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Fifth Annual Work Plan

April 1, 1999 through February 23, 2000

Prepared by

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Under the

UGANDA'S INVESTMENT IN DEVELOPING EXPORT AGRICULTURE (IDEA) PROJECT

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LIST OF ACRONYMS

ADC	Agribusiness Development Centre
AIMS	Agribusiness Impact Monitoring System
ANEPP	Agricultural Non-traditional Export Promotion Project
ANR	Agricultural/Natural Resources Office, USAID
APDF	The Africa Project Development Facility
ATAIN	Agricultural Training and Input Network
BAF	Business & Finance
BOU	Bank of Uganda
BUFA	Bugangaizi United Farmers Association
CAEC	Continuing Agricultural Education Centre
CAF	Consultants Access Fund
Cal Poly	California Polytechnic State University at San Luis Obispo
CBMS	Community-Based Marketing System
CDP	Cocoa Development Project
CIAT	Centro Internacional de Agricultura Tropical
COMESA	Common Market for Eastern and Southern Africa
COP	Chief of Party
COTR	Contract Officer's Technical Representative
DCI	Development Consultants International Limited
DFCU	Development Finance Company of Uganda
EIR	Environmental Impact Review
EOPS	End of Project Status
ERS	Export Refinance Scheme
ET	Education & Training
FAO	Food and Agriculture Organization of the United Nations
FEWS	Famine Early Warning System
GDP	Gross Domestic Product
GoU	Government of Uganda
HO	Home Office
HORTEXA	Horticultural Exporters Association of Uganda
HV	High Value
ICIPE	International Center for Insect Physiology and Ecology
IDEA	Investment in Developing Export Agriculture
IFO	IDEA Field Officer
IPM	Integrated Pest Management
ISC	IDEA Steering Committee
KARI	Kawanda Agricultural Research Institute
LOE	Level of Effort
LOP	Life of Project
LTTA	Long-term Technical Assistance
LV	Low Value
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDA	Musubi Development Association
M&E	Monitoring & Evaluation
MFPED	Ministry of Finance, Planning and Economic Development
MKIS	Market Information Service

MTAC	Management Training and Advisory Centre
MNS	Market News Service
MTTI	Ministry of Tourism, Trade and Industry
MU	Makerere University
MUFAF	MU Faculty of Agriculture & Forestry
NARO	National Agricultural Research Organization
NEIC	National Environment Information Centre
NEMA	National Environment Management Authority
NGO	Non Governmental Organisation
NPART	Non-Performing Assets Recovery Trust
NTAE	Non-traditional Agricultural Export
PHH	Post-Harvest Handling
PM	Project Management
PSF	Private Sector Foundation
PP	Project Paper
PTA	Preferential Trade Area
PY	Project Year
PCV	Peace Corps Volunteer
REE	Research, Extension & Education
REDSO/ESA	Regional Economic Development Support Office/E & S Africa
SA	Strengthening Associations
SO1	Strategic Objective Number One
SOW	Scope of Work
STTA	Short-term Technical Assistance
TA	Technical Assistance
UCB	Uganda Commercial Bank
UCFA	Uganda Commercial Farmers Association
UEPC	Uganda Export Promotion Council
UEPB	Uganda Export Promotion Board
UFA	Uganda Floricultural Association
UFEA	Uganda Flowers Exporters Association
UGEA	Uganda Grain Exporter's Association
UHA	Uganda Honey Beekeepers 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
UNFA	Uganda National Farmers Association
UNVA	Uganda National Vanilla Association
UoI	University of Illinois
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

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I Introduction

This report represents the fifth annual work plan for the technical assistance contract under the Investment in Developing Export Agriculture (IDEA) project, funded by the United States Agency for International Development (USAID) and awarded on February 24, 1995. This plan covers the period from April 1, 1999 through February 23, 2000. As with the first four annual work plans, the IDEA contract team used a highly participatory process in developing this work plan. During the week of January 25, 1999, the ADC team reviewed the progress to date, strategic challenges, failures, assumptions, and lessons learned up to this point. Participants included the expatriate TA team, their local counterparts, USAID's Contract Officer's Technical Representative (COTR) and Project Management Specialist, and project management personnel from the Chemonics Home Office (HO). From these discussions, tentative draft benchmarks and timelines were prepared for presentation to the IDEA Steering Committee (ISC). Two working sessions with the ISC were held during the planning process, the first on January 27, 1999 to review the objectives facing the different components of the project and to solicit input from the ISC members, and the second meeting on February 4, 1999 at which time the work plan was approved.

Below we present essential background information in the form of an overview of the IDEA project and TA contract. Next we review and discuss key strategic opportunities which were identified in the planning process, and outline approaches for proceeding forward with their implementation. For each of the project's six components, plus a seventh entitled "Project Management (PM)," we give a brief narrative description of the component plan, followed by a detailed activity time line. Three annexes complete the annual work plan: annual budget, training plan, and commodity procurement plan.

II Background

To review the context within which the IDEA project operates, we present a summary of the IDEA project, focussing specifically on the technical assistance contract.

IIA Overview of IDEA Project

Uganda's Investment in Developing Export Agriculture (IDEA) project is a 9 1/3 year project, funded at \$25 million for the first 5 years from the Development Fund for Africa. It is a key activity contributing to achievement of USAID program Strategic Objective Number 1 (SO1), namely, "increasing rural household income." IDEA's project goal directly quotes SO1, and identifies selected non-traditional agricultural exports (NTAEs) as the source of increased incomes. IDEA's project purpose is to increase production and marketing of selected NTAEs. In terms of implementation strategy, IDEA provides direct assistance to producers, traders, and exporters of NTAEs using a vertically-integrated, "commodity systems" approach. Both high and low value commodity systems are being tackled. IDEA works to expand low value food crop exports (primarily maize and beans), and increase production and exports of high value crops (such as flowers, vegetables, spices, and essential oils). Specific production, value of exports, and beneficiaries are targeted as life of project (LOP) outputs. The overall IDEA project objective tree is illustrated in Figure 1.

As indicated in Figure 1, IDEA has six operational components directed at accomplishing project outputs, and a seventh, the project management component. The low and high value production and marketing components form the cornerstones of IDEA, and are supported by the five other components which provide essential technical assistance, training, and management services. Each component has its own outputs in the results framework which contribute to achieving the higher

order project purpose, goal, and SO1 The seven components are

- 1 Low Value Crop Export Development
- 2 High Value Crop Export Development
- 3 Business and Finance
- 4 Strengthening of Associations
- 5 Education and Training
- 6 Monitoring and Evaluation
- 7 Project Management

Implementors and collaborators for the IDEA project are many, and are best presented in the attached graphic representation of the "Institutional Environment of the ADC/IDEA" in Figure 2 Although the basic project agreement is between USAID and the GoU's Ministry of Trade and Industry, IDEA operates principally for and in concert with the NTAE private sector Thus, the IDEA Steering Committee (ISC) is made up largely of private sector representatives and a few representatives of ministries and parastatal entities involved in promoting the NTAE sector in Uganda

IIB Highlights of the Technical Assistance Contract

The contract for technical assistance under the IDEA project was awarded to Chemonics International Inc on February 24, 1995, and carries an estimated 5 year phase I, with an option to extend for an additional 4 3 years Prime contractor Chemonics is assisted by a consortium of U S and local subcontractors Other local consultants have been pre-qualified to broaden the local business strengthening impacts of IDEA To leverage contract resources for project implementation, the TA contractor is collaborating closely with the Post-Harvest Handling (PHH) Project, the Africa Project Development Facility (APDF), U S Peace Corps, the Famine Early Warning System (FEWS) Project and Volunteers in Overseas Cooperative Assistance (VOCA) These TA collaborators are made available to IDEA through a variety of grant, buy-in, and cost-sharing arrangements facilitated by USAID and the contractor At the same time, ADC/IDEA also provides technical advice to a large number of collaborators, including PL-480 and FEWS

The IDEA contract included five long-term expatriate advisors and five counterpart local professionals, for a total of 45 person years of LTTA During the course of the previous work plan year, the BAF expatriate advisor assignment was extended and eventually terminated The LV expatriate advisor position was also programmed to terminate at the end of February 1999, but this position has been extended through life-of-project The local professional Market Information Manager position was terminated during the year when counterpart funds became exhausted, but GoU has now continued to fund IDEA so the position will be filled again Current positions and contractors providing the TA are as follows

Expatriate LTTA	Contractor
Chief of Party (COP)	Chemonics International Inc
Low Value Crop Production and Marketing Advisor (LV)	Chemonics International Inc
High Value Crop Production and Marketing Advisor (HV)	Fintrac, Inc
Local LTTA	Contractor
Monitoring and Evaluation Specialist (M&E)	Chemonics International Inc

Low Value Commodity Specialist (LV)	DCI
High Value Horticulture Specialist (HV)	UMA/CIS
Training Officer (ET)	DCI
Business Advisory Specialist (BAF)	UMA/CIS
Marketing Information Manager (MKIS)	Counterpart Funds

Short-term expatriate and local technical assistance is available over the life of the contract. The USAID funded FEWS project is also housed in the ADC. In addition to technical assistance, the contract provides for MSc degree training in the U.S. for five MU/National Agricultural Research Organization (NARO) faculty, approximately \$500,000 in other specialized training, and about \$300,000 for commodities to operationalise the ADC and to strengthen three departments of MU Faculty of Agriculture and Forestry (MUFAP). Also, to enhance support to ADC clients, IDEA contains a cost-sharing agreement and grant facility. Cost-sharing activities are being administered directly by the TA contractor. The remainder of grant funding is being disbursed by USAID with the technical and management advice of the contractor.

The ADC is the operational entity supported by the IDEA project. It was opened for business in early April, 1995 and is fully operationalised with administrative and management systems. The ADC's professional staff is presented above, the administrative and support staff positions include logistics manager, accountant, two secretaries, and four driver/messengers.

The institutional contract was amended during 1998, which added more funds to cover budget shortfalls, especially for the "plug" figures. The LOE was also realigned.

III Strategic Challenges/Opportunities

During the first annual work planning/team building workshop several issues emerged as strategic challenges to the successful implementation of the IDEA project. Some of these challenges came out of the broad environment in which the project operates while others pertain to the design and structure of the project itself. During subsequent work plan workshops, we took the opportunity to review the strategic challenges identified at the onset of the project and add others which became apparent during the course of our work in the field. For each of the strategic challenges identified, either at the overall project or component-specific levels, we discussed them among ourselves and with the ISC, and developed our implementation approaches to directly respond to the challenges.

During this fifth annual work plan, we have continued to identify strategic challenges facing the project and how to develop our approach to respond to them, but at the same time, we have identified strategic opportunities which have arisen from our successes and through our experience on the ground for the last four years, and what was identified in the USAID evaluation of IDEA.

Below we discuss key strategic challenges/opportunities that pervade the overall implementation of the project.

Contributing to USAID's Strategic Objective One (SO1) Raising Rural Incomes

Placing the increase in rural incomes at the highest strategic priority level of USAID means that IDEA

must continually think in terms of "cause and effect" Every project intervention needs to be aimed at the ultimate impact of increasing incomes at the level of rural producers, traders, and exporters And, we must also keep performance--of the TA contract and the overall project--constantly in the forefront of our minds

Our response to this strategic challenge was to focus on "winners," particularly in the first three years By this we mean working with existing LV and HV producers, traders and exporters who, through direct TA and grant assistance, promised to yield early successes that translate into increased rural incomes We are now at a stage in implementation where the ADC has established a rather full portfolio of clients who are continuing to receive further assistance, but for many, are reaching a stage requiring less direct ADC assistance The non-performers are being weeded out This will allow the ADC to move forward and take the strategic opportunity to achieve a broader impact through refocussing our commodity mix and increasing our grassroots efforts through intensive field-level extension assistance over a broader geographic area

Initial work highlighted the large annual fluctuations in production by small scale producers of low value crops It has been shown that by stabilizing the production mix at the farm gate, rural incomes can be increased without significant additional input The challenge lies in getting this message out and adopted by a large proportion of the farming population as soon as possible This will contribute significantly to achieving realistic marketing goals, a regular presence of input suppliers, traders and exporters, and a steady flow of commodities in rural markets, resulting in increased rural incomes

Given the project's fixed internal resources in terms of staff, there is a need to maximize the utilization of external resources to increase the numbers of beneficiaries The ADC has worked in very close collaboration with the donor community and the strategic opportunity is for the project to continue to leverage resources in this area. This could be through the use of funding through programs such PL-480, with SG 2000, or through other international donors interested in collaborating with the project. Several proposals have been made, particularly to the EU We did attempt to place IFOs under a grant mechanism, which did not materialise We have embarked on an ambitious field demonstration programme for LV crops, which should give broader based impact

On the HV side, it has become clear that there is great potential for smallholders to produce export crops of vanilla, chilli, ginger, cocoa, and essential oils However, it is equally clear that transferring methods and technology to rural areas for these crops is constrained by size of enterprise with limited resources to service such a large client base This is particularly evident in the area of quality control Providing sufficient resources to impact on this problem continues to be a challenge Our strategy is to make maximum use of field-level expertise, PHH, APDF consultants, PCV, and other TA resources to supplement the work of the HV team We have also recognized that only a handful of entrepreneurs qualify as exporters, our efforts continue to focus on strengthening those firms and assisting with forward and backward linkages Some commodities such as essential oils, dried fruits and vegetables, and honey have not yielded sufficient impact, so we are downsizing our efforts on these

Sustaining NTAE Exports

The food security situation in the region continues to be precarious These food deficits are a result of conflicts within the region and continued erratic rainfall in the area WFP continues to be an important buyer of maize High market demand for Ugandan food crop exports offers the strategic opportunity for Uganda to emerge as a reliable exporter of maize and other low value commodities However, the wide fluctuations in production results in Uganda having a poor reputation as a reliable supplier IDEA's strategic challenge then is to increase low value production and marketing on a

sustainable basis, decreasing dependency on donor relief purchases. Failure to achieve this objective will reduce our ability to sustain the exports of low value crops outside the relief markets. Our approach is to concentrate on yield improvements with new varieties and improved inputs to work with commercial growers who can serve as the catalyst to develop a modernised agriculture and to search for new markets so as to sustain and increase the underlying value of exports.

In the case of high value commodities, sustainability is also an issue. Growth in the cut flower industry in particular has boosted the value of HV exports, meaning the LOP target has been reached. It is essential that these enterprises succeed, since they are seen as high-technology pioneers. If they fail, it will send a negative signal to prospective investors. Conversely, if they thrive, there is every possibility that HV export targets will be exceeded due both to the expansion of existing operations and to new entrants. To a lesser degree, the same situation exists for other high value operators. Our strategy is to maintain momentum by giving specialised support to existing firms. At the same time, we will promote sustainability by supporting new ventures, encouraging product diversification, increasing outgrower participation, and furthering commercialisation of several well-established Ugandan NTAEs. Technology transfer in the form of one-on-one TA and training is required to present quality produce that meets consumer requirements. Although Europe is the primary market for perishable commodities, the ADC will seek global market opportunities for other commodities. One successful intervention that we will continue to support is sponsoring inward trade missions by foreign importers. We will also be undertaking training in Codes of Practice, something that importers are requiring.

