



**UNITED NATIONS  
ECONOMIC COMMISSION FOR AFRICA**

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Sustainable Development Division

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***REPORT ON AN ADVISORY MISSION TO NAIROBI, KENYA  
ON DONNOR SUPPORT FOR A PROGRAMME ON THE  
COMMERCIALIZATION OF SMALLHOLDER AGRICULTURE  
IN THE COMESA AND SADC REGION***

By  
George I. Abalu  
Principal Regional Adviser  
Sustainable Development Division

SDD/MR/016/02



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## **TABLE OF CONTENT**

	<b><u>PAGE</u></b>
I. BACKGROUND	1
II. OBJECTIVES OF THE PROGRAMME	1
III. LOGICAL FRAMEWORK OF THE PROGRAMME FOR 4-YEARS STRATEGIC PLAN	2
 <b><u>ANNEX I:</u></b>	
LIST OF DONORS MET	
 <b><u>ANNEX II:</u></b>	
SUMMARY LOGICAL FRAMEWORK FOR THE IDEAA 4-YEAR STRATEGIC PLAN	
 <b><u>ANNEX III:</u></b>	
DETAILED LOGICAL FRAMEWORK MATRIX FOR THE IDEAA 4-YEARS STRATEGIC PLAN	

## **I. BACKGROUND**

The main objective of the Initiative for Development and Equity in African Agriculture (IDEAA) is to assist smallholder farmers in Africa to improve their productivity and income streams. Four interrelated pillars serve as the main driving force of the activities of the programme. These include:

- Institutional and technological innovations;
- Human capital development;
- Policy research, analysis, and advocacy, and
- Farmer empowerment.

The strategy of the programme is to help strengthen these pillars and use them as instruments for the development and commercialisation of smallholder agriculture in the region. The goal is to put in place national programmes in selected target countries. The Economic Commission for Africa's Principal Regional Adviser for Food Security and Sustainable Development was involved in the conceptualisation of the programme.

The mission to Nairobi, Kenya, from 5 – 7 June 2002, which was undertaken at the request of the International Coordinator of the Initiative was to present and defend specific projects proposals to a number of prospective Donors. The request and the mission were in conformity with the United Nations Regular Programme of Technical Cooperation for the 2002 – 2003 Biennium which calls for the provision of advisory services and technical assistance to Member States and Inter-governmental Organizations on the design and implementation of Food Security and Sustainable Development projects and programmes.

## **II. OBJECTIVES OF THE PROGRAMME**

The overall objective of the programme is to promote the commercialisation of smallholder agriculture in the countries of the region through:

- Better access to markets;
- Improved access to technologies;
- Active advocacy for a conducive institutional and policy environment; and
- Development of human capital along commodity chains.

The programme aims to accomplish these objectives by:

- Creating and/or strengthening commodity associations in each of the country programs in order to help smallholder farmers increase high value exports to neighbouring countries and global markets.
- Developing and facilitating the implementation of a strategy to solve technological and institutional problems facing commodity associations and exploit opportunities.
- Developing and facilitating the implementation of a strategy for human capacity building and farmer empowerment.
- Creating dynamic fellowship programs to serve national and regional program goals.
- Developing and facilitating the implementation of a strategy for policy research and dialogue.
- Developing and implementing an organisational learning process informed by a developing and implementing of Monitoring and Evaluation system and facilitating the sharing of best practices.

### **III. LOGICAL FRAMEWORK OF THE PROGRAMME FOR A 4 – YEAR STRATEGIC PLAN**

The mission helped prepare the following logical framework for a 4 – year strategic plan. The framework served as the basis for the presentation and discussion with prospective donors. The list of donor representatives to whom the proposals were presented and defended is shown in Annex I of this report. The logical framework matrix which was used to make the presentation is presented in Annex II and Annex III.

