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THE AGRIBUSINESS PROJECT

Cooperative Agreement No. AID-391-A-12-00001

**Annual Work Plan (Project Year-2)
October 2012- September 2013**

Implemented By:

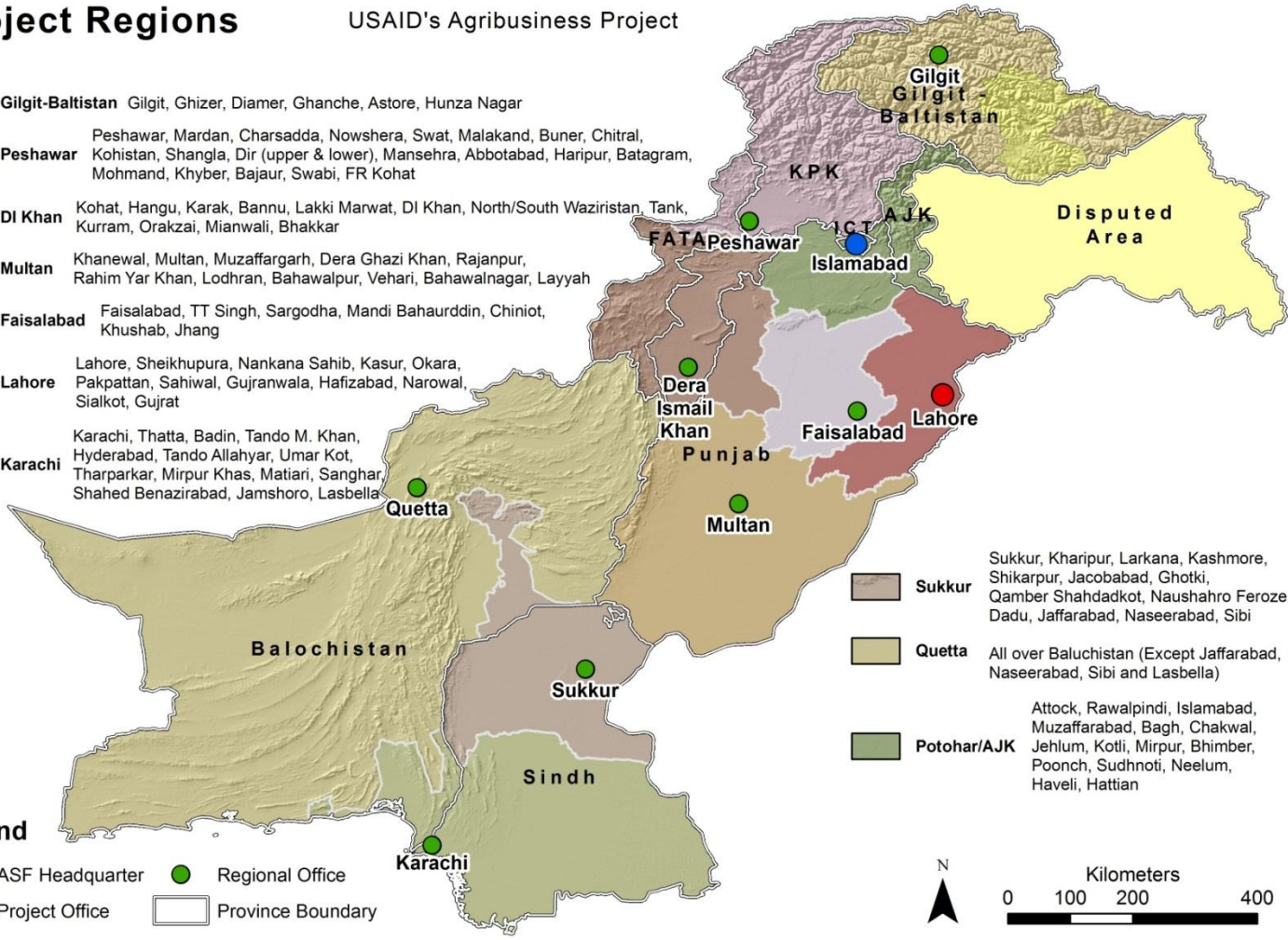
Agribusiness Support Fund

December 2012

Project Regions

USAID's Agribusiness Project

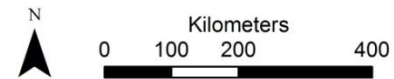
-  **Gilgit-Baltistan** Gilgit, Ghizer, Diamer, Ghanche, Astore, Hunza Nagar
-  **Peshawar** Peshawar, Mardan, Charsadda, Nowshera, Swat, Malakand, Buner, Chitral, Kohistan, Shangla, Dir (upper & lower), Mansehra, Abbotabad, Haripur, Batagram, Mohmand, Khyber, Bajaur, Swabi, FR Kohat
-  **DI Khan** Kohat, Hangu, Karak, Bannu, Lakki Marwat, DI Khan, North/South Waziristan, Tank, Kurram, Orakzai, Mianwali, Bhakkar
-  **Multan** Khanewal, Multan, Muzaffargarh, Dera Ghazi Khan, Rajanpur, Rahim Yar Khan, Lodhran, Bahawalpur, Vehari, Bahawalnagar, Layyah
-  **Faisalabad** Faisalabad, TT Singh, Sargodha, Mandi Bahaurddin, Chiniot, Khushab, Jhang
-  **Lahore** Lahore, Sheikhpura, Nankana Sahib, Kasur, Okara, Pakpattan, Sahiwal, Gujranwala, Hafizabad, Narowal, Sialkot, Gujrat
-  **Karachi** Karachi, Thatta, Badin, Tando M. Khan, Hyderabad, Tando Allahyar, Umar Kot, Tharparkar, Mirpur Khas, Matiari, Sanghar, Shahed Benazirabad, Jamshoro, Lasbella



-  **Sukkur** Sukkur, Kharipur, Larkana, Kashmore, Shikarpur, Jacobabad, Ghotki, Qamber Shahdadkot, Naushahro Feroze, Dadu, Jaffarabad, Naseerabad, Sibi
-  **Quetta** All over Baluchistan (Except Jaffarabad, Naseerabad, Sibi and Lasbella)
-  **Potohar/AJK** Attock, Rawalpindi, Islamabad, Muzaffarabad, Bagh, Chakwal, Jehlum, Kotli, Mirpur, Bhimber, Poonch, Sudhnoti, Neelum, Haveli, Hattian

