

KAPCHORWA SEED AND TABLE POTATO PRODUCERS ASSOCIATION

(KASTAPA)

“A Strategic Approach To Sustainability and growth”

FINAL REPORT

STRATEGIC DEVELOPMENT PLAN 2005-2006

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LIST OF ABBREVIATIONS

ADGA	Annual District General Assembly
AHI	African Highland Initiatives
ATU	AT Uganda Limited
CABI	CAB International
CBDG	Creative Business Development Group
ED	Executive Director
IPC	International Potato Center
KARI	Kenyan Agricultural Research Institute
KASPPA	Kapchorwa Seed Potato Producers Association
KASTAPA	Kapchorwa Seed and Table Potato Producers Association
NARO	National Agricultural Research Organization
SDP	Strategic Development Plan
SGA	Sub county General Assembly
SWARP	Southwestern Agricultural Rehabilitation Project
MOA	Ministry of Agriculture
AGM	Annual General Meeting
DGA	District General Assembly
SACRED	Sustainable Agriculture Centre for Research Extension & Devt

INTRODUCTION

An Overview of Potatoes Sub sector

Potatoes in Uganda are essentially a food security crop with good prospects for increased domestic urban demand. Traditional crop and poor quality variety limited external market. Introduction of improved variety has started in Kapchorwa district in Eastern Uganda covering about 25 seed producers and 80 farmers groups and each group has about 10-30 smallholder farmers producing an average of 7-10 tones per acre while the bulk of the crop been grown in the highland areas of South Western Uganda in two districts Kabale and Kisoro. Across the country, there are approximately 200,000 households producing potatoes on plots of less than one hectare. There are no irrigated commercial farms. Due to increased demand, particularly urban demand, potato production is increasing in the three traditional production zones and is spreading into central Uganda.

Production of potatoes in Uganda is entirely domestic and market opportunities for regional and global trade are limited. There are no organized export links to any other countries and therefore potatoes cannot be considered as a source of foreign exchange for Uganda today but there is a big domestic market with potential for expansion.

There are a number of constraints to production and marketing of potatoes in Uganda, which apply to most staple food crops produced by resource poor farmers. Likewise farmers from Eastern Uganda are constrained by these factors. Farmers do not have access to clean seed, and although there are no taxes on agricultural inputs, farmers do not use fertilizer or pesticides. Local marketing of the crop is inefficient due to lack of co-operation amongst farmers and collusion amongst traders and retailers. The market has little segmentation, low investment and suffers from poor infrastructure in terms of irrigation; storage, roads and transportation costs from the main production zones are relatively high. There are no grades and standards at the market and therefore market signals based on premium prices are weak.

Market opportunities for Ugandan potatoes are exclusively focused on domestic opportunities. If any interventions are planned for the potato sector, it should target to encourage promotion of food security and local marketing rather than boost foreign exchange earnings.

Domestic Seed potato - Sales of seed potato in Uganda are extremely limited with production at less than 100 mt / year. The Uganda National Seed Potato Producers Association UNSPP supplies seeds in other parts of the country while the Association (KASPPA) supplies seeds to farmers in Eastern Uganda. The public sector has no facilities to produce clean pre-basic seed and supplies of tissue cultured materials were obtained directly from Kenya via the International Potato Centre (IPC) and the Kenyan Agricultural Research Institute, (KARI). However, NARO has recently undertaken research and now producing tissues in Uganda. Investment in improved facilities to produce basic seed would be of great benefit to the sector especially in Eastern Uganda and is an essential first step in supporting increased production and improved quality in the region.

Domestic Ware potato – The bulk of potatoes are sold into the ware market as an un-graded product. The marketing system is not well organized with most farmers being price takers and retailers paying high prices due to the collusion of traders. More competitive production and increased transparency in the market through market information and improved organization of producers would strengthen the position of farmers to negotiate better prices. Clearly defined market segments would also assist farmers to make investments for standardized products with known premiums. Over time, consumers would also benefit from a range of priced products based on quality related standards.

Production

According to MOA and FAO figures, Uganda produces approximately 450,000 tons of ware potatoes from 65,000 hectares with an average yield of 7 tons per hectare. We estimate that approximately 200,000 to 300,000 farmers are involved in potato production.

In Eastern Uganda, AT Uganda initiated and has been supporting and promoting Potato farming in Kapchorwa for the last three years. In western Uganda development organizations, such as: the South Western Reconstruction projects (SWARP), African Highlands Initiative (AHI), PRAPACE and AFRICARE have heavily promoted potato production. These agencies encouraged increased potato production by providing farmers with clean seed, production skills and enhanced market access through construction of feeder roads.

Production Zones

Potatoes have traditionally been cultivated in the highland areas of Uganda, 1500 – 3000m. The major production zones include (i) the Kigezi highland districts of Kabale and Kisoro in the south west, which produces the bulk of the crop in Uganda, (ii) Mbale and Kapchorwa districts on the slopes of Mount Elgon and (iii) Nebbi district, a mid-altitude region in northwestern Uganda which has more recently started to promote potato production.

The traditional production zones of Kigezi and Mount Elgon are favorable for potato production due to their deep volcanic soils, high altitudes with mild temperatures (10–30o C), and abundant rainfall (900– 1400 mm). These high altitude zones also have reduced risk of disease (LB, BW) that is associated with lower temperatures at higher altitude. Kabale district alone produces between 50 and 60% of the total annual ware potato consumed in Uganda. Kapchorwa farmers are developing plans to increase production and marketing of potatoes in the Eastern Region.

CHAPTER I

KASPPA BACKGROUND

BACKGROUND

Kapchorwa Seed Potato Producers Association (KASPPA) was established in 2002 as a member based organization with its office based in Kapchorwa town council. The association was established as a result of potato promotion activities of AT Uganda in the district.