## **Annex I: LIST OF DONORS MET**

1. Diana Putman  
Programme Officer  
USAID, Kenya
2. Njuguna S. Ndung'u  
Regional Programme Officer  
International Development  
Research Centre
3. Paul Uleck  
Program Officer  
Ford Foundation
4. Patrick Fumer  
Program Officer  
Farm Africa

# ANNEX I

## SUMMARY LOGICAL FRAMEWORK FOR THE IDEA A 4-YEAR STRATEGIC PLAN

Objectives	Activities	Results	Indicators
Setting up the Regional Office, National Management Committees (NMC) and National Offices (NO)	Recruitment of regional and national program staff and establishing the National Management Committees  Develop operational guidelines for the program	Establish functional program structures	Staff contracts and TORs  Systems documentation  Budgets and Operational Plans
Create and/or strengthen commodity associations in each of the seven country programs in order to help smallholder farmers increase high value exports to neighbouring countries and global markets	Assist the NMC and the NO to identify the high value commodity and strengthen existing Commodity Associations (or facilitate the formation of Commodity Associations)  Baselining the high value commodities and institutions in the commodity chain	Strong vibrant business oriented Commodity Associations established  Commodity association facilitators recruited  Empowerment priorities of commodity associations identified and used as focal point for program intervention	Commodity identification report  Commodity associations' business plans  Baseline survey reports
Develop and facilitate the implementation of a strategy to solve technological and institutional problems facing commodity associations and exploit opportunities	NMC to facilitate setting up of a National Consultative Forum (NCF) from institutions in the commodity chain National program develops strategic and implementation plan and budget Regional office develops a consolidated rolling regional plan and implementation plan	Forum of stakeholders to ensure relevance of IDEA interventions established  National program activities defined and national budget developed  Regional program activities to support national programs defined	Proceedings of consultation workshops  National program strategic and implementation plans  Regional program strategic and implementation plans

Objectives	Activities	Results	Indicators
Develop and facilitate the implementation of a strategy for human capacity building and farmer empowerment	<p>Participatory training needs assessment undertaken</p> <p>Networking with capacity-building institutions, sister initiatives and NGOs to provide/address identified training needs.</p>	<p>Training needs of farmers and institutions in the commodity chain established</p> <p>Smallholder farmers able to demand and utilise resources</p> <p>Effective and responsive service providing institutions created within the commodity chain</p>	<p>Training assessment document</p> <p>Number of individuals trained</p> <p>Number of institutional strengthening initiatives</p>
Create dynamic fellowship programs to serve national program goals	<p>Establish a Research and Markets Development Fellowship to address constraints/problems faced in the production and marketing of high value commodities by smallholders</p> <p>Facilitate the establishment of the Farmers' Business Leadership Development Fellowship program</p>	<p>High value commodity production enhanced and service delivery institutions provide adequate technical backstopping</p> <p>Smallholder farmers adequately tooled to demand and utilise services through more assertive and informed farmer leadership</p>	<p>Fellowship guidelines</p> <p>Regional Research Fellowship strategy documents</p> <p>Farmer capacity building curriculum</p> <p>Number of individuals in the fellowship programs</p>
Develop and facilitate the implementation of a strategy for policy research and dialogue	<p>Commission studies on existing legislative instruments, regulations and policies that hinder the production and marketing of the identified commodities</p> <p>Convene national and regional policy dialogues</p>	<p>Greater awareness of national and regional policy advocacy and reform initiatives</p> <p>Dialogue and reform of prohibitive policies and development of supportive policies</p>	<p>Policy analysis documents</p> <p>Number of national and regional policy dialogues held</p> <p>Number of policy reform processes initiated</p>
Develop and implement an organisational learning process informed by a Monitoring and Evaluation system and facilitate the sharing of best practices	<p>Develop Monitoring and Evaluation guidelines</p> <p>Conduct annual formative evaluations</p> <p>Conduct annual national and regional networking workshops</p>	<p>Objective M&amp;E system and Performance Monitoring system developed</p> <p>Baseline data compiled</p> <p>IDEAA best practices publicised and incorporated in teaching curriculum</p>	<p>Baseline data analysis document</p> <p>M&amp;E system document</p> <p>Formative evaluation reports</p> <p>Reports of national and regional networking workshops</p>

