



## Working plan 2010 DRAFT 04/09/09

Picture

# WORKING PLAN 2010

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## 1 INTRODUCTION

The 'Capacity building in the floriculture sub sector in Uganda' project will end May 15, 2010. The planning for 2010 therefore aims to finalise the remaining outstanding activities and focus on the sustained continuation of the capacity building activities after the end of the project. In this report an overview of the planned activities in 2010 is presented. This planning is based on the planning of activities presented in the inception report taking into account the progress made in the period until 2009. The working plan has been discussed with all project partners. After a brief overall description of the project progress, the progress and planning for the period January – May 15, 2010 is described for each working package.

## 2 BRIEF DESCRIPTION OF PROJECT PROGRESS

### *Inception phase*

The project started officially on May 15, 2006. During the inception phase a detailed working plan was elaborated in consultation with the project partners and other stakeholders. The inception report was approved by NUFFIC in February 2007.

### *Training of Trainers*

In November and December 2006 eight (future) trainers and the assistant project manager from Uganda participated in a Training of Trainers Course in the Netherlands. Besides technical and management aspects of floriculture, the training included an introduction to competence based curriculum development.

### *Diploma Course*

In the first year the project activities focussed on the development of the Diploma curriculum. The curriculum was implemented in the academic year 2007-2008 at Bukalassa Agricultural College (BAC) with 16 students and at Mountains of the Moon University (MMU) with 4 students. BAC students followed two internships at flower farms. The curriculum was evaluated during a workshop in February 2008. In the course of the year 2008, the missing teaching guides and course material were developed and finalised. The trainers of MMU and BAC were supported by the Dutch specialists on the implementation of the new teaching methodologies.

BAC started in the academic year 2008-2009 with a new group of 14 students and MMU with 16 students. In general the students are very motivated and active in the learning process. Special attention has been paid towards assessments.

### *Short courses*

In June 2007 the already 10 year operational Applied Tropical Floriculture Course (ATFC) was evaluated and a plan for a new course program developed in close consultation with the major stakeholders. In the period February – August 19 modules of the short courses were organised with in total 23 participant-days

### *Certificate Course*

In 2009, the preparation of the Certificate course has started. Elements of the diploma and short courses are used as input in the certificate course. The development of teaching guides as well as training materials for the Certificate course is behind schedule due to the general workload of the trainers and replacement of staff. In 2010 it is planned to finalise the development of Certificate Course.

### *Investments in facilities and equipment*

Although the preparatory work for the construction of the greenhouses and utility buildings started already during the inception phase, the greenhouses were not ready in time for the start of the new diploma courses in 2007, due to various reasons. At the start of the second academic year in September 2008, the greenhouses were operational, while still some work needed to be done to finalise the utility buildings. For 2010 only the cooling system for the horticultural produce, the finalisation of the utility buildings and some minor details are still remaining. At MMU the new

greenhouse became operational in June 2009. Also here some work is remaining to be done with respect to utility building and other proposed facilities.

#### *Small holder floriculture*

During 2007 and 2008 an inventory was made of small scale floriculture in and around Kampala. In general, two different profiles of small-scale flower growers were distinguished: the producer / florists who already have a portfolio of clients; and the producers / out growers who use floriculture as cash crop in subsistence agriculture. In 2009 two workshops were developed and given (on marketing and governance), and a write shop held (on feasibility and business planning) while a local training facilitator was hired to work directly with farmers on internal organization.

#### *Organization, Communication and Cooperation*

In July 2008, the project management committee met to discuss the project progress. Measures have been taken to strengthen the communication and cooperation between the partners and to improve the administrative system. The Uganda project assistant plays an important role in planning and implementing the missions of the Dutch experts to Uganda. In 2006 and 2007 about 20 missions of Dutch experts were implemented and in 2008 about 10. 18 missions were implemented in 2009 at the moment of writing. Besides face-to-face consultation during the missions, the project partners communicate frequently through telephone and in particular e-mail. For external communication a website became operational ([www.flowertraininguganda.org](http://www.flowertraininguganda.org)). Five newsletters have been published and widely distributed.

### 3 PLANNING OF PROJECT ACTIVITIES IN 2010

#### 3.1 Work package Curriculum Development (WP 1)

The **main objective** of this working package is:

To develop a curriculum for education and training on floriculture at BAC and MMU in order to get competent people at certificate and diploma level who can work as supervisors and managers on commercial flower farms.