Financing NTAE Expansion

From the lessons learned over the past four work plan years, and from the evaluation of the project, it is recognised that financing is still a major concern to expansion of the sector. Access to NTAE financing is characterised by the excessive and selective collateral requirements, lack of alternatives for property-based collateral lending, lack of client equity, inappropriate short-term NTAE financial products, and very few assertive banks interested in the NTAE sector. Certainly it requires more than sound business plans and good cash flow prospects to attract lending. There have also been several problem loans, including foreclosures, in the flowers industry which have had negative impacts on financier sentiment.

There continues to be a severe lack of equity capital in the Ugandan NTAE sector. For many ADC clients, land is the sole asset brought to the table. Particularly for capital-intensive HV investments, the lack of equity serves as a "deal-busting" constraint. Another issue is inadequate collateral. Our approach in dealing with this challenge is multi-faceted. We concentrated in the early years on expansions and diversifications with existing NTAE businesses which required low marginal capital investment; we introduced new products which required less startup capital, and we built confidence in ADC/APDF-assisted clients among the Ugandan and international finance and investment community. To complement this work, we will continue to pursue innovative financing schemes on behalf of ADC clients. We shall expand our efforts in working with outgrower programmes, and assisting commercial farmers in obtaining debt relief. We shall also liaise with Bank of Uganda (BOU) and USAID on establishment of the Export Credit Guarantee Facility for Uganda, for which many of the ADC clients should be able to access.

NTAE Associations

The ADC has worked with most of the NTAE associations and has concluded that the design assumption that associations would be sufficiently strengthened to take over much of the project

activity is not achievable at this time After profiling specific associations the following characteristics are common

- Severe funding problems This impacts on ability to engage professional staff maintain lines of communication with members, offer services that would attract sufficient membership dues
- Limited member commitment Many associations would disintegrate if not for the efforts of one or two individuals While such strong volunteer leadership is required, especially in the formative stages, the inability of many associations to enlarge and deepen their circle of active volunteers is threatening their very existence
- Weak membership The first two points are simply the symptoms of a much more systemic problem -- the weak and tenuous operating condition of many existing or potential member companies Weak members can not make for a strong association without significant investment of effort and money

Our strategy towards assisting associations is to limit use of project resources and take a demand driven, specific intervention approach We will, however, augment this by continuing to perform many activities through and under the auspices of respective associations As one-on-one assistance to older clients tapers off, an effective means of giving support to the industry is through the respective associations

The Grants Program

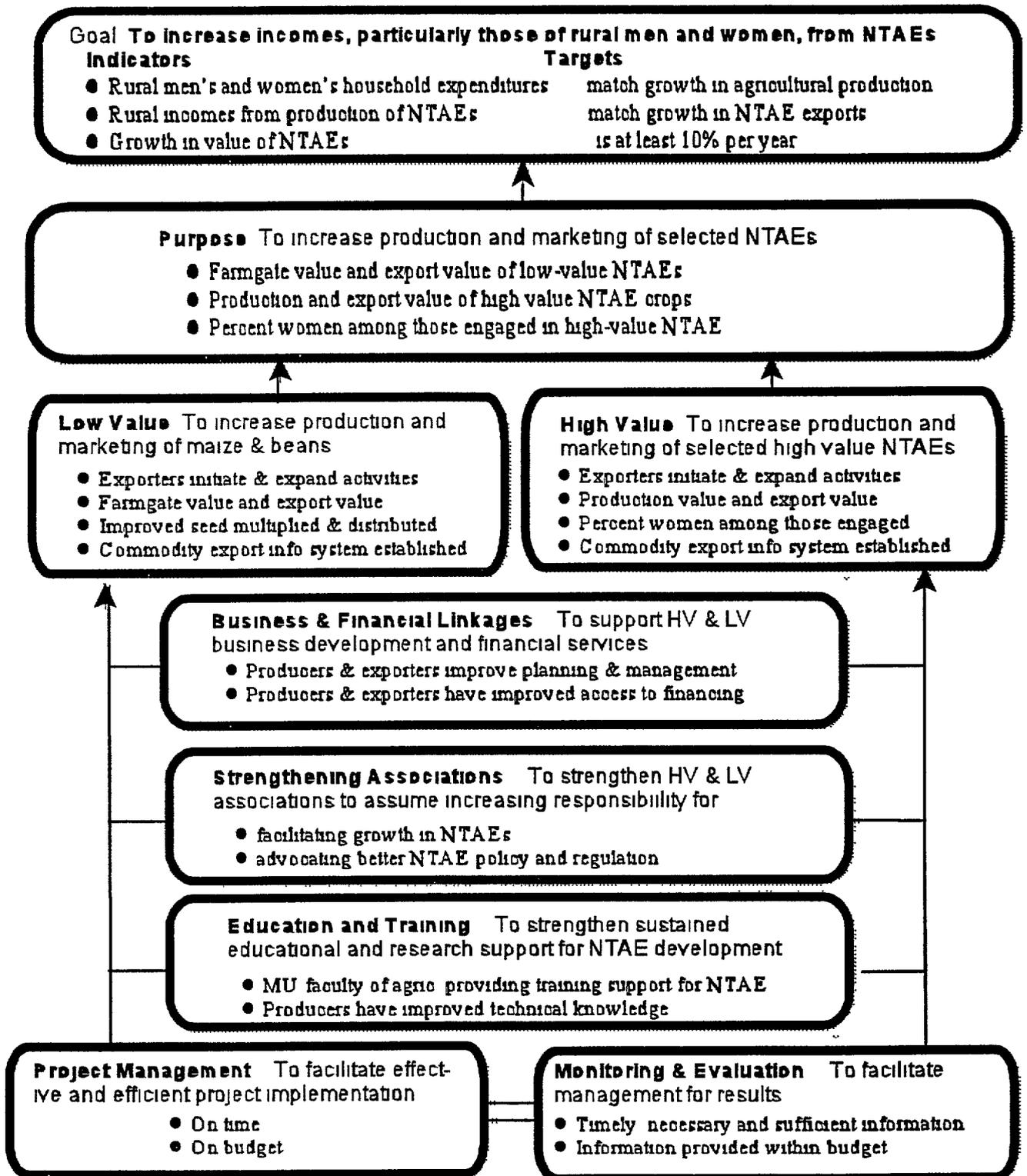
As noted above, the IDEA contractor has responsibility for administering, under the contract and in conjunction with USAID, a sizable grants program to jump start and support component field activities and ADC clients Design and administration of a transparent, efficient system for grants processing is critical, particularly in an environment where lack of accountability is common

Attempts were made to have a full-time grants manager/administrator at the ADC, but this was not achieved There is a disconnect between the technical reporting and utilisation of grant funds Most of the grants budget has been exhausted, however, there are grants to be issued to UNVA and the NARO maize and bean programmes During this work plan year efforts will focus on closing out existing grants

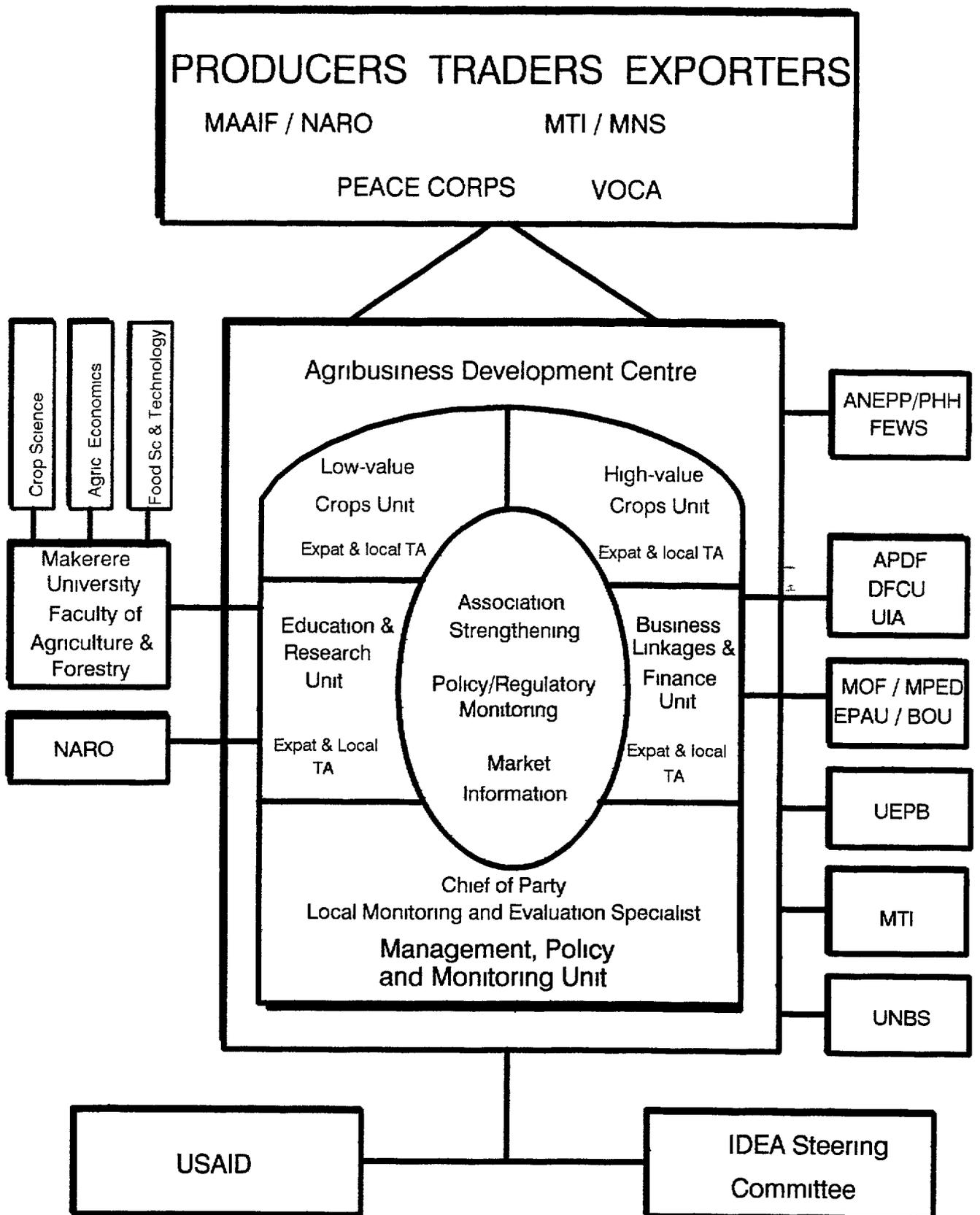
USAID Requirements

We consider IDEA to be the flagship project for SO1, and for the entire USAID Mission We are in a very good position since the contract was amended to supplement the plug figures and realign the LOE The project is consistent with the GoU agricultural modernisation strategy We do play a catalytic role in assisting other USAID SO1 programs and other donors/NGOs Chemonics has a pre-competed option to extend the project beyond the initial 5 years (i.e., after February 23, 2000), so exercising the option to extend the project will be addressed and resolved during this work plan year

Figure 1. Overall IDEA Objective Tree



Institutional Environment of ADC / IDEA Project



IV Fifth Year Work Plan by Component

Component One Low Value Crop Export Development

Introduction and Approach

The Low Value component will continue during its last year of phase I to work through the 5 areas of activity, namely, Research - Technology Transfer - Input Supply - Output Marketing and Commercial Farming. Over the preceding year, greater emphasis was placed on encouraging private sector investment in all aspects of the production - marketing continuum. This has been successful to a certain degree, particularly in the input supply and seed production areas and will continue to receive attention during the year. The work plan also has as a background, the possibility of phase II intervention, and some activities will be scheduled to prepare for this.

Technology Transfer will continue to receive support through an even narrower national program focus as well as by encouraging private sector intervention in the fields of variety selection and release by seed houses.

Input supply has been successfully developed under the ATAIN activity and this year will see its expansion to the full extent of the program. Additionally, other donors and local partners will be encouraged to develop similar systems utilising ADC experience and training capacity. Expansion financing will be required if ATAIN is to grow beyond its present level. This will be actively sought during the year to prepare for possible phase II interventions.

Marketing activities will continue to receive support through the well established Community Based Marketing System (CBMS) program. Although funding for an extension has not been forthcoming to date, funding agencies will continue to be presented with the possibility of expanding the activity.

Commercial farming will receive emphasis through the now well established commercial farm school as well as increased TA to graduating farmers. This effort will be combined with an ongoing search for working capital funding for emerging commercial farmers. This effort will be particularly aimed at securing the necessary support for phase II interventions.

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, implementation and monitoring of National Maize and Bean Research Program

- **Strategy** To continue monitoring research activities against the agreed research agenda for both the national maize and bean programs. This year will see the national programs operating on a still narrower focus emphasizing only those activities related to variety improvement with little additional activity in the field of cropping systems and socio-economics. Integrated Pest Management (IPM) activity especially in the bean program will, however, continue to receive attention.

Additionally, efforts will be made to increase the capacity of the national programs to produce and hold increased volumes of breeders seed, given the uncertainty of the future of the Uganda Seed Project (USP) at this time.

The ADC has limited resources to manage a broad research agenda. Emphasis will be placed on contract (performance based) research, where feasible. Mobilising funding from other sources, such as the Competitive Research Grants Programme and the networks, will be encouraged since the second phase of the IDEA project will have a narrow research agenda focused on varietal development and release.

- **Activities** Increased field follow up will be part of the fifth year strategy. REE is now emphasizing routine visits to field testing sites. Additionally, continued support will be given to the programs to release new materials where appropriate through the variety release committee.
- **Resources** LV, REE and NARO program directors and their teams.

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

Objective 2 **Update technology packages with output from research trials**

- **Strategy** To include newly released materials and practices in technology packages put through demonstrations, with some focus on geographical recommendations. Use will be made of a combination of inorganic and organic recommendations. Emphasis will be placed on varieties with greater yields and increased resistance.
- **Activities** Incorporate output from the most recent research reports into the demonstration packages. This will include the general release of organic nitrogen sources in each demo kit - *Mucuuna* and *Canavalia*, developed through the CIAT program. New technology leaflets will be incorporated for each of the new practices or materials, to include climbing beans, organic control of moles, *Mucuuna* and *Canavalia* as a source of organic N as well as a decision guide to their use.
- **Resources:** LV, NARO, CIAT, REE, STTA

Benchmark *Updated commercial production and management handbook produced and disseminated by 8/13/99*

Objective 3 **Demonstrate technology packages for 1999/2000 seasons**

- **Strategy** Demonstration will target 100,000 farmers as in the previous year but with some changes in strategy. There will be increased use of the developing stockists network as an avenue for commercially beneficial demonstrations. Additionally, extensionists will be encouraged to focus on adopters to convey improved technologies within their communities. This approach will gradually replace the present system such that eventually, complete reliance can be placed on the agri-business network to transfer technology. The rate of adoption will be determined to gauge the effectiveness of this approach. At the same time, the ADC standard demonstration system will be retained in areas still requiring exposure.
- **Activities** Approximately 4,200 Demonstration Kits, to be distributed to assigned ADC district coordinators (DCs) will be placed in the field through trained field extension workers who will conduct farmer field days on at least three occasions during each cropping cycle. LV staff will supervise district training of trainers,

oversee demonstration activities through DCs as well as attend selected field activities. An additional set of monitoring forms will be developed to confirm and support work with adopters in the field. There will be close linkages with other demonstration programs such as SG2000. There will be increased focus on adopters and level of adoption.