# ANNEX II

## DETAILED LOGICAL FRAMEWORK MATRIX FOR THE IDEAA 4-YEAR STRATEGIC PLAN

SUMMARY OF OBJECTIVES AND ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>VISION:</b> Food secure Smallholder farmers that are highly organized along high value commodity chains and able to aggressively exploit agribusiness opportunities, generating new income streams for improved livelihoods'</p> <p><b>MISSION:</b> To facilitate the empowerment of Smallholder farmers through: the involvement of innovative progressive farmers; development of responsive, innovative and business oriented commodity associations; and the establishment of strategic public/private alliances to enhance: Access to markets (including market information) Access to technology Advocacy for a conducive institutional and policy environment, and Human capital development along the commodity chain.</p>	<p>Strengthened Commodity Associations whose members are producing high value commodities and profitably participate at all levels of the commodity chain.</p>	<p>Business deals and contracts</p> <p>Performance data from Commodity Associations</p> <p>(Correspondences and meetings of stakeholders within the commodity chain)</p> <p>Testimonials from institutions within the Commodity Chain</p>	<p>Engagement in the production of high value commodities will not compromise food security</p> <p>The markets for identified high value commodities will not collapse.</p> <p>A conducive political and economic environment will prevail in the region.</p>
	<p>Increased number of smallholder farmers engaged in the production of high value commodities.</p> <p>Innovative Commodity Associations establishing linkages and alliances with markets and service delivery institutions</p> <p>Innovative farmers (Magnet farmers) serving as effective Change Agents</p> <p>Full ownership and control of Commodity Associations by smallholder farmers</p>	<p>Survey reports</p> <p>Meetings with farmers and institutions for feed back</p> <p>Performance report of the Commodity Association</p> <p>Memoranda of Understanding (and other records) of formalised linkages</p>	<p>There is cooperation among institutions within the commodity chain.</p> <p>Magnet farmers exist or can be created.</p>

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Objective 1 : Setting up the Regional Office, National Management Committees (NMC) and National Office</b>				
Activity 1 : Recruitment and appointment of CEO and Regional Office staff	Full complement of Regional Office staff recruited	Functional program structures.	Staff contracts and Terms of Reference	Board Chairman
Activity 2: Develop Finance and Human Resources Management systems (including appraisal systems and conditions of service)	Financial and Management systems established	Functional program structures.	Systems documentation  General operational guidelines for program staff (conditions of service, human resources, financial and reporting)	CEO
Activity 3: Develop Annual Operational Plans and Budgets	Regional Office annual plans and budgets developed	Functional program structures.	Budgets and Operational Plans <input type="checkbox"/> TOR for Taskforce <input type="checkbox"/> TOR for NMC	CEO

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Activity 4:</b> Identify and select major stakeholders at country level and convene a meeting for selling the IDEA strategy and appointment of a Taskforce to assist in the appointment of the NMC.	Major stakeholders identified as a Taskforce  A number of candidates for the NMC submitted	Functional program structures.	TOR for Taskforce Signed contracts for Taskforce List of stakeholders per program Workshop report	CEO
<b>Activity 5:</b> Commission the National Management Committee	NMC established (X7)	Functional program structures	Termination of Taskforce contracts TOR for NMC List of NMC members	CEO/Taskforce
<b>Activity 6:</b> Set up the national office including appointment of staff	National offices established National program staff appointed	Functional program structures	Leases Contracts and TOR for national office staff	CEO/NMC

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Objective 2: Create and/or strengthen commodity associations in each of the seven<sup>4</sup> country programs in order to help smallholder farmers increase high value exports to neighbouring countries and global markets</b>				
<b>Activity 1:</b> Develop procedural guidelines for the selection of the high value commodities	Guidelines for the selection of high value commodities developed	Informed identification of high value commodity	Guidelines for the identification of high value commodities	CEO
<b>Activity 2:</b> Assist the NMC and national office to identify the high value commodity for each of the programs by reviewing country specific commodity assessments to recommend a single high value commodity	High value commodity identified and potential NMC members identified	Strong vibrant business oriented Commodity Association established	TOR for Commodity Assessments Commodity identification report	NMC/National office
<b>Activity 3:</b> NMC members organise a meeting with key stakeholders including former fellows and CICs to come up with consensus on the commodity selected and recommended	High value commodity identified and potential NMC members identified	Focused attention on the high value commodity and institutions of the commodity chain	Reports of meetings and consultations	NMC

<sup>4</sup>The Program in South Africa might be working with more than Commodity Association, since it has three program sites (namely, Northern Province, KwaZulu Natal and Eastern Cape.