The availability of healthy seed potato and knowledge on potato production was identified as the major constraint to potato production in the highlands of Eastern Uganda, resulting in poor yield and product quality. For this reason, AT Uganda established a sustainable system of farmer led potato production that was suitable for planting improved seed in four sub counties in Kapchorwa district namely Kaptanya, Kapraron, Kaserem, and Bukwa. The project has helped the district to establish 20 primary seed multipliers that ensure multiplication of quality seed. As a result of the existence of the seed multipliers, over 1400 potato ware farmers were registered and also received clean planting material and training from ATU.

KASTAPA in its new strategic plan intends to address the challenges and constraints hindering growth of the potato sub sector in the district. The seed multipliers intend to integrate the ware potato producers into the association as a marketing and development strategy.

Several achievements were realized during the period 2002-2004 by KASPPA through AT Uganda initiatives as follows:

- Increased member revenue from sales of seeds,
- Identification of new multipliers,
- Developed capacity of local staff to monitor production quality,
- Establishment of savings and credit scheme,
- Clean seed of at least 70 acres was produced by members,
- Two new varieties of seed were introduced Victoria and NAKPOT 5,
- Over 1400 small farmers received clean seeds,
- And a farmer guide on potato production was also developed.

A strategic planning workshop was held from 28th Feb-2nd march 2005 in Kapchorwa to KASPPA members.

THE KASPPA OBJECTIVES

KASPPA was established based on the following objectives:

- To unite all farmers engaged in seed potato production in Kapchorwa;
- To promote modern agricultural methods of seed potato production;
- To produce and supply clean seed potato in sufficient quantities to other potato farmers;
- To get involved in research work pertaining to the development of seed potato free of pests and diseases;
- To liaise with NARO and other stakeholders for technical knowledge;
- To lobby for clear marketing channels for seed potato;
- To identify a source and solicit funds and other contributions by which the association can afford to run its affairs and satisfy all its objectives;

- To procure agro inputs for the association members.

However, it should be noted that these objectives shall have to be changed as the small ware potato producers are integrated into the association. Nevertheless, the objectives broadly cover key strategic issues that KASPPA needs to address to remain sustainable. In order to understand the importance and significance of the above objectives, the strategic planning workshop, reviewed the sub sector constraints as a means to develop new strategic objectives for association development.

POTATO SUB SECTOR CONSTRAINTS:

Following careful analysis of the background activities and approach to management, the following key constraints were identified in the strategic planning workshops: -

- Marketing and marketing information access
- Inadequate land
- Bad practices e.g. recycling of seeds
- Poor storage facilities
- Inadequate inputs
- Insecurity
- Poor harvesting methods
- Middlemen exploitation
- Mistrust amongst members
- Bad leadership
- Lack of adequate finance
- Government policy
- Inadequate quality standards
- Pests and diseases

STRATEGIC ISSUES

The following are the key strategic issues identified during the Strategic Planning workshop:

Mandate issues: The current mandate of KASPPA is to provide support for potato seed producers and yet those smallholder ware potato farmers provide the market opportunities in the sub sector chain. The KASPPA mandate has no provision for ware producers.

Strategic framework issues: KASPPA has no written vision, mission and strategic objectives but however, it has broadly defined objectives in the Constitution. The new strategic framework derived through the workshop focuses on addressing high priority strategic sub sector constraints.

Member services and other stakeholder issues: KASPPA needs to mobilize and develop fee based member services, and expand its current services to other stakeholders like the potato farmers who are currently left out of the association activities.

Institutional capacity: Governance and leadership issues are of high importance and priority to the members. Governance and leadership have been one of the major constraint to its development. The organizational framework of this SDP intends to address the management and governance structure issues. A Board to oversee the activities of management needs to be put in place as a matter of priority and marketing organizations created to incorporate the activities of seed and ware producers.

Marketplace position and competitive edge/comparative advantage issues: The ongoing association programs are very competitive in the marketplace. Outreach and market driven services and products have not been adequately addressed and there are

no marketing systems or structure in place to commercialize the sub sector in the district;

Service and product issues: KASPPA only provides technical and business training including coordinating marketing and standards of the commodities through technical assistance from AT Uganda. Other member development services are lacking and need to be developed. The expansion of market driven services and products are critical for the survival of the organization;

Programming for strength and sustainability through proactive participation in development: The organizational system is a project based one aimed at implementing specific project and the interventions are not aimed at positioning the organization to support broader interest of the sub sector chain players

Continuity and financial sustainability readiness issues: KASPPA is currently not financially sustainable due to over dependency on the external funding. The dependency is good for jump-starting the organization's programs for sustainability. However, the disadvantage is that KASPPA has been slow in taking any additional initiative despite project encouragement. There has also been a lack of good leadership and vision.

THE STRATEGIC DIRECTION 2005-2006

Based on the extensive assessment of the organization and its surrounding business environment through literature review and three days workshop, the KASPPA Board and the management and in close consultation and facilitation from the Consultant (Creative Business Development Group) have developed a new strategic direction for the new KASTAPA for period 2005-2006 planning year. This strategic direction covers the following key areas:

Change in Focus:

KASTAPA intends to redefine its development focus from being only an association of seed producers to being a potato sub sector representative in Kapchorwa by integrating smallholder potato ware farmers in the association to strengthen marketing opportunities. The new focus shall provide the organization with expanded program to address several sub sector constraints and to increase income of the primary stakeholders including increased revenue streams for association sustainability.

Mandate:

The vision and mission of KASPPA has to be re-defined and broaden to serve the large number of stakeholders in the district. Among the major changes in the mandate includes marketing, policy and advocacy, governance and management, strategic positioning and the change of association name from KASPPA to KASTAPA (Kapchorwa Seed and Table Potato Producers Association)

Organization Programming:

The organization and management structure was based on traditional association system, which was overly project dependant. The new direction focuses on implementing targeted activities, which directly address sub sector constraints and opportunities. The

sustainability and growth strategy has to be based on sound strategies and results to generate revenue for the organization. The programming hence, requires prioritization of strategic issues, adding value to existing products and services and increasing the accountability levels.