- **Resources** LV, REE, M&E, MAAIF, UNFA and various NGO personnel

Benchmark *At least 100,000 farmers exposed to improved technologies by 1/31/00.*

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

Objective 4 Maintain assistance to current clients

- **Strategy** The ADC has developed close working relationships with the larger grain traders. Work will continue to support their procurement capacity where possible. Additional direct linkages will be stimulated for supply of maize and beans directly from producers. Client support will continue to be offered through the regular forecast meetings which provide not only information but the ability to make additional market contacts.

Support will also be given to clients with export potential especially in the seed sector with active one on one TA to both new seed sector entrants. Additionally, clients working within the input supply system will continue to receive considerable LV support.

- **Activities** Direct one-on-one assistance will continue to be provided to the active exporter group to supply into the still dominant relief market. WFP mediation will continue as a service to exporter clients. This year, an attempt will be made to link at least one exporter regularly with Kenyan buyers. ATAIN and CMBS will continue to be targeted for support.
- **Resources:** STTA and in-house resources including BAF

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

Objective 5 Provide TA for additional commodity developments

- **Strategy** Development through the national bean program will continue to support the development of universal bean types and promising materials will be released to advanced yield trials through program testing centres. Sesame work will be shifted from MU to Serere research station.
- **Activities** Work with the national program in identifying new materials will continue. Serere research station will be contacted early in the work plan year to enable the establishment of season 1999A agronomic work.

Recent collaboration with Novartis - a Swiss company that is a world leader in Life Sciences (including seeds, biotechnology and crop protection) - has led to a small collaborative effort to screen new varieties of tropical sugar beet for its potential as a small holder and large scale crop in Uganda. This work will be carried out on a local sugar plantation, Kinyara Sugar Works Ltd

- **Resources** REE, LV, NARO, Novartis, Kinyara Sugar Works Ltd

Benchmark *3 promising new varieties incorporated into AYT by 2/23/00*

Benchmark *2 seasons of research conducted on sesame at Serere by 2/23/00*

Objective 6 **Maintain assistance to present outgrower programs**

- **Strategy** Continuing high local and regional demand has continued to frustrate the development of bean outgrower programs for the purpose of export. All of the program outputs find their way onto the local market at higher prices. This has created an increasing demand for bean seed which is not met by the Uganda Seed Project (USP). A shift in emphasis is planned for 1999 to switch bean production through outgrowers groups to seed production in order to fill this demand gap
- **Activities** Work with present outgrower groups to switch to seed production where this has not already been done. Introduce specific training activities for those new seed entrants. Advance K132 and white kidney seed from the remaining USAID grant for seed multiplication to a number of new emerging outgrower systems as nucleus seed production centres
- **Resources** LV, BAF, REE

Benchmark *At least 2 outgrower programs produce commercial shipments of beans for seed or export by 2/23/00*

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**

- **Strategy** 1998 saw the demise of the MKIS office within the ADC due to lack of counterpart funding. The market news service in the Ministry of Tourism, Trade and Industry (MTTI) also had funding withdrawn and pricing data was last received in December 1998. Industry forecast meetings continue now at the ADC without these valuable information sources. The strategy during 1999 is to revitalise the MKIS office to include the following LV services
 - Bring real time Kenya buying signals to the local market
 - Price data collection
 - Regular mass media Kampala price announcements
 - Crop forecasting using Meteosat rainfall data

- Linking Meteosat data with suitable crop modeling systems
 - Linkage with UEPB and regional programs for data sharing
 - A simple system of field reporting to advise on crop timings and condition
- **Activities** Hire a suitable candidate under a new funding allocation Develop the field capacity to collect relevant data through IDEA field supervisors already in the field and to train other data collectors in areas where no ADC activity is taking place Liaise with CIAT and FEWS to integrate their modeling capability to enable better crop forecasts to be made Exchange information with UEPB and regional networks
 - **Resources** LV, FEWS, CIAT, REE, UEPB

Benchmark *A revitalised MKIS established by 2/23/00*

Private and public sector entities will be multiplying and distributing improved maize and bean seeds as measured by, a) private firms and public NGOs multiplying improved seeds and b) volume of improved seeds sold increases by 5-10% per year (Output 5)

Objective 8 **Seed multiplication activities supported and promoted**

- **Strategy** LV will continue to liaise with the Uganda Seed Project (USP) Support will centre on sustaining marketing capacity of USP and will attempt to continue to address ongoing production and quality concerns Additionally, increased support will be given to the two newly established seed companies - NASECO and CEI SEED in assisting their initial production activities This is seen as critical, given the potential problems with the Uganda Seed Project

Support will also be essential through the outgrower activities to ensure that they either continue to provide or begin to supply quality seed to the industry - to meet both private sector and NGO demands
- **Activities** LV will finalise PL-480 support to hybrid seed production at Mubuku Irrigation Scheme in Kasese through CEI SEED as well as support through cooperative activity, the small open pollinated activity at NASECO in Nalweyo The program will continue to play a mediation role between CEI SEED and SEEDCO of Zimbabwe during their joint venture establishment Independent producers will receive LV assistance to ensure that quality production is maintained

Bean producers will be trained in seed production practices as well as handling and market linkages Seed Certification will be encouraged to certify at least one bean outgrower group for licenced certified seed sales
- **Resources** REE, Seed Certification Services, Private Company, APDF

Benchmark *4 newly emerging seed production entrants and 2 ongoing entities supported by 2/23/00*

Objective 9 Promote and support commercial farming operations

- **Strategy** Work to-date has shown the potential for commercial agriculture in Uganda. The training school at Katugo continues to produce qualified graduates, coming from both the small and medium scale sectors. LV intends to continue supporting these emerging farmers to ensure success. Resources are limited in terms of personnel, but every effort will be made to make regular TA visits to have as many "catalyst" farmers succeeding during 1999. Emphasis will also be placed on establishing a working capital fund for selected commercial farmer graduates under the already drafted ADC HARVEST FUND program.
- **Activities** Following the 1999A season school, those qualified graduates will be visited regularly, especially during the early part of the season to ensure that they succeed. Funding will continue to be sought through BAF mediation in conjunction with LV. The Commercial Training School will be further modified to improve the quality of teaching by the development of additional units in the commercial management handbook. New farmers will be added to the portfolio after the training school in August to bring the total graduates to 80 for 1999.
- **Resources** BAF, REE, PHH (ANEPP), Kinoni Farm, STTA

Benchmark *At least 5 successful fully commercial catalyst farmers report activity by 2/23/00*

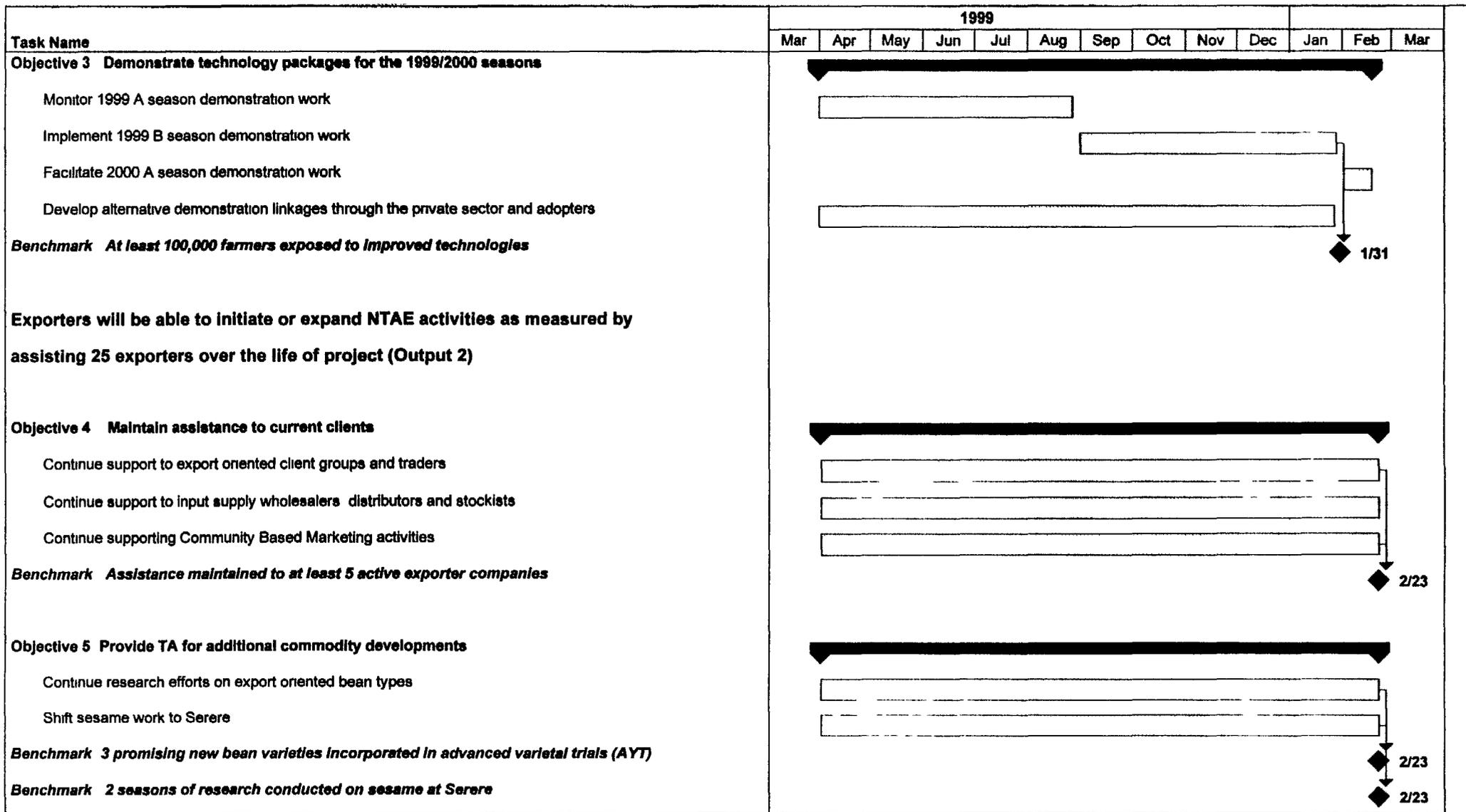
Objective 10 Input supply intervention

- **Strategy** The ADC ATAIN program has been established for one year. During 1999, the maximum number of stockists allowable under the present guarantee support will be achieved. LV in combination with BAF will continue to support the 2 new distributors (in Kasese and Kamuli) as well as new stockists brought in to replace either poor performers from 1998 or to replace graduates from the program. In addition to ADC activities, other interested NGOs will be encouraged to put in place their own stockist activities modeled on the initial success of the ADC intervention. Since the stockist network is seen as a critical step in the development of sustainable agri-business in Uganda, work on expanding the ATAIN support for phase II will be undertaken during this work plan year. This will require presentation to potential donors to ensure the availability of funds should phase II materialise.
- **Activities** Conduct training activities for new and established distributors and stockists. Monitor trading activity and assist in establishing and maintaining credit lines to support an expansion of the sales network. The final version of the Crop Chemical Quick Reference Guide will be produced and distributed for use by rural stockists in addition to the already well utilised stockist trainers manual - released in 1997. This will be after an external environmental assessment to confirm the use of the various crop protection products in use in Uganda. Activity will also include advising other donor/NGO initiatives not to derail sustainable private sector initiatives in input supply and distribution.
- **Resources** BAF, REE, STTA, USAID

Benchmark *5 distributors and 150 rural stockists supported by ADC in 10 districts by 2/23/00*

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
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 1998 activities Monitor 1999 implementation Receive reports of 1999 activities Assist in developing and finalize 2000 research programs Continue to promote new variety introductions Strengthen capacity for breeder seed maintenance Benchmark 1999 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 Benchmark Updated commercial production & management hand book produced & disseminated												

Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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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

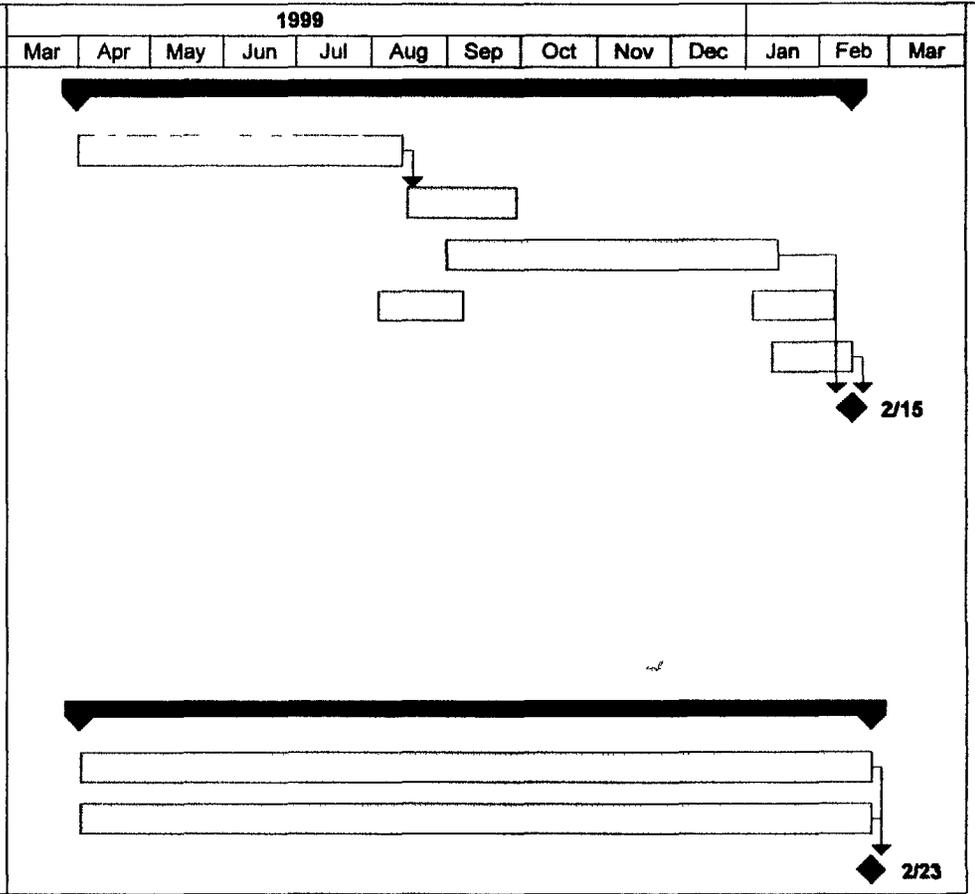
Commodity-specific market information systems established/improved and sustainable as measured by regional market information on grains/pulses collected and disseminated (Output 4b)

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 2/5/99

Task []

Milestone []

Summary []

Rolled Up Task []

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<p>Private and public sector entities will be multiplying and distributing improved maize and bean seeds as measured by a) private firms and public NGOs multiplying improved seeds and b) volume of improved seeds sold increases by 5-10% per year (Output 5)</p> <p>Objective 8 Seed multiplication and distribution activities supported and promoted</p> <ul style="list-style-type: none"> 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 <p>Benchmark 4 newly emerging seed production entrants and 2 on-going concerns supported</p>												
<p>Objective 9 Promote and support commercial farming operations</p> <ul style="list-style-type: none"> 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 <p>Benchmark At least 5 successful fully commercial catalyst farmers report activity</p>												

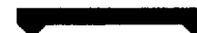
Project
Date 2/5/99

Task

Milestone



Summary



Rolled Up Task

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

Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Component Two High Value Crop Export Development

Introduction and Approach

HV crop production continues to run well ahead of schedule in terms of export volumes, foreign exchange earnings and employment generation and there are some clients in all categories who can maintain their production and exports without further inputs from the ADC. However, in the key areas of floriculture, fresh produce, spices and cocoa, Uganda is still a relatively minor player in global terms and has potential for continued growth to double current exports over the next five years.

