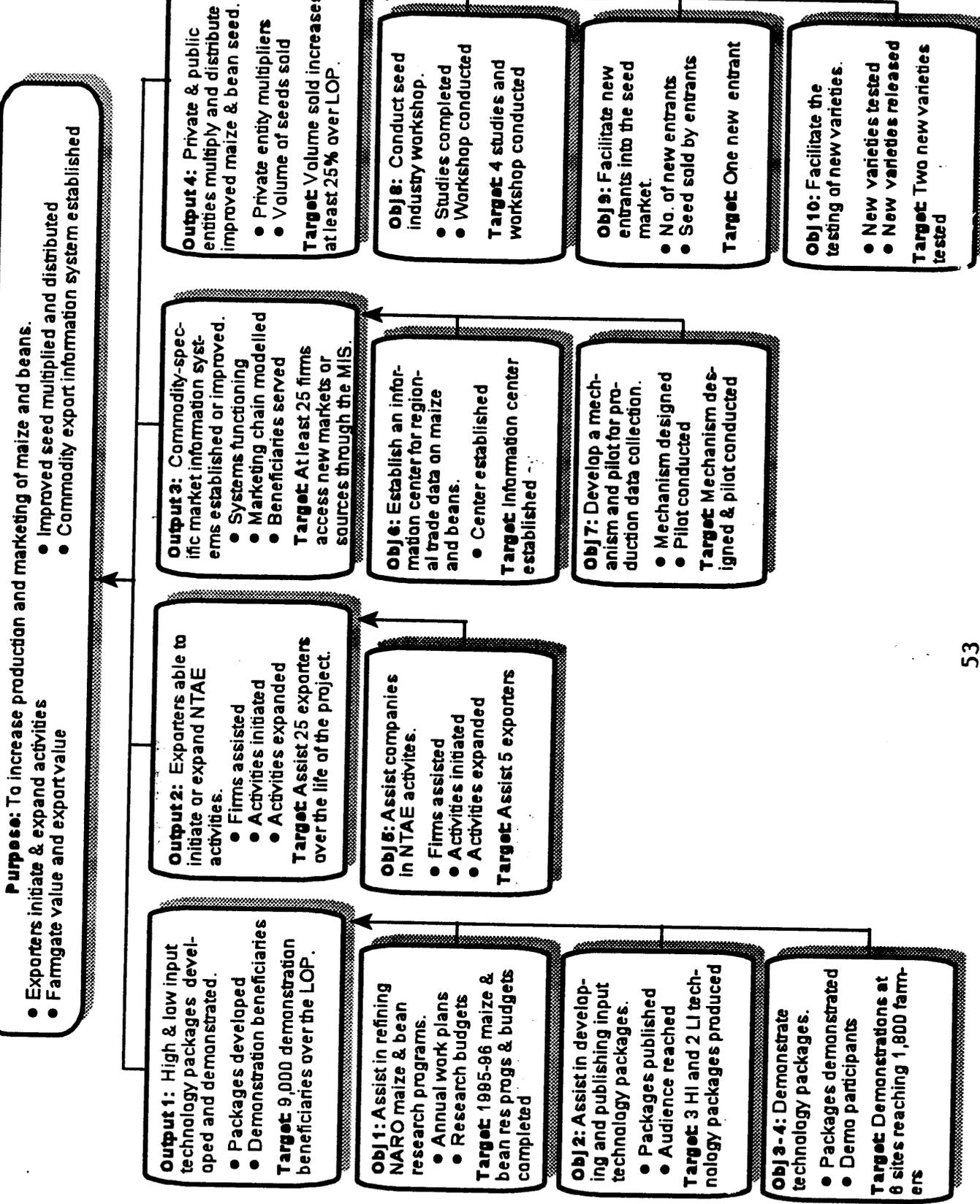
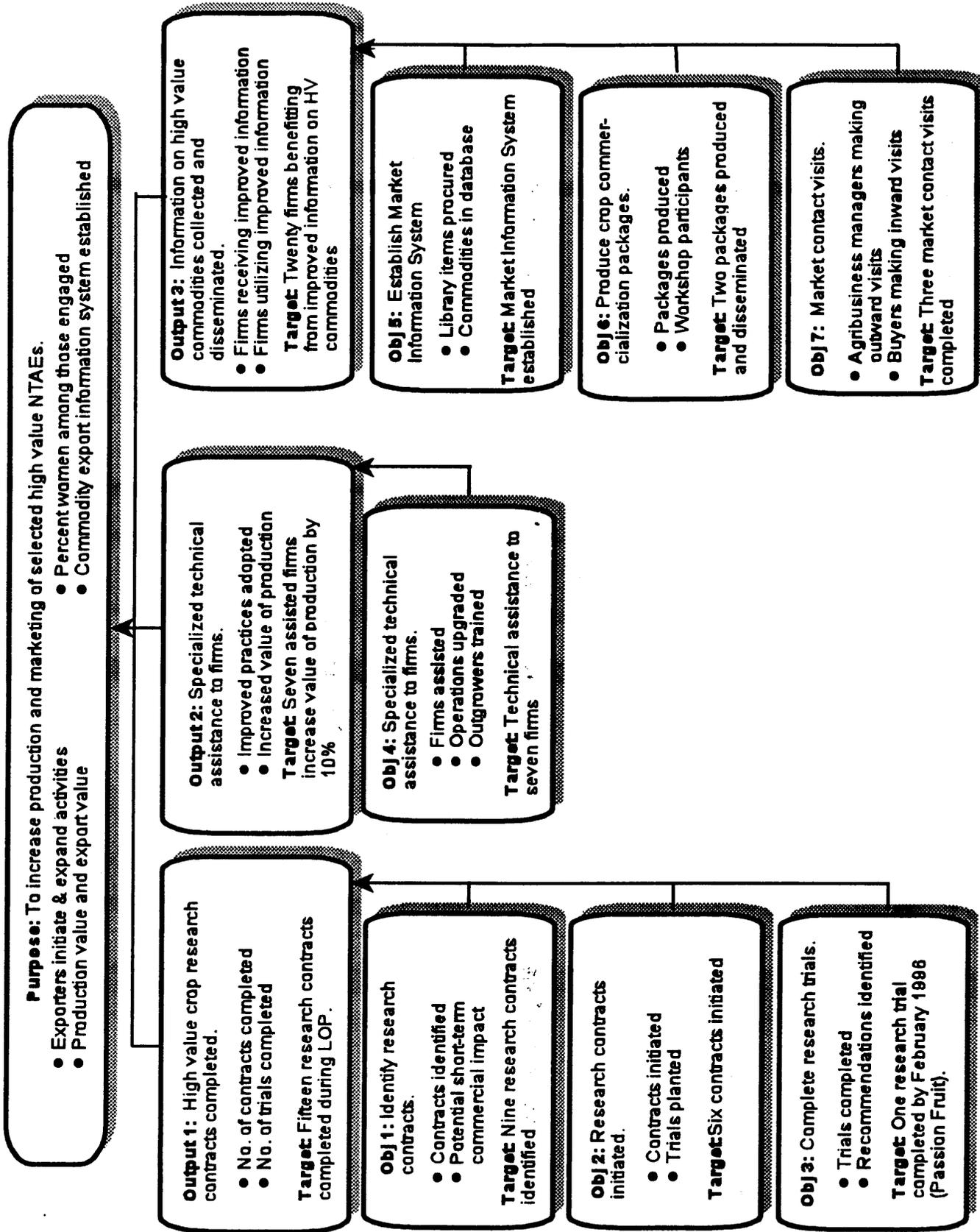


