

ACDI/VOCA

PARTNERSHIPS FOR ENHANCED PRODUCTIVITY II

FOURTH QUARTER AND ANNUAL REPORT

(JANUARY 1, 1999 THROUGH DECEMBER 31, 1999)

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1. PROGRAM OBJECTIVES AND ACCOMPLISHMENTS

ACDI VOCA Uganda has been implementing the Partnership for Enhanced Productivity (PEP) since October 1995. The PEP grant was originally a three-year countrywide program before it was extended to seven years. PEP I ended December 1998 and PEP II began January 1999 and is scheduled to end December 2002.

PEP II is designed to enhance the productive potential of small - and medium-scale farmers and agribusinesses. It is intended to improve their economic well being through the provision of hands-on technical assistance; and to transfer information to resource users, policy makers, government officials, NGO staff, the private sector and the general public in targeted areas of agricultural development. PEP II activities are designed to compliment other USAID funded projects like IDEA, DFCU, PHHS, FEWS, HPI and LOL.

The main emphasis of these activities is on promotion of Non-Traditional Agricultural Exports (NTAE) to increase the viability of small and medium scale farmers and agribusiness's at all levels of agriculture development from production to marketing. Specific areas include agricultural production, agro-processing, agribusiness development/association strengthening, promotion of non-traditional agricultural exports (NTAEs), range and water management and dairy industry development.

ACDI/VOCA is working very closely with all USAID project officers by responding to the expressed needs of the beneficiaries in their project areas. In addition to the PEP II assignments, ACDI/VOCA-Uganda is implementing a centrally funded World wide Farmer- to- Farmer (FTF) grant and one food security program funded by the PL480 monetization grant.

ACDI/VOCA staff continues to expand the database for counterparts and collaborative organisations. ACDI/VOCA frames its technical assistance in the context of long-term partnerships by following the philosophy and methodology of developing long term relationships with potential beneficiaries, which result in multiple ACDI/VOCA interventions. Repeated interventions have always been a goal of PEP because the most significant results are realized when multiple assignments are conducted with our partner organizations.

ACDI/VOCA Uganda continues to use a pro-active approach to project development. Through continuous contacts with partner organizations, collaborating NGOs and clients, the staff has assured the timely definitions of needs and the subsequent submission of statements of work (SOWs) for each assignment. Our office maintains constant communication with all potential beneficiaries and collaborators. Routine visits to different parts of the country continue to bear fruits. To-date, a total of 49,977 men and 49,956 women have either directly or indirectly benefited from ACDI/VOCA volunteer intervention.

2. PROJECT ACTIVITIES

The following outline of project activities describes the volunteer assignments conducted in the past four quarters of 1999, those being recruited and assignments being developed. Seven volunteer assignment were completed during this reporting period and one is on-going (see table 1).

Table 1: Project Activity Breakdown – Past, Present and Future

	PROJECT NAME & No.	BENEFICIARIES	NAMES OF VOLUNTEERS	TIMING	COMMENTS
1	Seed Company Development (UA100033)	CEI	John Harding	Feb.1– Feb. 19, 1999	Assignment completed
2	Procurement/Stores/Inventory (PP100030)	AT(U)	Richard Maxon	Aug.4-Aug. 28, 1999	Assignment completed
3	Stores Management (PP100029)	Kagodo Feeds	Robert Jensen	Aug. 30-Sept.11, 1999	Assignment completed
4	Technical Assessment (PP100027)	PHHS	Allen Moskowitz	Sept.25-Oct.30, 1999	Assignment completed
5	Fish Farming (PP100025)	Sunfish Farm	Bill Daniels	Oct.31–Nov.21, 1999	Assignment completed
6	Exporters' Training (PP100024)	UEPB	John Riddering	November, 1999	Assignment Aborted
7	Marketing Strategy (PP100031)	AT(U)	Steve Cain	Nov.19-Dec.11, 1999	Assignment completed
8	Developing Exporters' Manual (PP100023)	UEPB	Mortada Mohammed	Dec.4 – Dec.23, 1999	Assignment completed
9	Developing Extension Manual PHHS (PP100033)	PHHS	Judith Killen	Dec.11-Jan.23, 2000	Assignment on-going
10	Management Information System (MIS) (PP100032)	UIA	Tom Parks	Jan. 11-Feb.12, 2000	Volunteer ready to come
11	Accounting (PP100028)	Kagodo Feeds	Jerry Jennison	Jan. 22-Feb.18, 2000	Volunteer ready to come
12	Dairy Bell (PP??)	CEI			Being recruited.
13	Dairy Development (PP??)	LOL			Being recruited.
14	Fruit Juice processing	IDEA-HV			Developing SOW
15	Designing a pack house	IDEA-HV			Developing SOW
16	Organic farming	IDEA-HV			Developing SOW

3. PROJECT RESULTS

The results of projects undertaken this year are described here below.

