

Sweetpotato EGS business plan and revolving fund Validation Study

RAB debrief

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EGS business plan & revolving fund: validation study

- Objective:
 - to assess the extent of institutionalization of the business plans & revolving funds in the NARIs,
 - to ensure the sustainability of the Early Generation Seed business in four areas:
 - technical production,
 - finance and administration,
 - socio-cultural and,
 - policy
- Research questions:
 - Do NARIs have strengthened capacities for EGS production of X varieties with Y production of cuttings per season?
 - What profit margin and revenue can be achieved for EGS production?
 - Can revolving funds meet EGS production costs?
 - How is the institutionalization of EGS business plans influenced by:
 - Technical, administrative, financial, policy and socio-cultural factors

Methods

- Peer to peer participatory evaluation through NARI exchange review visits
 - Questionnaires, checklists, FGD
 - Institutionalization framework index: self assessment, joint assessment, external assessment
 - SWOT analysis
 - TOWS strategies
- Institutionalization framework
 - **Pillar 1: Institutionalization of business plan and revolving fund into technical production activities within the NARI**
 - **Pillar 2: Institutionalization of business plan and revolving fund in the administration and financial structures of the NARI**
 - **Pillar 3: Institutionalization of business plan and revolving fund into the culture of the NARI and values of the staff**
 - **Pillar 4: Institutionalisation of business plan and revolving fund in the decision making, influence and motivation within the NARI (policy)**

Pillar 1: Institutionalization of business plan and revolving fund into technical production activities within the NARI. Level of institutionalization based on Likert Scale

Does the NARI systematically set production targets based on seed multiplication calendar, and monitor progress

No production targets are set or reported on.

Production targets are set and reported, but not on the basis of seed multiplication calendar.

Production targets are set and reported based on seed multiplication calendar

The seed multiplication calendar is used to set production targets, and monitor and report on them. Targets are achieved on annual basis

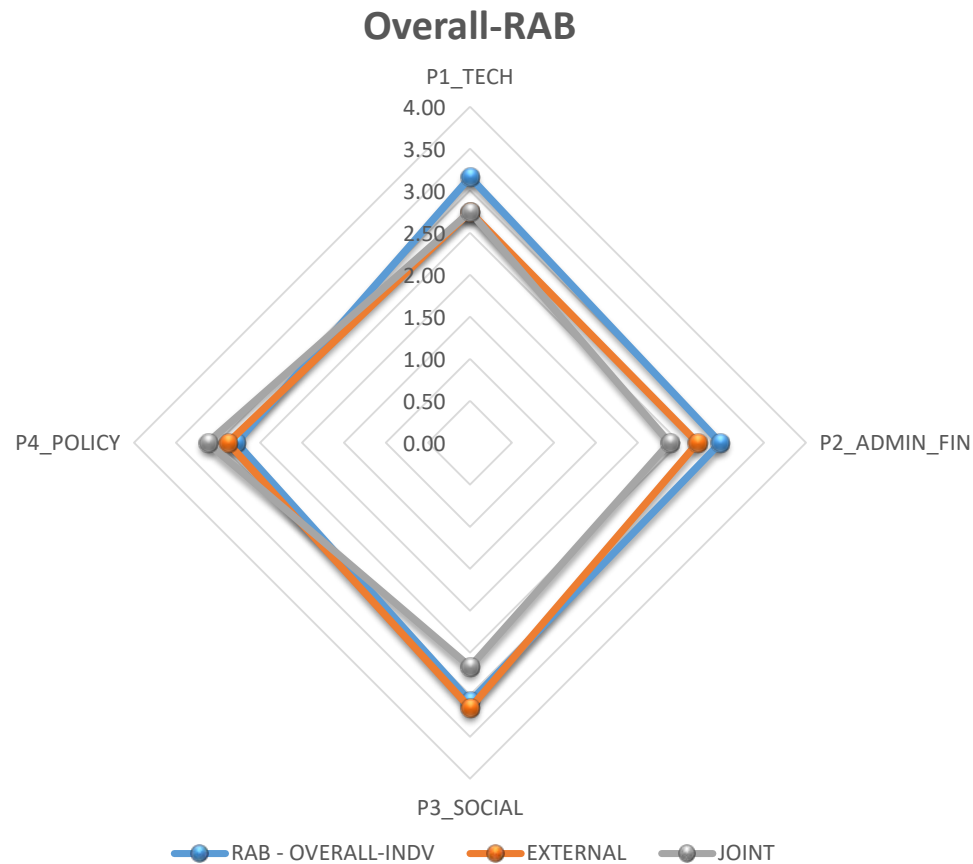
Does the NARI have internal and external quality assurance procedures



