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## **Second Annual Work Plan**

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Submitted by:

**Chemonics International Inc.**

With

National Cooperative Business Association/Cooperative League of the USA  
Institute for International Agriculture, Michigan State University  
International Fertilizer Development Center  
International Technology Investment, Ltd.  
The Mitchell Group

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## LIST OF ACRONYMS

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ABSP II	Agricultural Biotechnology Support Program II (USAID)
ACDI/VOCA	Agricultural Cooperative Development International/ Volunteers in Overseas Cooperative Assistance
AGOA	African Growth and Opportunity Act
APEP	Agricultural Productivity Enhancement Program
ARDC	Agricultural Research and Development Centre (NARO)
ASPS II	Agriculture Sector Programme Support (DANIDA)
ATAIN	Agribusiness Training and Input Network
BIO-EARN	East African Regional Programme and Research Network for Biotechnology, Biosafety and Biotechnology Policy Development
CBOs	Community-Based Organizations
CDO	Cotton Development Organization
CERUDEB	Centenary Rural Development Bank
CIAT	International Center for Tropical Agriculture
CO	Contracting Officer
COMPETE	Competitive Private Enterprise and Trade Expansion project (USAID)
CT	Conservation Tillage
CTO	Cognizant Technical Officer
DANIDA	Danish International Development Agency
DCA	Development Credit Authority (USAID)
DfID	Department for International Development (UK)
EAFCA	East African Fine Coffee Association
EU	European Union
FEWS NET	Famine Early Warning System Network project (USAID)
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIFAP	Global Crop Protection Association
GIS	Geographic Information Systems
GMO	Genetically Modified Organism
GOU	Government of Uganda
ICRAF	International Center for Research in Agro Forestry
ICT	Information and Communications Technology
IDEA	Investment in Developing Export Agriculture project (USAID)
IDP	Internally-Displaced Persons
IEHA	Initiative to End Hunger in Africa
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Corporation
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
IPM	Integrated Pest Management
IPM CRSP	Integrated Pest Management Collaborative Research Support Program
ISNAR	International Service for National Agricultural Research
ISP	Integrated Strategic Plan
ISTA	International Seed Testing Association
ITI	International Technology Investment, Ltd.
KRA	Key Result Area
M&E	Monitoring and Evaluation
LOP	life of project
M&E	monitoring and evaluation
MAAIF	Ministry of Agriculture, Animal Industry & Fisheries
MEMS	Monitoring and Evaluation Management Services
MFI	microfinance institution
MOES	Ministry of Education and Sports
MOU	Memorandum of Understanding
MSU	Michigan State University
MTCS	Medium-Term Competitiveness Strategy

## **LIST OF ACRONYMS (CONTINUED)**

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MUFA	Makerere University Faculty of Agriculture
NAADS	National Agricultural Advisory Service
NARO	National Agricultural Research Organization
NARS	National Agricultural Research System
NCBA/CLUSA	National Cooperative Business Association/Cooperative League of the USA
NBC	National Biosafety Committee
NGO	Non-Governmental Organization
NRI	Natural Resources Institute
NUCAFE	National Union of Coffee Agribusiness and Farm Enterprises
OECD	Organization for Economic Cooperation and Development
PBS	Program for Biosafety Systems (USAID)
PEAP	Poverty Eradication Action Plan
PIR	Project Intermediate Results
PMA	Plan for Modernisation of Agriculture
PMP	Performance Monitoring Plan
PO	Producer Organization
PRIME	Productive Resource Investments for Managing the Environment
RATES	Regional Agricultural Trade Expansion Support (USAID)
RATIN	Regional Agricultural Trade Intelligence Network
RF	Results Framework
SABD	Support to Agri-Business Development Component (DANIDA)
SACCO	Savings and Credit Co-operatives
SAF	Strategic Activities Fund
SAARI	Serere Agricultural and Animal Research Centre
SCAA	Specialty Coffee Association of America
SCOPE	Strengthening the Competitiveness of Private Enterprise project (USAID)
SCRIP	Strategic Criteria for Rural Investments in Productivity (USAID)
SME	Small and Medium-Sized Enterprises
SO	Strategic Objective
SPEED	Support for Private Enterprise Expansion and Development project
STTA	short-term technical assistance
TA	technical assistance
TASO	The AIDS Support Organization
TMG	The Mitchell Group
TOT	Training-Of-Trainers
UCDA	Uganda Coffee Development Authority
UCIL	Uganda Crop Industries Limited
UFEA	Uganda Flower Exporter's Association
UGCEA	Uganda Ginners and Cotton Exporters Association
UGTL	Uganda Grain Traders Limited
UNCST	Uganda National Council of Science and Technology
UNBS	Uganda National Bureau of Standards
UNEP	United Nations Environment Programme
UPTOP	Uganda Program for Trade Opportunities and Policy (EU)
USAID	United States Agency for International Development
USTA	Uganda Seed Traders Association
VANEX	Uganda Vanilla Exporters Association

## **INTRODUCTION**

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The Chemonics Consortium presents this second annual work plan under the United States Agency for International Development (USAID)-funded Agricultural Productivity Enhancement Program (APEP). Chemonics International Inc. was awarded the institutional contract to Design APEP on July 7, 2003. Following a successful design that was accepted by USAID, Chemonics was awarded the option to Implement APEP on October 29, 2003. The implementation period of APEP is programmed to last 56 months.

This work plan covers the period from October 1, 2004 through September 30, 2005. The APEP technical team, Chemonics home office support, and representatives from the International Fertilizer Development Center (IFDC) and the National Cooperative Business Association/Cooperative League of the USA (NCBA/CLUSA) conducted a work planning workshop during the week of September 20, 2004. Participants included the expatriate technical assistance (TA) team, their local counterparts, and project management personnel from the Chemonics Home Office (HO), the IFDC Director of Finance and Administration, the Regional Director for Africa for NCBA/CLUSA, Ugandan commodity sector stakeholders, and the USAID Cognizant Technical Officer (CTO). The team reviewed APEP goals and strategies, the program organizational structure, the Results Framework, and life-of-project (LOP) outputs expected from APEP. From these discussions, implementation strategies for each program objective were developed and key activities identified. These were then elaborated by the TA team and their local counterparts to include resources requirements, and realistic benchmarks. Comments were solicited after production of the draft document.

Below, we present an overview of APEP, the program organizational structure, and the Results Framework. In the following section, we give a brief narrative description of the work plan organized by program objectives that are linked directly to the Results Framework; and Project Management, Monitoring and Evaluation.

### **Program Description**

APEP aims to expand rural economic opportunities in the agricultural sector by increasing food and cash crop productivity and marketing. APEP builds on sector successes with added emphasis on creating economies of scale that catalyze transformation of agriculture from low input/low output, subsistence farming to commercially competitive agriculture. APEP addresses targeted commodities and related systems; production-to-market transactions; improvements in input distribution and financial services, technology transfer, and Producer Organizations (POs); and development of competitive agricultural and rural enterprises. The project is consistent with the Government of Uganda's (GOU) Poverty Eradication Action Plan (PEAP), Plan for Modernisation of Agriculture (PMA), and the Medium-Term Competitiveness Strategy (MTCS).

APEP uses a commodity and intervention selection system to identify market-driven opportunities and allocate resources; and to guide its selection of commodity focus and interventions. During the second work plan year, APEP will continue to focus on the following sectors: coffee, cotton, grains and oilseeds, flowers, vanilla, cardamom and bananas. APEP has two additional components that will address biotechnology and biosafety concerns as well as agricultural education.

