Cornwall Agro Enterprises

"An agricultural network promoting technology, research and communications"

Cornwall Agro Enterprises

"Market Communications Networking"

1. PROGRAM DESCRIPTION

This project proposal will develop a new type of regional agricultural research and development network based on market development and value added products. Entitled "Cornwall Agro Enterprises", this new network aims to work in close collaboration with public and private sector partners to identify market opportunities and then develop and deploy innovative post-production marketing strategies, technologies and products that will catalyze new markets for local crops and expand existing markets. The network will provide two key roles, (1) develop specific income generating agro-enterprise projects and (2i) provide a crosscutting, post-harvest, capacity building role across the existing commodity networks. Cornwall Agro Enterprises will initially focus on developing value added, processed products, from perishable crops. As experience develops within the enterprise schemes, the Cornwall Agro Enterprises team will progress to other commodities and products using their acquired agro-business skills to assist other networks and private sector partners. To support the development of enterprise projects

within the commodity networks, Cornwall Agro Enterprises will also undertake specific types of market oriented training, including market analysis, agro-business skills development and training in adaptive research methods to facilitate the shift towards market driven research.

The budget request for US$ **343,362** over a two year period will support a regionally facilitated portfolio of research and enterprise projects based on competitive grants, regional and in-country training, regional planning meetings, publications of research findings, study tours and a post-harvest information system. Once established, Cornwall Agro Enterprises will also provide a vital forum to lobby for additional co-sponsor donor funding, and to provide a strong linkage point between research and private sector agro-business development.

The need for this type of project is particularly acute in western and southern Jamaica, as new research and development approaches are required to overcome the most basic constraints to the farming and social systems in this region, i.e. lack of demand for agricultural produce and poverty. To address these issues, the Cornwall Agro Enterprises strategy, will use a combination of market analysis and innovative technologies, working towards a sustainable system for increased food production, based on demand driven market opportunities and address poverty alleviation through increased income and job creation. The primary beneficiaries of this project will be small-medium scale farmers, farmer associations and processors. Particular emphasis will be placed on meeting the needs of women within the target groups and analyzing the changing roles of women and children as influenced by technology transfer.

1.1 Cornwall Agro Enterprises (CAE) – TSF board and management teams determined that our project to assist the Jamaican farming communities would have an immediate impact in Jamaica. This agriculture project will provide technical support to strengthen the research and delivery of improved agricultural technologies, develop and deliver both production and post-production technologies, and focus on post harvest technologies.

TSF project proposal introduces the development and delivery of both production and post-production technologies with the primary aim of increasing income generating opportunities at the community level. This proposal focuses on post harvest technologies, which aims to deliver profitable technologies for local processing of perishable staple crops. The project was presented to TSF stakeholders and is known as the "Cornwall Agro Enterprises" (CAE) project.

The planning team proposes that CAE take a lead role in specific areas of research, training and information exchange, and developing market driven, enterprise projects based on value added, processed products. The CAE partners will use the initial enterprise schemes as a learning tool and as capacity develops, the CAE partners will use their acquired agribusiness skills to progress onto a range of other commodities and products, according to market demands.

Over time, CAE will develop a portfolio of enterprise projects based on existing activities and new project proposals recommended by the regional partners. The projects, which will be open to all stakeholders to propose, will be reviewed by the CAE steering committee, and selection will be based on market potential, potential for impact, levels of co-funding and the group's ability to undertake the research.

2. GOALS AND OBJECTIVES

2.1 Overall Project Goal - Strengthening regional capacity in value-added, agro-enterprise technologies for increased income, improved nutrition and sustainable food security in western Jamaica.

2.2 Project Purpose - To identify market opportunities for value added products (existing and novel) and to optimize appropriate process technologies to enhance the income generating capacity of small and medium scale entrepreneurs from the private sector and promote products to improve nutrition.

2.3 Project Objectives – Capacity building is the means by which we will ensure that all strategic partners have the necessary skills and strategies to implement an efficient and effective community-based program. Enterprise development is how we will use resources to create, expand, and/or improve processes. These tables detail the task requirements in capacity building and enterprise development.

Capacity Building Tasks
<u>Provide training to strengthen the capacity of the program to deliver profitable results</u>. Teambuilding is the focus of these courses. Two kinds of training will be used to support the activities of the Enterprise towards encouraging product development and linking base products with markets. The first training would center on the development team as well as local and regional stakeholders, with classes and workshops aimed at supporting a processing project. The second type of training would focus on skills training for the Enterprise network. This training would be given on an ad hoc basis depending upon the needs and requests of the network. Topics for special skills training may include - Marketing and methods of market analysis, Agribusiness skills, Adaptive research skills and training fabricators in how to produce simple processing equipment.
<u>Develop an information system network for increased access and exchange of information</u>. An information system will be developed to provide partners with access to current and relevant information, and to exchange information among current and future stakeholders. The information system will consist of a combination of media, with emphasis placed on the internet. Key requirements of the system are a WEB site, a market information system and communications gateways.
Use partnering and community engagement to enhance local, regional and

international co-operation. We will seek out mutually advantageous relationships with governments, non-government organizations, private sector businesses, educational institutions and other organizations whose efforts complement our goals. We will meet and work with local communities and community-based organizations to help identify and provide solutions to their needs.

