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**Uganda Agricultural Productivity
Enhancement Program (APEP)**
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Fifth and Final Work Plan
October 1, 2007 to July 8, 2008



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DISCLAIMER

The authors views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

LIST OF EXHIBITS

Exhibit I: USAID APEP Organizational Structure	4
Exhibit II: USAID APEP Results Framework	5

LIST OF ANNEXES

Annex A: USAID APEP demobilization plan.....	31
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LIST OF ACRONYMS

ABSP II	Agricultural Biotechnology Support Program II (USAID)
ABDC	AgriBusiness Development Component (of ASPII/DANIDA)
ASPSII	Agricultural Sector Programme Support (DANIDA)
ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
AGOA	African Growth and Opportunity Act
APEP	Agricultural Productivity Enhancement Program
ARDC	Agricultural Research and Development Centre (NARO)
ASPS II	Agriculture Sector Programme Support (DANIDA)
ATAIN	Agribusiness Training and Input Network
BBW	Banana Bacterial Wilt
CAADP	Comprehensive Africa Agriculture Development Programme
CAEC	Continuing Agricultural Education Centre
CBOs	Community-Based Organizations
CDO	Cotton Development Organization
CERUDEB	Centenary Rural Development Bank
CET	Common External Tariff
CIAT	International Center for Tropical Agriculture
CO	Contracting Officer
COMPETE	Competitive Private Enterprise and Trade Expansion project (USAID)
CoP	Code of Practice
CORI	Coffee Research Institute
CT	Conservation Tillage
CTO	Cognizant Technical Officer
CWD	Coffee Wilt Disease
DANIDA	Danish International Development Agency
DCA	Development Credit Authority (USAID)
DCs	Depot Committees
DfID	Department for International Development (UK)
EAC	East African Community
EAFCA	East African Fine Coffee Association
EU	European Union
FEWS NET	Famine Early Warning System Network project (USAID)
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIFAP	Global Crop Protection Association
GIS	Geographic Information Systems
GMO	Genetically Modified Organism
GoU	Government of Uganda
HO	Home Office
ICRAF	International Center for Research in Agro Forestry
ICT	Information and Communications Technology
IEE	Initial Environmental Examination
IEHA	Initiative to End Hunger in Africa
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Corporation
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
IPM	Integrated Pest Management
IPM CRSP	Integrated Pest Management Collaborative Research Support Program
ISNAR	International Service for National Agricultural Research
ISP	Integrated Strategic Plan
ISTA	International Seed Testing Association
ITI	International Technology Investment, Ltd.
LOP	life of project
M&E	Monitoring and Evaluation
MD	Managing Director (APEP)
MAAIF	Ministry of Agriculture, Animal Industry & Fisheries
MEMS	Monitoring and Evaluation Management Services
MFI	micro-finance institution

LIST OF ACRONYMS (CONTINUED)

MoU	Memorandum of Understanding
MSU	Michigan State University
MTCS	Medium-Term Competitiveness Strategy
MUFA	Makerere University Faculty of Agriculture
NAADS	National Agricultural Advisory Service
NARO	National Agricultural Research Organization
NARS	National Agricultural Research System
NCBA/CLUSA	National Cooperative Business Association/Cooperative League of the USA
NBC	National Biosafety Committee
NGO	Non-Governmental Organization
NRI	Natural Resources Institute
NUCAFE	National Union of Coffee Agribusiness and Farm Enterprises
NUECO	Northern Uganda Eco Organic Ltd
OECD	Organization for Economic Cooperation and Development
OGS	Out grower Scheme
PBS	Program for Biosafety Systems (USAID)
PEAP	Poverty Eradication Action Plan
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
PIR	Project Intermediate Results
PMA	Plan for Modernisation of Agriculture
PMP	Performance Monitoring Plan
PMU	Project Management Unit
PO	Producer Organization
PRIME	Productive Resource Investments for Managing the Environment
RATES	Regional Agricultural Trade Expansion Support (USAID)
RATIN	Regional Agricultural Trade Intelligence Network
RF	Results Framework
Rural SPEED	Rural Savings Promotion & Enhancement of Enterprise Development project (USAID)
SACCO	Savings and Credit Co-operatives
SAF	Strategic Activities Fund
SAARI	Serere Agricultural and Animal Research Centre
SCAA	Specialty Coffee Association of America
SCOPE	Strengthening the Competitiveness of Private Enterprise project (USAID)
SCRIP	Strategic Criteria for Rural Investments in Productivity (USAID)
SME	Small and Medium-Sized Enterprise
SO	Strategic Objective
SOMED	Support Organisation for Micro Enterprise Development
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TASO	The AIDS Support Organization
TMG	The Mitchell Group
ToT	Training-Of-Trainers
UBL	Uganda Breweries Limited
UCDA	Uganda Coffee Development Authority
UCE	Uganda Commodity Exchange
UCIL	Uganda Crop Industries Limited
UFEA	Uganda Flower Exporter's Association
UGCEA	Uganda Ginners and Cotton Exporters Association
UGTL	Uganda Grain Traders Limited
UNADA	Uganda National Agro-inputs Dealers Association
UNCST	Uganda National Council of Science and Technology
UNBS	Uganda National Bureau of Standards
UNEP	United Nations Environment Programme
UPTOP	Uganda Program for Trade Opportunities and Policy (EU)
USAID	United States Agency for International Development
USTA	Uganda Seed Traders Association
UWA	Uganda Wildlife Authority
VANEX	Uganda Vanilla Exporters Association
WFP	World Food Program

INTRODUCTION

This is the fifth and final work plan of the USAID-funded Agricultural Productivity Enhancement Program (USAID APEP) covering the period October 1, 2007 through July 8, 2008 (institutional contract completion date). The work plan was developed by the USAID APEP technical team in close collaboration with key stakeholders at a work planning workshop during the week of September 10, 2007. Participants included the expatriate technical assistance (TA) team, their local counterparts, a representative from the Chemonics Home Office PMU, USAID Kampala, Uganda commodity sector stakeholders and collaborating partners including IITA.

During the work planning sessions, the team reviewed project goals and strategies including strategic challenges, the Results Framework, and Life of Project (LOP) outputs expected from USAID APEP. From these discussions and progress achieved to-date and bearing in mind the remaining time on USAID APEP, implementation strategies for each program objective were developed by commodity sub-sector and key activities identified. Priority was given to achieving LOP outputs. These were then elaborated by the USAID APEP TA team to include resource requirements, and realistic benchmarks. Comments were solicited during the workshop and after production of the draft document.

Below, we present an overview of USAID APEP, the strategic challenges, the program organizational structure, and the Results Framework. In the section that follows, we give a brief narrative description of the work plan organized by program objectives that are linked directly to the Results Framework; and Project Management, Monitoring and Evaluation. There are 14 objectives. The last section of the work plan document includes aspects of demobilization/close-out.

Program Description

USAID APEP is one of the major undertakings by USAID/Uganda aimed at expanding rural economic opportunities in the agricultural sector by increasing food and cash crop productivity and marketing. Since its inception, USAID APEP has built on sector successes with added emphasis on creating economies of scale that catalyze transformation of agriculture from low input/low output, subsistence farming to commercially competitive agriculture. USAID APEP has addressed targeted commodities and related systems; production-to-market transactions; improvements in input distribution and financial services, technology transfer, and Producer Organizations (POs); and development of competitive agricultural and rural enterprises.

The project is consistent with the Government of Uganda (GoU) Poverty Eradication Action Plan (PEAP), Plan for Modernisation of Agriculture (PMA), and the Medium-Term Competitiveness Strategy (MTCS).

The model promoted by USAID APEP is that of a commodity and intervention selection system to identify market-driven opportunities and allocate resources; and to guide its selection of commodity focus and interventions. During the fifth and last work plan year, USAID APEP will continue to focus on coffee (primarily Robusta and to a limited extent Arabica), cotton, grains & oilseeds, flowers, vanilla & spices and bananas. USAID APEP will also continue to work with producer organizations to develop and strengthen linkages, management systems, and revenue streams. The focus during the 9-month period shall be on identifying aspects that can enable the gains made through USAID APEP be sustained once the project closes down.

Strategic Challenges

During the work planning process, a number of strategic challenges were identified:

- **Resource envelope:** USAID APEP is approaching close-out. The Strategic Activities Fund (SAF) budget is fully obligated. The Training budget is also shrinking. As a result, there will be a reduction in the amount of field-level activity, especially as it relates to demonstration activities. Therefore, resources have to be allocated judiciously to achieve results. Leveraging from other SO7 partners, development partners and clients will be pursued.
- **Technical assistants (TAs):** The Biotechnology Advisor, Tilahun Abebe completes his tour in September 2007. There remains a full complement of local professional staff. Short term technical assistants (STTA) will continue to be used on a demand-driven basis. During the work plan year a personnel phase-out plan shall be developed and presented to USAID for concurrence.
- **Remaining cropping and crop marketing seasons:** End of project for USAID APEP is July 8, 2008. There will be one production and marketing season for cotton, 2007/08. In the case of seasonal crops (grains and oilseeds) there will be 1 full cropping season (2007B). For the perennial crops, market reporting can continue through June, 2008. Technical assistance activity for 2008A season will focus on those corporate and development partners who are continuing with the programs formerly initiated with USAID APEP support
- **Life of Project (LOP) targets:** USAID APEP is a completion-type contract. With reasonable international commodity prices and crop growing conditions, USAID APEP has a reasonable likelihood of achieving the project targets of a 40% increase in household incomes of USAID APEP supported households; 250,000 households supported by USAID APEP; 80,000 on-and off-farm jobs created; and 600 on- and off-farm enterprises created.
- **Sustainability:** The clients have expressed gratitude to USAID APEP interventions in enhancing agricultural productivity and supply response. USAID APEP has focused on viable agribusiness opportunities – with an in-built sustainability element. Key to post-USAID APEP is sustainability of the USAID APEP model – where households continue to practice productivity enhancing farming, and where there are strong corporate linkages with producer organizations. Clients are likely to internalize more of the costs of the interventions, and other development partners are also emulating the USAID APEP model. This final work plan year will focus on consolidating efforts, with emphasis on sustainability/handover and exit strategies. In addition to a final report, various documents and extension publications will be developed that explain the USAID APEP approach and success stories/lessons learned.

Organizational Structure

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

- The **Commodity Commercialization Unit** team chooses commodities and interventions in consultation with the rest of the team, they oversee the “national business and marketing development strategies” of the “national business”

commodities, and they work directly with the private sector, as well as public sector and donor representatives in planning. The unit staff is divided across two portfolios. Portfolio A includes cotton, grains & oilseeds, while Portfolio B includes coffee, flowers, vanilla & spices and banana (matooke).