APEP will build on and use proven approaches to support agricultural competitiveness and commercialization. These include working with business and industry leaders to design corporate structures to reach producers and work with producers to respond and organize themselves. APEP will also continue to work with producer organizations to develop and strengthen linkages, management systems, and revenue streams.

## Organizational Structure

The organizational structure of APEP is shown in Exhibit I. APEP is headed by a Managing Director (MD) who acts as the chief-of-party. A monitoring and evaluation specialist works directly with the MD to implement the project performance monitoring plan. The technical core of the project comprises four units: the Commodity Commercialization Unit, the Business Expansion Unit, the Program Services Unit, and a cross-cutting Technical Support Unit:

- The Commodity Commercialization Unit team chooses commodities and interventions in consultation with the rest of the team, they oversee the “national business and marketing development strategies” of the “national business” commodities, and they work directly with the private sector, as well as public sector and donor representatives in planning. The unit staff is divided across two portfolios. Portfolio A includes cotton and grains; while Portfolio B includes coffee, flowers, vanilla, cardamom and banana (matooke).
- The Business Expansion Unit offers supporting, specialized technical assistance services and coordination to the Commodity Commercialization Unit in PO management and commercialization.
- The Program Services Unit houses the Strategic Activities Fund (SAF) management and project administrative services.
- A cross-cutting Technical Support Unit covers biotechnology and biosafety, agribusiness finance, agricultural input supply and agricultural commercialization-focused research, education, and training.

The Chemonics Home Office (HO) provides contract management and support services through a Program Management Unit (PMU) that liaises directly with the MD.

## Results Framework

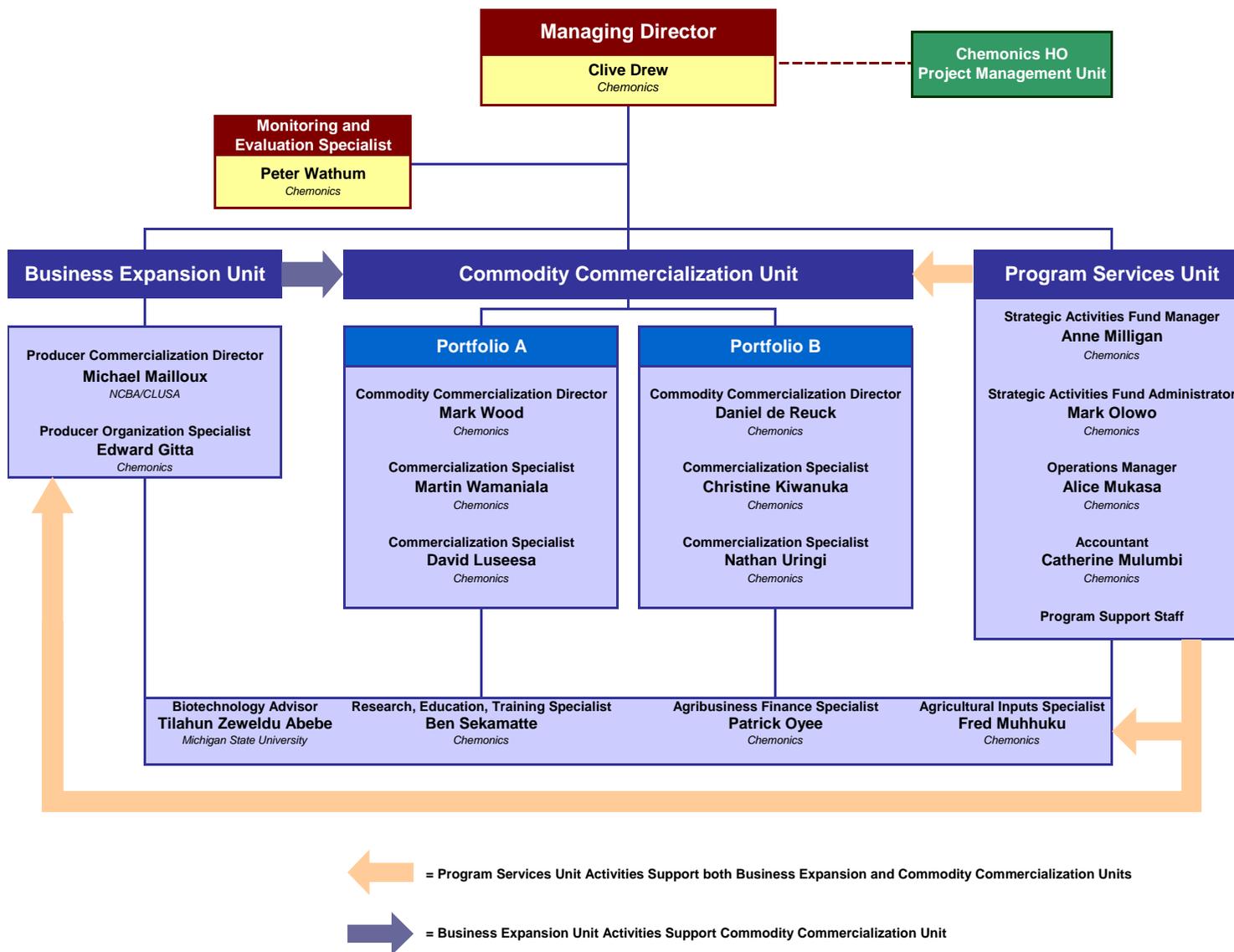
The APEP Results Framework (RF), developed jointly between the APEP design team and USAID/Uganda, is presented in Exhibit II. This RF encapsulates the implementation approach of APEP and is used to guide APEP workplanning and results monitoring and reporting.

At the highest level of the APEP RF is SO7—Expanded Sustainable Economic Opportunities for Rural Sector Growth. This is the project goal. While APEP will contribute significantly to this goal, it will do so through the project’s sub-objective—increased commercialization of targeted commodities. To achieve the project sub-objective that will lead to the achievement of SO7, APEP will work through three project intermediate results (PIRs). These are:

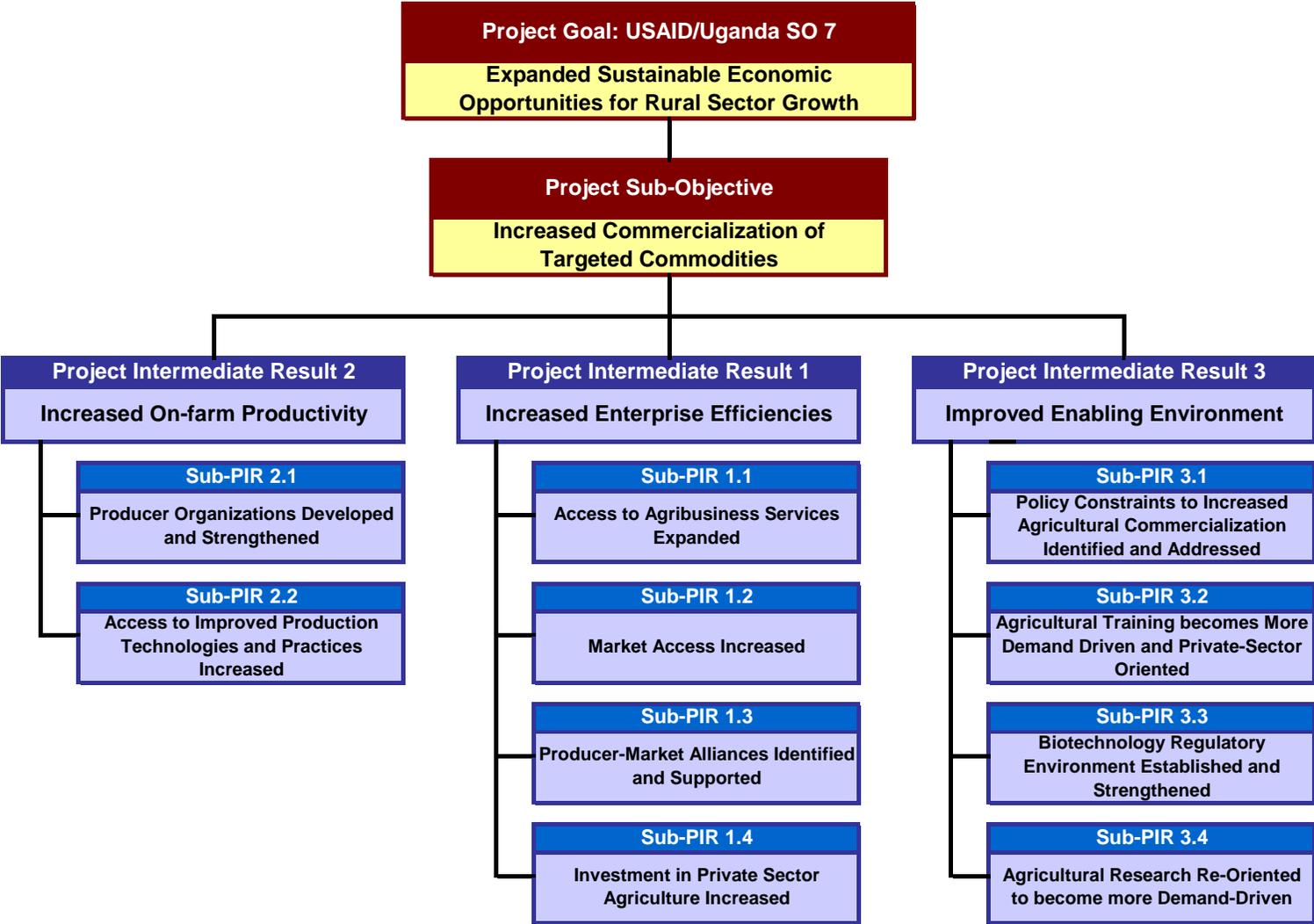
- Increased enterprise efficiencies
- Increased on-farm productivity
- Improved enabling environment

These PIRs are further supported by sub-PIRs as shown in the RF. In this workplanning, we address each sub-PIR as an objective. In the following section, we present details of the 2005 workplan organized by PIR and objectives. In each, we present the program strategy, activities for the plan year, resources required, and benchmarks for measuring achievements at semi-annual reporting periods.

### Exhibit I. APEP Organizational Structure



**Exhibit II. APEP Results Framework**



## WORKPLAN 2005

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### PIR 1. Increased Enterprise Efficiencies

*LOP 600 new off-farm enterprises*

*LOP 60% Change in the total gross revenue received by off-farm enterprises*

An important strategy to achieving the APEP goal is working with enterprises to increase their capabilities to support commercialization and participation in commercialization of agricultural commodities. PIR 1 is designed to address this part of the commodity chain. Objectives 1 to 4 are designed to generate results that contribute to the achievement of this PIR.

#### Objective 1. Expand Access to Agribusiness Services

*LOP 400 Input suppliers providing services to APEP supported farmers and groups*

*LOP 30 Local credit service points providing commercial agriculture credit established*

*LOP 45% Change in total amount of commercial agriculture credit provided established*

- **Strategy:** Increased access to agribusiness services implies working on both the supply and demand sides. APEP will work with individual farmers and farmer groups to promote increased use of appropriate services and inputs. APEP will also work with service providers to improve their capability to deliver quality services to clients. This work will result in increasing efficiencies of market linkages that contribute towards increased business efficiencies for the overall commodity chain. Particularly important will be the continued development of the rapidly changing cotton input supply model.
- **Activities:** As the cotton industry still subsidizes the input supply it is impossible for the private sector to become totally engaged in the input supply at this time. APEP will however work with ginners to further refine mechanisms to develop private sector supply of cotton inputs for the 2005/6 planting season. APEP TA will continue to support the cotton seed segregated production areas with demonstration activity and will work with Cuton, a new private sector seed company, to procure cotton seed for the 2005/06 planting season. Input supply to the other commodity sectors will also be strengthened. The team will work with Mukwano Agro Projects to promote their site coordinators as mainstream stockists as they already supply sunflower inputs on commission.

Efforts will be intensified to support the expansion and growth of the agricultural input supply distribution network through a continued series of training sessions, with targeted interventions in northern Uganda. Rural stockists and distributors will continue to receive technical and marketing support as well as continuous mentoring in the procurement process. The seed companies will continue to receive support to strengthen production and marketing, as well as quality assurance. Technical advice will be provided on irrigation and post harvest handling. Policy constraints in the sub-sector will also be addressed.

In order to support input market transparency and further develop dealer capacity, a marketing newsletter will be designed and distributed every month, beginning in the second quarter. Analogous to this initiative will be the development and dissemination of a training manual for agricultural input dealers. Advanced training sessions will also be provided to distributors and suppliers. Additionally, the

Agribusiness Training and Input Network (ATAIN) program is being implemented under APEP. APEP in partnership with Danish International Development Agency (DANIDA) will conduct a national census of agro-input stockists, generating a database of all agro-input supplies.

Timely and appropriate linkages will also be made with POs and depot committees with depot managers who supply PO members with inputs. Both depot managers and PO managers will participate in stockist trainings conducted by the APEP.

Financial service outreach shall be promoted through appropriate advocacy and capacity building of financial service providers. In addition, APEP will undertake the identification and training of bankable farmers. Capacity building shall be achieved through target commodity education, information sharing, and relevant TA.

To expand the amount of commercial agricultural credit provided, APEP TA shall create and develop a prospective agricultural credit clientele of bankable farmers and link them to appropriate financial service providers. This shall involve specific financial and credit management training, loan sensitization and preliminary pre-loan appraisals of APEP farmers through mainstream commercialization trainings and preferential farmer trainings. Bankable farmers shall then be linked to the new or already existing financial service outlets for independent assessment and consideration.

Service provision to the agricultural sector will be supported through associations such as Uganda Vanilla Exporters Association (VANEX), National Union of Coffee Agribusiness and Farm Enterprises (NUCAFE), Uganda Flower Exporters Association (UFEA), Uganda Seed Traders Association (USTA) as well as private firms such as ginners, grain traders and coffee processors. Financial assistance will allow these organizations to reach out to membership through targeted extension services. VANEX will also receive assistance to broadcast weekly radio programs in the three vanilla regions. The cotton seed sector will be supported through at least one private firm engaging in private supply of high quality cotton seed to the industry.

- **Resources:** APEP TA, SAF, STTA, Private firms and associations, NAADS.