Enterprise Development Tasks

Identify market opportunities for increased sales of value added products. The first order of market analysis will be to identify which products and markets offer the best prospects for profit. At the same time the team needs to be clear about "Who is the client" in regard to both the delivery of technology and those clients involved in market access, "Where are they located, What do they want, When do they want it and What price are they willing to pay" To answer these questions simple rural and urban marketing studies need to be undertaken. The results from this work will provide an understanding of specific market issues, the needs and potential of producers / processors to accept new technologies and the agents required to bring the value-added product to the consumer at a reasonable margin of profit.

Identify, adapt and promote improved technologies. Globally there is a great deal of processing equipment available. However, in Jamaica, these technologies are either in limited supply, expensive or not suited to small-scale users. Similarly for more specialized types of processing, such as juice extraction, extrusion processing, starch extraction and oil refining, technologies are mainly confined to large scale manufacturers and local fabricators have difficulty supplying smaller scale equipment that will enable farmers to access these more lucrative markets. The project team will therefore evaluate and adapt available technologies to meet the needs of small-medium scale processing. Processing technologies will include manual and powered equipment. In most cases new technology will be replacing or upgrading a traditional process and therefore benefits to the group are apparent immediately, in terms of efficiency and reduced drudgery. To avoid problems with sustainability, technologies will be assessed in perspective of the client group. The main point being whether the group should opt for low cost, lower output manual technologies, or whether it is more appropriate to seek credit or loans and shift to higher output mechanical processing techniques.

Diversify product range from local crops for market expansion. Product development is closely tied with processing equipment. For primary goods the main quality aspects relate to characteristics such as color, odor, and freshness. However, for sales of secondary products (diversification), a more rigorous process of market evaluation and product testing must be followed. The first stage in product development involves a thorough evaluation of current market products

setting a clear objective for the new product, and then developing formulations for consumer testing. Packaging and shelf life issues are resolved next. And finally, linking with private sector partners to launch the product (e.g. retailing outlets, price fixing and private sector funding for product launch and manufacture). The selection criteria and objectives for this type of study need to be well justified.

3. CAE OBSTACLES

3.1 Issues - CAE will address the following issues

Lack of trust among farmers, middlemen, and processors – In Jamaica, agricultural R&D is most often carried out by many separate and uncoordinated regional, national and international organizations whose activities and findings are rarely aggregated, synthesized and disseminated back to the farming communities. *Focusing on community-centric projects that target specific local production and marketing goals will encourage closer collaboration between local farmers, middlemen, and processors to meet common goals.*

Poor linkages between production and marketing - Agricultural R&D is more often conducted on the supply side (e.g. irrigation, increasing crop yield, etc.) with little regard for business opportunities, market trends and issues faced by transporters and processors. *For agricultural R&D to be more effective in Jamaica, it is imperative that more resources be devoted to demand side research. A more business like approach must be incorporated such that research investment is not only based on yield, but also identified market opportunities and market returns as well.*

Rising food demands – A growing population, an increase in Jamaicans moving from farming communities to urban areas and increased levels of tourism indicate the need for future increases in food production. If the Jamaican farming community does not meet the increased demand, then Jamaica will have to rely on food importation (higher cost). *The Jamaican farming community must increase its production of low cost foodstuffs while at the same time diversifying its products (packaging and marketing) to have a longer shelf life and be more accessible to higher value secondary food markets.*

Lack of processing technology – In Jamaica, most crops are sold and consumed fresh. The opportunity to process crops into value added foods, feed or other products is generally limited. Where processing opportunities do exist, transportation, quality control and low returns are at issue. These limit the farmers' ability to venture into new markets and avoid seasonal price trends. *Introducing and implementing proven processing technology to local farming communities will provide the opportunity (for both farmer and processor) to enter into new markets, thus creating the opportunity for increased production and income.*

Inefficient operational strategies – Growers and agro-processors often employ processes and technologies that were developed without regard to targeted markets. Operations such as these generally require significant cost to adapt to changing market trends or tailor a product, process or service to clients needs. *Operational strategies need*

to be developed and tested in collaboration with the end user. These tests should also include evaluation of real market performance, using economic indicators such as gross margin and internal rates of return. This economic information can be used to evaluate the profitability of the operation and access credit for expansion.