##### 3.1.1 Implemented activities in the past period

**Activity 1.1:** Updating sector information and analysing the current situation regarding education and training programs/projects in floriculture in Uganda

Deliverables (2007):

- D1.1 Report on current situation in floriculture
- D1.2 Overview of relevant floricultural courses in Uganda and neighbouring countries

**Activity 1.2:** Competence needs assessment and identification of job structures

Deliverables (2007):

- D1.3 Overview of students' competence needs
- D1.4 Overview of job and competency profiles

**Activity 1.3:** Designing courses and course programs

Deliverables (2008):

- D1.5 a Diploma course: curricula developed, teaching guides and teaching materials available
- D1.5 b Short-courses: new program developed in consultation with the stakeholders

**Activity 1.4:** Implementation, evaluation and revision of the curriculum in the first year

Deliverables (2008) :

- D1.6 First year diploma course implemented

Deliverables (2009) :

- D1.6a Diploma course: second academic year implemented
- D1.6b Short courses: first series of courses implemented

##### Planned activities 2010

**Activity 1.3:** Designing courses and course programs

- D1.5 c Certificate course: curriculum description, teaching guides and teaching materials

**Activity 1.4:** Implementation, evaluation and revision of the curriculum in the first year

The certificate course needs to be finalised in 2010

Deliverables:

- D1.6c Certificate course: first series of courses started
- D1.7a Diploma course: first evaluation report
- D1.7b Short courses: evaluation report on first series of courses
- D1.7c Certificate courses: evaluation report on first series of courses
- D1.8 Revised courses
- D1.9 First year certificate course implemented
- D1.10 Bi-annual evaluation reports

**Activity 1.5:** Implementation, evaluation and revision of the curricula in the second year and thereafter

Deliverables:

- D1.11 Final revised curriculum ready
- D1.12 Implemented final revised curriculum

## 3.2 Work package Capacity Building and Course Development (WP 2)

The **main objective** of this working package is:

- To select, prepare and train competent staff at BAC and MMU, to function as successful trainers in floriculture, and
- To develop and implement courses and course materials, that accommodate the needs of the floriculture sector in Uganda.

### 3.2.1 Implemented activities in the past period

**Activity 2.1:** Selection of candidate-trainers for participation in the ToT program

Deliverables (2006):

D2.1 Eight candidate trainers selected

**Activity 2.2:** Implementation of the ToT course in the Netherlands

Deliverables (2006):

D2.2 Training program and materials for ToT in the Netherlands

D2.3 Eight Ugandan trainers trained in modern floriculture and related education and training methodologies

**Activity 2.3:** Development of first package of courses and training materials

Deliverables (2007/2008):

D2.4 Program for course development in Uganda

D2.5 Diploma course: Complete set of teaching guides and course material ready at the start of the academic year of 2008

**Activity 2.4:** Implementation of diploma course at BAC and MMU

Deliverables (2008):

D2.6 In 2007 20 students enrolled at BAC and MMU for the first diploma floriculture course. In 2008, at the start of the second academic year, the total number of students in floriculture was 30 at BAC and 16 at MMU.

**Activity 2.5:** Development of second package of courses and training materials

Deliverables (2009):

D2.7a Diploma course: complete set of teaching guides and training material available

D2.7b Short courses: complete set of course material available

**Activity 2.6 :** Implementation of certificate and short courses programs

Deliverables (2009):

D2.8a Short courses being implemented

**Activity 2.7:** Evaluation and revision of training courses and training materials

Deliverables (2009):

D2.9a Review of diploma course and related course material

D2.9b Review of short courses program and related course material

### 3.2.2 Planned activities 2010

**Activity 2.7:** Evaluation and revision of training courses and training materials

During the entire project, the implemented training courses and training materials will be reviewed regularly and revised if required. An evaluation system including a set of criteria for evaluation will be developed during the first year in consultation with the main project stakeholders.

- D2.7c Certificate course: complete set of teaching guides and training material available
- D2.8b Certificate courses being implemented
- D2.9c Review of certificate course program and related material (As the certificate course does not start until feb/march it will not be possible to review the course within this project)

**Activity 2.8:** Further training and coaching of trainers in Uganda

In order to strengthen the personal performance of trainers and working place coaches, the Dutch team will provide training and coaching sessions during the further project duration.

**Deliverables:**

- D2.10 A group of competent trainers connected and up-to-date in the floriculture professional network
- Extra A manual for training-of-trainers to overcome the problem of changes in staff

### 3.3 Work package Applied Research (WP3)

The **main objective** of this working package is:

To include applied research as an integral part of the floriculture education and training programs at BAC and MMU in order to get competent people at certificate and diploma level who can work as research assistants and researchers at commercial flower farms and research centres.

#### 3.3.1 Implemented activities in the past period

**Activity 3.1:** Updating research needs assessment

Deliverables (2007):

D3.1 Report on current research programs and actual research needs

**Activity 3.2:** Competence needs assessment and identification of job opportunities for researchers

Deliverables (2007):

D3.2 Overview of students' research competence needs

D3.3 Overview of research job and competency profiles

**Activity 3.3:** Providing a short research training in the ToT in the Netherlands

Deliverables (2006)

D3.4 Training plan and materials for a short research training in the Netherlands

D3.5 Research training in the Netherlands implemented

**Activity 3.4:** Developing applied research plan integrated in education and training program

Deliverables (2007):

D3.6a Research modules for diploma course developed.

Deliverables (2008):

D3.6b Teaching guides and course material for research modules in diploma course developed.

**Activity 3.5:** Testing and revision of applied research activities

Deliverables:

D3.7a Research modules in diploma course being implemented

D3.8a Evaluation report of research modules in diploma course available

D3.9a Revised research modules for diploma course, ready to be implemented

#### 3.3.2 Planned activities 2010

**Activity 3.5:** Testing and revision of applied research activities

D3.7b Research modules for certificate course being implemented

**Activity 3.6:** Implementing revised research modules

After the implementation of the certificate course the course has to be evaluated and a revised research module has to be developed. The revised research module for both the diploma and the certificate course need to be implemented.