Intensive technology transfer, business development and economic analysis to attract new investment are essential to realise this potential. Emphasis will therefore be on focused assistance on crops and clients where competitive advantage has already been demonstrated and where market interest is high for Ugandan products (for example, sweetheart roses, plant cuttings, green beans, fresh chilli, okra, passion fruit, vanilla and cocoa).

The demand from cocoa traders for more production will be supported with higher levels of training and applied research. This is particularly important in districts such as Bundibugyo and Hoima where coffee wilt has become a serious problem and has significantly reduced the income of small holders.

A cooperative activity has been initiated with the National Banana Program (NARO) to intensify technology transfer through field demonstrations and improved extension materials. This will have impact on food security (matoke), regional (matoke) and extra-regional exports (apple banana).

Little progress has been made with essential oils, honey, and dried fruits and vegetables. The comparative advantage of Uganda for these products is uncertain. In any event, to develop them as export products will require a higher level of effort than is currently possible from the ADC without neglecting other priority crops. Existing activities will therefore be reduced to a maintenance level and, where appropriate, alternative donors will be assisted to take over.

The need for national codes of practice covering environmental and food safety aspects of production has become a priority for all NTAEs. A draft code of practice was completed in 1998 in conjunction with UFEA and HORTEXA. This will be introduced to all exporters during 1999 through an intensive program of training and certification.

Since this is the last year of the initial phase of the project, all research and other grant activities will be brought to completion and reports finalised. The large amount of technical and market information collected on HV products will be catalogued and a system established for efficient retrieval and distribution for future users.

15 high value crop research contracts completed (Output 1a)
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Objective 1 Complete 10 current trials

- **Strategy** The emphasis will be on phasing down outstanding field activities, retrieval and analysis of all available data, and preparation of final reports.

- **Activities** Three floriculture trials have been completed and final reports are in various degrees of preparation. The HV team will work in close cooperation with farm managers to ensure that final reports are completed by May 1999.

Data collection on yield performance of hot pepper, asparagus and apple banana will continue until September 1999 in order to supplement results obtained so far. Reports will be completed by October.

Data collection on bird's-eye chilli, vanilla, geranium and cymbopogon will also continue throughout 1999 so that final reports can be completed in January/February 2000. Additional efforts will continue to be made with clients on these research activities which are lagging behind schedule.

- **Resources** HV and REE teams will be the main resources, supplemented by farm managers in some cases. Some assistance will be provided on apple banana trials by NARO, through the National Banana Programme. The IDEA/APDF manager assigned to HORTEXA will continue to assist on fresh produce, chilli and geranium trials.

Benchmark *15 total research trials completed by 2/1/00*

Objective 2 **Initiate and maintain 3 more research trials**

- **Strategy** New trials will only be initiated where there is a strong commitment and capability demonstrated by the implementing agency.
- **Activities** NARO will be funded to carry out field trials on the performance of introduced cocoa cultivars, and on IPM techniques for cocoa, at the Kituza Coffee Research Centre.

Rose varietal trials will be carried out on a maximum of five commercial farms as a collective research activity, coordinated by UFEA. These will focus on small-flowered roses provided by breeders early in their selection and propagation cycle. Where appropriate, other flowers such as carnation and anthurium may be included.

NARO horticulture will be funded to carry out a second phase of passion fruit trials. The main objective will be to characterise and propagate disease-free plants of the "Kawanda Hybrid" type which have commercial potential. So many lines have been segregated through farmers planting seed, that it is now difficult to consolidate export shipments of uniform colour, size and flavour, even though the market demand has been well established.

- **Resources** For cocoa and passion fruit trials the main resources will be NARO staff, supported by the HV and REE teams. Some on-farm trials will be carried out with labour and field management provided by clients. Rose trials will be a cooperative effort between the HV team, UFEA, farm managers, breeders and specialist short-term consultants.

Benchmark *3 additional research contracts initiated by 2/21/00*

Provide specialist TA to 40 firms/associations (Output 2)

Objective 3 Provide TA to 4 national associations

- **Strategy** All associations remain weak in their ability to source and manage funds both from members and donors, and in their ability to provide essential services to members. Work will continue in these two key areas.
- **Activities** Activities with UFEA will be limited to training, primarily through the Certificate in Tropical Floriculture course, and in research (see Objectives 1 and 2). The annual technical seminar and trade show, Ugaflor '99 will be supported with technical and financial assistance on a cost-sharing basis.

HORTEXA will continue to receive technical back-up in the management and implementation of irrigation and post-harvest infrastructure for small-scale growers and exporters. This includes technical oversight of the management assistance to small-scale export growers provided through an IDEA/APDF grant, which will be extended for a second year. The possibility will be explored of providing a packhouse constructed to EU standards, situated adjacent to the airport cold store. This would be used by HORTEXA members on a user-fee basis. This could eventually lead to consolidation of shipments and cost savings on freight and clearance charges, as well as improved quality control.

Assistance to UNVA and Uganda Honey Bee Keepers Association (UHA), both very weak organisations, will be in support of on-farm training and extension. The Cocoa Development Project (CDP) of MAAIF is currently the only national institution representing cocoa growers, and will continue to receive support for its training activities in Bundibugyo, Hoima, Mukono and Iganga.

A draft national code of practice covering social, environmental and food safety aspects of NTAE exports was completed in 1998. This will be introduced to all export growers and traders in 1999 through training, monitoring and verification, and coordinated as far as possible by the national associations.

- **Resources** The HV team will provide overall technical supervision, assisted by REE in vanilla, honey and cocoa training, and BAF in general institutional strengthening activities. The Certificate in Tropical Floriculture course will be organised and managed largely by MU. APDF will continue to fund a crop management consultant to HORTEXA. Cocoa training will be implemented by MAAIF staff of the Cocoa Development Project (CDP). Short term technical consultants will be utilised for various activities relating to the introduction of the code of practice.

Benchmark *TA provided to 4 national association by 2/23/00*

Objective 4 Provide customised TA to 30 firms and outgrower associations

- **Strategy** Firms and outgrower associations will continue to be supported in the areas of technology transfer, business development (including marketing) and economic analysis.

- **Activities** Despite the rapid growth of the export floriculture industry, some established farms are clearly in financial difficulty and need immediate assistance to restructure their operations. Up to three of these farms will be provided with specialised technical assistance, to prepare new operating and business plans to enable them to re-finance and/or source additional equity. New flower farms require skilled management during their start-up period. The ADC and APDF cooperated in 1998 to assist four of these with management grants. These will continue to be monitored for technical performance.

Seven fresh produce growers/associations are currently receiving technical support to maintain "demonstration units" which will be used for field days to train other growers in production and post-harvest handling techniques. A collaborative exercise has also been initiated with NARO and ICIPE to train three peri-urban vegetable production groups in IPM systems. Ten vanilla demonstration plots in six districts and six cocoa demonstrations in three districts will also be used for regular field day training. At least two demonstration plots for papain production will also be established in Bushenyi and Kasese districts. The demonstration apiary established in Kabale district will be maintained.

A collaborative activity with the National Banana Programme at NARO has also been initiated in order to set up 14 banana demonstration plots in four districts, including both matoke and apple banana. These will be given technical supervision but largely managed by local farmers and extension workers. The objective is to multiply the number of demonstrations to include all banana-producing districts, subject to the IDEA project extension being approved.

A pre-feasibility study on passion fruit processing was carried out in 1998. This work will be continued and expanded into a full feasibility study, with special attention to smallholder production, which can be presented to potential investors.

- **Resources** These activities will be supervised by the HV team with support from REE and BAF. NARO will be responsible for technical back-up in fresh produce and banana activities. Vanilla training will be coordinated by the UNVA. Cocoa training will be implemented by CDP. Short-term TA will be utilised for some floriculture activities and the fruit processing study.

Benchmark: TA provided to 30 firms and local associations by 2/23/00

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

Objective 5: Distribute market information

- **Strategy.** Weekly price reports, commercialisation bulletins and direct interactions with clients and overseas buyers will continue.
- **Activities.** The current weekly price report is being reviewed and upgraded so as to give more detailed information on target products. This will be completed and the service resumed by April 1999. Special market and business development support

will continue to be provided to 3-4 clients on a continuous basis until their marketing capability is sustainable

- **Resources** The HV team supported by Fintrac home offices in Washington and UK will be the main resources. It is hoped that a new Market Information Manager will be recruited by April 1999

Benchmark *Improved MKIS operating and clients receiving focused market information by 2/23/00*

Objective 6 Upgrade current commercialisation bulletins

- **Strategy** Commercialisation bulletins will be continuously edited and expanded as the main source of technical and economic information for existing and potential investors
- **Activities.** The main source of new technical information relevant specifically to Ugandan conditions will come from research activities and demonstration farms. As this data becomes available it will be incorporated into the bulletins. Information on marketing and other developments transferable from other countries will continue to be included where relevant
- **Resources** The HV team and all collaborating agencies on research and demonstrations will contribute

Benchmark *13 HV commercialisation bulletins upgraded and disseminated by 12/21/99*

Objective 7 Produce two additional extension manuals

- **Strategy** The National Banana Programme and the Cocoa Development Project will be funded to prepare comprehensive extension manuals
- **Activities:** Both agencies have a large amount of technical information available which is not being effectively disseminated to extension workers and farmers even though these are major crops. They have agreed to prepare drafts of well illustrated manuals, in simple language, as a priority activity. Final editing and printing will be carried out at the ADC. Distribution will be managed jointly by NARO, other MAAIF offices and the ADC. Subsequent versions will be produced in local languages if the demand is well established
- **Resources** Primary resources will be the National Banana Programme staff and CDP, with assistance from the HV team

Benchmark *Two new extension manuals completed by 7/1/99*

Objective 8 Carry out 10 additional market contact visits

- **Strategy** Inward and outward marketing visits will continue to be facilitated where they have a good chance of leading to sustainability of existing business or generation of new sales

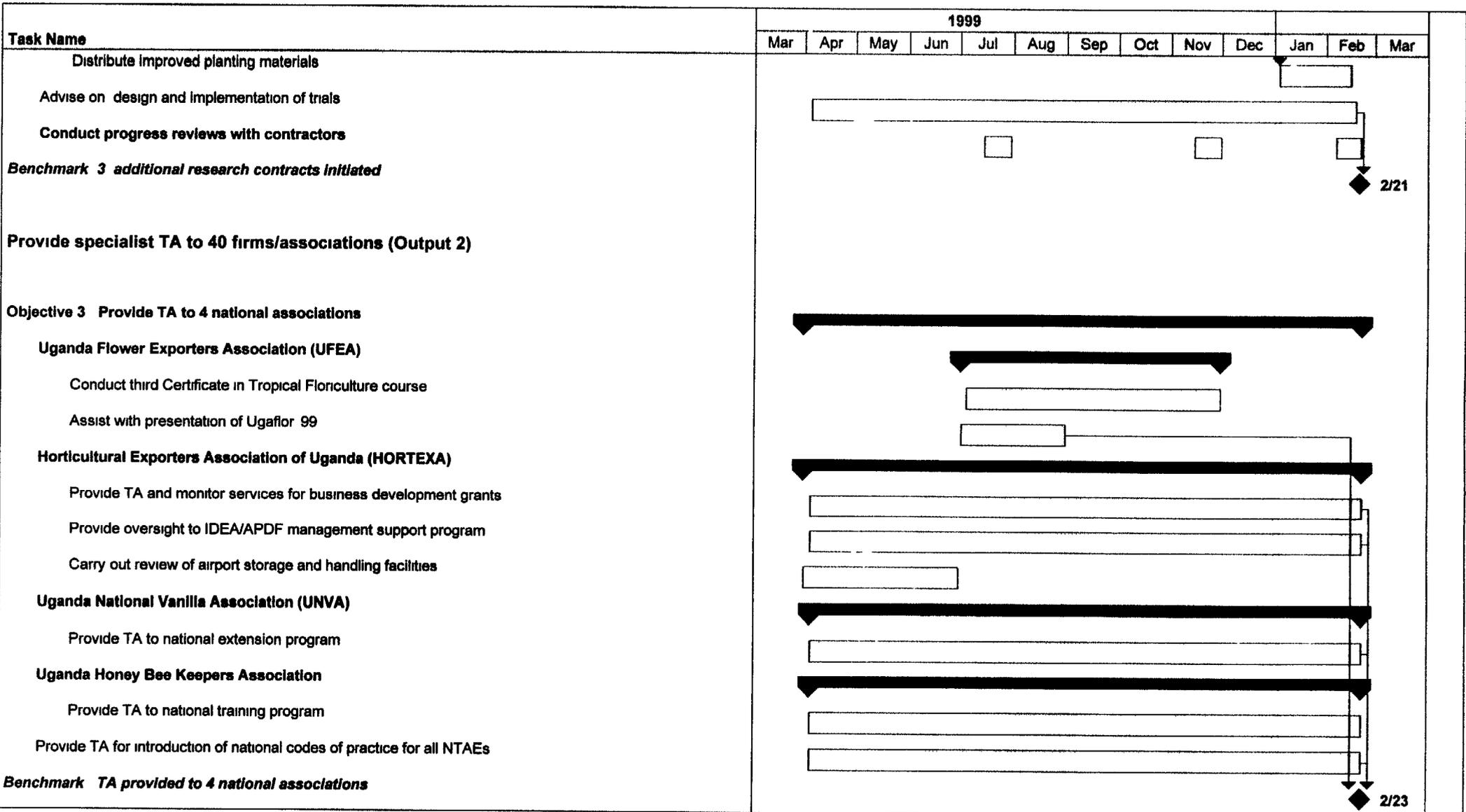
- **Activities** At least four new fresh produce and other exporters received intensive technical assistance from the ADC in 1998 but have not yet met their customers face-to-face in Europe. Outward visits will be funded for these clients. Flowers and fresh produce from Uganda have not been promoted professionally overseas in recent years. Ugandan sweetheart roses, large passion fruit and some vegetables have now reached a stage of development where promotion is necessary. Consideration will be given to the support of promotional stands at European trade shows in the second half of the year, in conjunction with UEPB, if appropriate venues can be identified.

Growers, traders and technical collaborators in vanilla, chilli and cocoa have less need for marketing visits at this stage, but would benefit from a greater understanding of the global dynamics of their crops. If appropriate technical conferences occur during 1999, support for the attendance of a limited number of participants will be considered.

The number of overseas buyers of HV products visiting Uganda has increased from a few per year prior to 1995 to more than twenty. These inward visitors will continue to receive technical and logistical support from the ADC.

- **Resources** Visits will be identified and coordinated jointly by the HV and REE teams, UFEA, HORTEXA, UEPB, Fintrac and Chemonics home offices.