Limited product range - Jamaican farmers are limited to a narrow product range. Growers sell fresh primary products based on seasonal production cycles. The possibility of profiting from increased production is poor, particularly with perishable goods having low value. *Improving product quality or developing new products offers farmers the possibility to sell their goods into either a higher return market or into a new market. A diversified product is an essential component towards market expansion and increased demand.*

Addressing human and environmental issues - As with all technology development and transfer projects, the effects of the project on the people and their communities need to be closely monitored. *Close attention must be paid to social and environmental impacts in project design and implementation. These issues will be addressed and reported as part of the project monitoring and evaluation process.*

4. INTERVENTIONS - TECHNICAL APPROACH

4.1 Process - The research teams and partners working towards profitable agro-business enterprises will adopt a process approach towards implementation, following a series of phases from planning, through development and testing, to delivery and dissemination. The project phases are:

- Market analysis
- Planning and Integration with linked network
- Technology development and testing
- Commercialization
- Technology transfer
- Promotion of technologies
- Monitoring and impact assessments

The following table gives examples of typical issues that will be considered in defining markets, suitable products and the right type of technology for a market.

Market identification and linkages
1. Needs assessment for target groups in regard to specific markets
1. Identifying products for local, urban and international sales
2. Cost benefit studies on identified products
3. Development of accounting skills for micro-enterprise activities
4. Marketing studies to ascertain value added price
5. Studies on continuity of product supply
5. Quality control of product and supply

6. Packaging and branding for sustained marketing

Products for sector testing

1. Foods Primary products
1. Secondary products
2. Animal Feed
3. Industrial technologies

Processing equipment options

1. Graters - tin hand grater, manual rotary grater, and power graters
2. Water presses - manual cantilever, screw press, jack press
3. Wet Mill
4. Extruders, simple village level technology
5. Fryers and stoves - stoves, solar baking oven, small electric ovens.
6. Dryers - plastic sheets, raised beds, concrete floors, solar dryers
7. Starch extractors, settling tanks, fermentation bins
9. Distillation equipment for rural and urban beverage production
10. Boilers and roasters
11. Fermentation equipment for starch modification

The Enterprise will use a combination of participatory market and rural appraisals, desk studies, on-station technology testing and integrated community based research and development activities to test the product and technology within a controlled and commercial environment. Once a technology has achieved a profitable status the research team will disengage. Technology transfer agents will then replicate the successful products with other groups in other areas.

4.2 Strategy Overview - The research strategy will follow the research themes as outlined below, this includes a defining of the strategy and a series of follow on activities until the enterprise is operating commercially and the researchers disengage. Key principles underlying the approach include:

- Focusing on efforts to enhance human resources as well as technical infrastructure;

- Strengthening related and supporting industries that can contribute innovation and reinforce skills in the same products and process technologies; and,

- Developing cooperation between firms.

The Stone Foundation will also rely on effective principles in its work to boost production and increase profitability. These require that there be:

- Focus on the production, processing and market sale of products needed by the local hotel and restaurant community;

- Understanding of requirements of customers to deliver timely, consistent, quality products to consumers;

- Work with financial institutions to understand the needs of producers in order to create innovative lending products for the sector.

4.3 Regional Implementation of Field Activities – CAE offers a sustainable model that strategically focuses priority on activities with the highest probabilities of success and will work closely with carefully selected local host partners throughout the process. CAE field staff will work closely with local partners involved in providing technical assistance outreach while mentoring them into the role of program implementation. CAE will work jointly on program implementation with a Jamaica Country Manager who will be trained to manage the project.

CAE will develop a parallel systems approach to mentoring any host implementation partners and will strategically shift assignments to local partners during the program period. Mentoring will be an important project component, occurring throughout the project with each host organization. Local collaborating organizations will be engaged in program activity from program start up and maintain their role throughout the program. In order to allow for the learning process, the number of assignments has been designed so that more program activities occur during the first part of the project, and then activity tapers off as assignments become more strategic, building on the results of previous assignments. Towards the end, less consultant activity is planned to allow more time for impact gathering, results analysis and closeout efforts. This approach also allows the program to: (1) build momentum in the project with hosts and host country implementer, thereby fast track results in the beginning of the project (2) allow later assignments to build on the success of previous assignments, and (3) allow for a more manageable level of activity as personnel and organizations take on more responsibility. Training will focus on assignment identification, proper documentation for assignments, communication with the home office, CAE policies and procedures, cross cultural differences in work cultures and expectations, and monitoring and evaluation procedures and documentation.

4.4 Monitoring and Evaluation - CAE will establish an innovative monitoring and evaluation (M&E) System to systematically monitor and evaluate work conducted in the field. The system's primary component will be a central web-based database based on information gathered from the field. Field data will includes baseline surveys (company financial profile) of hosts, tracking documents (Planning Matrix: Cluster Objectives,

Targets, Indicators and Activities and Mission activities), and debriefing sheets (assignment feedback direct from the volunteers).

4.5 Advisory Committees - The advisory committee will be comprised of stakeholders including representatives from USAID, NGOs, local partners, industry leaders, and other key players in the cluster. Their role is to provide feedback regarding the program and is a resource to support effective implementation of the program. Annually they participate in an advisory committee meeting lead by CAE. The advisory committee will assess progress towards objectives, evaluate results and targets, make recommendations on modifications to the program, review a draft of the annual work plan and recommend potential inputs/activities. Prior to the annual advisory committee meeting, CAE will interview participants, review field data, research sector information and meet with implementation partners. This information will be used to provide a report to the advisory committee on program activities and progress towards objectives.