Figure 3: High Value Objective Tree



BUSINESS AND FINANCIAL LINKAGES

Figure 4

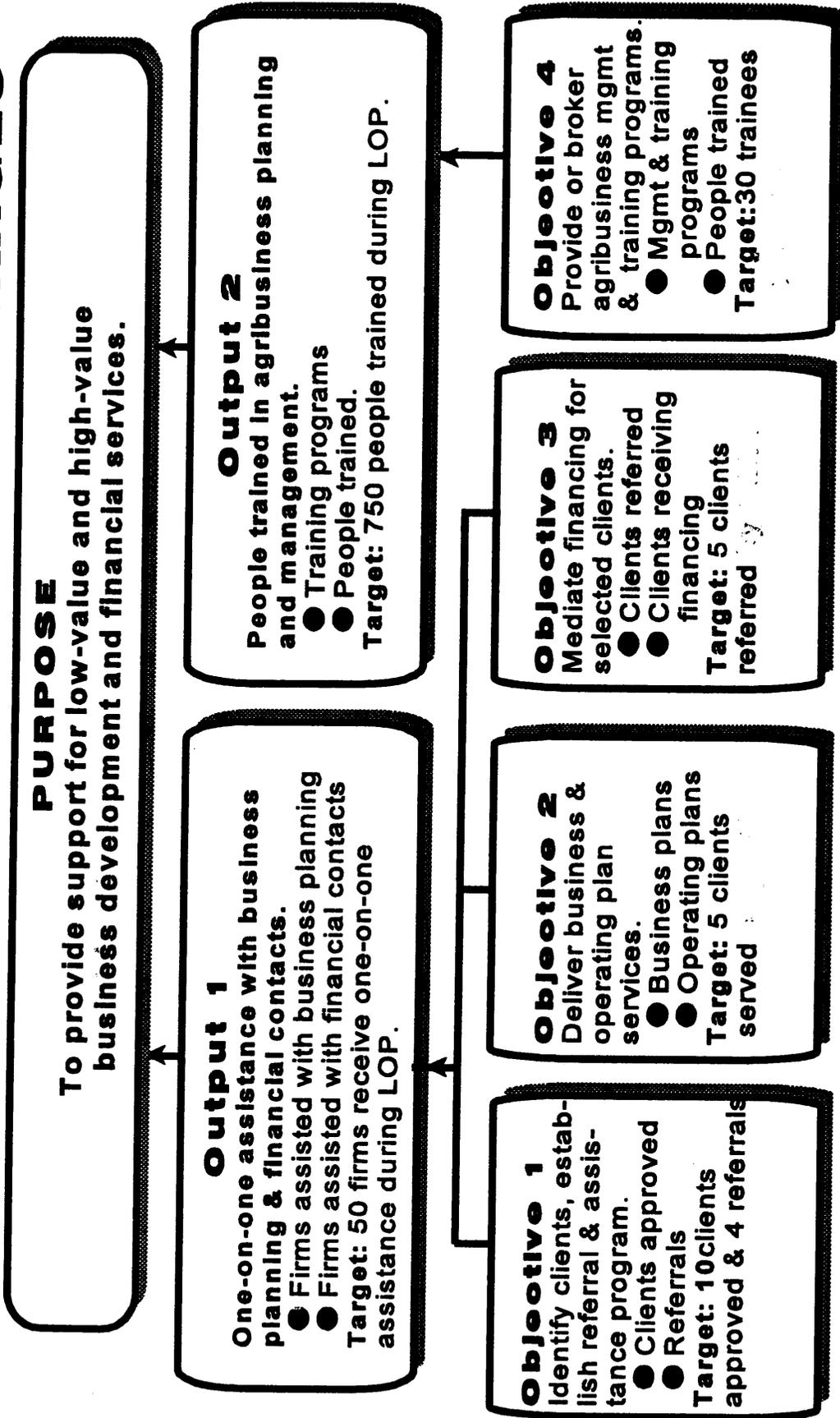


Figure 5

STRENGTHENING ASSOCIATIONS

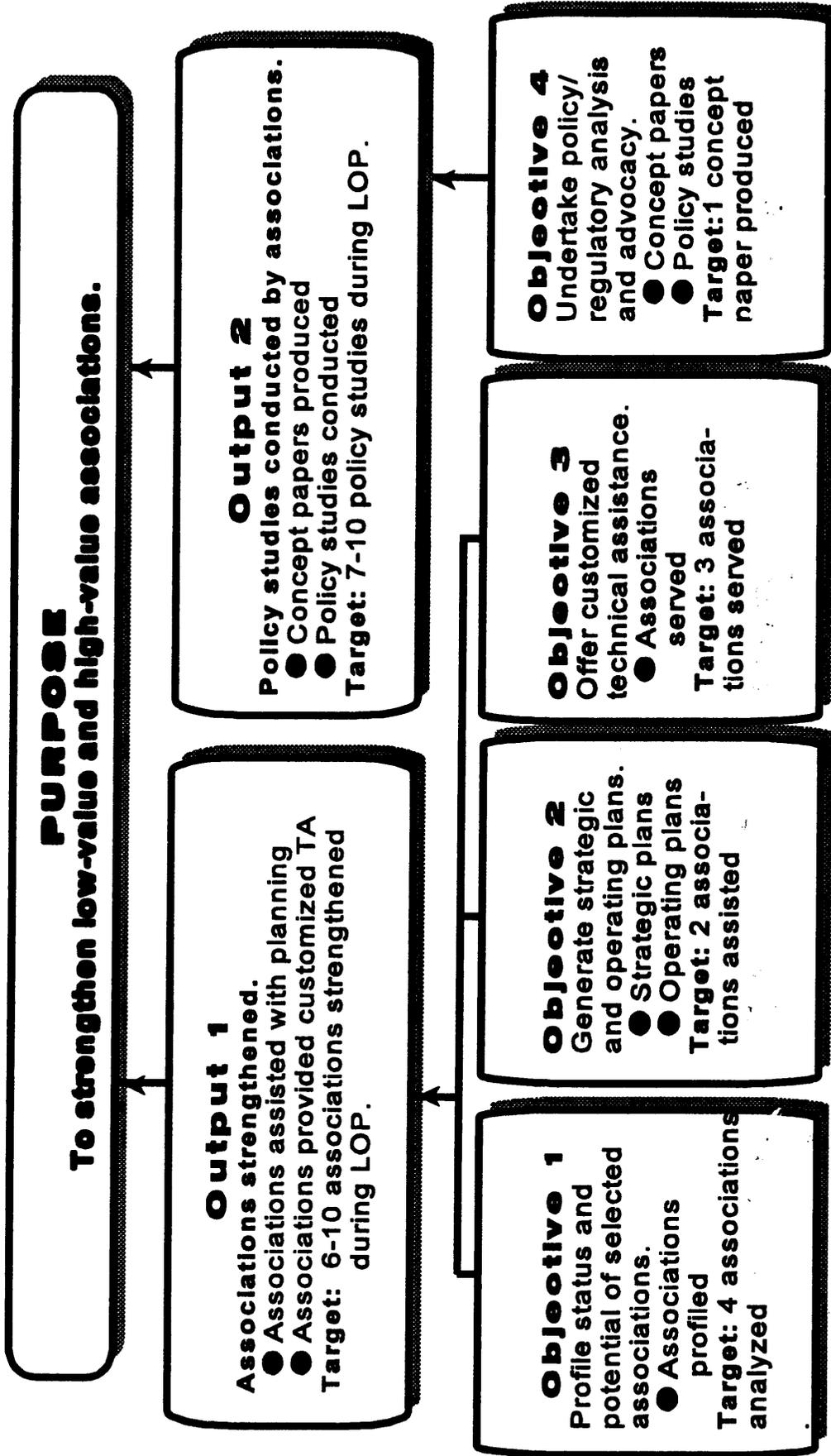


Figure 6: EDUCATION AND TRAINING

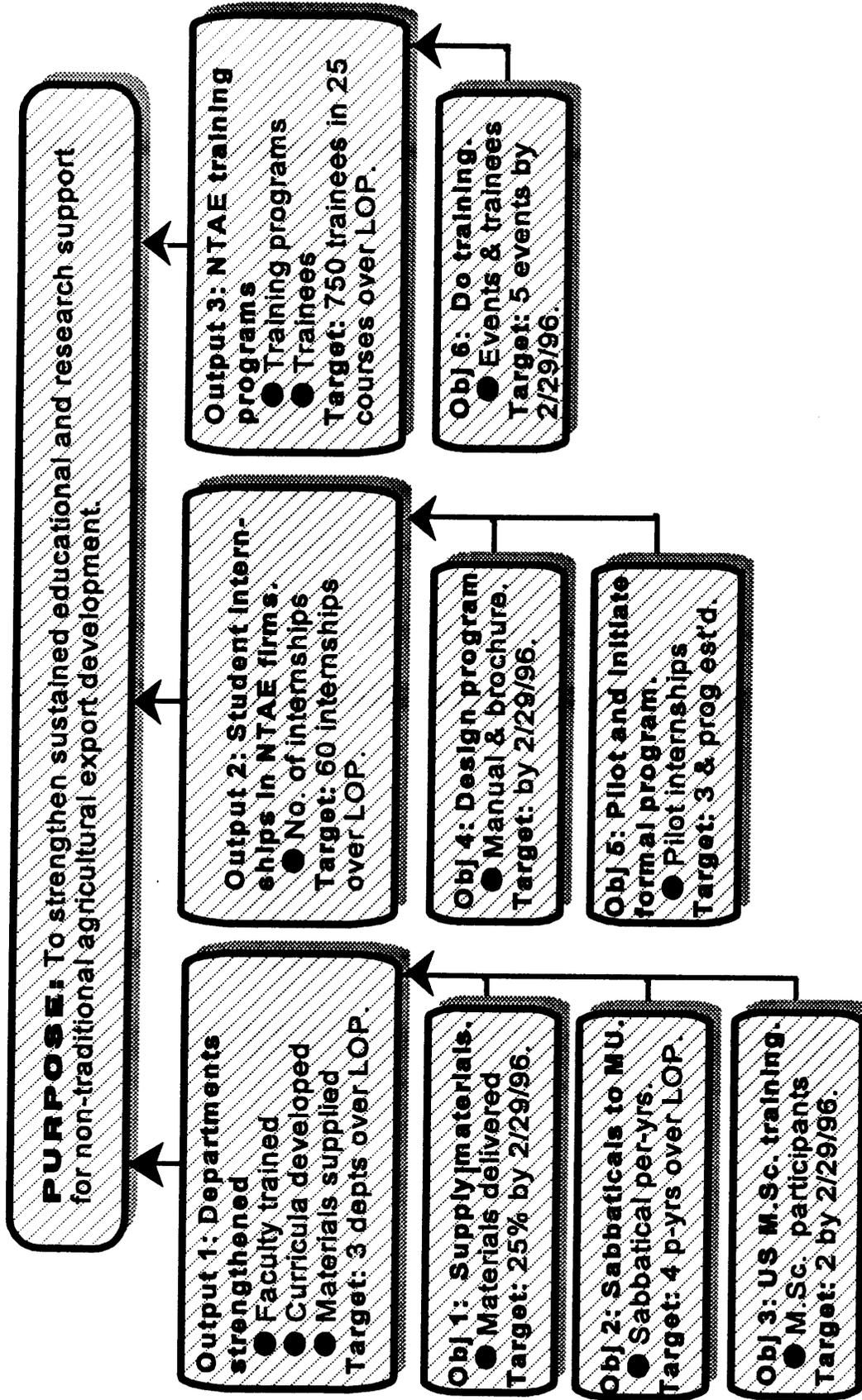


Figure 7: MONITORING AND EVALUATION

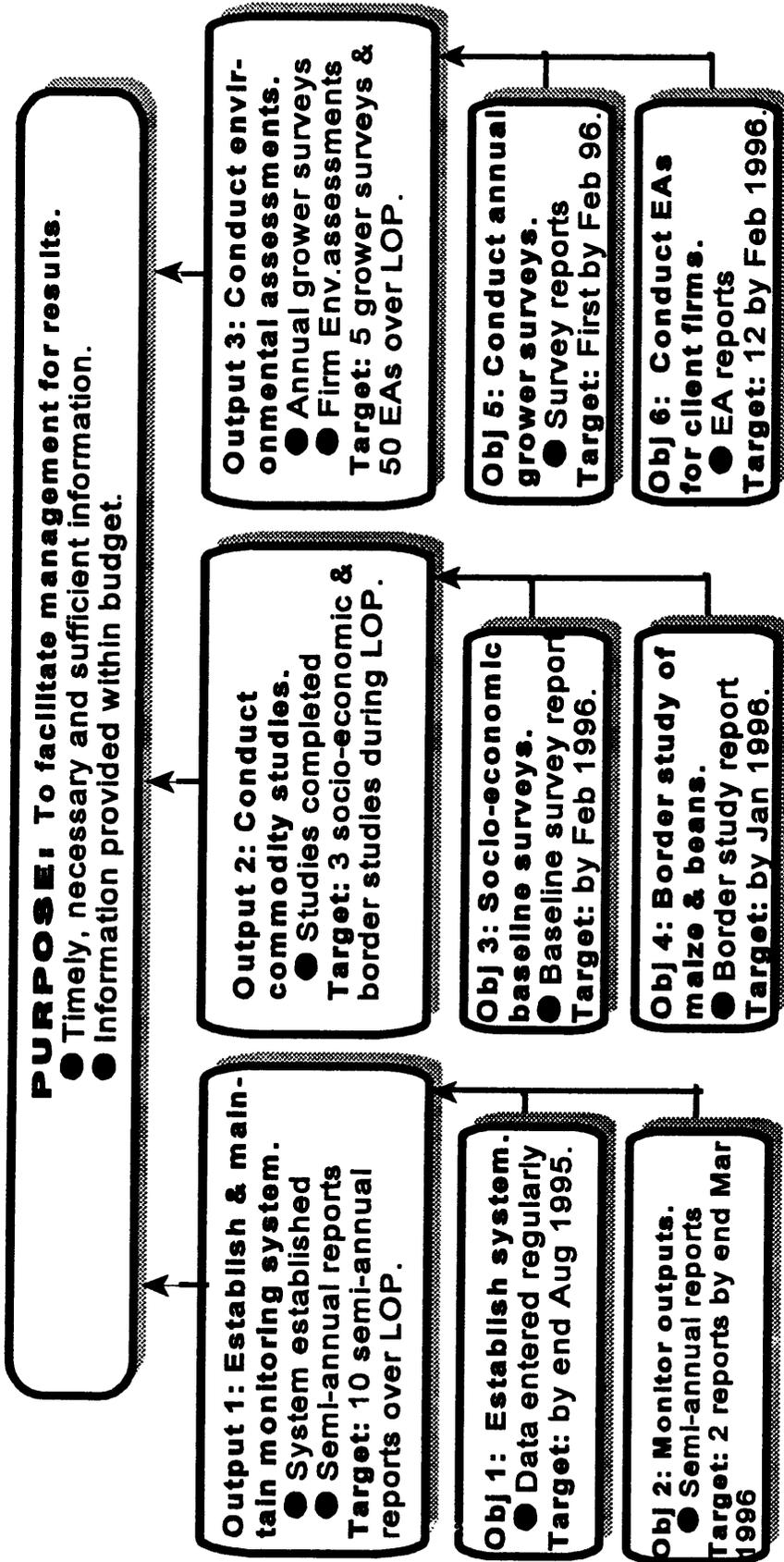
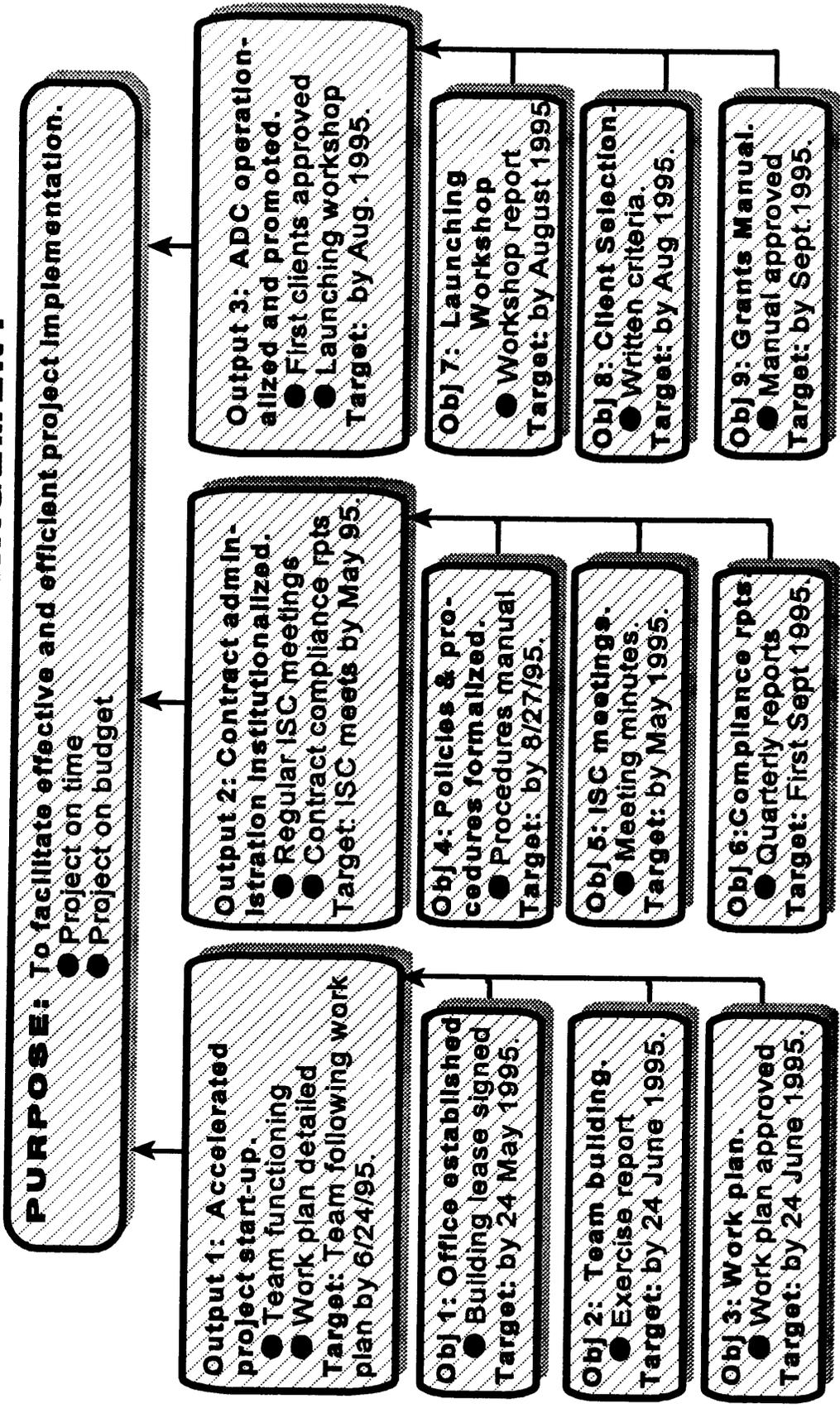


Figure 8: PROJECT MANAGEMENT



Annex 2

Level of Effort for Long Term ADC Professionals

Level of Effort for Long Term ADC Professionals

Name	Position	Months		
		Re-Programmed	Utilized to 9/30/99	Balance
Expat.				
Clive Drew	Chief of Party	60	55.25	4.75
Steve New	High Value Crop Production & Marketing Advisor	60	54.00	6.00
Mark Wood	Low Value Crop Production & Marketing Advisor	60	55.25	4.75
William Kedrock	Agribusiness and Finance Advisor +	42	42.00	0.00
Don Breazeale	Research, Education and Extension Advisor*	29.75	29.75	0.00
Local				
Peter Wathum	Monitoring & Evaluation Specialist	60	51.50	8.50
Umran Kaggwa	High Value Horticulture Specialist	60	51.50	8.50
Martin Wamaniala	Low Value Commodity Specialist	60	51.50	8.50
Edison Mwanje**/Alphine Karimarimo***	Training Specialist	60	49.50	10.50
Ruhweza-Akiiki/ Asaph Besigye	Business Advisory Specialist	60	48.00	12.00

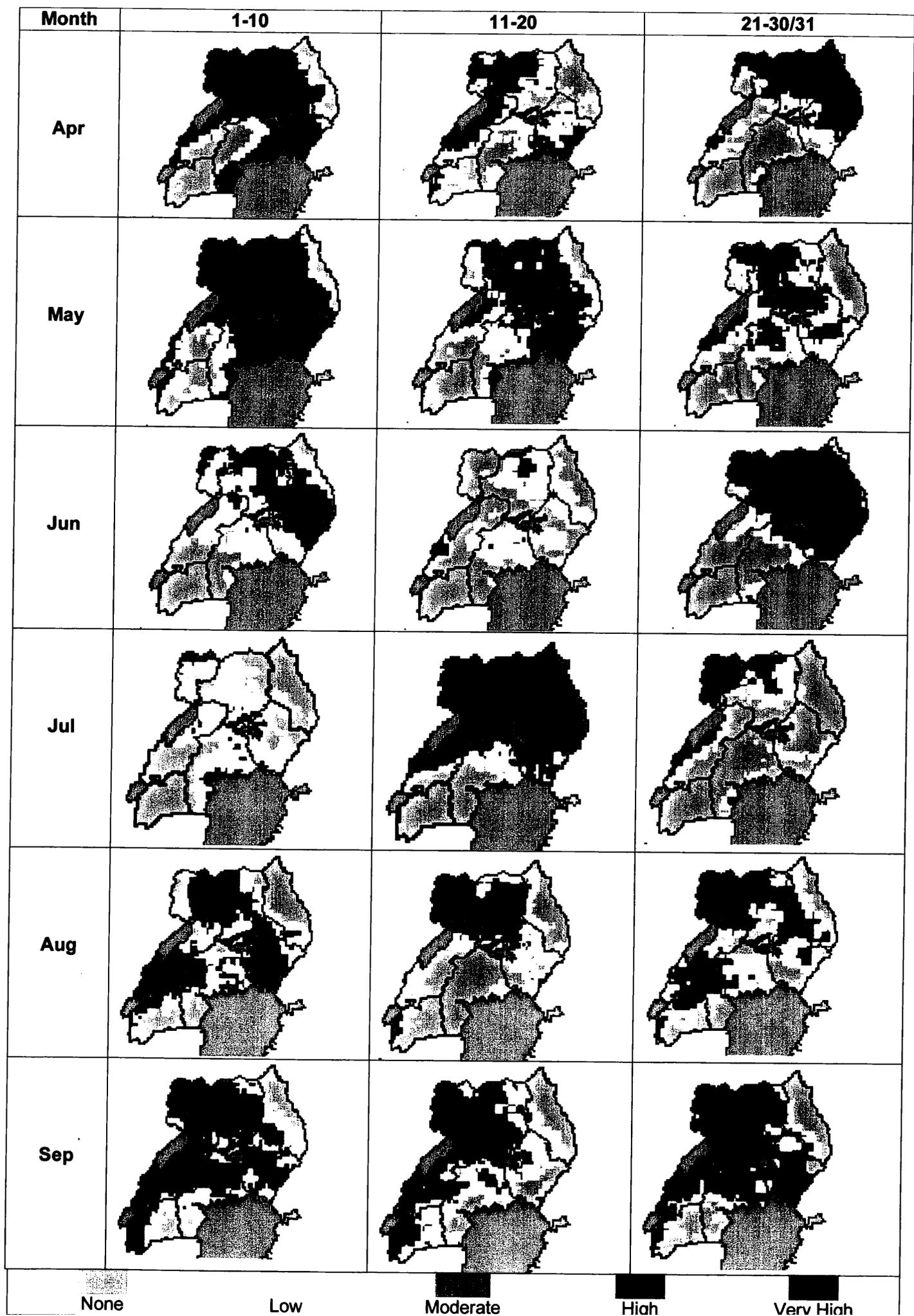
+ Term of service expired, was extended for six months and expat has left.

* Position was terminated in June 1997.

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

*** Alphine Karimarimo (who had replaced Edison Mwanje) was brutally murdered. Replacement due in October 1999.

Annex 3
Rainfall Estimates (April - September 1999)



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

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 increase to \$20 million in 1999 from \$6.6 million in 1993.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
70

15,500 tons of maize, worth about \$ 3 million was purchased by WFP during the reporting period. About 15,000 tons of maize grain and 11,000 tons of beans were traded across the eastern Ugandan border, all worth about \$ 14 million.

Status:

Time: On time

Target: On target

Task 10 Technology packages

Workplan

Packages developed & demonstrated at 6 sites/year, reaching 9,000 farmers & extension agents over LOP.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
100

2,558 demonstrations were carried out in 1999 A season and another 1,300 demonstrations are being undertaken in 1999 B season. Over 2,000 adopter fields are being utilised for technology transfer during 1999 B season. 90,000 farmers were reached.

Status:

Time: On time

Target: Over target

Task 11 NARO research programs

Workplan

1999 research programs monitored and 2000 program approved by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
60

Research activities continued to cover variety development, cropping system, social economics and intergrated pest management. There was a start to a new applied research activity to control termites in maize using a fungus metrizium.

Status:

Time: On time

Target: On target

Task 12 Update technology packages

Workplan

Updated commercial production & management handbook produced & disseminated by 8/12/99.

Planned start
4/1/99

Planned finish
8/12/99

Progress

% Done
100

Up-dating of commercial production and management hand book is currently underway. It is expected that the handbook will be ready for distribution by November 1999.

Status:

Time: On time

Target: On target

Task 20 Exporters initiate NTAE activities

Workplan

Twenty five exporters assisted over LOP.

Planned start
7/1/95

Planned finish
2/23/2000

Progress

Exporters continue to receive assistance from the ADC in forms of market information and linkage to production sources.

% Done
100

Status:

Time: On time

Target: On target

Task 21 Maintain assistance to clients

Workplan

Assistance maintained to at least 5 active exporter companies by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

5 exporter companies were assisted in the areas of input supply, production linkages, market information and linkages.

% Done
55

Status:

Time: On time

Target: On target

Task 22 Provide TA for additional commodity developments

Workplan

3 promising new bean varieties incorporated. 2 seasons of research conducted on sesame in Serere by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

3 new bean varieties are at advanced stages of seed multiplication. Sesame research has been put on hold at Serere due to absence of a scientist (currently on study leave).

