



**Performance Reporting**  
**of the Dutch Program on**  
**Food security and Economic cooperation,**  
**example of the Great Lakes**

**(draft 16 April 2014, slightly edited by F&BKP)**



# Agenda

## 1. PROJECT performance

## 2. PROGRAM performance

- Result Fiches
- Thematic Performance report

## 3. PROGRAM performance report for GL

- Goal, target group, story line, size
- Intervention logic
- Key performance indicators
- Draft outline (to be developed in May)
- Actions and timeline



# 1. Tracking PROJECT Performance

1. Summary ..

2. Outcome ....

3. Outputs .....

4. Strategy ...

5. Private sector

6. MAAIF .....

7. Actions

- Review ...

- Planned .

Summary of project	<p>The ISSO-Uganda programme by Wageningen-CDI aims at the development of a vibrant, pluralistic and market oriented seed sector providing small holder farmers access to affordable quality seeds of superior varieties. It will have two components:</p> <ol style="list-style-type: none"> <li><b>Functional local seed businesses (LSBs)</b> producing quality seed of locally adapted crops and improved varieties.</li> <li><b>Supportive public sector</b>, thereby improving quality assurance, access to foundations seeds and faster release of new seed varieties.</li> </ol> <p>ISSO-Uganda will be coordinated by a CDI office in Kampala and 3 ZARDs in North, West-Nile and SW</p>	<p><b>Amount</b> - Euro 5 million through a Grant decision</p> <p><b>SBE</b> - 0610513 Food security</p> <p><b>Duration:</b> 1.6.2012 - 31.03.2016 (MTR in 2014)</p> <p><b>Implementer:</b> Local WUR-CDI office with MAAIF and other stakeholders like the ZARDs, farmer groups, .</p> <p><b>Dutch link:</b> WUR-CDI collaborating with KIT and APF</p> <p><b>Other:</b> The project will work closely with CATALIST-Uganda (IFDC), ASHY, Niche activity with Gulu University and with the abii-trust.</p>
Outcome	<ul style="list-style-type: none"> <li>100,000 smallholder farmers, of/w at least 40% are female (in North West, Northern and South West Uganda) with sustainable access to affordable <b>quality seed of superior varieties</b></li> <li>Extra production of ... tons of cereal equivalents, a more diversified supply agricultural production, an extra ... % farm income and contribution of ... dollars to GDP, and part of counterfeit seeds on the market reduced.</li> </ul>	
Outputs of project	<ol style="list-style-type: none"> <li><b>Local seed Business (LSB)</b> <ul style="list-style-type: none"> <li>5200 smallholder seed growers (of/w 23% women)</li> <li>organized in 130 functional LSBs (40 farmers each), are producing ... tons of quality seed of locally adapted crops and varieties for local markets.</li> </ul> </li> <li><b>Supportive Public sector:</b> Public sector regarded as adequately/modestly effective and efficient in:           <ul style="list-style-type: none"> <li>A differentiated system of seed quality control;</li> <li>Viable and sustainable foundation seed system with seed producers having access to breeder and foundation seeds of requested varieties in the required quantities;</li> <li>Functional variety release system with 2 year trials.</li> </ul> </li> </ol>	
Strategy	<ul style="list-style-type: none"> <li>The WUR-CDI will set up a local office in Kampala and employ a programme coordinator. There will be 7 local experts employed, of which 6 in the three ZARD's and one expert working with the public sector. Competitive grants:           <ul style="list-style-type: none"> <li>The LSB component. Four different competitive grants: infrastructure, innovation, research and out-scaling.</li> <li>The public sector component. three competitive grants: public innovation, IP-innovation and research.</li> </ul> </li> </ul>	
Private sector	<ul style="list-style-type: none"> <li>The private sector is expected to:           <ul style="list-style-type: none"> <li>set up local seed businesses and graduate farmers to specialists seed growers</li> <li>exercise self-regulation to avoid sub-standards seeds on the market</li> <li>dialogue with the public sector with respect to increasing food production and regional integration</li> </ul> </li> </ul>	
MAAIF	<ul style="list-style-type: none"> <li>MAAIF will appoint the following focal person for ISSO-Uganda: -----</li> <li>MAAIF in collaboration with other project stakeholders will devise measures and help implement actions that           <ul style="list-style-type: none"> <li>will facilitate the smooth functioning of seed quality control mechanisms, including improved functioning of the central inspection regime and its linkages with local government structures;</li> <li>will improve a variety release system that responds to farmer needs;</li> <li>will address the challenge of inadequate production/multiplication and supply of breeder and foundation seed.</li> <li>address the challenge of seed adulteration, counterfeit/pirated and falsely labeled seeds.</li> </ul> </li> <li>With respect to Local Seed Businesses:           <ul style="list-style-type: none"> <li>will register and license all seed merchants, seed conditioners and seed dealers, including the LSBs.</li> <li>will introduce quality protocols and carry out field inspection, seed sampling, laboratory seed testing, labelling, sealing and certification and licensing of all seeds form LSBs;</li> <li>MAAIF will also make available the necessary budgetary and human resources for full implementation.</li> </ul> </li> </ul>	
Actions	<p><b>Review last 6 months:</b></p> <ul style="list-style-type: none"> <li>30 LSBs identified and trained in seed production, crop protection and quality assurance</li> <li>Area under seed production increased from 486 acres to 653 acres in 2013.</li> <li>Seed crops grown include: potatoes, cassava, local vegetables, beans, sesame, finger millet, soy beans and pasture seeds.</li> <li>Agreement on quality assurance protocols and labelling of LSB seed by MAAIF acceptance to issue standard seed labels for seed produced by LSB.</li> </ul>	<p><b>Specific attention in 2014 to</b></p> <ul style="list-style-type: none"> <li>The mid-term review process and consultations with EKN including consultations and discussion on the proposed Terms of Reference (TOR) and recommendations of the review</li> <li>Sustainable support services for Local Seed Businesses (LSBs) and how these services will be scaled up beyond the activity period</li> <li>The identification of potential public - private partnerships for good business opportunities in the seed value chain is considered a good initiative for attracting the Dutch private sector companies to invest in the seed sector. The embassy will closely follow how this collaboration will be promoted and strengthened, including the pilot on seed and input kts trial with FIPS.</li> <li>The embassy will regularly undertake reality check in the field to monitor the progress of activities.</li> <li>For the financial report for 2013 yet to be submitted and for your next budget, add a line of interest accrued on your accounts</li> </ul>