I. COMPLETED PROJECTS

UA1033 Commodity Export International (CEI) Seed Company Development

Volunteer: John Harding (February 1 – February 19, 1999)

Commodity Export International (CEI) has, since 1994, been purchasing and selling grain to NGO's, the World Food Program, the European Economic Union, and the Food and Agriculture Organization for distribution to relief agencies in the region.

CEI has decided to move towards being a full-line seed producer and supplier to both the Ugandan and neighboring regional markets. The company currently supplements the efforts of Uganda Seed Project (USP). To-date USP has not been able to produce sufficient quantities of seed to meet the national demand, let alone produce adequate varieties to sustain the market requirements. At present, the USP operates at less than 5% of its capacity, thereby covering less than 1% of the overall national market demand in addition to the unmet regional demand.

CEI requested the services of ACDI/VOCA volunteer assistance to help them expand their seed project design. ACDI/VOCA volunteer Mr. John Harding helped them develop a detailed business and implementation plan for internal company planning, financiers and possible joint venture negotiations with regional seed houses. Implementation of Mr. Hardings' recommendations has helped CEI put in place a multidimensional seed company that targets increasing overall national seed production by 25% for both internal distribution and export sales. CEI has been able to establish a production department that produces certified seed. Last year, during the second season rains, they were able to produce 60 tons of certified seed. They have been able to produce 400 tons this season and are targeting a total of 946 tons for the two seasons this year (see appendix 2). Mr. Karim Somani, the Executive Director, CEI, had this to say: "We would not be where we are if it was not for the tireless efforts of ACDI/VOCA volunteer John Harding. We have been able to produce approximately 25% of what the government-backed USP produces in less than 2 years". USP's estimated annual seed production stands at 4,000 tons.

PP100030 AT(U) Uganda Procurement/Stores/Inventory

Volunteer: Dr. Richard Maxon (August 4 – August 28, 1999)

Appropriate Technology (Uganda) AT(U), registered as a local NGO in 1993, is affiliated with Enterprise Works Worldwide, formerly Appropriate Technology International (ATI), an American NGO based in Washington, D.C. AT(U)'s overall objective is to enhance food security in Northern Uganda by addressing constraints that restrain increased agricultural production; increased incomes of the rural households and, ensure sustainability of efforts to increase agricultural production and

incomes through micro-enterprise development.

AT(U) works to achieve the above-listed objectives by carrying out principal activities of agro-processing promotion, business management training, farmer participatory research and establishment of agricultural input supply networks. AT(U) currently operates three wholesale agricultural input distributorships in Lira, Soroti and Masindi, plus a network of 140+ independent retail “stockists”. AT(U) has approximately 20 field agents and zonal supervisors who organize and conduct demonstrations of the promising technologies at village level. Three additional wholesale sites and demonstration personnel are to be added in the near future.

AT(Uganda) needed to have the policies on procurement, inventory management and revolving funds reviewed and strengthened to promote maximum profitability and efficiency of operations. This was ably accomplished by ACDI/VOCA volunteer Dr. Richard Maxon. He led a team of AT (Uganda) staff in developing a new system for tracking inputs and trained them on how to operationalise it. A “one-write” inventory system was developed combining several forms that were being used. The table below details his accomplishments

Table 2: A summary of Dr. Richard Maxon’s Contribution while at AT(U)