% Done
50

Status:

Time: On time

Target: On target

Task 23 Maintain assistance to outgrower programs

Workplan

2 outgrower programs produce commercial shipments of beans for seed or export by 2/15/00.

Planned start
4/1/99

Planned finish
2/15/2000

Progress

% Done
56

Outgrower programs continue with; IFCD in Rakai and BUFA in Kibaale. Marketing of products has, however, concentrated in the informal sector, with some constituting cross-border trade to the Democratic Republic of Congo (DRC) and Tanzania.

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

% Done
90

The Market Information System in place has centred around monthly maize and beans stakeholders meetings and subsequent monthly updates. Additionally, the staff position for MKIS has been filled.

Status:

Time: On time

Target: On target

Task 31 Provide market knowledge & information services

Workplan

A revitalised MKIS established by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
56

Close collaboration has been maintained with FEWS, WFP and various export companies. A new Market Information Officer has been recruited and this should further strengthen the ability of the component to provide timely information to its clients.

Status:

Time: On time

Target: On target

Task 40 Private sector 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.

Planned start
5/1/98

Planned finish
2/23/2000

Progress

Uganda Seed Project (USP) continued to consolidate its distribution system through strengthening of regional distributors, associated agents and stockists. About 410 tons of maize and 484 ton of bean seed were sold by USP during this reporting period.

% Done
100

Status:

Time: On time

Target: Over target

Task 41 Seed multiplication activities supported and promoted

Workplan

4 newly emerging seed production entrants and 2 on-going concerns supported by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

LAWODA in Lira, BUFA and Nalweyo Seed Co. in Kibaale and IFCD in Rakai continued with building up their seed production capacity with ADC assistance. USP and Harvest Seeds (associated with CEI) also received support from the ADC.

% Done
56

Status:

Time: On time

Target: Over target

Task 42 Promote & support commercial farming operations

Workplan

At least 5 successful fully-commercial catalyst farmers report activity by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

During the reporting period, 10 commercial farmers were actively assisted by the ADC and have evolved into commercial contact farmers.

% Done
56

Status:

Time: On time

Target: Over target

Task 43 Input supply intervention

Workplan

5 distributors & at least 150 rural stockists benefit from ADC support in 10 districts.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

105 stockists, covering 10 districts were assisted during the reporting period. Areas of assistance included training, wholesale linkages and guarantee support.

% Done
56

Status:

Time: On time

Target: Over target

Task 00 High Value

Workplan

1999 export values: flowers \$5 million; vegetables \$370,000; oils & spices \$1.1 million. Increase in HV smallholders and hired labour: flowers 1,400; vegetables 1,000; oils & spices 5,000. 40% women.

Planned start
3/1/95

Planned finish
2/23/2000

Status:

Time: On time

Target: Over target

Progress

% Done
100

HV export figures are above target. Cut flower production has been steady with good varieties identified. Fresh produce is being expanded while vanilla export (the main spice) has nearly doubled.

Annual exports of HV crops have increased by 130% between 1995 and 1998 and are expected to increase in 1999.

Task 10 HV crop research contracts

Workplan

15 high value research contracts completed by end of Project.

Planned start
4/15/95

Planned finish
2/23/2000

Status:

Time: On time

Target: On target

Progress

% Done
70

5 out of 15 research contracts have been completed. The remaining research contracts are due to be completed by end of the current work plan year.

Task 11 Complete 10 current trials

Workplan

15 total research trials completed by 2/1/00.

Planned start
4/1/99

Planned finish
2/1/2000

Status:

Time: On time

Target: On target

Progress

% Done
60

5 research contracts completed. For the remaining 10, most of the work has been done and preparation of final reports are in progress.

Task 12 Initiate three additional research contracts

Workplan

3 additional research contracts initiated by 2/21/00.

Planned start
4/1/99

Planned finish
2/21/2000

Status:

Time: On time

Target: On target

Progress

% Done
60

Cocoa and banana contracts initiated. In the case of rose/carnations, consultant has been identified, contract due to be signed and implementation expected to commence in November 1999.

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 Customised TA has been provided to more than 50 firms/associations. The main recipients have been the four HV associations - UFEA, HORTEXA, UNVA and UHA, flower farms, fruit/vegetable firms and growers and vanilla producers.	
% Done 100	

Task 21 Provide TA to four national associations	
Workplan TA provided to 4 national associations by 2/23/00.	Planned start 4/1/99 Planned finish 2/23/2000
Status:	Time: On time Target: On target
Progress Customised TA have been provided to 4 national associations - UFEA, HIORTEXA, UNVA and UHA through training, market development and demonstrations. Improvement is expected in the institutional management of UFEA, HORTEXA and UNVA.	
% Done 55	

Task 22 Provide customized TA to firms and outgrower associations	
Workplan TA provided to 30 total firms/associations by 2/23/00.	Planned start 4/1/99 Planned finish 2/23/2000
Status:	Time: On time Target: On target
Progress During the reporting period, customised TA was given to individual firms and grassroots associations. Efforts have been targeted at increasing production and improving management.	
% Done 60	

Task 30 Information on HV commodities	
<p>Workplan Information on HV commodities collected and disseminated regularly 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 Market information has been collected and disseminated to clients as and when required. New Market Information Manager has been recruited and is currently assisting the HV team. Improved systems in place for collection of export data.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 95 </div>
<p>Status:</p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> Time: On time </div> <div style="display: flex; justify-content: space-between;"> Target: On target </div>	

Task 31 Distribute market information	
<p>Workplan Improved MKIS operating & clients receiving focused market information by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/99 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress New Market Information manager in place. Price bulletin format has been improved and it is now possible to serve specific client needs. Weekly international prices are now available on-line for all the major commodities.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 60 </div> <p style="margin-top: 20px;">ADC is now established as the main source of market information and export statistics for HV crops.</p>
<p>Status:</p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> Time: On time </div> <div style="display: flex; justify-content: space-between;"> Target: On target </div>	

Task 32 Upgrade current commercialisation bulletins	
<p>Workplan 13 HV commercialisation bulletins upgraded and disseminated by 12/21/99.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/99 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 12/21/99 </div>	<p>Progress Work has been completed on vanilla and papain. The remaining bulletins are in final stages of preparation and are expected to be completed on time.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 70 </div>
<p>Status:</p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> Time: On time </div> <div style="display: flex; justify-content: space-between;"> Target: On target </div>	

Task 33 Produce two additional extension manuals	
<p>Workplan Two new extension manuals completed by 7/1/99.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/99 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 7/1/99 </div>	<p>Progress Most of the work on both cocoa and banana manuals has been accomplished. Draft copies are ready for corrections and the manuals are expected to be finalised before the end of the work plan year.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 70 </div>
<p>Status:</p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> Time: On time </div> <div style="display: flex; justify-content: space-between;"> Target: On target </div>	

Task 34 Carry out 10 additional market contact visits

Workplan

At least 10 focused market contact visits completed by 12/30/99.

Planned start
5/10/99

Planned finish
12/30/99

Progress

% Done
57

2 flower buyers from Holland and 2 fresh produce buyers from UK visited Uganda during the reporting period. Fresh produce exporters and association members visited Holland and UK. More inward and outward visits will be organised during the second half.

Status:

Time: On time

Target: On target

Task 00 Business and Financial Linkages

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.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
90

A total of 68 firms (including individuals) have received BAF assistance and 1,583 people have received business-related training. Component objectives are being met and in a number of cases exceeded.

Status:

Time: On time

Target: Over target

Task 10 One-on-one assistance to firms

Workplan
50 firms assisted by end of Project.

Planned start
4/15/95

Planned finish
2/23/2000

Progress

% Done
100

A total of 79 firms (including associations and individuals) have received BAF assistance in agribusiness planning and management, finance mediation, agribusiness training and other agribusiness-related areas.

Majority of the clients have received more than one BAF assistance/intervention.

Status:

Time: On time

Target: Over target

Task 11 Maintain BAF services to existing and new clients

Workplan
10 previous and 5 new clients assisted by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
62

A total of 31 clients (19 existing & 12 new) received BAF assistance during the reporting period. 6 clients received business and operating plans, 13 clients were assisted with finance mediation and a number of clients received one-on-one BAF assistance.

Status:

Time: On time

Target: On target

Task 12 Complete business and operating plans

Workplan
 10 clients receive business/operating plan assistance by 2/23/00.

Planned start
 4/1/99

Planned finish
 2/23/2000

Progress
 1 joint business plan was completed for 2 clients and 5 clients received operating plans (4 with new plans and 1 with implementation). Very low demand for business plans, including APDF type, continues to be realised.

% Done
 55

Status:

Time: On time

Target: On target

Task 13 Mediate financing for clients

Workplan
 Up to 12 clients referred to financing sources by 2/24/00.

Planned start
 4/1/99

Planned finish
 2/24/2000

Progress
 BAF mediated for 13 clients; 2 successfully, 6 had their applications not yet considered in Coop Bank when it closed, 1 was rejected and others pending. Several banks continue to have financial difficulties and have cut down on their lending portfolio.

% Done
 58

Status:

Time: On time

Target: Over target

Task 14 Develop and promote investment profiles

Workplan
 2 NTAE sectors profiled and investment forum held by 2/14/00.

Planned start
 11/10/99

Planned finish
 2/14/2000

Progress
 BAF is working with LV to address the concern of LV crop commercial farmers as identified at the last NTAE forum. BAF continues to support commercial farming sector whose potential impact on NTAE growth has been profiled.

% Done
 94

Work has been done with HV on flowers, fruits & vegetables. Investment forum to be held in next half of work plan year.

Status:

Time: Early

Target: On target

Task 15 Pursue options to increase use of finance by NTAE firms

Workplan
Finance decision made on 2 new services and 4 services implemented by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress
Finance decision was made on 2 new services (ECGS and Risk Fund Scheme) and 4 services are being implemented (i.e ATAIN, ERS, Risk Fund and UCE). 4 other schemes are pending decision.

% Done
68

Status:

Time: On time

Target: On target

Task 16 Carry out competitiveness analysis of supported NTAEs

Workplan
Competitiveness analysis of one NTAE sector done by 1/3/00.

Planned start
10/1/99

Planned finish
1/3/2000

Progress
Competitiveness analysis of one NTAE sector (NTAEs by air) completed and results disseminated to the players in the sector.

% Done
100

Status:

Time: On time

Target: On target

Task 20 People trained in agribusiness planning & management

Workplan
750 people trained by end of Project.

Planned start
5/3/95

Planned finish
2/23/2000

Progress
To-date 1,583 people have received training in agri-business related areas. BAF training continue to be cross-cutting for all sectors fo ADC intervention. Grass roots impact & resource leveraging with collaborators are emphasised in ADC training events.

% Done
53

Status:

Time: On time

Target: Over target

Task 21 Provide agribusiness management training

Workplan

100 people trained in agribusiness planning and management by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Status:

Time: On time

Target: On target

Progress

% Done
53

282 people received BAF business-related training through 4 training events covering 3 areas of ADC intervention. These are input supply, commercial farming, and competitive analysis of NTAE sector. Also regular focused-training offered to selected clients.

Task 00 Strengthening Associations

Workplan

Associations facilitating growth in NTAEs and acting as advocates for better NTAE policy and regulatory environment by end of Project.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
100

ADC continued to assist client associations on demand-driven basis. Much emphasis on ADC services is to assist individual firms which once are strong, will help to overcome the persistent weaknesses depicted by current ADC-client associations.

Status:

Time: On time

Target: On target

Task 10 Associations strengthened

Workplan

Six to ten associations strengthened during LOP.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
100

ADC is extending assistance to at least 10 primary NTAE commodity associations and about half a dozen local-based associations and producer groups.

Status:

Time: On time

Target: On target

Task 11 Maintain contact with associations and provide assistance

Workplan

Eight engagements completed with 6 associations by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
56

6 BAF engagements were undertaken with 5 associations. Some of the engagements are completed and others are on-going. Also LV and HV had engagements with some NTAE associations. 2 policy/regulatory analyses and advocacy were initiated.

Status:

Time: On time

Target: On target

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>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Progress</p> <p>The component continued to work closely with MUFAP and also coordinate NTAE training activities. Demand for practical skill continue to increase and many client-focused training events continue to be conducted.</p> <p>% Done 100</p> <p>The internship program (though over target) continue to receive support with MU assuming greater role.</p>	
<p>Status:</p> <p>Time: On time</p> <p>Target: Over target</p>	

Task 10 MU/FAF departments strengthened	
<p>Workplan Three departments strengthened over LOP.</p>	<p>Planned start 4/10/95</p> <p>Planned finish 2/23/2000</p>
<p>Progress</p> <p>Support has continued to the MUFAP's three departments. In addition, the Dean's office and other departments like Agricultural Extension/Education and Soil Science continue to receive assistance.</p> <p>% Done 100</p>	
<p>Status:</p> <p>Time: On time</p> <p>Target: Over target</p>	

Task 11 Continue implementing U.S M.S program	
<p>Workplan 1 M.S graduate returns to Uganda by 9/1/99.</p>	<p>Planned start 4/1/99</p> <p>Planned finish 9/1/99</p>
<p>Progress</p> <p>The project has only one remaining M.Sc. candidate enrolled at Caly Poly San Luis Obispo. She was meant to complete her studies by September 1999, but she still has some more requirements that must be met. She is now expected back in December 1999.</p> <p>% Done 0</p>	
<p>Status:</p> <p>Time: Late</p> <p>Target: Under target</p>	

Task 20 Student internships in NTAE firms	
<p>Workplan Sixty NTAE student internships conducted over LOP.</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Progress</p> <p>The number of students under the internship program has increased to 95, as against the target of 60. This has been due to increased demand for the program. Several of the former interns have now been employed by their sponsors.</p> <p>% Done 100</p> <p>MU has effectively taken charge, and the internship coordinator has done a good job in implementing the program.</p>	
<p>Status:</p> <p>Time: On time</p> <p>Target: Over target</p>	

Task 21 Implement NTAE internship program

Workplan
Up to 20 NTAE student interns placed by 7/26/99.

Planned start
4/1/99

Planned finish
7/26/99

Status: **Time:** On time

Target: Over target

Progress

% Done
100

A total of 27 students have been placed at 13 different NTAE sites. The ADC has also supported a business intern in its accounting department where he gained experience in accounting software package, spreadsheets and reconciliations.

The internship coordinator has done a good job in implementing the program, with minimal input from the ADC.

Task 30 NTAE training programs

Workplan
750 participants trained in 25 courses over LOP.

Planned start
4/1/95

Planned finish
2/23/2000

Status: **Time:** On time

Target: Over target

Progress

% Done
100

ADC training approach of being demand-driven and client-centred has gained popular support. MUFAP and MAAIF have continued to be involved in ADC training events. There is continued call for provision of production skills/techniques by commercial farmers.

The number of training events and participants exceed the LOP targets by far.

Task 31 Conduct NTAE training

Workplan
26 total LV, HV and SA training events conducted by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Status: **Time:** On time

Target: On target

Progress

% Done
52

26 training events were conducted during the reporting period. Close collaboration was maintained with the KARI/Banana program. Also, the IPM-Vegetable training was jointly executed by IDEA, ICIPE and KARI.

A total of over 84,000 participants (nearly 37,000 of whom were females) were trained during the reporting period.

Task 00 Monitoring and Evaluation

Workplan Timely, necessary and sufficient information provided within budget, providing feedback to facilitate management for results over LOP.	Planned start 7/1/95
	Planned finish 2/23/2000

Progress
 Close liaison has been maintained with USAID and other collaborators. AIMS was reviewed and updated, consistent with SO1 requirements. Project inputs and outputs have been monitored on a regular basis and reports produced and disseminated.

% Done
 100

The M&E guiding principle continues to be the provision of feedback to enhance managing for results.

Status:

Time: On time

Target: On target

Task 10 Establish & maintain monitoring system

Workplan Project monitoring data entered into system regularly over LOP.	Planned start 7/1/95
	Planned finish 2/23/2000

Progress
 The M&E system was reviewed and updated to allow for consistency with SO1 requirements. Project outputs have been systematically monitored. To-date eight semi-annual reports have been produced and disseminated.

% Done
 100

Status:

Time: On time

Target: On target

Task 11 Review & maintain AIMS

Workplan AIMS reviewed and maintained consistent with SO 1 requirements by 2/23/00.	Planned start 4/1/99
	Planned finish 2/23/2000

Progress
 AIMS was reviewed and updated, consistent with SO1 requirements. Impact indicator framework, procedures and reporting needs were reviewed and updated. Close collaboration has been maintained with USAID.

% Done
 56

Status:

Time: On time

Target: On target

Task 12 Monitor project outputs and success rates

Workplan Project outputs systematically monitored & 2 M&E reports presented by 2/23/00.	Planned start 4/1/99
	Planned finish 2/23/2000

Progress
 Project outputs were monitored to ensure high success rates. Semi-annual reporting formats were updated to ensure conformity with the 5th annual work plan. The 8th semi-annual report was produced and disseminated on schedule.

