

SNV - Netherlands Development Organisation

**Support to Business Organisations and their Access to Markets (BOAM)**  
Programme Management Unit (PMU) - Private Sector Component

**Implementation of a  
Monitoring and Evaluation System**

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## **1. Result based Monitoring and Evaluation System**

### **1.1 Steps of implementation of result based monitoring**

The SNV private sector development component is about to launch value chain development support in agro based business activities. To date, four value chains have been selected for implementation. This business support intervention is not only value chain focused but triggered towards cross cutting and overall issues on how to improve quality of products and services, marketing, supplies, capacity building of partner organisations, business associations, networks and policy dialogue. Thus, the result based M+E system will be implemented based on the following steps <sup>1)</sup>:

1. Identify the system boundaries
2. Agree on purpose and procedures for result-based monitoring
3. Agree on results hypotheses
4. Review indicators and define milestones
5. Conduct data survey
6. Using monitoring result.

### **1.2 Activity monitoring and impact hypothesis**

#### **Fields of intervention**

Around the value chain intervention at micro level the programme is to support business associations and networks at meso (organisational) and policy dialogue at macro level. Partner organisations will be supported for capacity building, the main actors of the selected value chains would be brought together to establish networks and support association building (see step 1). <sup>2)</sup>

#### **Result-oriented approach**

Following the result oriented approach, the programme objective has been completed by defining the programme indicators for achievement. For further intervention the value chains are planned and organized by a result oriented planning and implementation hierarchy: For each of the value chains an objective, results and indicators have been defined, thus forming a system of results hypotheses not only on cross cutting issues but also at individual value chain level (steps 2+3).

#### **Indicators**

In a first planning workshop and at the beginning of the pilot phase a review of indicators and definition of milestones has been undertaken and further reviewing will be done after first practical experiences (step 4).

In each of the value chains specific indicators have been defined in order to collect baseline data at the beginning of the pilot phase (step 5). This data collection can be carried out by a general baseline survey or by value chain specific data collection step by step whenever necessary. Thus, the respective indicators, with references and necessary sources of verification have been put into the respective value chain M+E overviews of the monitoring and evaluation matrix (see chapter 4 of this paper).

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1) Heike Höffler, GTZ Nairobi, Kenya 4/2005: Impact Monitoring in Value Chain Promotion. Concept and Application, page 19

2) see "Defining the scope of influence on micro, meso and macro level" in Heike Höffler, a.a.o., p. 33

## **M+E management**

The monitoring and evaluation system will be managed by a permanent M+E manager of the programme staff. Data will be collected by the value chain leading companies assisted by the value chain leaders and the M+E manager. The M+E manager processes the data and elaborates consolidated M+E reports. All data will be filed in the "M+E Folder" thus proofing the achievement of the indicators, expected programme results (milestones) and programme objective.

## **Feed back**

Finally the data collected and compiled will be used as a feed back by the national programme staff and the programme coordinator for his bi-annual progress reports as well as for feed back to the "Value Chain Coordination Groups"<sup>3)</sup> and their members, the service providers, public and private support institutions, the small farmers, manufacturers and traders involved (step 6).

Moreover, the externally facilitated "Mid-term Review (MTR)" and the "Terminal Evaluation (TE)" will use the internal M+E system and data collected.

## **1.3 Monitoring and Evaluation Matrix**

Following the fields of intervention of the programme (system boundaries), the M+E matrix gives overviews with a detailed Benchmark - Milestones - Indicators<sup>4)</sup> structure for cross cutting issues as for the four value chains.

Cross cutting issues are

- Programme objective
- Project management
- Policy dialogue, networking and capacity building
- Common value chain issues
- Monitoring and Evaluation system
- Funds.

Value chain specific intervention will be implemented in the following chains:

- Milk and milk products
- Edible oil and oil seeds
- Honey and beeswax
- Pineapple.

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3) Coordination, communication and reporting structure see: SNV, Addis Ababa 2/2005: Planning document "Support to Business Organisations and the Access to Markets", page 53

4) compare to Heike Höffler, a.a.o., page 35.

- Benchmarks are baseline references such as milk collection and sales records at the beginning of the programme intervention.
- Milestones are expected output at a given point of time (results).
- Indicators are measurable determinants in order to check the progress of achievement of results and objectives in terms of output (performance or activity monitoring) or implications (impact monitoring and evaluation). For indicators the sources of verification must be defined.

Each of the overviews is classified in columns for:

- Indicators
- References and sources of verification
- Timeframe (when to collect the data)
- Responsible (who to collect the data)
- Actors involved.

The overviews are divided into indicators on objective level and on results level. An additional space is reserved for the definition of additional baseline and value chain data collection on the so-called "Economic Monitoring Points" and on employment.

### **Economic Monitoring Points**

For every chain there have been defined the so-called "Economic Monitoring Points" (see diagrams in the M+E matrix hereafter). These Economic Monitoring Points evaluate periodical sales and costs at different levels.:

1. Farm production costs
2. Farm gate prices
3. Factory gate prices
4. Market retail prices

Most of the value chain specific data can be obtained by the databases of the partner companies (i.e. collection and sales records; laboratory results) and key informant interviews (i.e. interviews with out growers on yield of seeds, small milk farmers on milk supply capacity, livelihood and income and bee-keepers on honey and beeswax collection). Most of the data are to be compiled in a gender-disaggregated manner.<sup>5)</sup> Group discussions on business association and network level can be done by the so-called "SWOT-analysis" of Strengths-Weaknesses-Opportunities-Threats (introduction to the SWOT analysis see annex).

Evidence of data and interviews can be checked by "triangulation", i.e. cross checking interviews of milk farmers, milk processing companies and respective business associations.

## **2. M+E implementation**

### **2.1 Introduction of an M+E hardcopy file and an electronic directory**

After designing the M+E system and elaborating an M+E matrix and time frame the necessary data collection has already been translated into Excel sheet overviews and graphics. Thus, a complete system of

Indicators - Sources of verification - Time frame - Statistical overview and graphics is ready for use and has been arranged into a hardcopy of M+E file. The M+E file is like a "One-Stop-Shop" for M+E. All necessary proofs and documents are put together. The file comprises separators for the cross cutting and value chain specific issues, classified by objective, results and indicators. Behind each of the indicator separators the proofs of the achievement of the indicators as well as additional data have to be filed.

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5) compare SNV planning document, a.a.o., page 54 on gender specific issues.

The electronic M+E files are arranged into an M+E directory with the following structure:

- Monitoring and Evaluation
  - § M+E report.doc (including M+E planning matrix and time frame)
  - 1-Documents (basic programme documents)
  - 2-Reports (compiled M+E reports)
  - 3-Excel sheets
    - § 1-milk.xls
    - § 2-oil.xls
    - § 3-honey.xls
    - § 4-pineapple.xls
    - § 5-economic-monitoring-points.xls
    - § 6-employment-records.xls
    - § 7-funds.xls

## **2.2 Training of a permanent M+E manager**

The M+E consultant has assisted the Programme Coordinator has in the selection of a permanent M+E manager. After selection the M+E staff first has been introduced into the programme concept, value chain approach, fields of intervention and programme structure.

On the basis of the elaborated M+E planning matrix, the M+E manager has been introduced into the result oriented M+E approach of objective - results - indicators - activities.

The necessary data collection needs to be compiled by Excel sheets, statistical overviews and graphics. The M+E manager has been introduced to the different elaborated Excel sheets and on how to transform data to graphic presentations. He will be able to create new Excel sheets, statistical overviews and graphics, if necessary. The time frame gives him guidance for follow-up of the daily and monthly task schedule in order to serve the programme reporting system with the compiled data.

During the training, the new permanent M+E manager has shown a good performance and quick understanding of tasks. He will be able to ensure the necessary assignment.

## **3. Recommendations**

1. The M+E manager is full responsible to get the necessary data. He will be involved in the data collection together with the leading companies and the value chain leaders.
2. The permanent M+E expert has to supervise the M+E time frame. If tasks have not been carried out in time, he must inform the Programme Coordinator.
3. The M+E expert shows good performance and should be hired for a permanent post. He can use his probation period to complete his knowledge in the next three months in the following areas:
  - a. Excel management
  - b. Powerpoint presentation
  - c. Frontpage for webpage design.

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## Monitoring and Evaluation Matrix

This M+E matrix gives an overview on how to collect data for the objective and result indicators.

If not specified for the period, indicators are valuable for the period of the pilot phase (8/2005-12/2006).

### **Cross cutting issues**

- Programme objective
- Project management unit
- Policy dialogue, networking and capacity building
- Common value chain issues
- Monitoring and Evaluation (M+E)

### **Funds**

- Leverage Fund (LF)
- Research and Study Fund (RSF)
- Financial Intermediation Fund (FIF)

### **Value chains specifics**

M+E overviews and diagrams on Economic Monitoring Points for each of the following value chains

1. Milk and milk products
2. Edible oil and oil seeds
3. Honey and Beeswax
4. Pineapple

### **Time Frame**

Programme Objective: Significantly contributed to more efficient and effective agricultural value chains by supporting private sector actors.				
Indicator	Reference + Source of verification	Timeframe	Responsible	Actors involved
<u>Indicator P1</u> : Production capacity, quality and sales in 4 selected value chains are improved	see data collection for: <ul style="list-style-type: none"> <li>• <u>Milk</u>: Objective-Indicator 1 (sales), result1-indicators1+2 (collection capacity)</li> <li>• <u>Oil seeds</u>: Objective-indicators 1+2 (quality and extraction capacity), result1+2 indicators (productivity and extraction capacity)</li> <li>• <u>Honey/Wax</u>: Objective-indicators 1+2, result3-indicator 1 (sales)</li> <li>• <u>Pineapple</u>: Objective-indicators 1+2 (plantation capacity of new varieties)</li> </ul>	see timeframe for data collection in the following value chain overviews	Value chain leaders and value chain coordination groups assisted the M+E manager	<ul style="list-style-type: none"> <li>• Addis, Jimma Universities</li> <li>• Agricultural colleges Jimma, Ambo, Addis</li> <li>• Quality and Standards Authority</li> <li>• PIC</li> <li>• Oil seed exporters association</li> <li>• Planting material importers</li> <li>• Oromia cooperative bank</li> <li>• Awash bank, MFIs</li> <li>• Local certifying agents</li> <li>• Chambers of Commerce</li> <li>• MOA, MTI</li> </ul>
<u>Indicator P2</u> : Employment increased by 10% in selected value chains in the programme period	Employment records of leading companies, farmers and distributors in the respective value chains	At start of collaboration and at the end of the pilot phase		
<u>Indicator P3</u> : Four chain-specific networks meet regularly	<ul style="list-style-type: none"> <li>• Minutes of the networks meetings</li> <li>• SWOT analysis</li> </ul>	Meeting minutes	Programme Coordinator	
<u>Indicator P4</u> : A national policy dialogue forum regularly discusses business environment	<ul style="list-style-type: none"> <li>• Minutes of the forum meetings</li> <li>• SWOT analysis</li> </ul>	Meeting minutes	Programme Coordinator	

<b>Project Management:</b>				
<b>Indicator</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
Programme Advisory Committee (PAC) has been installed and meets regularly	<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>List of participants</li> </ul>	Twice per year	Programme Coordinator	BoFED, RNE, SNV
Programme related issues have been identified and discussed in PAC	List of issues discussed and minutes of meetings	Twice per year	Programme Coordinator	
Programme reports and impact assessment have been discussed in PAC	Minutes of meetings	Twice per year starting in the second half-year	Programme Coordinator	