- The **Business Expansion Unit** offers supporting, specialized technical assistance services and coordination to the Commodity Commercialization Unit in PO management and commercialization.
- The **Program Services Unit** houses the Strategic Activities Fund (SAF) management and project administrative services.
- A cross-cutting **Technical Support Unit** covers biotechnology and biosafety, agribusiness finance, agricultural input supply and agricultural commercialization-focused education and training. The ag biotech position has been phased out during this work plan year. However, USAID APEP TAs will continue providing TA on biotech cotton, and will continue collaboration with ABSP II and PBS.

The Chemonics Home Office (HO) provides contract management and support services through a Program Management Unit (PMU) that liaises directly with the MD. Exhibit I shows the structure of USAID APEP as of September 30, 2007.

Results Framework

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

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

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

These PIRs are further supported by sub-PIRs as shown in the RF. In this work-planning, we address each sub-PIR as an objective. In the following section, we present details of the FY08 work plan organized by PIR and objectives. In each, we present the program strategy, activities for the plan year, resources required, and benchmarks for measuring achievements at semi-annual reporting periods.

Exhibit I: USAID APEP Organizational Structure

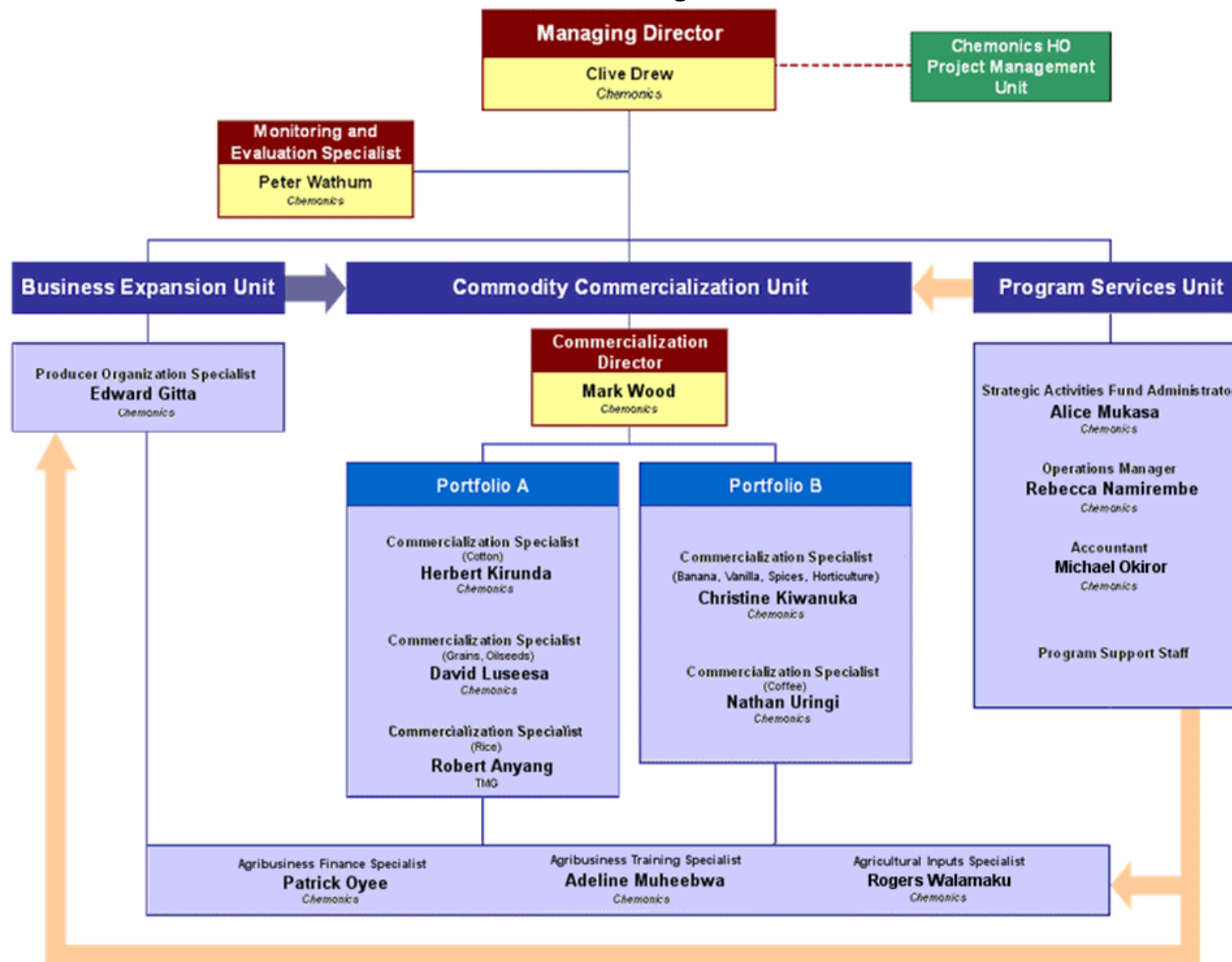
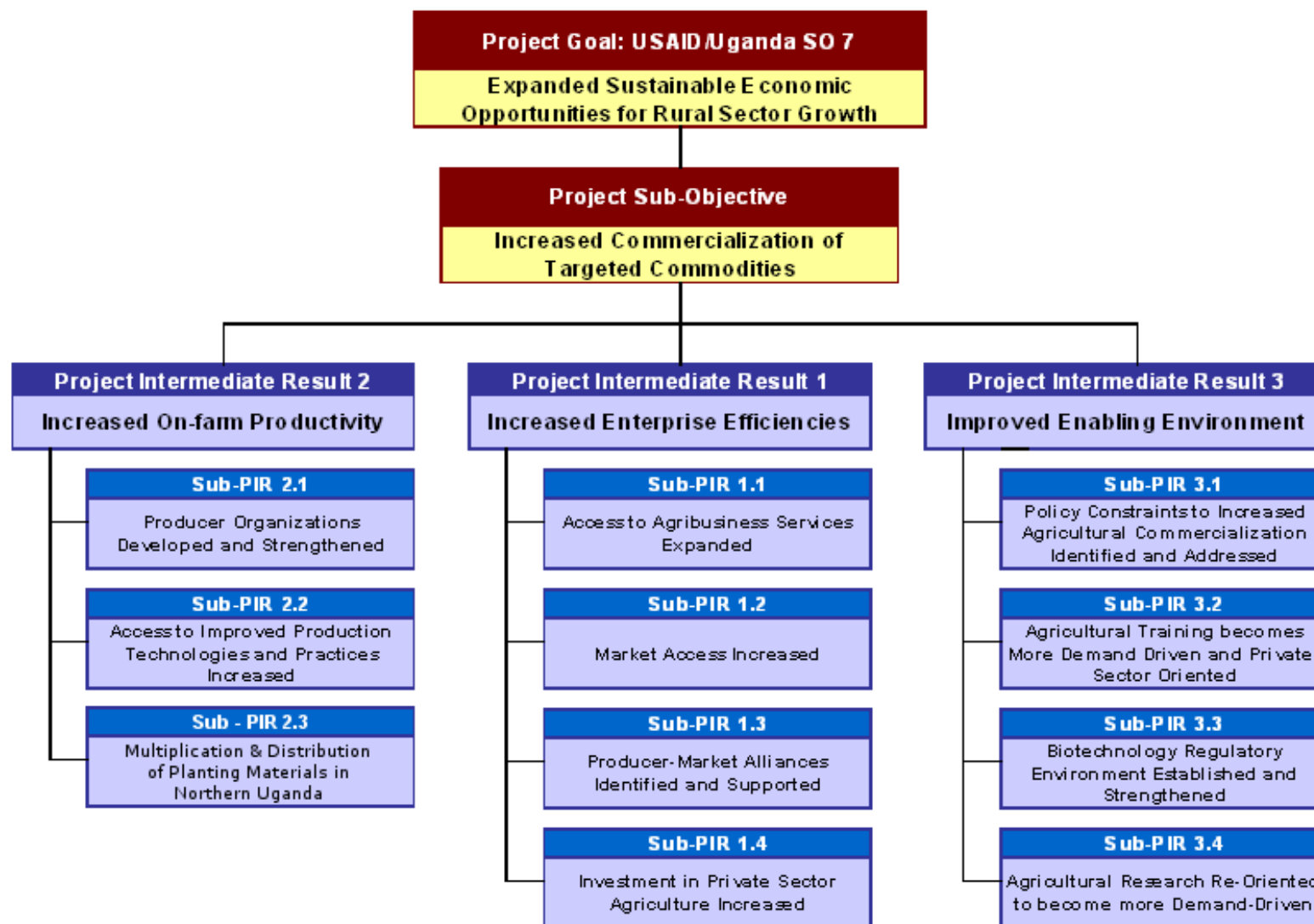


Exhibit II: USAID APEP Results Framework



WORKPLAN 2008

PIR 1: INCREASED ENTERPRISE EFFICIENCIES

LOP 600 new off-farm enterprises
LOP 60% Change in the total gross revenue received by off-farm enterprises

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

Objective 1: Expand Access to Agribusiness Services

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

LOP 30 Local credit service points providing commercial agricultural credit
LOP 45% Change in total amount of commercial agricultural credit provided

- **Strategy:** Increased access to agribusiness services, including input delivery and financial services implies working on both the supply and demand sides of agribusiness services. During this final 9 months, USAID APEP TA will work to consolidate the effectiveness of both the input supply system as well as access to rural financial services. Over the life of USAID APEP, attention has been paid to developing not only input suppliers themselves but in addition the association of input suppliers – UNADA. It is through this institution that services including credit guarantees have been given to stockists to encourage the timely stocking of greater ranges of products. USAID APEP TA will focus specifically on the UNADA interface with stockists in order to ensure that service provision is maintained. USAID APEP will also continue to work with the other donors and private sector partners supporting UNADA.

The provision of rural financial services has in the past four years begun to improve significantly. Through successful collaboration with various financiers, a total of 31 financing service outlets commenced agricultural lending over the past four years and continue to serve USAID APEP clients in production, trade finance and agro-input credit. To ensure sustainability in agricultural lending, the USAID APEP technical assistance to the production financiers will continue to include *inter alia*: the technical assistance in identification of both bankable commodities and geographical locations; training of loans officers, and appropriate clientele identification and linkage on one hand while creating bankable clientele through the USAID APEP technology transfer program on the other. It is hoped that with the staff training conducted by USAID APEP and linkage to bankable farmers, the financial service outlet should continue agricultural lending even post USAID APEP. Centenary Bank has continued to increase its rural outreach and at least one new entrant, Commercial Micro Finance (CMF), has begun to make significant contributions to the rural finance landscape. USAID APEP will over the remaining months continue to train bank loans officers and management in commercial agricultural lending. Additionally, USAID APEP will consolidate its technical knowledge base into specific documents useful to bankers in their work of rural financial service provision.