% Done
 56

Status:

Time: On time

Target: On target

Task 13 Update data from secondary sources

Workplan

Secondary data collected and updated by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Status:

Time: On time

Target: On target

Progress

The M&E component continued to maintain close collaboration with secondary data providers. Basic macro indicators have been updated and relevant reports obtained from the different data sources. A study was commissioned to ascertain cross border trade.

% Done
56

M&E has been an active participant of the committee on international trade statistics coordinated by the Bank of Uganda.

Task 20 Conduct commodity studies

Workplan

Gender-disaggregated and targeted commodity studies for LV and HV crops conducted over LOP.

Planned start
7/1/95

Planned finish
2/23/2000

Status:

Time: On time

Target: On target

Progress

Commodity studies have been conducted for the following crops: maize/beans, flowers, hot pepper, apple banana, fresh beans, passion fruit & vanilla. On average, 3 commodities have been covered per year.

% Done
90

These studies have been useful in assessing impacts and drawing strategies for areas of future intervention.

Task 21 Conduct commodity studies for impact assessment

Workplan

3 commodity studies conducted by 2/21/00.

Planned start
4/1/99

Planned finish
2/21/2000

Status:

Time: On time

Target: On target

Progress

Three commodities, namely maize/beans (combined), cocoa and vanilla will be studied during this work plan year. Detailed terms of reference have been worked out and request for proposal (RFP) sent to more than 10 firms/individuals.

% Done
50

Task 22 Undertake assessment and prepare Agribusiness Highlights

Workplan
5 project intervention areas assessed and agribusiness highlights prepared by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
45

Procedures for assessing Project activities were reviewed and areas for intervention selected. During this reporting period, 2 Agribusiness Highlights were produced; one on hot pepper and another on ADC's experience in Rakai district.

Status:
Time: On time
Target: On target

Task 30 Conduct environmental assessments

Workplan
Environmental assessments conducted for all clients assisted over LOP (at least 25).

Planned start
7/1/95

Planned finish
2/23/2000

Progress

% Done
90

ADC continues to look at environmental impact assessment as an essential aspect of sustainable development. With a view to strengthening its capability in this area, IDEA sent its Monitoring and Evaluation Specialist on a 4-week course to Swaziland.

ADC continues to be an active participant in USAID-sponsored environmental assignments and collaborates with NEMA.

Status:
Time: On time
Target: On target

Task 31 Conduct/update annual grower surveys

Workplan
3 annual NTAE grower environmental surveys conducted and updated by 2/23/00.

Planned start
5/10/99

Planned finish
2/23/2000

Progress

% Done
40

During the work plan year, 3 commodities will be assessed. The assessment will form part of the commodity studies to be undertaken by independent firms and individuals during the second part of the work plan year.

Status:
Time: On time
Target: On target

Task 32 Conduct environmental assessments for client firms

Workplan

55 total environmental assessments conducted for assisted firms by 2/23/00.

Planned start
6/25/99

Planned finish
2/23/2000

Progress

% Done
20

A total of 10 clients will be assessed, bringing to 55 the total number of clients assessed since the inception of the Project. Client environmental assessment forms have been reviewed and list updated.

Assessment will be conducted using checklists and forms recently up-dated.

Status:

Time: On time

Target: On target

Task 00 Project Management

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.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
90

Project is progressing very well and continues to exceed its LOP targets. Evaluation of IDEA recommended exercising the option to extend the project for another 4.33 years.

Status:

Time: On time

Target: Over target

Task 10 Accelerated project start-up

Workplan

Work plan detailed, team functioning over LOP.

Planned start
3/1/95

Planned finish
2/23/2000

Progress

% Done
90

Project SOW remains unchanged. There is close collaboration with PL-480 on food security crops. Project has a saturated client portfolio.

Status:

Time: On time

Target: On target

Task 11 Finalise negotiations for extension of IDEA project

Workplan

Contract amended by 8/2/99. Mobilisation completed by 2/23/00.

Planned start
4/1/99

Planned finish
2/23/2000

Progress

% Done
15

Technical evaluation of IDEA was completed in May 1999. Mission has reviewed the evaluation and Action Memo to extend IDEA has been approved. Chemonics is waiting for Mission instructions.

Status:

Time: Late

Target: Under target

Task 12 Team building/ 6th annual work plan	
<p>Workplan Approval of 6th annual work plan, training plan, commodity procurement plan and budget by 2/1/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 1/5/2000 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/1/2000 </div>	<p>Progress Future activity, planned for January 2000.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> % Done 0 </div>
<p>Status: Time: On time</p> <p style="margin-left: 100px;">Target: On target</p>	

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 One ISC meeting held. ISC members provided input to IDEA evaluation. Waiting for response from Mission on extension of IDEA to convene next ISC meeting.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> % Done 90 </div>
<p>Status: Time: On time</p> <p style="margin-left: 100px;">Target: Under target</p>	

Task 21 Contract administration and reporting	
<p>Workplan ISC meetings held, office manual and employee hand book updated, monthly vouchers submitted and quarterly and semi-annual reports submitted by 2/22/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/99 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/22/2000 </div>	<p>Progress Invoices have been submitted on monthly basis. Eighth semi-annual/end of 4th year progress report submitted in April 1999.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> % Done 56 </div>
<p>Status: Time: On time</p> <p style="margin-left: 100px;">Target: On target</p>	

Task 30 ADC operationalized & promoted	
<p>Workplan LV and HV commodity and geographic focus reviewed by ISC; ADC brochures produced and continued engagements with collaborators (APDF, PCVs, VOCA) 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 Geographic and commodity focus remains unchanged. PCV activity suspended in Uganda. Reduced demand for VOCA engagements. Collaboration with PL-480 has increased under LV.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> % Done 90 </div>
<p>Status: Time: On time</p> <p style="margin-left: 100px;">Target: On target</p>	

Task 31 Promote the ADC

Workplan

LV and HV commodity & geographic focus reviewed by ISC and on-going engagements with collaborators (APDF, PCVs, VOCA, etc) by 2/22/00.

Planned start
4/1/99

Planned finish
2/22/2000

Progress

Geographic and commodity focus remains unchanged. Low impact commodities are receiving less attention. Demand for ADC services continues to expand.

% Done
60

Status:

Time: On time

Target: On target

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 indicate 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. Benchmark 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

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 1988 activities

Monitor 1989 implementation

Receive reports of 1989 activities

Assist in developing and finalize 2000 research programs

Continue to promote new variety introductions

Strengthen capacity for breeder seed maintenance

enchmark: 1988 research programs monitored and 2000 program approved

Objective 2: Update technology packages with output from research trials

Incorporate findings into field technical bulletins

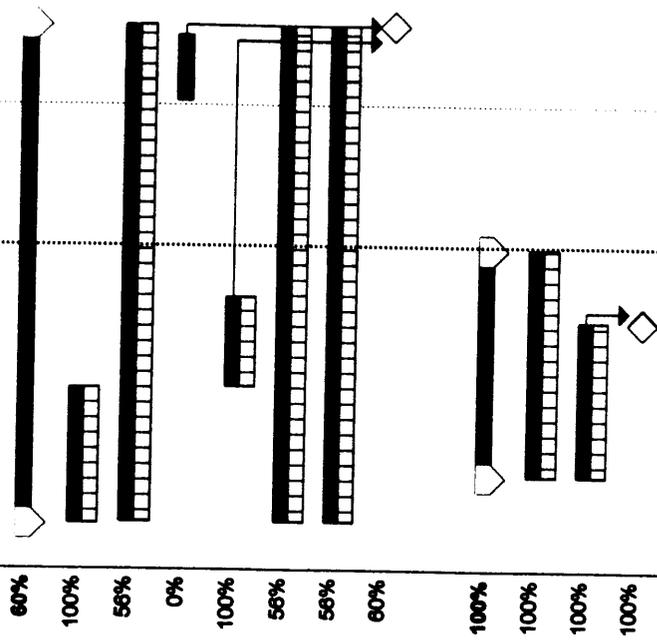
Update and complete commercial farm production guidelines

enchmark: Updated commercial production & management hand book produced & disseminated

Project:
Date: 9/30/89

1989
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

% Complete



Task	█	Baseline	□□□□□□□□	Summary	▬
Rolled Up task	█	Rolled Up Baseline	□□□□□□□□	Baseline Summary	▬
Task Progress	█	Milestone	◆		
Rolled Up Progress	█	Baseline Milestone	◇		

1999

Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr

% Complete

67%

100%

60%

0%

56%

67%

53%

56%

56%

47%

53%

60%

56%

42%

56%

42%

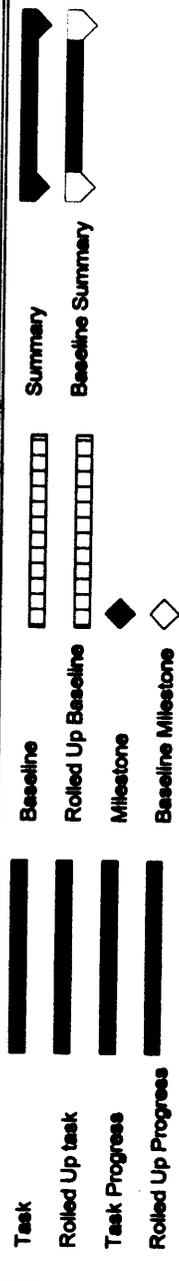
Task Name
Objective 3: Demonstrates technology packages for the 1999/2000 seasons

- Monitor 1999 A season demonstration work
 - Implement 1999 B season demonstration work
 - Facilitate 2000 A season demonstration work
 - Develop alternative demonstration linkages through the private sector and adopters
- Benchmark : At least 100,000 farmers exposed to improved technologies**

Exporters will be able to initiate or expand NTAE activities as measured by assisting 25 exporters over the life of project (Output 2)

- Objective 4 : Maintain assistance to current clients**
 - Continue support to export oriented client groups and traders
 - Continue support to input supply wholesalers, distributors and stockists
 - Continue supporting Community Based Marketing activities
- Benchmark : Assistance maintained to at least 5 active exporter companies**

- Objective 6: Provide TA for additional commodity developments**
 - Continue research efforts on export oriented bean types
 - Shift sesame work to Serere
- Benchmark: 3 promising new bean varieties incorporated in advanced varietal trials (AYT)**
- Benchmark: 2 seasons of research conducted on sesame at Serere**



Task [Solid bar] **Baseline** [Dotted bar]

Roll Up task [Dashed bar] **Roll Up Baseline** [Dotted bar]

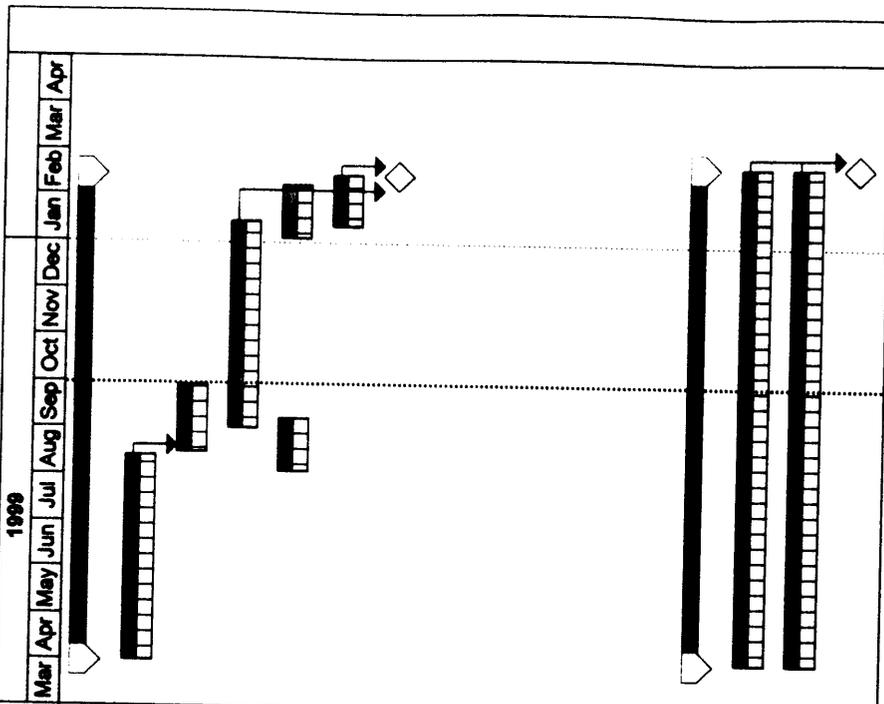
Task Progress [Dotted bar] **Milestone** [Diamond]

Roll Up Progress [Dotted bar] **Baseline Milestone** [Diamond]

Summary [Solid bar]

Baseline Summary [Dotted bar]

Project:
 Date: 9/30/99



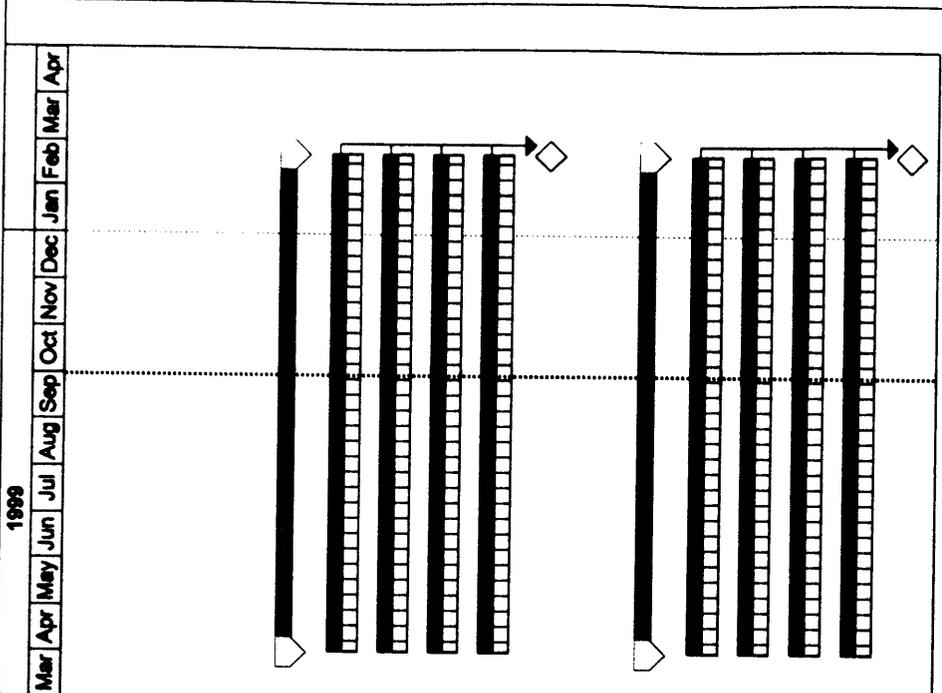
Task Name
Objective 6: Maintain assistance to present outgrower programs
 Support and monitor implementation of 1999 A season bean production programs, particularly for seed
 Assist in developing programs for 1999 B season
 Monitor and support implementation of 1999 A season bean production programs, particularly for seed
 Assist in marketing production from 1999 A and B
 Assist in developing production program for 2000 A season
Benchmark: 2 outgrower programs produce commercial shipments of beans for seed or export

Commodity-specific market information systems established/improved and sustainable as measured by regional market information on grains/pulses collected and disseminated (Output 4b)

Objective 7: Provide Market Knowledge and Information Services
 Centralise low value commodity price data collection and crop forecast activities
 Maintain monthly industry forecast meetings
Benchmark: A revitalised MKIS established

Project: []
 Date: 9/30/99

Task	█	Baseline	□	Summary	▸
Roll up task	█	Roll up Baseline	□	Baseline Summary	▸
Task Progress	█	Milestone	◆		
Roll up Progress	█	Baseline Milestone	◇		



Task Name

% Complete

Objective 8: Seed multiplication and distribution activities supported and promoted

Continue to liaise with USP and Seed Certification Authority

Support new private sector entrants in production and marketing

Encourage commercial farmer involvement in seed production of newly released hybrids & imported ones

Bring selected bean outgrower programs officially into the seed supply system through seed certification

enchmark: 4 newly emerging seed production entrants and 2 on-going concerns supported

Objective 9: Promote and support commercial farming operations

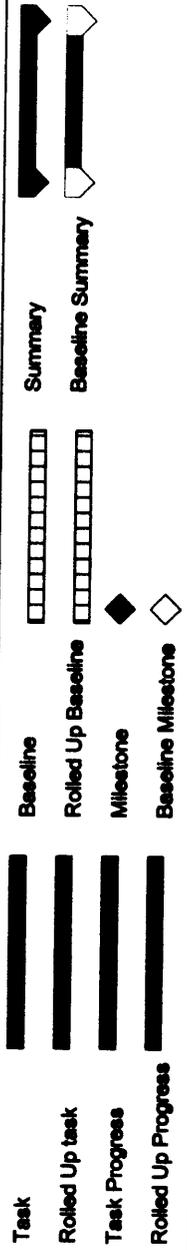
Continue to expand commercial farmer client base

Actively support graduates of commercial farmer training school with customised TA for success