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



Project
Date 2/5/99

Task

Milestone



Summary



Rolled Up Task

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Objective 4 Provide customized TA to 30 firms and outgrower associations												
Floriculture												
Provide technical oversight to IDEA/APDF management grants (4)												
Prepare restructuring plans for 3 specific farms												
Fresh Produce												
Maintain current demonstration plots (12)												
Conduct field days at demonstration plots (12)												
Provide TA for NARO/ICIPIE training in IPM system (3 groups)												
Carry out follow-up feasibility study for fruit processing												
Provide intensive day-to-day technical and business advice (6 firms)												
Establish banana demonstration plots (14)												
Conduct field days at banana demonstration plots (14)												
Essential oils spices and papain												
Maintain demonstration plots (20)												
Conduct field days at demonstration plots (20)												
Cocoa												
Maintain demonstration plots (6)												
Conduct field days at demonstration plots (12)												
Benchmark TA provided to 30 total firms/associations												

Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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1999

Task Name

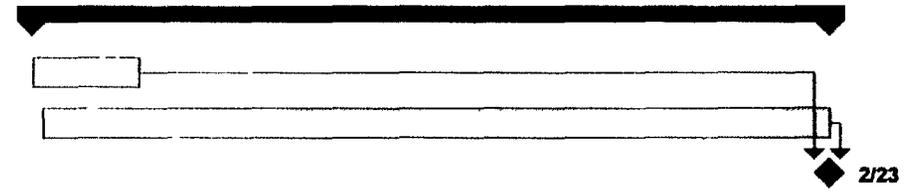
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

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

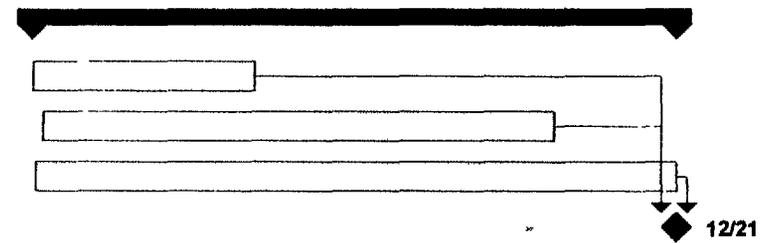
Benchmark *Improved MKIS operating & clients receiving focused market information*



Objective 6 Upgrade current commercialisation bulletins

- Revise floriculture bulletins (2)
- Revise fresh produce bulletins (7)
- Revise spice and essential oil bulletins (4)

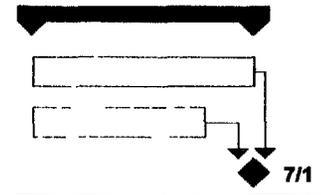
Benchmark *13 HV commercialisation bulletins upgraded and disseminated*



Objective 7 Produce two additional extension manuals

- Complete banana extension manual
- Complete new cocoa extension manual

Benchmark *Two new extension manuals completed*



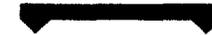
Project
Date 2/5/99

Task

Milestone



Summary



Rolled Up Task

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Objective 8 Carry out 10 additional market contact visits												
Benchmark At least 10 focused market contact visits completed												◆ 12/30

Project Date 2/5/99	Task <input type="text"/>	Milestone	Summary	Rolled Up Task <input type="text"/>
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Component Three Business and Financial Linkages

Introduction and Approach

The Business and Financial Linkages Component, through the Business and Finance (BAF) office, continues to provide business-related support services to the ADC clients specifically in the areas of agribusiness planning, management and finance. The BAF services complement the activities of the project's main components, HV and LV, and are offered on a demand-driven basis. Thus the two main components will continue to provide the deal-flow for BAF services.

During the last two years, BAF refocused its activities, adjusting for flawed assumptions made in the design of the project, and extended services that offer potential for broad-based impact, while maintaining the heart of the component set targets. This year focuses on consolidating the efforts of the previous two years.

With a reduction in the LOE after the end of tour of one of the component's LTTA (William Kedrock) last year, this year envisions increased resource leveraging, both time and financial, through collaborators and STTA through CAF.

50 firms receive one-on-one assistance with business planning and financial contacts (Output 3a)

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

- **Strategy** BAF will continue to service client needs, especially for existing clients with proven demonstration to leverage BAF assistance. For the new clients, emphasis will be on client's ability to sustain the service effort and the priority of the NTAE sector the client is operating in e.g. input supply, commercial farming, etc.
- **Activities** BAF will maintain contacts with clients and collaborators in regard to services to existing and new clients through loan application assistance, the Consultant Access Fund, help with business and operating plans, focus program clients, training, and management support through the APDF grant under IDEA. BAF will also work with other components on the project extension plan.
- **Resources** This objective will be pursued by ADC in-house LTTA, CAF and STTA.

Benchmark *10 previous and 5 new clients assisted by 2/23/00*

Objective 2. Complete business (finance) and operating (efficiency) plans

- **Strategy** BAF will continue to assist eligible firms with business and operating plans that are necessary for efficient management and accessing financial products. With the BAF's previous two years' efforts to develop options to increase availability of NTAE finance products and LV's initiative in input supply and commercial farming, an increase in the demand for business and operating plans, though of down-scaled nature, is envisioned during this year. Despite the low demand for APDF-type business plans, BAF will continue to vet and refer qualifying clients to APDF as and when they surface.

- **Activities** BAF will review client requests with the relevant technical office to determine the nature and scope of service. Selected HV and LV clients will be assisted by BAF on a one-on-one basis either directly by BAF, through APDF, and/or use of CAF. BAF will, on request, assist clients who received plans in the previous years with their implementation.
- **Resources** Where a need is identified, BAF will take the lead in responding to that need using in-house capacity. Greater use of STTA, through CAF, is anticipated depending on the intensity of demand for the service. Also assistance of APDF will be sought for large investments, as per agreement. HV and LV will also be referred to in vetting clients.

Benchmark *10 clients receive business/operating plan assistance by 2/23/00*

Objective 3 **Mediate financing for clients**

- **Strategy** BAF will continue its past efforts to facilitate selected NTAE clients to access financing, especially with the banks that have so far exhibited some positive reception to ADC clients and those that have initiated agricultural lending facilities. BAF will also continue to work with collaborators who have financing programs, through banks, that may benefit NTAE activities e.g. PL-480. For deals larger than US\$250,000, BAF will continue to work closely with APDF.
- **Activities** BAF will follow up clients' applications pending with banks and will also pursue mediation efforts for new requests. Most of the intermediation work will be in the area of short-term financing for working capital. Follow up of repayments of disbursed loans will remain an important activity of BAF in order to minimize defaults which would otherwise derail the mediation efforts.
- **Resources** Short term loans will continue to be handled by BAF, while long-term, investments above \$250,000 will be handled in collaboration with APDF. Collaborators, such as PL-480, will also play a vital mediation role.

Benchmark *Up to 12 clients referred to financing sources by 2/23/00*

Objective 4 **Develop and promote NTAE investment profiles**

- **Strategy** The strategy is to bring to the attention of would-be investors opportunities within select NTAE sectors, e.g. food processing, input supply and commercial farming.
- **Activities** BAF will work with HV and LV to identify NTAE sectors for promotion and to organize a forum at which to present aspects of the sector potential relevant to the investment decision.
- **Resources** This objective will be pursued by BAF in collaboration with HV and LV. Other resources include STTA and collaborators like APDF, UIA, UEPB and MTTI.

Benchmark *2 NTAE profiles completed and investment forum held by 2/14/00*

Objective 5 Pursue options to increase use of finance by NTAE firms

- **Strategy** BAF's goal here is to improve the general NTAE finance situation, thereby increasing NTAE activities and rural income generation. The strategy is to increase and diversify financial services currently available for NTAE activities, in addition to those offered by the formal banking sector.
- **Activities** Activities to be pursued under this objective will be a continuation of the previous years efforts, either for follow up on go/no-go decision or implementation of options on which a go decision has been made.

Activities to be pursued include on-going efforts to restructure commercial farm debt, follow up effort to establish the Harvest Fund for commercial farmers, capitalizing the Export Refinance Scheme and establishing an Export Credit Guarantee Scheme, seeking financing for expanding Community-Based Marketing System and seeking additional funds for expanding ATAIN. Efforts to implement the on-going ATAIN and PL-480 Risk Fund Scheme will continue.

In spite of the limited success realized in the efforts to pursue the Harvest Fund and CBMS and mediate for commercial farm debt restructuring last year, BAF will maintain the momentum so far initiated.

- **Resources** Pursuance of this objective will continue to be by pooled resources including BAF, HV and LV, and collaborators like USAID, PL-480 and STTA.

Benchmark *Finance decision made on two new services and four services implemented by 2/23/00*

Objective 6 Carry out analysis of competitiveness of ADC-supported NTAE activities

- **Strategy** The goal here is to assist existing and potential clients to assess the competitiveness of the relevant NTAE sectors. The strategy will be to provide an objective competitive analysis of selected sectors, with standards of the relevant variables within the sector to be used as yardsticks for self-assessment by the players within that sector.
- **Activities** BAF will complete competitive analysis of one ADC-supported NTAE sector and disseminate information to the existing and potential clients in the sector.
- **Resources** Pursuance of this objective will be by STTA.

Benchmark *Competitiveness analysis of one NTAE sector completed by 1/3/00*

750 people trained in agribusiness training and management (output 3b)

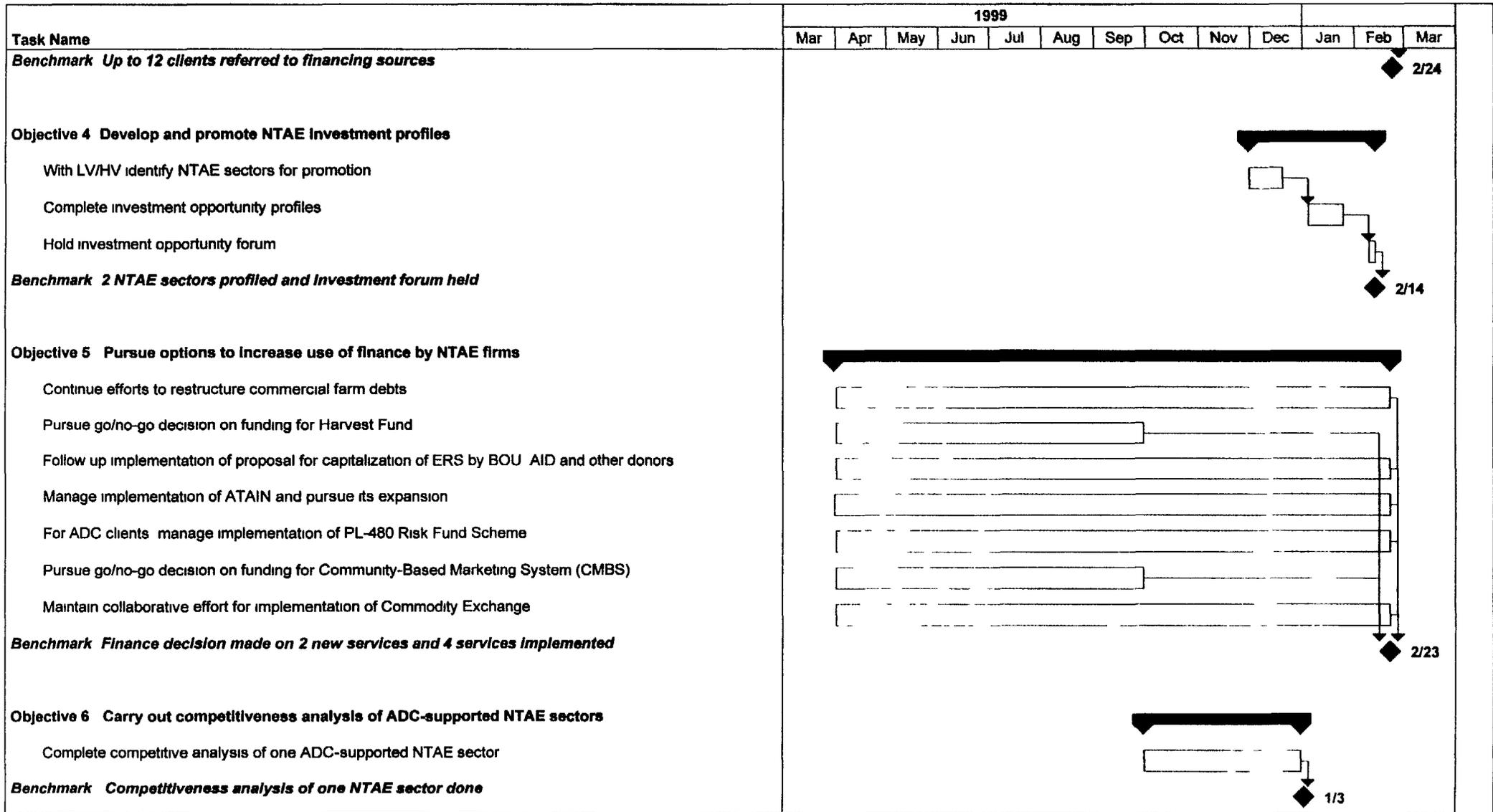
Objective 7 Provide agribusiness planning and management training

- **Strategy** BAF will continue to focus training interventions on areas with broad-based impact and replication potential
- **Activities** Despite the fact that the LOP targets are already exceeded, BAF will continue to render this service because of the growing demand and the need to consolidate the efforts being pursued by the other project components, e.g. input supply, commercial farming and outgrower support. BAF will identify HV/LV agribusiness training needs. BAF will also develop and deliver training for ATAIN stockists and the commercial farm school, hold outgrower management workshop and investment opportunity forum, and provide focused training for select clients on a needs assessment and one-on-one basis
- **Resources** BAF, LV, REE and local collaborators, especially clients

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

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
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 Follow up loan repayments Work through APDF for large long term financing requests												

Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Task Name	1999												
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Objective 7 Provide agribusiness planning and management training	▼												
Identify HV/LV agribusiness training opportunities	[Bar chart spanning Mar to Feb]												
Assist with ATAIN stockist training workshops	[Bar chart spanning Mar to Feb]												
Offer focused training for selected clients	[Bar chart spanning Mar to Feb]												
Hold Outgrower management Workshop	[Small box in Jan]												
Hold Investment Opportunity Forum (see objective 4)	[Small box in Feb]												
Offer pre-season commercial farm management training	[Small box in Aug]												
Benchmark 100 people trained in agribusiness planning and management	◆ 2/23												

Component Four Association Strengthening

Introduction and Approach

The principal NTAE associations the ADC is working with have continued to depict organizational and managerial weaknesses, the ADC's vigorous support notwithstanding, and the number of the reasonably active ones has declined to about half a dozen or so. The major cause is identified to be weak membership constituents due to lack of sufficient critical mass. As such, during the last two years, ADC adopted an approach of working with individual firms that would ultimately constitute membership of strong associations while maintaining a demand-driven specific intervention stance to association strengthening drive.

The same approach will be maintained this year. However, the ADC anticipates to maintain a higher level of intervention with grassroots local associations that are working in input supply, commodity marketing and farm level production. ADC is working with (and will continue to do so) about ten associations in the latter category.