CHAPTER II

UPDATED STRATEGIC FRAMEWORK

STATEMENT OF PURPOSE

Having looked at the potato sub sector challenges and constraints, the management team composed of seed and ware potato farmers with support from AT Uganda agreed to hire the services of Creative Business Development Group (CBDG), a local business advisory firm to facilitate three days Strategic Planning workshop aimed at designing and developing a new strategic thinking and strategy to drive the organization to sustainable future and growth in a very practical manner. The following is the description of elements of Strategic Development Plan (SDP) framework for new KASTAPA that has been designed based on the background and the achievements of the organization and where it intends to go.

This game plan shall help to turn this organization into a viable private sector organization with clear mandate and strategies to support sector members and stakeholders. The SDP outlines the strategic framework, strategic issues, Strategic Objectives, Strategies and the strategic work plan including financial plan framework that shall be used to manage and govern the organization based on the best association and governance practices. The SDP also defines interventions required to provide expanded member products and services, business support, policy and advocacy, Institutional development and quality assurance. It provides the roadmap to sustainable growth that is moving the organization from donor dependency to member-based organization for self-sustainability with focus on Eastern Uganda. The SDP will guide the development of organization by addressing strategic sector constraints and opportunities in Kapchorwa.

THE STRATEGIC FRAMEWORK

The Strategic-planning workshop helped to review the basic elements of the strategic framework in order to meet the existing business situation and to cater for the future demands and requirements. The updated strategic framework for the new KASTAPA is described below:

VISION

To be recognised as the leading commercial producers of quality seed and ware potatoes in Eastern Uganda

MISSION

To promote sustainable production and use of quality seed for improved ware potatoes through enforcement of best practices, technology transfer, advocacy and collective marketing for the benefit of stakeholders.

STRATEGIC OBJECTIVES

SO1: Establish sustainable marketing linkage and structures for improved incomes

SO2: Develop and implement appropriate quality standards for seed potato production

SO3: Establish viable financial mechanisms for increased production and sale

SO4: Establish appropriate management and governance systems

SO5: Establish and implement a policy and advocacy programme to promote member interests.

Each strategic Objective was analysed and appropriate strategies were developed to achieve the vision and mission stated above. The priority strategies are outlined below:

STRATEGIC OBJECTIVE 1: Establish sustainable marketing linkage and structures for improved incomes

Strategies

- Carry out market survey and research
- Design and implement marketing linkages and structure plans
- Design and implement capacity building plan for marketing support
- Establish monitoring and evaluation systems including reporting

STRATEGIC OBJECTIVE 2: Develop and implement appropriate quality standards for seed potato production

Strategies

- Develop and implement Best Practices
- Carry out Monitoring and Evaluation Using Crop History Sheet
- Setting Acceptance of Disease Levels and Decision Making for seed and ware potato.

STRATEGIC OBJECTIVE 3: Establish viable financial mechanisms for increased production and sale

Strategies

- Design appropriate financial packages/plan that can stimulate production
- Mobilise resources and potential farmers to support the financial plans
- Expand opportunities for increased number of members accessing financial support
- Build capacity of the association to manage and develop the financial plan mechanism.

STRATEGIC OBJECTIVE 4: Establish appropriate management and governance systems

Strategies

- Review and upgrade existing governance and management systems
- Expand opportunities for increased member recruitment and development

- Increase the management capacity of the organisation to identify revenue sources for sustainability

STRATEGIC OBJECTIVE 5: Establish and implement policy and advocacy programme to promote member interests.

Strategies

- Design effective policy and advocacy management framework including a policy platform
- Strengthen the capacity of the association to perform effective policy and advocacy activities
- Expand policy and advocacy activities through member involvement and effective engagement of strategic partners

CHAPTER III

MANAGEMENT AND ORGANIZATION

THE ORGANIZATIONAL STRUCTURE

This section outlines the proposed organization structure of KASTAPA, the makeup of the membership, Board and staff and the roles of both the Board and staff in operation. It also discusses the makeup of the management staff and the rationale for staffing structure. The proposed organization and management structure is composed of the following levels.

- **Membership:** This is comprised of the members of the organization of all types i.e. as defined by the constitution. The Members are the owners of the organizations and have powers to decide as to who is to represent them at the sub county and district levels.
- **Sub County Assembly:** This is comprised of the sub county farmer groups composed of small potato ware and seed producers. The sub county assembly holds annual election to elect sub county representatives to the district Assembly. The sub county assembly shall establish working sub committees based on its strategic program areas.
- **District General Assembly:** The District General Assembly is the representative organ of all the members from the sub counties. The DGA constitutes the AGM to elect the Board Members.
- **District Secretariat:** The District Secretariat is the central office of KASTAPA. The Board members shall appoint the Executive Director (ED) and the ED shall be assigned the responsibility of implementing the KASTAPA Strategic Development Plan. He/she shall report the performance to the Board members on agreed terms and schedule. ED shall recruit all the management staff to implement the SDP and supervise them to achieve the objectives of the organization.
- **Management staff:** The management staff shall be comprised of senior managers led by ED, middle managers as head of core marketing program area, and special working sub committees, and some staff. The management is responsible for day-to-day management and coordination of the parent marketing organization, its subsidiary member based organization and the SDP is the major management tool and guide.

KASTAPA board can review this part during the constitutional review process in order to reflect the actual situation and the direction the members intend to take.

The above structure represents a strong membership control and ownership. The Governance and Management issues must be incorporated and aligned to the constitution of the organization.

Governance is a process by which a board of directors, through management, guides an organization in fulfilling its mission and protects the institution's assets. Fundamental to good governance is the ability of individual directors to work in partnership to balance strategic and operational responsibilities. Effective governance occurs when a board provides proper guidance to management regarding the strategic direction for the

institution, and oversees management's efforts to move in this direction. The interplay between board and management centers on this relationship between strategy and operation, both of which are essential for the successful evolution of the organization.