- **Activities:** The development of input stockists will continue to be a focus under USAID APEP. Building on the successes during the past four years, USAID APEP will continue to work with Uganda National Agro-inputs Dealers Association (UNADA) and a conscious effort is being made to develop “Regional Distributors” from the existing stockists based in some of the regional towns using a combination of training and the credit guarantee scheme. In term of meeting LOP target, USAID APEP has to-date trained over 500 rural stockists, so the emphasis during the work plan period will not be

on training new stockists but strengthening of the existing stockists and linking them to suppliers. More emphasis will be placed on agribusiness management and record keeping, bulk central procurement and customer satisfaction and management. The fostering of a unified approach in the advisory unit of UNADA, especially in technical and information dissemination will be instrumental in the sustainability of the intervention. USAID APEP will assist this process with additional training of UNADA and its stockist members.

Since the provision of market information is vital in improving the business environment, emphasis will be placed on improving the quality of the monthly newsletter and its distribution will be improved by utilizing the existing UNADA network. Through collaboration with IFDC and UNADA, data will be collected both at the local and international level for the different articles in the newsletter as programmed. However for sustainability, collaboration with UNADA in the incorporation of some more relevant articles in their newsletter will continue so as to have wider coverage and continuous information dissemination to the farming communities and stockists.

Commercial Micro Finance (CMF) has requested USAID APEP for specific technical assistance in commodity training, information sharing, linkage to appropriate locations and clientele. This is expected to lead to at least 2 new CMF branches in Mbale and Kumi commencing smallholder agricultural lending to USAID APEP clients during the work plan period. Similarly, through the continued technical assistance to Centenary Bank, one new branch in Nebbi is expected to commence smallholder agricultural lending to USAID APEP clients in the district.

At least US\$1,000,000 is expected to be extended to USAID APEP small holder clients by the various production finance outlets collectively during the work plan period.

To strengthen their knowledge base on commodity financing, Centenary Bank has requested USAID APEP to develop commodity reference guides that will furnish their loans officers with vital knowledge on specific commodity agronomy, cropping calendar, input requirements, economics and inherent financing risks. This is seen as vital to the bank in its agricultural lending, particularly beyond USAID APEP. Therefore, USAID APEP will prepare these commodity reference guides.

Registered inputs suppliers will continue to extend credit to stockists serving USAID APEP farmers countrywide under the Stockist Credit Scheme that is guaranteed using PL-480/ATAIN funds. The scheme is jointly managed by USAID APEP and UNADA. Under this scheme, 50 existing stockists are expected to access agro-input credit from the registered suppliers during the work plan period. ATAIN guarantees will also be provided to at least 3 wholesaler/distributor clients. A hand-over modality will also be worked out for the ATAIN guarantee funds in collaboration with ACDI/VOCA PL-480.

- **Resources:** USAID APEP TA, SAF, UNADA, STTA, PL-480, Banks, Private firms and associations, NAADS, CDO.

Benchmark 1.1:	At least 500 existing input supply stockists linked to suppliers by 6/30/2008
Benchmark 1.2:	At least 6 agri-input stockist monthly newsletters (cumulative 39) produced and distributed by 3/31/2008
Benchmark 1.3:	At least 3 new agricultural financial service provider branches (cumulative 35) providing services to USAID APEP clients by 6/30/2008

Benchmark 1.4:	At least US\$1,000,000 in agricultural credit extended to USAID APEP smallholder clients by 6/30/2008
Benchmark 1.5:	A commodity reference guide developed for banks providing rural finance by 1/31/08
Benchmark 1.6:	At least 50 rural stockists receive guarantee support through 6/30/2008
Benchmark 1.7:	At least 3 wholesaler/distributor clients receive guarantee support through 6/30/2008
Benchmark 1.8:	ATAIN guarantee hand-over by 6/30/2008

Objective 2: Increase Access to Markets

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

- **Strategy:** This objective focuses on strengthening and developing competitive marketing strategies so that Uganda's products reach local, regional, and international markets. Much of the preparation for accessing these markets involves significant processing of raw materials. The firms engaged in agro-processing already working with USAID APEP will continue to receive technical and market linkage support. Where appropriate, USAID APEP clients will receive targeted support in developing production and marketing plans as well as support in preparing financial plans for presentation to financiers.

Production support plans will be of importance particularly to the coffee sub-sector working to consolidate certified coffee sourcing; as well as the rice sub-sector where tremendous enthusiasm exists against a background of slower production growth. Wherever possible the private sector will be encouraged to take up personnel supported by USAID APEP. This is likely to be seen in at least in the vanilla, coffee and cotton sub-sectors. Maintaining appropriate technical staff levels will be important as companies continue to access markets.

- **Activities:** USAID APEP TA will continue working with existing clients by providing technical support to ensure that established market linkages remain viable. This support will be particularly important in the emerging rice sub-sector where 2 new entrants will participate this work plan period. It will also be critical to consolidate the gains made by established milling operations. Working through a newly formed rice trade association will provide the platform necessary to enforce quality at mill gate where possible and to enhance the common external tariff position to the benefit of the producers and processors. Additional support will be given to training farmers in the organic cotton areas particularly where polypropylene contamination is becoming a serious quality issue at market.

USAID APEP through its private sector development efforts will assist two new upcoming rice processors in Pallisa and Mukono. Both mills are being supported financially by DFCU to increase Uganda's potential for quality milled rice production. USAID APEP TA will assist in mapping out production areas with the aim to develop a viable and good supply of paddy. USAID APEP will use its structure within the PO rice groups and the trained informal middlemen to supply paddy to the mills. USAID APEP TA will continue to provide the necessary training in paddy management in the form of structured training in handling paddy from field to mills including marketing, branding and

storage. USAID APEP TA will develop a practical guide for rice processors on quality, branding, out growers scheme and sourcing. All the 10 leading rice processors will be encouraged to form a viable association.

Increased public attention to food safety and the desire for evidence of assurance by some of the major international coffee markets have continued to drive Coffee Sustainability from hitherto niche market into the mainstream international market. USAID APEP will continue to provide TA and financial support to Ibero (U) Ltd, Ankole Coffee Processors Ltd, Kawacom (U) Ltd and Kyagalanyi U) Ltd to extend training to the smallholders towards productivity and compliance to sustainability standards. In addition to continued support provided to the already over 10,000 registered sustainability smallholder coffee producers, USAID APEP through the SAF program will provide financial and technical support to enable existing collaborating enterprises register at least 1,000 new smallholders in conformity with the sustainability standards. It is anticipated that by the end of the fifth work plan year, at least 11,000 smallholder coffee farmers will be provided with technical and sustainable market standards guidance.

Flower production is very dynamic industry that requires concerted efforts of UFEA members to keep the industry together. UFEA together with USAID APEP TA will continue monitoring flower farms in implementation and compliance to national and international standards that provide a competitive marketing advantage. Dissemination of market information through various sources including the UFEA website will be continued. Monthly export volumes of roses and cut plants and updates of activities within the flower industry are part of the reports. At least 4 market analyses shall be produced and disseminated during the work plan period.

To strengthen competitive marketing, VANEX members have come up with a strategy that will improve efficiency in buying of green vanilla beans. Individual processing companies will set up collection centres in the major growing regions. This will enhance cooperation between farmers and processors/exporters thereby improving farmers' confidence in production and marketing of their produce. VANEX together with USAID APEP TA will continue to provide technical assistance to farmers and staff at the collection centres especially in areas of quality aspects through implementation of good agricultural practices in order to meet international requirements. VANEX will also continue to maintain a database of international buyers liaising with them regularly to keep them informed of the industry developments. It is anticipated that 4 collection centers will be in place before the January/February 2008 harvest season.

Exporter firms are involved in the cotton, coffee, flowers and vanilla commodity chains. USAID APEP TA will continue to provide support to exporter firms in maintaining or enhancing their market positions. Support will be given to training farmers in the organic cotton areas particularly where polypropylene contamination is becoming a serious quality issue at market. Coffee exporters engaging in improved coffee production systems such as Utz Kapeh or C.A.F.E Practice will continue to receive technical support. Such support will involve farmer training in improved quality production. This will feed into the higher end markets that are being developed by the exporters. In all, at least 80 existing exporter firms are expected to be supported during this work plan period.

- **Resources:** USAID APEP TA, NAADS, Uganda exporter associations, international trading houses, SAF, Banks, African 2000 Network, SG2000-Uganda.

Benchmark 2.1:	Technical and market linkage support provided to at least 60 existing agro-processors by 6/30/2008
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Benchmark 2.2:	Technical guidance provided to 2 new rice agribusiness firms to develop production, sourcing and marketing plans by 6/30/2008
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Benchmark 2.3:	Coffee sustainability, technical and market standards guidance provided to at least 1,000 new smallholders (cumulative 11,000) by 3/31/2008
Benchmark 2.4:	At least 4 flower market analysis reports produced by 3/31/2008
Benchmark 2.5:	At least 4 regional vanilla collection centers established by processors by 3/31/2008
Benchmark 2.6:	At least 80 existing exporter firms assisted by 6/30/2008

Objective 3: Identify and Support Producer-Market Alliances

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

- **Strategy:** This objective focuses on fostering linkages between producers and the rest of the commodity market chain. USAID APEP will continue to work in two main areas - at the business or large association level, and at the producer level through DC and PO commercialization to build producer-market linkages. Work with POs has proven useful to producers as well as the markets. Corporates across all commodity sub-sectors have seen the utility of working with organized farmers. During this final work plan period, USAID APEP will focus on consolidating gains made by POs and their DCs as they have made links with the private sector. Of critical interest will be the provision of support to POs in organic cotton and the expanding coffee sub-sectors. Both of these enterprises are registering new producers in significant numbers – organic cotton in the Acholi area and coffee in the Mt Elgon area with the new MTL/Kyagalanyi Joint Venture operation.
- **Activities:** USAID APEP will continue to provide support to existing partners as well as establishing new collaborations with companies such as Kaweri Coffee Farmers Alliance, RNE funded West Nile coffee project with a view to refining their respective POs and enriching linkages with coffee exporters as well as input suppliers. The major activities will include farmer registration, targeted extension activities, input supply and output procurement as well as field support programs. Through this activity, at least 5,000 new (75,000 cumulative) coffee growers will be more closely linked with coffee processors and exporters. USAID APEP will continue to strengthen the capacities of field staff working for corporate partners through joint management of training, marketing, monitoring and evaluation of smallholder-exporter relationships as well as linkage to input suppliers.