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 4: Develop guidelines for baselining the commodity chain	Baseline guidelines developed	Focussed attention on the high value commodity and institutions of the commodity chain	Baseline guidelines	Regional Office
Activity 5: Conduct a baseline study of the recommended high value commodity chain to establish whether a commodity association already exists, its strengths and weaknesses and opportunities for development, identify and assess the producers in terms of numbers, organisation, geographic location, marketing arrangements and constraints, key players along the chain	Baseline survey reports produced	Focussed attention on the high value commodity and institutions of the commodity chain	Baseline survey reports	National office
Activity 6: Facilitate the convening of a Producers workshop to discuss the empowerment /strengthening of producers through development of a Commodity Association	Producers workshop facilitated by Commodity Association	Empowerment priorities of commodity associations identified and used as focal point for program intervention	Commodity Associations' business plans	National office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 7: National office established formal links with Commodity Association	Association with commodity association formalised  Commodity association host institution identified (where needed)	Functional country program structures.	MOU with Commodity Associations and/or host institution.	National office
Activity 8: Facilitate recruitment of commodity association facilitators	Commodity Facilitator recruited by commodity association	Functional country program structures.	Contracts of commodity association facilitators	National office
Activity 9: National office to facilitate the development of a business plan by the commodity association	Commodity Association develops business plan.  Commodity Associations' capacity building strategies developed	Functional country program structures.	Capacity building strategy document	National office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Objective 3: Develop and facilitate the implementation of a strategy to solve technological and institutional problems facing commodity associations and exploit opportunities.				
Activity 1: NMC to facilitate setting up of a National Consultative Forum (NCF) from institutions in the commodity chain	NCF of institutions within the commodity chain established	Forum of stakeholders to ensure relevance of IDEAA interventions established	Minutes of meetings Workshop reports	National Management Committee
Activity 2: Inform stakeholders (NCF) about the IDEAA strategy and briefing country programs about their roles by organising workshops with the following objectives: <ul style="list-style-type: none"> <li><input type="checkbox"/> Sharing the IDEAA II strategy for commercialisation of smallholder agriculture</li> <li><input type="checkbox"/> Discussion of issues around the commodity chain and proposals for program interventions</li> <li><input type="checkbox"/> Define interventions by the national program</li> <li><input type="checkbox"/> Establishment of linkages</li> <li><input type="checkbox"/> Formalise the NFC</li> </ul>	NCF formalised and national program interventions defined	National program structures established and national program interventions	Workshop reports	National Management Committee

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 3: National program develops strategic plan, implementation plan and budget	National program strategic plan developed	National program activities defined and national budget developed	Strategic plan for national programs Implementation plan of country programs	National programs
Activity 4: Ratification of strategic and implementation plan by the NCF	Strategic plan ratified by NCF	Relevant interventions made by national programs	Proceedings of consultation workshops	National offices
Activity 5: Regional office develops a consolidated rolling regional strategic plan, implementation plan and budget	Regional strategic plan and budget developed based on national program plans	Regional program activities support national programs	Regional Program strategic plan Regional program implementation plan	Regional office
Activity 6: Regional Strategic Plan and budget presented to the IDEAA Board	IDEAA Board approves Regional and national program activities	Functional regional and national programs established	Minutes of IDEAA Board meeting(s)	Regional office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<p><b>Activity 7:</b> Commission a baseline study on the commodity chain to identify business opportunities along the commodity chain; technological constraints and institutional barriers; and craft an effective intervention strategy</p>	<p>Institutional constraints and weaknesses within the commodity chain established</p>	<p>Technology, Policy and institutional problems along the chain addressed and farmers fully taking advantage of the regional and global market opportunities</p>	<p>Document of the Situational Analysis of Commodity Association and institutions in the commodity chain</p>	<p>National program</p>
<p><b>Activity 8:</b> Facilitate implementation of national strategic plan</p>	<p>Holistic service delivery promoted</p>	<p>Commodity association farmer members improve productivity and profit margins and service delivery institutions enjoying good business</p>	<p>Testimonials from farmers and senior policy makers within commodity chain institutions</p>	<p>National program</p>

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 9: Convene national networking workshops meeting of specialists <sup>5</sup> to review program activities and share best practices	Institutional constraints and weaknesses within the commodity chain established  Processes of implementing program activities documented  Best practises shared among stakeholders  Identified opportunities exploited	Technology, Policy and institutional problems along the chain addressed and farmers fully taking advantage of the regional and global market opportunities	Workshop reports	National offices
<b>Objective 4: Develop and facilitate the implementation of a strategy for human capacity building and farmer empowerment</b>				
Activity 1: Participatory training needs assessment undertaken (individual farmers, commodity associations, institutions in the commodity chain). This study will also inform the two fellowship programs (refer to objective 6).	Training needs established/identified	Critical mass of human capital developed focussed on empowerment needs along the commodity chain	Training needs assessment document  Training curriculum  Number of individuals trained (gender desegregated)	Regional Office