<b>Benchmark 1.1:</b>	At least 200 input supply stockists trained and linked to suppliers by 9/30/2005
<b>Benchmark 1.2:</b>	At least 6 POs concluded bulk inputs procurement agreements by 9/30/2005
<b>Benchmark 1.3:</b>	At least 25 agricultural financial service provider branches providing services to APEP clients by 9/30/2005
<b>Benchmark 1.4:</b>	At least \$700,000 in agricultural credit extended to APEP clients by 9/30/2005
<b>Benchmark 1.5:</b>	At least 5,000 ha cotton seed production handled by the private sector by 9/30/2005
<b>Benchmark 1.6:</b>	Vanilla extension support provided in at least 3 regions by 9/30/2005
<b>Benchmark 1.7:</b>	Coffee extension support provided to at least 4,000 coffee farmers by 9/30/2005
<b>Benchmark 1.8:</b>	National agro-input census completed by 2/28/05
<b>Benchmark 1.9:</b>	Stockists training manual produced by 3/31/2005
<b>Benchmark 1.10:</b>	Stockist training provided to at least 20 PO Depot Managers by 9/30/05

<b>Benchmark 1.11:</b>	Stockist training provided to at least 20 PO Trainers by 5/31/05
<b>Benchmark 1.12:</b>	At least 25 input suppliers and distributors trained by 9/30/2005
<b>Benchmark 1.13:</b>	At least 9 agri-input stockist newsletters produced and distributed by 9/30/2005

## Objective 2. Increase Access to Markets

*LOP 50 Agribusiness enterprises engaged in processing*  
*LOP 100% Change in the total value of products after processing*  
*LOP 40 Firms involved in regional and international exports of agricultural products*

- **Strategy:** This objective focuses on strengthening market development systems and developing competitive marketing strategies so that Uganda's products reach local, regional, and international markets. Improved efficiency activity interventions will focus upon: productivity at the farm-level; quality at the farm or business; and organizational efficiencies. The approach will work to link established groups of producers more directly with markets where possible, develop and implement grades and standards and ensure that producer incentives are realized to sustain efforts to improve quality. Market information and analysis services will be evaluated through industry firms and associations, as well as inward marketing visits. In addition to farm level support, this objective will seek to promote better quality, traceability and reliability from the farm level in order to service markets better.

Although APEP is not primarily an export-oriented project, work will continue with exporter clients to enable them meet requirements in the regional and international markets.

- **Activities:** APEP commodity TA teams will continue to identify viable agribusiness firms able to provide more effective market linkages through producers. Opportunities for enhanced market penetration will continue to be developed and outward marketing strategies refined for each commodity sector.

APEP commodity TA will work with the private sector to stimulate new business opportunities in agricultural products and agro-processing. This will provide practical guidance to individual industry players as opportunities are further developed to streamline market access for producers as well as for the industry as a whole.

Where appropriate, APEP will work with industry associations such as UFEA, VANEX as well as private sector firms to develop, and in certain instances, continue to provide useful and timely market information and analysis. APEP will work closely with Regional Agricultural Trade Expansion Support (RATES), Strengthening the Competitiveness of Private Enterprise (SCOPE) and Regional Agricultural Trade Intelligence Network (RATIN) as they provide regional market analyses. APEP will continue to support the monthly grain marketing for in conjunction with RATIN by providing technical input.

Uganda Grain Traders Limited (UGTL) and the Uganda National Bureau of Standards (UNBS) will continue to be encouraged to promote the established regional maize grading standards. This standardization will allow Uganda to continue to develop a maize supply capable of competing on the regional market. This standardization could be extended to other grain commodities. The coffee sector will be evaluated for national grades and standards, particularly at the level of the farmer sustainability index. This will lead to the establishment of a national sustainability index and traceability applicable to Ugandan conditions. An additional standard that

will be reviewed and implemented at the national level will be the Vanilla Code of Practice. APEP TA in collaboration with an external consultant will also develop a business plan for the banana commodity sector.

- **Resources:** APEP TA, STTA, international trading houses, SAF, Regional projects, and other USAID Uganda activities.

<b>Benchmark 2.1:</b>	Technical and market linkage support provided to at least 35 agribusiness firms including at least 25 new firms by 9/30/2005
<b>Benchmark 2.2:</b>	Technical and market linkage support provided to at least 50 agro-processors including at least 20 new processors by 9/30/2005
<b>Benchmark 2.3:</b>	Banana commodity business plan developed and adopted by 9/30/2005
<b>Benchmark 2.4:</b>	Technical guidance provided to 3 agribusiness firms to develop production, sourcing and marketing plans by 9/30/2005
<b>Benchmark 2.5:</b>	Coffee sustainability indexes for Uganda harmonized and disseminated by 9/30/2005
<b>Benchmark 2.6:</b>	At least 10 flower market analysis reports produced by 9/30/2005
<b>Benchmark 2.7:</b>	At least 6 vanilla market analysis reports produced by 9/30/2005
<b>Benchmark 2.8:</b>	Technical input provided to RATIN to produce 6 market analysis reports by 9/30/2005
<b>Benchmark 2.9:</b>	The Vanilla Code of Practice reviewed and implemented by 9/30/2005
<b>Benchmark 2.10:</b>	At least 30 exporter firms assisted by 9/30/2005

### Objective 3. Identify and Support Producer-Market Alliances

*LOP 25 APEP supported firms managing outgrower schemes  
LOP 125,000 Farmers involved in integrated outgrower schemes*

- **Strategy:** This objective focuses on fostering linkages between producers and the rest of the commodity market chain. APEP will continue work in two main areas, at the business or large association level, and at the producer level through PO commercialization to build producer-market linkages. Activities will foster greater integration between the farmers and agribusiness firms which will promote improved mutual benefits. Quality standards, buyer requirements, and other market chain support activities will be emphasized. The strategy will focus on individual commodity chains and clusters and link the various partners in the supply chain in order to forge formal or semi-formal marketing alliances. The intensity of the market linkages or alliances will depend on the nature of the commodity and the potential existing for significant contract arrangements.
- **Activities:** Specific activities will focus on the promotion of out grower schemes (OGS) and initiatives. Despite the difficulties associated with multiple channel marketing, specific grower agreements will be drawn up, appropriate to the commodity cluster involved and the relative issues of parallel purchase. These will serve as a template in formalizing marketing arrangements between producers and processors and exporters. APEP recognizes the issues of risk, investment and

grower loyalty associated with agreements but will seek to strengthen linkages between specific terminal markets in Uganda and producers.

With support from APEP, coffee farmers in collaboration with OGS companies will work to refine their respective POs and improve linkages with coffee exporters. This activity will include farmer registration, targeted extension activities, input supply and output procurement field support programs. In addition to APEP TA these interventions will be supported by the Specialty Coffee Association of America (SCAA) and the East African Fine Coffee Association (EAFCA) through regional and global coffee market information.

APEP will provide technical and financial support to Uganda Crop Industries Limited (UCIL), a cardamom curing and exporting firm working with cardamom growers.

Seed outgrower schemes will continue to be strengthened through training and technical oversight. Similar technical assistance will be provided to other APEP commodity sub-sectors where opportunities exist.

- **Resources:** APEP TA, STTA, SAF agreements, PL-480 Title II, Private firms and associations.

<b>Benchmark 3.1:</b>	At least 14,000 APEP assisted coffee farmers linked with coffee exporters by 9/30/2005
<b>Benchmark 3.2:</b>	At least 70,000 APEP assisted cotton farmers linked with cotton ginners by 9/30/2005
<b>Benchmark 3.3:</b>	At least 12,000 APEP assisted sunflower farmers engaged with at least 1 sunflower processing firm in OGS by 9/30/2005
<b>Benchmark 3.4:</b>	At least 3,000 APEP assisted rice farmers engaged with at least 3 rice processing firms by 9/30/2005
<b>Benchmark 3.5:</b>	At least 6,000 APEP assisted sesame farmers engaged with at least 3 sesame exporting firms by 9/30/2005
<b>Benchmark 3.6:</b>	At least 1,000 APEP assisted seed growers linked with 5 seed marketing firms by 9/30/2005
<b>Benchmark 3.7:</b>	At least 3,000 APEP assisted cardamom growers linked with 1 curing/exporting firm by 9/30/2005
<b>Benchmark 3.8:</b>	At least 20 formal buyer contracts established between POs and agribusinesses by 9/30/2005
<b>Benchmark 3.9:</b>	At least one collaboration with EAFCA and SCAA by 9/30/2005

#### Objective 4. Increase Investment in Private Sector Agriculture

*LOP \$6,000,000 in resources leveraged by APEP  
LOP 125 Public/Private partnership developed by APEP*

- **Strategy:** Increased private investment and exports in the agricultural sector is critical to Uganda's economic growth. This objective involves activities supporting investment in private sector agriculture. APEP will continue to provide the catalyst to such investments, promoting and actively seeking out opportunities for investment in the selected commodity sectors. Investments may take the form of new installations/plants, expansions, improvements in processing capacity, or general value addition activities.