<b>Policy dialogue, networking and capacity building:</b>				
<b>Indicator</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
Policy platforms <ul style="list-style-type: none"> <li>on regional and</li> <li>federal level</li> </ul> have quarterly meetings	<ul style="list-style-type: none"> <li>List of networks and participants</li> <li>Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>5 months after start of the pilot phase</li> <li>5 months after start of the pilot phase, then quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Programme Coordinator</li> <li>Regional Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural bureaus</li> <li>BoFED</li> <li>Chambers</li> <li>Trade and Industry</li> </ul>
Presentation brochures of networks published	Brochures	<ul style="list-style-type: none"> <li>After second meeting of network</li> </ul>	BDS provider	
Monthly e-mail newsletter on networking, policy issues and value chains published	Newsletter	3 months after start of pilot phase, then monthly	Programme Coordinator, BDS provider	Webpage expert and all value chain actors for permanent information and news
Webpage with business and network information published and updated	Webpage	2 months after start of pilot phase, then ongoing update	Programme Coordinator with expert	Webpage expert and all value chain actors for permanent information and news
Public Private Partnerships (PPP) have been identified	<ul style="list-style-type: none"> <li>List of existing PPP</li> <li>Agreement for collaboration</li> <li>Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>2 months after start of pilot</li> <li>5 months after start, then quarterly</li> </ul>		
New PPP have been identified and created	<ul style="list-style-type: none"> <li>List of new PPP identified</li> <li>Minutes of PPP meetings and results</li> </ul>	<ul style="list-style-type: none"> <li>2 months after start of pilot</li> <li>5 months after start of pilot phase, then quarterly</li> </ul>		
Participation on monthly TV/radio emissions of Chambers on policy issues is initiated	Records of TV/radio	5 months after start	Programme Coordinator	Chamber of Commerce

<b>Common value chain issues:</b>				
<b>Indicator</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
Value chain Coordination Groups (CG) have been established and meet regularly	Minutes of meetings	2 months after start of pilot phase, then quarterly	<ul style="list-style-type: none"> <li>• Programme Coordinator</li> <li>• Chain leaders and BDS provider</li> </ul>	
Chain leaders are identified	List of chain leaders (name, address, qualification, function)	2 months after start of pilot phase	Programme Coordinator	

<b>Monitoring and Evaluation (M+E):</b>				
<b>Indicator</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
M+E system installed for value chains and cross cutting issues	Report with M+E overview matrix for achievement of indicators, data collection and time frame	6/2005	M+E international short term expert	
Progress reviews of Program Coordinator are regularly	Reports	bi-annual	National Program Coordinator	

<b>Funds:</b>				
<b>Indicator (what?) or Data collection</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
Manual has been published until 2 months after start of the pilot phase	Manual published	2 months after start of pilot phase	Program Coordinator	International Fund Expert
<b>Leverage Fund (LF):</b>				
Detailed records of leverage fund (LF) are established and monthly updated	Updated Excel sheet with disbursements (No, Date, Beneficiary by gender, Region, Purpose, Value chain number, Amount, Remaining fund)	monthly	Fund administrator provides Excel sheet to M+E manager and project coordinator	
<b>Research and Study Fund (RSF):</b>				
Detailed records of research and study fund (RSF) are established and monthly updated	Updated Excel sheet with disbursements (No, Date, Beneficiary by gender, Region, Purpose, Value chain number, Amount, Remaining fund)	monthly	Fund administrator provides Excel sheet to M+E manager and project coordinator	
<b>Financial Intermediation Fund (FIF):</b>				
Detailed records for financial intermediation fund (FIF) are established and monthly updated	Bank provides updated Excel sheet with list of disbursements (No, Date, Beneficiary by gender, Region, Purpose, Value chain number, Amount, Remaining fund)	monthly	Bank provides records to M+E manager and Program Coordinator	
<b>Funds:</b>				
Consolidated overview of all funds regularly updated	Data from funds above	monthly overview	M+E manager	Bank for FIF

The following figures are presented as examples to show the functioning of the Excel formulas and give examples of graphics.

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### Leverage Fund (LF)

No.	Date	Beneficiary					Purpose	VC no.	Amount (Euro)	Remaining Fund (Euro)
		Name	Male	Female	Partners	Total				
0		INITIAL FUND				0			2.000.000,00	
1			1			1	Training	1	5.000,00	1.995.000,00
2				1		1	Marketing	1		1.995.000,00
3				1		1	Equipment	1		1.995.000,00
4				1		1	Equipment	2		1.995.000,00
5				1		1	Product Development	1		1.995.000,00
6				1		1	Marketing	3		1.995.000,00
7					1	1	Warehouse management	2		1.995.000,00
8					1	1				1.995.000,00
9				1		1				1.995.000,00
10			1			1				1.995.000,00
11						0				1.995.000,00
12						0				1.995.000,00
13						0				1.995.000,00
14						0				1.995.000,00
15						0				1.995.000,00
16						0				1.995.000,00
17						0				1.995.000,00
18						0				1.995.000,00
19						0				1.995.000,00
20						0				1.995.000,00
<b>Total</b>			<b>2</b>	<b>6</b>	<b>2</b>	<b>10</b>			<b>5.000,00</b>	<b>1.995.000,00</b>
<b>%</b>			20%	60%	20%	100%				

Note: Gender and purpose columns can be filtered and published in graphics

The following figures are presented as examples to show the functioning of the Excel formulas and give examples of graphics.

Support to Business Organisations and their Access to Markets (BOAM)

### Research and Study Fund

No.	Date	Beneficiary	Research Purpose	Amount (Euro)	Remaining Fund (Euro)
0		INITIAL FUND			250.000,00
1			Marketing	5.000,00	245.000,00
2			Equipment		245.000,00
3			Equipment		245.000,00
4			Product development		245.000,00
5			Marketing		245.000,00
6			Business management		245.000,00
7			Financing		245.000,00
8			Capacity building		245.000,00
9					245.000,00
10					245.000,00
11					245.000,00
12					245.000,00
13					245.000,00
14					245.000,00
15					245.000,00
16					245.000,00
17					245.000,00
18					245.000,00
19					245.000,00
20					245.000,00
21					245.000,00
22					245.000,00
23					245.000,00
24					245.000,00
25					245.000,00
<b>Total</b>				<b>5.000,00</b>	<b>245.000,00</b>

Note: Purpose can be filtered and published in graphics

The following figures are presented as examples to show the functioning of the Excel formulas and give examples of graphics.

Support to Business Organisations and their Access to Markets (BOAM)

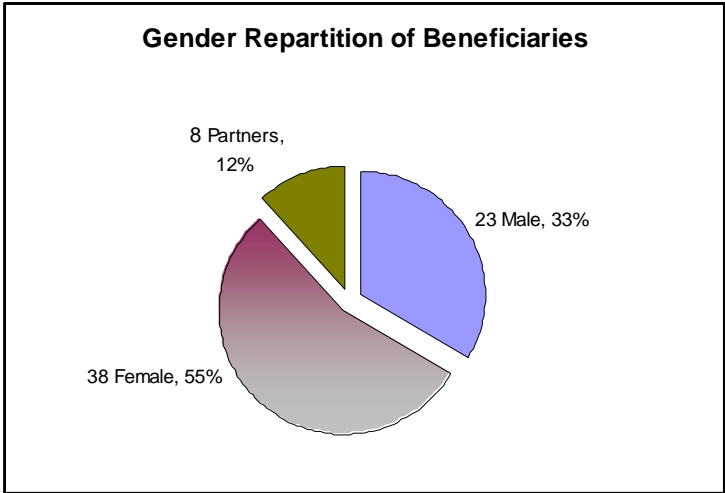
### Financial Intermediation Fund (FIF)

No.	Date	Beneficiary				Type of technology financed	Amount (Euro)	Remaining Fund (Euro)
		Organisation/Firm	Address	Business Activity	VC n°			
0		INITIAL FUND					1.085.000,00	
1					1	Laboratory	5.000,00	1.080.000,00
2					3	Transport facility	10.000,00	1.070.000,00
3					3	Packaging technology	15.000,00	1.055.000,00
4							1.055.000,00	
5							1.055.000,00	
6							1.055.000,00	
7							1.055.000,00	
8							1.055.000,00	
9							1.055.000,00	
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13							1.055.000,00	
14							1.055.000,00	
15							1.055.000,00	
16							1.055.000,00	
17							1.055.000,00	
18							1.055.000,00	
19							1.055.000,00	
20							1.055.000,00	
<b>Total</b>							<b>30.000,00</b>	<b>1.055.000,00</b>

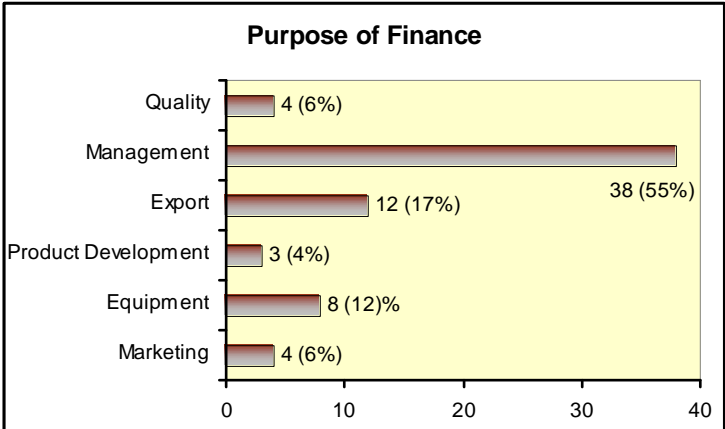
Note: Business activity, Value Chain and Technology can be filtered and published by graphics

**Leverage Fund:**

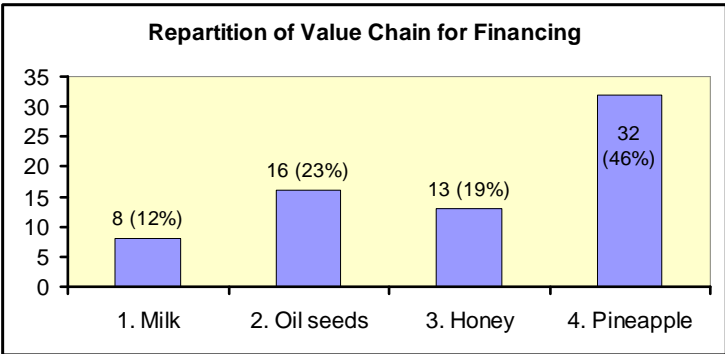
Gender	Beneficiaries	%	Amount	%
Male	23	33%	67.000	34%
Female	38	55%	123.680	63%
Partner	8	12%	4.590	2%
<b>Total</b>	<b>69</b>	<b>100%</b>	<b>195.270</b>	<b>100%</b>



Purpose	Beneficiaries	%	Amount	%
Marketing	4	6%	67.000	8%
Equipment	8	12%	123.680	14%
Product Development	3	4%	4.590	1%
Export	12	17%	110.000	13%
Management	38	55%	500.980	58%
Quality	4	6%	65.000	7%
<b>Total</b>	<b>69</b>	<b>100%</b>	<b>871.250</b>	<b>100%</b>



Value Chain	Beneficiaries	%	Amount
1. Milk	8	12%	67.900
2. Oil seeds	16	23%	56.780
3. Honey	13	19%	
4. Pineapple	32	46%	
<b>Total</b>	<b>69</b>	<b>100%</b>	<b>124.680</b>



The figures are only examples to show the functioning of the Excel formulas and give examples of graphics

### Value Chain 1: Milk and milk products.

**Objective:** Improve the volume of fresh milk supply and improve packaging to final consumers

Result 1: Performance of existing collection centres are improved & new ones created.

Result 2: Purity level in the Value chain increased.