<sup>5</sup>Meeting could invite specialists (in that particular commodity/issue) from the region

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<p><b>Activity 2:</b> Networking with Capacity-building institutions, sister initiatives and NGOs to provide/address identified needs</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify individual, institution, project to address the capacity building needs of the particular commodity chain.</li> <li><input type="checkbox"/> Develop alliances with identified partners</li> </ul>	Alliances established with capacity building institutions	Smallholder farmers able to demand and utilise resources	<p>MOU formalising networks and alliances</p> <p>Number of training activities carried out jointly</p> <p>Number of smallholder farmers trained/tooled/skilled</p>	
<p><b>Activity 3:</b> Facilitate information sharing, management and awareness creation programmes, exchange programmes; national and regional networking meetings</p>	<p>National and regional networking meetings held</p> <p>Program social marketing campaigns held</p>	Smallholder farmers able to demand and utilise resources	<p>Number of networking meetings</p> <p>Program social marketing strategy document</p>	

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 4: Institutional profiling and strengthening	Institutions within the commodity chain strengthened	Effective and responsive service providing institutions created within the commodity chain	Institutional profiles Number of institutional strengthening initiatives Testimonials from senior policy makers from service institutions and farmer members of the Commodity Association	National office
Activity 5: Facilitate targeted skills training/enhancement of service provider institutions personnel within the commodity chain (refer to activity 1)	Personnel from service providing institutions capacity built	Capability and responsiveness of service delivery institutions enhanced	Number of individuals trained Number of institutions covered Testimonials from Senior policy makers within the institutions and including members of commodity associations.	Regional office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
Activity 6: Enhance / Establish competent secretariat of Commodity Associations	Capabilities of secretariat of Commodity associations enhanced	Effective and responsive Commodity associations emerge	Training/re-skilling reports Number of support staff (secretariat) trained Testimonials from members of the Commodity Associations	National office
Activity 7: Facilitate 'Magnet Farmers' to be equipped with knowledge/skills to enhance the dissemination of their capabilities	Magnet farmers actively engaged in extension (knowledge transfer) activities	Skills and knowledge of 'Magnet Farmers' put to effective use by a wider group of Smallholder farmers	Document detailing capacity building needs of Magnet farmers and intervention strategies Number of Magnet farmers facilitated to share skills with farmers Number of farmers that adopt the skills of magnet farmers	National office
Activity 8: Deliberate capacity building programmes developed to address needs of women and youth.	Women and youth benefit from capacity building programs	Increased participation of women and youth	Proportion of women and youth in each training session	National office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Objective 5 :Create dynamic fellowship programs to serve national and regional program goals</b>				
Activity 1: Establish guidelines for the selection of fellows, prioritisation of problems, commissioning studies, and integrating the fellowships into the program (national and regional)	Guidelines for the two fellowship programs (Research & Markets Development and Farmer Business Leadership Development Fellowships)  Focussed research on challenges along the commodity chain	Fellowship program increase the skills base of institutions in the commodity chain	Fellowship guidelines	Regional office
Activity 2: Establish a Research and Markets Development Fellowship to address constraints/problems faced in the production and marketing of high value commodities and capabilities of service delivery institutions within the commodity chain	Regional Research Fellowship operationalised  Professionals complete Research & Markets Development fellowships	High value commodity production enhanced and service delivery institutions provide adequate technical backstopping	Regional Research Fellowship strategy document  Number of Regional Fellows  Research Fellows  Documentation of priority areas that need to be addressed by the Fellowship program	Regional office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Activity 3:</b> Facilitate the establishment of the Farmer Business Leadership Development Fellowship Program	National (X7) Farmer Development Fellowships operationalised  Farmer fellows complete business leadership fellowship	Smallholder farmers adequately toolled to demand and utilise services through more assertive and informed farmer leadership.	Capacity building curriculum  Number of farmer fellows  Number of farmer-exchange programs  Number of study visits  Number of contact visits	Regional Office