6 to 10 associations strengthened (output 6a), Associations conduct 7 to 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 strengthen them as vehicles for reaching NTAE membership**

- **Strategy** ADC will continue to provide demand-driven specific assistance to existing associations, with emphasis on efforts that will improve and promote sustainable service-delivery capacity of the associations to the members

- **Activities** The ADC will maintain contact with relevant NTAE associations and provide assistance, when requested, that will facilitate the betterment of service delivery to their membership. The ADC will also continue to assist associations with policy and regulatory analysis and advocacy as may be required

- **Resources** ADC LTTA will be utilized to accomplish this objective

Benchmark *Eight engagements completed with six associations by 2/23/00*

Task Name	1999											
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<p>Strengthening Associations</p> <p>Six to ten associations strengthened (Output 6a), Associations conduct 7-10 studies on policy/regulatory issues and discuss findings with the GOU (Output 6b)</p> <p>Objective 1 Maintain contact with relevant associations and provide specific assistance that strengthens associations as vehicle for reaching NTAE membership</p> <p>Respond to association needs as identified</p> <p>Assist with policy analysis as required</p> <p>Benchmark Eight engagements completed with 6 associations</p>												

Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Component Five Education and Training

Introduction and Approach

The Education and Training (ET) component will continue to support the overall objectives of the IDEA project as a service component. However, overall efforts will increasingly emphasize assistance in the areas of research and extension due to the completion or near completion of several objectives related to education and training.

In the area of research, ET will mainly provide assistance concerning research program planning, monitoring performance and outputs. ET will take the lead in transformation of research results into simple messages for dissemination for both LV and HV components. The component will also play a pro-active role in having the ADC library rationalised and catalogued. All in-house reports, technical journals and other publications will be catalogued and publicised. In this regard, ET will be assisted by all components within the ADC. The services of a library consultant will be sought to complete the final cataloguing using suitable agricultural information software. In order to conduct training and disseminate research results, ET will leverage its resources by continuing collaboration with such institutions as NARO, MAAIF, MUFAF, local consulting firms, NTAE associations, and agribusinesses.

Most of the objectives from the previous work plans under Strengthening MU/FAF have been achieved which include the logistical support to MUFAF, US/M Sc training and the NTAE internship program. From the formal evaluation and through direct client requests, there is great demand for the internship program in the fifth work plan year. ET will explore possibilities of collaborating with other institutions such as agricultural colleges, particularly during phase II of IDEA project.

Over the life of the project, a total of five people will receive training in the U.S. at the M.S level (Modified Output 7)

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

- **Strategy** The overall strategy is to have the M.S. candidates complete their degrees in the U.S. All candidates were placed and 3 have successfully completed their M.S. degree programmes during the third and fourth work plan year. The alternate PhD formal course programme in the Department of Agricultural Economics was also completed in the fourth work plan year.
- **Activities** To-date, three students enrolled at UoI have returned and rejoined their previous employers except one who is being recruited to lecture in the M.S. Agribusiness course due to start at MUFAF. Two additional candidates were enrolled at Cal Poly and one is expected to graduate in September 1999 whereas the fifth candidate could not complete her studies due to personal reasons. She returned to Uganda during the fourth work plan year.
- **Resources** ET and UoI will manage the M.S. training program. UoI and Cal Poly will continue serving as the training institutions until the completion of the program. MUFAF and NARO will facilitate re-entry of students.

Benchmark *The final M.S. graduate returns to Uganda by 9/1/99*

MU arranges up to 60 student internships in agribusiness firms (Output 7b)

Objective 2 Implement NTAE internship program

- **Strategy** Due to overwhelming demand expressed through the formal evaluation of the program by MUFAP and the individual client requests to ADC, more internship students will be trained during the fifth work plan year MUFAP will continue with overall responsibility for implementing the program

MUFAP has appointed a program coordinator and this person, as well as other staff members, will be actively involved in all aspects of operating the program as it becomes institutionalised within the curriculum Linkages will be established with private NTAE industry which lead to greater cooperative efforts with MUFAP

- **Activities** The main activities that MUFAP will undertake include identifying interns and employers, making site visits to prospective employers and identifying work assignments for student interns At this point, if agreeable to the employer/cooperator, prospective interns will interact with the cooperator After the selection the employer will further refine the internship proposal with the intern(s)

The coordinator along with the MUFAP intern supervisors will visit intern sites to check on interns' performance, have onsite discussions with the NTAE entrepreneurs, monitor interns' performance up to the end of the attachment, receive and evaluate reports, and any other activities as stipulated in the internship manual

- **Resources** MUFAP will have primary responsibility for the program with guidance from ET Budget resources will be used to assist interns with transport, subsistence, and accommodation during the internship, in addition, budget resources will be provided to MUFAP to oversee the program

Benchmark *Up to twenty NTAE student interns placed by 7/26/99*

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

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

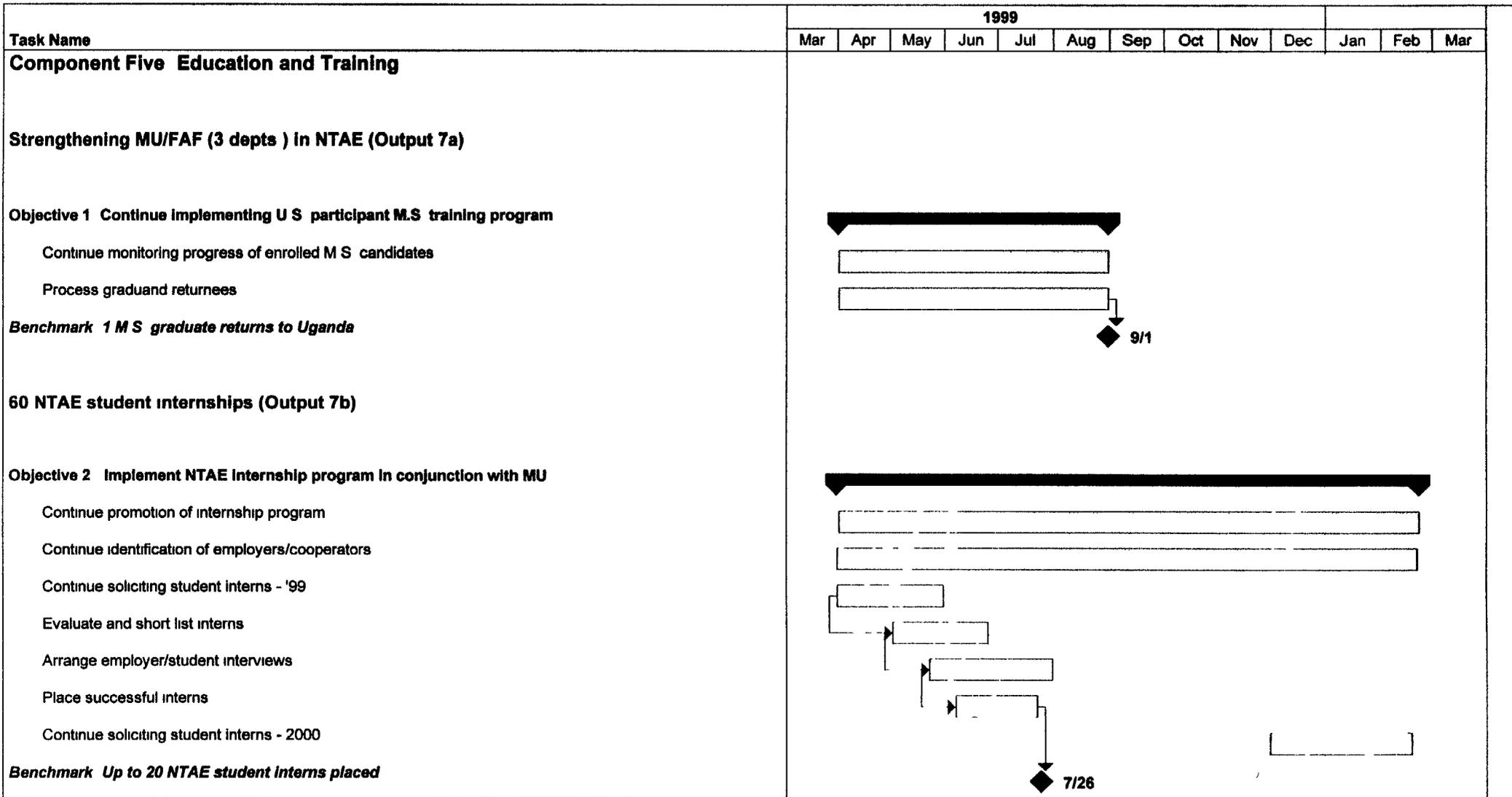
- **Strategy** The overall strategy is to provide hands-on practical training in support of LV, HV, BAF and SA components Training will be opened to trainers, researchers, extension staff, producers, traders, processors, exporters, and association members All training events will be on a client demand-driven, and it is expected that demand will continue to increase In some cases MUFAP's Continuing Agricultural Education Centre (CAEC) will assist in planning and coordination of the training events

ET component anticipates to leverage its training efforts by working closely with other organizations in conducting its training activities, such as the Uganda National

Vanilla Association (UNVA), UEPB, Cocoa Development Project (CDP) of MAAIF, UFEA, Uganda Institute of Bankers (UIB), HORTEXA and UEPB

- **Activities** During the fifth work plan year, courses, workshops demonstrations and field days will be maintained In addition, more concentrated efforts are being planned in such areas as Code of Practice, Safe Use of Agro-chemicals, providing on sight guidance to the established demonstrations, and the release of research results in the form of commercialisation packages and other “user friendly’ training materials
- **Resources** ADC LTITA will be supplemented by MUFAP, NARO, MAAIF, UNVA, UFEA, HORTEXA, UEPB and other private sector institutions In-country training activities will continue to be coordinated with NGOs, MAAIF extension personnel, and association extension staff PCVs, and STTA will also be utilised

Benchmark *26 total LV, HV, BAF and SA training events conducted by 2/23/00*



Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Task Name	1999												
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Implement in conjunction with MU in-country training program in NTAE -- 25 courses, 750 trained over LOP (Output 7c)													
Objective 3 Conduct HV, LV, BAF, & SA training events													
HV training events													
Supervise vanilla demonstrations	[Bar from Mar to Dec]												
Conduct applied floriculture training	[Bar from Jun to Sep]												
Supervise cocoa training programs	[Vertical bars in Mar, May, Jul, Sep, Nov, Feb]												
Conduct fresh produce training sessions	[Bar from Mar to Dec]												
Conduct papain training sessions	[Vertical bars in Jun, Feb]												
Supervise chilli training sessions	[Bars in May, Sep, Dec]												
Coordinate UGAFLOR 99	[Bar in Jul]												
Conduct honey training sessions	[Bar in Jun]												
Supervise banana training	[Bar from Mar to Dec]												
Conduct training on code of practice	[Bar from Mar to Dec]												
LV training events													
Conduct maize and beans research workshops	[Bar in Jul]												
Conduct field demonstration activities	[Bars from Mar to Jun and Oct to Dec]												
Conduct mid-season review workshops for district coordinators, PCVs and IFOs	[Vertical bars in Mar, Sep]												
Conduct end of season/pre-harvest workshops for district coordinators, PCVs and IFOs	[Vertical bars in Jun, Dec]												
Conduct training for on-farm research	[Vertical bars in Mar, Aug]												
Conduct practical training for commercial farm operators	[Bar in Jul]												

Project Date 2/5/99	Task []	Milestone []	Summary []	Rolled Up Task []
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Task Name	1999												
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Conduct farmer/store management training				▮						▮			
Conduct outgrower training sessions			▮	▮				▮	▮				
Conduct input supplier training			▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮
Conduct training of seed multiplication groups						▮						▮	
Conduct orientation of PCVs						▮							
Conduct data collection training			▮						▮				
Conduct safe use training			▮			▮				▮			
BAF/SA training events													
Conduct ATAIN stockists workshops					▮	▮				▮	▮		
Conduct workshops on commercial farm records							▮					▮	
Conduct outgrower workshop													▮
Conduct workshop on investment opportunities													▮
Other activities													
Facilitate the rationalisation and cataloguing of the ADC library													▮
Benchmark 26 total HV, LV, BAF, & SA training events conducted													◆ 2/23

Project Date 2/5/99	Task	▮	Milestone	◆	Summary	▾	Rolled Up Task	▮
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Component Six Monitoring, Evaluation and Assessment

Introduction and Approach

The overall purpose of the Monitoring and Evaluation (M&E) component is to ensure that the project is making progress towards meeting its overall economic development goal and is contributing to achieving USAID's SO1 which is to "*increase the incomes of rural men and women.*" To monitor progress towards reaching this goal, the component will continue to work in close collaboration with the USAID Mission which will have overall project monitoring and evaluation responsibility. During the work plan year, greater emphasis will continue to be placed on impact assessment, highlighting success stories and lessons learned. The component will also identify, monitor, and evaluate any significant adverse environmental impacts resulting from project-related activities and recommend appropriate mitigation measures. There is a need to address the interest of both the consumer and the contractor which in a number of cases are not always the same. Therefore, in addition to carrying out a comprehensive environmental assessment which meets the requirements of USAID, a code of conduct (to suite the interest of the consumers in Europe) will also be undertaken. These efforts will be assisted by other similar USAID M&E activities and the greater GoU environmental monitoring and assessment efforts currently underway through the National Environment Management Authority (NEMA).

The strategic challenge facing the M&E component continues to be the maintenance of a flexible and practical system that conforms to USAID's overall monitoring and evaluation requirements and USAID's re-engineered management for results approach. The component has in place, a monitoring system, the Agribusiness Impact Monitoring System (AIMS) which is designed to monitor inputs, outputs, results, and impacts. AIMS consists of two components, a database system and a series of surveys. The database is primarily used for tracking inputs and outputs, while the surveys are designed primarily to address results, impacts and lessons learned. AIMS, which conforms with the project's objective trees and logical framework, is designed to keep ADC focused on its overall goal and purpose, in addition to providing regular tracking of inputs and outputs. The system will be reviewed bearing in mind the possibility of phase II of IDEA and to conform to Y2K.

During the fifth work plan year, the component will focus more on project impacts through a series of commodity studies, assessments and preparation of Agribusiness Highlights.

Establish and maintain a monitoring system (Output 8)

Objective 1 Review and maintain monitoring system

- **Strategy** The overall strategy of the M&E component is to liaise with USAID on SO1 reporting needs and review the existing M&E database with a view to having a system that meets SO1 requirements, is user-friendly and effective and conforms to Y2K. The system will stress simplicity and allow USAID and the project team to incorporate monitoring efforts in the daily management and technical requirements of the project and at the same time capture gender-disaggregated data in the NTAE chain from rural producers through exporters.
- **Activities** The M&E specialist will liaise with USAID on SO1 needs, review the existing M&E system and make modifications as necessary. AIMS will include a "client assistance" database to track project inputs such as firms assisted, training,

success stories, and lessons learned and outputs such as completed research grants, number of people trained and technology adoption. The review will focus on impact indicators, data sources, and reporting formats. Close liaison will be maintained with the ADC TA with a view to having an effective feedback mechanism.

- **Resources** The primary responsibility for reviewing and maintaining the system will be the local M&E specialist. The M&E specialist will, however, be assisted by STTA and will collaborate with USAID's M&E unit, Chemonics HO and COP.

Benchmark: *AIMS reviewed and maintained consistent with SOI requirements by 2/23/00*

Objective 2 Systematic monitoring of project outputs and success rates

- **Strategy** To achieve this objective, the strategy will be to regularly review project outputs against component targets. This includes both LOP outputs, annual objectives and tasks. The various components within the project will be encouraged to submit periodic up-dates on progress.
- **Activities** Semi-annual reports that track project progress towards meeting its annual objectives and LOP targets will be submitted to USAID to assist in preparing its overall reports. Project component achievements, clients served, training, and other project activities will be updated on a regular basis. Summary reports will be made available for project team and management review, including the ISC.
- **Resources** The local M&E professional, with input from the COP, is primarily responsible for reviewing outputs, maintaining the monitoring system, and disseminating information. ADC LTTA are responsible for providing data input.