To what extent does the NARI have skilled staff capable of facilitating the BP/RF? (See note below)

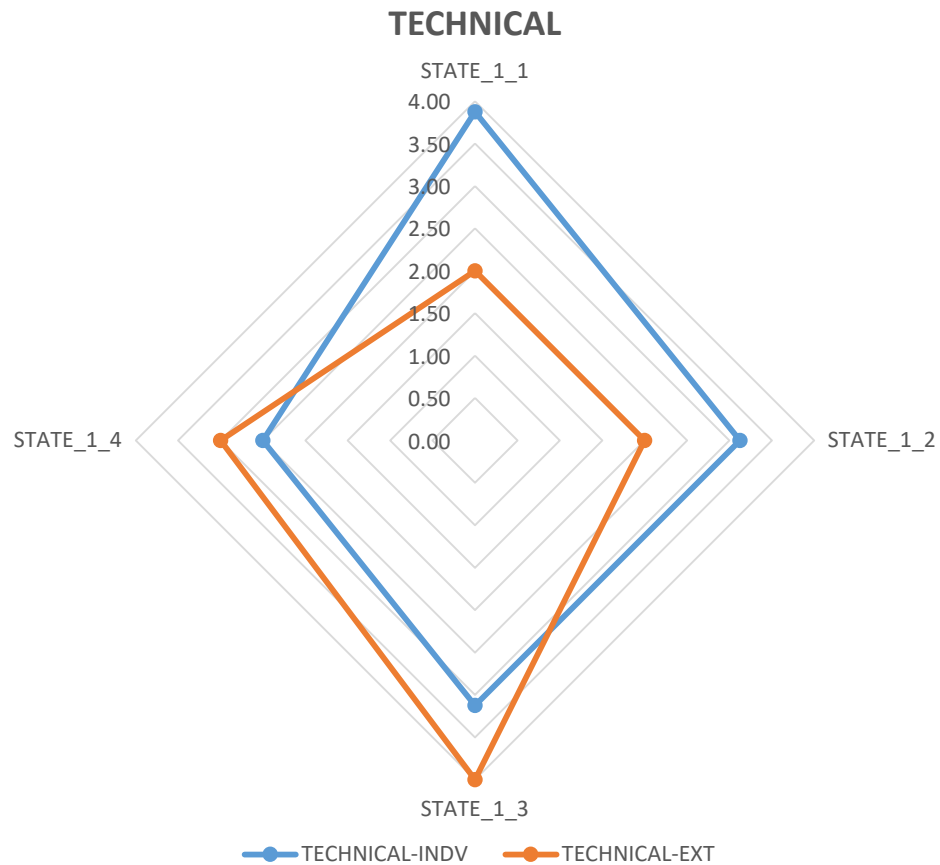
To what extent does the NARI facilitate staff training and learning opportunities related to BP/RF?

Overall: internal self assessment, joint & external



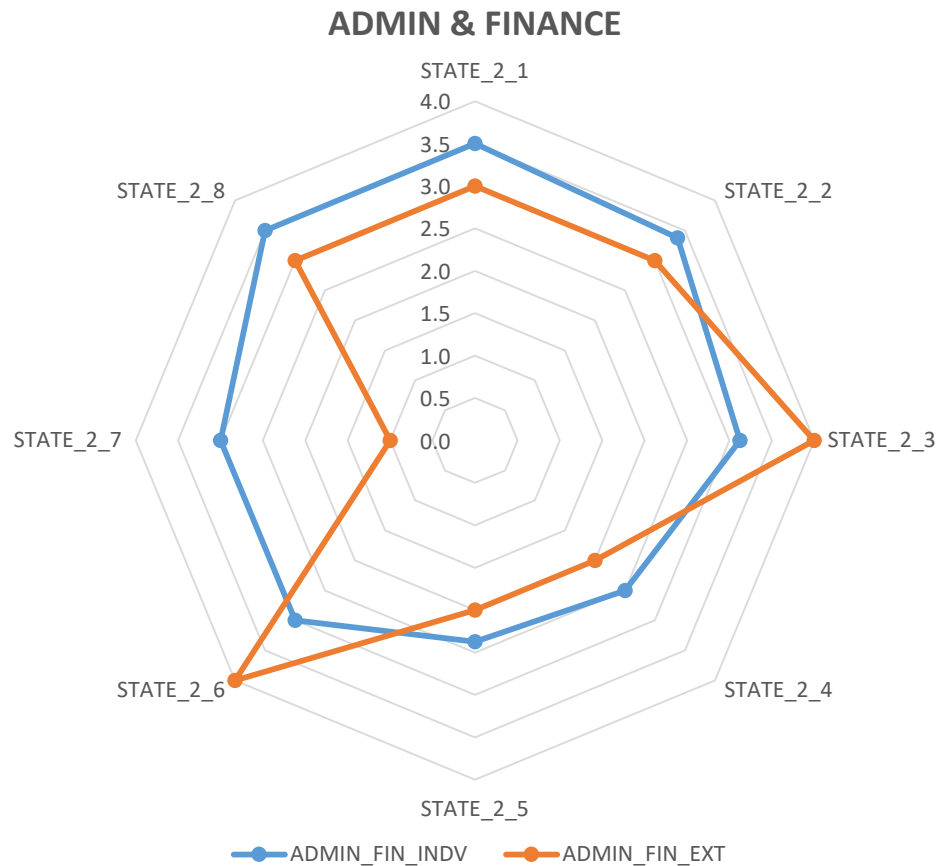
- Respondents:
 - RAB overall individual N= 6
 - External N=2
 - RAB joint internal N=
- High score pillar: technical; social-cultural; policy
- Low score pillar: policy; admin/financial; admin/finance
- Divergence: technical pillar