Old System – Problems	Recommendation	Results Now
Weak customer services, which in the long run demoralized customers and reduced AT(U) volume of sales. The documents to be written were many and written separately.	Use “one-write” system which involves writing invoices and delivery note documents at the same time and updating the stock cards.	Good customer care service has been enhanced by speeding up document writing and being able to assist more customers in a shorter time.
Incomplete documents before departing location when picking or delivering items.	When transferring items from one location to another write both delivery note and goods received notes at once.	Faster completion of documents, which has enabled delivering personnel to have complete documents before dispatching to respective locations.
Incomplete Stock Cards from most stations.	Record details on stock cards at the same time when writing sales or transfers.	Faster completion and update of stock cards.
Overall record keeping and reconciliation consuming a lot of time.	Reconcile records by use of the “one-write” system.	Overall staff time for inventory record keeping and reconciliation has been reduced significantly. On average, it takes less than a half of the originally-scheduled time.
Having each item on separate stock cards made it difficult to establish the status of entire inventory at any time.	Have a summary of all items, i.e. seeds and or technologies on one card.	Status of the entire inventory in any location can be established any time.
Summarized stock cards were too many to be used as a basis for computerised tracking and reporting systems.	Use one stock card for everything.	Single stock cards for seeds and technologies can be easily used for computerised tracking and reporting.

Source: AT(U) communication to ACDI/VOCA.

Dr. Richard Maxon further clarified on policies and procedures to help reduce inventory control and reporting problems not directly associated with the revised inventory system.

In summarizing his contribution, Mr. Philemon Nganda, Deputy Country Director, AT(U) said that: "Although the overall impact hadn't been quantified the results were obvious. The new system eliminates many handwritten and copying operations, and reduces the complexity of monthly reports. It reduces overall staff time in inventory record keeping and reconciliation, thus reducing accounting costs in addition to enhancing customer care and improving staff morale and efficiency".

PP100031 AT(U) Marketing Strategies

Volunteer: Mr. Steve Cain (November 19 – December 11, 1999)

AT(U) is already involved in handling a large commercial distribution system for sale of agricultural inputs either through stockists or by staff directly. Its policies on procurement, inventory management and revolving funds were reviewed and strengthened by ACDI/VOCA volunteer Dr. Richard Maxon but still required another consultant in marketing strategy to strengthen their business management. Mr. Steve Cain was recruited and helped AT(U) in three specific areas: formulation of marketing strategies; training and drafting of a funding proposal.

Marketing strategies: Mr. Steve Cain helped in:

- Formulation of marketing strategies and implementation of the same by use of appropriate media;
- Identification of AT(U)'s audience-customers;
- Implementation of internal marketing strategies; and
- Formulation of a marketing budget for AT(U) for the year 2000.

Training: Steve was instrumental in the AT(U) staff training session on marketing which took place in Lira from 6th –8th December, 1999. He highlighted such issues as mission formulation, objective formulation, effective salesmanship, internal marketing, customer care and handling and impact assessment and reporting.

PRESTO Funding Proposal: Steve participated in the drafting of a funding proposal which was submitted on 7th December, 1999. A response is expected soon.

AT(U) management said that although Steve has just finished the assignment, his contribution was substantial and great. ACDI/VOCA's continuous monitoring and evaluation efforts indicate that AT(U) staff had a lot to learn from him and are very grateful.

PP100029 Stores Management Kagodo Farmers Ltd.

Volunteer: Bob Jensen (August 28 – September 11, 1999)

Kagodo Farmers Ltd. is a limited liability company owned by the Genza family. The company has a poultry farm and a feed mill among other investments. Despite current and planned investments, the company, especially the stores department, required re-organization for better service delivery.

Mr. Robert Jensen reviewed and made a number of recommendations. Implementation of the recommendations has enabled management to stock raw materials when they are cheapest and have been able to compete favorably in the market. In addition it has resulted in better planning for the company and provided overall improved services to its clients at a fair margin. Mr. Genza Godfrey, Managing Director, Kagodo Feeds Ltd., intimated that because of this intervention, sales in two out of three main selling centers have increased by more than 25% in the last 2 months.

PP100023 UEPB Developing a Training Manual

Volunteer: Dr. Mortada Mohammed (December 4 – December 23, 1999)

Uganda Export Promotion Board (UEPB) became operational on 2 January 1996. UEPB replaced Uganda Export Promotion Council (UEPC) with a new mandate to develop and promote Export trade and co-ordinate export related activities in Uganda.