**Objective 7: Develop and facilitate the implementation of a strategy for policy research and dialogue.**

<b>Activity 1:</b> Commission studies on existing legislative instruments, regulations and policies that hinder the production and marketing of the particular commodities.	IDEAA Policy Intervention Strategy document developed	Program engaged in policy research and facilitates national policy dialogue forums	Policy Analysis documents  Policy research documents  Number of policy dialogues held	Regional Office
<b>Activity 2:</b> Set-up a data bank on regional and country level policy and agribusiness and trade specialists currently working on policy issues of concern to the commodity chain development	National and Regional policy directory produced	Greater awareness of national and regional policy advocacy and reform initiatives	National and Regional Policy directory	Regional office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	
Activity 3: Convene a regional meeting of policy specialists and institutions involved in the policy dialogue forum to evaluate regional policy research and dialogue efforts and come up with a regional policy research agenda and framework for national dialogue forum through strategic alliance with policy institutions (like FARNPAN).	Policy dialogues facilitated Policy bulletins established	Reform of prohibitive policies and development of supportive policies	Number of policies interrogated Number of policy reform processes initiated Record of policy dialogues	National offices

**Objective 8: Develop and implement an organisational learning process informed by a Monitoring and Evaluation system and facilitate the sharing of best practises**

<b>Activity 1: Facilitate Base lining</b> <input type="checkbox"/> Base lining the key nodes of the commodity chain <input type="checkbox"/> Legal framework	Base line data compiled	Objective performance monitoring	Baseline data analysis document	Regional office
Activity 2: Develop M&E guidelines and disseminate to National Offices	M & E guidelines developed	Objective M & E system developed for the IDEAA Regional Program  Objective performance monitoring system developed	M & E system document	Regional office

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Activity 3:</b> Work with National Offices in monitoring country programs	Monitoring framework for national programs developed and operationalised	Organisational learning facilitated Program effects identifiable, measurable and quantifiable	Program Monitoring framework document Monitoring and evaluation reports Formative evaluations	Regional office
<b>Activity 4:</b> Documentation of data	Program Annual reports produced Conference and journal papers produced	IDEAA Program processes well documented and best practises publicised Comprehensive institutional memory established	Annual reports Conference and journal publications Books on best practices	Regional office
<b>Activity 5:</b> Establish a regional database using country program baseline databases	Regional database established at Regional Office	IDEAA established itself as a source for information on agribusiness support in Southern Africa	Database Analytic reports	CEO
<b>Activity 6:</b> Conduct annual formative evaluations/ reviews	Formative reviews conducted annually	IDEAA strengthened by being a learning organisation	Formative review reports	

OBJECTIVES AND ACTIVITIES	OUTPUTS	RESULTS	INDICATORS	RESPONSIBILITY
<b>Activity 7:</b> Convene annual sharing workshop <input type="checkbox"/> Documentation and sharing <input type="checkbox"/> Sharing of best practices <input type="checkbox"/> Linking with other WKKF and RF Initiatives <input type="checkbox"/> Linking with other (external) initiatives	IDEAA information disseminated to clients through publications	Increased awareness about the IDEAA program	Newsletters Books Proceedings of Meeting IDEAA home page	Regional office
<b>Activity 8:</b> Representation of program at other fora/platforms, conferences	Social Marketing strategy for program implemented	IDEAA best practices widely publicised	Books Conference / workshop reports IDEAA Home Page IDEAA Newsletter	Regional office
<b>Activity 9:</b> Synthesis of IDEAA best practices and lessons into learning materials for agricultural colleges and universities	Knowledge compiled during program implementation documented	Program contributes to teaching materials used in colleges and universities	IDEAA publications	Regional office