## Ad 1) KAM Project performance

### Agribusiness projects:

1. **Agro-seed:** Integrated Seed Sector Development - ISSD - Uganda (WUR-CDI)
  2. **Cassava, rice and Irish potato:** CATALIST - Uganda (IFDC)
  3. **Dairy** development (agriBusiness Initiative-Trust)
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### Enabling projects:

4. **AgriSkills4You** (ICCO)
5. **Intra-regional trade integration:** *TradeMark East Africa*
6. **Agricultural policy actions:** PASIC (IITA)
7. **Agri-finance:** dfcu-Bank, .....

### Others activities:

8. **Economic diplomacy** – NUTIP, trade/investment facilitation, Holland Branding
9. **Centrally financed activities:** PSI, FDOV (biodigestors), ORIO (Hydro)



## 2. Tracking PROGRAM Performance

### 1. Result Fiches on Food security for Parliament:

- Production/efficiency, nutrition, market/economy
- Suitable for accountability
- Not suitable for learning, synergy, communic. and planning

### 2. NEW: thematic Performance report (in development)



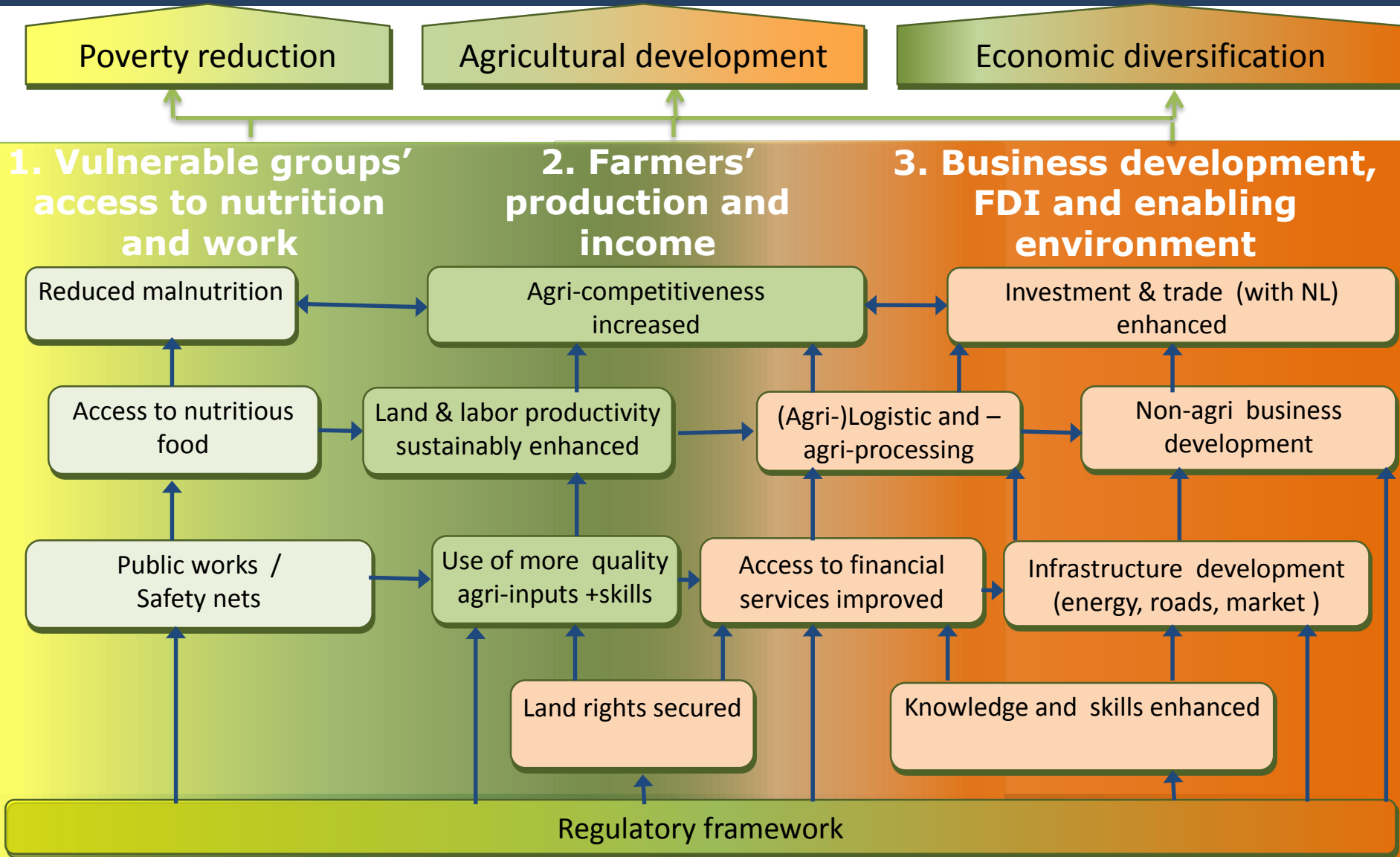
### **3. PROGRAM performance report**

(example Great Lakes)

- for more than accountability, also for corrective action, learning, synergies and planning
- for ourselves (EKNs, DGIS, BEB, Agro, RVO)
- story line:
  - follows intervention logic: Impact and outcomes