UEPB's overriding strategy is to regain the country's peak of export performance of the late 1960s. This would mean export earnings in the region of US \$700 – 1,000 million annually. To achieve this, UEPB, has, since its inception, continued to pursue the strategy of diversifying the export base and improving the performance of the already existing export products. However, the majority of Uganda's actual and potential exporters lack adequate knowledge of the basic export related operations. In an effort to achieve this Dr. Mortada Mohammed recently developed a training manual (that is still in draft form) which he is finalising in the U.S. It is hoped this manual will provide a basis for equipping Ugandan exporters with the basic skills of exporting and the associated business operations. They require additional ACDI/VOCA intervention to train the exporters.

PP100027 PHHS Technical Assessment

Volunteer: Mr. Allen Moskowitz (September 25 – October 30, 1999)

The Post-Harvest Handling and Storage (PHHS) component of the Agricultural Non-Traditional Export Promotion Project (ANEPP) in Uganda started in April 1996. The project, which is funded by USAID Mission in Uganda is now helping rural men and women increase their incomes from agricultural exports by increasing the range and value of non-traditional exports. The Project Team Leader requested a volunteer to work with the Project team, in determining the technical and economic viability of selected post-harvest technologies it has developed and are now being

disseminated in Uganda. ACDI/VOCA volunteer Mr. Allen Moskowitz helped the project team to determine and document appropriate technologies that will assist our Ugandan farmers improve their methods of farming and hopefully contribute to the modernization effort of agriculture.

PP100025 Sunfish Fish Farm:

Volunteer: Dr Bill Daniels (October 31 – November 21, 1999)

Sunfish Farm, set up in 1997, is a fish-farming project, which is run on a 6 hectares of land. It is a semi-intensive fish farm with a pond-based hatchery unit, grow-out section and a kiln for smoking fish. The farm consists of a hatchery building, which includes cement tanks fed by spring water and 19 ponds. The total water area is approximately 3.4 hectares (8.3 acres). The farm is stocked at various densities with combinations of fish, but management lacked technical and managerial skills for commercial fish farming. ACDI/VOCA volunteer Dr. Bill Daniels trained the farm team in most aspects of feeding and water quality management and made a number of recommendations. Implementation of his recommendations has seen a tremendous improvement in water quality in both the nursery and broodstock ponds. In addition the feeding regime of the fish has been revised accordingly and a feed making machine fabricated to make pelleted feeds. A breeding exercise conducted after Bill's intervention has yielded more than 200% increase in production of the fingerlings. Over 9,000 fingerlings were harvested in a pond that originally was producing 4,000. For the three ponds on the farm this translates into 27,000 fingerlings per month and an additional income to the business of Ushs. 36,000,000ⁱ per annum.

II. ON GOING PROJECTS

PP100033 PHHS Extension Manual:

Volunteer: Dr. Judith Killen (December 11 – January 23, 2000)

Apart from the completed assignment (PP100027) by ACDI/VOCA volunteer Allen Moskowitz, the Team Leader and Project Manager of PHHS requested another volunteer to assist in the preparation of a brochure describing the PHHS project, highlighting its achievements and lessons learned. Dr. Judith Killen is in the country completing the assignment.

III. PROJECTS BEING RECRUITED:

PP100032 Management Information System – Uganda Investment Authority

Volunteer: Tom Parks (January 11 – February 12, 2000)

Uganda Investment Authority (UIA) has, for the last seven years, worked to promote and facilitate investment in Uganda. UIA is a rapidly growing institution with over 45 employees and a changing focus from large-scale investment promotion and image building to facilitation and improving the

ⁱ One fingerling of Clarius on the farm costs Ushs.200/=.

investment climate and conditions. However, its Management Information System (MIS), over the years, has not changed with the changing role of UIA. UIA management has therefore requested ACDI/VOCA volunteer assistance to review the current MIS in view of its changing role so that it can address the current needs and recommend an appropriate course of action. Mr. Tom Parks is scheduled to arrive in the country early January to begin the assignment.

PP100028 Kagodo Farmers Limited (Accounting):

Volunteer: Jerry Jennison (January 22 – February 18, 2000)

In addition to the recently completed assignment by ACDI/VOCA volunteer Robert Jensen, Kagodo Farmers Ltd. requires another consultant to train and help in the re-organization of the accounts department. Mr. Jerry Jennison has been identified to assist Kagodo Farmers Ltd upgrade their accounting system and recommend an implementation strategy.