4.6 Database and Documentation Management - The project will use a system that will report impacts at the assignment and organization levels. A web-enabled survey will also track the progress of the objectives, targets and indicators plus "customer satisfaction" pertaining to the program. At the assignment level, tracking documents, used to record estimated impacts before and after assignments, will be entered into the database and will measure assignment specific impact.

The Cornwall area's impact will be measured by a baseline survey. This will provide a snapshot of the area's business, capacity, and profitability. The survey will be conducted by field officers when writing the first Scope of Work (SOW), evaluated by the volunteer to confirm accuracy, and then followed by an impact survey accompanied by a baseline survey during the first 12 months following volunteer intervention. The specific timing is based on volunteer and staff recommendations. After the initial assessment of impact, progress will be reassessed annually for the life of the project.

The field officer with every Technical Assistance Application and SOW creates a tracking document. It includes a checklist of the areas the host organization seeks impact from the volunteer intervention, and is meant to guide the volunteer to direct efforts to specific areas. It is followed up with an impact survey by the field officer at the same time when the baseline survey is reevaluated for impact. The tracking document will contain project and program specific information, including objectives, targets, and indicators and allows us to monitor impacts within the context of USAID's Mission Strategic Objectives and Intermediate Results. Program impacts will feed directly into project goals as outlined in the Planning Matrix. This system helps the project stay on track with objectives that are aligned with USAID's objectives.

4.7 Field Implementation - Assignments are developed which fit with the established technical needs targeted in this proposal. All program documentation is submitted to the Regional Manager. The Regional Manager is responsible for review and quality control, assignments, and supporting documentation. The Regional Manager is also

responsible for entering documentation into the database.

Initial baseline surveys and tracking documents will be completed during the design of targeted technical interventions assignments. The CAE monitoring and evaluation system will establish a baseline of business performance and monitor development progress during and after volunteer assistance.

Impacts of each volunteer's assistance require time before they can be quantifiable as benefits to the client, so impact assessment interviews are conducted six to twelve months following the assignment. The purpose of this interview is to gather information about changes within the client organization since the time of the intervention. A specialized impact survey will be created to guide the field officer in tracking changes. The field officer also utilizes the final report as a means of assessing the impact of the work conducted. Central to this interview is a re-evaluation of the data gathered during the original baseline survey, tracking document and data debriefing sheet. This information will be assessed to track the progress of the client. Additional sector information will be gathered in this interview to quantify the significance of the progress in relationship to the local conditions.

The field visits are designed to be informal and not intrusive. Field staff is trained to prepare properly for a field visit by reading reports and researching local conditions. Open-ended questions are utilized to allow the host to feel comfortable speaking about their operations. Forms and formal evaluations may tend to steer hosts into providing information that they think the evaluator wants to hear. Therefore, a more informal yet methodical approach is taken in assessing the impact of the volunteer. Subsequently the baseline profile and tracking document are completed along with the impact survey. After reviewing the existing data, a thorough report is completed based on the field officer's observations.

5. EXPECTED IMPACT

5.1 Direct benefits –The outputs of this program will positively impact the Cornwell region and its residents. Direct benefits will be:

- <u>Greater opportunities</u> for farmers, processors and retailers (more profits)
- <u>Increased labor</u> requirements at the rural and urban levels
- <u>More food choices</u> for consumers in terms of price, variety and nutritional value
- <u>Increased demand</u> for agricultural produce from farmers
- Supply of <u>new technologies</u> to the farming and processing communities
- Supply of <u>market information</u>
- Increased <u>research and development</u> capacity in the region

5.2 Beneficiaries – As the project will be demand oriented, the beneficiaries will span the market chain including, producers, processors, retailers and consumers. The groups

developing the community based enterprise projects will benefit from the use of processing technologies in terms of increasing income, better nutrition and time saving through better efficiency. At the project level:

- <u>Farmers</u> will observe and be involved with activities that will enable them to add value to their primary resource. Actively being involved in the product cycle of a selected crop will provide farmers with the information needed to increase production and profits.

- <u>Processors and distributors</u> will be able to expand their utilization of indigenous crops, reducing their costs of production and their dependency on imports.

- <u>Consumers</u>, both rural and urban, will have a wider range of foods made from local crops

- <u>CAE</u> will gain the capacity to conduct novel research and implement commerce-based, market-driven, development projects.

These benefits accrue to various players, for example, small farmers who supply raw material for processing, rural labor, rural intermediaries and assembly groups, urban wholesalers, rural and urban retailers, and secondary processors.

5.3 Value adding benefits - CAE, resulting from its activities, will add value to the region's commercial-agriculture process through its efforts to:

- <u>CAE</u> will gain the capacity to conduct novel research and implement commerce-based, market-driven, development projects.

- Shift towards market oriented research and development

- Improve international and regional linkages

- Improve information and marketing services to farmers, processors and entrepreneurs in the region.