In exercising their governance responsibilities, board members must consider the perspectives of numerous external actors. Depending on the legal status of the organization, these actors can include providers of capital such as donors, governments, depositors or other financial institutions; regulatory bodies such as the supervisor of banks; and other stakeholders, including clients, employees, and shareholders. In its governance role, the board is also accountable to all these stakeholders and must assess continually which of these are the most important for the organization.

All board members must follow basic codes of conduct to carry out their governance roles and responsibilities in good faith. "Duty of loyalty" requires board members place the interest of KASTAPA above all others. "Duty of care" calls for board members to be informed and to participate in decisions prudently. Finally, "duty of obedience" requires that board members be faithful to the organization's mission and vision.

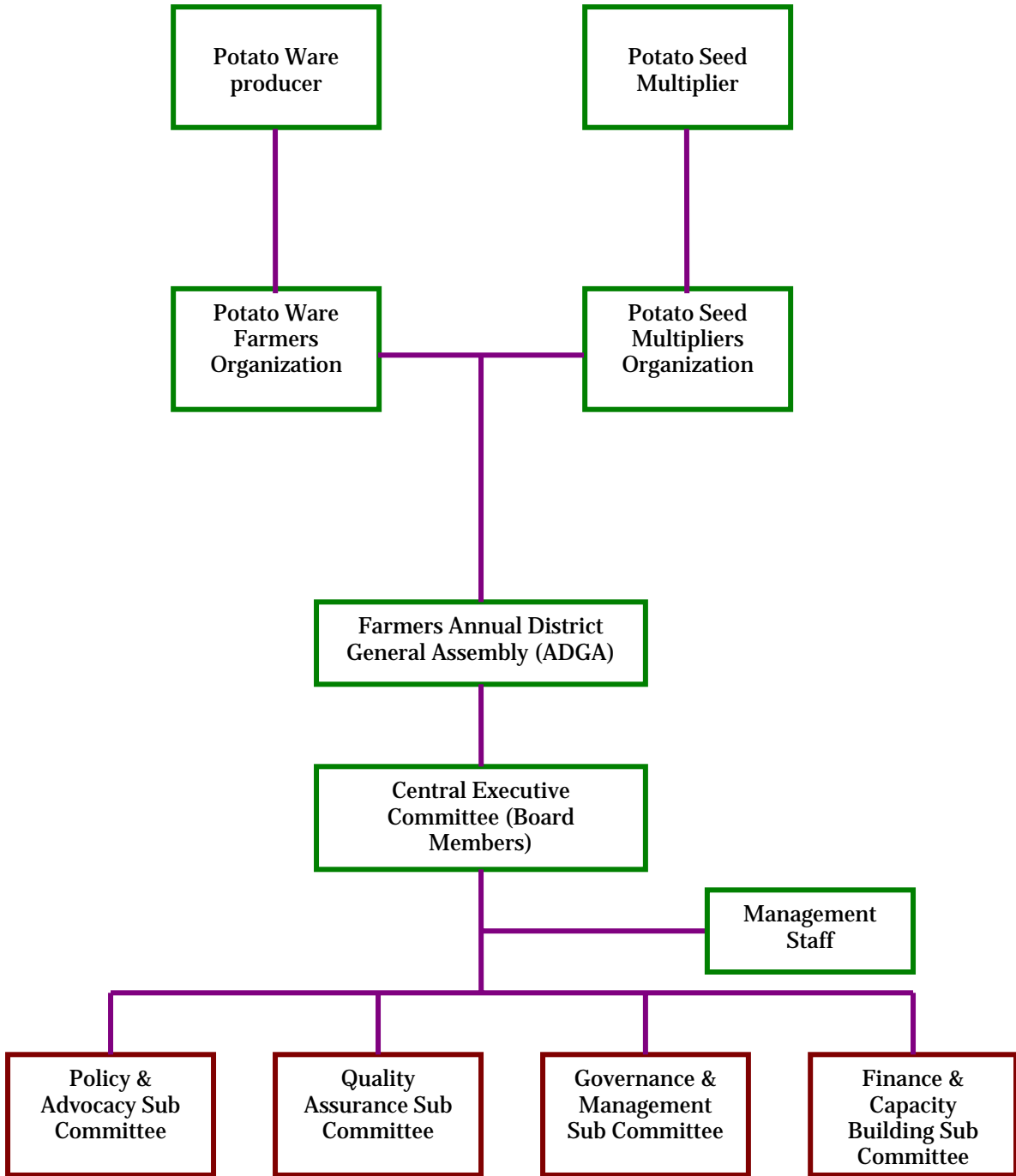
Note: Not all boards maintain the same level of involvement in the organization. At one end of the continuum of board involvement is a rubber-stamp board, which is generally reactive to management. At the other end is a hands-on board, which provides excessive oversight and engages directly in operations. In the middle are representational boards, made up of highly influential individuals who are not necessarily potato experts. These boards resemble rubber-stamp boards except that board members' access to sources of power and funds is exercised to the benefit of the organization. Multi-type boards balance representational members with those that have product expertise, and generally are better equipped to make informed decisions on a timely and efficient basis.

The relationship between the board and the National Secretariat requires clarity about the roles and responsibilities of each, and about the complementarities of these roles. The board should exercise this responsibility by:

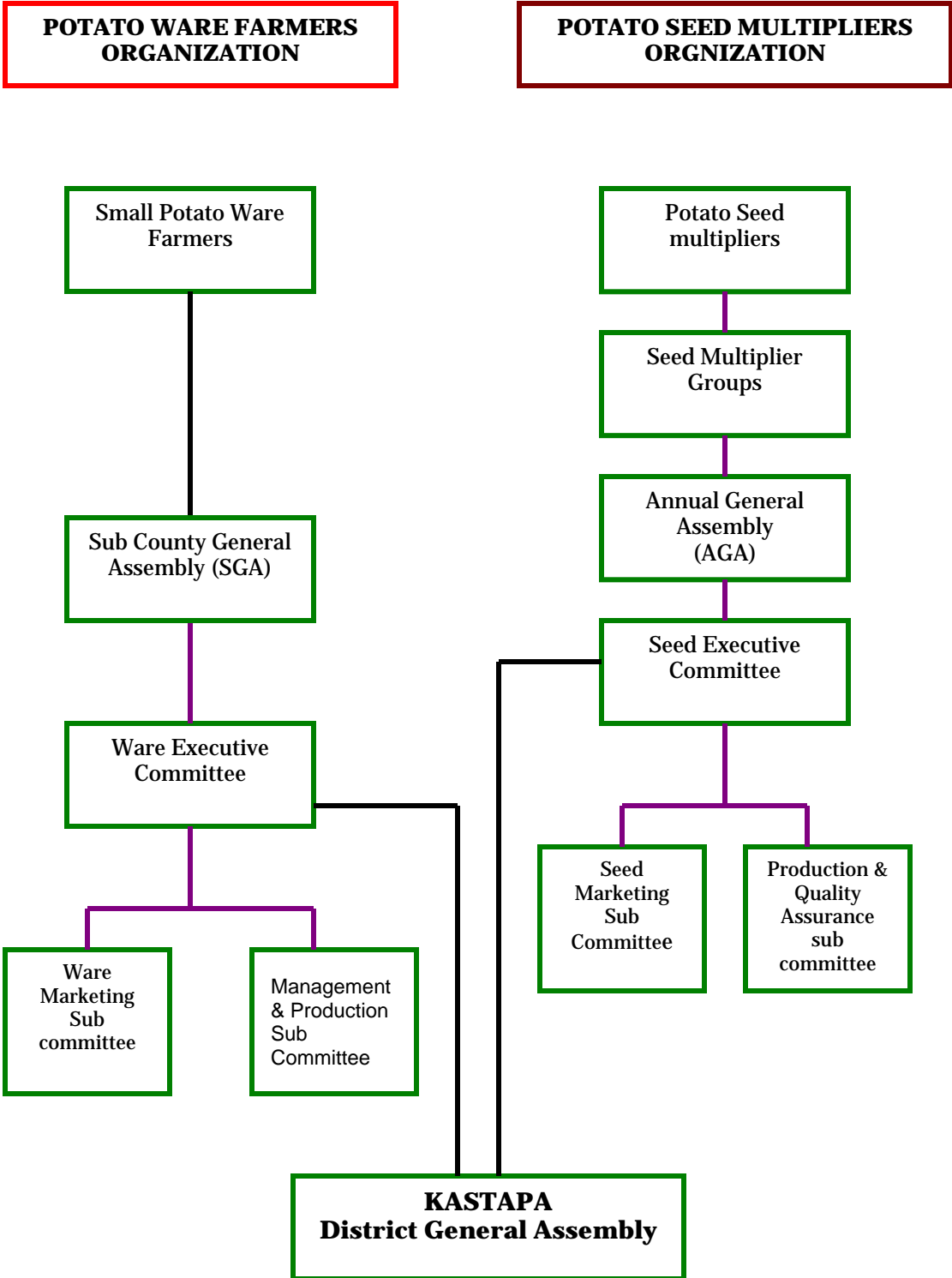
- Maintaining distance from daily operations;
- Drawing on the institutional memory of the directors; and
- Making binding decisions as a group

Application of these factors results in a process of decision-making that empowers the board and adds significant value to the management of the institution.

THE STRUCTURE OF DISTRICT SECRETARIAT (KASTAPA)



FARMER LEVEL ORGANIZATIONAL STRUCTURE



ROLES AND RESPONSIBILITY OF KEY STAKEHOLDERS

Roles and responsibilities of KASTAPA Members

- KASTAPA members are responsible for electing Sub county Executive committees during the sub county General Assembly in the respective sub counties
- Members provide direction to the leaders through its SGA and ADGA
- Members are major users of the member support services and contribute financial and morally to the sustainability of the organization
- Members own the district organization and are ultimately responsible for its existence

Roles and Responsibilities of Sub county General Assembly

- Sub county General Assembly, which is an annually held activity is responsible for the election of executive
- Provide forum for members participation in Governance and management of organization at lower levels;
- Shall execute major core projects on behalf of the District Secretariat e.g. capacity building; and
- Shall establish marketing, and other sub committees under strategic objectives areas to support membership in the sub county.

Roles and responsibility of the Annual District General Assembly (ADGA)

- District Assembly shall be responsible for electing the Board Members
- Shall be responsible for establishing a Board Policy manual and its approval
- Shall be responsible for approving Strategic Development Plan, Annual Budget, and work plans required for implementation
- Shall be responsible for approving all external borrowing of financial resources to finance projects
- Shall be responsible for assessing the performance of the Board members at the end of their terms

Roles and responsibility of the Board Members

- The board has legal obligations that revolve around ensuring compliance with the institutions bylaws, procedures, and other legal requirements. The board may be held liable for the institutions activities.
- The board must ensure management accountability by hiring competent professionals, establishing clear goals for these executives and closely monitoring their performance, and confronting weaknesses when they surface.
- The board is responsible for setting policy and providing strategic direction to the organization.
- The board must work closely with management in carrying out this role to ensure congruence between the institution's strategic thinking and its operations.
- The board must assess its own performance on a regular basis. It is the boards' responsibility to maintain continuity or "institutional memory" in its ranks, to

renew its membership with new directors, and to evaluate its own processes for decision-making.

Roles and Responsibilities of the District Secretariat

- District Secretariat shall implement the Strategic Development Plan and report on performance to the Board members;
- Manage the organization on a day-to-day basis on behalf of the ware and seed producer organizations;
- Perform public relation functions and customer care;
- Shall be responsible for research and development;
- Shall undertake to implement the outreach program and support the implementation through its two member organizations;
- Shall be responsible for creating new business opportunities;
- Shall provide support services to the membership e.g. policy/advocacy, Quality assurance, governance and management, finance and capacity building;
- Create revenue for the sustainability of the organization.