The International Specialty Coffee market compared to other market segments has continued to grow at a significant rate and has a great potential of achieving attractive premium for the participative origins. In collaboration with the coffee industry in Uganda, USAID APEP will contribute to the promotion of Uganda coffee entry into the Specialty Market through linkage and specialty market information acquisition and dissemination. USAID APEP in collaboration with USAID RATES and SCAA will facilitate training in Arabica coffee specialty programs for the Ugandan small coffee holders through regional and global coffee market information including the 5th African Fine Coffee Conference & Exhibition to be held February 14-16, 2008 in Kampala.

USAID APEP will continue providing technical support to at least 130,000 existing USAID APEP conventional cotton farmers and link them to ginners to ensure an available market for their seed cotton. This support will be provided in the form of

training, on-farm technical visits and nurturing of producer-buyer linkage through the existing POs.

Through access to certified farmers in Producer Organizations and at demonstration site level, APEP in collaboration with NUOPPA will link organic cotton farmers in Northern Uganda and Pallisa district to ginners that conform to the organic IFOAM standards. Linkage will involve training of ginnery staff at all levels, as well as ensuring that field level training is carried out effectively by corporate staff. At least 30,000 registered organic cotton farmers will be linked to cotton ginners.

There will be continued technical support to the two established oilseeds outgrower programs under A.K. Oils and Fats (U) Ltd and Sanyu Agro Industries Ltd in the Lango and West Nile regions, respectively. These schemes will receive support through the strengthening of the POs and/or Rural Buying Centre models in support of commodity aggregation. At least 30,000 registered farmers will be linked to the two companies that provide the off-take market for sunflower grain.

Olam (U) Ltd will take on a new initiative of buying organic sesame in West Nile while Outspan Enterprises Ltd will also continue to buy organic sesame from Lango sub-region. USAID APEP will therefore work in collaboration with Olam and Outspan in the strengthening of the existing POs in the two sub-regions for successful producer-to-market alliances. It is anticipated that about 7,000 farmers certified in organic crop production will be linked to these two export firms.

Certification and extension training to USTA members will be achieved through training and technical oversight of the technical/extension staff involved in the seed outgrower schemes.

As per SAF agreement, USAID APEP will continue to provide financial support to VANEX towards extension services that focus on improved production, productivity and quality of vanilla. For sustainability, it is anticipated that at least one weekly radio program will be maintained and individual VANEX member companies will take up some of the existing regional coordinators, and extension workers as their zone leaders to carry on with provision of extension services and maintenance of demonstration gardens. At least four of the existing VANEX employed vanilla field coordinators are expected to be employed directly by vanilla exporter firms during the work plan period.

- **Resources:** USAID APEP TA, STTA, SAF agreements, regional USAID programs, private firms and associations.

Benchmark 3.1:	At least 5,000 new assisted coffee farmers (cumulative 75,000) linked with coffee exporters by 6/30/2008
Benchmark 3.2:	At least one training event in specialty coffee conducted in collaboration with RATES and SCAA by 2/29/2008
Benchmark 3.3:	At least 130,000 existing USAID APEP assisted conventional cotton farmers linked with cotton ginners by 6/30/2008
Benchmark 3.4:	At least 30,000 USAID APEP assisted organic cotton farmers linked with cotton ginners by 6/30/2008
Benchmark 3.5:	At least 30,000 existing USAID APEP assisted sunflower farmers engaged with at least 2 sunflower processing firms in OGS by 6/30/2008

Benchmark 3.6:	At least 7,000 existing USAID APEP assisted sesame farmers engaged with at least 2 sesame exporting firms by 6/30/2008
Benchmark 3.7:	At least 1 certification and extension training provided to USTA members by 3/31/2008
Benchmark 3.8:	At least 4 existing VANEX vanilla field coordinators employed by vanilla exporter firms by 12/31/07

Objective 4: Increase Investment in Private Sector Agriculture

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

- **Strategy:** Increased private sector investment and exports from the agricultural sector is critical to Uganda's economic growth. This objective involves activities supporting investment in private sector agriculture. During this final work plan period, USAID APEP will continue to support investments that are currently in the pipeline as well as ensuring that investments already made receive whatever technical support that may be required. Pipeline investments include an investment in the washed Arabica industry by a new partnership between Kyagalanyi and MTL in the eastern region, 2 new investments in rice processing equipment by new entrants to the sub-sector, as well as 2 expansions to existing seed investments. These partnerships will continue to leverage additional private sector investments and consolidate their presence in their respective sub-sectors. USAID APEP commodity interventions will be focused at stimulating more efficient production of raw materials, which will feed into the processing end of the commodity chain.
- **Activities:** In collaboration with the coffee industry, USAID APEP will continue to support the promotion of production of consistent quality of washed Robusta and Arabica as well as increased investment in value addition enterprises, including product differentiation and access to new markets through facilitating the acquisition of central pulping stations. USAID APEP will continue to provide TA and financial assistance to facilitate a smooth and efficient cherry-collection system and provide technical training for increased quantity and quality production. Acquisition of appropriate small scale Arabica coffee central washing facilities that are eco-friendly with less waste water discharged into the environment, and easy maintenance and no spoilage of good beans should stimulate private sector investment. At least 1 new investment is expected in the coffee sub-sector.

Due to the increased production of rice in the country, investment in the rice milling industry has steadily increased over the past three years. It is anticipated that by the end of reporting time two new mills (cumulative 11 medium mills) will be established and commissioned. USAID APEP will continue to play a major role in advising and providing technical assistance to the mills. The mills will be located in Mukono and Pallisa.

USAID APEP has been supporting NASECO and Victoria Seeds over the past four years. Emphasis this work plan period will be placed on providing support of further investment by these firms. NASECO will be finalizing the establishment of new seed silos in Hoima and Victoria Seeds will finalize the development of a seed processing factory in Gulu. Technical support will be provided to these partners, and outgrower scheme trainings will be provided. Where necessary, financial intermediation will be provided.

- **Resources:** USAID APEP TA, Banks, Private firms and associations.

Benchmark 4.1:	At least 1 new investment (cumulative 9) in the coffee sub-sector in place by 3/31/2008
Benchmark 4.2:	At least 2 new investments (cumulative 9) in the grains sub-sector in place by 3/31/2008
Benchmark 4.3:	At least 2 new investments (cumulative 5) in the seed sub-sector in place by 3/31/2008

PIR 2: INCREASED ON-FARM PRODUCTIVITY

LOP 33% change in value per unit of targeted commodities marketed

Another important pre-requisite to achieving the project sub-objective of increased commercialization of targeted commodities is the transformation of a significant number of Ugandan farmers from subsistence farming to profitable commercial enterprises. Production efficiency increases are important to sustain this transformation. They may be obtained in a number of ways, including productivity or yield increases through improved farming practices and proper application of appropriate inputs; product cost reductions through better planning and organization to achieve economies of scale; improved quality of commodities; and added value through improved harvest and post-harvest techniques and product transformation. Objectives 5 and 6 are designed to generate results that contribute to the achievement of PIR 2.

Objective 5: Strengthen and Develop Producer Organizations

LOP 200 Depot Committees developed and strengthened

- **Strategy:** Over the past four years, USAID APEP has established and continued to provide support to over 3,500 Producer Organizations (POs) and some 240 Depot Committees (DCs). Therefore, in terms of meeting the LOP target, USAID APEP has by and large surpassed it. The strategy in this remaining 9 months will therefore not be on establishing new POs or DCs, but rather on facilitating the process of strengthening and nurturing them to become strong business oriented organizations; that are able to do business with commodity buyers and agro input suppliers; as well as establishing lasting partnerships with technical assistance providers on their own. This is important since the commercialization of POs and their DCs is a critical means towards the development and strengthening of successful outgrower schemes as well as building sustainable business oriented farmer based organizations.

Emphasis will be placed on building PO and DC member management, financial management, decision making, record keeping, internal farmer-to-farmer extension management, building trust and confidence among members, identifying additional business opportunities and incentives, fostering accountability, building partnerships with other technical assistance providers such as NAADS, NGOs, NUSAF and CBOs, and strengthening PO and DC business relationships with corporate partners. In addition, all POs and DCs will also be guided to evaluate member commitment and performance, review leadership roles and assess leadership performance, review the PO/DC decision making process, and conduct internal audits of business activities and build transparency and confidence. All POs will be guided to foster a sense of ownership among members in the business linkages and partnership established by the PO through clear information flow. In addition, POs will continue receiving marketing training

from PO Trainers to carry out marketing functions, including bulk commodity marketing and input procurement, and control of crop quality.

POs and their DCs will continue to be guided to open up and manage commercial bank accounts to boost transparency and ensure security for all business transactions conducted by members through the DCs. USAID APEP will continue to guide POs and their DCs to achieve greater economies of scale through bulk marketing and bulk input supply activities.

During the period addressed by the final work plan, USAID APEP will further strengthen the capacity of the corporate partners to take the lead in PO development and strengthening activities and USAID APEP will perform more of a mentoring and backstopping role. Stronger emphasis will be placed on equipping corporate field staff with skills that enable them to guide the process of training PO/DC executives, developing formal and marketing budgets, as well as keeping business and decision making records.

- **Activities:** Over the next 9 months focus will be put on fostering strong business relationships between POs/DCs and input suppliers to enable members access vital inputs such as tarpaulins, seed, fertilizers, and pesticides. Where possible, DCs will be encouraged to set up input supply centres and be linked to the UNADA input distribution chain. In order to meet specialty coffee market requirements, PO/DC members will be trained in various aspects of quality control along the commodity chain. The business relationship between the POs/DCs and corporate partners will be strengthened by encouraging joint participation in addressing other technical concerns such as multiplication of seedlings at PO level and extension support. To this effect, at least 1,400 existing coffee POs will receive training and guidance from USAID APEP TAs and field PO Trainers to enable the process of strengthening and nurturing existing POs to commercial maturity. TA support will also be provided to extension workers of the corporate partners to enable PO member training to continue beyond USAID APEP.

Experience of USAID APEP over the past two years in cotton PO formation and strengthening under the rapid PO development strategy has shown that these POs are still weak in their ability to manage bulk marketing activities and internal extension requirements. During the work plan period, at least 1,700 existing cotton POs will receive training in record keeping, budget development, and carrying out cost-benefit analysis to enable members make sound business decisions. Focus will be put on strengthening and fostering PO/DC business relationships with the ginneries and input suppliers through the aggregation of their member input requirements and bulk marketing of their output.