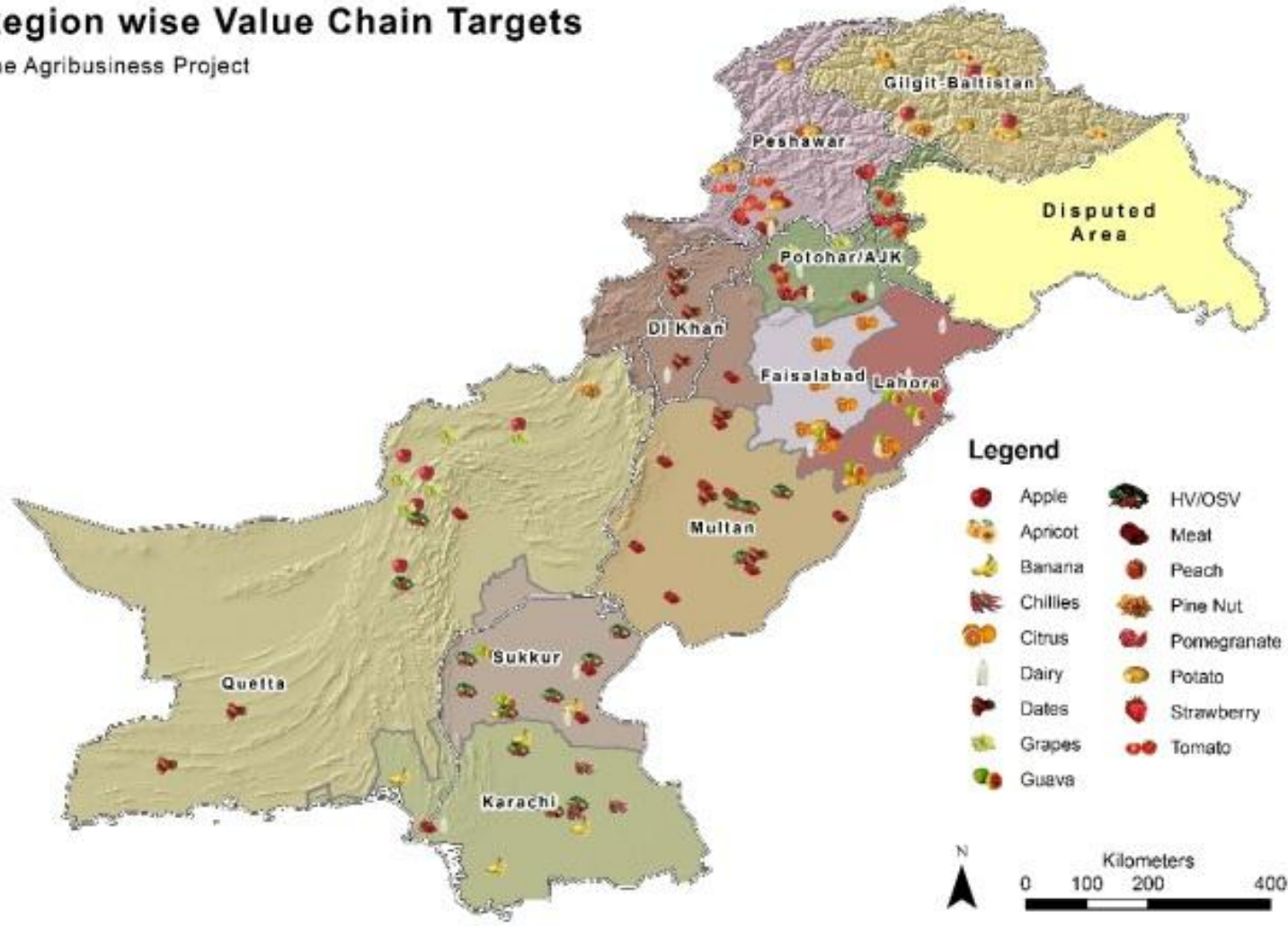
Legend

-  ASF Headquarter
-  Regional Office
-  Project Office
-  Province Boundary



Region wise Value Chain Targets

The Agribusiness Project



ABBREVIATIONS AND ACRONYMS

AJK	Azad Jammu and Kashmir
AOTR	Agreement Officer's Technical Representative
ASF	Agribusiness Support Fund
AWP	Annual Work Plan
BDS	Business Development Services
BDSPs	Business Development Services Providers
EA	Environmental Assessment
FAO	Food and Agriculture Organization of United Nations
FATA	Federally Administered Tribal Areas
FEG	Farmer Enterprise Group
FFS	Farmer Field School
FSC	Farm Services Center
GAP	Good Agricultural Practices
GIS	Geographical Information System
ICD	Information, Communication and Dissemination
ICT	Information and Communication Technology
IEE	Initial Environmental Examination
IMAP	International Market Access Program
KFS	Kissan Field School
KPP	Khyber Pukhtunkhwa Province
LTPP	Long-Term Principal Personnel
M&E	Monitoring and Evaluation
MIS	Management Information System
NGO	Non-Government Organization
PEA	Programmatic Environmental Assessment
PRHA	Participatory Rapid Horticulture Assessment
PRLA	Participatory Rapid Livestock Assessment
RSP	Rural Support Programme
SS	Scoping Statement
SME	Small and Medium Enterprises
TA	Technical Assistance
USAID	United States' Agency for International Development
VCP	Value Chain Platform

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Executive Summary

The five-year Agribusiness Project is funded by USAID and is being implemented by Agribusiness Support Fund (ASF). The goal of Project is to support improved conditions for broad-based economic growth, create employment opportunities and contribute to poverty alleviation through increase in competitiveness of horticulture and livestock value chains. The Project activities are organized into two components i.e. (i) on-going technical and capacity building assistance and (ii) a cost-sharing grants program, offering a wide range of grant products to all players within the targeted value chains.

During the year-1, the project activities were focused on initiating the Project, setting up infrastructure and resources, undertaking participatory rapid horticulture and livestock sector assessments, value chain analysis and preparatory studies and detailed work planning for various project components.

The project has engaged national and international partners for effective implementation of the project activities. The international partners include CNFA and 12 national NGOs.

The Project has identified and prioritized 16 value chains for targeting and interventions. The targeted value chains includes apples, apricot, banana, chilies, citrus, dairy, dates, grapes, guava, high value /off-seasons vegetables, meat, peach, pomegranate, potato, strawberry, and tomato.

The project activities planned during the second year will assist in transformation of prioritized value chains to have a long term multiplier effect with sustainable results in terms of creating employment and income generation opportunities. The approaches sorted out for the development of the prioritized value chains revolve around market-led business development approach, and are supported by a range of activities across the value chain. The lead company grants will be issued to develop a competitive processing and export side of each value chain.

The value chain wise targets are further split into comprehensive value chain development activities. The activities for farmers within these targeted value chains and project regions include formation of Farmer Enterprise Groups (FEGs), Kissan Field Schools (KFSs) and FEG associations; leading to the provision of technical and managerial assistance and need based matching grants. The challenge grants and lead company grants in the off-farm sector will facilitate value addition within the prioritized value chains through improved processing technology, quality assurance/certification, and placement of products to the competitive national/ international market. The international market access program complemented by international market linkages program will help in exploring the promising national and international markets and link buyers with suppliers.

The key targets during the second year are (i) technical assistance for export certification to 30 agribusinesses; (ii) facilitating 40 companies for participation in international exhibitions/trade fares etc. (iii) designing and organizing 20 technical and managerial trainings; (iv) organizing 900 Kissan Field Schools; (v) strengthening support to 20 business development service providers; (vi) formation of 1500 Farmer Enterprise Groups; (vii) strengthening of 55 associations; (viii) matching grant support to 1500 FEGs; (ix) matching grant support to 205 individual/corporate farmers; (x) strengthening 15 private sector extension/R&D entities; (xi) challenge grants support to 59 agribusinesses; and (xiii) initiate lead company grant support to 6 agribusinesses.

In order to ensure timely implementation, a robust M&E system has been put in place. Besides monitoring in the field, monthly progress review meetings will be held. Participants will be the key personnel of the project with the COP as its chair. AOR will participate as an observer. Every third meeting will be called the quarterly progress review meeting where besides the key personnel, regional program managers will also participate. The objective of the meetings will be to compare progress with the targets and identify bottlenecks in implementation. This committee will also identify the areas where the progress will have excelled and good case studies/stories will be generated by the M&E in order to tell the story to the stakeholders.

1 SECTION ONE - OVERVIEW OF THE PROJECT

1.1 Introduction

The project follows a holistic approach of value chain-wide interventions from production to marketing starting with assessment of the market demand and then supporting producers/farmers/processors to produce the quality and quantity demanded in the market.

The five-year Agribusiness Project is funded by USAID and is being implemented by ASF in collaboration with international and national partner organizations. The overall goal of the Project is to support improved conditions for broad-based economic growth, create employment opportunities and contribute to poverty alleviation through increase in competitiveness of horticulture and livestock value chains in partnership with all stakeholders.

The specific objectives of the project are to: (i) strengthen the capacity in horticulture and livestock value chains to increase sales to domestic and foreign markets; (ii) strengthen the capacity of smallholders and farmer enterprises to operate autonomously and effectively; and, (iii) increase agriculture efficiency and productivity through adoption of new farming techniques and technological innovation among targeted beneficiaries. The project activities are organized into the following two components:

- a. **Technical Assistance (TA) for Capacity Building and Program Support:** Under this component of the Project on-going technical assistance and capacity building support is provided to upgrade and strengthen the targeted value chains in horticulture and livestock sub-sectors. Assistance is provided through its four sub-components including international TA and program delivery support, international market linkages development and capacity building, training and awareness. An abstract of the technical assistance component is given below:
 - i. **Technical Assistance and Capacity Building Support under Quality Assurance and Food- Safety Compliance Certifications Program:** Support will be provided to enterprises for demand based certifications for enhancing capabilities of enterprises for compliance to requirements of high end markets (domestic and export).
 - ii. **Technical Assistance and Capacity Building Support under International Markets Access Program (IMAP):** The IMAP will aim to facilitate a significant increase in sales to domestic (high end) and export market of the target value chains by providing support to key stakeholders including selected enterprises, processors, market functionaries and exporters to participate in international exhibitions, trade shows, trade fairs and other international trade promotion events.
 - iii. **Development and Operation of Value Chain Platforms:** The activity aims to establish 16 Value Chain Platforms (VCPs) with a purpose to validate findings of the studies and develop consensus among key stakeholders for the value chain development priorities. Through the platforms a broad range of stakeholders involved within the value chains will be brought together to develop value chain road-maps. Each platform will bring together relevant players from the targeted value chains to address specific or general gaps and to develop a common vision and agreed strategies.
 - iv. **Technical Assistance for International Market Linkages Program:** The International Market Linkages Program will provide TA support for agricultural marketing and brand development directed to identify and capitalize on opportunities in high-price markets to develop linkages for Pakistani agriculture products.
 - v. **Technical and Managerial Trainings:** The Project is offering a program of technical and managerial trainings for farmers, enterprises, agricultural professionals and other relevant

stakeholders for building necessary capacities within the prioritized value chains. A diversified range of trainings are being offered under the program to build the capacity of sector.