Technical: internal self assessment & external



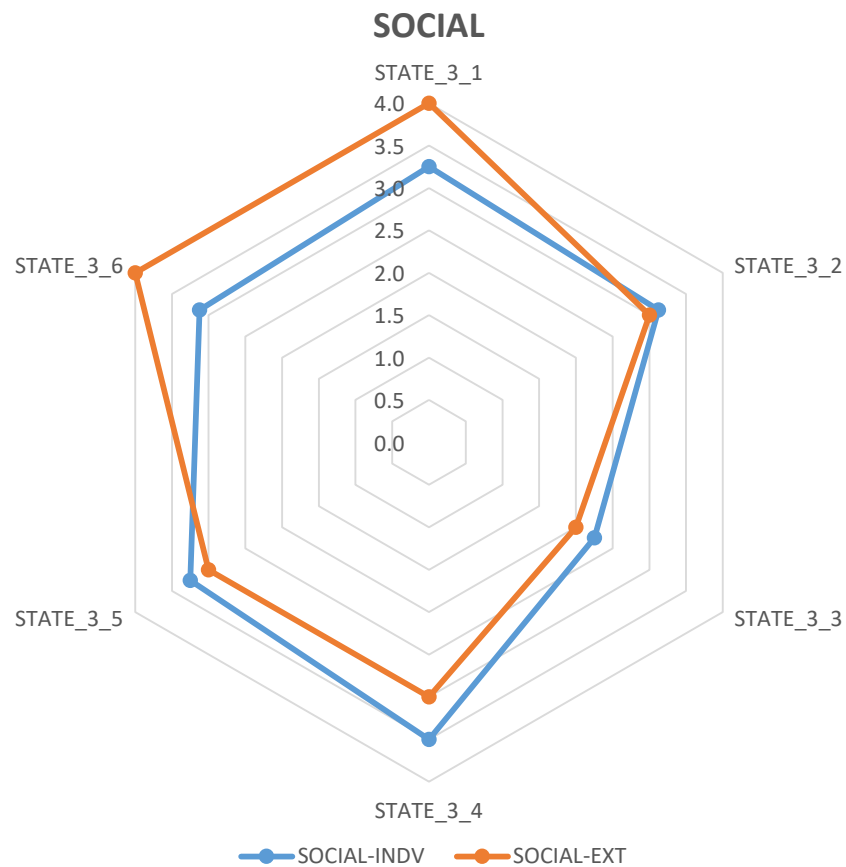
- High score statement: production targets set using seed multiplication calendar tool; skilled staff
- Low score statement: training & learning opportunities; quality assurance procedures
- Divergence: *no systematic use of seed multiplication calendar planning tool*