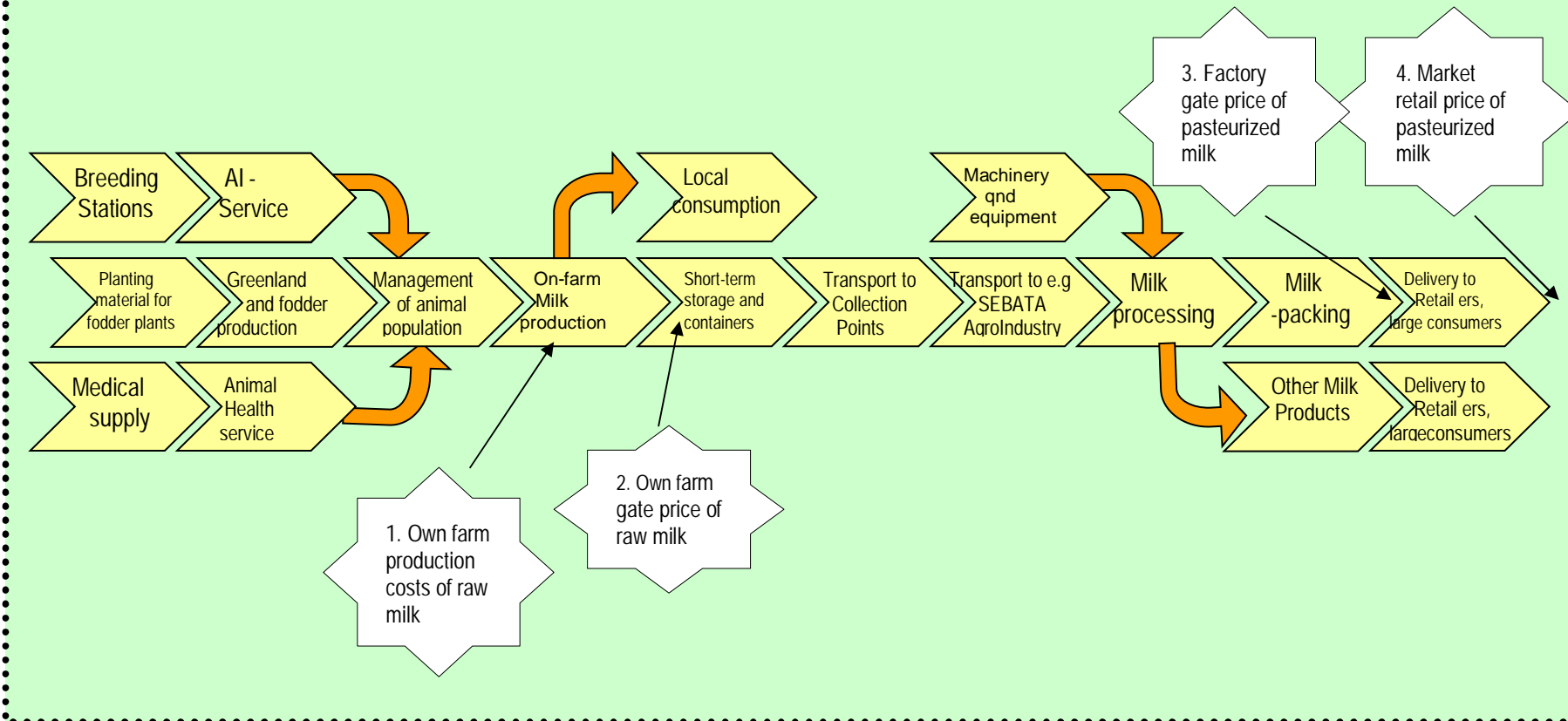
Result 3: Milk retail packaging improved.

Result 4: Income of milk producers increased.

Indicator	Reference + Source of verification	Timeframe	Responsible	Actors involved
<b>Objective indicators:</b>				
<b>10i-1:</b> Volume of sold fresh clean milk increased by 10%.	Sales records of the partner companies	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>5 months after start</li> <li>then quarterly</li> </ul>	Companies, Chain leader, M+E manager	Adama and Awassa business women associations
<b>10i-2:</b> Technical proposal for packaging is developed and ready to be implemented.	Technical proposal paper	9 months after start of intervention	<ul style="list-style-type: none"> <li>Packaging expert</li> <li>Chain leader</li> </ul>	Quality and Standards Authority
<b>1R-1-i1:</b> Collection of fresh clean milk from existing centres increased by 10%.				
	Milk collection records of the partner companies	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months after start</li> <li>then quarterly</li> </ul>	Companies, Chain leader and M+E manager	
<b>1R-1-i2:</b> Three new collection centres created. (Assela, Adama, Holleta)	Report on new 3 centers	One year after intervention	Chain leader	ILRI
<b>1R-2-i1:</b> The complaints of quality decline by 5%.	Partner companies' complaints records or interview with respective staff. introduce format for complaints records (n°, date, name, complaint)	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>5 months after start</li> <li>then quarterly</li> </ul>	Chain leader	
<b>1R-3-i1:</b> Non plastic packaging concept is developed	<ul style="list-style-type: none"> <li>Technical proposal paper</li> <li>Minutes of discussion with partner companies on technical study</li> </ul>	<ul style="list-style-type: none"> <li>After 9 month</li> <li>Two months later</li> </ul>	<ul style="list-style-type: none"> <li>Packaging expert</li> <li>Chain leader</li> </ul>	Quality and Standards Authority
<b>1R-4-i1:</b> Milk producers' income increased by 5%.	Short household survey based on questionnaire: Income at start and now, rising family expenses? More equipment? More livelihoods?	11 months after intervention	BDS provider or consultant	Veterinary service

<b>Other data to collect:</b>				
Economic Monitoring Points: 1. Farm production costs 2. Farm gate prices 3. Factory gate prices 4. Market retail prices	Statistical Excel sheet overview	<ul style="list-style-type: none"> <li>• Start of intervention</li> <li>• 5 months after start</li> <li>• then ongoing</li> </ul>	Chain leader with partner companies (assisted by M+E manager)	
Statistics on small farmers	Household survey on sample of milk suppliers involved: by gender, by region, cows per household, production capacity	<ul style="list-style-type: none"> <li>• Start of intervention</li> <li>• 5 months after start</li> <li>• then half-yearly</li> </ul>	Leading companies with BDS and M+E staff	
Employment has increased by 10% in the respective pilot phase until the end of the programme	Employment records of leading companies, farmers and distributors	<ul style="list-style-type: none"> <li>• Start of intervention</li> <li>• End of pilot phase</li> </ul>	Staff to be assigned by the leading companies	Leading companies
Trainings provided	<ul style="list-style-type: none"> <li>• Training reports (Excel sheet with n°, date, participants by gender, address, training subject)</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>	Trainers give participants list and training report to project coordinator and M+E manager	
Monthly records on volume of collection and sales of milk by partner companies	Excel sheet overview on the basis of collection and sales records of the partner companies	<ul style="list-style-type: none"> <li>• At start of intervention</li> <li>• 5 months after start</li> <li>• then quarterly</li> </ul>	M+E manager on the basis of collection and sales records of partner companies	

# Value Chain Dairy - Economic Monitoring Points

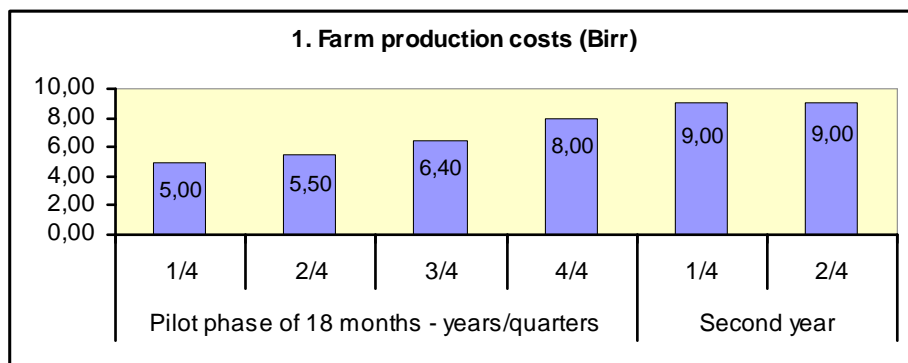


## Economic Monitoring Points

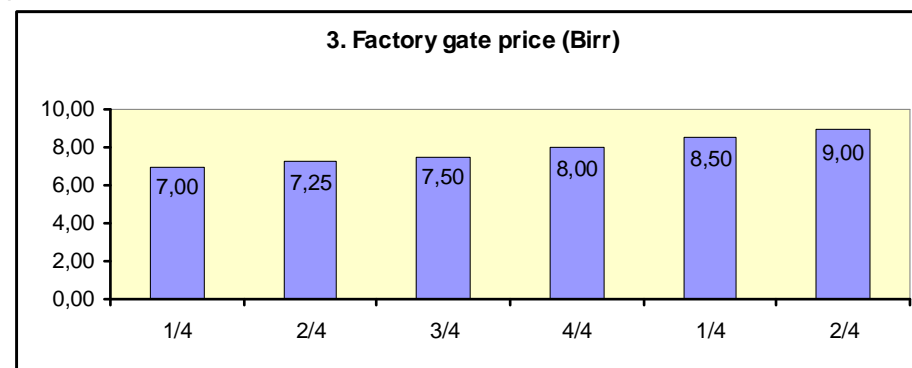
Figures are presented as examples to show graphics.

Economic Monitoring Points per liter / Birr	Pilot phase of 18 months - years/quarters				Second year	
	1/4	2/4	3/4	4/4	1/4	2/4
1. Own farm production costs of raw milk	5,00	5,50	6,40	8,00	9,00	9,00
2. Own farm gate price of raw milk	6,50	6,75	7,00	7,50	8,00	8,50
3. Factory gate price of pasteurized milk	7,00	7,25	7,50	8,00	8,50	9,00
4. Market retail price of pasteurized milk	8,00	8,25	8,50	9,00	9,50	10,00

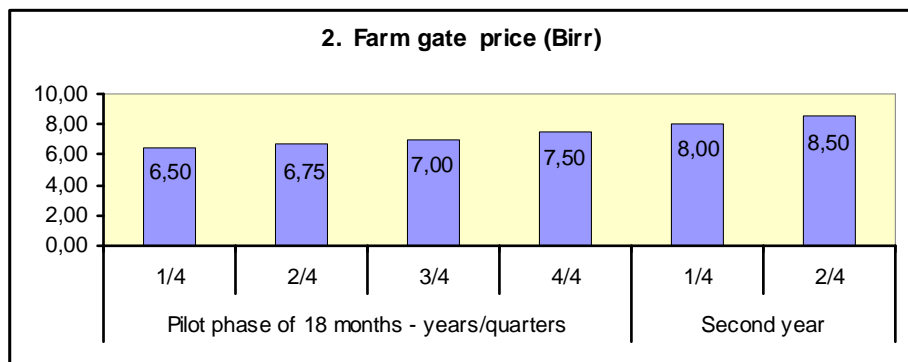
raw milk:



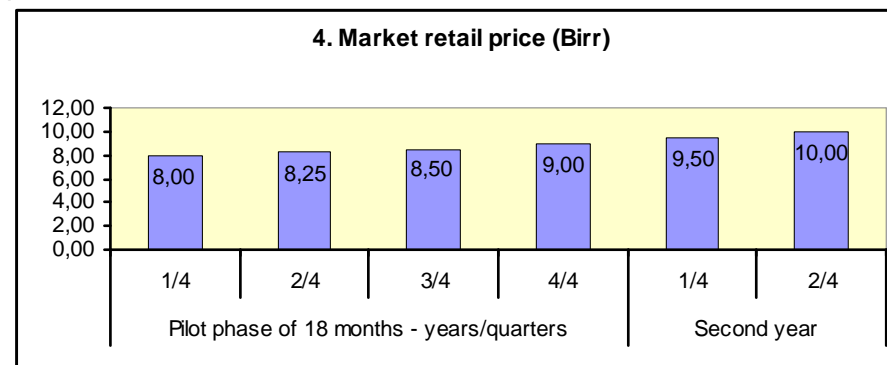
pasteurized milk:



raw milk:



pasteurized milk:



Milk and Milk Products: **Milk suppliers**

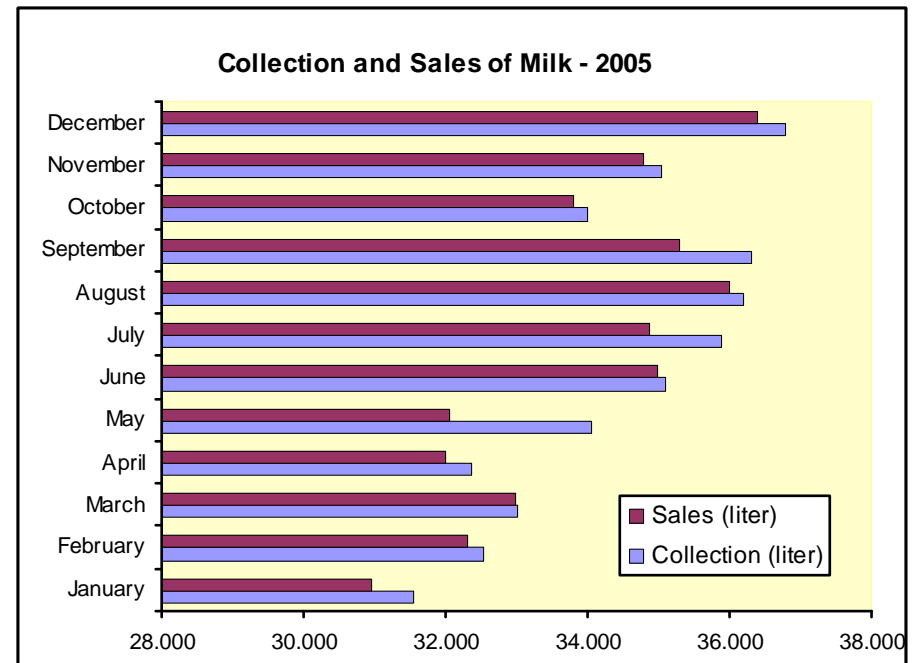
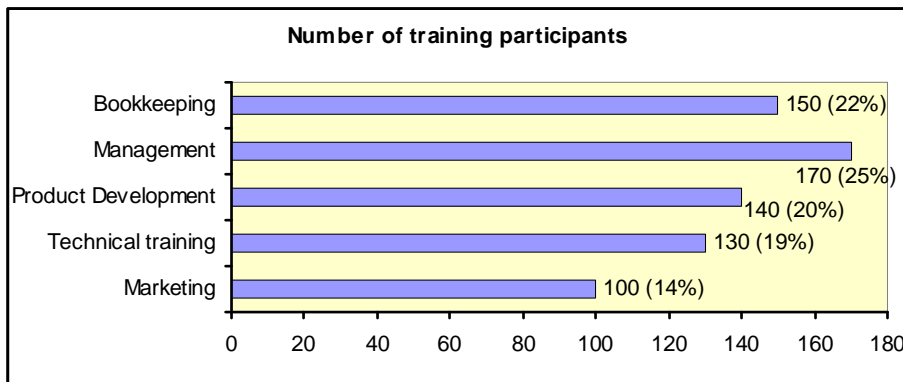
N°	Milk supplier				Zone	Production capacity	Number of cows
	Male	Female	Partners	Total			
1	1			1			13
2	1			1			5
3		1		1			1
4		1		1			67
5	1			1			
6	1			1			
7	1			1			
8	1			1			
9			1	1			
10			1	1			
<b>Total</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>10</b>			<b>86</b>
%	60%	20%	20%	100%			

Milk and Milk Products: **Collection and sales**

Name of company:

N°	Month	Collection (liter)	Sales (liter)
1	January	31.560	30.970
2	February	32.545	32.300
3	March	33.020	33.000
4	April	32.360	32.000
5	May	34.050	32.050
6	June	35.100	35.000
7	July	35.880	34.880
8	August	36.205	36.000
9	September	36.307	35.307
10	October	34.005	33.800
11	November	35.050	34.800
12	December	36.800	36.400
<b>Total</b>		<b>412.882</b>	<b>406.507</b>

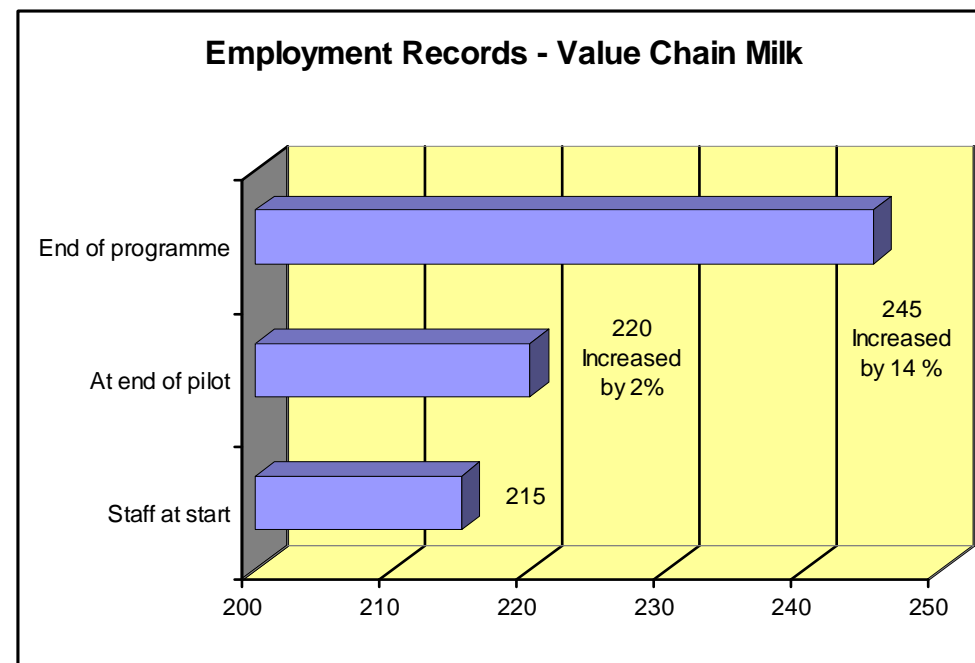
Training Subject	Number of participants	%
Marketing	100	14%
Technical training	130	19%
Product Development	140	20%
Management	170	25%
Bookkeeping	150	22%
<b>Total</b>	<b>690</b>	<b>100%</b>



Support to Business Organisations and their Access to Markets (BOAM)

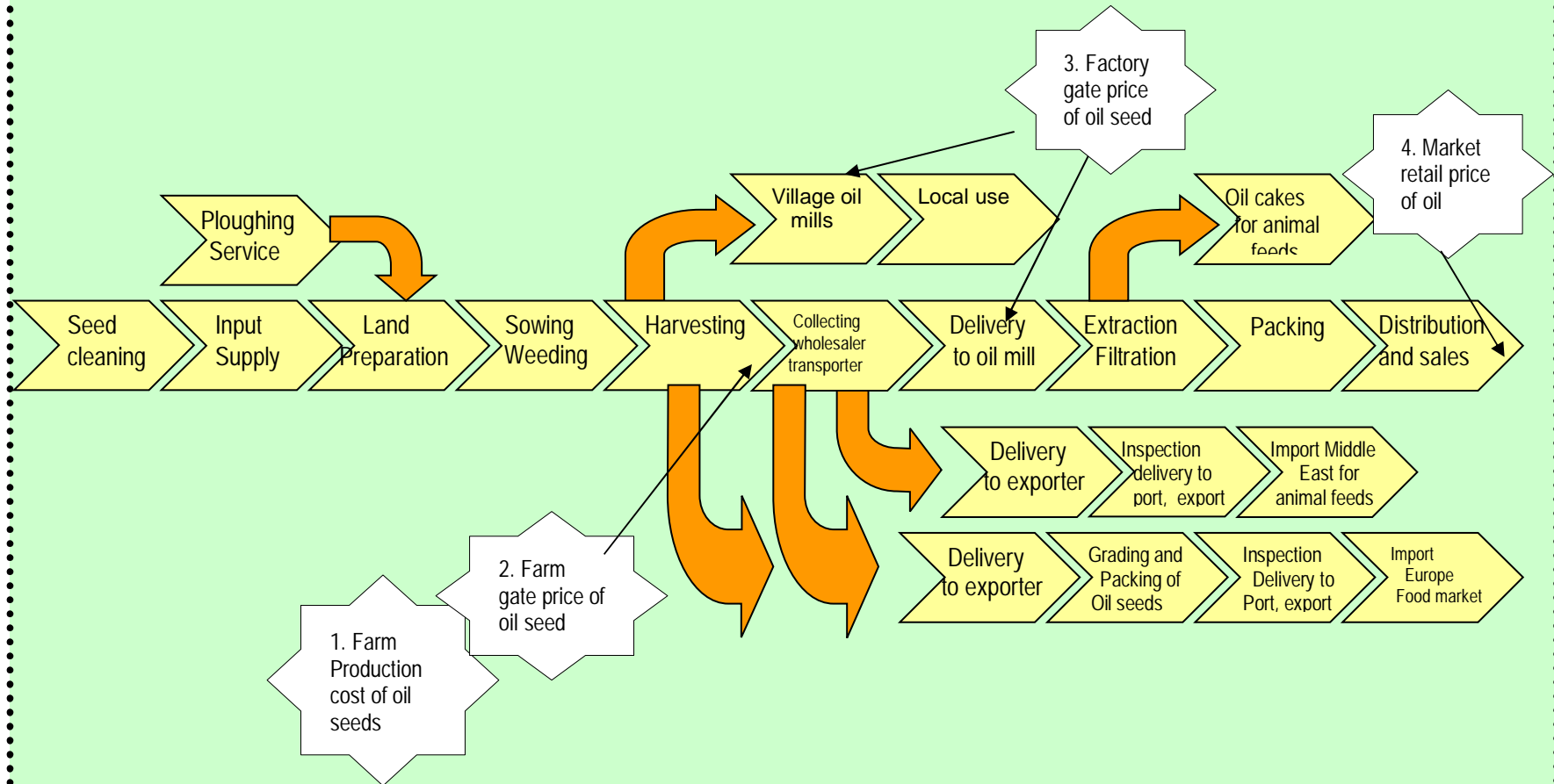
Milk and Milk Products: **Employment records**

Actors	Number of staff			Number of staff at end of programme	
	at start	end of pilot	% change	programme	% change
<b>1. Companies:</b>					
1	30	31		34	
2	21	21		25	
3	33	34		35	
4	42	41		47	
5	22	23		26	
6	33	33		37	
<b>Companies total</b>	<b>181</b>	<b>183</b>	<b>1%</b>	<b>204</b>	<b>13%</b>
<b>2. Farmers:</b>					
1	1	1		2	
2	2	2		3	
3	1	1		1	
4	4	5		5	
5	2	2		2	
6	5	6		6	
<b>Farmers total</b>	<b>15</b>	<b>17</b>	<b>13%</b>	<b>19</b>	<b>27%</b>
<b>3. Distributors:</b>					
1	4	4		4	
2	3	3		4	
3	6	6		7	
4	4	5		5	
5	2	2		2	
<b>Distributors total</b>	<b>19</b>	<b>20</b>	<b>5%</b>	<b>22</b>	<b>16%</b>
<b>Total</b>	<b>215</b>	<b>220</b>	<b>2%</b>	<b>245</b>	<b>14%</b>