## 10. INDICATIVE BUDGET FOR IDEAA II

Expenditure details	Year 1	Year 2	Year 3	Year 4	Total
<b>A. Regional Office</b>					
Personnel	272400	286020	300321	315337	1174078
Refurbishment of Regional Office	20000	0	0	0	20000
Equipment	50000	0	0	0	50000
Office expenditure	60000	60000	60000	60000	240000
Vehicles and Maintenance	80000	20000	20000	20000	140000
Board Development and Operation	120000	100000	100000	100000	420000
Travel for Regional Office	25000	35000	35000	40000	135000
Recruitment of regional and national program staff and establishing the National Management Committees	60000	0	0	0	60000
Human Development Needs Assessment & Curriculum Development	20000	0	0	0	20000
Research & Market Development Fellowship Program	0	60000	60000	60000	180000
Farmer Business Leadership Fellowship	0	140000	140000	140000	420000
Communication and Social Marketing	20000	20000	15000	15000	70000
Baselining the high value commodities and institutions in the commodity chain	35000	0	0	0	35000
Monitoring and Evaluation	50000	50000	50000	50000	200000
Research & Consultancies	20000	30000	30000	30000	110000
Documentation	10000	15000	15000	15000	55000
<b>Subtotal</b>	<b>842400</b>	<b>816020</b>	<b>825321</b>	<b>845337</b>	<b>3329078</b>
<b>B. Country Program Budget</b>					
Personnel & Office Expenses	665000	675000	732000	769000	2841000
Office Equipment	90000	0	0	0	90000
Vehicles & Maintenance	120000	90000	90000	90000	390000
Travel & Subsistence	110000	165000	165000	165000	605000
National Management Committee	100000	80000	80000	80000	340000
National Consultative Forum Meetings	80000	80000	80000	80000	320000
Capacity Building of Commodity Association	450000	450000	450000	450000	1800000
Communication & Social Marketing	50000	50000	50000	50000	200000
Policy research and dialogues	80000	80000	80000	80000	320000
Institutional Strengthening (Commodity Chain)	210000	210000	210000	210000	840000
National Networking & Sharing of Experiences Meetings	40000	40000	40000	40000	160000

<b>Expenditure details</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total</b>
Consultancies/Trainers	50000	90000	90000	90000	320000
<b>Subtotal</b>	<b>2045000</b>	<b>2010000</b>	<b>2067000</b>	<b>2104000</b>	<b>8226000</b>

**C. Regional & International Networking**

Travel & Subsistence	70000	70000	70000	70000	280000
Resource Persons	16000	16000	16000	16000	64000
Workshop support services	10000	10000	10000	10000	40000
Workshop Support Staff	5000	5000	5000	5000	20000
<b>Subtotal</b>	<b>101000</b>	<b>101000</b>	<b>101000</b>	<b>101000</b>	<b>404000</b>

<b>OVERALL TOTAL</b>	<b>2988400</b>	<b>2927020</b>	<b>2993321</b>	<b>3050337</b>	<b>11959078</b>
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# 11. ACTIVITY SCHEDULE FOR YEAR 1

ACTIVITY	OUTPUT	TIMING	REQUIREMENTS
Refurbishment of new Mt Pleasant Drive premises and relocation of the Regional Office	Regional office relocates to Mt Pleasant Drive property	10 Dec to 31 Jan	Adapting house into an office Installing office furniture including computer network Organise groundsman and security
Development of an Operational Plan for Year 1	Operational plan for Year 1 developed	3 Dec to 7 Dec	in-house workshop
Appointment of Regional Office support staff (including the Finance and Administration Manager)	Support staff recruited and contracts signed	7 - 31 Jan	Interviews
Advertising professional Regional Office positions in national and international mediums and application submitted to interview panel	Positions in the IDEAA office advertised in key national papers of all participating countries Applications submitted to interview panel	4 Dec - 22 Jan	Placement of vacancy notice in national newspapers and international platforms
Communication with short-listed candidates and facilitating the holding of Interviews	Short-listed applicants advised Travel arrangements expedited Interviews held	4Feb - 25 Feb	Travel and board arrangements
Appointed Regional staff recruited and start working	Contracts signed Staff undergo induction session	1 April - 1 June	Office equipment Vehicles Salaries

ACTIVITY	OUTPUT	TIMING	REQUIREMENTS
<p>Initiating activities at country program level by holding two day national workshops with active participation of relevant Farmer Organisations, Commodity Associations and NGOs to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upraise key stakeholders about the new program focus</li> <li><input type="checkbox"/> Establish a task force to identify National Management Committee (NMC) members</li> </ul>	<p>Key stakeholders upraised about new program design and focus</p> <p>Taskforce established to identify NMC members</p>	<p>14 Jan - 22 Feb</p>	<p>Support to IDEAA I</p> <p>Administrative offices (interim coordination offices)</p> <p>Travel and board for national stakeholders</p> <p>Travel and board for Regional Office staff</p>
<p>Workshop to facilitate the appointment of National Management Committee members</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identified potential members invited to workshop</li> <li><input type="checkbox"/> Briefing on responsibilities (namely: verification of high value commodity; establishing national offices, establishing the National Consultative forum)</li> </ul>	<p>Contracts signed with approved NMC members</p> <p>Responsibilities of the NMC defined</p> <p>Performance targets set</p> <p>Common vision established between Regional Office and NMC from the seven programs</p> <p>First IDEAA II network created</p>	<p>2-3 March</p>	<p>Interim coordination offices</p> <p>Travel and board</p> <p>Workshop at Johannesburg</p> <p>TOR for the NMC</p> <p>Contract documents</p>
<p>National program staff recruited and national offices operationalised by NMC (with consultation with the Regional Office)</p> <p>National staff positions advertised in national papers</p> <p>Interviews and staff recruitment by NMC and Regional Office</p>	<p>Vacancy notices advertised in national papers</p> <p>National coordinator and support staff appointed</p> <p>National program launched</p>	<p>4 -29 March</p>	<p>Financial support to recruitment process</p>