At least 1,100 existing grains POs will continue to receive business/marketing training that will enable members carry out marketing functions and mobilize farmers to sell together and ensure that more members adopt USAID APEP recommended productivity enhancement practices. The POs will also be linked with the UNADA input distribution chain to enable members access inputs such as tarpaulins, improved seeds, fertilizers and crop protection chemicals. To enable the POs receive continue technical assistance beyond USAID APEP, efforts will be made to foster linkages with other partners such as NAADS and other emerging undertakings.

At least 240 existing Depot Committees shall be trained to conduct commodity marketing and bulk input supply activities. Depot managers in particular will be trained to be able to source and evaluate business opportunities for their PO members and guide the DCs in decision making. As appropriate, DCs will undertake activities beyond marketing, such as savings and credit management. DCs will thus continue to serve as central points for business transactions.

- **Resources:** USAID APEP TA, field PO Trainers, private sector firms.

Benchmark 5.1: At least 1,400 existing coffee POs conducting bulk marketing and input supply activities by 6/30/2008

Benchmark 5.2: At least 1,700 existing cotton POs trained and conducting bulk marketing activities by 6/30/2008

Benchmark 5.3: At least 1,100 existing grains POs trained and conducting bulk marketing and input supply activities by 6/30/2008

Benchmark 5.4: At least 240 existing Depot Committees trained and conducting bulk marketing and input supply activities by 6/30/2008

Objective 6: Increase Access to Improved Production Technologies and Practices

LOP 150,000 producers using improved production technologies and practices

- **Strategy:** Since this work plan period covers the second season of 2007 and part of the first season of 2008, USAID APEP TA will concentrate on consolidating the technology transfer mechanisms at the level of the corporates where possible, and in conjunction with POs and the higher tier DCs. In this way as much of the technology transfer activity as possible at the close of USAID APEP will be in the hands of the various levels of the private sector.

Although there is demonstration activity in progress for all commodities for the second season of 2007, there will be no new USAID APEP supported activity for the first season of 2008. USAID APEP TA will, however, still remain in support of technology transfer work being carried out through the corporates in each commodity group. In addition, USAID APEP NGO and donor partners and NAADS still active in supporting the establishment of demonstration sites and training activities will be supported with TA through to the end of the project.

- **Activities:** USAID APEP in collaboration with the coffee industry will continue to promote the increased production and export of “natural washed Robusta coffee” which demands a premium over natural processed coffee on the international market. In addition to natural washed Robusta production technology, USAID APEP jointly with a private coffee exporter through the SAF, will introduce a small scale washed Arabica coffee technology compatible with existing Arabica farming systems in the country. USAID APEP will make contributions in terms of financial resources and TA for washing facilities, and PO institutional development to enhance cherry collection and training of the machine operators.

USAID APEP will continue to work with the Coffee Research Institute (CORI) and IITA to enhance current artificial fertilizer recommendations for coffee-banana intercrop to better address the crop requirement and corresponding nutrient requirements. Through the SAF, USAID APEP will provide financial support for completion of characterization, filling in the existing field data gaps as well as analysis and interpretation of the data. Findings and recommendations are envisaged during the work plan season.

Through the SAF, USAID APEP will continue supporting IITA to finalize the collaborative work on improved banana agronomic and management practices focusing on refined fertilizer recommendations taking into account the different agro-ecological zones.

Recommendation on fertilizer use and best management practices will be made and disseminated to banana farmers and other interested stakeholders.

USAID APEP TA in collaboration with the coffee industry and local authority extension staff will continue to promote combinations of affordable coffee production and post-harvest technologies. The major improved coffee technologies will include both inorganic and available organic fertilizers, methods of weed control, coffee bush management and proper methods of harvesting as well as good post-harvest handling techniques. The existing 75,000 collaborative farmers will be exposed to these practices through the existing 2,500 demonstration sites.

To date, 130,000 existing USAID APEP assisted conventional cotton farmers and commercial adopters have been exposed to improved production techniques through 20,429 demonstration sites directly supported by USAID APEP over the last three years. Commercial adopters resulting from this exposure continue to be a source of knowledge for cotton farmers. During the current cotton season (2007/08), USAID APEP has supported the establishment of 1,690 existing conventional cotton demonstration sites to continue exposing the 130,000 conventional cotton farmers and commercial adopters to practical and hands-on experience in cotton production technologies.

With continued growth in demand for organic cotton on the international markets, ginners in Lango, Acholi and West Nile sub-regions in Northern Uganda have expressed interest in organic cotton production. In Acholi, Dunavant under the GDA partnership with USAID has pledged to support returnees from the IDP camps to engage in organic production. Copcot EA and Olam in the West Nile have continued to support existing organic farmers from Arua, Adjumani, Yumbe and Nebbi. USAID APEP supported the establishment of 1,000 demonstration sites; Dunavant has established 250 extra demonstration sites in Pader, Kitgum and Gulu; and Copcot EA in West Nile established 250 demonstration sites with their own resources in Adjumani. A total of 1,500 existing organic demonstration sites will expose 30,000 farmers to improved organic cotton production management practices.

USAID APEP in collaboration with A.K. Oils and Fats (U) Ltd and Sanyu Agro Industries Ltd will continue to provide technical support to about 30,000 farmers in the sunflower outgrower programs under the two firms in Lango and West Nile sub-regions, respectively. Support will be provided through training and field days to be held at demonstration sites and/or commercial adopter fields.

USAID APEP with its partners will continue to promote and disseminate improved rice production technologies with the aim of increasing rice production in the country. Efforts will be concentrated in new production areas like Northern Uganda (Gulu, Lira and Kitgum) and to rice processing companies in developing viable outgrower schemes. USAID APEP will provide TA to A2N and Farm Africa in upland rice promotion in Namatumba district with the aim to reach at least 3,000 new farmers. USAID APEP will also provide the TA to CARITAS, IRC and NAADS at sub-county level and Build Africa. It is expected that about 10,000 new rice farmers will be reached through collaborative demonstrations and training efforts in improved rice production

USAID APEP in collaboration with Olam (U) Ltd and Outspan Enterprises Ltd will continue to provide technical support to about 7,000 farmers that have received organic crop production certification in the sesame outgrower programs under the two firms in West Nile and Lango sub-regions, respectively. Support will be provided through training and field days held to be held at demonstration sites and/or commercial adopter fields.

Currently banana growers are facing a shortage of clean planting materials as many plantations are infested with pests and diseases and yet, even with clean gardens the natural suckering ability is slow due to strong apical dominance exerted by the mother

plant. Therefore expansion of plantations is hampered by the scarcity of planting materials. Tissue culture is the best method for mass propagation of clean materials, however, the technique and cost involved are out of small scale farmers' reach. A more user-friendly technique that requires little technical skills and equipment could prove to be a more attractive option. With SAF funds, IITA together with USAID APEP TA will continue to train farmers in banana macro-propagation, a field technique for rapid multiplication of clean planting materials. It is anticipated that at least 20 macro-propagation units for commercial seedling production will be set up in various banana growing districts.

The Banana program will continue to receive support through training and demonstration of improved production technologies. At least 10,000 banana producers will be trained at about 215 existing demonstration sites and other avenues.

In a bid to increase agricultural production through increased soil fertility improvement, USAID APEP supported training on Decision Support System for Agro-technology Transfer (DSSAT) tool to different research scientists coordinated by MUFA. The tool was run using generated and anecdotal data from Alabama (USA) which generated outputs that demonstrated the robustness of the model in aiding management decision making. It was therefore deemed necessary to have actual data from Uganda on soils, climate and crop varieties in order to adapt the tool to Uganda's crop production and agro-ecological systems. USAID APEP will support MUFA in establishing a minimum database on soils, crop varieties and climate from various research institutions, training institutions and government agencies to be used as input data to run the model. The support will also create awareness of the utility of the DSSAT model for fertilizer recommendation for improved agricultural productivity in Uganda.

Through training, TA visits, demonstration and technology transfer as well as input supply and market linkages, at least 210,000 USAID APEP supported farmers are expected to adopt improved production technologies by the close of the project. The technologies and practices expected to be adopted will include aspects of proper crop husbandry practices, improved planting materials and use of recommended agro-chemicals and fertilizers, and improved post-harvest operations.

- **Resources:** USAID APEP TA, SAF, private firms, NUECO, NAADS, Commercialization teams, STTA, donors, Caritas, A2N, SG2000-Uganda, Farm Africa

Benchmark 6.1:	At least 1 new wet coffee processing technique (cumulative 3) introduced by 3/31/2008
Benchmark 6.2:	Improved coffee-banana fertilizer recommendations in place and disseminated by 6/30/2008
Benchmark 6.3:	Improved banana fertilizer recommendations in place and disseminated by 6/30/2008
Benchmark 6.4:	At least 75,000 existing coffee farmers exposed to improved production techniques through 2,500 existing demonstration sites by 6/30/2008

Benchmark 6.5:	At least 130,000 existing conventional cotton farmers exposed to improved production techniques through 2,900 existing demonstration sites and commercial adopters by 6/30/2008
Benchmark 6.6:	At least 30,000 organic cotton farmers exposed to improved production techniques through 1,500 demonstration sites by 6/30/2008
Benchmark 6.7:	At least 30,000 existing sunflower farmers exposed to improved production techniques through commercial adopters by 6/30/2008
Benchmark 6.8:	At least 10,000 additional upland rice farmers (cumulative 46,000) exposed to improved production techniques through 450 upland rice demonstration sites by 6/30/2008
Benchmark 6.9:	At least 7,000 existing organic sesame farmers exposed to improved production techniques by 6/30/2008
Benchmark 6.10:	At least 20 banana macro propagation units established by 3/31/2008
Benchmark 6.11:	At least 10,000 existing banana farmers exposed to improved production techniques through 215 existing banana demonstration sites by 6/30/2008
Benchmark 6.12:	A soils and climate database established at MUFA by 3/31/2008
Benchmark 6.13:	At least 210,000 farmers adopting USAID APEP demonstrated improved technologies and practices by 6/30/2008

PIR 3: IMPROVED ENABLING ENVIRONMENT

LOP 10 Key policy and institutional constraints alleviated

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

Objective 7: Identify and Address Agricultural Policy Constraints

LOP 15 Key policy constraints addressed

- **Strategy:** This objective continues to cover the identification and provision of support to mitigate policy, regulatory and bureaucratic bottlenecks to targeted commodity production and marketing. Policy and regulatory change is beyond USAID APEP's manageable control; however USAID APEP can support efforts through and to partners by providing expert opinion, guidance, and issue profiles.