Roles and Responsibilities of the Farmer organizations

- Shall be responsible for supporting the implementation of the marketing program;
- Shall provide technical assistance to the members on production and marketing;
- Report to the District secretariat on marketing performance;
- Shall be responsible in executing short-term assignment on behalf of groups or district secretariat;
- Shall be responsible for creating revenue for District secretariat through its marketing linkages and structures.

Roles and Responsibilities of the Sub Committees

- Shall be responsible for supporting the implementation of specific strategies and objectives
- Shall provide technical assistance to the secretariat and farmer organizations;
- Report to the relevant organizational units e.g. ware, seed, and district secretariat;
- Shall be responsible in executing short-term marketing and capacity building assignments.

ANNEXES

**Strategic Work Plan
Budget Framework**

CHAPTER IV

STRATEGIC WORK PLAN FOR 2005-2006

STRATEGIC OBJECTIVE 1: Establish sustainable marketing linkage and structures for improved incomes and Production						
STRATEGY 1: Carry out comprehensive market survey and research to identify profitable market linkages and structures						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Community mobilization	■				FPRS	
Carry out baseline market survey	■				ATU, SACRED	Survey report
Develop and implement training of trainers program	■	■			ATU, FPRS, SACRED	TOT manuals
Identify marketing centers in the district and develop the operational system		■			ATU, Committee	Centers created

STRATEGIC OBJECTIVE 1: Establish sustainable marketing linkage and structures for improved incomes and Production						
STRATEGY 2: Design and implement marketing linkages and structure plans						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Establish interim committees to manage the associations		■			Groups	Committee in place
Carry out recruitment drive to attract new members		■			Interim committee	No of New members recruited
Establish office facilities to support interim committee		■			ATU	Office materials in place
Provide training to members of the new marketing programme		■			ATU, FPR's	No of farmers trained
Develop draft provisions in the constitution to support the marketing programme		■			Groups	Constitution
Open bank accounts and establish a record keeping system		■			Committee	Bank Account & Record system
Identify storage system and develop mechanisms for handling storage including quality assurance		■			Committee	Storage system in place
Elect officials to manage the marketing program and train them in record mgt		■			Groups	Trained Personnel in place
Determine the appropriate marketing strategy		■			ATU, committees	Marketing plan

STRATEGIC OBJECTIVE 1: Establish sustainable marketing linkage and structures for improved incomes						
STRATEGY 3: Design and implement capacity building for marketing support						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Carry out capacity needs assessment to identify capacity gaps			■		ATU, Committee	CAN report
Develop and implement ware potato and seed organizations capacity enhancement program			■		ATU	Capacity program
Design mechanism of share contributions and collect shares at the harvest			■		Committee, ATU, SACRED	Value of Share contribution
Carry out marketing campaigns with technical assistance from ATU		■	■		Marketing organization, ATU	Number of campaigns done
Establish marketing messages and services			■		Committee	Member services menu

STRATEGIC OBJECTIVE 1: Establish sustainable marketing linkage and structures for improved incomes Production						
STRATEGY 4: Establish monitoring and evaluation systems including reporting						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Design monitoring and evaluation system	■	■			ATU, SACRED	M&E system
Establish M&E tools and mechanism for collection of data, analysis and reporting	■	■			ATU, Committee	Tools
Train staff on system application			■		ATU	Trained staff
Carry out periodic data collection, analysis and reporting			■	■	Groups	Data analysis and reporting framework
Prepare bi annual M&E reports		■		■	Working Committee	M&E reports

STRATEGIC OBJECTIVE 2: Develop and implement appropriate quality standards for seed potato production						
STRATEGY 1: Develop and implement Best Practices						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop and implement training program e.g. agronomic practices, pest & diseases, harvesting & post harvesting handling	■	■	■	■	KASPPA	Farmers guide, training report
Carry out demonstration using KASPPA's clean seed and field days		■	■		KASPPA	
Distribute and orient smallholders using the farmers guide on potato production during the extension services	■	■	■	■	KASPPA	At least 400 farmers trained

STRATEGIC OBJECTIVE 2: Develop and implement appropriate quality standards for seed potato production						
STRATEGY 2: Carry out Monitoring and Evaluation Using Crop History Sheet						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop and implement training program on M&E for field operators	■	■	■	■	CABI, ATU inspectors	Field Inspection report
Carry out extensive Field Inspections	■	■	■		CABI, ATU inspectors	Guide for M&E
Carry out on farm incubation		■	■	■	CABI, ATU, KASPPA	BW result report
Develop monitoring and evaluation tools	■	■			ATU	Tools
Extensive use of the M&E tools e.g. history sheet etc	■	■			CABI, ATU & KASPPA	Field reports
Carry out end of season evaluation				■	CABI, ATU & KASPPA	Evaluation report

STRATEGIC OBJECTIVE 2: Develop and implement appropriate quality standards for seed potato production						
STRATEGY 3: Setting Acceptance of Disease Levels and Decision Making for seed and ware						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop quality standards and disease levels	■	■			KASPPA, CABI & ATU	Standards
Carry out inspections using the quality standards in the field and the store				■	KASPPA	Field report
Review and assess the quality standard and make recommendations				■	KASPPA	Review report
Develop a matrix of diseases acceptance levels using the quality standards		■	■		CABI, ATU	Decision making framework

STRATEGIC OBJECTIVE 3: Establish viable financial mechanisms for increased production and sale						
STRATEGY 1: Design appropriate financial packages/plan that can stimulate production						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Identify the organizational financial needs and opportunities as a service to members	■	■	■	■	KASTAPA, ATU	Financial constraints areas
Develop a financing requirement and plan for expanded member services			■	■	ATU	Financing Plan
Identify groups and develop mechanism for providing financial services and recovery			■	■	KASTAPA, ATU	Group Establishment
Develop financial guidelines for different farmer financial services			■	■	ATU	Financial packages

STRATEGIC OBJECTIVE 3: Establish viable financial mechanisms for increased production and sale						
STRATEGY 2: Mobilise resources and potential farmers to access financial packages						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Mobilize and sensitize farmers through marketing groups to access financial packages		■	■		KASTAPA, ATU	New members recruited
Develop and implement training of business and credit management		■	■	■	ATU	Members trained
Marketing Groups develop production expansion proposals for accessing finance			■	■	Committee	Proposals developed
Monitor performance of the marketing groups			■	■	Committee, ATU	M& E report