ACTIVITY	OUTPUT	TIMING	REQUIREMENTS
NMC (through the national program office) baselines high value commodities and institutions in the commodity chain	Information of high value commodities collected and analysed	11-31 March	Baseline consultants
National office facilitates the formation (or strengthening) of Commodity Association and facilitates the recruitment of a Commodity Association Facilitator	Commodity association identified / established Commodity Association facilitator appointed	1 - 30 April	Stakeholder Consultations MOU with Commodity Association developed
Formation of the National Consultative Forum (NCF) of key players and institutions in the High value commodity chain	TOR for the NCF developed and accepted Meetings of the NFC facilitated	1-30 April	Stakeholder meetings
Collection and analysis of baseline data <ul style="list-style-type: none"> <li><input type="checkbox"/> Base lining of high value commodity</li> <li><input type="checkbox"/> Base lining of institutions in the commodity chain</li> <li><input type="checkbox"/> Base lining of policies regulating production and trade in high value commodity</li> <li><input type="checkbox"/> Base lining operational constraints for commercialising high value commodity by smallholder farmers</li> <li><input type="checkbox"/> Base lining the Commodity Association (structure, spatial distribution, membership profile, business plans, services provided)</li> </ul>	Baseline data collected and analysed National program develops intervention strategy	6-31 May	Baseline consultants
Commodity Association develops strategic plan and business plan	Strategic plan submitted to regional office Business plan submitted to regional office	2-31 May	Consultations

ACTIVITY	OUTPUT	TIMING	REQUIREMENTS
Facilitate the country programs (an NMC representative and the National Coordinator) to present their national plans ad budgets to the Board.	Country programs present and defend their proposed programs to the IDEAA Board.	6-7 August	Country program documents
Initiate policy dialogues forums addressing key development issues within the Commodity Chain	Policy dialogues initiated within each program	1 July - 31 October	Workshops
Holding of national stakeholder workshops within each national program	Progress made on programmatic issues discussed Sharing of information about strategic program issues Invited papers/presentations by resource persons shared	1 October - 30 Nov	Workshop support Travel and Board
Holding of Regional Networking workshop	Sharing of experiences and best practises Regional networking enhanced Authoritative papers presented to address programmatic issues	13-15 December	Regional workshop support

ACTIVITY	OUTPUT	TIMING	REQUIREMENTS
National Office develops a strategic plan that reconciles the program goals of IDEAA II (as defined in the Redesign document) with the specific realities of the country program.	Strategic plan submitted to regional office Program implementation schedule submitted to regional office	20-31 May	workshop consultants
Development and implementation of financial and administration procedures	Financial and Administration guideline developed and adopted by country programs	1-30 April	Travel and board for Finance and Administration Manager
Development of Monitoring and evaluation framework, including a system for Performance Appraisal	Monitoring and Evaluation framework developed Performance targets and appraisal system effected for both National programs and Regional Office	4March-12April	Impact services consultants
Identification of Human Capacity building needs to support: <input type="checkbox"/> efficient production of high value commodity <input type="checkbox"/> improve individual skills of smallholder farmers that are producing the high value commodity <input type="checkbox"/> improve effectiveness of commodity association <input type="checkbox"/> improve service delivery by the institutions within the commodity chain	Human Capacity building proposal document produced Research and Markets Development Fellowship operationalised Farmer Business Leadership Development Fellowship operationalised	3 June - 31 August	Human development consultants
IDEAA Regional Office develops a four year strategic plan and implementation plan and budget that is informed by the program focus of the individual country programs.	Four Year Strategic Plan developed incorporating country program plans Four year budget developed	3 - 28 June	National program strategic and implementation plans
Regional and National Plans and Budgets submitted to the IDEAA Board	Plans and Budgets reviewed and approved by the Board	1-31 July	Regional and National program plans