During this last work plan period, USAID APEP will specifically address issues of policy affecting the rice industry, biotechnology developments, the agro-chemical industry, variety descriptors for maize, and broader regional agricultural strategies. These issues reflect current addressable policy items being actively discussed at the national level and where USAID APEP has keen interest and ability to add value to discussions.

- **Activities:** USAID APEP TA will facilitate at the strategy meeting of the National Planning Authority (NPA) as it continues to develop the rice strategy paper. In addition, USAID APEP will foster the formation of the rice industry association, which will primarily be the vehicle for implementation of the NPA strategy. This will be completed, leaving the industry with a national policy as well as the will and the way to drive the industry forward. This will be particularly important in continuing to harmonize the regional policy regarding the common external tariff.

The biotechnology and biosafety policies have yet to be approved. USAID APEP TA will continue to facilitate the process of finalizing these critical policies. Technical support will continue to be directed at the UNCST management and where necessary USAID APEP will support the necessary policy meetings in collaboration with PBS in order to keep these issues in front of policy makers.

Through the rice association and in conjunction with the NPA planning process, rice quality standards for paddy will be finalized as this affects the quality of product entering the milling system. This ultimately affects the quality of Uganda rice at the consumer level and it is here that local rice competes with imported product. Without a consistent quality at the retail end of the chain, local production will continue to find it difficult to compete as tariff effectiveness erodes.

The Agricultural Chemical Control Act (2006) has recently been gazetted (5th April 2007). The regulations governing this act are in draft and will require stakeholder discussion. USAID APEP TA has long been supportive of the effective application of the Act and its regulations. As such USAID APEP will facilitate the meeting of GoU policy makers and the stakeholders for at least one workshop designed to harmonize positions in the regulation of the act. In addition, the establishment of a poison control centre will be discussed to stimulate the process of establishing this important aspect of the regulations.

Continued efforts will be made during the last work plan period to finalize the necessary descriptors for the Uganda Origin maize variety inbred lines. This process will continue through the first season of 2008 and will conclude as descriptors are documented.

USAID APEP will also support the Comprehensive Africa Agriculture Development Programme (CAADP) compact round table conference in Uganda.

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

Benchmark 7.1:	Technical assistance provided to enable National Planning Authority Rice strategy to be in place by 6/30/2008
Benchmark 7.2:	Technical assistance provided to facilitate Biotech and biosafety policy approval process by 6/30/2008

Benchmark 7.3:	Rice quality standards adopted by the industry by 6/30/2008
Benchmark 7.4:	Regulations governing the new Agricultural Chemicals Control Act harmonized and approved by 3/31/2008
Benchmark 7.5:	Plant specific descriptors documented for inbred lines of Uganda origin maize varieties by 6/30/2008
Benchmark 7.6:	Facilitation of CAADP compact round table conference in Uganda by 12/31/2007

Objective 8: Stimulate Demand Driven Commercial Agricultural Training

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

- **Strategy:** As stated in the PMA, Uganda's challenge is to develop education and outreach programs that are increasingly farmer-driven and farmer-oriented while also increasing the participation of the private sector. Attention will be paid by USAID APEP TA on the ability of the corporates to continue providing post-USAID APEP training through the various commodity chains stimulated under project.

Both the corporate sector as well as the POs will be encouraged to continue stimulating training that produces results. Work will continue with NAADS through working with service providers, appropriate training, and both corporates and the PO structures will be encouraged to engage further with this system of agricultural training. Internal staff training will continue at the corporate level such that training of farmers will continue to be facilitated post-USAID APEP.

- **Activities:** The internship program has to-date placed 236 students with private firms and public sector institutions. In order to capture the impact of the program, an impact study will be conducted to assess the impact of the internship program on the graduates' performance in terms of job creation, hands on experience and attitude towards work. The study will also establish the current employers' perceptions on the performance of the employed graduates. The findings of the study together with the final evaluation of the 2007 internship program will be presented in a stakeholders' workshop scheduled for 10th October, 2007 to be held at Makerere University. The workshop will also entail a discussion on the lessons learnt for the entire internship program and the way forward for the sustainability of the program. The workshop participants will include USAID APEP staff, employed graduates, students, host firms and MUFA faculty.

A residential short course (1-2 weeks duration) will be conducted for at least 15 seed company personnel in collaboration with USTA members in order to build their capacities in seed quality control and management, seed processing, production and market development. This will be conducted by an external consultant and is expected to improve the ability of each firm to manage a quality outgrower program. USAID APEP will fund the course.

During the final work plan, USAID APEP will continue to support the MUFA formal educational plan and the three sandwich PhD candidates previously placed at US universities will complete their research work. The three PhD candidates are: Mr. Richard Miiri, Mr. Michael Kidoido Mukembo and Mr. John Bosco Kawongolo.

In collaboration with MUFA, USAID APEP will continue to support the ongoing sponsorship activities for the 7 MSc and 1 PhD candidates in the various agricultural disciplines with a focus on the USAID APEP commodities, farmer group dynamics and extension services delivery. It is expected that the course work and research/data collection will be completed by June 30, 2008. Thereafter, about 5 MSc and 1 PhD students are expected to graduate.

USAID APEP will continue to support both informal and formal training in various agricultural disciplines. Several local field days for farmers and extension agents will be conducted across all the USAID APEP commodity sub-sectors and a number of formal trainings will be structured and conducted through corporate partners. Through these training events, a cumulative total of 350,000 participants will have been trained in various agricultural disciplines over the life of USAID APEP.

CMF has requested USAID APEP for technical assistance in training its loans officers involved in agricultural lending, having commenced rice production lending in Bukedea district only during the last reporting period. USAID APEP shall therefore train at least 10 CMF loans officers from various branches in commercial smallholder agricultural financing to facilitate the expansion of agricultural lending by CMF.

During the work plan period, all technology packages will be compiled and fully documented to reflect the final status of each commodity regarding packages and practices that are being promoted. This will enable any follow on activity to USAID APEP or any technology provider to pick up on the work carried out and promoted by USAID APEP TA over the life of the project.

Under its education support to MUFA, USAID APEP will sponsor 2 participants to the 8th African Crop Science Conference in October, 2007.

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

Benchmark 8.1:	236 existing MUFA internships completed with private firms and public sector institutions and impact study concluded by 12/31/07
Benchmark 8.2:	At least 15 seed company personnel attend internal short courses on seed technology in collaboration with USTA by 3/31/2008
Benchmark 8.3:	3 Sandwich PhD candidates complete research work at MUFA by 6/30/2008
Benchmark 8.4:	5 MSc and 1 PhD candidates complete course work and research/data collection by 6/30/2008
Benchmark 8.5:	At least 350,000 participants locally trained in various agricultural disciplines through USAID APEP's training events by 6/30/2008
Benchmark 8.6:	At least 10 new agricultural bank staff trained in agricultural lending practices by 3/31/2008
Benchmark 8.7:	All USAID APEP recommended technology packages compiled by 3/31/08
Benchmark 8.8:	Two (2) MUFA participants sponsored to 8 th African Crop Science Conference by 10/31/2007.

Objective 9: Establish and Operationalize Biotechnology Regulatory Environment

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

- **Strategy:** Biotechnology applications in agriculture have the potential to maximize productivity. Biotech crops can increase productivity, reduce pesticide, fuel, and water usage, promote commercialization of smallholder agriculture, and tackle nutrition issues in malnourished communities. USAID APEP activities in biotechnology are supported by other initiatives, including the Program for Biosafety Systems (PBS) and Agricultural Biotechnology Support Program II (ABSPII). USAID APEP activities focus on three areas of biotechnology support. These include the strengthening of the biotechnology and biosafety regulatory and policy framework; strengthening of the National Biosafety Committee (NBC); and provision of technical and financial support to agricultural biotechnology research and technology transfer undertakings in Uganda. The biotech advisor TA position has been phased out, but USAID APEP will continue providing TA, particularly with respect to biotech cotton.
- **Activities:** Biotechnology and biosafety related activities shall include providing technical support in biosafety and biotechnology regulatory systems development when needed and strengthening the National Biosafety Secretariat through the ongoing SAF support.

USAID APEP shall continue providing technical assistance towards the approval process of a national biotechnology and biosafety policy document and Biosafety Bill. This shall be achieved through organizing high level consultative meetings.

USAID APEP shall assist in the implementation of biotechnology and biosafety communication and outreach strategies and actions. This activity will be carried out in collaboration with PBS and ABSPII Uganda and other role players in the area.

USAID APEP shall serve as a catalyst in providing support for technology transfer opportunities such as GM cotton. USAID APEP will build on the initiatives of the cotton stakeholders by providing technical and financial assistance to NARO to conduct biotech cotton confined field trials on both *Bt* and herbicide tolerant (HT) traits. The target is to have confined field trials underway by 6/30/2008.

- **Resources:** STTA, SAF, Donors, GOU, NARO, UNCST, ABSPII-Uganda, PBS-Uganda, local and international public and private sector institutions, and technology providers.

Benchmark 9.1:	Technical and financial assistance provided towards strengthening the National Biosafety Secretariat at the UNCST through 12/30/2007
Benchmark 9.2:	Technical assistance provided towards final approval of national biotechnology and biosafety policy and regulatory framework by the Uganda Government in collaboration with PBS, ABSPII and UNCST by 6/30/2008

Benchmark 9.3:	Technical support provided towards approval of Biosafety Bill in collaboration with PBS, ABSP II Uganda and UNCST by 6/30/2008
Benchmark 9.4:	Technical support provided towards implementation of Biotech and Biosafety Communication and Outreach Strategy and Action in collaboration with PBS, ABSPII Uganda and UNCST by 6/30/2008
Benchmark 9.5:	Biotech Cotton confined field trials underway by 6/30/2008

Objective 10: Stimulate Demand Driven Agricultural Research

LOP 25 Research contracts implemented by public sector

- **Strategy:** As with commercially oriented agricultural education and training, the GoU challenges the PMA and private sector to develop farmer-driven, commercially oriented agricultural research. Since research is a time consuming process, few new research initiatives will be directly supported by USAID APEP during this final work plan period and USAID APEP TA will confine itself to monitoring and refining the research activities carried out by the private sector. On-farm trials will be established for CWD resistant coffee planting materials as well as the first iteration of new multiplication protocols for rapid establishment of coffee planting materials. NUOPPA will continue to develop and validate new alternatives to efficient organic production systems for cotton.
- **Activities:** Northern Uganda Organic Producers and Processors Association (NUOPPA) with support from USAID APEP opened up 20 acres of land to undertake organic trials. Different treatments of key organic aspects and approaches to cotton production are under trial on 10 acres of organic cotton to promote ecologically and economically sound organic agricultural production systems that will enhance the livelihoods of rural people in Northern Uganda.