<b>Value Chain 2: Edible oil and oil seeds</b>				
<b>Objective:</b> Quality enhanced by reducing seed impurity and residual oil in cake.				
<u>Result 1:</u> Yield potential of oil seed crops under production is improved.		<u>Result 3:</u> Rural use of oil via micro enterprises is improved.		
<u>Result 2:</u> The oil extraction filtration process is improved.		<u>Result 4:</u> Co-ordination within the value chain is improved.		
<b>Indicator</b>	<b>Reference + Source of verification</b>	<b>Timeframe</b>	<b>Responsible</b>	<b>Actors involved</b>
<b>Objective indicators:</b>				
<b>2Oi-1:</b> Oil seed impurity reduced from 10 to 5 %.	Interview report with partner millers chosen by Coordination Group for representation sample	After harvest	Chain leader and agriculture expert	<ul style="list-style-type: none"> <li>Adama oil processing mill owners' association</li> <li>Quality and Standards</li> </ul>
<b>2Oi- 2:</b> Volume of extracted oil per kg increased by 1%	Interview report with partner millers	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5th month, then quarterly</li> </ul>	Chain leader and agriculture expert	<ul style="list-style-type: none"> <li>Quality and Standards Authority</li> </ul>
<b>Result indicators:</b>				
<b>2R-1-i1</b> Yield/ha of Niger seed will increase by 5%	Interview report from sample out growers of Niger seed	After harvest	BDS provider or consultant	Ethiopian Seed Enterprise
<b>2R-2-i1:</b> Residual oil in cake reduced from 3% to 2%.	Interview report from partner millers	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5th month, then quarterly</li> </ul>	Chain leader, BDS provider, agric. expert	Quality and Standards Authority
<b>2R-3-i1:</b> Up to 15 flour mills offer extraction services based on improved technology.	<ul style="list-style-type: none"> <li>List of partner millers who bought new technology</li> <li>List of skill upgrading trainings</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>FIF administrator</li> <li>Trainers</li> <li>Chain leader</li> </ul>	
<b>2R-4-i1:</b> Round table forums of exporters and millers established and meetings take place twice a year.	Minutes of meetings	5 months after start of pilot phase, then half-yearly	Chain leader, BDS provider and M+E manager	<ul style="list-style-type: none"> <li>Exporter and millers</li> <li>Adama Chamber</li> </ul>
<b>Other data to collect:</b>				
Economic Monitoring Points: Farm production costs, Farm gate prices, Factory gate prices, Market retail prices	Statistical Excel sheet overview	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>5 months after start</li> <li>then ongoing</li> </ul>	Chain leader with partner companies and M+E manager	
Employment has increased by 10% in the respective pilot phase until programme end	Employment records of leading companies, farmers and distributors	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>End of pilot phase</li> </ul>	Staff to be assigned by the leading companies	Leading companies
Household survey on sample of millers	Statistical overview on 15 millers.	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months/then quarterly</li> </ul>		

## Value Chain Oil Crops - Economic Monitoring Points

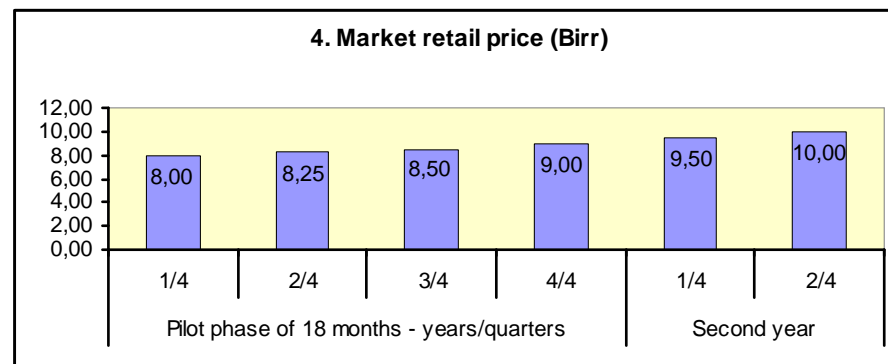
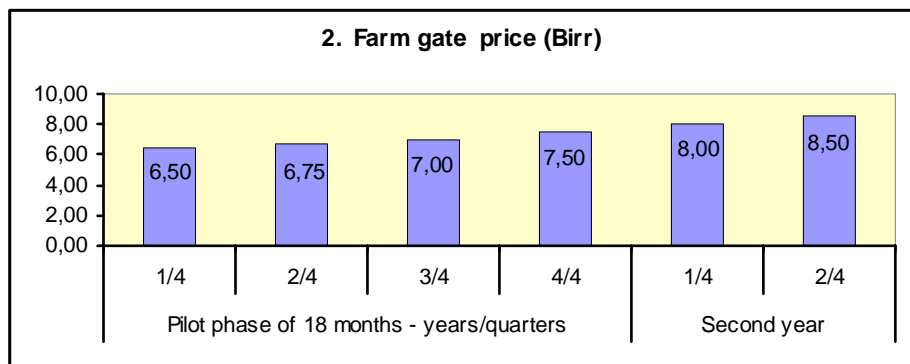
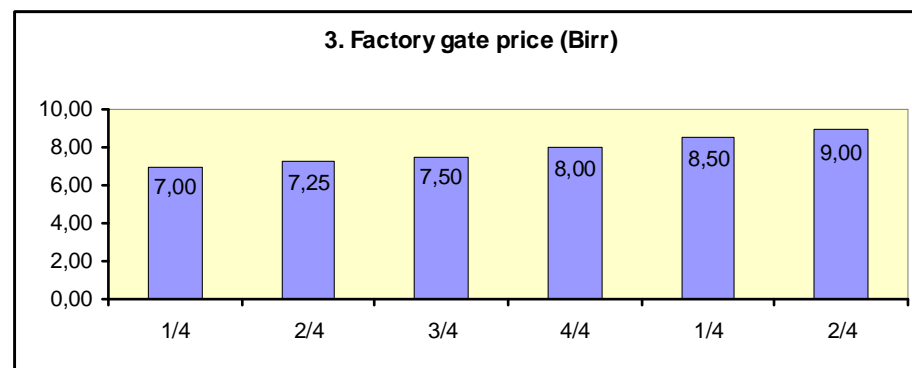
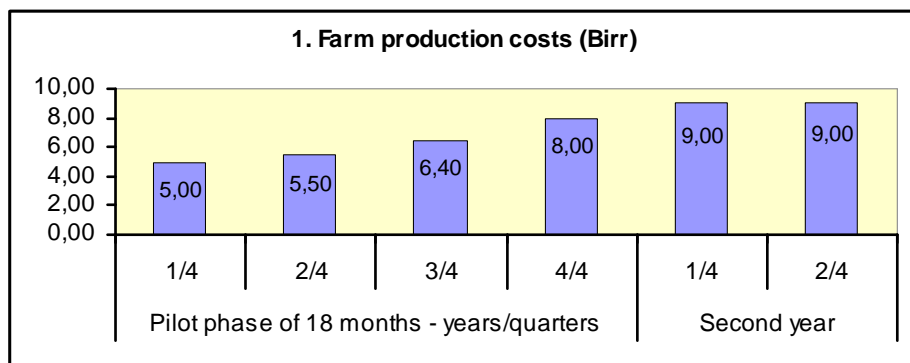


Statistical overview of Economic Monitoring Points see example of milk.

## Economic Monitoring Points

Figures are presented as examples to show graphics.

Economic Monitoring Points per kg/liter (Birr)	Pilot phase of 18 months - years/quarters				Second year	
	1/4	2/4	3/4	4/4	1/4	2/4
1. Farm production costs of oil seed	5,00	5,50	6,40	8,00	9,00	9,00
2. Farm gate price of oil seed	6,50	6,75	7,00	7,50	8,00	8,50
3. Factory gate price of oil	7,00	7,25	7,50	8,00	8,50	9,00
4. Market retail price of oil	8,00	8,25	8,50	9,00	9,50	10,00



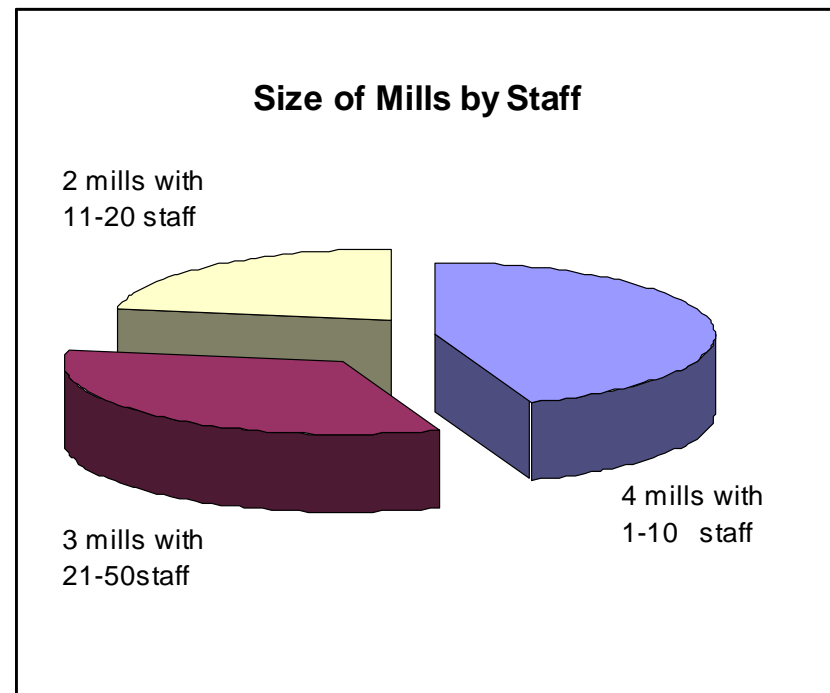
Support to Business Organisations and their Access to Markets (BOAM)

Edible oil and oil seeds: **Household survey on millers**

Date:

N°	Name of miller	Production capacity	Number of staff	Type of products	List of equipments
1	Fantahun		5		
2	Zerihun		8		
3	Yohannes		3		
4	Mergia		2		
5	Moges		4		
6	Gagel		20		
7	Koch		32		
8	Rahel		15		
9	Tigist		27		
10	Marta		18		
	<b>Total</b>		<b>134</b>		

Figures are examples to show graphics



Support to Business Organisations and their Access to Markets (BOAM)

Edible oil and oil seeds: **Impurity and volume of extracted oil**

Date:

N°	Millers' names	Oil seed impurity	Extracted oil
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
<b>Total</b>			

Support to Business Organisations and their Access to Markets (BOAM)

Edible oil and oil seeds: **Yield of Niger seed**

Date:

N°	Outgrowers' names	Yield
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>Total</b>		<b>0</b>

yearly survey after harvest, sample of out growers about 30

### Value Chain 3: Honey and Beeswax

Objective: Commercialization of value added honey and honey by-products improved.

Result 1: Quality of marketable honey is increased.

Result 2: Appropriate processing equipment is in place and operates.