STRATEGIC OBJECTIVE 3: Establish viable financial mechanisms for increased production and sale						
STRATEGY 3: Expand opportunities for increased number of members accessing financial packages						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop and disseminate information on KASTAPA financial packages through media & others		■	■	■	KASTAPA, ATU	Increased information access
Carry out membership drive to attract new members to access services		■	■	■	KASTAPA	Member recruitment
Organize group competition and rating activities on best performer basis for best farmer awards				■	KASTAPA	Best farmer awards

STRATEGIC OBJECTIVE 3: Establish viable financial mechanisms for increased production and sale						
STRATEGY 4: Strengthen capacity of the association to manage and implement credit scheme.						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop and implement training of trainers on credit management and supervision		■	■		ATU, SACRED	TOT implemented
Establish financial package appraisal and management system		■			ATU, SACRED	System in place
Create linkages between KASPPA and other strategic partners supporting production financing		■	■	■	ATU	Partnership established
Provide technical assistance to KASPPA to coordinate the utilization of the financial packages		■	■	■	ATU, SACRED	Technical assistance provided

STRATEGIC OBJECTIVE 4: Establish appropriate management and governance systems						
STRATEGY 1: Review and upgrade existing governance and management systems						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Review and amend the existing Constitution that incorporates new strategic issues and smallholder potato ware farmers into the association		■	■		KASTAPA committee	Constitution amendment
Register new marketing organization to support marketing of products through consultation of legal expert		■	■		ATU, committee	Marketing organization registered
Develop and implement Board Governance policy and staff management manuals for the restructured organizations			■	■	KASTAPA	Board and Staff Policy in place
Develop a financial management system that supports the three entities (marketing organization, of organizations of potato ware and potato seeds producers)		■	■		KASTAPA, ATU	Financial system developed
Carry out election using the new Constitution				■	AGM	New Executives in Place
Develop and implement training program on Governance and Management of the association			■		ATU, Committee	Board and staff members trained

STRATEGIC OBJECTIVE 4: Establish appropriate management and governance systems						
STRATEGY 2: Expand opportunities for increased member recruitment and development						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Review membership categories and develop appropriate category for board approval		■			ATU, KASTAPA	New membership categories
Identify and develop new membership service packages		■	■		Committee	Member service packages developed
Carry out membership sensitization and mobilization program at the sub county level		■	■	■	KASTAPA	Member mobilization accomplished
Establish sub committees as a strategy to involve large number of members and non members		■	■		KASTAPA	Sub committees in place
Develop and disseminate information development and benefit messages		■	■	■	ATU, Groups	Membership benefit packages in place

STRATEGIC OBJECTIVE 4: Establish appropriate management and governance systems						
STRATEGY 3: Increase the capacity of the organisation to generate revenue for sustainability						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Identify potential and possible revenue streams to increase association income	■	■	■	■	KASTAPA	Revenue streams identified
Develop and implement proposals to jumpstart income generating activities as a revenue resource base e.g. a resource center, sub county market center etc		■	■	■	ATU	IGA implemented
Review membership fees and develop fee based member and non member services		■	■		KASTAPA	Fee based services in place
Develop and implement a fee based extension services			■	■	ATU, KASTAPA	Extension service in place
Develop proposals for accessing production related development grants		■	■	■	ATU	Grants proposals developed and approved

STRATEGIC OBJECTIVE 5: Establish and implement policy and advocacy programme to promote member interests.						
STRATEGY 1: Design effective policy and advocacy management framework including a policy platform						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Identify possible policy issues at local and national government levels			■	■	KASTAPA, Groups	Policy issues identified
Establish policy issue matrix and priority policy issues			■	■	Committee	Issue Matrix
Develop policy and advocacy position papers				■	ATU, Committee	Position paper
Design policy and advocacy platform framework			■	■	ATU	Policy Platform in place
Carry out policy dialogue with strategic partners using the framework			■	■	KASTAPA	Policy issue addressed

STRATEGIC OBJECTIVE 5: Establish and implement policy and advocacy programme to promote member interests.						
STRATEGY 2: Strengthen the capacity of the association to perform effective policy and advocacy activities						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Develop and implement training on policy and advocacy				■	ATU	Training implemented
Provide technical assistance to Policy sub committee and the Board members including representatives of groups				■	ATU	Members mentored
Develop proposals for accessing grants or funds for policy and advocacy				■	ATU, KASTAPA	Funds for policy dialogue received

STRATEGIC OBJECTIVE 4: Establish appropriate management and governance systems						
STRATEGY 3: Expand policy and advocacy activities through member involvement and effective engagement of strategic partners						
ACTIVITIES	TIMING				WHO	BENCHMARKS
	Quarter 2005					
	1	2	3	4		
Support member groups to disseminate policy information to membership		■	■	■	KASPPA	Information accessed
Involve large number of members in groups on policy dialogue at sub county level			■	■	KASPPA	Member involvement
Engage in policy dialogue at sub county level for partners e.g. NAADS, Sub county staff and NGOs etc		■	■	■	KASPPA	Policy issues addressed & consensus reached
Carry out policy campaigns at the sub county levels involving members and non members			■	■	KASPPA	Public informed