Through the SAF, IITA is being supported to carry out on-farm trials on 6 new banana hybrids. These hybrids have been incorporated with resistance to nematode and black sigatoka. Field assessment and evaluation of the hybrid performance in four districts (Masaka, Rakai, Mpigi and Mukono) by participating farmers and IITA will be finalized. Research findings will be disseminated through appropriate channels that include farmer's meetings and publication and dissemination of trial results.

Robusta Coffee Wilt Disease (CWD) has remained one of the most serious diseases that have adversely affected the coffee industry in general and the small coffee farmers in particular. The only long term solution is the development of wilt disease resistance. With the research farm progress made by CORI in development of at least 593 Robusta coffee lines resistant to the disease, USAID APEP will provide financial and technical support to CORI undertaking on-farm trials of at least 25 Robusta coffee lines resistant materials using coffee demonstration training sites of the USAID APEP collaborative farmers to accelerate the research activities. USAID APEP will provide support for the maintenance of the on-farm CWD resistant trial demonstration plots. Emphasis will be placed on strengthening the research capability of CORI to provide the industry with the preliminary findings on the on-farm trial demonstrations by 3/31/2008.

With general improvement in the coffee prices at the farm gate, the demand by small holder coffee farmers for plantlets to replace old and infested coffee trees has been stimulated. However, there is a shortage and/or lack of clean plantlets in virtually all the coffee growing areas in Uganda. USAID APEP will provide financial support for the development of a technique of rapid multiplication of clean coffee planting material,

through tissue culture (TC) at AGTL and using also using rapid multiplication/propagation of conventional and TC cuttings through a SAF awarded to Xclusive Cuttings.

For Uganda's floriculture industry to remain competitive in both the regional and international environment, there is a need to improve on its bases of competition, improve quality, production efficiency, and increase export volumes and values. One of UFEA's strategies is to diversify rose production into higher altitudes for longer stems and larger bud sizes. Through the SAF, Pearl Flowers (in Ntungamo) has been supported to carry out on-farm research on performance of various intermediate and tee-hybrid rose varieties. Pearl Flowers will continue collecting information and maintaining a database on performance of the tested varieties. As per the SAF agreement, a final report on production, quality and market information on all tested varieties will be compiled and made accessible to all interested stakeholders.

Pests and diseases are major factors contributing to the low productivity of Arabica coffee in Uganda. USAID APEP in collaboration with MTL, Makerere University, CORI and USAID IPM/CRSP has collected field data through the pilot farmer participatory IPM coffee research in Arabica coffee fields in the districts of Sironko, Mbale, Bududa and Manafa in order to develop an Arabica coffee IPM package. USAID APEP will continue to provide TA and financial support to demonstrations sites used for the biological monitoring and identification of the pests as well as the coordination of the research activities and dissemination of the research findings. The outcome of the refined IPM package will be disseminated to industry as a tool for training farmers.

USAID APEP in collaboration with Balton and MAAIF will continue carrying out trials to ascertain the performance of the bird control chemical "Bird Shield". Testing has been on-going for the last three seasons with some positive results. The trials are expected to be completed by end of March 2008. USAID APEP in collaboration with West African Rice Development Association (WARDA) will be testing indigenous documented control of various pests - rats and birds - with farmers in Uganda through farmer training and demonstration. These indigenous methods have been carried out in West Africa and will allow for a variety of pest control methods available to Ugandan rice farmers.

- **Resources:** USAID APEP TA, STTA, SAF, UNIBAP, NARO, IPM/CRSP, CORI, NAADS, WARDA, TILDA, MAAIF, Balton and other private sector facilities and firms.

Benchmark 10.1:	NUOPPA concludes first season organic cotton trials by 3/31/2008
Benchmark 10.2:	On-farm trials for at least 3 banana hybrids completed by 3/31/2008
Benchmark 10.3:	4 on-farm trials established for CWD resistant materials by 3/31/2008
Benchmark 10.4:	A least 1 Arabica coffee IPM package refined and disseminated by 3/31/2008
Benchmark 10.5:	1 flowers research contract completed by 12/31/2007
Benchmark 10.6:	At least 1 technique of rapid multiplication of coffee planting material developed by 6/30/2008
Benchmark 10.7:	At least 3 rice production trials completed by 3/31/2008

PROGRAM MANAGEMENT

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

Strategic Activities Fund Management

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

Objective 11: Implement an Effective SAF Program

- **Strategy:** By leveraging SAF resources, USAID APEP has continued to target opportunities for strategic intervention with clients and partners. The remaining SAF awards will be issued and governed according to the procedures established in the SAF Instruction Manual and the SAF Operations Manual. Since most of the SAF amount has been committed, emphasis shall be placed on monitoring SAF awardees and establishing their continuity post-USAID APEP. Practically the remaining SAF envelope will be committed by 31 December 2007.
- **Activities:** During the work plan period, the SAF Administrator will continue to work with SAF clients to ensure that existing programs are effectively carried out to completion. The SAF Administrator will monitor the progress of ongoing activities through client site visits and technical and financial reports. As SAF agreements are completed, the SAF office will adhere to USAID policies and procedures in order to close-out each contract. SAF activity reports shall thus be prepared and submitted to USAID as scheduled.

The SAF Administrator and USAID APEP technical team will review and evaluate the remaining potential proposals received to make them substantive proposals that are results-oriented and focused on achievable benchmarks. The remaining SAF amount is expected to be committed by December 2007.

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

Benchmark 11.1: SAF activities reports submitted by 10/31/2007 and 4/30/2008.

Benchmark 11.2: At least an additional \$70,000 (cumulative \$3,800,000) of SAF committed by 12/31/2007

Environmental Compliance

As per the contract Section 3.3 and in accordance with 22 CFR 216, Chemonics shall include in the annual work plan a section on environmental compliance that outlines the mitigation plan for the work plan year for all activities that were identified in the IEE as having a negative determination with conditions.

Objective 12: Implement and Maintain an Environmental Compliance and Mitigation Plan

- **Strategy:** As guiding documents, USAID APEP has an Initial Environmental Examination (IEE) with categorical exclusions and a negative determination with conditions that apply to: pesticide use, requiring a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP); fertilizer inputs; biotechnology applications, including biosafety; introduction of new seed varieties; training on safe use of pesticides and fertilizers; and an environmental review process for SAF awardees. During the final work plan period USAID APEP will ensure that all current, PERSUAP compliant recommendations will be consolidated into usable technical bulletins. Additionally these final recommendations will be included in the safe use trainings envisaged during the work plan period.
- **Activities:** As a commitment to the guidelines of the IEEs, all USAID APEP technological packages that will support lead farmers through distributed demonstration kits must be in conformity with IEEs standards for both conventional and organic products. Various activities will be carried out during the work plan year, such as phasing out recommendations of certain pesticides guided by the PERSUAP. The following table summarizes some of the specific actions that will be undertaken in this work plan year.

Replacement product	Commodity Targets	Replacing (by date)	Activity in the 2007-8 work plan year
Imidacloprid (Confidor)	Coffee	Chlorpyriphos (Dec 07) Carbosulphan (Apr 08) Fenitrothion (Apr 08)	Document CORI recommendation and promote in Arabica and root mealybug problem areas. Include in the final PERSUAP compliant documentation.
Imidacloprid (Confidor)	Banana	Chlorpyriphos (Dec 07)	Continue to use in demonstration plots as chemical control of banana weevil in addition to pseudostem trapping.
Imidacloprid (Gaucho seed dressing)	Cotton	Dimethoate (June 07) Bronopol (Apr 08)	Continue to lobby the cotton industry to introduce Imidacloprid seed dressing for the 2008-9 plantings as well as documenting the performance of cotton seed treated for seed production areas.
Malathion	Coffee	Chlorpyriphos Dec 07)	Include in the final PERSUAP compliant documentation.
Carbaryl	Coffee, Sesame	Chlorpyriphos (Dec 07) Dimethoate (Dec 07)	Promote through demonstration activity where scale and mealybug are problems. Include in the final PERSUAP compliant documentation.
Acephate	Coffee, Cotton, Upland Rice, Barley	Profenophos (Apr 08) Fenvalerate (Apr 08) Fenitrothion (Apr 08) Cypermethrin (Apr 08) Deltamethrin (Apr 08) Diazinon (Apr 08)	Include in the final PERSUAP compliant documentation to relevant commodity chains.
Dithianon	Coffee	Copper oxychloride (Apr 08) Fluazinam (Apr 08)	Continue to follow recommendation for this product with a view to inclusion of this treatment for CBD by the first rains 2008.
Acetamiprid	Cotton	Dimethoate (June 07)	Registration delayed but will be encouraged and supported during the work plan period. Include in the final PERSUAP compliant documentation.
Thiamethoxam (Cruiser)	Cotton	Dimethoate (June 07) Bronopol (Apr 08)	Inclusion is dependant on industry choice. If successful regarding commercial negotiations, include in the final PERSUAP compliant documentation.

Spinosad	Cotton	Profenophos (June 08) Fenvalerate (June 08) Fenitrothion (June 08) Cypermethrin (June 08) Deltamethrin (June 08) Diazinon (June 08)	Include in bollworm control during the 2007-08 work under NUOPPA. Should registration of appropriate material be finalized, Include in the final PERSUAP compliant documentation.
Azadiractin (Neemoil)	Cotton, Coffee	Chlorpyriphos (Dec 07) Dimethoate (Dec 07)	Product fully registered and incorporated in the POP for organic cotton. Validate its efficacy under NUOPPA trial conditions in Loro. Conclude by including in the final PERSUAP compliant documentation.
Dazomet	Banana	Ethoprop (Dec 07)	Continue to pursue commercial registration and if successful, include in the final PERSUAP compliant documentation.

As a requirement, all of the USAID APEP SAF awardees will continue to report on environmental compliance. In addition USAID APEP TA will continue inspection during the normal course of delivering TA to determine compliance with environmental and mitigating actions agreed upon.

Both pesticides and inorganic fertilizers are being increasingly utilized by commercial growers across all commodity sub-sectors. It is critical that the users of these technologies are continually informed as to the safe and effective use of these products. Partnerships with the Global Crop Chemical Association (CropLife) and others will continue to be used as a vehicle to supporting this work. External safe use trainers will be engaged through CropLife to deal with the ongoing requirement for this type of training. The training will be directed towards farmers, site coordinators, depot committee managers, and other persons. Already established Safe Use trainers will be refresher-trained during the course of the year. This will give each corporate partner the ability to continue training after the close out of the USAID APEP project. At least four safe-use pesticide training events (2 in cotton and 2 in flowers) will be conducted during the work plan period. Disposal of used agrochemical containers is one issue often left un-addressed by the industry and has been stimulating the debate from environmentalists.