Benchmark: *Project outputs systematically monitored and two semi-annual progress reports presented, one by 4/30/99 and another by 10/31/99*

Objective 3 Update M&E data from secondary sources

- **Strategy** The M&E component will maintain contacts established with secondary data providers. Information will be sought on production, yields, marketing, exports, incomes, prices and other relevant macro-economic data. Close liaison will be maintained with the recently instituted committee on international trade statistics at the Bank of Uganda. A real challenge is the poor quality of data from secondary sources and the lack of timeliness.
- **Activities** This will entail identifying areas of collaboration, preparation of suitable data collection formats, establishing contacts with the relevant institutions, collection and periodic up-dates of data, and disseminating information. All possible data sources and collection efforts will be consulted.
- **Resources** The exercise will be conducted by the M&E Specialist in close collaborations with ADC LTTA and related institutions.

Benchmark: *Secondary data collected and updated by 2/23/00*

Conduct gender-disaggregated targeted commodity studies (Output 8)

Objective 4: Conduct commodity studies for impact evaluation

- **Strategy** The M&E component will continue to conduct focused commodity studies in order to measure the project's impact on its clients and to measure progress towards achieving SO1. The approach is to carry out case studies for obtaining gender-disaggregated descriptions of enterprises and activities from the entire producer-exporter chain for HV and LV NTAEs. The surveys will also form a basis for assessing project impact on the beneficiaries. Apart from commodities such as maize, beans and spices, some of the key project interventions such as the demonstration activity and the input supply network will also be evaluated.
- **Activities** After selecting commodities and designing the studies, appropriate survey instruments will be designed and administered. The survey instruments will be used to capture selected indicators and variables. The studies will then be conducted for three targeted commodities. The findings from the studies will be used to build on the baseline survey results, and other subsequent studies and will be used to measure people-level impact such as levels of production, employment, and household incomes for the specific commodities supported by the project.
- **Resources** The design and supervision of the studies will be the responsibility of the M&E specialist. Local consulting firms/individuals will be responsible for conducting the independent studies, analysing the findings, preparing reports, and disseminating information.

Benchmark. *Three commodity studies conducted by 2/21/00*

Objective 5: Undertake assessment of project interventions and prepare Agribusiness Highlights

- **Strategy** The strategy is to regularly monitor and assess project interventions on NTAE producers, traders and exporters. There is a need to capture successes and failures emanating from ADC-led initiatives through the preparation of Agribusiness Highlights. These are essentially short stories depicting areas of success and lessons learned. Such highlights will be disseminated to USAID, ISC, GoU and ADC collaborators.
- **Activities** The M&E Specialist, in collaboration with the project TAs, will design procedures to assess project interventions. The M&E and ADC TAs will select areas of intervention, initiatives, indicators and commodities and clients to be assessed. The M&E Specialist will then conduct a series of targeted assessments, provide feedback to the various components and prepare a series of Agribusiness Highlights.
- **Resources** The M&E specialist will be responsible for assessing project interventions. However, close liaison will be maintained with the project staff.

Benchmark *Five project intervention areas assessed and Agribusiness Highlights prepared by 2/23/00*

Conduct environmental assessments (Output 8)

Objective 6 Conduct and update NTAE grower environmental impact monitoring surveys

- **Strategy** To update environmental impacts, the M&E component will collect data for a specific set of indicators identified in the Environmental Impact Review (EIR). The study will involve a collaborative effort with NEMA and USAID, and will build on the NEIC baseline findings, the National Environment Statute 1995, and assessments conducted during the past four years of the project. STTA will be utilized to carry out independent assessments. A sample of producers will be selected, interviews conducted using appropriate survey instruments, on-site observations made and report presented.
- **Activities** The key activities to be undertaken will include identifying specific potential environmental impacts and collecting data for a set of indicators identified in the EIR. The baseline findings will be reviewed and appropriate survey instruments designed. The M&E component will work with USAID and other SO1 collaborators on implementing the recommendations from the IEE.
- **Resources** The environmental assessment of NTAE growers will be the responsibility of the M&E Specialist who will work closely with other ADC LTTA. The assessments will, however, be carried out by STTA specialised in the area of environmental monitoring.

Benchmark: *Three annual NTAE grower environmental surveys conducted and updated by 2/23/00*

Objective 7. Conduct ten additional environmental assessments of assisted firms

- **Strategy** The strategy is to identify potential environmental impacts and measures to mitigate these impacts for the firms assisted by ADC. These studies will build on environmental assessments of forty five firms conducted over the last four years of the project. STTA, working under the supervision of the HV team and the M&E Specialist will also assist in designing codes of conduct.
- **Activities** The assessments will include a review of existing legislative publications, identification of potential environmental impacts, and mitigation measures. Firms assisted by ADC will be sampled along commodity lines and interviewed using appropriate survey instruments.
- **Resources** The principal responsibility for the study will be the M&E Specialist who will work closely with the other ADC LTTA, USAID, and environmental authorities. The assessments will, however, be conducted by STTA under close supervision by the M&E Specialist.

Benchmark: *Fifty five total environmental assessments conducted for assisted firms by 2/23/00*

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

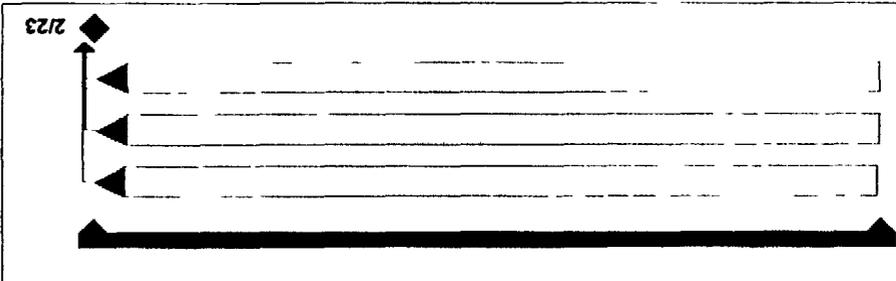
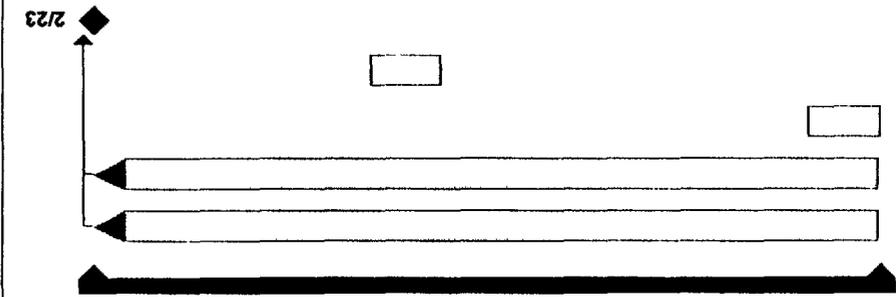
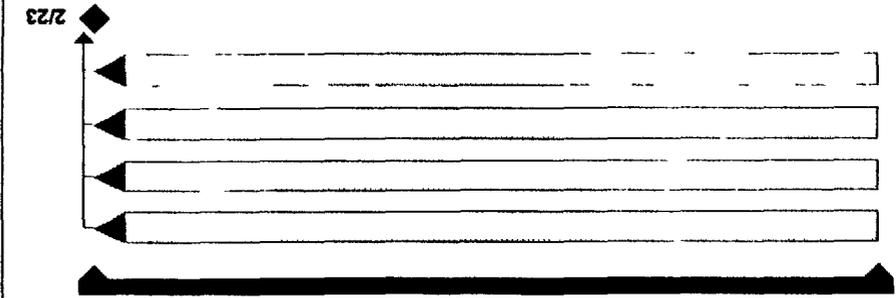
Objective 3 Update M&E data from secondary sources

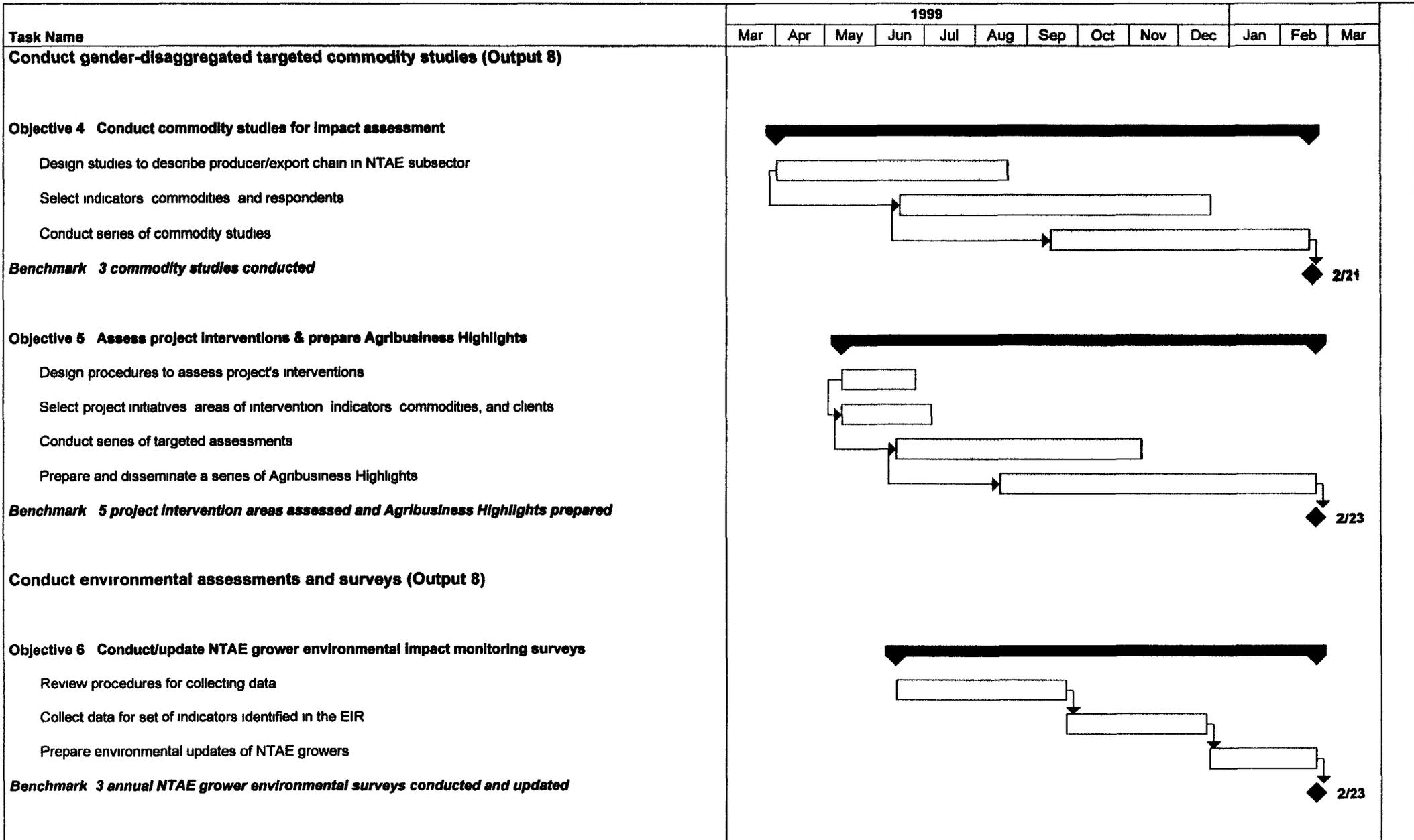
Maintain contacts established and identify new areas of collaboration

Review data collection formats and establish frequency of collection

Update data prepare briefs and disseminate information

Benchmark Secondary data collected and updated





Project Date 2/5/99	Task	<input type="text"/>	Milestone	◆	Summary		Rolled Up Task	<input type="text"/>
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Project Date 2/5/99

Task

Milestone

Summary

Rolled Up Task

Task Name												
Objective 7 Conduct 10 additional environmental assessments of assisted firms												
Identify clients and associated potential environmental impacts												
Conduct environmental assessment of identified firms												
Identify measures to mitigate impacts												
Prepare an environmental impact assessment report for assisted firms												
Benchmark 55 total environmental assessments conducted for assisted firms												
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1999												
2/23												

Component Seven Project Management

Introduction and Approach

There are four objectives under the Project Management (PM) component for the fifth work plan year

- Finalise negotiations for extension of the project through June 2004
- Team building/plan of work
- Contract administration and reporting
- Promoting the ADC

One of the most significant strategic challenges during the current work plan year will be exercising the pre-competed option to extend the institutional contract through June 2004. The process is already in motion. Once the contract has been modified, certain mobilisation efforts will be put in place, and there may be some change in focus under the fifth work plan so there is a smooth transition between the 2 project phases. Another challenge will be securing GoU counterpart funds to augment the USAID funding.

There are no specific log frame outputs under this component, except the managerial assurance that outputs for all the other components will be delivered and USAID contracting requirements will be satisfied.

Objective 1 Finalise negotiations for extension of project through June 2004

- **Strategy** To accomplish this objective, the strategy will be to respond to the USAID evaluation/design of the way forward recommendations, to exercise the contract extension and amend the institutional contract accordingly
- **Activities** The main activities under this objective will be to work closely with USAID project management to incorporate the evaluation recommendations, to extend the contract and initiate necessary mobilisation activity
- **Resources** The principal responsibility of implementing this objective will lie with COP, ADC, LTTA, USAID, the ISC, REDSO and Chemonics HO project management team

Benchmark *Contract amended by 8/2/99*

Objective 2 Team building/6th annual work plan

- **Strategy** The strategy will be to conduct the sixth team building and work planning exercise and to submit a work plan that includes a narrative, detailed time lines, and benchmarks for each project component. The work plan will be consistent with the IDEA Results Framework so that each of the verifiable indicators is addressed, allowing quantifiable M&E so impact on SO1 can be elucidated.

- **Activities** A team building/work plan workshop will be held during January 2000. The ISC will meet on two occasions - initially to obtain an overview of the IDEA project and provide input, then to review and approve the sixth annual work plan. The work plan will be submitted thirty days prior to the end of the fifth work plan year.
- **Resources** Team building and work plan activities will involve the full effort of ADC LTТА, USAID, the ISC, and Chemonics HO project management team.

Benchmark *Approval of the sixth annual work plan by the ISC by 2/1/00*

Benchmark *Approval of training plan by 2/1/00*

Benchmark *Approval of commodity procurement plan by 2/1/00*

Benchmark *Approval of budget by 2/1/00*

Objective 3 **Contract administration and reporting**

- **Strategy** The strategy in accomplishing this objective will be to ensure that the IDEA project is implemented in a manner so the goals are achieved, to coordinate the various components of IDEA and to ensure that contract requirements are satisfied.
- **Activities** The ISC will meet at regularly scheduled intervals, at least quarterly, to review and address project implementation issues. The IDEA project will prepare and submit to USAID contract compliance reports. The ADC will initiate more success stories and lessons learned documentation. The ADC TA team will meet with USAID's Results Package Team on a regular basis. It is also intended to phase out the 2 local sub-contractors due to discontent expressed by their employees assigned to ADC and failure on the part of the subs to follow statutory legal requirements of GoU.
- **Resources** Primary responsibility rests with the COP as a coordinator and reporter on project implementation issues. Liaison will be with USAID, Chemonics HO, the ISC, the GoU, other responsible parties, and ADC LTТА.