CHAPTER V

BUGDET 2005-2006

BUDGET FOR FINANCIAL YEAR 2005/2006						
STRATEGIC OBJECTIVE 1:		MARKET DEVELOPMENT				
Activities	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Internal	External				
REVENUE						
Marketing fees	X	X	X	X	X	X
Donations/Grants/contributions	X	X	X	X	X	X
Membership/subscription Fees	X	X	X	X	X	X
Storage fees	X	X	x	X	X	X
<i>Less: 20% overhead cost for district secretariat</i>	X	X	X	X	X	X
Total Revenue	0	0	0	0	0	0
EXPENDITURE	X	X	X	X	X	X
Consultancy fees for baseline survey	X	X	X	X	X	X
Staff Salary	X	X	X	X	X	X
Office Rent	X	X	X	X	X	X
Office Electricity bill	X	X	X	X	X	X
Water charges	X	X	X	X	X	X
Security guard	X	X	X	X	X	X
Motor vehicle	X	X	X	X	X	X
Maintenance & Repairs	X	X	X	X	X	X
Staff Training	X	X	X	X	X	X
Office equipment and furniture	X	X	X	X	X	X
Consultancy fees for establishment District Secretariat	X	X	X	X	X	X
Consultancy fees for establishment Constitution	X	X	X	X	X	X
Consultancy fees for designing financial accounting system	X	X	X	X	X	X

Exhibition cost	X	X	X	X	X	X
Publicity, promotion and mobilization cost	X	X	X	X	X	X
Special Event cost	X	X	X	X	X	X
Monitoring and evaluation cost	X	X	X	X	X	X
Overhead costs for district secretariat 25% (total revenue)	X	X	X	X	X	X
Total Expenditure	0	0	0	0	0	0
Surplus/Deficit (total revenue-total expenditure)	0	0	0	0	0	0

BUDGET FOR FINANCIAL YEAR 2005/2006						
STRATEGIC OBJECTIVE 2:		QUALITY ASSURANCE				
Activities	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Internal	External				
REVENUE						
Quality Standard Training fees	X	X	X	X	X	X
Quality Assurance Certification fees	X	X	X	X	X	X
Advisory services fees (extension services)	X	X	X	X	X	X
Input and other materials sales revenue	X	X	X	X	X	X
Contribution from SO 1	X	X	X	X	X	X
Total Revenue	0	0	0	0	0	0
EXPENDITURE						
Consultancy fees for Quality Standard development	X	X	X	X	X	X
Operational costs for provision of extension services	X	X	X	X	X	X
Cost of inputs and other materials	X	X	X	X	X	X
Training expenses	X	X	X	X	X	X
Total expenditure	0	0	0	0	0	0
Surplus/ Deficit	0	0	0	0	0	0

BUDGET FOR FINANCIAL YEAR 2005/2006						
STRATEGIC OBJECTIVE 3:		FINANCIAL MECHANISM AND ACCESS				
Activities	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Internal	External				
REVENUE						
Interest on credit	X	X	X	X	X	X
Commission	X	X	X	X	X	X
Grant for revolving fund	X	X	X	X	X	X
Training fees	X	X	X	X	X	X
Contribution from SO1	X	X	X	X	X	X
Total Revenue	0	0	0	0	0	0
EXPENDITURE						
Credit Finance workshops expenses	X	X	X	X	X	X
Publicity and awareness campaign	X	X	X	X	X	X
Consultancy fees for package development	X	X	X	X	X	X
Credit disbursement	X	X	X	X	X	X
Cost of financial package materials e.g. manual	X	X	X	X	X	X
Total Expenditure	0	0	0	0	0	0
Surplus/ deficit	0	0	0	0	0	0

BUDGET FOR FINANCIAL YEAR 2005/2006						
STRATEGIC OBJECTIVE 4: INSTITUTIONAL GOVERNANCE AND MANAGEMENT						
Activities	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Internal	External				
REVENUE						
Contribution from SO 1	X	X	X	X	X	X
Group Training fees	X	X	X	X	X	X
Total Revenue	0	0	0	0	0	0
EXPENDITURE						
Training expenses	X	X	X	X	X	X
Cost of manuals (board and staff)	X	X	X	X	X	X
Financial management system	X	X	X	X	X	X
Maintenance and repairs	X	X	X	X	X	X
Transport and logistics costs	X	X	X	X	X	X
Strategic coordination expenses	X	X	X	X	X	X
Office operational expenses	X	X	X	X	X	X
Total Expenditure	0	0	0	0	0	0
Surplus/Deficit	0	0	0	0	0	0

BUDGET FOR FINANCIAL YEAR 2005/2006						
STRATEGIC OBJECTIVE 5: POLICY AND ADVOCACY SUPPORT						
Activities	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Internal	External				
REVENUE	X	X	X	X	X	X
Policy Position paper sales	X	X	X	X	X	X
Policy Bulletin and magazines	X	X	X	X	X	X
Contribution from SO1	X	X	X	X	X	X
Grants for policy and advocacy activities						
Total Revenue	0	0	0	0	0	0
EXPENDITURE						
Policy platform expenses	X	X	X	X	X	X
Sensitization workshops	X	X	X	X	X	X
Policy and advocacy Training expenses	X	X	X	X	X	X
Technical assistance expenses	X	X	X	X	X	X
Total Expenditure	0	0	0	0	0	0
Surplus/Deficit	0	0	0	0	0	0

ANNUAL CONSOLIDATED BUDGET FOR YEAR 2005/2006								
STRATEGIC OBJECTIVE AREAS	Total Revenue Category			Quarter 1	Quarter 2	Quarter 3	Quarter 4	Balance
	Internal	External	Total					
REVENUE								
Market development revenue	X	X	X	X	X	X	X	X
Quality Assurance revenue	X	X	X	X	X	X	X	X
Financial mechanisms and access revenue	X	X	X	X	X	X	X	X
Governance and management revenue	X	X	X	X	X	X	X	X
Policy and advocacy revenue	X	X	X	X	X	X	X	X
Annual Total Revenue	0	0	0	0	0	0	0	0
EXPENDITURE								
Market development expenses	X	X	X	X	X	X	X	X
Quality Assurance expenses	X	X	X	X	X	X	X	X
Financial mechanisms and access expenses	X	X	X	X	X	X	X	X
Governance and management expenses	X	X	X	X	X	X	X	X
Policy and advocacy expenses	X	X	X	X	X	X	X	X
Annual Total Expenditure	0	0	0	0	0	0	0	0
ANNUAL SURPLUS/ DEFICIT	0	0	0	0	0	0	0	0