- **Resources.** USAID APEP TA, STTA, SO7 implementing partners, UNADA and private input dealers

Benchmark 12.1:	PERSUAP compliant recommendations incorporated in all USAID APEP technology packages by 3/31/2008
Benchmark 12.2:	All SAF awardees environmental reviews completed by 3/31/2008
Benchmark 12.3:	At least 4 pesticide safe-use trainings conducted by 3/31/2008

Monitoring and Evaluation

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

Objective 13: Implement and Maintain an Effective Monitoring and Evaluation System

- **Strategy:** The M&E system is based on an impact design linking activities to desired outcomes and impacts. This design is reflected in the USAID APEP RF presented in the first section of this work plan. The M&E system is intended to provide the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress, as well as support USAID's M&E needs by providing input to the mission's SO 7 and associated IR indicators. USAID APEP will continue to use a distributed approach to M&E where all project team members and partners are responsible for collecting M&E data in their technical areas. The M&E Specialist will coordinate this effort and consolidate all data collected and generate aggregate data for the M&E indicators. Close liaison will be maintained with the USAID SO7 team and Monitoring and Evaluation Management Services (MEMS).
- **Activities:** During the work plan period, the M&E system will be maintained and utilized to input project data. In April 2008, USAID APEP will prepare a semi-annual M&E report covering the period October 1, 2007 through March 31, 2008. This in effect will be the last technical progress report to be submitted by USAID APEP to USAID Kampala. Following on from this will be a series of activities geared towards consolidating the project database and providing a repository of project undertakings and achievements.

The M&E Specialist will maintain the already established working relationships with data providers within the various sub-sectors with a view to regularly updating industry-wide data.

One field data verification/impact study will be conducted following 2007B crop harvests and marketing. The focus of the verification will be on economics of production and the resultant benefits of technology adoption. If funds are available, one impact study shall be conducted with the support of STTA.

The M&E Specialist in consultation with the project TA has over the past three years prepared more than 30 impact stories. These will be revisited and at least 20 updated. Successes and lessons learned will be highlighted and disseminated to the respected stakeholders.

As a follow on to the first poverty assessment conducted in 2007 and with a view to establishing poverty trend, a second poverty assessment survey for USAID APEP beneficiaries will be conducted by March 2008.

- **Resources:** USAID APEP TA, APEP staff, Chemonics home-office M&E STTA, MEMS and SO7 M&E appointee.

Benchmark 13.1:	M&E system updated in the event there are any updates to SO7 or IEHA M&E so we remain compliant and made consistent with SO7 requirements by 6/30/2008
Benchmark 13.2:	Secondary data collected and updated by 6/30/2008
Benchmark 13.3:	At least one verification/impact study conducted by 3/31/2008
Benchmark 13.4:	At least 20 USAID APEP impact stories updated by 3/31/2008
Benchmark 13.5:	Poverty assessment conducted for USAID APEP beneficiaries by 6/30/2008

Project Administration

Chemonics places great emphasis on providing effective administrative and logistical support to all field program; as well as assuring contract compliance. A home-office Project Management Unit (PMU) is assigned to each project. This unit comprises a project supervisor who works closely with the field-based chief-of-party in all aspects of contract management; a project administrator who liaises directly with the field-office operations management to provide administrative and logistical support; and an assistant project administrator. Chemonics is committed to supporting USAID APEP so the project will achieve results on schedule, within budget and in compliance with all applicable rules and regulations. The Chemonics Home Office PMU is not a direct cost to USAID APEP, except where there are specific field assignments, pre-approved by the CTO.

Objective 14: Provide Effective Contract Administration

- **Strategy:** The PMU will continue to work closely with the project office to assure contract compliance, to assist with regular contract reporting, and to provide financial analysis for management. Of particular importance under this final work plan is smooth project close-out activities. A USAID APEP demobilization plan is submitted as Annex A. The PMU and MD will also address all institutional contract obligations.
- **Activities.** The home office PMU and project office administrative and management staff will work together to maintain effective systems for contract management. The PMU will assure all contractually required reports are prepared properly and submitted to USAID on time. The PMU, in conjunction with the MD, will also conduct an annual performance evaluation of project staff in November 2007. Home Office PMU personnel will also be involved in field assignments to assist with project close-out.
- **Resources:** USAID APEP MD, administrative staff, home office PMU.

Benchmark 14.1:	Financial reports and pipeline analyses provided to USAID quarterly, by 12/15/2007, 03/15/2008 and 06/15/2008
Benchmark 14.2:	VAT payment and reimbursement report provided to USAID by 11/17/2007, 04/16/2008 and 07/15/2008
Benchmark 14.3:	Semi-annual project progress report submitted to USAID by 4/30/2008
Benchmark 14.4:	Annual property report submitted to USAID by 10/31/2007
Benchmark 14.5:	Commodity disposition plan submitted to USAID by 3/31/2008
Benchmark 14.6:	USAID APEP personnel phase-out plan submitted to USAID by 3/31/2008
Benchmark 14.7:	Final project report submitted to USAID by 7/15/2008

Annex A: USAID APEP demobilization plan

Tasks	Responsibility	Completed
I) Accounting/Banking		
Audit life of project allowance payments (LQA, post diff, home leave, R&R, education)	HO	5/30/2008
Reconcile payment of vendor cards and advances	HO/PO	6/30/2008
Process final expense reports and timesheets	HO/PO	7/5/2008
Make final payments to local vendors	PO	7/5/2008
Obtain bank documents which show final balance and give to HO accounting	PO	7/5/2008
Reconcile and close local bank accounts	PO	7/5/2008
Complete and submit July locals (excel)	PO	7/5/2008
Prepare and submit final invoice (all entries must be incurred before 7/08/08)	HO	8/15/2008
Submit final final invoice (with adjusted NICRAs)	HO	TBD
II) Contracts		
Notify landlords when will vacate office and housing	PO	3/31/2008
Notify local service providers when to submit last invoice (phone, electricity, maintenance, guards)	PO	6/1/2008
Terminate newspapers, journals	PO	6/30/2008
Terminate fuel account	PO	6/30/2008
Notify and terminate insurance coverage for office equipment	PO	6/30/2008
Office and house make ready complete	PO	6/30/2008
Terminate local service providers (phone, electricity, maintenance, guards)	PO	6/30/2008
Terminate office and housing leases	PO	7/5/2008
III) Files		
Continue audit of project files and remedy deficiencies as necessary	HO/PO	5/30/2008
Schedule the shipment of files to the HO	PO	5/30/2008
Pack up files and reports (make packing list)	PO	5/30/2008
Reconcile HO and PO file lists	HO	6/6/2008
Discard unnecessary and duplicate material	HO/PO	6/30/2008
Ship files to the HO	PO	6/30/2008
Integrate HO and PO files	HO	7/15/2008
Ensure submission/Submit all reports to DEC	HO	7/31/2008
Separate personnel files (project vs. recruitment files)	HO	7/31/2008
Archive files	HO	8/31/2008
IV) Inventory		
Update inventory tracker	PO	3/15/2008
Develop property disposition plan	PO/HO	3/31/2008
Submit property disposition plan to USAID	PO	4/1/2008
Ensure all property is in working condition (tune up all cars, repair office equipment and furniture, delete proprietary files from hard drive and ensure virus free)	PO	5/30/2008
Cancel auto insurance once project vehicle is delivered (get confirmation in writing)	PO	5/30/2008
Turnover all goods with manuals	PO	6/30/2008
V) Personnel (Expat)		
A) General		
Inform each employee of effective termination date	HO/PO	3/31/2008
Complete final personnel evaluations	HO/PO	5/30/2008
Verify home of record	HO	5/30/2008
Request updated resumes and forwarding address	HO	5/30/2008

Write letters of reference	PO	6/30/2008
B) Personnel Termination		
Review employment agreements for end dates	HO	4/30/2008
Review vendor card and leave balances	HO	4/30/2008
Inform employee of balances and encourage to take leave	HO	4/30/2008
Reconcile vendor card	HO	4/30/2008
Provide expats with termination packet from personnel department (includes letter, and info on insurance options, allowances)	HO	4/30/2008
Prepare payroll, insurance, and other docs for termination	HO	4/30/2008
C) Shipment/Storage		
Develop HHE timeline with procurement department (survey, packout, and ETA)	HO	3/31/2008
Employees to update initial shipping inventories	PO	3/31/2008
Encourage expats to get insurance (at own cost)	HO	3/31/2008
Notify expat that we will stop paying for storage after 3 months after their last day	HO	3/31/2008
Send expat procurement guidelines	HO	3/31/2008
Schedule packout with expat	HO/PO	4/30/2008
Reconcile vendor cards for overages and insurance	HO	4/30/2008
Submit PAR forms and monitor progress of shipments	HO	5/30/2008
D) Repatriation/Leaving Post		
Make travel reservations and notify USAID of itineraries	HO/PO	4/30/2008
Request approval for international travel from USAID	HO/PO	5/31/2008
Remind expats to return security passes, local ID cards, cell phones, PO keys, residency permit)	PO	5/31/2008
Make hotel reservations if packing out days in advance	PO	5/31/2008
E) Final Steps		
Cancel Medex/SOS coverage (effective end of contract)	HO	7/8/2008
Notify accounting/personnel when to release final paycheck	HO	7/8/2008
VI) Personnel (Local)		
Review local labor laws and policy manual	HO/PO	3/31/2008
Review employment agreements for end dates	PO	3/31/2008
Inform each employee of effective termination date	PO	3/31/2008
Complete final personnel evaluations	PO	4/30/2008
Write letters of reference	PO	5/31/2008
Provide each employee with work certificate	PO	5/31/2008
Request release statement from each employee	PO	5/31/2008
VII) Subcontracts		
Notify all subs of the completion date	HO/PO	3/31/2008
Review all subcontracts for completion date	HO/PO	3/31/2008
Request NICRAs	HO/PO	4/30/2008
Ensure all deliverables submitted	PO/HO	4/30/2008
Send release forms to subs and send information about how much invoiced vs. total contract value, final invoice due date, etc)	HO/PO	5/31/2008
VIII) Technical Matters		
Prepare outline for final report and distribute	PO	12/31/2007
Schedule exit interview/debrief with USAID	PO	4/30/2008
Draft final report	HO/PO	5/15/2008
Final report complete - to printers	HO/PO	5/30/2008
Debrief local counterparts	PO	5/30/2008
Conduct final stakeholder event	PO	6/15/2008
Distribute final report (USAID, HO, subs)	HO/PO	6/15/2008