Admin & finance: internal self assessment & external



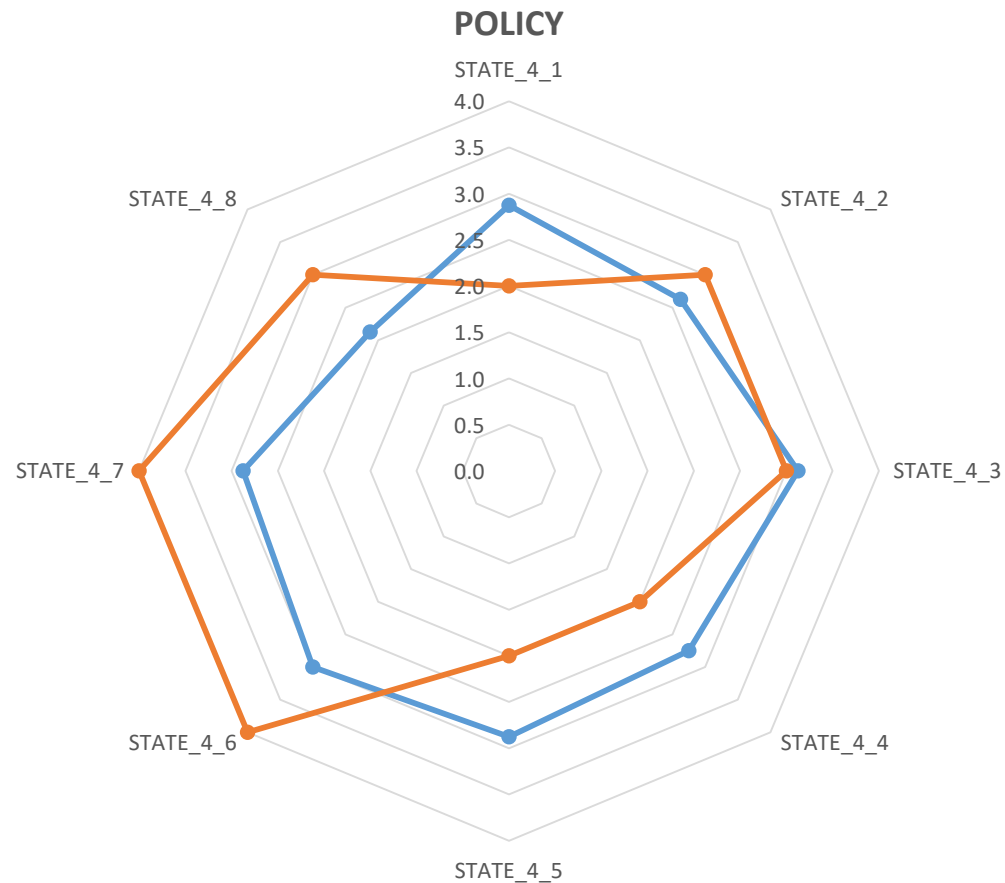
- High score statement: **BP/RF** included in RAB workplan; **customer data base**; **EGS** production based on s/holder feedback; **market strategy**
- Low score statement: **timely production**; **M&E system**
- Divergence: *M&E systems*

Social-cultural: internal self assessment & external



- High score statement:
 - 3.4: value & respect BP/RF contribution to EGS;
 - 3.1: understand the intention of BP/RF
- Low score statement: document and share experiences; (both)
- Divergence: *extent RAB is linked with other organizations that encourage learning & sharing on BP/RF*

Policy: internal self assessment & external



- High score statement:
 - feedback from technical team into RAB decision making; (both)
 - high level of accountability expected
- Low score statement:
 - rewards & motivation for implementing BP/RF;
 - RAB vision for business orientation; support for BP/RF;
- Divergence: accountability

Key Recommendations: technical

- Annual **equipment maintenance and calibration schedule** for the TC lab equipment
- Use more **permanent labels** such metal plates or plastic tags (in the screenhouse) which will not come out easily
- Use insect **sticky traps** in the green house to monitor and control insect pests
- Avoid planting sweetpotato or similar species around the greenhouses which may harbor and attract insect pests
- Create an **electronic database system for record keeping** (in the TC lab)
- Conduct experiments to see the **best sterilization protocol and media components** that will favour faster growth for the slow growing varieties

Key Recommendations: admin and finance

- Real-time costing data so as to come up with a ***pricing strategy***
- Set up a ***management committee*** for administration and operationalization of the revolving fund
- The implementation committee to be meeting frequently to review sales, make plans and budgets.
- Keep **sales record data** both electronically and in hard copies for retrieval and traceability
- **Plan in advance for procurement**, e.g., sourcing NCM Elisa kits for quality control

Key recommendations: policy

- Promote RAB's vision on adopting a business orientation
- Increase visibility of activities & staff through seminars, publications

Proposed strategies

Use strengths to capitalize on opportunities (SO)

- Utilize available capacity (facilities and sites) with proper multiplication calendar to maximize production of good varieties adapted to different climatic conditions.

Minimize weaknesses and avoid threats (WT)

- Minimize effects of shortage of inspectors through prioritizing government investment in long term plan for staff training at decentralized levels to reduce disease spread

Proposed strategies

Minimize weaknesses by taking advantage of opportunities (WO)

- Motivate the staff by increasing their opportunities to attend training and higher studies and ensuring a better work environment such as their internet available

Use strengths to minimize threats (ST)

- Since SP is a priority crop, and there is a strong network of seed system stakeholders. Marketing strategies and stakeholder fora are required to obtain more accurate seed demand and production requirements. This will increase the visibility and recognition of the crop and continued government investment