- vi. **Organization of Kissan Field Schools in Selected Value Chains:** To address the productivity gap and quality assurance right from the point of production it is imperative to have necessary skills and capacity of farmers. KFS will be held for the FEG members and farmers from the surrounding areas and will be focused on the 16 value chains identified for FY-13.
 - vii. **Technical Assistance and Capacity Building of BDS Providers:** International experience indicates that the viability and profitability of agribusiness enterprises depends on the speed at which each enterprise is able to build within itself the different skills, know-how, expertise, and understanding of the dynamics of markets in the face of a fast-changing economic environment. An effective method for building these capacities within the agribusiness enterprise is through the utilization of demand-driven external Business Development Services (BDS). BDS are a wide range of services used by enterprises to help them operate and improve the performance of the enterprise, access to markets, and their ability to compete. The project will provide support to build capacity of BDS providers in value chain specific and cross cutting areas such as quality certifications.
 - viii. **Formation of Farmer Enterprise Groups (FEGs):** This activity is being implemented through NGOs, RSPs and other community organizations to establish small farmers into FEGs within identified clusters, and to provide these with matching grants for value added activities (processing, grading/packing, storage and marketing) on commercially viable and sustainable basis. The organization of farmer groups will facilitate collective action and joint access to services and resources. The focus will be on delivery of quality products to markets or acquisition of inputs for enterprises
- b. **Partnership Window Cost-Sharing Grants.** This component encompasses cost-sharing grants program, offering a wide range of grant products to all players within targeted value chains including agribusinesses¹, farmers and farmer enterprise groups for better integration into domestic and export market chains. Grants are also provided to farmers' associations, processors and exporters, transporters, service providers, and other key players in order to address weakness and market failures with ultimate objective to strengthen private sector and market systems. Focus of investments under the project is on up-stream marketing and processing (off-farm) aspects of the value chains for fostering value addition and to capitalize on the strengthened capacities through assistance provided under TA component.

Types of Grants

A variety of grants will be provided under the project, which includes:

- i. **Support to Farmer Enterprise Groups (FEG)** – The FEGs formed by the Non-Governmental Organizations (NGOs) and Rural Support Programs (RSPs).
- ii. **Support to FEG's Clusters, Farm Services Centers, Farmers and Business Associations and Cooperatives**– These include FEGs' clusters, Farm Services Centers, business associations and cooperatives which may scale up from the FEG formation component of project. Other existing registered farmers' cooperatives and associations, including, business associations (exporters, processors etc.) and other similar establishments, which are under process of registration, will also be eligible for support.

¹ processors, exporters, marketers, value adding and other related SMEs

- iii. **Support to Individual and Corporate Farmers**– Eligible applicants will include individual and corporate farmers and enterprises interested in setting up and / or enhancing on-farm production and allied facilities.
- iv. **Support to Research & Development / Private Sector Agriculture Extension Services** – Eligible applicants will include private sector extension service providers, research institutions, farmer associations, individuals or enterprises proposing to commence private sector extension services or research projects; processors, exporters, brokerage firms, electronic & print media / information dissemination services and lead retailers who are involved or seek to be involved in the provision of extension services to farmers as part of their business.
- v. **Enterprise Development Grants (Challenge Grants)** - Eligible applicants will include start-ups / expansions by partnership concerns, private limited companies, public limited companies engaged in agribusiness activity, e.g. processors, traders, exporters, cool-chains, packagers, transporters etc.
- vi. **Enterprise Development Grants (Lead Company Grants)** – Eligible applicants will include start-ups /expansions by partnership concerns, private limited companies, public limited companies engaged in agribusiness activity, e.g. processors, traders, exporters, cool-chains, packagers, transporters etc. with special focus on underserved regions of country.

1.2 Approach

The project follows a holistic approach of value chain-wide interventions from production to marketing starting with assessment of the market demand and then supporting producers/farmers/processors to produce the quality and quantity demanded in the market.

The project will serve as a catalyst to mobilize private sector's investment in agribusinesses and related enterprises with the ultimate objective to strengthen private sector value chains to become commercially viable and sustainable. The target value chains and underlying market systems are being facilitated to evolve so that market operators in the private sector take over the value chain functions on a sustainable basis.

1.3 Structure of the Work Plan

This Work Plan for 2012-13 covers the period from October 01, 2012 to September 30, 2013. Although the project year-1 completes on November 9, 2012, however, in order to bring consistency with the USAID's financial year and reporting mechanism, year-2 work plan has been re-adjusted to cover period from October 1, 2012 to September 30, 2013. It includes activities and budget allocated for year-2 as well as activities and budget carried forwarded from previous year. In addition to the introductory narrative, the work plan comprises of five sections with supporting Annexures.

- The first section briefly introduces the project overview including background, goal, objectives, components, approach, and budget for the year-2.
- The second section highlights for program implementation for value chain wise activity plan for year-2.
- The third section provides information on implementation arrangement for project.
- The fourth section provides a plan for monitoring and evaluation of project activities.
- The fifth section reproduces a chronological summary (Gant chart) of work plan activities and budget and concludes the work plan.

These sections have been structured with a view to facilitate an essential understanding of project activities, which would be undertaken during the second year of the project.

2 SECTION TWO - IMPLEMENTATION PLAN FOR KEY ACTIVITIES

2.1 Programmatic Environmental Assessment (PEA)

To respond to the recommendations of Initial Environmental Examination (IEE), the project designed and conducted public consultations for scoping statement (SS) regarding Programmatic Environmental Assessment (PEA). The PEA will be carried out and subsequently the Environmental Compliance manual will be completed by February 28, 2013.

2.2 Targeted Value Chains and Interventions for Year-2 (2012-13)

The Agribusiness Project has selected sixteen value chains within which project interventions will be initiated during 2012-13. These value chains have been selected based on the value chain analysis and rapid appraisals conducted during the year 1 of the project. The factors which have been considered while selecting value chain includes potential of value chain in terms of jobs creations, value of product, profitability, scalability, productive potential, domestic demand and export figures. In order to avoid duplication and overlapping of efforts, interventions are not considered at this stage by the project in value chains like Mango, Dates in Sindh and peaches in Swat owing to the fact that other USAID funded project are already active in these value chains or regions and to avoid duplication the project has been advised by USAID not to intervene in the mentioned value chains. The summary of value chain-wise and region wise activities for the year 2012-13 is as under.

Serial No.	Value Chain	Name of Region	No. of Regions	Certifications	T&M Trainings	KFS	FEG formation	FEG Grants	Association Formation	*MG - Associations	MG-Farmers	Challenge	Lead Company
		AWP-2 Indicative Targets		30	20	900	1500	1500	55	55	205	59	6
1	Apple	FATA South, Quetta	2	0	2	18	30	30	0	0	7	2	0
2	Apricot	Gilgit-Batistan	1	3	0	18	30	30	1	1	2	3	1
3	Banana	Karachi, Sukkur	2	5	2	42	70	70	2	2	2	3	0
4	Chilies	Karachi, Multan	2	4	2	72	120	120	2	2	4	3	1
5	Citrus	Faisalabad	1	1	1	24	40	40	1	1	2	3	1
6	Dairy	D.I.Khan, Faisalabad, FATA North, FATA South, Karachi, Lahore, Multan, Peshawar, Sukkur	7	5	2	129	215	215	11	11	28	11	1
7	Dates	DIKhan, Multan, Quetta	3	2	1	30	50	50	1	1	2	4	0
8	Grapes	Gilgit-Baltistan, Potohar & AJK, Quetta	3	0	2	36	60	60	2	2	52	0	0
9	Guava	D.I.Khan, Sukkur	2	1	0	27	45	45	0	0	0	3	0

Serial No.	Value Chain	Name of Region	No. of Regions	Certifications	T&M Trainings	KFS	FEG formation	FEG Grants	Association Formation	*MG - Associations	MG-Farmers	Challenge	Lead Company
10	HV/OSV	D.I.Khan, Faisalabad, Peshawar, FATA North, FATA South, Gilgit Baltistan, Karachi, Lahore, Multan, Potohar and AJK, Quetta and Sukkur	9	1	4	267	445	445	14	14	39	4	0
11	Meat	Faisalabad, FATA North, Karachi, Lahore, Multan, Peshawar, Potohar & AJK, Quetta, Sukkur	8	5	1	63	105	105	3	3	15	10	1
12	Peach	FATA North, Peshawar, Potohar & AJK	2	1	0	16	27	27	0	0	2	2	0
13	Pomegranate	Potohar and AJK	1	0	0	3	5	5	0	0	0	0	0
14	Potato	Faisalabad, FATA North, Lahore, Peshawar, Gilgit Baltistan	4	2	2	95	158	158	3	3	10	5	0
15	Strawberry	Lahore, Peshawar	2	0	1	39	65	65	0	0	4	2	0
16	Tomato	D.I.Khan, FATA South, Quetta	2	0	0	21	35	35	0	0	10	0	0
	Grants Products Y-1 & Cross Cutting	Karachi, Sukkur, Lahore	3	0	0	0	0	0	0	0	26	4	1