Commodity Export International :

Dairy Bell Ltd., a joint venture between Commodity Export International (CEI) and the Toro Milk Cooperative Society is based in Fort Portal, Kabarole District in western Uganda. Past mismanagement by the Cooperative society resulted in the failure of their milk production and processing operations. This prompted CEI to invest in the expansion of the plant and strengthen the management team.

The management of CEI is faced with a problem of distributing its products in Kampala. It needs to maintain a consistent and sustainable distribution system with system checks and to maintain a high quality product through proper handling. Since the products are perishable, timely delivery and consistency are imperative. CEI has thus requested for ACDI/VOCA technical assistance to provide someone who can help them set up a proper distribution system for its dairy products in Kampala.

Land O' Lakes (LOL) Dairy Development:

Land O' Lakes, through grants from the United States Agency for International Development (USAID), has been working to develop the capacity of the private dairy sector in Uganda to meet the needs of a growing population through income generation and better nutrition. The project utilizes a "farm to table" approach that includes farm production of milk, organization of milk collection, the development of value-adding processing and the formation of strong dairy associations to guide the development of the industry.

Land O'Lakes requested an ACDI/VOCA consultant to assist the Uganda dairy cooperative societies and related agribusiness's to improve their formal and informal financing capacities. The consultant will assess formal and informal financing resources available to the dairy cooperatives and related agribusiness's in Uganda, and help them develop a package of guidelines and recommendations to cooperatives to secure such financing.

IV. PROJECTS BEING DEVELOPED

Fruits juice processing

Agribusiness Development Center (ADC) is working with small scale passion fruit growers in Rukungiri, Kasese and Kabarole districts. The farmers want to process fruits which are unsuitable for export. At the moment less than 10% of the product meets export quality requirements. ADC therefore requires a consultant who has worked with small growers, especially on designing a processing facility that can handle the rejects. The resource person should be able to deal with issues of seasonality in production, collection, transportation, processing and marketing.

Designing a pack house

ADC would like to design a basic pack house for the above products, targeting fresh vegetable exporters who can not afford to have their own facilities or those who would like to do secondary packing at the airport. The designed pack house would include basic facilities ideal for small scale exporters and would aim at cost recovery operations.

Organic farming/compost making

ADC needs a person who has worked with small organic growers/farmers. The main activity will be showing/demonstrating to the growers how to make compost materials and how they can be used in the field. The farmers have already been certified as organic growers but would like to have more information on composting and how costs can be reduced in order to make the businesses more profitable. This is necessary if ADC is going to expand the export of organic products.

4. PROJECT MONITORING AND EVALUATION

On completion of an assignment each volunteer submits a final report. The report contains the volunteer's recommendations to the client, which are discussed with the organization before his/her departure. The recommendations form the basis of the assignment's critical indicators, and are key when evaluating the assignment's impact.

After the assignment, our staff maintain contact with the client, and carries out follow-up and evaluation studies at three-month and nine-months respectively. These are simply documented milestones in a continuous process intended to monitor progress and identify future needs of the organization. By responding to the expressed needs of our clients ACDI/VOCA contributes to the attainment of their immediate, intermediate and long term objectives. ACDI/VOCA's institutional M&E system serves to complement each client's separate M&E obligations. Below is our schedule for follow-ups and evaluations.

A. Follow-ups completed

Project	Beneficiary
PP100029 Stores Management	Kagodo Feeds Ltd.
UA100033 Seed Company Development	CEI
PP100030 Procurement/Stores/Inventory	AT(U)

B. Follow-ups to be completed in the next quarter

Project	Beneficiary
PP100027 Technical assessment	PHHS
PP100024 Exporters' Training Manual	UEPB
PP100025 Fish Farming	Sunfish Farm
PP100033 Developing Extension Manuals	PHHS

C. Evaluations to be completed in the next quarter

Project	Beneficiary
UA100033 Seed Company Development	CEI

5. PROGRAM DIRECTION:

ACDI/VOCA-Uganda started implementing the two complimentary grants PEPII – mission-funded and Food Security Technical Assistance, a PL480 – funded effort in January 1999. These are both four year programs, and ACDI/VOCA Uganda will continue to follow the philosophy and methodology of developing long-term relationships with potential beneficiaries that results in multiple ACDI/VOCA interventions.