Continue to seek funding for commercial farmer working capital fund

Maintain commercial farmer training at present capacity

enchmark: At least 5 successful fully commercial catalyst farmers report activity



Object: [blank]
Date: 9/30/99

Task Name

Objective 10: Input supply Intervention

Maintain ATAIN stockist numbers at maximum under present guarantee support

Emphasize TA support to 2 new distributors and continue to work with established distributors

Seek support for expansion of ATAIN

Leverage ADC expertise by working with other donor groups to expand stockist activity

Benchmark : 5 distributors & at least 150 rural stockists benefit from ADC support in 10 districts

1999

% Complete

56%

56%

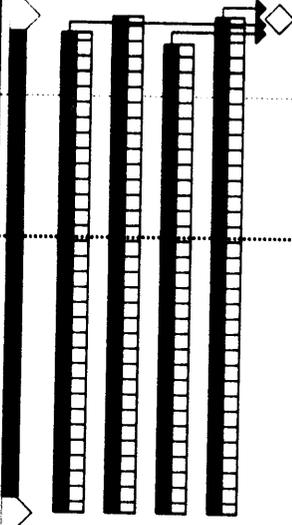
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58%

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Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

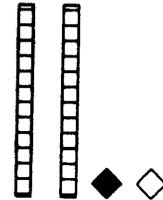


Task

Project:
Date: 9/30/99

Rolled Up task
Task Progress
Rolled Up Progress

Baseline
Rolled Up Baseline
Milestone
Baseline Milestone



Summary
Baseline Summary



Task Name

Component Two: High Value Export Crop Development

15 high value crop research contracts completed (Output 1a)

Objective 1: Complete 10 current trials

Advise on implementation and completion of trials

Complete final reports:

Three floriculture trials

Three fresh produce trials

Two spice trials

Two essential oil trials

Benchmark: 15 total research trials completed

Objective 2: Initiate and maintain 3 more research trials

Cocoa varietal screening and IPM trials:

Agree and initiate scope of work

Rose varietal testing:

Agree on scope of work and identify farms

Initiate trials

Characterisation of "Kawanda Hybrid" passion fruit cultivars:

Agree on scope of work and identify farms

1999

Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

% Complete

60%

59%

62%

57%

65%

62%

64%

60%

60%

100%

100%

86%

100%

83%

63%

100%

Task

Roll Up task

Task Progress

Roll Up Progress

Baseline

Roll Up Baseline

Milestone

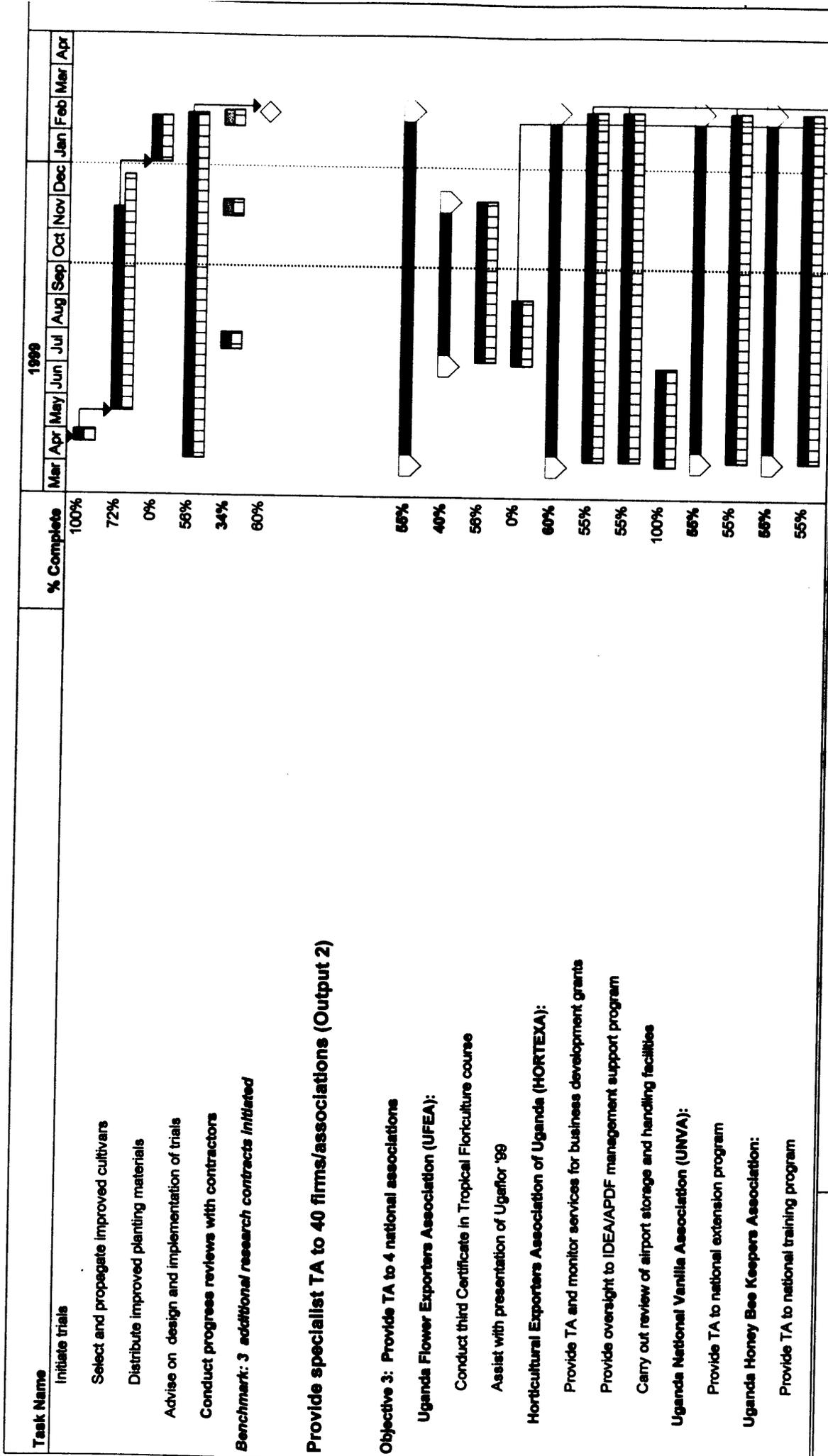
Baseline Milestone

Summary

Baseline Summary

Project:

Date: 9/30/99

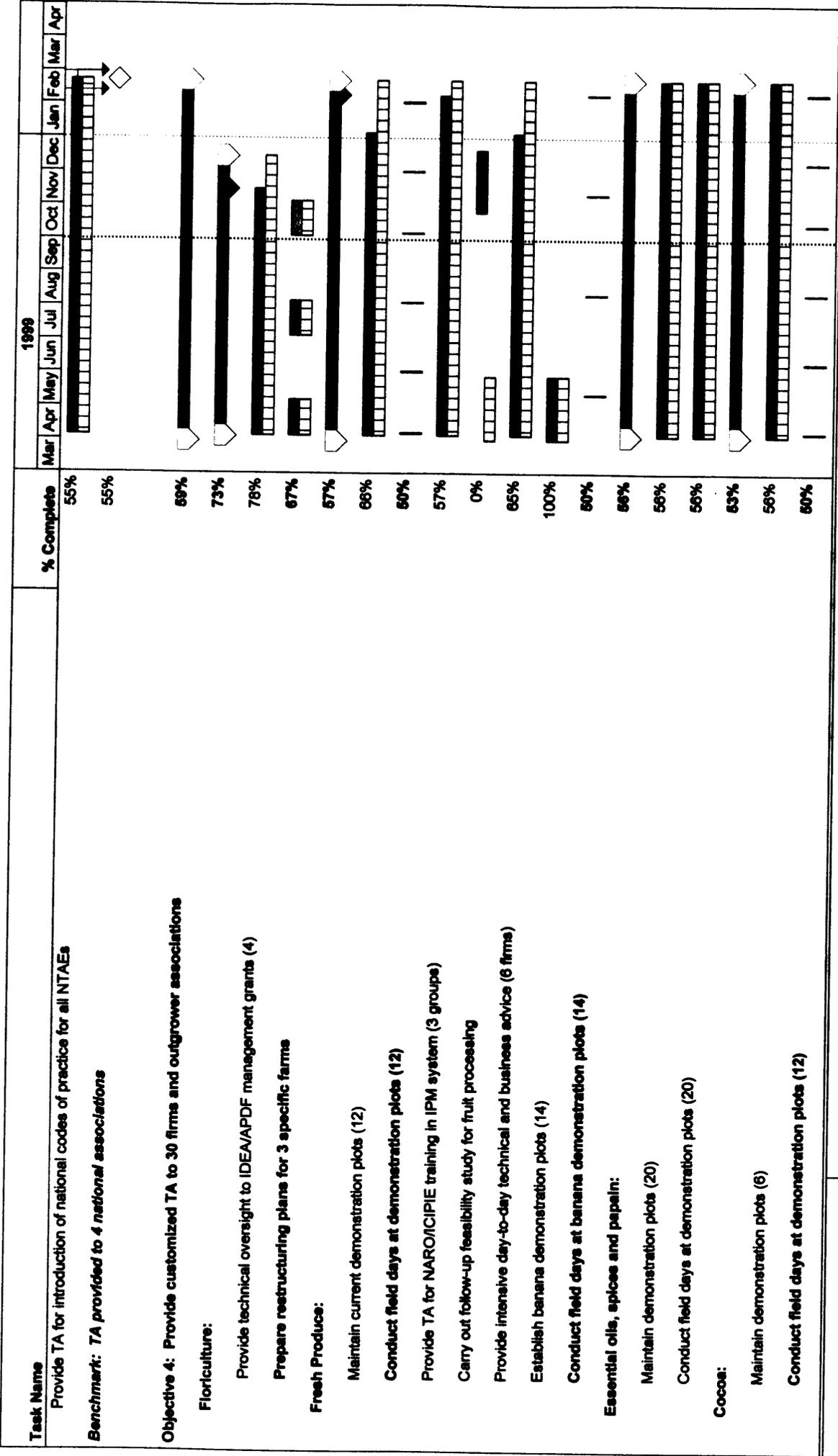


Project: _____
Date: 9/30/99

Task
 Rolled Up task
 Task Progress
 Rolled Up Progress

Baseline
 Rolled Up Baseline
 Milestone
 Baseline Milestone

Summary
 Baseline Summary



Project: _____ Date: 9/30/99

	Task		Baseline		Summary
	Rolled Up task		Rolled Up Baseline		Baseline Summary
	Task Progress		Milestone		
	Rolled Up Progress		Baseline Milestone		

Task Name

Benchmark: TA provided to 30 total firms/associations

Information on HV commodities collected and disseminated (Output 4a)

Objective 5: Distribute market information

Review and upgrade weekly price bulletin

Provide customized market information to clients

Benchmark: Improved MKUS operating & clients receiving focused market information

Objective 6: Upgrade current commercialisation bulletins

Revise floriculture bulletins (2)

Revise fresh produce bulletins (7)

Revise spice and essential oil bulletins (4)

Benchmark: 13 HV commercialisation bulletins upgraded and disseminated

Objective 7: Produce two additional extension manuals

Complete banana extension manual

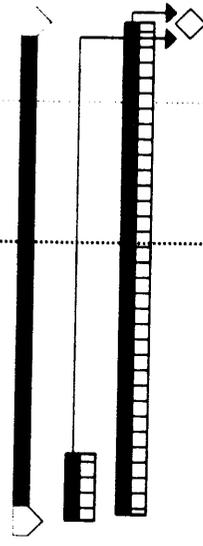
Complete new cocoa extension manual

Benchmark: Two new extension manuals completed

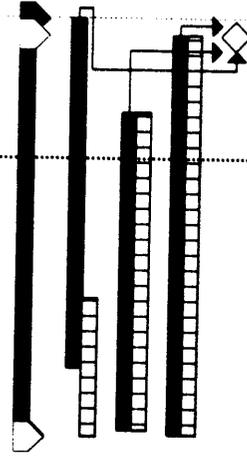
1999

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60%

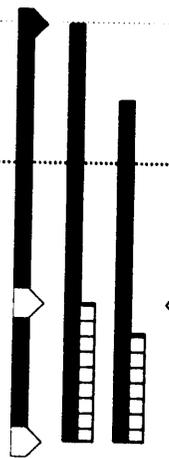
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr



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83%
70%
70%



70%
61%
79%
70%

Task

Rolled Up task

Task Progress

Rolled Up Progress

Baseline

Rolled Up Baseline

Milestone

Baseline Milestone

Summary

Baseline Summary

Project:
Date: 9/30/98

Task Name

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

Maintain contact w/ collaborators and clients, through loan applications, business/operating plans, CAF, training, focus clients etc.

With other components, work on project extension plan

Benchmark: 10 previous and 5 new clients assisted

Objective 2: Complete business (finance)/operating (efficiency) plans

Assist LV/HV clients when requested

Assist clients through CAF/APDF

Assist clients with implementation of previously completed plans

Benchmark: 10 clients receive business/operating plan assistance

Objective 3: Mediate financing for clients

Follow up clients' loan applications pending with banks

Identify new/additional client financing needs

Package loan requests

Project:
Date: 9/30/99

1999
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

% Complete

62%

55%

0%

100%

62%

66%

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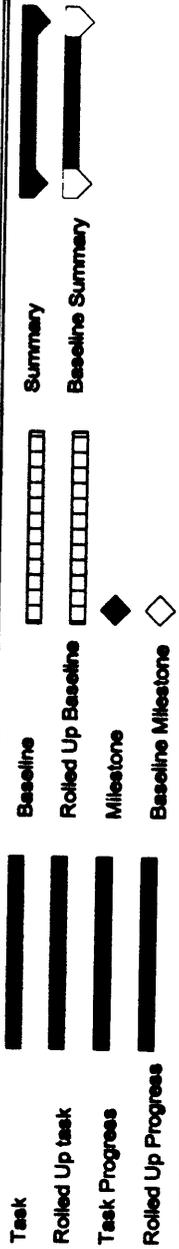
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68%

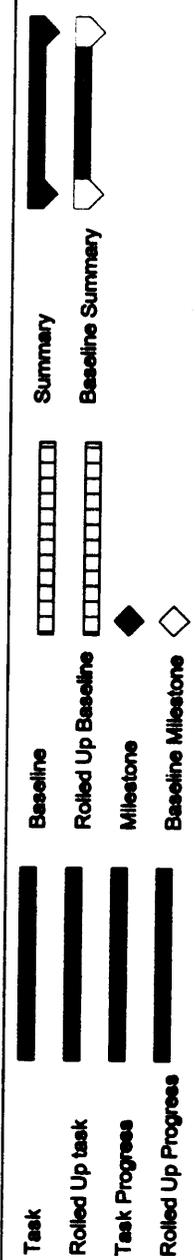
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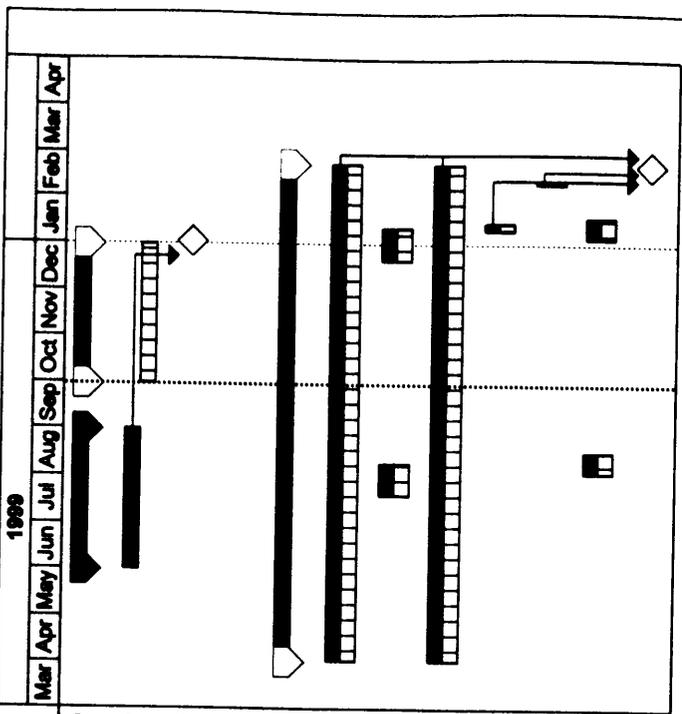
55%