  - illustrated by limited KPIs (from result fiches)
  - illustrated by project examples
- concise – about 10 pages
- prepared by EKNs icc DGIS

# Thematic Intervention Logic for Great Lakes

## STABILITY in the Great Lakes Inclusive economic development

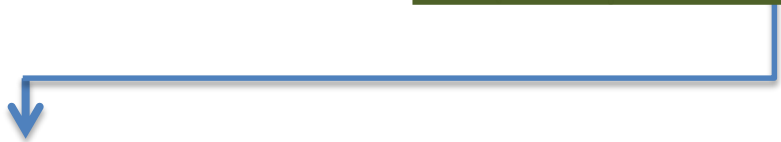


# Example of key-performance indicator



## Impact

Agricultural development  
(food production + income)



		Baseline 2012	2013	2014	2015	2016	2017	
1.2a Increase in farm income due to quality seed produced by Local Seed Businesses (in billion UGX)	(Lango, Acholi, West Nile and Mbarara)		UGX: 3.5 Billion #HH: % ♀: % Y:	<b>UGX: 5 bn</b> <b>#HH:</b> <b>% ♀:</b> <b>% Y:</b>	UGX: 6.8 Billion #HH: % ♀: % Y:	<b>UGX: 10 bn</b> <b>#HH: 100,000</b> <b>% ♀: 40</b> <b>% Y:</b>		Assumption: Property rights of certified seeds assured. Assumption: Women have access to land and increasingly property rights  Income will be based on production, average market prices, average costs of inputs (labour, seeds, fertilizers) and normative crop models for productivity/cost-benefit. The extra production is a result of the production and use of quality seed from LSBs: it does not take into account other income sources.
	Achieved	UGX 0 #HH: 0 % ♀: 0 % Y: 0						
	Source	yield assessment plots, INFOTRADE, LSB production reports, partner reports, input prices						