*Fifteen Farm Services Centers (FSC) in FATA would also be supported by the project during 2012-13

Table 2: Summary of Region wise Activities with Indicative Targets for Year-2 (2012-13)

Region	Certifications	T&M Trainings	KFS	FEG formation	FEG Grants	Association Formation	MG - Associations	MG-Farmers	Challenge	Lead Company
Targets for AWP-2	30	20	900	1,500	1,500	55	55	205	59	6
Karachi	11	3	120	200	200	4	4	21	10	2
Sukkur	3	2	60	100	100	2	2	24	9	-

Peshawar	3	2	147	245	245	19	19	34	5	-
DI Khan & FATA (S)	2	2	81	135	135	15	15	35	5	-
Potohar & AJK	-	1	87	145	145	2	2	25	-	-
Gilgit Baltistan	3	3	90	150	150	3	3	35	5	1
Lahore	2	2	120	200	200	3	3	6	8	2
Multan	2	1	66	110	110	2	2	6	6	-
Faisalabad	4	2	84	140	140	3	3	13	9	1
Quetta	-	2	45	75	75	2	2	6	2	-

2.2.1 Potato

Pakistan is one of the major potatoes producing countries in the world. Potato ranks third among food crops and fifth in total agro-products in Pakistan. The total production of potatoes was 3.492 million tons in 2010-11. The domestic demand of potato is 1.5 million tons, leaving a surplus quantity of 1.992 million tons, thus creating an opportunity for private sector to export potato and value addition. Pakistan is the major exporter of Potato to Afghanistan, Srilanka, Malaysia, Iran, Singapore and Russian Federation. Based on the prioritization exercise done by the Project, the potato value chain will be targeted in Lahore, Peshawar and Gilgit-Baltistan regions of the project.

Limited availability and supply of potato seed, frost damage, damage in postharvest handling, inappropriate storage and inconsistency in quality for fried chips manufacturing industry are the major constraints impeding development of potato value chain.

Major areas identified for the project interventions during 2012-13 may include linking to international breeding programs, expansion of private sector tissue culture lab(s), establishing chain for bulking up certified seed to growers, frost protection-test fleece or other crop coverings, assistance to haulage contractors to provide refrigerated transport from field to factory etc.

2.2.2 Meat

The meat industry in Pakistan has enormous potential. Not only is livestock the predominant contributor to rural incomes, it is also contributing more than half of the Agricultural Gross Domestic Product. Meat alone contributes about 12% to total GDP and account for 9% of total exports. Pakistan has seen an enormous increase in livestock numbers over the last sixty years from 30 million livestock animals to over 160 million animals. The demand for Halal meat is growing faster than its supply creating a shortfall. International Halal industry is worth 3 trillion dollars, of which the meat sector is 440 billion dollars. Pakistan's share of the global meat market is worth 114 million dollars merely about 0.26 percent. Countries that import Halal meat includes the United Kingdom, France, Malaysia, Saudi Arabia, Egypt, Iran, Afghanistan, Turkey, The Gulf States and some countries in Africa. In only the last year exports have increased from USD 108.54 million (2010-11) to USD 123.6 million (2011-12) showing an increase of 13.9%.

Widespread breeding of inferior animals, lack of livestock breeding farms, lack of feeding companies to enhance animal production, lack of proper abattoirs for both domestic and export especially in the private sector, poor marketing infrastructure based on objective measurements of the production of an animal, lack of training of livestock production methods and lack of a formal meat retail trade that stimulates the demand for value added meat products are the major constraints identified in a recently conduct meat value chain analysis by agribusiness project.

The major areas identified for project interventions during 2012-13 may include improving the productivity of the livestock sector, improving the local infrastructure, training in all sectors of the value chain, and stimulating the demand for meat in the sector driven from the retail side as the catalyst.

2.2.3 Strawberry

Strawberry is one of the high value crops, being cultivated in different parts of Pakistan for a long time, however, its commercial plantation started about 10 years ago in different parts where growers successfully developed strawberry production into a profitable proposition. Strawberry is quite profitable for small land owners. Though, the fruit currently being produced is well accepted by the local population but is not being exported in any quantity worth mentioning, in spite of very high international demand. The reason for this limited success in exports is due to poor fruit quality and post-harvest handling.

Lack of improved (High yield/imported) varieties, limited information and skill about improved management practices, lack of improved packing and packaging, post-harvest losses, weak market linkages and lack of market information are the major constraints faced by strawberry value chain.

The major areas identified for project interventions during 2012-13 may include introduction of high yielding new varieties, training of strawberry runner plants and fruit producers especially in the area of pre-harvest and post-harvest management, support in provision of improved packing and packaging for strawberry runners and fruits, to increase shelf life and establishing market linkages.

2.2.4 Peach

The production of peach in Pakistan has improved tremendously with eight different timings regarding harvesting enabling supply to market for extended period. The province of Khyber Pakhtunkhwa accounts for 60% of national peach production while Baluchistan contributes the remaining 40%. The peach clusters are well spread in KP province. The districts Mardan, Buner, Charsadda and Peshawar are good potential clusters besides Swat. The FATA region also produces peach crop, where potential for transformation of value chains.

Inappropriate fruit harvest, poor post-harvest handling, packing and transportation, limited value additions, poor access to markets are among the key constraints faced by the peach value chain.

The major areas identified for project interventions during 2012-13 may include trainings across value chain, developing maturity indices guides, improved harvest and post-harvest practices, value additions, improved packaging, transportation and market linkages.

2.2.5 Dates

Pakistan ranks fourth in the Global Date production with the produce value of over 1 billion USD. The project will focus on date clusters in DI Khan, Multan and Quetta project regions, while Sindh province is excluded as another USAID project is working on dates sector in Sindh. The Baluchistan contributes 39% of national dates production, while the share of Punjab is 10%. However, the varietal uniqueness and quality characteristics demand the work to be done in Muzaffargarh, Turbat and Punjgoor clusters.

Absence of certified suckers, low yields, lack of awareness about improved farming practices, improper fruit handling techniques, lack of diversification and predominantly processing of produce into dried dates (chowara making), and limited value addition hampers the full utilization of due potential represented by the value chain. The constraints are especially severe in clusters in the province of Balochistan and KPK.

The major areas identified for project interventions during 2012-13 may include support for certified sucker production, productivity improvements, trainings for improved farming, harvest and post-harvest practices, import substitution for fresh dates (presentation, oiling), processing and value additions.

2.2.6 Guava

The guava is a bi-annual crop being grown in all four provinces of Pakistan. The largest share of crop in terms of production comes from the province of Punjab in the clusters of Sahiwal, Faisalabad, Shikhpura, Okara and Kasur. The production clusters of KPK include Kohat, Bannu and Nowshera. In Baluchistan, Lasbela cluster produces significant amount of Guava. The most important cluster

however is the in Sukkur especially produce from Larkana has significant export potential. The Guava is also being exported to limited markets including Afghanistan, UK, KSA and Bangladesh. The domestic market in Pakistan is well developed and there is a high demand for the fruit in local market as well.

Inappropriate harvest and post-harvest handling, use of inappropriate packaging, capacity gap with regard to pest management, and lack of value addition are among the major constraints impeding the growth of the value chain.

Some of the major areas identified for project interventions during 2012-13 may include harvest technology, processing, packaging pest management and market linkages establishment.

2.2.7 Chilies

The chilies are unique product grown in Sindh and Punjab. The total production of chilies in Sindh is 17,217 tons, which is produced in Kunri, Mirpurkhas, Umerkot, Dadu and Sanghar. In Punja province, the Multan, Lodhran and Bahawalpur are major production districts with total production of 2,496 ton. The product has been in high demand for export market as well as for the local spice industry of Pakistan.

Absence of drying facility, lack of proper packaging and storage, aflatoxin, limited availability of quality seeds, inadequate processing facilities; poor market linkages are some of the major constraints to the chilies value chain.

Some of the major areas identified for project interventions during 2012-13 may include trainings on production, harvest and pest management, provision of processing facilities, improved packaging, storage, and market linkages.

2.2.8 Grapes

The Grapes have emerged as a potential valuable crop for Pakistani growers. There exists, a growing domestic and export market for appropriate varieties of grapes, which present an excellent opportunity for farmers to engage in farming activity having high return. Besides Baluchistan a major contributor in grapes production (98%), grape is emerging as a profitable crop in Potohar and AJK Region.

Lack of awareness on suitable varieties of grapes, production management, value addition, packaging, post-harvest handling are major constraints.

Some of the major areas identified for project interventions during 2012-13 may include support for grapes production, trainings on production, harvest and pest management, provision of processing facilities, improved packaging, storage, and market linkages.

2.2.9 Citrus

Pakistan has become a major exporter of citrus (Kinnow) in the last five years, with a large cluster of Kinnow in Sargodha/Bhalwal region. Pakistan produces 2.2 million metric tons of Citrus, with exports worth 200 million USD. The major markets being served include Russian Federation, Iran, U.A.E., KSA and Srilanka.