Task Name	% Complete	1999													
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Follow up loan repayments	55%	[Gantt chart showing progress from Mar to Apr]													
Work through APDF for large, long term financing requests	55%	[Gantt chart showing progress from Mar to Apr]													
Benchmark: Up to 12 clients referred to financing sources	56%	[Gantt chart showing progress from Mar to Apr]													
Objective 4: Develop and promote NTAE investment profiles	94%	[Gantt chart showing progress from Mar to Apr]													
With LV/HV identify NTAE sectors for promotion	100%	[Gantt chart showing progress from Mar to Apr]													
Complete investment opportunity profiles	100%	[Gantt chart showing progress from Mar to Apr]													
Hold investment opportunity forum	0%	[Gantt chart showing progress from Mar to Apr]													
Benchmark: 2 NTAE sectors profiled and investment forum held	94%	[Gantt chart showing progress from Mar to Apr]													
Objective 6: Pursue options to increase use of finance by NTAE firms	66%	[Gantt chart showing progress from Mar to Apr]													
Continue efforts to restructure commercial farm debts	55%	[Gantt chart showing progress from Mar to Apr]													
Pursue go/no-go decision on funding for Harvest Fund	100%	[Gantt chart showing progress from Mar to Apr]													
Follow up implementation of proposal for capitalization of ERS by BOU, AID and other donors	100%	[Gantt chart showing progress from Mar to Apr]													
Manage implementation of ATAIN and pursue its expansion	55%	[Gantt chart showing progress from Mar to Apr]													
For ADC clients, manage implementation of PL-480 Risk Fund Scheme	55%	[Gantt chart showing progress from Mar to Apr]													
Pursue go/no-go decision on funding for Community-Based Marketing System (CMBS)	100%	[Gantt chart showing progress from Mar to Apr]													
Maintain collaborative effort for implementation of Commodity Exchange	55%	[Gantt chart showing progress from Mar to Apr]													
Benchmark: Finance decision made on 2 new services and 4 services implemented	66%	[Gantt chart showing progress from Mar to Apr]													



Project:
Date: 9/30/99



Task Name

Objective 6: Carry out competitiveness analysis of ADC-supported NTAE sectors

Complete competitive analysis of one ADC-supported NTAE sector

Benchmark: Competitiveness analysis of one NTAE sector done

Objective 7: Provide agribusiness planning and management training

Identify HV/LV agribusiness training opportunities

Assist with ATAIN stockist training workshops

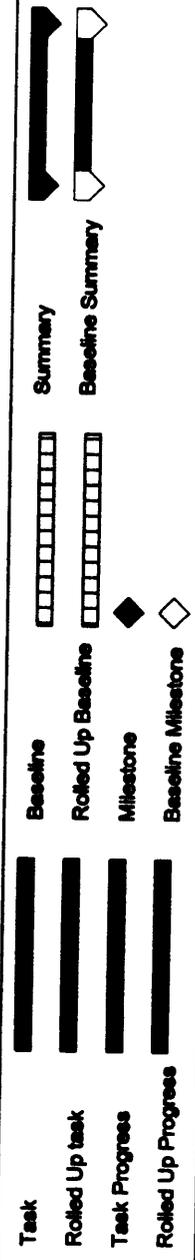
Offer focused training for selected clients

Hold Outgrower management Workshop

Hold Investment Opportunity Forum (see objective 4)

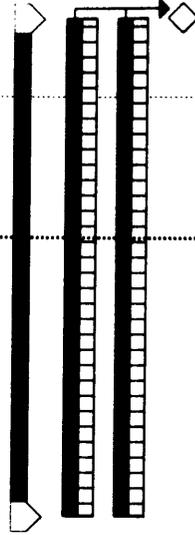
Offer pre-season commercial farm management training

Benchmark: 100 people trained in agribusiness planning and management



Project:
Date: 9/30/99

Task Name	1999												% Complete	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
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 6b)														
Objective 1: Maintain contact with relevant associations and provide specific assistance that strengthens associations as vehicle for reaching NTAE membership														0%
Respond to association needs as identified														66%
Assist with policy analysis, as required														56%
Benchmark: Eight engagements completed with 6 associations														56%
														50%

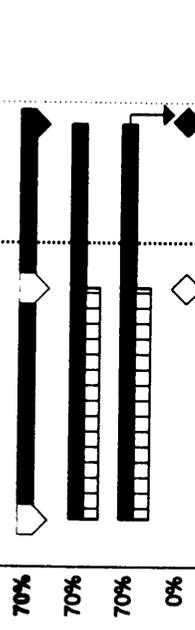


Project:	Task	Baseline	Baseline	Summary
Date: 9/30/99	Rolled Up task	Rolled Up task	Rolled Up Baseline	Baseline Summary
	Task Progress	Task Progress	Milestone	
	Rolled Up Progress	Rolled Up Progress	Baseline Milestone	

Strengthening MU/FAF (3 depts.) in NTAE (Output 7a)

Objective 1: Continue implementing U.S. participant M.S. training program

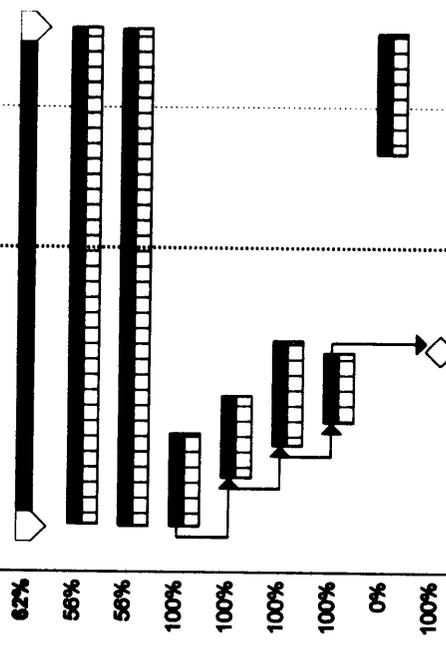
- Continue monitoring progress of enrolled M.S. candidates
- Process graduand returnees
- Benchmark: 1 M.S. graduate returns to Uganda**



20 NTAE student internships (Output 7b)

Objective 2: Implement NTAE Internship program in conjunction with MU

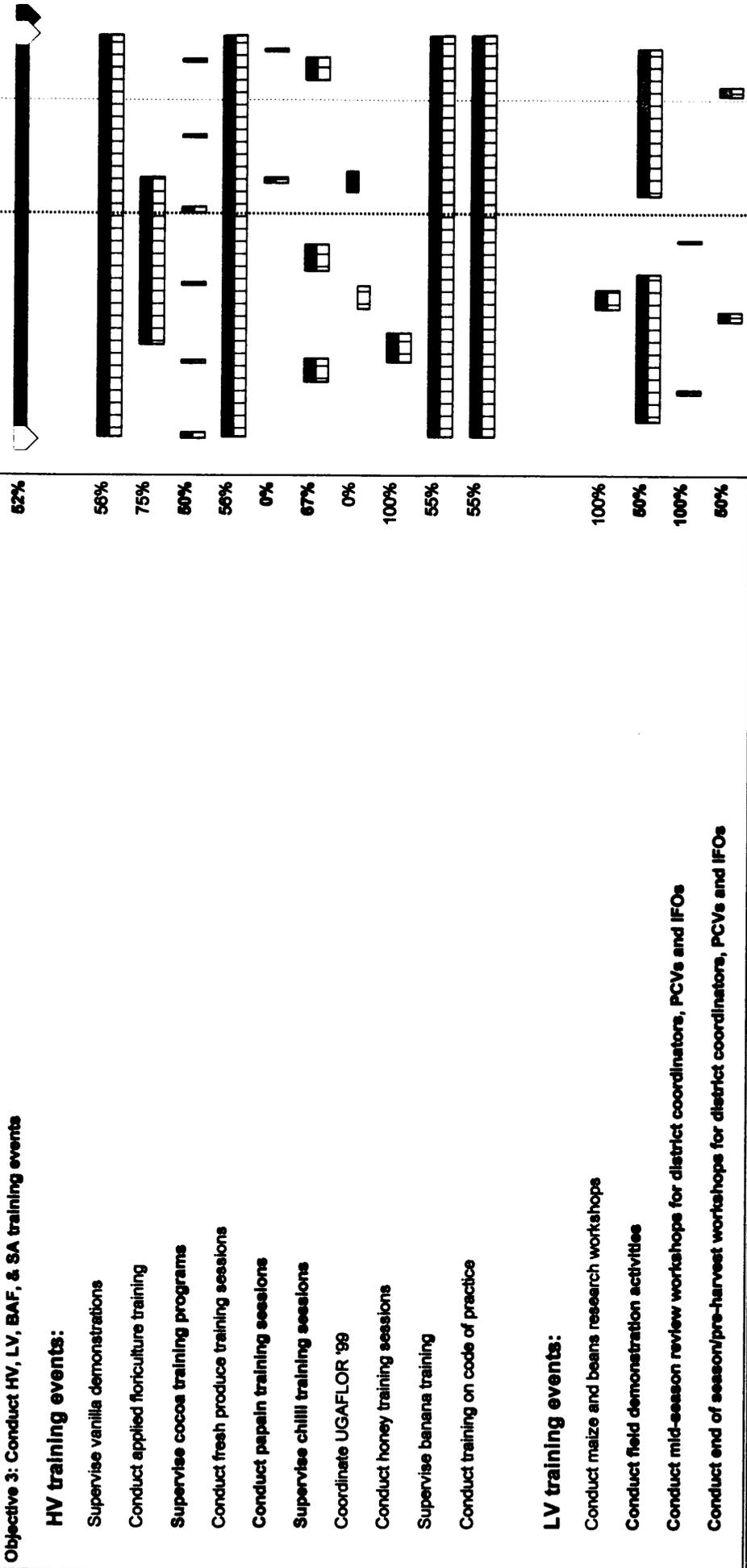
- Continue promotion of internship program
- Continue identification of employers/cooperators
- Continue soliciting student interns - '99
- Evaluate and short list interns
- Arrange employer/student interviews
- Place successful interns
- Continue soliciting student interns - 2000
- Benchmark: Up to 20 NTAE student interns placed**



Task		Baseline		Summary	
Rolling Up task		Rolling Up Baseline		Baseline Summary	
Task Progress		Milestone			
Rolling Up Progress		Baseline Milestone			

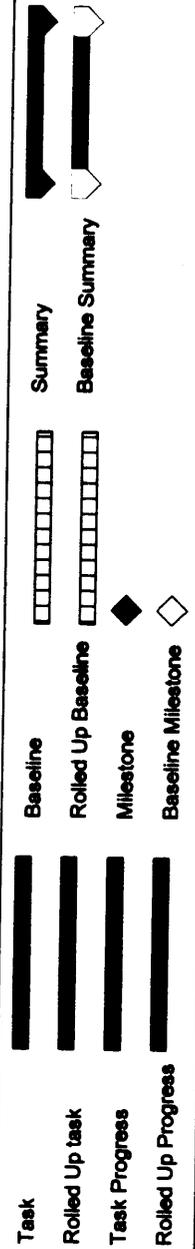
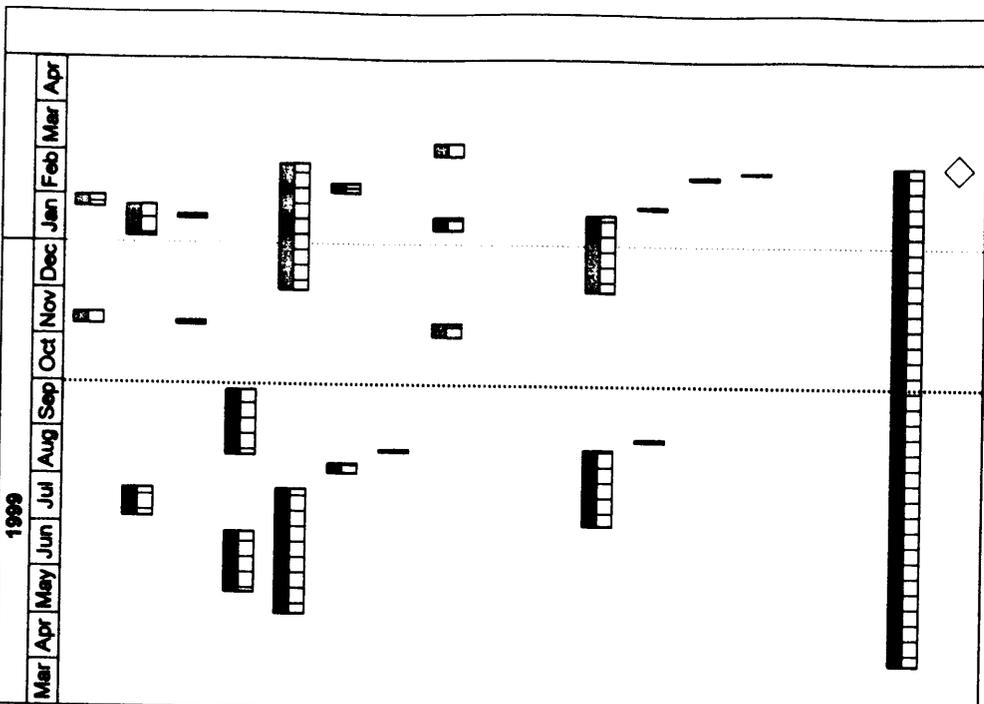
% Complete

Implement in conjunction with MU in-country training program in NTAE -- 25 courses, 750 trained over LOP (Output 7c)



Project: _____
 Date: 9/30/99

Task: [Bar] Baseline [Grid] Summary [Arrow]
 Rolled Up task: [Bar] Rolled Up Baseline [Grid] Baseline Summary [Arrow]
 Task Progress: [Bar] Milestone [Diamond] Milestone [Diamond]
 Rolled Up Progress: [Bar] Baseline Milestone [Diamond] Baseline Milestone [Diamond]



Project:
Date: 9/30/99

Task Name

Component Six: Monitoring, Evaluation, and Assessment

Establish and maintain monitoring system (Output 8)

Objective 1: Review and maintain monitoring system

Liaise with USAID on SO 1 reporting needs

Review reporting needs for monitoring and impact assessment

Review impact indicator framework and system

Revise procedures and templates to integrate M&E efforts

Benchmark: AIMS is reviewed and maintained consistent with SO 1 requirements

Objective 2: Systematic monitoring of project outputs and success rates

Review outputs against targets for each component

Review and modify semi-annual reporting format

Prepare eight semi-annual progress report

Prepare ninth semi-annual progress report

Benchmark: Project outputs systematically monitored & 2 M&E reports presented

Objective 3: Update M&E data from secondary sources

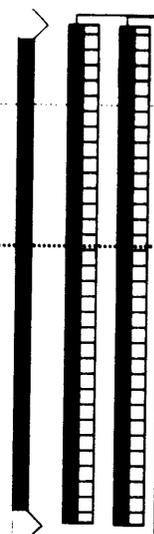
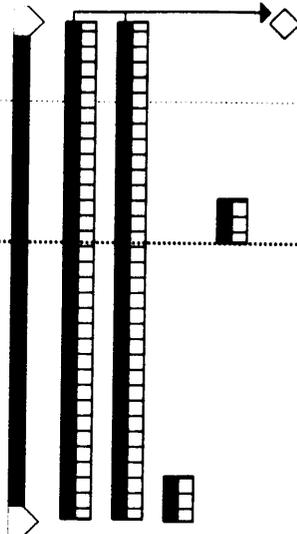
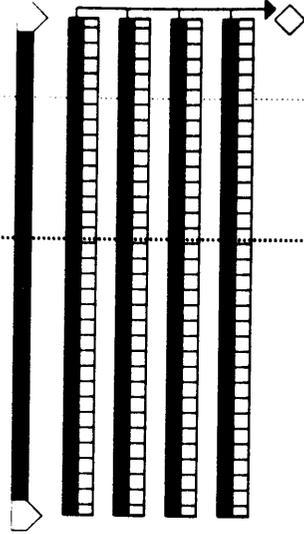
Maintain contacts established and identify new areas of collaboration

Review data collection formats and establish frequency of collection

1999

% Complete

Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr



Task

Rolled Up task

Task Progress

Rolled Up Progress

Baseline

Rolled Up Baseline

Milestone

Baseline Milestone

Summary

Baseline Summary

Project:
Date: 9/30/99

Task Name

Update data, prepare briefs and disseminate information

Benchmark: Secondary data collected and updated

% Complete

56%

56%

Conduct gender-disaggregated targeted commodity studies (Output 8)

Objective 4: Conduct commodity studies for impact assessment

Design studies to describe producer/export chain in NTAE subsector

Select indicators, commodities, and respondents

Conduct series of commodity studies

Benchmark: 3 commodity studies conducted

50%

86%

56%

10%

50%

Objective 6: Assess project interventions & prepare Agribusiness Highlights

Design procedures to assess project's interventions

Select project initiatives, areas of intervention, indicators, commodities, and clients

Conduct series of targeted assessments

Prepare and disseminate a series of Agribusiness Highlights

Benchmark: 5 project intervention areas assessed and Agribusiness Highlights prepared