5.4 Environmental Impacts, Gender Issues, and Corruption
5.4.1 Environmental Concerns - Food safety, quality standards and environmental safety all have market value in today's global market place. Cornwall Agro Enterprise realizes that there must be economic incentives for producers and processors to adopt environmentally friendly practices. The development of markets is seen as an important step on the path to assisting producers to adopt environmentally friendly practices. Through our work in the Cornwall region, we will strive to develop markets, contribute to the development of the industry, and build systems that will enable agriculture to resolve environmental concerns. Food safety and health standards also must be addressed in any export project. CAE will employ with Hazard Analysis and Critical Control Points (HACCP) systems. Standards and documentation of practices are necessary operational tools in today's world when dealing with international trade issues such as

the U.S. Bio Terrorism Act. Production and post harvest handling assignments will also include an environmental protection component.

5.4.2 Gender Opportunities - Due to the great disparity between the rights and opportunities available to men and those available to women, the program will seek at every opportunity to address this issue. Our efforts to develop targeted agriculture sectors will focus on developing economic opportunities for men and women in rural communities. The economic opportunities developed will provide marginalized people with a means to overcome the constraints to their development.

5.4.3 Anti-Corruption - Corruption is an issue no one program can resolve. As this is a governmental problem, we will strive to deal with the issue at that level. CAE will report on the data we receive to the local USAID mission. Due to the nature of the program, in depth grassroots information is gathered. Our monitoring and evaluation system tracks constraints to profitability, one of which is corruption. Corruption issues will be identified through our information gathering system. When such problems are identified they will be reviewed by the steering committee at its annual meeting. The committee will make recommendations to address the issue and these recommendations will be provided to USAID. CAE will support the institution of tracking and anti-smuggling programs.

6. DURATION OF ACTIVITIES

6.1 Project duration - The CAE project will take 2 years. The first 16 months will involve building the initial framework. The next 8 months will involve actual operations and tweaking.

6.2 Plan of operation - The activities and events leading to the establishment of the Enterprise and the activities related to the research agenda are outlined in the Plan of Operations (Appendix-E). An overview of the plan of operations for the first 16 months of the project is shown as a timeline (Appendix-D). The information in (Appendix-E) provides the detail of planned activities with milestones, action points and follows up tasks. The plan of operations will be used as the initial framework to establish the network. At the first steering committee meeting, the plan of operations and timeline will be synchronized. The plan of operations and timeline will be reviewed on a monthly basis.

The timeline is a conceptual framework at this point; however, outputs and research activities have been listed to indicate the types of activities that will be conducted within the research themes. The actual activities to be incorporated into the CAE timeline need to be reviewed and approved by the regional stakeholders and the steering committee members. As indicated in the plan of operations, the timeline will be completed and formalized at the first Steering committee meeting. At this meeting the CAE research portfolio will be discussed and the projects to be supported by the network will be endorsed by the committee members.

7. STRATEGIC PARTNERS

7.1 Networks partners - Regional networks are a strategy favored by CAE and as they

provide effective mechanisms to work with many partners who often face common problems. Networks ensure more efficient use of limited resources by avoiding duplication and enabling greater focus. Network research promotes information exchange through training workshops, field visits, publications, technology transfer and e-mail and Internet facilities. These activities ensure that the smaller or weaker benefit from true collaboration.

Local: Farmers, local processors, land owners, farmers groups.

Regional and National: NGOs, CBOs, research institutes and entrepreneurs involved in the marketing chain. Jamaica Cluster Competitiveness Project (JCCP), Jamaican Ministry of Commerce and Technology (JMCT), Jamaica Export Association (JEA),

International: USAID, International Research Centers, Universities including Virginia State University and Savannah State College.

7.2 Research partners - Researchers will play a catalytic role in CAE activities of developing and adapting novel products, innovative technologies and making efforts to work in close collaboration with the private sector partners, including farmers, processors, village engineers and traders. The research agenda will be biased towards a near market approach, defining solvable problems and finding practical solutions, such that outputs are of immediate economic benefit to the client group. In this mode of action researchers will help provide the technologies that will enable farmers to make the transition from traditional to modern methods, thereby reducing the drudgery of women and providing products that will both increase income and improve nutrition.

7.3 Development partners - Development partners will include, NGOs, Government extension agencies, CBOs, farmers groups, trade and manufacturing associations, credit handlers and bankers. The role of this group will be to assess research outputs and work with researchers to tailor products to market and client needs. NGOs will be particularly important to the success of this project as they are already involved in micro-enterprise activities and have strong linkages with farmers groups and associations, which are geared towards income generating projects. CBOs are also important partners as this type of group is generally highly motivated in seeking new opportunities and technologies to increase their income and well-being.

7.4 Private sector partners - Private sector partners, ranging from farmers and farmer groups, to processors and small-medium size entrepreneurs are the most important group in terms of the success of this project. This is the group who need to effect real changes within the Agri-business sector. Their involvement is therefore crucial to

successful implementation of the research and delivery agenda.