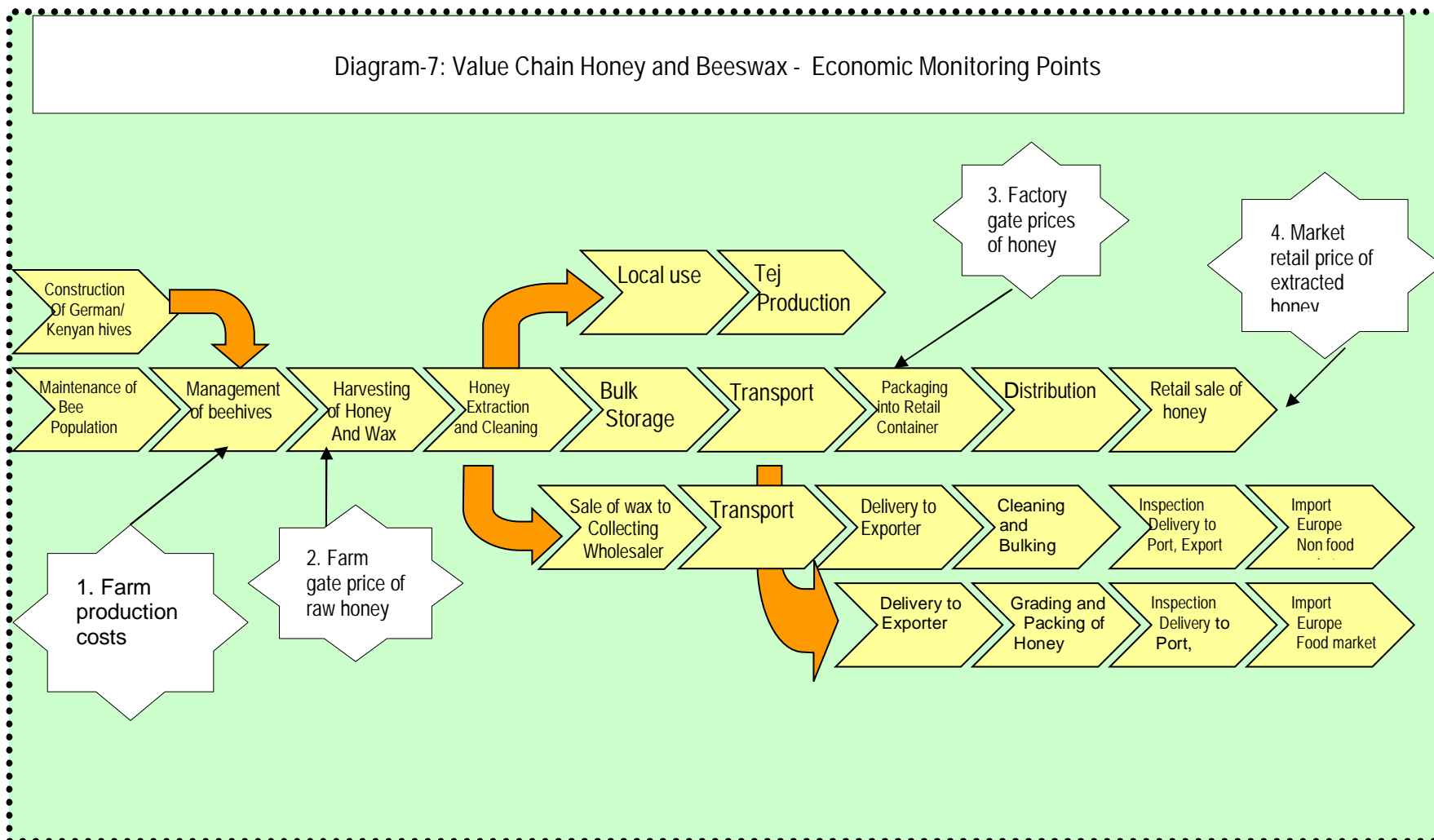
Result 3: The export of non honey product is improved.

Result 4: New organic lines of honey are developed.

Indicator	Reference + Source of verification	Timeframe	Responsible	Actors involved
<b>Objective indicators:</b>				
<b>30i-1:</b> Kg price of centrifuged purified honey has raised by 20% (in main harvesting season)	Sales records of partner companies	<ul style="list-style-type: none"> <li>After main harvesting season (October and April)</li> </ul>	Chain leader with partner companies and M+E manager	<ul style="list-style-type: none"> <li>Ethiopian Horticulture Producers and Exporters Association</li> <li>APINEC</li> <li>Harmony and others</li> </ul>
<b>30i-2:</b> FOB value of wax increased by 15% against last 3 years average.	<ul style="list-style-type: none"> <li>Sales records of partner companies of last 3 years</li> <li>Ongoing sales records</li> </ul>	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months after start</li> <li>then half-yearly</li> </ul>	Chain leader with partner companies and M+E manager	
<b>30i-3:</b> Technical organization and prerequisites organic certification are fulfilled.	<ul style="list-style-type: none"> <li>Certification procedure</li> <li>Contract with the local certifying agent</li> <li>Field visit report</li> </ul>	<ul style="list-style-type: none"> <li>At start and</li> <li>after 5 months</li> </ul>	Local certifying agent Chain leader with partner companies	<ul style="list-style-type: none"> <li>Quality and Standards Authority</li> <li>Local certifying agents</li> </ul>
<b>Result indicators:</b>				
<b>3R-1-i1:</b> The moisture level for marketable honey is lower than 18%.	Laboratory results of partner companies	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months after start</li> <li>then half-yearly</li> </ul>	Chain leader with partner companies	<ul style="list-style-type: none"> <li>Holeta bees research centre</li> <li>Agricultural colleges Jimma, Ambo</li> </ul>
<b>3R-2-i1:</b> Two companies out of five adopt and use appropriate processing equipment.	<ul style="list-style-type: none"> <li>List of partners who bought new equipment</li> <li>List of trainings given</li> <li>Technical visit report</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> <li>ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Chain leader with FIF administrator</li> <li>Agro-processing expert</li> <li>Trainers</li> </ul>	<ul style="list-style-type: none"> <li>Holeta bees research centre</li> <li>Agricultural colleges Jimma, Ambo</li> </ul>
<b>3R-3-i1:</b> Sales contracts with international buyers are increased by 10%.	Sales records of partner companies	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months after start</li> </ul>	Chain leader with partner companies	<ul style="list-style-type: none"> <li>Export Promotion Department</li> </ul>

		<ul style="list-style-type: none"> <li>then half-yearly</li> </ul>		<ul style="list-style-type: none"> <li>Export Promotion Agency</li> <li>Women Exporters Forum</li> </ul>
<b>3R-4- i1:</b> The application procedure for organic honey line completed and certification process initiated.	<ul style="list-style-type: none"> <li>Report from partner companies on application of procedures</li> <li>Mission report from the certifying company</li> </ul>	<ul style="list-style-type: none"> <li>5 months after start</li> <li>11 months after start</li> </ul>	<ul style="list-style-type: none"> <li>Chain leader with partner company</li> <li>Partner company, certifying expert</li> </ul>	
<b>Other data to collect:</b>				
Economic Monitoring Points: Farm production costs, Farm gate prices, Factory gate prices, Market retail prices	Statistical Excel sheet overview	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>5 months after start</li> <li>then ongoing</li> </ul>	Chain leader with partner companies (assisted by M+E manager)	
Household survey on bee-keepers	Interview with bee-keepers (Excel sheet: n°, bee-keepers by gender, number of bee-hives, volume of honey/wax production, list of equipment)	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>After one year</li> </ul>	BDS provider with M+E manager	
Employment has increased by 10% in the respective pilot phase until the end of the programme	Employment records of leading companies, farmers and distributors	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>End of pilot phase</li> </ul>	Chain leader with partner companies, BDS provider and M+E manager	
Statistical overview on collection, extraction and sales of honey and wax	Records of partner companies (Excel sheet overview: monthly records on collection, extraction and sales volumes to be designed after the first reception of sales records of the companies)	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>Then October and April</li> </ul>	Chain leader with partner companies, BDS provider and M+E manager	

Diagram-7: Value Chain Honey and Beeswax - Economic Monitoring Points



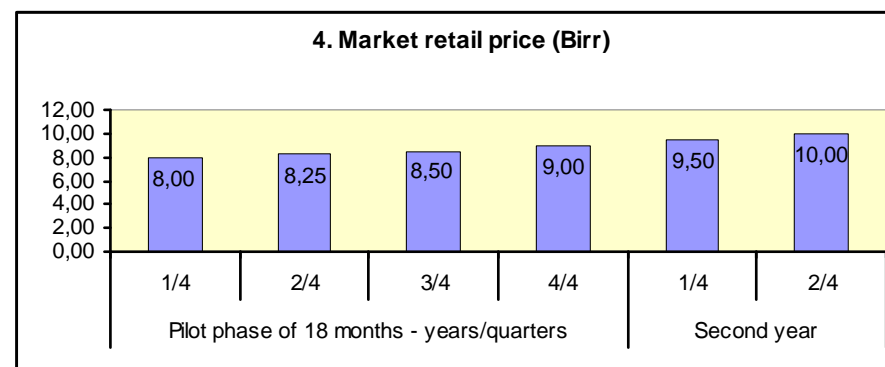
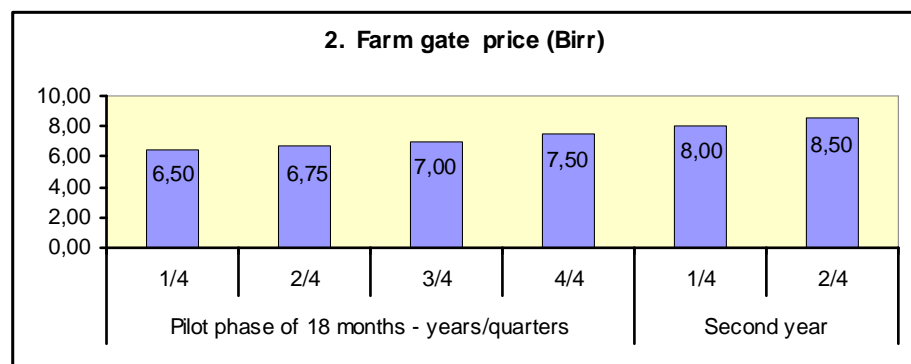
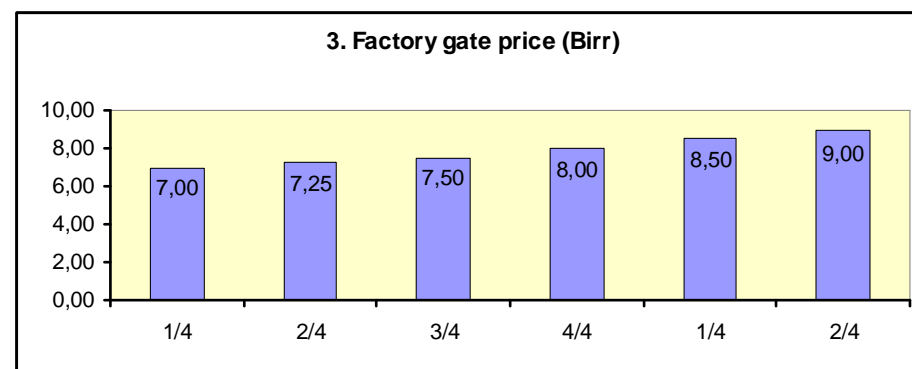
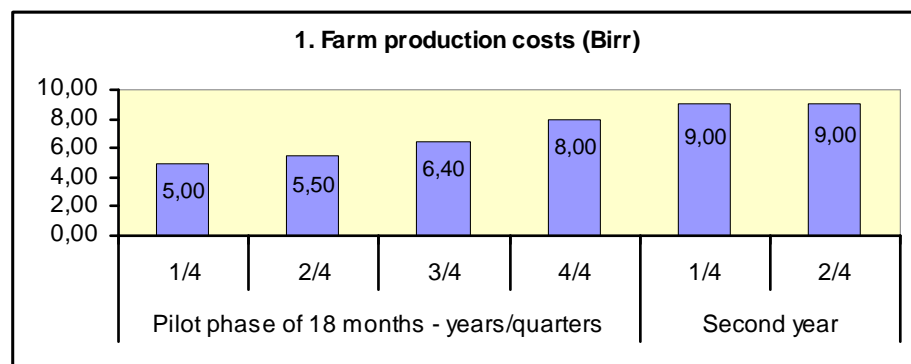
Statistical overview of Economic Monitoring Points see example of milk.

## Economic Monitoring Points

Figures are presented as examples to show graphics.