- **Activities:** APEP TA will continuously seek out viable investment opportunities in each intervention sector. The team will evaluate internally, as well as looking to short-term technical assistance (STTA) to assist in the identification of investment opportunities. Once opportunities have been identified, both internal and external consultation will take place to accurately cost and model the opportunity. These investment opportunities will be clearly and simply documented to provide a template for private sector intervention. In the case of the seed sub sector, investment may be in the form of improved and expanded infrastructure by existing companies. These types of investments may include the installation of a new seed drying or irrigation units.

APEP TA will work with each investor not only in the initial investment decision-making process but also throughout the process of implementation and development to bring added comfort to the process and help reduce investment risk, perceived or real. This will involve working closely with firms, financial institutions, technical service providers and international markets.

Technical and financial support will be provided by APEP to accelerate the introduction of central coffee washing stations. These stations will increase production of washed coffee and parchment coffee in areas which have traditionally produced dried processed coffee.

The cotton seed company Cuton will receive APEP TA as it establishes its operation. APEP TA will also collaborate with at least one newly established cotton ginnery in order to develop its production and procurement programs. At least 2 new rice milling and procurement operations will receive technical support.

APEP will also continue to support research and trials in diversification in the flower industry covering candidate varieties of cuttings, and production of roses at higher altitudes.

- **Resources:** APEP TA, STTA, SAF, Private firms and associations.

<b>Benchmark 4.1:</b>	At least 4 new investments in the coffee sector in place by 9/30/2005
<b>Benchmark 4.2:</b>	At least 2 new investments in the cotton sector in place by 9/30/2005
<b>Benchmark 4.3:</b>	At least 1 new investment in the agri-inputs sector in place by 9/30/2005
<b>Benchmark 4.4:</b>	At least 1 new investment in the flowers sector in place by 9/30/2005
<b>Benchmark 4.5:</b>	At least 2 new investments in the grains sector in place by 9/30/2005

## PIR 2. Increased On-Farm Productivity

*LOP 33% Change in value per unit of targeted commodities marketed*

Another important pre-requisite to achieving the project sub-objective of increased commercialization of targeted commodities is the transformation of a significant number of Ugandan farmers from subsistence farming to profitable commercial enterprises. Production efficiency increases are important to sustain this transformation. They may be obtained in a number of ways, including productivity or yield increases through improved farming practices

and proper application of appropriate inputs; product cost reductions through better planning and organization to achieve economies of scale; improved quality of commodities; and added value through improved harvest and post-harvest techniques and product transformation. Objectives 5 and 6 are designed to generate results that contribute to the achievement of PIR 2.

### **Objective 5. Strengthen and Develop Producer Organizations**

#### *LOP 200 Producer organizations developed and strengthened*

- **Strategy:** APEP will continue to focus on six main areas to address weaknesses and constraints facing POs. These will emphasize PO management training, contracting for specialized services, farmer-to-farmer extension, membership management and incentives, credit management and savings, developing capacities to handle bulk procurement of inputs and bulk marketing. During the period addressed by this workplan APEP will further strengthen the existing POs and expand into new geographic areas so that existing and new POs will achieve greater economies of scale through bulk marketing and bulk input supply activities. Where POs are nascent or non-existent, APEP will work with commercially active lead farmers in stimulating group formation. We will continue to work with POs in the North, if the security situation permits.

The PO Trainers will replicate in expansion areas the formation of POs which was accomplished throughout year one of APEP activities. Expansion area activities will be driven by the market needs of our corporate clients in the field through collaboration with the Commodity Commercialization Units. POs that have demonstrated a capacity to work together during year one will be regrouped under secondary structures called depot committees. The regrouping of POs under depot committees will allow them to increase their volume and position as viable players in the agricultural sector. In addition, the creation of well managed and commercially oriented depot committees will gradually reduce the need for TA provided by APEP PO Trainers.

It should be noted that Objective 5 and Objective 3, "Identify and Support to Producer-Market Alliances" go hand-in-hand as the commercialization of POs and their depot committees is a critical means towards the development and strengthening of successful POs.

- **Activities:** PO Trainers will participate in technical production training that will be conducted by APEP Commercialization Specialists and the Agricultural Input Specialist. The PO Trainers will also provide technical training and support to POs that are regrouped around depot committees. Continued support will also be provided to existing POs in an effort to regroup them as depot committees. Depot committee formation and training will include management, financial and bookkeeping systems. Depot Managers will also receive bulk input supply and marketing training.
- **Resources:** PO Director and team, APEP TA, STTA, SAF, private sector firms, PMA.

**Benchmark 5.1:** At least 40 coffee POs including at least 30 new coffee POs trained and conducting bulk input supply and marketing activities by 9/30/2005

**Benchmark 5.2:** At least 50 cotton POs including at least 40 new cotton POs trained and conducting bulk input supply and marketing activities by 3/31/2005

**Benchmark 5.3:** At least 40 grains POs including at least 30 new grains POs trained and conducting bulk input supply and marketing activities by 9/30/2005

**Benchmark 5.4:** At least 20 Banana POs trained and conducting bulk input supply and marketing activities by 9/30/2005

**Benchmark 5.5:** At least 10 Depot Committees trained and conducting bulk input supply and marketing activities by 9/30/2005

## **Objective 6. Increase Access to Improved Production Technologies and Practices**

*LOP 150,000 producers using improved production technologies and practices*

- **Strategy:** For all commodities under APEP, production enhancement will be carried out through demonstration activities. Site coordinators who are either part of the local public or private extension community or lead farmers working within established or newly formed producer organizations will manage the demonstration sites. The demonstration sites form the core of the technology transfer mechanism of APEP, and hence the key to productivity enhancements. The size, site and management structure of the demonstrations will vary from commodity to commodity, but all will focus on production, harvest and post harvest aspects to enhance efficiencies.
- **Activities:** Initial screening of POs will in certain cases continue to dictate placement of demonstrations for commodities such as banana and possibly coffee. For commodities such as cotton where PO development is limited, lead farmer selection will be the determinant in site selection.

APEP will continue to support activities such as the field demonstration programs for targeted commodity enterprises. These will include ginneries and oilseed and rice millers within production areas with the objective of maintaining the momentum generated during the 2004 growing seasons. APEP will also work with companies to refine their farmer registration process and field support programs. This is a critical activity since adoptions of improved technologies are the key to improved household incomes. APEP TA will note in particular adoptions made by collaborating farmers during the previous work plan year and verify assumed adoption targets. APEP TA will also continue to refine technology practices promoted in light of adoptions made by collaborating farmers. APEP collaboration with National Agricultural Research Organization (NARO) and Makerere University (MUK) will focus on updating and refining fertilizer recommendations for cotton, coffee/bananas and maize, while taking into account the different agro-ecological zones where these commodities are grown.