46%

100%

100%

27%

20%

45%

Project:
Date: 9/30/99

Task

Rolled Up task

Task Progress

Rolled Up Progress

Baseline

Rolled Up Baseline

Milestone

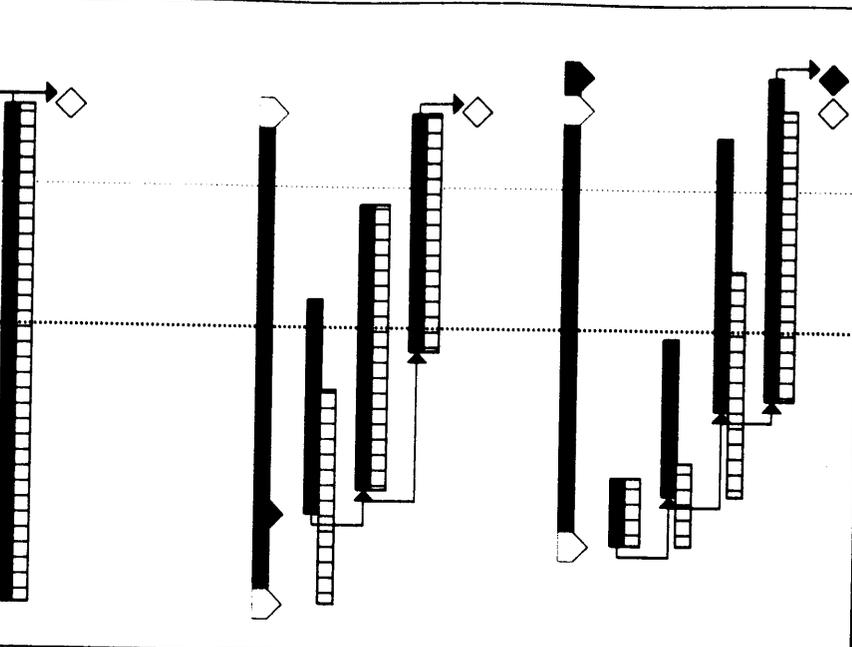
Baseline Milestone

Summary

Baseline Summary

1999

Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr



Task Name	% Complete	1999												
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Conduct environmental assessments and surveys (Output 8)														
Objective 6: Conduct/update NTAE grower environmental impact monitoring surveys														
Review procedures for collecting data	41%													
Collect data for set of indicators identified in the EIR	100%													
Prepare environmental updates of NTAE growers	0%													
Benchmark: 3 annual NTAE grower environmental surveys conducted and updated	0%													
	40%													
Objective 7: Conduct 10 additional environmental assessments of assisted firms														
Identify clients and associated potential environmental impacts	21%													
Conduct environmental assessment of identified firms	52%													
Identify measures to mitigate impacts	0%													
Prepare an environmental impact assessment report for assisted firms	0%													
Benchmark: 55 total environmental assessments conducted for assisted firms	0%													
	20%													

Task **Baseline** **Summary**

Rolled Up task **Rolled Up Baseline** **Baseline Summary**

Task Progress **Milestone**

Rolled Up Progress **Baseline Milestone**

Project:
 Date: 9/30/99

% Complete

Component Seven: Project Management

Objective 1: Finalise negotiations for extension of IDEA project through June 2004

Review evaluation report with USAID

Prepare technical and cost response

Exercise contract extension option

Mobilise personnel and resources for start of 6th year

enchmark: Contract amended

enchmark: Mobilisation completed

Objective 2: Team building/6th annual work plan

Workshop conducted at ADC offices

ISC input to and approval of work plan

enchmark: Approval of 6th annual work plan by ISC

enchmark: Approval of training plan

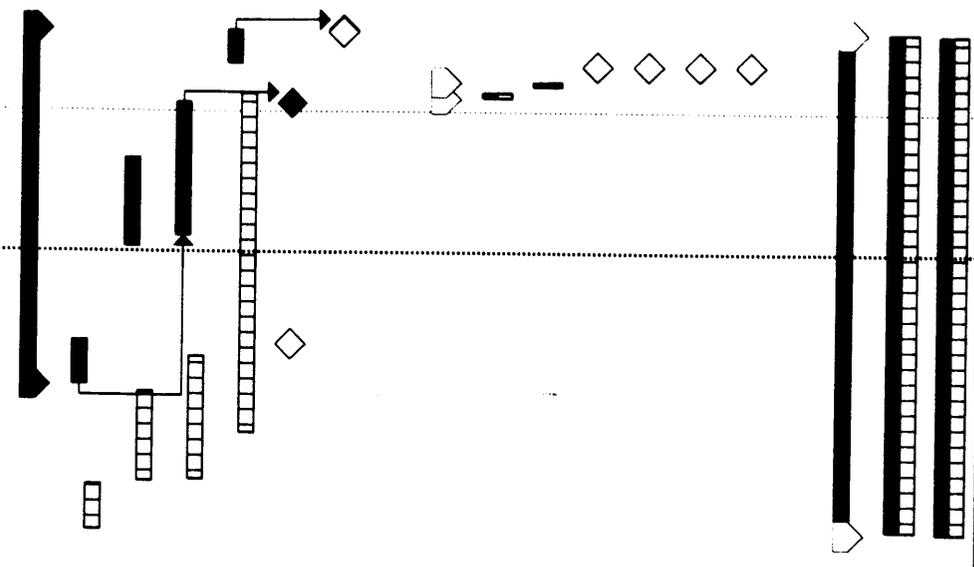
enchmark: Approval of commodity procurement plan

enchmark: Approval of budget

Objective 3: Contract administration and reporting

Liaison with USAID, HO, ISC, Subs, PCV, APDF, GoJ, etc

Update procedures and personnel policies



Task

Rolled Up task

Task Progress

Rolled Up Progress

Summary

Baseline Summary

Baseline

Rolled Up Baseline

Milestone

Baseline Milestone

object:
date: 9/30/99

Task Name	% Complete	1999													
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Approvals of STTA	56%	[Progress bar: 56% complete]													
Submit contract compliance reports	56%	[Progress bar: 56% complete]													
Benchmark: <i>Expat. vehicle registration/third party insurance documented</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>Expat. resident status confirmed</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>ISC meetings held</i>	26%	[Progress bar: 26% complete]													
Benchmark: <i>Office procedures manual updated</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>Local employee hand book updated</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>Monthly vouchers submitted</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>Semi-annual progress reports submitted</i>	60%	[Progress bar: 60% complete]													
Benchmark: <i>Quarterly financial reports submitted</i>	60%	[Progress bar: 60% complete]													
Benchmark: <i>Audits of project-financed activities completed</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>Procurement/ receiving/inventory/marketing completed</i>	56%	[Progress bar: 56% complete]													
Benchmark: <i>STTA reports completed</i>	100%	[Progress bar: 100% complete]													
Benchmark: <i>Results Team meetings attended</i>	100%	[Progress bar: 100% complete]													
Benchmark: <i>COP attends Chemonics COP Conference</i>	0%	[Progress bar: 0% complete]													
Objective 4: Promote the ADC	60%	[Progress bar: 60% complete]													
Review and prioritize commodity-specific support	66%	[Progress bar: 66% complete]													
Review and prioritize geographic focus	66%	[Progress bar: 66% complete]													
Review selection criteria for beneficiaries of project assistants	56%	[Progress bar: 56% complete]													
Undertake cost-sharing agreements/grants management	56%	[Progress bar: 56% complete]													

Project: _____ Date: 9/30/99

Task: _____

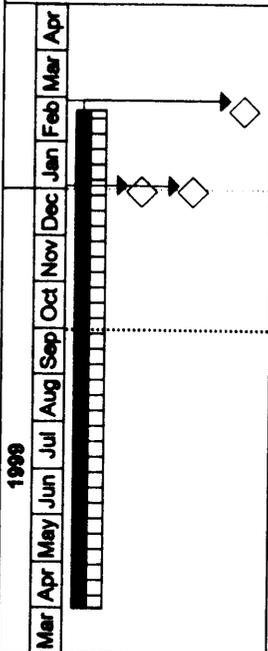
Rolled Up task: _____

Task Progress: _____

Rolled Up Progress: _____

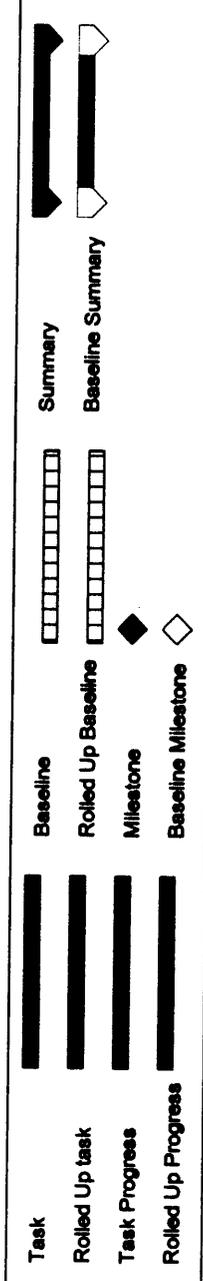
Legend:

- Baseline: [Solid bar]
- Rolled Up Baseline: [Hatched bar]
- Milestone: [Diamond]
- Baseline Milestone: [Diamond]
- Summary: [Arrow]
- Baseline Summary: [Arrow]



% Complete
 56%
 66%
 66%
 56%

Task Name
 On-going engagement of collaborators (APDF, PCVs, VOCA)
 Benchmark: LV and HV commodity priority reviewed by ISC
 Benchmark: LV and HV geographic focus reviewed by ISC
 Benchmark: On-going engagements of collaborators (APDF, PCVs, etc)



Project:
 Date: 9/30/99

Annex 6
ADC Client Portfolio

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 of grain
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	Current	NASECO Seed Co	Seed production	Production
30	Current	Kabale Farmers' Association (KADIFA)	Technical assistance in climbing bean production	Production
31	Current	KREDA	Technical assistance in input supply	Input supply
32	Current	Kebisoni Elders Association	Seed production	Production
33	Current	Mubuku Growers Association	Technical assistance in maize production	Production
34	New	Harvest Seeds	Seed trading activity	Production and marketing
35	New	Magric Seeds	Seed trading activity	Production and marketing
36	New	Atwoki Luka	Commercial farming activity	Production and marketing
37	New	Kisumbwa Ranching Scheme Ltd	Commercial farming activity	Production and marketing
38	New	Kaweesi Agro Projects Ltd	Commercial farming activity	Production and marketing
39	New	Kaddu Enterprises	Commercial farming activity	Production and marketing
40	New	Rhone Poulenc	Crop chemical wholesaling	Small farmer promotions

Technical Assistance Provided to HV Firms/Associations

Name	Products	Type of Assistance
National Associations:		
1. Hortexa	All fruit & veg.	Market information, 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. Assistance concluded 1998.
4. Uganda Honey Bee Keepers Association	Honey, beeswax	TA, training, market information
5. Ug. National Vanilla Assn.	Vanilla	Training, market information and promotion, TA
Local associations		
6. Bwindi Passion Fruit Farmers	Passionfruit	Trial shipments, TA, processing study
7. Kingo Passionfruit Growers	Passionfruit	TA, business development grant
8. Mubuku Irrigation Scheme	Misc. Vegetables	TA, training, TA, market development, research
9. Northern Uganda Shea Processors Association	Shea oil & butter	TA, training, business development. Assistance concluded 1999.
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. Equator Flowers	Roses	Training, TA, management
15. Fiduga	Chrysanthemum cuttings	Technical assistance. New client 1999.
16. Harvest International	Roses	Market development, training
17. Jambo Roses	Roses	Market development. New client 1999.
18. J.H Floricultural Growers	Summer flowers	Research trials. Assistance concluded 1999.

19. Mairye Estates	Limonium, roses	Research, TA, training.
20. Melissa Flowers	Roses	Management
21. MK Flora	Roses	Management
22. NBA Roses	Roses	Market visit. Assistance concluded 1999.
23. Nile Roses	Roses	Market development
24. Nsimbe Estates	Roses, Fine beans, p/fruit	Training, market information, research, TA, STTA. Assistance concluded 1998.
25. Pearl Flowers	Roses	TA, business development. Assistance concluded 1998.
26. Van Zanten	Chrysanthemum cuttings	TA
27. Wagagai	Roses	Business development. New client 1999.
28. Ziwa Hort. Exporters	Roses, fern, chrysanthemum, plants	Research Trials. Assistance concluded 1998.
Fruit & vegetable firms		
29. Ageti Farm	Passion fruit	TA, marketing, training
30. Coseda Enterprises	Misc. fruit/veg chilli, ginger	Trial shipments, market visit ,TA , research, irrigation grant
31. Free-Chem	Passionfruit, avocado	Trials shipments, marketing, training, TA
32. Frigocan (I.P.S.)	Fine beans for canning	TA, business development. Assistance concluded 1999.
33. Fruit Pack	Misc. fruit/veg, asparagus	TA, market development, research
34. Fruits of the Nile	Dried fruits/mushroom	Market contacts, training
35. GLOCA Investments	Dried mushroom	Training, market visit, organic certification. Assistance concluded 1999.
36. Jaco Commercial Agencies	Misc. fruit/veg	Trial shipments, marketing, TA. Assistance concluded 1998.
37. Lili Asha	Green beans, vegetables	Research,market contacts, STTA, TA
38. London Fruit	Vegetables	TA, irrigation grant
39. Mustak Enterprises	Vegetables	TA, irrigation grant
40. O.S.U.	Apple Bananas	TA, market information, irrigation grant.
41. Sun Trade	Organic products	Market visit, market information, organic certification, packhouse grant
42. Uganda Crafts	Okra, miscellaneous vegetables	TA, training, market development
Spices & ess. Oils		
43. Agri-Export	Chilli, beans	Feasibility study

44. Buiga Farm Industries (formerly Mugerwa Farm)	Geranium	TA, market development
45. House of Spice	Dried ginger, birds eye chilli and mixed spices	TA, equipment grant.
46. Joseph Matovu & Co	Birds eye chilli	Training, research, TA. Assistance concluded 1998.
47. Kasiryе Agro-mixed Farm	Vanilla	TA, research.
48. Reco Industries	Papain	Research trials, market contacts
49. Taimex (U) Ltd	Vanilla, essential oils	Marketing, technical assistance, business development, research
50. UVAN	Vanilla, geranium, eucalyptus	TA, market information, research
Others:		
51. Uganda Bee Products	Honey, beeswax	TA, training, market information
52. Cocoa development Project (MAAIF)	Cocoa	STTA, training
53. NARO (MAAIF)	All high value crops	Research, demonstrations, training

Notes to Table:

1. Total of 12 private sector associations received specific technical assistance.
2. Total of 39 firms/individual investors received specific technical assistance. Total of 2 government agencies
3. Breakdown of associations/firms/growers by commodity group:

Fruits and vegetables	20
Flowers	17
Essential oils & spices including papain & shea	12
Honey	2
Cocoa	1
Research	1

Annex 7

BAF Services Offered to ADC Clients

Table A: ADC Client Business Plans
(Previous periods up to March '99)

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	Status				Comments	
			Total	(of which) Sponsor			A	R	P	Amount		
Flowers of Sunshine	HV/F	12/98	350	75	BOU					x		Plan is for restructuring, rehabilitation and expansion of rose farm (former Tropical Flowers). <i>Loan application made and is pending.</i>
Bulwanyi Farm	LV/F	11/98	370	240	Stanbic/BOU	6/99		x				Plan is for commercial maize and beans production. <i>Loan application for implementing the plan was rejected by Stanbic Bank. Sponsor is seeking funds from other sources.</i>
UCFA	LV/F	9/98	610	278	Donors					x		Plan is for restructuring commercial farms currently under NPART and putting them back into production. Plan assisted Association to access partial funding from DANIDA
AUL	LV/F	9/98	400	100	BOU	9/98			x			Company became insolvent and was liquidated by financier through receivership.
Kinoni Farm	LV/F	7/98	200	100	Gold Trust & DFCU	12/98			x			<i>Loan applications rejected by both banks (not keen to finance maize growing). Sponsor implementing plan from own resources and short-term working capital bank facilities.</i>
UCE	LV/F	6/98	575		Investors & Donors					x		Plan presented to prospective investors. Membership recruitment drive and promotion efforts are going on.
MTEA (Ujima)	LV/F	11/97	\$2,800		European Union						x	Channeling Agreement sent to Ministry of Finance for approval. <i>No decision has been made yet by the ministry.</i>

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	Status			Comments
			Total	(of which) Sponsor			A	R	P	
Nile Bee Pdts. (x-UHA)	HV/P	12/96	\$1,325	0	Variety of donors	02/97	x			Company restructured. <i>Loan sought from Stanbic turned down. Some donors extended operational funding.</i>
Ladhani Ind.	LV/F	12/95	\$2,759	\$1,104	EADB, IFC, DFCU, ADB, UDB, Stanbic	08/96		x		All banks declined to participate saying, nearly unanimously, that they prefer an expansion to start-up. See Finance Mediation table, Ladhani #2.
Mairye 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 " " " "	3/96 3/96			Money approved was not released due to legal problems of foreign sponsor. New potential partner considering investment if legal issues can be resolved. <i>Local partner is rejuvenating the investment, though on small scale.</i>
ASHWOG	LV/F	06/95	grant \$100		APDF	6/95		x		No grant funds for working capital

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
Plan Date = date client-approved plan

Table B: ADC Client Operating Plans
(Previous periods up to March '99)

Name	Type	Start Date	Plan Date	Comments / Observations
Esia 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).
Rakai Farm Supply #2	LV/F	7/98	8/98	Helped the company to prepare activity (operations and financing) plan to support working capital loan application. Client secured loan from Coop. Bank.
Kisombwa	LV/F	5/98	5/98	Helped the company to prepare activity (operations and financing) plan to support loan application. Loan secured from Coop. Bank.
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. Company ownership changed.