PROJECT PLANNING MATRIX			
Objectives	**Indicators**	**Verification**	**Assumptions**
Goal Strengthen regional capacity in value-added agro-enterprises for increased income and sustainable food security in western Jamaica.	Increase in the availability and sales of a diversified products in a range of markets	Agriculture and trade statistics	Quality data and statistics available to enable clear identification of needs. Available resources.
Purpose To identify market opportunities for existing and novel, value-added products, and optimize appropriate technologies to enhance the income generating capacity of small and medium scale entrepreneurs from the private sector and other stakeholders	Increased food trade and income derived from processed products. Reduction in the incidence of malnutrition and specific nutritional disorders	Income and expenditure data. Health and nutritional surveys and census reports	Socio-economic condition and environment conducive to business development. Successful extension and implementation of research findings.
Outputs **1. Capacity Building** 1.1. Provide training to strengthen the network's capacity to deliver profitable agro-enterprises 1.1. Develop information systems for increased access, flow and exchange of information 1.2. Enhance local, regional and International co-operation in enterprise activities. **1. Enterprise Development** 1.1. Identify market opportunities for increased sales of	Market surveys studies conducted. New processing technologies put in use Develop and disseminate new and/or improved products Trained local staff Website on-line, Newsletter in print, workshops held, established network links Evidence of real shift in focus of the network from supply to market demand Evidence of greater interaction between partners esp. private	Annual reports, database, baseline surveys, pubs, annual reports, papers, user feedback (including private sector and partner reactions). Monitoring and evaluation report, workshop proceedings Training course assessments. Partner inputs recognized Information on-line with record of hits to site Record of lessons learned.	Effective delivery agents identified for pilot projects. Sustained interest of private sector partners. Strong linkages with commodity networks in place

value added products 1.1. Identify, adapt and promote improved technologies with private sector partners 1.2. Diversify product range from locally available crops for market expansion and improved nutrition	sector involvement		

PROJECT PLAN				
ACTIVITY	MILESTONE	END DATE	ACTION / OUTCOME	FOLLOW UP
Set up of CAE office	Office functional CAE proposal available with TOR	8/06	Rent office and establish workplace Hire staff & order office facilities Install communications Set SC / Coordinators TOR Invite stakeholders to regional meeting	Make arrangements with TSF accounts Sign contracts

Regional stakeholders meeting	CAE proposal reviewed by regional Stakeholders for discussion and endorsement. Steering committee approved at Stakeholders meeting	7/06	CAE reviewed by regional stakeholders Feed back from the various partners on proposed activities and areas for collaboration Review and list existing / ongoing activities among partners Prioritize activities on a commodity and regional basis Gather information on baseline data, particularly market information Identify areas where survey information is required Identify areas where training is needed Identify key technologies that are "ready to go" and those which are at test phase Initiate dialogue with local private sector agents Establish Steering Committee Hold first short steering committee meeting Elect a chairman Delegate responsibilities for 2 month action plan Call for project proposals to be reviewed at SC meeting	Establish office Write up report from stakeholders meeting for circulation amongst partners, donors and network coordinators Catalogue partners Catalogue on-going post harvest activities Establish a draft action plan highlighting areas of comparative advantage and project areas for first year funding Highlight strengths and weaknesses in the regional plan and action points for discussion at the SC meeting Confirm regional support for priority areas of intervention Set up structures for private sector linkages Develop draft calendar for annual events Devise the plan for open tender for project proposals to be discussed at the first steering committee meeting
Develop website for information systems	Website constructed and linked with partners	8/06	Contract TSF webmaster to construct website with hotlinks to partners Set up email list servers In-house website training	Once established, continue with construction of site and inform partners of access to system Feedback to Jamaica-link for unconnected partners on the SC

Establish a catalogue of events and calendar from and for all partners Link CAE with other Network steering committee meetings	Deliver 1st year calendar to partners	8/06	Partners updated with events Feed back on changes made and redistributed Confirm activity list is accurate	Meet with CAE steering committee members in advance and Prepare project proposals for review, including existing and new projects.
Set-up marketing information section of website	Update price / market information	9/06	Collate price data in collaboration with regional partners	Listing of prices and market news made Available
Set up market information system initiated Continued analysis of available data for market information for priority crops	Initiate at lease two databases in 1st year	9/07	Collate information and set up framework for partner information Linkages established with market information services System discussed with partners	Establishment and maintenance Set up protocols Review stats Link data
Plan for SC meeting. Ensure partners have details of project preparation and project outlines for presentation and evaluation. Outline marketing methods and demand studies and linkages with partners for information gathering	Protocols for steering committee developed Projects prepared with partners Establish marketing protocols	9.06	Final preparations for steering committee meeting complete Discuss plan with partners Draft marketing plan prepared for discussion at SC	All partners informed of their SC input Partners make preparation for SC meeting