Through SAF support to VANEX, demonstration sites and extension programs will be carried out for vanilla in targeted geographic areas.

Post selection and pre implementation training workshops will be held for each commodity group in each area of placement. APEP TA will continue to engage commodity enterprises as they continue to identify lead farmers as well as site, area and district coordinators for expanded or relocated activities.

As this process identifies new demonstration sites as well as maintains and improves sites from year one, coffee POs in collaboration with the national coffee industry will introduce and evaluate National Washed Coffee as well as the use of inorganic fertilizers. The formation and strengthening of Banana POs and their respective demonstration sites will also incorporate inorganic fertilizers as well as improved production techniques and technologies. Several technologies that will move from the research stage to the field include improved sucker management as well as rapid multiplication of planting material techniques using conventional approaches. The introduction of a new technology such as bio-control of banana weevil in conjunction with IITA is also anticipated.

As part of APEPs ongoing efforts in cardamom, UCIL will train farmers using a three-phased program that includes the production and processing of cardamom. To complement UCILs training program, APEP will also contract a local producer association to conduct supplemental training modules in production techniques.

As APEP resources are limited it is critical that partnerships continue to be cultivated in order to maintain the level of demonstration activities. This will involve the promotion of additional cost sharing and donor partnerships with organizations such as DANIDA, Private Sector Foundation and Japanese AID. Input suppliers will continue to be encouraged to promote their own demonstrations of technology, particularly in maize.

- **Resources:** APEP TA, SAF cost share and purchase order support, private firms, GOU staff (NAADS where appropriate), Commercialization teams, STTA, DANIDA, PL-480 Title II, Private Sector Foundation, Japanese AID.

<b>Benchmark 6.1:</b>	At least 1 new coffee processing technique introduced and evaluated by 9/30/2005
<b>Benchmark 6.2:</b>	At least 1 improved coffee farming practice introduced by 9/30/2005
<b>Benchmark 6.3:</b>	At least 19,000 coffee farmers exposed to improved production techniques through 500 demonstration sites by 9/30/2005
<b>Benchmark 6.4:</b>	At least 100,000 cotton farmers exposed to improved production techniques through 4,000 demonstration sites by 9/30/2005
<b>Benchmark 6.5:</b>	At least 20,000 sunflower farmers exposed to improved production techniques through 1,000 sunflower demonstration sites by 9/30/2005
<b>Benchmark 6.6:</b>	At least 12,000 upland rice farmers exposed to improved production techniques through 600 upland rice demonstration sites by 9/30/2005
<b>Benchmark 6.7:</b>	At least 12,000 sesame farmers exposed to improved production techniques through 600 sesame demonstration sites by 9/30/2005
<b>Benchmark 6.8:</b>	At least 3,000 maize farmers exposed to improved production techniques through 100 maize demonstration sites by 9/30/2005
<b>Benchmark 6.9:</b>	At least 12,000 vanilla growers exposed to improved production techniques through 60 demonstration sites 9/30/2005
<b>Benchmark 6.10:</b>	1 new banana farming practice disseminated by 9/30/2005
<b>Benchmark 6.11:</b>	At least 10,000 banana farmers exposed to improved production techniques through 200 banana demonstration sites by 9/30/2005

<b>Benchmark 6.12:</b>	At least 3,000 cardamom farmers exposed to improved production techniques by 9/30/2005
<b>Benchmark 6.13:</b>	Refined fertilizer recommendations developed for at least 3 key APEP commodities by 9/30/2005
<b>Benchmark 6.14:</b>	At least 40,000 farmers adopting APEP demonstrated improved technologies and practices by 9/30/2005

### PIR 3. Improved Enabling Environment

*LOP 10 Key policy and institutional constraints alleviated*

To support activities carried out under PIRs 1 and 2, there are certain policy, regulatory or bureaucratic issues, as well as cross-cutting issues that APEP should address. PIR 3 is designed to support these activities, which aim to address and alleviate constraints to increasing commercialization of agricultural commodities. Objectives 7 to 10 are designed to generate results that contribute to the achievement of PIR 3.

#### Objective 7. Identify and Address Agricultural Policy Constraints

*LOP 15 Key policy constraints addressed*

- **Strategy:** This objective covers the identification and provision of support to mitigate policy, regulatory and bureaucratic bottlenecks to targeted commodity production and marketing. Policy and regulatory change is beyond APEP's manageable control; however APEP can support efforts through and to partners by providing expert opinion, guidance, and profile. Policy interventions take enormous time and effort to resolve. APEP will take care not to become totally engaged in any of the processes, but will leverage industry and public sector (donor and GOU) in order to address the issues.
- **Activities:** APEP will evaluate the key policy constraints list developed under the previous workplan and prioritize the engagements over the workplan year. It is important to realize that additional policy issues are likely to arise as progress is made in commercializing the agricultural sector. These policy areas will take on some urgency and will require TA attention in addition to those predetermined activities highlighted in the benchmarks below.

APEP will continue to work with Ministry of Agriculture, Animal Industry & Fisheries (MAAIF) Seed Certification Services as well as the private sector to ensure that all the milestones in accreditation are met and that funding is secured to reach the objective of accreditation for both Organization for Economic Cooperation and Development (OECD) and International Seed Testing Association (ISTA). The promotion of exports of seed into the region is linked to the accreditation of these two organizations.

Pesticide monitoring by the private sector especially with regard to cotton pesticides is seen as an important additional safeguard in the procurement of quality pesticides for the industry. APEP will work to encourage the private sector ginners to work in conjunction with the UNBS which serves as the intervening organization on behalf of the industry. The goal of this collaboration is the development of a mechanism where imported pesticides can be tested by an accredited laboratory to provide pre-import as well as in-season monitoring of pesticide quality.

A study will also be undertaken to assess the impact of the BIDCO oil palm agreement on the conventional oilseeds sectors.

- **Resources:** APEP TA, STTA, Donors, GOU, Private sector.

<b>Benchmark 7.1:</b>	At least 3 new key policy constraints addressed by 9/30/2005
<b>Benchmark 7.2:</b>	OECD accreditation in the seed industry confirmed by 9/30/2005
<b>Benchmark 7.3:</b>	ISTA accreditation in the seed industry confirmed by 9/30/2005
<b>Benchmark 7.4:</b>	Cotton pesticide quality monitoring mechanism developed by 9/30/2005
<b>Benchmark 7.5:</b>	Impact assessment of BIDCO agreement on conventional oilseeds conducted by 9/30/2005

### Objective 8. Stimulate Demand Driven Commercial Agricultural Training

*LOP 200 Individuals completing internships with private sector firms  
LOP 365,000 Individuals trained in private sector agriculture disciplines*

- **Strategy:** As stated in the PMA, Uganda's challenge is to develop education and outreach programs that are increasingly farmer-driven and farmer-oriented while also increasing the participation of the private sector. APEP will continue to assist the GOU agencies and institutions to provide more demand-driven commercially oriented formal and informal educational programs; supporting private sector training and outreach initiatives; and providing commercially oriented project training delivered directly by APEP or by partners and SAF awardees.
- **Activities:** Commercial agriculture training opportunities will continue to be sought out and developed for each commodity sector under APEP with special attention given to the training of seed growers and inspectors from the private sector.

STTA will be engaged in conjunction with Cotton Development Organisation (CDO), Uganda Ginners and Cotton Exporters Association (UGCEA) and Ministry of Education and Sports (MOES) and an action plan developed for raising the profile of the Busiitema training centre in Tororo. This will bring expanded sustained cotton industry training to Uganda and ensure rapid skills transfer to ginnery staff and other stakeholders involved in technology transfer activities, as well as ginnery management and operation.