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.
Plan Date = date client-approved plan

Name	Type	Start Date	Plan Date	Comments / Observations
Tropical Flowers	HV/F	6/97	8/97	Draft plan completed. <i>Firm sold by financier through receivership.</i>
JMC	HV/F	4/97	5/97	Plan completed and reviewed. Have offered assistance w/ implementation. <i>Firm faced financial problems and stopped operating.</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. Company ownership changed.
BEC	LV/F	1/96	1/96	Plan focuses on development of outgrower system. Assisted w/ implementation.
Uganda Honeybee Keepers	HV/F P	10/96	12/96	Plan is combination of operations and fund raising. Interest shown by several donors.
HORTEXA	HV/F P	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 and repaid loan for implementation. <i>Firm continued to have critical liquidity problems and was eventually put under receivership.</i>
GLOCA	HV/P F	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.
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

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.
Plan Date = date client-approved plan

Table C: ADC Finance Mediation
(Previous periods up to March '99)

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Bwiwura	LV/F		x		10	Coop. Bank	3/99	Risk Fund application. <i>Coop. Bank closed before loan approval.</i>
Haji Kalema	LV/F		x		10	Coop. Bank	3/99	Risk Fund application. <i>Coop. Bank closed before loan approval.</i>
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. <i>Coop. Bank closed before loan approval.</i>
Kinoni Farm # 6	LV/F		x		100	Gold Trust DFCU	12/98 12/98	<i>Bank turned down the application, doesn't provide long-term funds.</i> Application rejected. Bank not interested to lend for maize.
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. <i>Application rejected by Coop. Bank.</i>
Kajubi	LV/F			x	10	Coop. Bank	12/98	Risk Fund application. <i>Coop. Bank closed before loan approval.</i>
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
Kinoni Farm # 5	LV/F			x	20	Coop. Bank	10/98	\$10,000 approved for 360 days. Client appealed for a reconsideration of the whole amount but bank turned down the appeal.
AUL # 2	HV/P	x			100 300	BOU (Gold Trust) BOU (Gold Trust)	9/98 9/98	Rejected. Company collapsed and was liquidated. Rejected
Rakai Farm Supply	LV/F		x		10	Coop. Bank	8/98	Application approved and funds disbursed.

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	ST	OD	Value (\$'000)	Institution	Date	Comments
Kisombwa	HV/F		x		10	Coop. Bank	6/98	Approved and disbursed. Client made repeat application under the risk fund but Coop. bank closed before approval.
Taimex #3	HV/F			x	10	Coop. Bank	5/98	Approved, disbursed and repaid. Despite the availability of buyer credit and revolving overdraft facility from Stanbic, client has backed off for a whole year now
Gloca	HV/F		x		10 20	Coop. Bank Centenary	5/98	Centenary loan approved and disbursed. Client dropped interest in Coop. Bank application. Centenary loan repaid and client accessed fresh loan of same amount from same bank.
Kinoni Farm #4	LV/F			x	10	Coop. Bank	5/97	Approved and disbursed for a period of 180 days. Repaid.
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.
Kamya 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	ST	OD	Institution	Date	Comments
MTEA / Ujima	HV/F				AID / Coop. Bank	8/97	Bridge financing approved, disbursed and repaid.
Sukura #3	LV/F		x		Stanbic, DFCU	8/97	Turned down by both banks for lack of collateral.
Fair Price Dealers	LV/F		x		Baroda	7/97	Turned down.
Kinoni Farm #1	LV/F			x	Coop. Bank	5/97	Approved, disbursed and repaid.
Mairy Estate	HV/F	x			UDB/ADB		\$700,000 approved, but disbursement delayed. Company arranged bridge financing. UDB money now released.
Sango Bay Estates #2	LV/F	x			EADB	4/97	Turned down on no clear grounds. Following up with EADB.
Ladhani Ind. #2	LV/F		x		Co-op. Bank / Standard Chartered	4/97	Both banks approved loan and client opted for Standard Bank loan.
Buloba Mixed Farm	HV/P	x			Gold Trust	1/97	Bank turned down request because market for the product considered risky / uncertain
BEC			x		Crane Bank	2/97	Bank approved short-term loan
Iganga Grm Ldrs #2	HV/F P		x		Gold Trust	1/97	Rejected for lack of collateral
Sango Bay #1	LV/F			x	Stanbic	3/97	Initial discussion to be followed by formal application if bank shows an interest. Fresh application (see above) submitted.

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	ST	OD	Institution	Date	Comments
Sukura #2	LV		x		Co-op Bank	11/96	Co-op Bank never gave official rejection despite repeated requests for response.
Ladhani Ind. #1	LV/F	x		(initial)\$1,655 (now) \$150	Various Various	09/96 2/97	See table 2, ADC Client Business Plans Now looking for money for one season
Ujima Network	LV/F		x	open	Centenary Bank	08/96	Not yet eligible but liked idea very much
Ankole Unga #1	LV/F 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. No decision taken.
Sukura #1	LV/F		x	\$380	Co-op Bank	3/96	Co-op Bank was uncertain and delay worked against sponsor. However, Magic will supply Sukura credit for input purchases that are better terms than Co-op could have provided.

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	ST	OD	Institution	Date	Comments
Iganga Grm Ldrs #1	HV/F		x		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.
SunTrade	HV/F		x		Various	12/95	Discussed financing strategy / approach, resulting in sponsor obtaining buyer credit of \$30,000
Govinda Kirinya	LV/F	x			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		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			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			APDF	6/95	Turned down, as APDF does not provide grants for working capital. (Earlier indications were that they would.)

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

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

Table D: ADC Business Plan Referrals to APDF
(Previous periods up to 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 fertiliser 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. <i>APDF has been interest in completing a business plan for this client.</i>
Mellisa Flowers	HV/F	\$1.2 million	2/98	x			Business plan completed. APDF assisted in raising financing from DFCU (\$1.2 million).
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.
UgaRose Flowers	HV/F	\$1.696 million	8/97	x			Business plan completed. APDF assisted in raising financing from PTA bank and EADB.
Small Acres	LV/F	\$565,000	11/96			x	Sponsor needed to provide additional information.
Mairye Estates	HV/F	\$860,000	3/96	x			Plan completed with HV providing technical input. Financing successfully raised.

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

Italics = comments updated since last report.

Name	Type	Sponsor Est'd Value	Date Referred	APDF Decision			Comments
				A	R	P	
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	LV/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	LV/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.

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

Italics = comments updated since last report.

Table E: ADC Business and Finance Training
(Previous periods up to March '99)

Subject	Target Group	Co-Sponsor(s)	Date	Total	Participants		Comments
					#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	Traininf 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.
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.

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	3/97	7	1	5	Half day seminar on ways to decrease cost of handling.
Rose investment parameters	Hort. Assoc. Kabale	HAK	1/97	30	10	--	Two day session on investment and financing prospects for roses.

Subject	Target Group	Co-Sponsor(s)	Date	Total	Participants			Comments
					#F	# Pvt Cos		
Outgrower extension management	Village Reps	BEC	11/96	30	3	--		Half day session on how to keep records of extension activities and to plan them.
Uganda Rose Industry	Investors, bankers, GOU	UGEA	7/96	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.
Labour Management	Agbiz. with large labour force	VOCA	6/96	13	0	11		Techniques of selecting, training, rewarding, disciplining, etc. labour force were reviewed, discussed, explored.
Annual work planning	Lagoro management	none	3/96	3	0	1		Provided guidance in completion of annual operating plan.
UCFA annual workplan-- phase II	Mgmt and members	none	3/96	20	0	0		Completion of annual workplan.
UCFA annual workplan-- Phase I	Mgmt and members	none	2/96	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	2/96	7	1	1		Provided guidance in completion of annual operating plan.
Outgrower program design / mgmt	Private companies	HORTEXA / FAF	9/95	38	6	15		Positive feedback. To review early '96 to see impact.

Annex 8

Training Conducted by the ADC

Training Conducted by ADC : April - September 1999

#	Type	Title/ Purpose	Participants	Days	Participants	Participants	Clients
	Low Value Training Events:						
1	Workshop	Maize and bean research workshops	7	5	12	NARO	
2	Field days	Field demonstration activities	45,920	36,000	81,920	Small scale farmers	
3	Workshop	Mid-season review workshop	400	45	445	Collaborating extension workers	
4	Workshop	End of season/pre-season workshop for District Coordinators	20	1	63	ADC District Coordinators	
5	Workshop	Commercial farm school	38	2	200	Commercial farmers	
6	Field day	Inter-cropping sugar cane and beans	24	3	27	Farmers and association members	
7	Workshop	Outgrower training	53	10	126	Society members under IFCD and LAWODA	
	High Value Training Events:						
8	Field day	ICIPE/IDEA/KARI IPM - Vegetable training on laying of demonstration plots	26	2	28	Vegetable farmers	
9	Field day	ICIPE/IDEA/KARI IPM - Vegetable review of first year activities	46	13	59	Vegetable farmers and extensionists	
10	Field day	Cocoa management aspects (on causes of poor quality and low yields)	98	48	720	Field staff, cocoa farmers	

11	Seminar	Cocoa stakeholders meeting (on formation of a national association)	31	2	33	Cocoa farmers, researchers, traders and exporters
12	Seminar	Cocoa nursery management	Cocoa farmers
13	Field day	Vanilla basic production methods (improved maintenance of vanilla fields)	37	24	61	UNVA, extension staff and 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	Apiary management	444	171	1,230	Farmers
17	Seminar	Chilli nursery preparation and field management	152	130	1,410	Farmers and extension workers
18	Field day	Pruning of passion fruit vines	0	15	15	Farmers and association members
19	Seminar	Fresh fruit, hot pepper production techniques	38	14	52	Mubuku farmers (training with VOCA)
20	Field Meeting	Transfer of banana production and post-harvest technologies	30	20	300	Small and large banana farmers in six districts
	BAF Training Events:					
21	Workshop	Promotion of Uganda's non-traditional exports by air	94	26	120	Traders and exporters of horticultural crops
22	Workshop	Commercial farmer training	9	0	18	Commercial maize farmers (existing and potential)
23	Workshop	Farm field records to enable commercial farmers ascertain profitability	10	2	72	Farmers and students
24	Workshop	Input distribution workshop for seed agents	83	24	214	Farmers, extension workers and traders
25	Workshop	ATAIN stockists review workshop	18	3	21	Stockists of agri-inputs and traders
26	Workshop	Contact commercial farmer planning workshop	13	0	13	Contact farmers
	Total		177			

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	Semi 9	Total (to-date)
Low Value:										
# of new clients assisted	8	10	11	5	9	5	4	5	7	64
# of new firms multiplying seeds	1	0	1	1	3	2	1	2	2	11
# of new firms distributing seeds	1	1	0	2	2	2	0	1	2	11
Qty of maize seed multiplied (mt)	800	200	300	650	500	700	600	974	665	5,369
Qty of maize seed distributed (mt)	120	60	210	600	475	670	365	574	410	3,484
Qty of bean multiplied (mt)	250	300	250	300	300	350	250	720	770	3,490
Qty of bean seed distributed (mt)	30	22	30	300	250	335	250	520	484	2,221
# of new maize varieties tested	0	24	11	11	15	20	11	11	3	106
# of new bean varieties tested	0	2	7	60	20	18	8	6	0	121
# of new maize varieties released	0	0	0	0	0	0	0	4	0	4
# of new bean varieties released	0	3	0	0	0	0	0	7	0	10
High Value:										
# of research agreements identified	7	3	5	1	2	0	2	0	3	23
# of research agreements initiated	5	2	3	4	1	1	0	2	2	20
Total # of firms/assoc provided with TA	21	8	8	4	4	39	45	48	53	193
# of flower firms/assoc provided with TA	1	2	2	3	3	9	12	14	17	77
# of fruit/veg firms/assoc provided with TA	10	3	3	2	4	17	18	18	15	77
# of oils/spices firms/assoc provided with TA	6	2	2	1	2	9	10	9	8	50
# of commercialization packages	0	2	1	2	0	14	16	15	16	66
# of market contact visits	3	3	8	15	8	7	8	2	6	60
# of new clients assisted	16	8	5	4	4	3	5	3	5	72
Business and Financial Linkages:										
Total # of firms assisted	6	7	12	10	10	5	3	14	12	79
# of new referrals	3	4	2	1	3	0	3	0	0	16
# of new firms operating/receiving business plans	1	1	4	7	4	1	3	3	1	25
# of new financing mediation	2	4	8	4	10	7	6	12	14	67
# of mgt training arranged	0	2	3	5	2	5	5	3	5	30
# of mgt training participants	38	32	20	184	247	339	139	163	282	1,444
# of new clients receiving funds	6	1	0	32	16	54	36	30	55	230
# of mgt training women participants	0	1	0	5	4	3	3	5	2	23
Amount of funds received (US \$)	0	125,000	0	785,000	925,000	480,000	50,000	108,000	12,500	2,486,500
# of cost share/grants activities	1	0	0	1	3	4	1	2	0	12
# of out grower engagements completed	0	1	1	1	2	0	0	0	0	5
Strengthening Associations:										
# of LV associations served	1	1	3	5	5	3	2	4	4	26
# of HV associations served	0	4	5	7	3	6	3	7	5	42
# of associations profiled	0	0	0	3	0	1	0	0	0	4
# of new assoc receiving planning ast	0	1	1	3	0	1	1	1	2	10
# of associations receiving TA	1	5	8	12	6	8	5	11	9	60
# of new regulatory analyses undertaken	0	1	1	2	0	0	0	1	2	7
Education and Training:										
# of NTAE courses conducted	9	10	31	33	21	12	24	6	26	148
# of participants trained	1,134	2,267	2,056	2,347	1,504	1,513	2,200	116,288	84,328	129,309
# of women participants	283	1,211	629	453	314	498	531	43,036	36,639	46,955
% women participants	25	53	31	18	21	33	24	37	43	36

Note: Numbers of people trained for Semi 8 and Semi 9 include farmers exposed through LV demonstration activity

Annex 10

IDEA Project LOP Indicators

ADC/IDEA Project : LOP Component Indicators

Indicator	1985		1986			1987			1988			1989			Year to-date	Total achieved
	Semi 1	Semi 2	Semi 3	Semi 4	Semi 5	Semi 6	Semi 7	Semi 8	Semi 9	Semi 10	Semi 11	Semi 12	Semi 13			
Low Value:																
Estimated farm gate value of maize & beans (US \$ mill)	12.10	12.10	11.00	6.85	3.09	7.20	7.50	10.68	9.40	9.40	125			9.40		
Estimated export value of maize & beans (US \$ mill)	23.90	24.30	21.80	11.41	4.75	14.00	12.50	16.40	14.00	14.00	70			14.00		
Number of exporters assisted	7	9	12	14	15	15	16	17	17	17	68			17		
High Value:																
Est export value of flowers (US \$ mill)	1.50	2.30	2.30	6.34	6.34	10.29	10.79	14.02	14.02	14.02	200			14.02		
Est export value of vegetables (US \$ mill)	0.50	0.63	0.63	1.07	1.07	1.07	1.24	2.30	2.30	2.30	172			2.30		
Est export value of oils & spices (US \$ mill)	1.80	2.64	2.64	3.54	3.54	3.68	4.24	6.28	6.28	6.28	77			6.28		
Estd # of rural employees in flowers (person yrs)	1,880	2,540	2,540	3,000	3,000	3,850	3,950	3,300	3,300	3,300	236			3,300		
Estd # of rural employees in vegetables (person yrs)	1,650	1,650	2,000	3,000	3,500	3,500	3,600	5,950	12,500	12,500	250			12,500		
Estd # of rural employees in oils & spices (person yrs)	6,200	6,200	8,000	9,900	15,100	15,100	12,100	11,100	11,100	11,100	222			11,100		
% of women in flowers	55	65	80	75	75	75	75	75	75	75	188			75		
% of women in vegetables	60	75	75	75	75	75	75	75	75	75	186			75		
% of women in oils & spices	60	70	70	50	50	50	50	50	50	50	125			50		
Number of research agreements completed		1	2	3	3	7	7	8	8	8	53			8		
Business and Financial Linkages:																
Number of firms assisted	6	13	25	35	45	50	53	67	79	79	188			79		
Number of people trained in agribusines	38	32	20	184	247	339	139	163	282	282	186			282		
Strengthening Associations:																
Number of associations strengthened	1	5	8	8	6	6	6	4	5	5	53			5		
Education and Training:																
Number of MU departments assisted	3	3	3	3	3	3	3	3	3	3	125			3		
Value of equipment delivered (US \$)		45,000	135,000	0	0	0	12,000	0	0	0	12,000			0		
Number of M Sc candidates placed		2	1	0	2	0	0	0	0	0	0			0		
Number of student internships			22	0	21	0	25	0	20	20	125			20		