Hold first steering committee meeting	Steering committee functional in first quarter of project establishment	9/06	Set out agenda Discuss and approve minutes from Stakeholders meeting Present progress report from the coordination office Discuss outstanding issues and agree on TOR for SC and Coordinator Present and review project proposals Collate all activities within a strategic log frame for CAE Discuss priority areas for funding and projects that will be funded in 1st year Design market survey program Design training program Confirm technical reporting schedule Arrange protocols for grants, payments and financial controls Outline visits during year Program linkages with other networks Make arrangements for funding to partners Collect partner details for database	Stakeholders meeting reviewed and minutes approved Plan of operations discussed and approved First year activities in place within a logical framework of activities Write up SC meeting and circulation to attendees, partners and write up in Newsletter Set up Network financial system linked to TSF reporting / finance system Inform partners regarding financial and technical reporting protocols Funding of projects to be done / verified with related Network coordinators Initiate events for setting up projects Linkage with other networks
Follow up on action points from SC meeting	SC outstanding items resolved	9/06	Action points acted upon	Linkage between partners concerned
Produce first Newsletter	At least 1 Newsletter produced every4 months	10/06	First Newsletter published	Newsletter reported with information on CAE plans and project approved
Review marketing information section of	Price / market information	9/06	Collate price data in collaboration with regional partners	Listing of prices and market news made available

website				
Update marketing information section of website	Update price / market information	12/06	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Regional enterprise meeting with selected partners	Regional meeting for enterprise strategy	10/06	Meet with the regional partners to discuss and confirm the protocols for enterprise projects	Regional planning for enterprise project documented
Establish market analysis, enterprise and research projects for selected commodities in countries selected by SC	At least 3 market surveys to be started in first year	9/07	Devise questionnaires with partners Plan time schedule for data gathering process of analysis	Provide support to partners as needed
In country meetings with enterprise groups conducted with partners to finalize projects and set in operation	At least 3 new projects should be visited by CAE team	10/06	New projects discussed and initiated	Partner site visits and meetings with enterprise teams
In country training / meetings with selected agro-enterprise groups	At least 3 in country training courses conducted in country	12/06	Short term training courses held with in-country partners	Write up events with lessons learned
Update marketing information section of website	Update price /market information	9/06	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Link up with Global post-production	Strengthening international links	12/06	Linkage of CAE with International post harvest agencies	Joint proposal writing for collaborative projects

forum				
Update marketing information section of website	Update price /market information	12/06	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Produce second Newsletter Update website	Newsletter produced every 4 months	1/07	Second Newsletter published	Newsletter printed
Update marketing information section of website	Update price / market information	1/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Update marketing information section of website	Update price /market information	2/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Assess needs of other networks / linkages	Linkage to other networks established and plans synchronized	3/07	Gain a better understanding of other network priorities and desired goals	Listing of other network priorities for circulation amongst partners for review
Six month progress reports from projects	Project reports both technical and financial at 6 months	3/07	Write up from ongoing and new projects with financial reports	Annual report Transfer of second tranche of project funds
Set up regional training in Market analysis / Agri-business skills as defined by SC meeting	At least one regional course run in 1st year	3/07	20 regional partners trained in a specific area of agri-business for improved market intervention	Write up events with lessons learned and make provisional plans for follow-on activities by partners
Update marketing information section of website	Update price / market information	3/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Update marketing information section of website	Update price / market information	4/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available

Document project progress and review any areas which need additional support	Document 6 months Put information onto website			Technical reports compiled into annual report Transfer of second tranche of project funds
Update marketing information section of website	Update price / market information	4/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Produce third Newsletter Update website	At least 1 Newsletter produced every 4 months	5/07	Third Newsletter published	Newsletter printed
Update marketing information section of website	Update price / market information	5/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Update of donor Liaison with partners	Use first year project reports seek cosponsor activities	6/07	Strengthen liaison with donor agencies, both traditional and non traditional	Report progress back to partners and TSF
Plan for year 2 circulated to partners, collate information for annual report	Calendar circulated for update	6/07	Calendar with partners for review	Review comments updated in final calendar
Report 1st year progress	Report on CAE work planning week	6/07	Write up of presentation	Circulate to SC members
Plan for second SC meeting	Schedule year 2 calendar	7/07	Documentation circulated to partners	Contact for updates
Update marketing information section of website	Update price / market info	6/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available

Finalize first year annual report	Annual report printed	7/07	Annual report sent to partners and donors	
Call for second year projects	Circulate project requirements	7/07	Broad circulation of project guidelines to partners / private sector partners	
Update marketing information section of website	Update on price / market information	7/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Plan for presentation of project reports at SC	Documentation with partners	7/07	Partners prepared for 2 SC meeting	Documentation in place
Update marketing information section of website	Update on price /market information	8/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Annual progress reports from projects	Project reports at 12 months	9/07	Write up from ongoing and new projects with financial reports	Technical reports compiled into annual report
Update marketing information section of website	Update on price /market information	9/07	Collate price data in collaboration with regional partners	Listing of prices and market news made available
Study tour	Tour objective selected region /process	8/07	Increased understanding of a process or view of a pilot site group	Write up of study tour, follow up in ongoing projects