The successful internship program that commenced in 2004 will be continued in 2005. Fifty Makerere University Faculty of Agriculture (MUFA) interns will be screened and selected using the same criteria from year one activities. Interns will be placed in time for full completion of the second round of private sector internships by June 2005.

The current collaboration with UFEA will continue throughout the second year as 16 individuals will complete the Applied Tropical Floriculture course. This course will feature intensive on farm training activities in Uganda, Kenya and the Netherlands.

APEP will complete the identification of the training needs under the Initiative to End Hunger in Africa (IEHA) and conclude a full educational plan by the end of February 2005 in order to enable placement of full and part time students as soon as possible. The plan will involve a partnership between MUFA and a university in the United

States with expertise in tropical agriculture. This and other partnerships identified will enable MUFA to sandwich courses as well as benefit from visiting professor programs.

Several local short-term training of farmers and extension agents will be conducted across all the APEP commodity sub-sectors.

- **Resources:** APEP TA, STTA, SAF, MUFA faculty, Private sector.

<b>Benchmark 8.1:</b>	50 MUFA internships placed with private firms and public sector institutions by 9/30/2005
<b>Benchmark 8.2:</b>	IEHA Formal Education Plan developed by 2/28/2005
<b>Benchmark 8.3:</b>	Expanded training program implemented at the Busiitema Cotton Training Centre by 9/30/2005
<b>Benchmark 8.4:</b>	Candidates for overseas short courses, sandwich courses and full time training identified and placed by 9/30/2005
<b>Benchmark 8.5:</b>	Full time MS and PhD candidates placed for fall semester 2005 by 9/30/2005
<b>Benchmark 8.6:</b>	3 visiting professors complete attachments at MUFA by 9/30/2005
<b>Benchmark 8.7:</b>	At least 16 participants from floriculture industry complete the Applied Tropical Floriculture course by 6/30/2005
<b>Benchmark 8.8:</b>	At least 200,000 participants locally trained in various agricultural disciplines by 9/30/2005

## Objective 9. Establish and Operationalize Biotechnology Regulatory Environment

*LOP 3 Biotechnology and Biosafety regulations improved  
LOP Biosafety committee has capacity to review applications for trials*

- **Strategy:** Biotechnology applications in agriculture have the potential to maximize productivity. Biotech crops can increase productivity, reduce pesticide, fuel, and water usage, promote commercialization of smallholder agriculture, and tackle nutrition issues in malnourished communities. APEP activities in biotechnology are supported by other initiatives, including the Program for Biosafety Systems (PBS) and Agricultural Biotechnology Support Program II (ABSPII). APEP TA activities will focus on three areas of biotechnology support. These include the strengthening of the biotechnology and biosafety regulatory and policy framework; strengthening of the National Biosafety Committee (NBC); and provision of managerial, technical and financial support to agricultural biotechnology research and technology transfer undertakings in Uganda.
- **Activities:** Biotechnology and biosafety related activities shall include short term training in biosafety and biotechnology regulatory systems in order to build capacity at national and institutional levels; strengthening the NBC through training; and strengthening the National Biosafety Secretariat through SAF support and APEP TA.

APEP shall assist in the development of biotechnology and biosafety communication and outreach modules, and the organization of biotech study tours for relevant stakeholders, which will include representatives of civil society, policy makers, legislators, scientists, journalists, farmers, processors, traders and consumers. This activity will be carried out in collaboration with PBS-Uganda and other collaborators.

Research and technology transfer activity under APEP will provide collaborative and managerial support towards effective implementation of the ABSPII banana biotechnology research and technology transfer project in Uganda. APEP shall act as a catalyst in providing support for technology transfer opportunities such as *Bt* cotton, and provide small grants to support small scale biotech research activities on crops such as coffee and grains.

- **Resources:** APEP TA, STTA, SAF, Donors, GOU, NARO, UNCST, ABSPII-Uganda, PBS-Uganda, Local and international public and private sector institutions.

<b>Benchmark 9.1:</b>	Technical and financial assistance provided towards strengthening the National Biosafety Secretariat at the UNCST by 9/30/2005
<b>Benchmark 9.2:</b>	Technical assistance provided to further develop the existing draft national biotechnology and biosafety policy and regulatory framework in collaboration with PBS and UNCST by 9/30/2005
<b>Benchmark 9.3:</b>	At least one biotechnology and biosafety outreach and communication module developed for policy makers and legislators in collaboration with PBS-Uganda, UNCST and other stakeholders 9/30/2005
<b>Benchmark 9.4:</b>	At least 2 participants sponsored for biosafety short course training by 9/30/2005
<b>Benchmark 9.5:</b>	At least 1 small scale biotech research proposal submitted to APEP for funding by 9/30/2005
<b>Benchmark 9.6:</b>	At least 1 external study tour for key Ugandan biotechnology stakeholders conducted by 9/30/2005

## Objective 10. Stimulate Demand Driven Agricultural Research

*LOP 25 Research contracts implemented by public sector*

- **Strategy:** As with commercially oriented agricultural education and training, the GOU challenges the PMA and private sector to develop farmer-driven, commercially oriented agricultural research. APEP's mandate is to help in this process. APEP's role is to determine with the various commodity sectors the real research needs of each sector. These needs will be met by linking demand for the results of such research to the respective industry. This linkage will serve to stimulate continuing relations between research service providers (public and private) and the demand for results. Research activities under APEP will not be long term, generating results within 3 years at a maximum.
- **Activities:** Variety development will continue to receive support in grains, cotton and where appropriate in the flowers sectors. Research opportunities will continue to be explored for better processing and handling of commodities, especially for coffee where enhancement of lowland Arabica's coffee tolerance and resistance may provide a medium term solution to coffee wilt, provided the cupping quality is

acceptable. In collaboration with the Coffee Research Institute (CORI) on farm low and medium Arabica coffee samples will be organized and submitted to overseas roasters for market evaluation and feedback to the Ugandan coffee industry. Washed Robusta, an opportunity identified by Competitive Private Enterprise and Trade Expansion (COMPETE) and capitalized by Support for Private Enterprise Expansion and Development (SPEED) will be examined closely, with small research established to determine the best quality and processing techniques and to ensure viability of the process. Future Harvest Centers will be contracted where results can be seen on fields within the manageable time frame of APEP.

The APEP supported banana impact study being conducted by International Food Policy Research Institute (IFPRI) will be completed as well as research on soil fertility within banana and coffee cropping systems implemented. As bacterial wilt on a variety of crops is becoming a serious threat additional research opportunities will be explored in coffee, banana and cotton.

Through NARO-private sector-CDO an assessment of the new viral disease threat on cotton reportedly spreading in eastern Uganda will be undertaken.

Grain research contracts for 2005 will include NARO-private sector collaborative evaluation of new sorghum, sunflower and sesame hybrids as well as evaluation of bird repellants in sunflower. The private sector led notably, by Mukwano agro-industries and Nile Breweries are increasingly keen on promoting high yielding varieties that have quality oil producing capabilities and brewing properties, respectively.

Research in flowers will focus on the completion of two existing projects. During this work plan year, The Real IPM, which was contracted through the SAF agreement with UFEA, will complete their research in using biopesticides to manage red spider mites in roses. Additionally, Xclusive Cuttings will complete their research and trials on potted plants, garden plants, cut plants, and fruits.