# Example of key-performance indicator at OUTCOME LEVEL

## STABILITY in the Great Lakes Inclusive economic development



**1. Vulnerable groups' access to nutrition and work**

**2. Farmers' production and income**

**3. Business development, FDI and enabling environment**

Reduced malnutrition

Agri-competitiveness increased

Investment & trade (with NL) enhanced

Returns per labour day for rice, cassava, Irish potatoes, soy bean and (in UGX)

Catalist areas

	Baseline 2013	2013	2014	2015	2016	2017
<b>Planned</b>		Rice: 4,500 Cassava:4,200 Potatoes: 4,500 Soy bean: 3,500 Sunflower: 4,000	R: 5,400 C:4,800 P: 5,400 S: 4,000 Sun: 4,500	Rice: 6,400 Cassava:5,500 Potatoes: 6,500 Soy bean: 4,600 Sunflower:5,200	Rice: 7,500 Cassava:6,500 Potatoes: 7,500 Soy bean: 5,500 Sunflower:6,000	R: 8,200 C:7,200 P: 8,200 S: 6,000 Sun:6,500
<b>Achieved</b>	R: 4,500 C:4,200 P: 4,500 S: 3,500 Sun: 4,000					
<b>Source</b>	Baseline, Seasonal surveys					

This indicator defines the average rate of return per unit labor applied in the production of the priority commodity. Formula:  $RRUCL = \frac{\text{Total turnover} - \text{costs of external inputs (excluding external labour)}}{\text{number of own labour days}}$



## Criteria for good key-indicators

- Illustrative for story-line
- Preferably relate to people (gender-disaggregated)
- At impact/outcome level (not project)
- Linked to Dutch program intervention
- Variation visible between year
- SMART



# Key-indicators for thematic GL report

1. **Vulnerable groups' access to nutrition and work**
  1. In intervention area, % of chronically malnourished (stunted) children under 5 years old
  2. In intervention area, the number of beneficiaries (male/female) that received cash/food for public works.
  3. ....



# Key-indicators for thematic GL report

## 2. Farmers' production and income

1. Due to NL intervention and by intervention area, increase in farm income and number of beneficiary households of which % women
2. Due to NL intervention and by intervention area, increase in food production in MT of cereal equivalents
3. Due to NL intervention and for the principal targeted commodity in an intervention area, the a) average yield (kg/ha) and b) returns per labor day (€/d)
4. By intervention area, average use of fertilizers in kg/ha and % of farmers using certified seed



# Key-indicators for thematic GL report

## 3. Business development, FDI and enabling environment

1. By focus area, total length in km of feeder roads rehabilitated
2. By focus area, extra numbers of households that accessed electricity, biogas and solar
3. Total number of border posts that are modernized
4. By focus areas, number of land titles issued to men and women
5. By focus area, increasing number of bank loans to men/women
6. Cumulative volume of FDI linked to NL program interventions
7. By country, number of companies with Dutch relations
8. By country, number of business enquiries responded



## Outline – to be developed in May 2014

1. Introduction (purpose report, inclusiveness, from vulnerable via agri to diversification) – 1 page...
2. Vulnerable groups .... (problem stunting, poverty categories, access target group via public works, which is part of economic growth; degree of performance; more public responsibility, lessons learnt, support in coming years)
3. Farmers' ..... (challenge is intensification for more market-oriented production, use of agri-inputs (fertilizer use, seeds), land- and labour productivity, cool chain dairy,
4. Business development – problem statement, finance/skills/trade, etc, trends ...



# Appreciation of the presented approach

1. What do we think of the PROGRAM approach (by country)
2. How useful is TARGET group approach and intervention logic
3. Usefulness for Ploumen/Kamp Policy letter on fs/ec in 2014?
4. Do centrally-funded projects have the data? How to get?
5. Usefulness of proposed performance report and KPIs



## Debriefing observations

In June 2014 embassies end thematic departments will report again on 2013 results achieved. More use of standard indicators to facilitate aggregation of results on management level and to tell the story about achieving the DGIS goals.

The presented approach for the Great Lakes complements the Result Fiches with a multi-country program performance report, structured by target group:

- The program approach adds value as it focusses on results for policy (sub) goals and not results per project. Linkages between projects become more important.
- Performance reporting is about the story you want to tell and includes learning from successes and failures. A good selection of indicators will help, but reporting on indicators is not a target by itself.
- Structuring the story by target group (people and businesses) is also an interesting concept for the food security Policy Paper.
- The preparation of the performance report fosters regional collaboration as it is a way of working together and learning between the embassies involved.