Second steering committee meeting		10/07	Present progress report from the coordination office Agenda and discuss outstanding issues Present progress on first year projects Discuss success and problems Present plans for 2nd year projects Agree on priority areas for funding and projects to fund in 2n year Design market survey program Design training program Outline visits during year Program linkages with network Make arrangements for funding to partners	Minutes from SC 1 reviewed and approved 2nd year activities in place within logical framework of activities Plan of operations discussed and approved Write up SC meeting and circulation to attendees, partners and write up in Newsletter Funding of projects to be done / verified with related network coordinators Initiate events for setting up second phase project a

Project Gantt Chart

ACTIVITY	2006 J	A	S	O	N	D	2007 J	F	M	A	M	J	J	A	S	O
Establish co-ordination office	■															
Hold Stakeholders meeting	■															
Call for project proposals		■														
Construct website for information system		■														
Website maintenance					■			■			■			■		
Set-up Market information system		■	■	■	■	■	■	■	■	■	■	■				
Planning for Steering Committee meeting		■	■													
Hold first Steering Committee meeting			■													
Follow up from SC			■													
Newsletter publications				■				■				■				
Regional enterprise meeting				■												
Set up Market analysis projects							■	■	■	■	■	■				
Set up Research projects							■	■	■	■	■	■				
In-country meetings with enterprise groups				■												
In-country training with enterprise groups					■	■										
Set up Enterprise projects					■	■	■	■	■	■	■	■	■	■		
Link with Global forum							■									
Assess needs of other networks / linkage								■								
Document project progress at 6 months									■							
Regional training course										■						
Investigate donor links											■					
Plans for year 2000												■				
Report progress back to partners													■			
Plan for 2nd Steering committee meeting													■			
Finalize documentation for all members														■		
Finalize Annual progress report														■		
Call for project proposals														■		
Study Tour															■	
Second Steering committee meeting																■

CAE BUDGET	YEAR 1	YEAR 2	TOTAL
Personnel			
1 x Enterprise development specialist	$50,000	$50,000	$100,000
1 x Economist	$ 5,000	$ 5,000	$ 10,000
1 Administrative staff	$ 5,000	$ 5,000	$ 10,000
Accountancy support	$ 5,000	$ 5,000	$ 10,000
sub-totals	**$65,000**	**$65,000**	**$130,000**
Facilities			
Computers / printers & maintenance	$ 2,000	$ 500	$ 2,500
Internet link / Website & email	$ 2,600	$ 600	$ 3,200
CDROM recorder, disc Camera	$ 500	$ 50	$ 1,000
Phone / fax / mail	$ 1,000	$ 1,000	$ 2,000
Newsletter (half costs)	$ 500	$ 500	$ 1,000
Stationery	$ 300	$ 300	$ 600
1 four wheel drive Pickup	$ 6,000	$ 6,000	$ 12,000
Fuel and maintenance	$ 3,000	$ 3,000	$ 6,000
sub-totals	**$15,900**	**$11,950**	**$ 27,850**
Office/Laboratory Maintenance			
House Rental	$14,400	$14,400	$ 28,800
Office /Laboratory/Supplies/Equip.	$26,000	$26,000	$ 52,000
Phone lines and Furniture	$ 2,000	$ 2,000	$ 4,000

Miscellaneous Costs	$ 500	$ 500	$ 1,000
sub-totals	**$42,900**	**$42,900**	**$ 85,800**
Travel Costs			
Land / Air Transportation	$12,000	$12,000	$ 24,000
sub-totals	**$12,000**	**$12,000**	**$ 24,000**
Meetings			
Initial Stakeholders meeting	$ 2,500	$ 1,250	$ 3,750
Final Meeting Conference	$ 2,500	$ 1,250	$ 3,750
Steering Committee Meeting	$ 2,500	$ 1,250	$ 3,750
In country Meeting	$ 2,500	$ 1,250	$ 3,750
sub-totals	**$10,000**	**$ 5,000**	**$ 15,000**
Research Operational Costs			
Market Analysis	$110,000	$110,000	$220,000
Competitive R&D Grants	$ 6,000	$ 6,000	$ 12,000
sub-totals	**$116,000**	**$116,000**	**$232,000**
Capacity Building			
Training Regional	$ 10,000	$ 10,000	$ 20,000
Training in Country	$ 16,000	$ 16,000	$ 32,000
Training in House	$ 5,000	$ 5,000	$ 10,000
Information Systems Support	$ 6,000	$ 6,000	$ 12,000
Study Tour	$ 1,000	$ 1,000	$ 2,000
Monitoring & Evaluation/Impact Studies	$ 2,000	$ 2,000	$ 4,000
Network Linkage Costs	$ 2,500	$ 2,500	$ 5,000
sub-totals	**$ 42,500**	**$ 40,000**	**$ 82,500**
Co-ordination sub-total	**$145,800**	**$136,850**	**$282,650**
Operational sub-totals	**$158,500**	**$156,000**	**$314,500**
Project sub-total	**$304,300**	**$292,850**	**$597,150**
Overhead (15%)	**$ 45,645**	**$ 43,928**	**$ 89,573**
Project Total	**$349,945**	**$336,778**	**$686,723**