Support to the fisheries sector will continue to be provided through a dedicated research contract with the Kajjansi Fisheries Resources Research Institute which will evaluate the technical and managerial aspects of commercializing caged rearing of Nile Perch and Tilapia.

- **Resources:** APEP TA, STTA, SAF, NARO, Private sector facilities and firms.

<b>Benchmark 10.1:</b>	At least 2 cotton research contracts established by 9/30/2005
<b>Benchmark 10.2:</b>	At least 1 new banana research contract established by 9/30/2005
<b>Benchmark 10.3</b>	At least 1 banana research contract completed by 9/30/2005
<b>Benchmark 10.4:</b>	1 coffee research contract established by 9/30/2005
<b>Benchmark 10.5:</b>	1 on farm research contract for lowland Arabica coffee completed by 9/30/2005
<b>Benchmark 10.6:</b>	2 grain research contracts established by 9/30/2005
<b>Benchmark 10.7:</b>	1 fisheries research contract completed by 12/31/2004
<b>Benchmark 10.8:</b>	1 new flowers research contract established by 9/30/2005
<b>Benchmark 10.9</b>	2 flowers research contracts completed by 9/30/2005

## PROGRAM MANAGEMENT

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Project Management, Monitoring and Evaluation are integral parts of the project. There are three essential components to APEP management: SAF management, monitoring and evaluation, and project administration.

### Strategic Activities Fund Management

The Strategic Activities Fund (SAF) under APEP is established to complement core project activities and contribute to achieving the project sub-objective of increased commercialization of targeted commodities. The SAF will serve as a leveraging tool by providing funds for direct interventions to awardees as part of larger targeted opportunities, maximizing resources available to Ugandan partners. Support through SAF local contracts, grants, cost-sharing agreements, and purchase orders will be provided to public sector institutions, associations, businesses, NGOs, and individuals whose proposed activities meet APEP's eligibility and evaluation criteria, as well as contribute to project results.

### Objective 11. Implement an Effective SAF Program

- **Strategy:** By leveraging SAF resources, APEP will continue to target opportunities for strategic intervention with clients and partners. The technical team and SAF manager will identify activities within APEP's commodity portfolio that will contribute to the program's overall objective. SAF awards will be issued and governed according to the procedures established in the SAF Instruction Manual and the SAF Operations Manual. In addition to developing cost-sharing relationships with clients, the SAF manager will also foster strategic alliances with private sector partners.
- **Activities.** Throughout the upcoming period, the SAF office will continue to work with SAF clients to ensure that existing programs are effectively carried out to completion. The SAF manager, assisted by the SAF administrator, will monitor the progress of ongoing activities through client site visits and technical and financial reports. As SAF agreements are completed, the SAF office will adhere to USAID policies and procedures in order to close-out each contract.

The SAF office and technical team will continue to review and evaluate applicant proposals as they are received. The SAF manager and administrator will work with applicants to develop substantive proposals that are results oriented and focused on achievable benchmarks.

- **Resources.** APEP TA, SAF clients, donor partners, USAID CTO/CO.

<b>Benchmark 11.1:</b>	SAF activities report submitted by 10/18/2004 and 4/30/2005
<b>Benchmark 11.2:</b>	At least \$3,000,000 of SAF committed by 9/30/2005
<b>Benchmark 11.3:</b>	Annual Program Statement published by 3/31/2005

### Monitoring and Evaluation

Monitoring progress and evaluating results are key management functions in APEP. Performance monitoring is an on-going process that allows APEP and USAID managers to determine whether or not the project is making progress towards its intended results.

## Objective 12. Implement and Maintain an Effective Monitoring and Evaluation System

- **Strategy:** The M&E system is based on an impact design linking activities to desired outcomes and impacts. This design is reflected in the APEP RF presented in the first section of this work plan. To achieve results, the APEP RF is used to guide this annual work plan. The APEP M&E system is intended to provide the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress, as well as support USAID's M&E needs by providing input to the mission's SO 7 and associated IR indicators.

APEP will use a distributed approach to M&E where all APEP team members and partners are responsible for collecting M&E data in their technical areas. The M&E Specialist will coordinate this effort and consolidate all data collected and generate aggregate data for the M&E indicators. Close liaison will be maintained with the USAID SO7 team and Monitoring and Evaluation Management Services (MEMS).

- **Activities.** Within the first three months of the work plan year, the M&E Specialist, with the support of Chemonics home office, will focus on completing data entry modules, which commenced during the first work plan year. The M&E system will be updated to meet USAID M&E needs as well as ensuring the flexibility that allows other APEP TA to input data. Data entry sheets will be setup and the project TA team will be trained to participate in the APEP M&E system. Towards the middle of the work plan year, APEP will prepare a semi-annual M&E report. The M&E Specialist in consultation with the APEP TA will undertake regular field assessment to ensure that APEP is making strides towards achieving its LOP goals and targets. Early successes and lessons learned will be highlighted and disseminated to the relative stakeholders. One field data verification/impact study will be conducted towards the end of the work plan year. The M&E Specialist, with support from APEP TA will establish a working relationship with data providers within the various sectors with a view to regularly updating industry-wide data.
- **Resources.** APEP TA, Chemonics home-office M&E STTA, MEMS and SO7 M&E appointee.

<b>Benchmark 12.1:</b>	M&E system updated and made consistent with SO7 requirements by 09/30/2005
<b>Benchmark 12.2:</b>	M&E data entry modules completed by 12/31/2004
<b>Benchmark 12.3:</b>	Secondary data collected and updated by 9/30/2005
<b>Benchmark 12.4:</b>	One M&E field data verification study designed and completed by 09/30/2005
<b>Benchmark 12.5:</b>	At least 12 APEP impact stories produced by 9/30/2005

### Project Administration

Chemonics places great emphasis on providing effective administrative and logistical support to all field program; as well as assuring contract compliance. A home-office Project Management Unit (PMU) is assigned to each project. This unit comprises a project supervisor who works closely with the field-based chief-of-party in all aspects of contract management; a project administrator who liaises directly with the field-office operations management to provide administrative and logistical support; and an assistant project administrator. Chemonics is committed to supporting APEP so the project will achieve results on schedule, within budget and in compliance with all applicable rules and

regulations. The Chemonics Home Office PMU is not a direct cost to APEP, except where there are specific field assignments, pre-approved by the CTO.

### **Objective 13. Provide Effective Contract Administration**

- **Strategy:** The PMU will continue to work with the project office closely to assure contract compliance, to assist with regular contract reporting, and to provide financial analysis for management.
- **Activities.** The home office PMU and project office administrative and management staff will work together to maintain effective systems for contract management. The PMU will assure all contractually required reports are prepared properly and submitted to USAID on time. The PMU, in conjunction with the MD, will also conduct an annual performance evaluation of project staff in November 2004.
- **Resources:** APEP MD, administrative staff, home-office PMU.

<b>Benchmark 13.1:</b>	Financial reports and pipeline analyses provided to USAID quarterly, by 12/15/2004, 03/15/2005, 06/15/2005 and 09/15/2005
<b>Benchmark 13.2:</b>	VAT payment and reimbursement report provided to USAID by 11/17/2004 and 04/16/2005
<b>Benchmark 13.3:</b>	1 <sup>st</sup> annual project progress report submitted to USAID by 10/18/2004
<b>Benchmark 13.4:</b>	Semi-annual project progress report submitted to USAID by 4/30/2005
<b>Benchmark 13.5:</b>	Annual property report submitted to USAID by 10/31/2004
<b>Benchmark 13.6:</b>	3 <sup>rd</sup> annual work plan for FY06 submitted to USAID by 9/30/2005