Economic Monitoring Points per kg (Birr)	Pilot phase of 18 months - years/quarters				Second year	
	1/4	2/4	3/4	4/4	1/4	2/4
1.Farm production costs	5,00	5,50	6,40	8,00	9,00	9,00
2.Farm gate price	6,50	6,75	7,00	7,50	8,00	8,50
3.Factory gate price	7,00	7,25	7,50	8,00	8,50	9,00
4.Market retail price	8,00	8,25	8,50	9,00	9,50	10,00

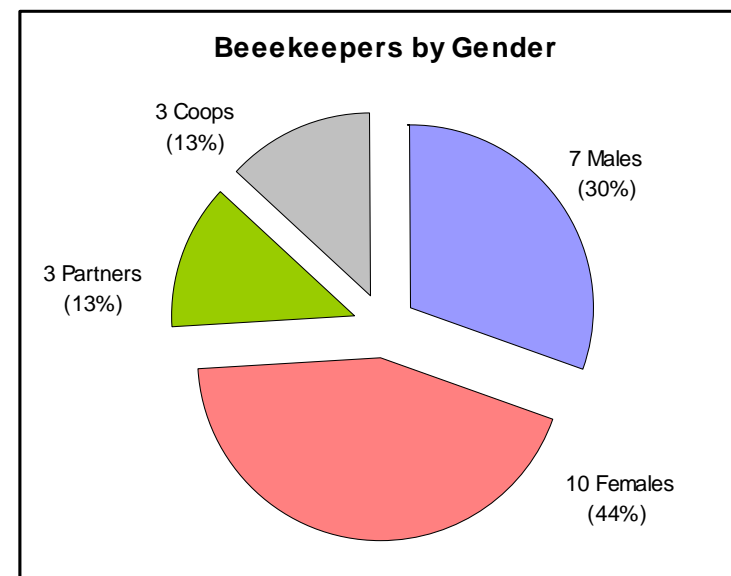
Overview must be elaborated for bot honey and wax



Support to Business Organisations and their Access to Markets (BOAM)

**Honey and Bees wax: Bee-keepers**

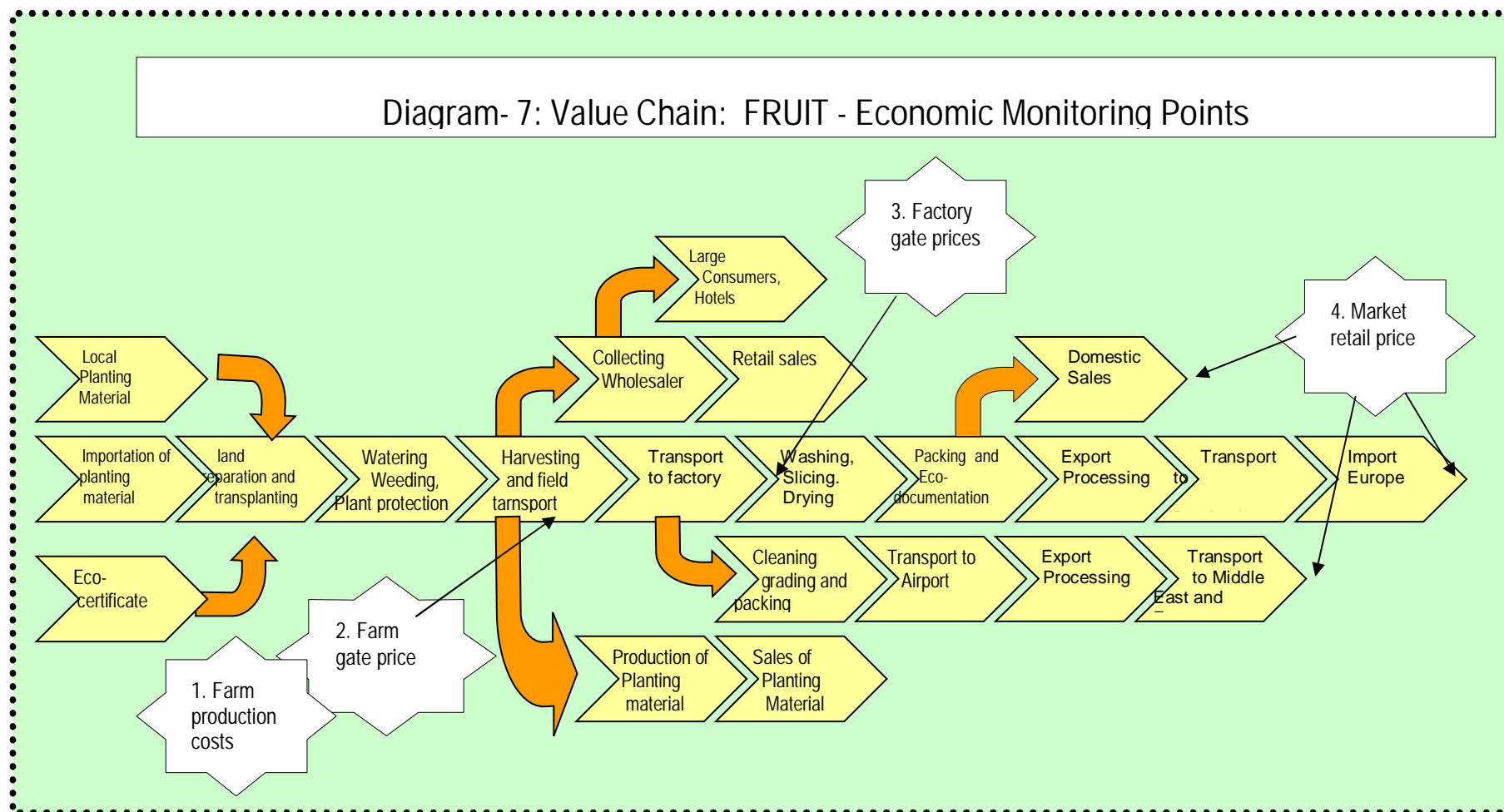
N°	Bee-Keepers					Number of bee-hives	Production capacity	
	male	female	partners	coops	total		Honey	Wax
	1				1			
	1				1			
		1			1			
			1		1			
		1			1			
		1			1			
		1			1			
		1			1			
	1				1			
	1				1			
	1				1			
	1				1			
				1	1			
				1	1			
		1			1			
		1	1		1			
		1			1			
	1				1			
				1	1			
		1			1			
		1			1			
			1		1			
<b>Total</b>	<b>7</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>
%	32%	45%	14%	14%	100%			



Figures are examples to show graphics

<b>Value Chain 4: Pineapple</b>				
<u>Objective:</u> Sustainable supply for organic and non organic pineapple improved.				
<u>Result 1:</u> New varieties of pineapple planting material are introduced.				
<u>Result 2:</u> Organic certification of producers groups is initiated.				
<u>Result 3:</u> Out grower and or contracting farmer arrangement are introduced.				
Indicator	Reference + Source of verification	Timeframe	Responsible	Actors involved
<b>Objective indicators:</b>				
<b>4O-i1:</b> 700 ha for one producer group is in the process of certification.	<ul style="list-style-type: none"> <li>Get manual of procedures of certifying company</li> <li>Report on implementation of procedures</li> </ul>	<ul style="list-style-type: none"> <li>At start of pilot phase</li> <li>5 months later</li> </ul>	<ul style="list-style-type: none"> <li>Local certifying agent</li> <li>Chain leader with partner companies</li> </ul>	<ul style="list-style-type: none"> <li>Debu university</li> <li>Jimma agricultural research centre and university</li> </ul>
<b>4O-i2:</b> 70 ha of new varieties of planting material are planted in one selected area for out growers.	Progress report of planting material	5 months after start of the pilot phase	Research centres with Chain leader and partner companies and BDS provider	<ul style="list-style-type: none"> <li>BCS-, OKO-, SKAL-certifiers, Quality and Standards Authority</li> <li>Melkassa agricultural research centre</li> </ul>
<b>Result indicators:</b>				
<b>4R-1- i1:</b> Planting material in one selected area for a total of 700 ha for year two/three assured.	Progress report on transplanted seedlings	5 months after start of the pilot phase		
<b>4R-2- i1:</b> One application for organic certification for one producer group is forwarded.	<ul style="list-style-type: none"> <li>Survey report on organic environment</li> <li>Certifier agreement</li> <li>Mission report of certifier</li> </ul>	<ul style="list-style-type: none"> <li>4<sup>th</sup> month</li> <li>5<sup>th</sup> month</li> <li>after pilot phase (18 months growing period)</li> </ul>	Chain leader with partner companies and BDS provider	
<b>4R-3- i1:</b> One out grower and one contracting farmer arrangement exists.	Agreements	After the pilot phase	Chain leader with partner companies	
<b>Other data to collect:</b>				
Economic Monitoring Points: Farm production costs, Farm gate prices, Factory gate prices, Market retail prices	Statistical Excel sheet overview	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>5 months after start</li> <li>then ongoing</li> </ul>	Chain leader with partner companies, BDS provider and M+E manager	

Employment has increased by 10% in the respective pilot phase until end of programme	Employment records of companies, farmers and distributors	<ul style="list-style-type: none"> <li>Start of intervention</li> <li>End of pilot phase</li> </ul>	Chain leader with partner companies	
Statistics on outgrowers	Household survey of out growers	<ul style="list-style-type: none"> <li>At start of intervention</li> <li>5 months/then half-yearly</li> </ul>	BDS provider or consultant	

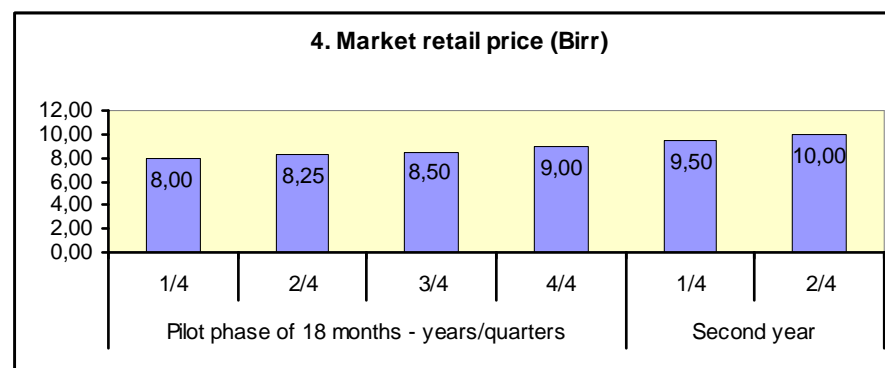
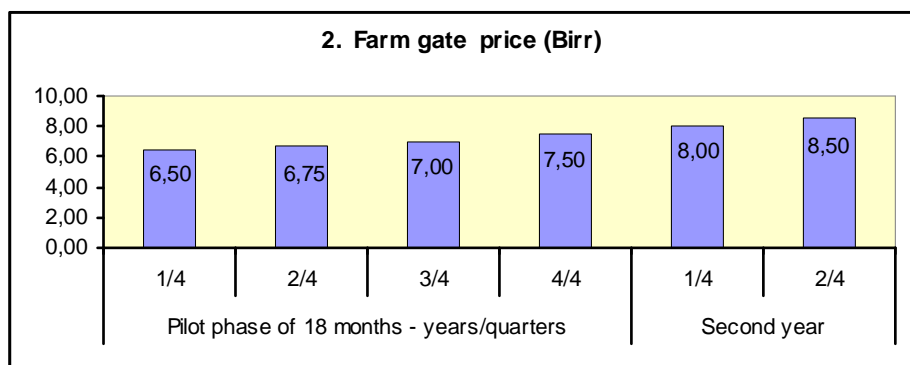
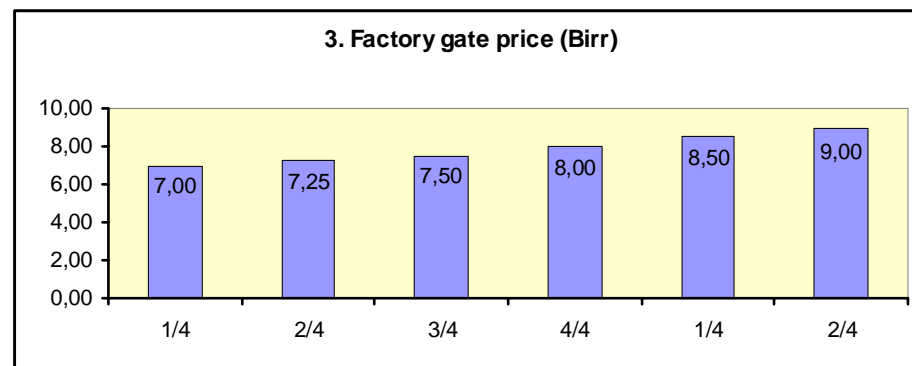
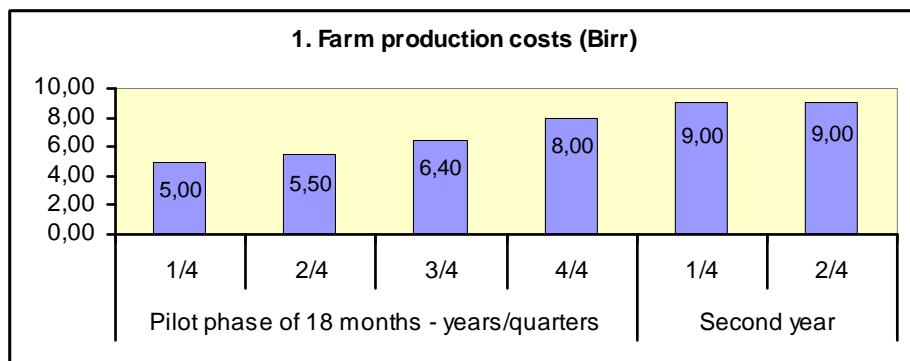