Benchmark *All expatriate staff's personal vehicles registered (non-contract cost) and copies of liability insurance documents filed by 2/23/00*

Benchmark *Documentation of expatriate status and all work permits and visas required for project personnel to reside in Uganda completed by 2/23/00*

Benchmark *ISC meetings held on at least a quarterly basis, 4/30/99, 6/30/99, 9/30/99, 12/31/99, 2/23/00*

Benchmark *Updated local office procedures manual developed by 2/23/00*

Benchmark *Updated local employee handbook developed by 2/23/00*

Benchmark *Monthly vouchers submitted.*

- Benchmark** *Semi-annual progress reports submitted by 4/30/99, 10/31/99*
- Benchmark** *Quarterly financial reports submitted 4/30/99, 7/31/99, 10/31/99, 1/31/00*
- Benchmark** *Audits of project-financed activities completed by 2/23/00*
- Benchmark** *Procurement/receiving/inventory/marketing completed by 2/23/00*
- Benchmark** *STTA reports completed by 2/23/00*
- Benchmark** *Results Team meetings attended.*
- Benchmark** *COP attends Chemonics COP Conference by 7/31/99*

Objective 4 **Promote the ADC**

- **Strategy** The strategy in this objective will be to continue promoting the ADC so beneficiaries are aware of its services to NTAE development and to leverage resources by working with other collaborators
- **Activities** LV and HV commodity priorities and geographic focus will be reviewed after developing and applying a set of criteria, and approved by the ISC. This focus will form the basis for ADC activity. Liaison will continue with collaborators, such as APDF, PCVs, UEPB, NARO, UIA, FEWS, ANEPP and other projects. In particular, emphasis will be placed on positioning the ADC for the contract extension period. The COP will work with other collaborators, including other projects, and the GoU Agricultural Modernisation Strategy
- **Resources** This objective is cross-cutting, involving all interest groups and ADC LTTA. Additional support will be provided by STTA on specific studies

- Benchmark** *LV and HV commodity priorities reviewed by ISC by 12/31/99*
- Benchmark** *LV and HV geographic focus reviewed by ISC by 12/31/99*
- Benchmark** *Ongoing engagement of collaborators (APDF, PCVs, etc) through 2/23/00*

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

Benchmark Contract amended

Benchmark Mobilisation completed

Objective 2 Team building/6th annual work plan

Workshop conducted at ADC offices

ISC input to and approval of work plan

Benchmark Approval of 6th annual work plan by ISC

Benchmark Approval of training plan

Benchmark Approval of commodity procurement plan

Benchmark Approval of budget

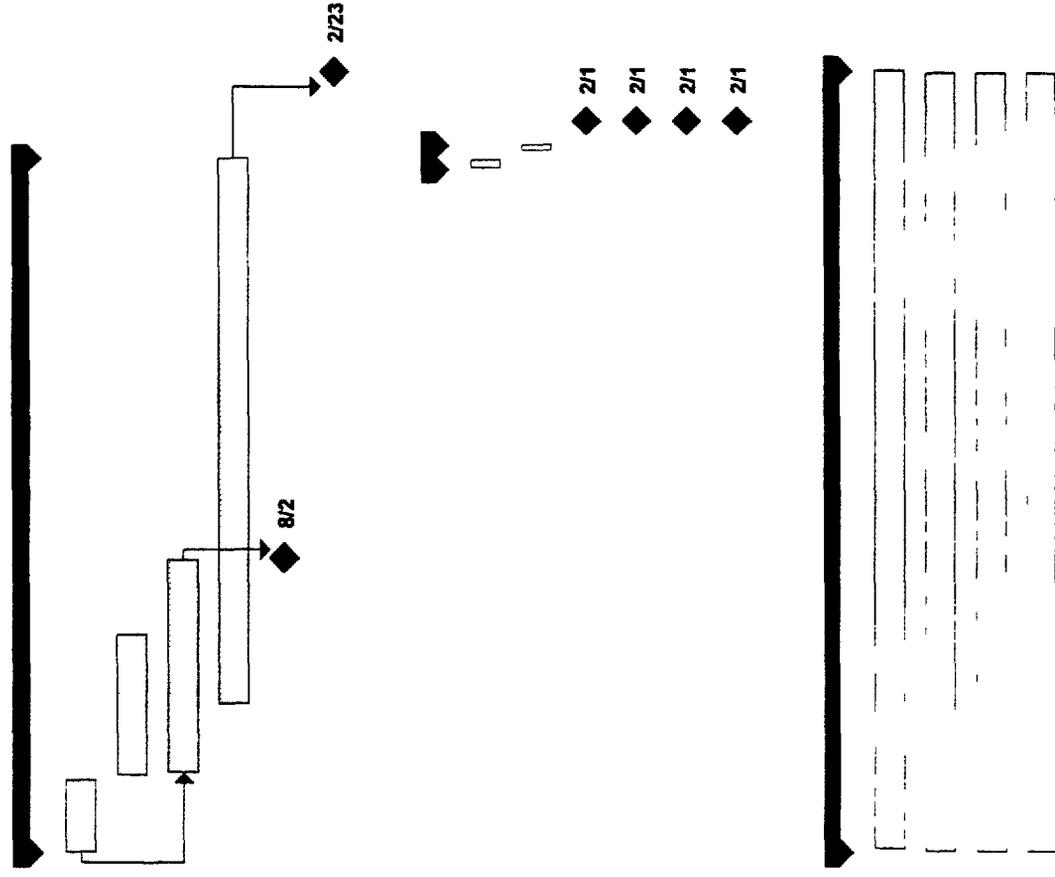
Objective 3 Contract administration and reporting

Liaison with USAID HO ISC Subs PCV APDF GoU etc

Update procedures and personnel policies

Approvals of STTA

Submit contract compliance reports



Project Date 2/5/99

Task

Milestone

Summary

Rolled Up Task

Task Name	1999												
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Benchmark Expat. vehicle registration/third party insurance documented													◆ 2/23
Benchmark Expat. resident status confirmed													◆ 2/23
Benchmark ISC meetings held													
Benchmark Office procedures manual updated													◆ 2/23
Benchmark Local employee hand book updated													◆ 2/23
Benchmark Monthly vouchers submitted													
Benchmark Semi-annual progress reports submitted													
Benchmark Quarterly financial reports submitted													
Benchmark Audits of project-financed activities completed													◆ 2/23
Benchmark Procurement/ receiving/inventory/markings completed													◆ 2/23
Benchmark STTA reports completed													◆ 2/23
Benchmark Results Team meetings attended													◆ 2/23
Benchmark COP attends Chemonics COP Conference							◆ 7/31						
Objective 4 Promote the ADC													
Review and prioritize commodity-specific support													
Review and prioritize geographic focus													
Review selection criteria for beneficiaries of project assistants													
Undertake cost sharing agreements/grants management													
On-going engagement of collaborators (APDF PCVs VOCA)													
Benchmark LV and HV commodity priority reviewed by ISC													◆ 12/31
Benchmark LV and HV geographic focus reviewed by ISC													◆ 12/31
Benchmark On-going engagements of collaborators (APDF, PCVs, etc)													◆ 2/22

Project Date 2/5/99 Task Milestone Summary Rolled Up Task

ANNEX A

UGANDA IDEA PROJECT

**BUDGET/FINANCIAL PLAN FOR FIFTH WORK PLAN YEAR
COVERING VARIABLE COSTS IN CHEMONICS CONTRACT
APRIL 1, 1999 - FEBRUARY 23, 2000**

<u>Line Item</u>	<u>Amount</u> (U S \$)
Specialized Activities	
Seed multiplication and distribution	0
NGO/private sector extension	10,000
Research program, High Value crops	5,000
Market information services, Low Value crops	20,000
Market information services, High Value crops	20,000
Business development support program	30,000
Support to private sector associations	<u>10,000</u>
Sub-total specialized activities	95,000
Equipment and Commodities	
Commodities	<u>40,000</u>
Sub-total commodities	40,000
Training	
Intern program - MUFAF	25,000
In-service and in-country training programs	448,000
Observation tours	25,000
International travel - 1 MSc candidate	1,500
HAC insurance	<u>2,000</u>
Sub-total training	501,500
Total Budget	636,500

ANNEX B

TRAINING PLAN - April 1, 1999 to February 23, 2000

The Education and Training (ET) component of the IDEA project calls for an extensive program of both formal and non-formal activities. Formal activities such as M Sc training in the U S are directed at the Faculty of Agriculture and Forestry (MUFAF) of Makerere University and the National Agricultural Research Organization (NARO) and the non-formal is intended for ADC NTAE client institutions, private sector producers, traders, and exporters.

As was mentioned, formal training consists primarily of M Sc training to strengthen three departments (Food Science, Crop Science, and Agricultural Economics) at Makerere University and NARO. At the present time there is one remaining student in the U S undertaking her studies, for which she is expected to graduate in September 1999. In addition, MU will continue implementing the NTAE oriented internship program in cooperation with agribusiness firms. A fourth group of student interns will be placed during 1999. The course work for the alternate Ph D programme under IDEA sponsorship has been completed.

Non-formal training requires a more dynamic approach and involves cooperation and coordination between a variety of institutions and organizations. The fifth work plan will continue to emphasize in-service training for ADC client institutions and trainers, support of existing private sector extension systems, and field days and demonstrations for producers. There will also be increased emphasis on training of trainers within the areas of business and finance as well as high-value and low-value production and marketing. Field level training for both LV and HV commodities utilizes ADC supported demonstration sites as the main venue.

The training plan for the fifth work plan year shows a very targeted approach to the training component within the ADC. In order to accomplish this ambitious training plan, ET will leverage its resources by collaborating with local consulting firms, agribusinesses, associations, NGO's, MAAIF, MUFAF and NARO. This collaboration will allow the ADC, as well as the collaborating institutions, to have a much greater impact in addressing the needs of the Ugandan NTAE private sector.

A tabular format has been created on the following pages illustrating information such as event title, purpose, dates, location, number of participants, gender, and estimated costs. These training events are listed by ADC component.

IDEA Project Field Crops (LV) Training April 1, 1999 to February 23, 2000

Event Title	Purpose	Dates	Location	No of Participants			Estimated Cost (\$)
				Total	Male	Female	
Maize & Bean Research Workshops	Present findings & new directions	July	Namulonge	70	35	35	\$ 6 000
Training for on-farm research in maize/beans	Train IFOs in on-farm research methodology	April & July	Mukono DFI	50	40	10	\$ 3,000
Mid-Season Review for District Coordinators	Review season & training for new events	May & Sep	Kampala	25	20	5	\$ 4,000
End of Season Review for District Coordinators	Review season & training for new events	July & Jan	Kampala	20	15	5	\$ 4,000
Farmer/Store Mgt. Training	Train buyers in quality control	June & Nov	Various	150	120	30	\$ 5 000
Out grower Training Sessions	Training of trainers in seed production	May-Jun & Oct-Nov	Various	200	140	60	\$ 6,000
Pre-season and end of season training for commercial farm operators	Practical training in field, machinery and records	July & January	Kinoni farm	60	55	5	\$ 8,000
Seed Multiplication Groups training	Training in quality seed production	April & Sept.	Various	100	20	80	\$ 5,000
PCV Orientation	Discuss ADC activities	Aug	Jinja	20	10	10	\$ 2,500
Data Collection Training	Coordinate data collection for 99	April & Sept	Various	50	40	10	\$ 6,000
Coordinate Field Demos	Demonstrate new technologies	Apr-Aug & Sep-Dec	4,000 sites	100,000	60,000	40 000	\$ 220,000
Safe Use training	Train trainers in safe & effective use of chemicals	May, June, Aug & Nov	Iganga, Mukono & Bushenyi	30	20	10	\$ 7,000
To be determined							\$ 20,000
Sub Total							\$ 296,500

IDEA Project Horticulture and Spices (HV) Training April 1, 1999 to February 23, 2000

Event Title	Purpose	Dates	Location	No of Participants			Estimated Cost (\$)
				Total	Male	Female	
Vanilla Demos	Teach prod & harvesting techniques	continuous	10 sites	1,800	1,000	800	\$ 7,000
Conduct Applied Floriculture Training	Strengthen local employee capacity	June -Oct	CAEC & on-farm	20	15	5	\$ 15,000
Supervise Cocoa Training Programs	Train cocoa growers	continuous	Mukono, Iganga, Hoima & Bundibugyo	1,400	1,000	400	\$ 20,000
Conduct Fresh Produce Training Sessions	Train vegetable growers	continuous	Mityana, Mpigi / on-farm	200	90	110	\$ 10,000
Conduct Banana Training	Train Banana Growers	continuous	Mukono, Mpigi, Rakai, Masaka, Bush Mbarara	200	150	50	\$ 30,000
Conduct Other Tropical Fruit Training (papaya)	Train Fruit Growers	Nov Feb	Kasese, Mukono, Bushenyi	300	200	100	\$ 5,000
Supervise Chilli Training Sessions	Train chilli growers	June-July	Kibaale & Rukungiri	2,500	1,500	1,000	\$ 5,000
Conduct Honey Training Sessions	Train honey producers	continuous	Kabale	500	350	150	\$ 2,000
Conduct Ugaflor '99	Expose flower exporters to codes of conduct	Jul-Aug	Kampala	130	80	50	\$ 6,000
Code of Practice	Train horticultural growers	continuous	Mpigi, Kampala	250	200	50	\$10,000
To be determined							\$10,000
Subtotal							\$ 120,000

IDEA Project Business & Finance (BAF) Training April 1, 1999 to February, 2000

Event Title	Purpose	Dates	Location	No of Participants			Estimated Cost (\$)
				Total	Male	Female	
ATAIN Stockists Training Workshops*	Stockists gain business management skills	August / January	Various	200	150	50	\$15 000
Out grower Workshop	Management of out grower schemes	January	Kampala	30	20	10	\$ 5 000
Investment Opportunities	Present investment opportunity profiles	December	Kampala	100	75	25	\$ 5,000
Training tailor-made for 2 clients	Records and planning	continuous	Various	20	15	5	\$ 4,000
To be determined							\$ 3,000
Sub-total							\$ 32 000

* Cost-sharing of stockist training workshops organized by participating distributors

ANNEX C

Commodity Procurement Plan - April 1, 1999 to February 23, 2000

As was noted in the previous four work plans, the IDEA project was mandated to procure certain commodities and equipment to support the overall goal, purpose, and associated activities of the different components. The only component that had a specific budget for procurement was Education and Training. Certain items such as office furniture and equipment were also procured for establishing the ADC office.

During the Second Annual Work Plan, the Education and Training component finalized the shipment of Makerere University Faculty of Agriculture and Forestry (MUFAF) commodities and equipment. One-hundred percent of the procurement was completed including customs clearance, delivery, and transfer of title to MUFAF.

Additional funding was obtained for commodity procurement when the institutional contract was modified. A significant portion of this budget is to modernise ADC computers, including making them Y2K compliant, plus replacing photocopiers, etc.

Additional commodities to be procured during the fifth work plan year include two replacement vehicles (outside the institutional contract), plus some replacement equipment for the ADC. The estimated value is \$40,000.