Unavailability of certified plants, lack of integrated pest management, disease management, lack of varietal specific cold storage, in-appropriate post-harvest handling, absence of cool chain and processing facilities are major constraints faced by citrus value chain.

The major areas identified for project interventions during 2012-13 may include support for certified citrus plant nurseries, trainings on disease management and integrated pest management, support for cold storage and processing facilities.

2.2.10 Apricot

The apricots are an important temperate fruit value chain of Gilgit Baltistan and Baluchistan with share in production calculated as 60% and 34%, respectively. Pakistan is 6th largest producer of Apricots in world in terms of production. The production of Apricot in Gilgit Baltistan is 114,286 tons. Approximately, 70265 tons are wasted annually, which is about 57% of total production in GB. This wastage could be converted into income generating opportunities.

Non-availability of marketable varieties, inappropriate harvesting, drying and packaging, lack of integrated pest management, inappropriate orchard management, absence of market linkages and quality assurance are major issues faced by the Apricot value chain.

Some of the major areas identified for project interventions during 2012-13 may include support for certified apricot nurseries, replacement of inferior varieties with high quality varieties, trainings on integrated pest management, orchard management, harvesting techniques and support for processing facilities.

2.2.11 Banana

The production of Bananas has not been able to cope with consumer demand; reasons include the shortages due to crop destruction in floods and heavy rains. Sindh is a major Banana producing province with 90% share in the total banana production. The production of banana is 50,079 tons in Thatta, tandojam, tando allahyar, nawab shah Ghotki, Sukkur, Khairpur, Shikarpur, Nosheroferoz, Larkana and Dadu. Khairpur alone contributes 35% of Banana produced in the country.

Disease management, poor crop management practices, inappropriate variety are major issues faced by Banana value chain.

Some of the major areas identified for project interventions during 2012-13 may include banana tissue culture lab for production of high yielding variety, best management practices and storage facilities.

2.2.12 Apple

The total production of apples is 0.5 million metric tons, concentrated in clusters of Zhob, Mastung, Pishin areas in Baluchistan; Swat and South Waziristan in KPK; Potohar Region in Punjab. The South Waziristan agency produces 63,880 tons of apples, which is approximately 13% of national production. Pakistan is also an exporter of apples to Afghanistan and Srilanka in smaller quantities. Pakistan also imports significant quantities from Afghanistan, China and Brazil.

Inferior apple varieties, poor pest management, poor crop management practices, processing and value additions and market linkages are major constraints faced by the sector.

The major areas identified for project interventions during 2012-13 may include support for replacement of existing susceptible apple varieties with high yielding resistant varieties, production management, processing, value additions and market linkages.

2.2.13 High value / off-season vegetables

Demand for high quality vegetables is increasing in Pakistan. Additionally, there exists a great export potential for high quality vegetables to Gulf States. Off-season fresh produce is also in high demand throughout the year in national and international market. In the absence of storage infrastructure and processing facilities, off-season farming is a viable option that can increase farmers' income.

2.2.14 Pomegranate

Pomegranates are mostly grown in northern parts of Pakistan. The crop was primarily grown in the Baluchistan. In 2009-10 about 52,381 metric tons of pomegranates was produced in Pakistan excluding AJK area. Pomegranate is present in wild form mostly in Potohar and AJK Region which divulges that the climate is suitable for it, provided, technically fit varieties are chosen. Not much processing is being done in the country on fruit despite the fact that it provides promising profits with a little value addition and processing.

Post-harvest losses, lack of storing and marketing facilities are the major constraints faced by the pomegranate value chain.

The major areas identified for project interventions during 2012-13 may include support for reducing post-harvest losses, improving storage and processing facility.

2.2.15 Tomato

Tomatoes are grown throughout the year during summer and winter seasons (off-season) as tunnel farming. The area of Pakistan under tomato cultivation in 2009-10 was 53.4 thousand hectares and the yield 561.89 thousand tons. Tomatoes are highly perishable vegetable have a limited storage life and can be kept stored only for a short period of 7-10 days. The major portion of tomatoes produced in D.I Khan and Quetta, because of diversified land topography and has the advantage to produce tomato almost year-round.

Productivity gap, post-harvest handling, storage and processing are the major constraints faced by the tomato value chain. The supply abundance creates large economic losses for the growers as most of the summer crop tomatoes are harvested at the same time.

Some of the major areas identified for project interventions during 2012-13 may include support for productivity improvement, post-harvest handling, storage and processing.

2.2.16 Dairy

During 2011-12, production of milk was 47,951 thousand tons. Pakistan is the fourth largest milk producing country in the world but faces spoilage losses of milk alone at approximately 15% causing annual loss of Rs 169 billion. Dairy sector contributes approximately 27% to agriculture share in GDP. Thirty five million people are engaged directly or indirectly with dairy industry, with high female participation. It is a major income source in rural areas. Dairy value chain has enormous potential for expansion and growth keeping in view the demand surpassing the current supply levels.

Improper feed, animal health and genetic, marketing, processing, quality, lack of infrastructure such as cooling facilities at farm or collection points and transportation of milk are the major constraints faced by dairy value chain.

Some of the major areas identified for project interventions during 2012-13 may include support for feed industry, improving animal health and genetics, quality improvement, cool chain development, and processing.

2.2.17 Cross Cutting Project Components

Some of the project components are cross cutting components and will be coordinated at the Project Office level by concerned technical experts in consultation with the regional offices. The indicative targets for these components for year-2 are given below.

- i. Capacity Building of Business Development Service Providers (BDSP) - Support will be provided up to 20 BDSPs during 2012-13.
- ii. International Market Linkages Program – International firm will be brought on board, upon receiving USAID's approval.
- iii. International Market Access Program - 40 companies will be supported for participation in international exhibitions/trade fairs etc. during year-2 of the project.
- iv. 15 Private Sector Extension /Research Grants will be provided. (Karachi-4, Sukkur-2, Lahore-2, Multan-2, Gilgit Baltistan-2, Peshawar-1, Faisalabad-1, Potohar and AJK-1)

2.3 Incorporating Gender in the Project Interventions

The Agribusiness Project is encouraging a cultural acceptable and commercially viable participation of

women farmers, processors, market agents and service providers in the project through targeted project interventions. The value chain development approaches opted by the project provided enough space for women farmers and entrepreneurs to participate and get benefit from the project activities.

The project will facilitate women participation at various levels of project interventions. At producers/farmers level, the project will facilitate formation of Women FEGs. Moreover, grants will be provided to these women FEGs in the potential identified. At this point an effort will be made to ensure formation of women FEGs. Similarly, Project will encourage women participation in all technical and managerial trainings. The inclusion of women in these trainings not only helps in building up their technical capacity but will help in changing traditional role of women in agriculture. These trainings and women groups formation will also raise awareness among women regarding the new techniques and improved agricultural practices.

The Project will support grants to the women entrepreneurs on competitive basis for the establishment of enterprises that will enhance horticulture and livestock value chains in their respective areas. This will improve social and economic condition of the rural women and help in making them more financially independent and empower. The grant recipient will also be obliged to create employment and income opportunities for women as indirect beneficiaries especially under the challenge and lead company grants.

Moreover, Project will continuously build the capacity of women so that they can be included in other Project activities at the wider level. Project will also mobilize men about the importance of women involvement in different Project activities so that they can draw the Project benefits equally and effectively.

2.4 Results Framework

The overall scope of the Project is capitulated in the Results Framework describing hierarchy of project objectives and scope that was provided in the RFA. The broad result framework of the Project is depicted in the figure below:

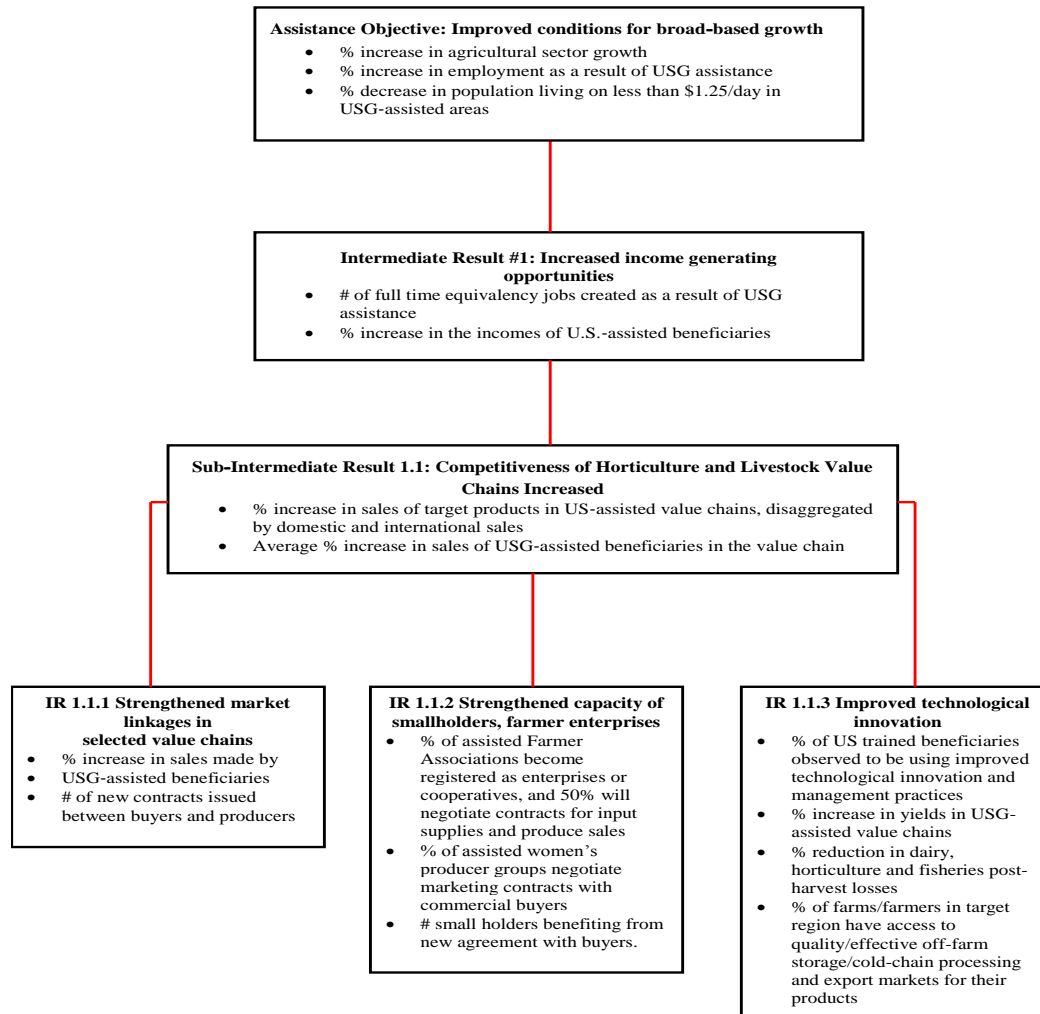


Figure 1: Result Framework of the USAID's Agribusiness Project

The Results Framework captures implementation approach of The Agribusiness Project and is used to guide work-planning and results monitoring activities throughout the course of implementation.

At the highest level of the results framework is assistance objective i.e. improved conditions for broad-based growth. While The Agribusiness Project started contributing to the achievement of project goal, through the project's intermediate result #1 i.e. facilitate increased income generating opportunities. The progress on project intermediate result #1 will lead to the achievement of overall assistance objective as mentioned above, the Project also strive to realize increased competitiveness of horticulture and livestock value chains, which is to be achieved through the following three sub-intermediate results:

- Sub-Intermediate Result 1.1.1: Strengthened market linkages in selected value chains
- Sub-Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises
- Sub-Intermediate Result 1.1.3: Improved technological innovation

In the overall planning effort each Sub-Intermediate Result (S-IR) is considered as an objective in itself. In the following sections, details of the program implementation, during the second year of the Project, are organized into the above-mentioned S-IRs and objectives. The complete implementation of activities mentioned in year-2 work plan will results in creation of over 20,000 jobs, besides private sector investment leverages of approximately USD 15 million.

3 SECTION THREE – IMPLEMENTATION ARRANGEMENTS

3.1 Project Implementation

The Agribusiness Project is implemented by ASF with support of international sub-contractors and local implementing partners that include 12 leading non-governmental organizations/rural support programs and service providers.

To support the development of value chain in collaboration with all stakeholders in the project regions, the project has established offices in various geographical clusters which will be used as intervention base. The project head office will coordinate the project activities and will establish mechanism for coordination for achieving synergies and inter-regional sharing of experiences. The strategic direction and objective orientation as well as technical assistance will be provided with a view to achieve effective results.

CNFA is an ASF sub-implementer responsible for providing assistance in the areas of monitoring and evaluation, environmental compliance and value chains analysis (VCs). The details of international STTAs with indicated level of efforts, number of travel trips to Pakistan and level of efforts in Pakistan during year-2 (2012-13) is placed at Annexure-1.

An international firm retained by the project for the implementation of international market linkages program will initiate work as soon as contracted to provide assistance in developing an international marketing and branding program in conjunction with market access activities that enables local agribusiness capture market shares in international markets.

The KFS program will be implemented through an outsourcing model and will start activities during the first quarter of the project year regarding initiation of field schools in the targeted value chains with in the geographical clusters.

The project provides report to USAID on periodical basis notably biweekly updates, quarterly progress report and annual progress reports.

4 SECTION FOUR - MONITORING AND EVALUATION PLAN

4.1 Approach

The purpose of this section is to provide an overview of the key elements of the M&E approach that will be employed by the Agribusiness Project, while implementing the activities of work plan in different regions of the project. The Project will apply M&E techniques that help demonstrate our results in a balanced and transparent manner. Additionally, Agribusiness Project will use the data collected during the implementation of the project components to track the progress towards intended output and outcome results. The overall M&C system is integrated into project activities, streamlined to project objectives, driven by management needs, responsive to reporting requirements, sensitive to gender and disadvantaged groups. The M&E system of Agribusiness Project comprises of the following salient features:

- i. realistic statements of expected results as well as a complete set of indicators and means of verification spanning the spectrum of results, outputs, activities and inputs. This lay-down the foundations of implementation monitoring and results assessment system;
- ii. written description of the processes adopted for implementing each and every intervention, and the responsibility assigned for compliance with each step;
- iii. independent collection of data from various sources of information including periodic project reports and field visits, special surveys and outcome/impact assessments in addition to the published sources of information including that of industry sources, government, donors and multi-lateral agencies and independent specialized agencies;
- iv. monitoring and reporting formats, peer review and reporting channels for periodic (monthly, quarterly and annual) reports;
- v. outcome assessments at annual or longer intervals so as to cover all outcomes/emerging impacts at least once in three years;
- vi. an integrated database holding all relevant information for implementation, monitoring and self-monitoring (in addition to special surveys, case studies and outcome assessments);
- vii. a Geographic Information System (GIS) to plan, monitor and report-display information of interest by location and value chains.

4.2 Indicators

In line with the Project's Performance Management Plan (PMP), the project will focus the following major indicators.

- Mission Strategic Framework Indicators
- EGA indicators
- Project Specific Performance Indicators

4.3 Monitoring

4.3.1 Data Sources and Collection Methods

The Project will employ a variety of data collection methods in implementing the M&E plan.

- i. **International data and statistics:** The Agribusiness Project is taking into account international research and statistics regarding Pakistan's economic rankings, potential and competitiveness in horticulture and livestock sector and exports of agriculture products. This statistics and knowledge based is used to undertake value chain analyses, developing strategies, and design of an intervention in the horticulture and livestock sector in Pakistan.

- ii. **National Statistics:** The project is using the national data and statistics compiled by the government of Pakistan. This includes but not limited to economic surveys, agriculture statistics, labour survey etc. periodically released by the Ministries of Finance, Agriculture and livestock and labour respectively.
- iii. The national statistics play an important role in communicating the plans to implementing partners within the government and private sector. The project take into consideration the national statistics as the basis of existing national policy frameworks, while developing value chain strategies, selecting sub-sector for project intervention.
- iv. **Research conducted by other development and research organizations:** Agribusiness Project reviews and employs research and data collected by other organizations like FAO. The project tries to build on the existing research and development strategies, particularly those that have utilized enterprises groups at community level, associations with sectoral stakeholders and experts.
- v. **Trends:** In the collection of data, the Project considers historical trends that have occurred before the project began. The project reviews existing reports and statistics to provide insight into current market developments. The trends are often used as guides in setting projections and final targets.
- vi. **Sectoral Data and statistics:** Agribusiness Project works closely with sectoral associations to gather initial sectoral data. However, given the limited resources and capacity of the associations working in Pakistan, this information is used only as a starting point. The project utilizes additional techniques to verify and enhance this information.
- vii. **Baseline Data collection and follow-up surveys:** The Project conducts baseline surveys of horticulture and livestock sectors from the concerned value chain actors (producers, market agents, exporters, processors, business development service providers etc.) to assess and record existing situation of the sub-sector and value chain before the project intervention. The project employed experts and enumerators besides the project resources to conduct a thorough baseline survey of the sub-sector and value chains. The baseline horticulture and livestock survey has been carried out in all the ten (10) project regions in the first year of the project to identify and prioritize the value chains and to provide basis for design of the project intervention for strengthening the targeted value chains. Follow-up surveys will be conducted to assess the improvements and contributions of the project towards the strengthening of the particular value chain and sub-sector.
- viii. **Self-reporting surveys:** The Project works with business service providers and beneficiaries to collect intermediate data. Agribusiness Project employees self-reporting surveys and reports to track the progress towards the results achieved. Examples of self-reporting surveys include a rapid assessment of targeted value chain and progress reports where the beneficiaries report on how they are using in-kind procurements to strengthen their and funds. At the initial phase, these self-reporting surveys rely on beneficiaries to provide accurate and timely information. To support these findings, when feasible, we conduct additional site-visits to verify the information.
- ix. **Site visits:** The project (through its regional M&E staff) and its partners (through their dedicated M&E staff) will undertake periodic site visits for data collection and validation and to check compliance with in-kind support provided to grantees/beneficiaries and environmental mitigation and monitoring. The project partners will prepare their monitoring plans and conduct site visits for verification of Kissan Field Schools, Farmers enterprise Groups and their functioning. The frequency of monitoring visits may vary as per site requirements and nature of activities

implemented by the project. The project will monitor the progress of the NGOs against the work plan activities and targets/indicators mentioned in the contract signed with respective partner to confirm that substantial progress is being made within a given timeframe. These site visits will improve the integrity of the data.