6. INTERNAL OFFICE UPDATE:

Country Director Daudi Kaliisa has resigned from ACDI/VOCA effective 15th January 2000, after serving the organization for 5 years.

Amos Mwesigye has been promoted to Director Volunteer Programs, effective January 1, 2000. He joined the ACDI/VOCA team in early 1997 as a Program Officer/Project Development.

Damali Seninde has been promoted to Director Administration, effective January 1, 2000. She has been with ACDI/VOCA since December 1996 and has been working as a Program Officer/Administration.

Robert Gensi joined ACDI/VOCA end of December 1999 as a Program Officer. He came to ACDI/VOCA from Kawanda Agricultural Research Institute (KARI), where he has been working as a Senior Research Officer for the past 5 years. Robert comes in with a wide experience in project/proposal development and impact evaluation.

7. VISITORS

ACDI/VOCA-Uganda received 5 visitors from our headquarters and California office during the year to familiarize themselves with the Ugandan operations.

Bob Fries and Peter Parr visited the Uganda programs in January 1999.

Emmet Murphy, Project Coordinator for Africa, visited the Uganda programs in May 1999.

Josh Walton, Vice-President Africa, visited the Uganda programs in September 1999.

Barbara Breckenridge, Recruiting Officer from the California visited Uganda in early December 1999.

8. LESSONS LEARNED

One of the constraints we faced while implementing projects in 1999 was the exaggerated impression created about the general security situation in the country. Uganda received negative publicity world-wide and especially in the U.S. and this affected our recruitment drive.

We also established that because of the nature of our program we found we had to send constant reminders to our clients in order for timely statements of work to be developed.

We therefore reduced the deadline for submission of SOWs by clients to mid-year to enable our staff redirect the resources to other interested clients. For example we have already met our PEP II grantees and allocated the 12 assignments for next year. This lesson has reduced the number of slots remaining unallocated by the end of the fiscal year. Although our recruiting office in California requires on average seven weeks to find a suitable volunteer, we have found out that about 60% of our assignments require 3-4 months because of their specialized nature. We have thus instituted a policy of submitting all SOWs to our recruiting office 4 months before the end of the fiscal/project year.

Working with our USAID Project Officer, we always make sure that all stakeholders in a particular sector participate in the development and review of SOWs related to that sector.

9. FINANCIAL REPORT (see attached)

Appendix 1: Beneficiary Categorization

Project Name and Number	Men		Women	
	Direct Beneficiaries	Indirect Beneficiaries	Direct Beneficiaries	Indirect Beneficiaries
Seed Company Development (UA100033)	10	100	1	100
Exporters' Training (PP100023)	5	1000	3	1000
Exporters' Manual (PP100024)				
Fish Farming (PP100025) Sunfish	2	500	6	1000
Extension Manual (PP100027)	50	100	10	150
Accounting (PP100028)	28	90	5	85
Stores Management (PP100029)	5	90	5	85
Procurement/Stores (PP100030)	77	21,600	15	23,400
Marketing Strategy (PP100031)	77	21,600	15	23,400
MIS (PP100032)	28	-	26	-
PHHS				
CEI Dairy Bell				
LOL Dairy Development (PP10035)	115	4500	550	4,250
TOTALS	397	49,580	636	49,320

Appendix 2: Increased Production of Certified Seed

Project Name and No.	Traditional Yield per acre (tons/ha)	Improved Yield per acre (tons/ha)	Annual Production (tons/yr)
Seed Company Development (UA100033)	Beans 0.7	Beans 2.5	Beans 370
	Maize 0.5	Maize 3-4	Maize 250
	Sorghum 0.5	Sorghum 3-5	Sorghum 151
	G.nuts	G.nuts 2-2.5	G.Nuts 175
Total			946

Appendix 3: Benefits of Technology Adoption

Crop	Technology	Change in Yield (tons/ha.)	Additional Income after adoption (Ushs.)
Beans	Higher yielding variety	+1.8	432,000
Maize	Higher yielding variety	+2.9	580,000
Sorghum	Higher yielding variety	+3.0	525,000
Groundnuts	Higher yielding variety	+2.0	1,800,000