D3.8b Evaluation report of research modules in certificate course available

D3.9b            Revised research modules for certificate course, ready to be implemented  
D3.10            Implement revised research modules

### **3.4 Working package Investments (WP 4)**

The **main objective** of this working package is:

To equip BAC and MMU with technical facilities and training equipment that enable them to develop and implement education and practical training courses in floriculture matching the educational standards and the demands in the floriculture sector in Uganda.

#### **3.4.1 Implemented activities in the past period**

**Activity 4.1:** Investment needs assessment

Deliverables (2006):

D4.1 List of required facilities and equipment

**Activity 4.2:** Concluding contracts on facilities and equipment

Deliverables (2007):

D4.2 Detailed specifications of required facilities and equipment

D4.3 Contracts with local suppliers

**Activity 4.3** Constructing facilities and installing equipment

Deliverables (2007/2008):

D4.5a Greenhouses constructed and equipment operational

D4.5b Utility buildings constructed and operational

D4.5c Required teaching material acquired and delivered

#### **3.4.2 Planned activities 2010**

No activities planned, all deliverables realised.

### 3.5 Working package Smallholder floriculture (WP 5)

The **main objective** of this working package is:

To develop a training curriculum for a pro-poor development of the Ugandan floricultural sector focusing on professionalizing small scale flower farms, strengthening strategic partnerships (public-private and private-private) and establishing new partnerships aiming at emerging markets and new product-market combinations

#### 3.5.1 Implemented activities in the past period

**Activity 5.1:** Inventory of smallholder floricultural producers

Deliverables (2007/2008):

D5.1 List of flower entrepreneurs in the project area with a short description of their main characteristics

**Activity 5.2: Needs assessment of smallholder floriculture producers**

Deliverables (2008):

D5.2 Description of training needs of smallholder floriculture producers

**Activity 5.3:** Developing and implementing training workshops

First workshop was held in April 2009 on Marketing, the second in July 2009 on Governance. Before and after the workshops coordination meetings were set up among subsistence flower growers; and follow-up workshops given on both themes in the villages. A write shop was held enabling participants to calculate feasibility of their own marketing plans.

Deliverables (2009):

D5.3 Series of training workshops for smallholder floriculture prepared and implemented

#### 3.5.2 Planned activities 2010

**Activity 5.3:** Developing and implementing training workshops

Integration of elements of the small scale floriculture curriculum into the BAC / MMU curriculum (entrepreneurship)  
 Development and coordination of network links among smallholders and with relevant stakeholders (UFEA)  
 Final workshop (village level) on internal control system for quality and accountability in marketing partnerships.  
 Finalization of translation of small holder curriculum materials

D5.4 Strengthened Network of smallholder floriculture producers

### 3.6 Working Package Project management (WP 6)

The **main objective** of this working package is:

To ensure that the project objectives are met and sustainable results are achieved

#### 3.6.1 Implemented activities in the past period

**Activity 6.1:** Internal project coordination and communication

Deliverables (2006/2007):

- D6.1 Updated project plan
- D6.2 Communication protocol

Deliverables (2006/2008):

- D6.3 Progress reports
  - Minutes of project meetings, including the bi-annual PMC meetings
  - Mission reports
- D6.4 Annual progress report and final report
  - Annual report 2007 available
  - Annual report 2008 available

**Activity 6.2:** External communication

Deliverables (2007/2008)

- D6.5 Articles, reports and conference papers,
  - 5 newsletters have been published
- D6.6 Website established and operational

**Activity 6.3:** Financial control

Deliverables (2007/2008):

- D6.7 Financial administrative system operational
- D6.8 Biannual monitoring reports

**Activity 6.4:** Enhancing sustainability

Deliverables (2008):

- D6.10 Seminars on various issues organized
  - Symposium to celebrate launching of diploma course in October/November 2008
- D6.11 Curricula at BAC and MMU certified
  - Procedure of certification has been started

#### 3.6.2 Planned activities 2010

In 2010 the scheduled management activities, described in the inception report, will be implemented and lead to the following outputs:

Deliverables:

- D6.3 Progress reports
  - Minutes of project meetings, including the bi-annual PMC meetings
  - Mission reports
- D6.4 Annual progress report 2009
- D6.5 Articles, reports and conference papers
  - Newsletters
- D6.6 Website regularly updated
- D6.8 Regular financial monitoring reports
- D6.9 Income generating measures/activities started
  - Planning of measures/activities in PMC
- D6.10 Seminars on various issues organized organising end-of-project seminar

- D6.11 Curricula at BAC and MMU certified
  - Further steps in procedures for certification
- D6.12 Curriculum monitoring and evaluation system operational

Specific attention will be paid to transfer of gained knowledge and experiences by teaching staff and planning of sustained continuation of the capacity building activities after the end of the project.

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<http://www.ptcplus.com>

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