x. **Monthly and Quarterly Reviews**

The Agribusiness Project will hold monthly review meetings to compare progress with targets in which key personnel will participate and will be chaired by the COP. AOR will participate as an observer. Every third monthly meeting will be called quarterly progress review meeting where besides the key personnel, all the regional program managers will also participate. This process/practice will start in January 2013 and this effort will be led by the Project's M&E Director.

4.3.2 **Data Quality Assurance**

The project will not only utilize a variety of data collection tools, but in doing so, the project will employ data quality assurance procedures/mechanism to help us decide if the data is valid, attributable, truthful, precise, reliable, and timely.

- i. **Valid/Attribution:** Do the data clearly and adequately represent the intended results? Is it contributable to the project?
- ii. **Integrity:** Do the data collected, analyzed, and reported have established mechanism in place to reduce manipulation and simple errors?
- iii. **Precision:** Are data sufficiently precise to present a fair picture of performance and enable good management decisions?
- iv. **Reliability:** Do data reflect stable and consistent data collection processes and analysis overtime?
- v. **Timeliness:** Are data timely enough to influence management decision-making?

4.3.3 **Key elements of Monitoring System**

Given the size and spread of the Project, and the need for accuracy, timeliness and results-based management, the project M&E include the following critical elements:

- i. **Implementation monitoring**², which includes monitoring and reporting on inputs, activities and outputs for meeting input-output management and reporting requirements on the progress. A rigorous data management, monitoring and evaluation system has been conceptualized to ensure the implementation monitoring compliance and decision-support system;
- ii. **Results or outcome assessment** which will help the program move up the learning curve in a timely manner and tracking the result and outcomes as well as to ensure that outputs are contributing to the outcomes; and,
- iii. **Programmatic monitoring**— will include interactive learning while doing aspect of M&E--based on an auditable trail of management information to anticipate and report deviations from desirable norms and practices.

2 Here, the focus on implementation is associated with inputs, activities and outputs, while results are understood in terms of outcomes and impacts (including emerging impacts that have not yet attained their potential depth and extent)

4.4 Evaluation

4.4.1 Evaluations and Reporting

The Agribusiness Project will ensure that the data is effectively collected, analyzed and is presented/ reported consistently to the donors, ASF and other stakeholders. The project M&E will carefully select and review the methods to compute and analyze indicator data, extract the information consistently, and compare the data with similar data from other sources. Furthermore, the project will validate qualitative data by reviewing notes and use verbatim quotes in our reports.

4.4.2 Analyzing Quantitative Data

Once data have been collected and entered into a database, analysis is required to extract useful information. The project PMP and the project indicator reference sheets determine the data analysis methods that will be used on the project activities and indicators.

Descriptive analysis is useful for computing values from raw data and performing basic calculations such as sums/counts, proportions/percent, frequencies; measures of central tendency - the mean, mode and median; cross tabulations; and others. Descriptive statistics are also important for reviewing data quality and for determining viability of data for deeper analysis.

The project will conduct analysis of indicator values and other data to extract meaning of the data for performance management and communication purposes. Examples of data analysis include comparing indicator values at different reporting periods to detect trends; comparing actual indicator values against expected results or targets and analyzing the assumptions that informed indicator targets; and comparing disaggregated values to assess whether different groups are equally benefiting from project interventions.

4.4.3 Analyzing Qualitative Data

Analyzing qualitative data involves systematically compiling all of the data, identifying trends, grouping similar responses and/or highlighting or extracting sections relevant to the analysis theme. The methodology will depend on how the data are used.

4.4.4 Presenting M&E Data

After identifying the target audience, Agribusiness Project will choose the appropriate format for presenting the information. Quantitative data will be presented using tables, graphs/charts, maps, or narrative text to make the information easy for the audience to read and analyze. Qualitative data, on the other hand, will typically be presented using a narrative. Agribusiness Project will use USAID-approved formatting and templates where relevant.

4.5 Key M&E Activities

Following activities under this component were undertaken during the first year and also planned for the year-2 of program implementation:

- a. **Revision of Performance Monitoring Plan:** The PMP will be revised in light of the USAID's Mission Level Result Framework and Performance Indicators Reference Sheets (PIRs) as well as the requirement of the project. PMP will serve as a broad framework for monitoring and evaluation of Agribusiness activities, output, outcomes and impacts (emerging). The framework is flexible to allow for adjustment during the course of implementation.
- b. **Beneficiary benchmarking:** The beneficiary registering and benchmarking will be rolled out with the project interventions to track the project output and outcome level results. In the year 2012-13, the following value chain studies will be conducted:
 - i) Meat industry analysis
 - ii) Cattle colony – Karachi
 - iii) Cold Chain Infrastructure
 - iv) Horticulture Value Chain Analysis
 - v) Dairy Value Chain Analysis

- vi) Fruit Plant Certification Scheme
 - vii) Baseline Studies (Rolling)
 - viii) Assessment of Farm Service Centers
- c. **Database establishment and updating:** During the year-2 of the project, M&E database will be established to record monitoring data from secondary and primary sources. The system will have web based enabling head office and regional offices feed information, undertake analysis and generate reports at defined access points and at the desired frequency.
- d. **Monitoring and reporting:** Data collected will be analyzed and compiled in the form of bi-weekly, monthly, quarterly and annual reports for submission to USAID. Other reports/information will be submitted as and when required by the USAID.
- e. **Information Communication and Dissemination (ICD):** In order to disseminate information and convey a positive image of the project among potential beneficiaries and in the general masses, Agribusiness Project has developed a communication strategy. The Project identified and utilized projections of the project activities and its anticipated outcomes in the medium and long term. Agribusiness Project is utilizing different type of mediums for this purpose including internet (project website), print and electronic media, newsletters, sign boards, promotional material, video CDs etc. The branding and marking guidelines of USAID are being used on all promotional materials to effectively project its contribution to the development of the sub-sectors.
- f. **Virtual Value Chain Groups:** Wherever there are more than one regions involved in a value chain, a virtual group will be formed in order to share lessons learnt in order to adopt good practices and avoid the ones that would have resulted into failures. These groups will be jointly facilitated by the M&E team and the Communication Team of the project.
- g. **Coordination and collaboration:** The Project is exploring further opportunities to have coordination with current initiatives of USAID and other donor agencies in the sub-sector to achieve synergies. Agribusiness project is also coordinating with government agencies and departments for seeking policy leverage and awareness creation. The project is also building on the earlier initiatives such as FIRMS project and other initiatives funded by USAID.

Consolidated Output based Activities and Progress Benchmarks during the Second Year's Implementation of The Agribusiness Project