Statistical overview of Economic Monitoring Points see example of milk.

## Economic Monitoring Points

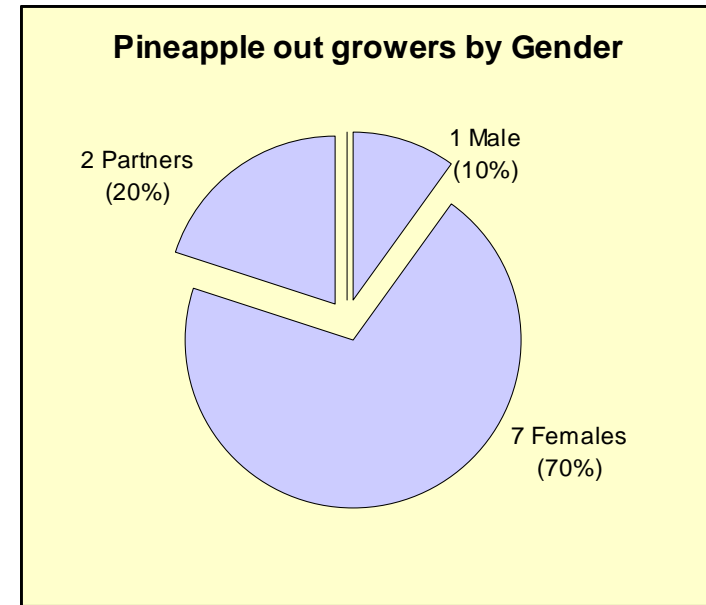
Figures are presented as examples to show graphics.

Economic Monitoring Points per liter / Birr	Pilot phase of 18 months - years/quarters				Second year	
	1/4	2/4	3/4	4/4	1/4	2/4
1.Farm production costs	5,00	5,50	6,40	8,00	9,00	9,00
2.Farm gate price	6,50	6,75	7,00	7,50	8,00	8,50
3.Factory gate price	7,00	7,25	7,50	8,00	8,50	9,00
4.Market retail price	8,00	8,25	8,50	9,00	9,50	10,00



### Pineapple: Household survey on pineapple out growers

N°	Out grower				Area in ha	Production capacity
	Name	male	female	partners		
1	Tigist		1		1	
2	Mergia	1			1	
3	Rahel		1		1	
4	Coop			1	1	
5	Coop			1	1	
6	Sindu		1		1	
7	Helen		1		1	
8	Meseret		1		1	
9	Mulugeta		1		1	
10	Birtukan		1		1	
<b>Total</b>		<b>1</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>0</b>
<b>%</b>		<b>10%</b>	<b>70%</b>	<b>20%</b>	<b>100%</b>	





Figures are examples to show graphics

## Monitoring and Evaluation (M+E) Time Frame

Grey line: to do 

Black line: realized 

Monthly activity:  | 


























Periodical activity:  (to do)  (realized)

Milk and milk products	Months:	8/05	9/05	10/05	11/05	12/05	1/06	2/06	3/06	4/06	5/06	6/06	7/06	8/06	9/06	10/06	11/06	12/06	1/07	
<b>10i-1:</b> Volume of sold fresh clean milk increased by 10%.	Sales records of the partner companies	●				●			●			●			●				●	
<b>10i-2:</b> Technical proposal for packaging is developed and ready to be implemented.	Technical proposal paper									●										
<b>1R-1-i1:</b> Collection of fresh clean milk from existing centres increased by 10%.	Milk collection records of the partner companies	●				●			●			●			●				●	
<b>1R-1-i2:</b> Three new collection centres created. (Assela, Adama, Holleta)	Report on new 3 centers													●						
<b>1R-2-i1:</b> The complaints of quality decline by 5%.	Partner companies' complaints records or interview with respective staff. introduce format for complaints records					●			●			●			●				●	
<b>1R-3-i1:</b> Non plastic packaging concept is developed	<ul style="list-style-type: none"> <li>• Technical proposal paper</li> <li>• Minutes of discussion with companies on technical study</li> </ul>									●		●								
<b>1R-4-i1:</b> Milk producers' income increased by 5%.	Short household survey based on questionnaire											●								
Economic Monitoring Points:	Statistical Excel sheet overview	●				●	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Employment has increased by 10% in the respective pilot phase until the end of the programme	Employment records of leading companies, farmers and distributors	—																		—
Statistics on small farmers	Household survey on sample of milk suppliers involved	●				●					●					●				



<b>30i-3:</b> Technical organization and prerequisites organic certification are fulfilled.	<ul style="list-style-type: none"> <li>• Certification procedure</li> <li>• Contract with the certifying agent</li> <li>• Field visit report</li> </ul>	●				●													
<b>3R-1-i1:</b> The moisture level for marketable honey is lower than 18%.	Laboratory results of partner companies	●				●					●					●			
<b>3R-2-i1:</b> Two companies out of five adopt and use appropriate processing equipment.	<ul style="list-style-type: none"> <li>• List of partners who bought new equipment</li> <li>• List of trainings given</li> <li>• Technical visit report</li> </ul>	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>3R-3-i1:</b> Sales contracts with international buyers are increased by 10%.	Sales records of partner companies	●				●				●					●				
<b>3R-4- i1:</b> The application procedure for organic honey line completed and certification process initiated.	<ul style="list-style-type: none"> <li>• Report from partner companies on application of procedures</li> <li>• Mission report from the certifying company</li> </ul>					●					●								
Economic Monitoring Points	Statistical Excel sheet overview	●				●	■	■	■	■	■	■	■	■	■	■	■	■	■
Employment has increased by 10% in the respective pilot phase until the end of the programme	Employment records of leading companies, farmers and distributors	—																	—
Household survey on bee-keepers	Interview with bee-keepers	●												●					
Statistical overview on collection, extraction and sales of honey/wax	Records of partner companies	●		●						●									
<b>Pineapple</b>	<b>Months:</b>	8/05	9/05	10/05	11/05	12/05	1/06	2/06	3/06	4/06	5/06	6/06	7/06	8/06	9/06	10/06	11/06	12/06	1/07
<b>40-i1:</b> 700 ha for one producer group is in the process of certification.	<ul style="list-style-type: none"> <li>• Get manual of procedures of certifying company</li> <li>• Report on implementation</li> </ul>	●				●													
<b>40-i2:</b> 70 ha of new varieties of planting material are planted in one selected area for out rowers.	Progress report of planting material					●													
<b>4R-1- i1:</b> Planting material in one selected area for a total of 700 ha for year two /three is assured.	Progress report on transplanted seedlings																		

Data only available after pilot phase

<b>4R-2- i1:</b> One application for organic certification for one producer group is forwarded.	<ul style="list-style-type: none"> <li>• Survey report on organic environment</li> <li>• Certifier agreement</li> <li>• Mission report of certifier</li> </ul>																		
<b>4R-3- i1:</b> One out grower and one contracting farmer arrangement exists.	Agreements																		
Economic Monitoring Points	Statistical Excel sheet overview																		
Employment has increased by 10% in the respective pilot phase until the end of the programme	Employment records of leading companies, farmers and distributors																		
Statistics on outgrowers	Household survey of out growers																		

## Annex

- SWOT Analysis

Annex 1:

## Introduction to the SWOT Analysis

The "SWOT Analysis" (Strengths - Weaknesses - Opportunities - Threats) is quite a simple but very powerful tool for the assessment of group discussions and impact monitoring. It gives the framework for self-evaluation or participatory evaluation of programme components by the actors involved. The SWOT framework takes the shape of a traditional window with four parts (quadrants).

Strengths	Weaknesses
<div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;">Enumerate Strengths and Weaknesses related to your specific programme activity which <u>can be controlled by the chain actors</u> themselves, such as technical, financial, promotional, networking, competencies and other factors</div>	
Opportunities	Threats
<div style="border: 1px solid black; padding: 10px; width: fit-content; margin: 0 auto;">Enumerate Opportunities and Threats <u>beyond the control of the chain actors</u> such as political, demographic, economic, trade-specific and other factors.</div>	

**Strengths** are within the control of the entrepreneur and they occur at present! Strengths should be capitalized and harnessed to make weaknesses redundant.

**Weaknesses** are within the control of the entrepreneur; they occur at present. They are "lack of...", "missing...", or weak points. As far as possible, weaknesses should be eliminated!

**Opportunities** are positive or favorable factors in the environment which the entrepreneur should make use of or which make his intervention more viable. They are, however, mostly beyond the control of the entrepreneur. They are different from strengths in the sense that strengths are positive internal factors of the business.

**Threats** are negative or unfavorable external factors in the environment and normally beyond the control of the entrepreneur. They adversely affect the business, if not eliminated or overcome. Threats differ from weaknesses in as much as they are beyond the control of the entrepreneur. Both have a negative impact on the business. The purpose of analyzing threats is to look for ways of hedging against them, i.e., trying to avoid them or lessening their negative impact by making counterbalancing actions.

### Fields of application

The SWOT analysis can be applied especially for group discussions reviewing a certain programme intervention in a specific period:

- Value Chain Coordination Groups can review the last six months of value chain intervention by the different actors involved;

- Networks can assess their networking activities and their contribution to the value chain development;
- Business associations can assess the fulfillment of their mission and services to their members;
- The Programme staff can self-evaluate their intervention in specific areas such as
  - Support to value chain development in milk, oil, honey and pineapple chains;
  - Advantages and constraints of the support to networks and capacity building of business associations;
- Partner Organisations can self-evaluate their contribution to the value chain development and networking;
- Policy issues can be discussed whether they are favorable or hindering the economic development in the respective sector.

### SWOT analysis procedure

The SWOT overview will be filled by cards of the workshop participants, discussed and finalized. The discussion and final overview should be explained by a written comment.

1. SWOT analysis format:

Strengths	Weaknesses
Opportunities	Threats

2. Comment:

3. List of participants