Objective	Out-Put based Activities	Progress Benchmarks
Objective-1 (S-IR 1.1.1): Strengthened Market Linkages in Selected Value Chains	1. Technical Assistance and Capacity Building Support under Export, Quality Assurance and Food- Safety Compliance Certifications 30 compliance certification facilitated.	<ul style="list-style-type: none"> Compliance ensured by 30 enterprises for compliance to standards.
	2. Technical Assistance and Capacity Building Support under International Markets Access Program (IMAP) for the Project & Non-Project Assisted Firms	<ul style="list-style-type: none"> 40 companies will be supported for participation in international exhibitions/trade fares etc.
	3. Development and Operation of Value Chain Platforms (VCPs) / Sector Working Groups / Platforms.	<ul style="list-style-type: none"> 16 VCPs established 32 meetings of VCP members organized 06 trainings and exposure programs for members organized and supported
	4. International Market Linkages Program	<ul style="list-style-type: none"> International Market Linkages Program – International firm would be brought on board. Development of branding scheme
Objective-2 (S-IR 1.1.2): Strengthened Capacity of Smallholders & Farmer Enterprises	1. Technical & Managerial Trainings	<ul style="list-style-type: none"> 20 trainings organized, attended by a minimum of 500 participants
	2. Organization of Kisan Field Schools in Selected Value Chains:	<ul style="list-style-type: none"> 5 Participatory curriculum development workshop 5 Training of facilitators Initiation of 900 KFS and in-kind support to KFS
	3. Technical Assistance and Capacity Building of BDS Providers	<ul style="list-style-type: none"> 20 BDS providers selected and provided TA and capacity building support
	4. Formation of Farmer Enterprise Groups (FEGs) (On-Farm Grants)	<ul style="list-style-type: none"> Formation of 1500 FEGs initiated by partner NGOs and RSPs Grants support initiated for 1500 FEGs
	5. Matching-Grant Support to Associations, Cooperatives and Farm Service Centres (On-Farm Grants)	<ul style="list-style-type: none"> 55 Associations, Cooperatives, FEG clusters and Farm Service Centers organized Grant support initiated for 30 Associations, Cooperatives, FEG clusters and Farm Service Centers
Objective-3 (S-IR 1.1.3): Improved Technological Innovation	1. Grant Support to Individual Farmers- On Farm Grant	<ul style="list-style-type: none"> Grant support provided to 205 individual farmers/enterprises
	2. Agriculture extension/research service development in private sector	<ul style="list-style-type: none"> Grant support processed for 15 selected Pvt. sector extension/research services companies
	3. Matching grant to enterprises (Challenge and Lead Company Grants)	<ul style="list-style-type: none"> Grant support initiated for 59 enterprises/ challenge grant Grant support initiated for 06 lead companies/ lead company
Others	4. Analysis and Studies	<ul style="list-style-type: none"> 10 Value Chain Analysis and Thematic Studies initiated.
	5. Communication	<ul style="list-style-type: none"> Project branding and marking guidelines developed and implemented for project activities
	6. Monthly and quarterly progress reviews	<ul style="list-style-type: none"> Issues in implementation identified and topics identified for case studies and projection.

5 SECTION FIVE - DETAILED CHRONOLOGICAL IMPLEMENTATION PLAN

The details of project activities planned for year-2 with estimated budget is given below in the Gantt chart:

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe											
				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
PROJECT MANAGEMENT															
Staff Training and Capacity Development (National & International)															
a. International Training (Persons)	5	3000	15,000												
b. National Training (Persons)	20	200	4,000												
c. Exposure Visit(s)	2	3000	6,000												
ENVIRONMENTAL COMPLIANCE															
Programmatic Environmental Assessment (PEA)															
a. Programmatic Environmental Assessment	1	LS	250,000												
b. Development of Environmental Manual	1														
c. Environmental Documentation Form	1760														
d. Environmental Assessment/EDF for challenge grants	59														
e. Environmental Assessment (lead company grants)	6														
PROGRAM IMPLEMENTATION															
Objective-1 (S-IR 1.1.1): Strengthened Market Linkages in Selected Value Chains															

Work Plan-Year 2 (2012-13): The Agribusiness Project

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe												
				2012			2013									
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Technical Assistance and Capacity Building Support under Export, Quality Assurance and Food- Safety Compliance Certifications	30	4000	120,000													
Technical Assistance and Capacity Building Support under International Markets Access Program (IMAP)	40	4000	160,000													
Development and Operation of Value Chain Platforms (VCPs) / Sector Working Groups / Platforms																
a. Value Chain Platforms (VCPs) established	16	LS	200,000													
b. Meetings of VCP members organized	32															
Objective-2 (S-IR 1.1.2): Strengthened Capacity of Smallholders & Farmer Enterprises																
Technical and Managerial Trainings																
a. Selection of Training themes and priorities for training within the targeted value chain and clusters.	20	10000	200,000													
b. Trainings organized																
Organization of Kisan Field Schools(KFS)																
a. Participatory curriculum development workshops	5	2280	2,052,000													
b. Training of facilitators	5															
c. Establishment of Kisan Field Schools (KFS)	900															
d. Distribution of tools/kits to graduated KFS	22500															

Work Plan-Year 2 (2012-13): The Agribusiness Project

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe											
				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Technical Assistance & Capacity Building of BDS providers															
a. BDS providers selected and provided TA and capacity building support	19	6000	114,000												
Formation of Farmer Enterprise Groups (FEGs)															
a. Rapid market assessment in order to determine who the buyers are, how much quantity is demanded, the quality of product demanded, and the number of FEGs/individual farmers to be organized in order to produce the required product and sell it to the market.															
b. Meeting with partners to determine market demand and identify number of FEGs															
c. Formation of FEGs initiated by Agribusiness Project through implementing partners	1500	1000	1,500,000												
d. Grants support to FEGs	1500	5000	7,500,000												
e. Business Associations/Cooperatives /FEG Clusters /Farm Services Centers organized	55	1000	55,000												
f. Grants support provided to Business Associations/ Cooperatives / FEG Clusters/ Farm Services Centres	55	8000	440,000												
Objective-3 (S-IR 1.1.3): Improved Technological Innovation															
Matching Grant Support to individual farmers & Enterprises															

Work Plan-Year 2 (2012-13): The Agribusiness Project

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe											
				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
a. Call for RFPs/RFAs	205	6000	1,230,000												
b. Agribusiness Profiling and Prioritizing Interventions															
c. Grant support provided to individual Farmers / Enterprises															
Matching Grants for Support to Off-farm enterprises (processing, marketing and export)															
a. Call for RFPs/RFAs issued to enterprises	59	70000	4,130,000												
b. Profiling Agribusinesses and Prioritizing Interventions															
c. Grants support (challenge grants) issued to enterprises as per prioritized value chains															
d. Grants support process initiated to lead company grants issued	6	800,000	4,800,000												
SECTION FOUR: MONITORING, EVALUATION & COMMUNICATION															
a. Preparation Work Plan for Year 2 & 3															
b. Monthly Progress Review Meetings															
c. Quarterly Progress Review Meetings															
Studies and Assessments															
a. Meat Industry (Part 2)		LS	621,000												
b. Cattle Colony Karachi															
c. Cold Chain Infrastructure															

Work Plan-Year 2 (2012-13): The Agribusiness Project

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe													
				2012			2013										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
d. Studies for each value chain (taking lead from the list of 16 planned VC for FY-13)																	
e. Horticulture Value Chain Analysis																	
f. Dairy VC Analysis																	
g. Fruit Plant Certification Scheme																	
h. Beneficiaries Studies (Rolling Benchmarking)																	
i. Assessment of Farm Service Centers																	
j. Other studies																	
k. Establishment of M&E database and Software Pilot Testing		LS															
l. On-going monitoring of program activities in accordance with AWP, Log frame and PMP		Covered from OB															
m. Submission of bi-weekly reports	24																
n. Submission of quarterly progress reports	4																
o. Information communication and dissemination		LS	228,500														
p. Outsourcing and development of Integrated Management Software	1	120,000	120,000														
q. Project reporting on USAID Pak Info																	
r. CNFA budget	1	476,748	476,748														
s. IMLP budget	1	800,000	800,000														
Total Budget			25,022,248														
Operational Budget			6,226,322														

Work Plan-Year 2 (2012-13): The Agribusiness Project

Activities / Outputs	Target Year 2	Unit Cost (\$)	Annual Consolidated Total Cost (\$)	Timeframe												
				2012			2013									
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Total Budget			31,248,570													
Carry Over (Grant Amount) to 2013-14			8,298,050													
Net Funds requirement for 2012-13			22,950,520													

Annexure-1: Schedule of STTAs: International & Local for Year-2 (2012-13)

S. #	Themes/ Areas	Number of International Consultants	No of Intl. Consultants trips	Purpose of the Trip	LOE of International STTA		Local Consultants	Remarks
					# days in PK/# total SOW	Indicative Starting Date		
1	IT System Integration	2	3	IT MIS System Development	30	Jan-Mar 2013	0	
2	Livestock Dairy Value Chain	2	2	Follow Up on Dairy Value Chain Assessment	30	Jan-Mar 2013	2	
3	Landhi Cattle Colony Assessment in Karachi	1	1	Follow Up on Cattle Colony Karachi	20	March-April 2013	2	
4	Agribusiness Marketing & Cold Chain Storage	2	2	Cold Chain Assessment	40 days	Jan-Feb 2013 & May-Jun 2013	2	
5	Horticulture Specialist	4	4	Horticulture VC Assessment	120 days	Feb-April 2013	4	
6	USAID Environmental Compliance	1	2	Environmental Assessment	40 days	Jan-March 2013	4	
7	Livestock Meat Value Chain	2	2	Meat VC Follow up	30 days	April-May 2013	2	
8	Project Management Support	2	3	CNFA's TA to Project	20 days	Jan-June 2013	0	
9	Agribusiness Planning & Development	1	2	Support for Lead Company Grants	30 Days	Jan-June 2013		
10	Procurement Procedures & Planning	1	2	Develop procurement procedures & plan	30 Days	Jan-June 2013		
11	Agribusiness Competitiveness	1	2	TA on Agribusiness Competitiveness	30 Days	Jan-June 2013		