



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

Partnering for Innovation

Year Two Work Plan

October 2013 – September 2014



USAID
FROM THE AMERICAN PEOPLE



fintrac

CONTENTS

Introduction.....	3
Work Plan Components.....	3
1. Technology Commercialization & Partnerships Component	3
2. Knowledge Exchange Component	6
3. Grants Component.....	9
4. Program Reporting	14
Program Management	14
Year 2 Budget and International Travel	17
Year 2 Workplan Activities	18

INTRODUCTION

The Feed the Future Partnering for Innovation Activity (FTF-PI) is a five-year initiative to engage the private sector in a meaningful, comprehensive way to meet the US government's global food security challenge. USAID is funding this effort to work with private sector partners and USAID Missions to promote market growth by leveraging the resources and expertise in developing commercial partnerships that will lead to sustainable technology availability to smallholders in USAID-supported countries.

This is the year 2 work plan for the program that addresses constraints to increasing commercial access to inputs such as seed, feed, fertilizers, machinery and irrigation systems, and other off-the-shelf technologies in concert with private-sector partners to develop private input industries, organize private dealer networks, expand sustainable irrigation and water management, and strengthen farmer organizations.

In year 2, we will also begin an engagement process with USAID FTF Missions around partnerships assisting with Mission-specific solicitations. This will include providing Missions with assistance for to partnership development, evaluating technology gaps along priority value chains, evaluating private sector providers FTF assistance, and inviting new partners to work with Missions to fill these gaps. The team will capture examples of cases that support technology commercialization models already developed, as well as identify new models, and continue to build toolkits and case examples that can be used by Missions for partnership development.

The program budget totals \$66,900,369 of which \$52.5 million is designated as commercialization and partnership grants to private companies. It is estimated that \$10.2 million, with an additional \$7.5 million in signed grants, will be required for year 2 activities and grant obligations to be paid in years 3 and 4.

WORK PLAN COMPONENTS

This work plan covers activities to be carried from October 1, 2013 to September 30, 2014. Major activities to be carried out this period are presented on page 16 and highlighted below.

I. TECHNOLOGY COMMERCIALIZATION, PARTNERSHIPS, AND INVESTMENT MODELS

Objective

The Technology Commercialization, Partnerships, and Investment Models Components will be responsible for identification and commercialization of smallholder-appropriate technologies, USAID Mission partnership identification and support, and capturing and modeling best investment and commercialization practices. Key outputs include:

- Evaluating and selecting commercialization and partnership proposals, assisting the Grants Program Director in conducting due diligence, structuring and negotiating subawards.
- Initiating partnership programs in up to two Missions.
- Providing Technical Assistance to USAID Missions on partnership design and analysis including identifying smallholder needs in relation to both commercialization of technologies, partnerships, and other Mission needs.

- Developing technical content and recruiting speakers, and screening participants for learning events.
- Continue identifying and building a toolkit of adaptable models for engaging the private sector, including lessons learned and best practices for different types of partnerships and innovative strategies for engaging the private sector. Present 14 new additions of technology dissemination examples to the model catalog. This material will be packaged as toolkits and disseminated through various media including the Program website, webinars and blogs, and through mission engagement opportunities such as GLEEs, direct mission partnership interventions, etc.
- Developing country profiles for new countries the Program enters containing analysis and follow-up strategy for future partners (summarized in semi-annual and annual reports).
- Conducting outreach to USAID Missions, businesses, universities, and R&D developers through events, webinars, and social media.

Activities

1.1 Technology Commercialization

Building on resources developed to date of its network of private companies, universities and other technology providers, the Program will continue to engage and to promote technologies through partnerships, co-investments, and other means of engagement. This will include direct outreach to commercial technology companies, in-country Missions, and other partners. We will identify and engage commercial investors who are interested in targeting specific markets or are looking for technologies to meet identified market needs in targeted countries. Specific activities include:

- **Private sector engagement and partnering:** Driven primarily by the competitive grant process the Program will continue to identify opportunities to invest in technologies that have the potential to significantly improve the productivity and incomes of smallholder farmers. The technology commercialization and the partnership development leads will focus on evaluating technologies that have applications to the smallholder sector and companies and other partners that have the potential to sustainably transfer these technologies to the base of the pyramid market.
- **Evaluation, due diligence, and negotiation of subgrant agreements:** Partnering for Innovation will release at least one call for expressions of interest for commercializing agricultural technologies and at least two, depending on Mission interest, Solicitations for New Agricultural Partnerships (SNAP). **Capacity building technical assistance:** It is anticipated that each subgrant will require some technical assistance in capacity building, either directly by the team or by engaging an outside consultant.

1.2 Partnership Development

Under this component we will engage USAID FTF missions and USAID letter of intent companies to facilitate partnerships. Once a Mission is identified, the Partnership Development lead will assess the relevant needs of the Mission including private sector partnership development, solicitation, or other technical assistance needs. Upon receiving a commitment to buy-in to the program from USAID Missions, Partnering for Innovation will work with the Mission to design a Solicitation for New Agricultural Partners (SNAP). Each SNAP will be tailored to consider each Mission's unique needs and schedule. As a result of this competitive process, Missions will form new partnerships in agriculture with private companies.

Partnering for Innovation considers any grant partially or wholly funded by a USAID mission as a partnership grant.

Activities include:

- **Partnership engagement:** Develop an approach for Mission and commercial partner engagement and assess international and local partners for outreach/promotion.
- **Summarize Mission and company partnership needs:** Develop a summary document of Mission technology and partnership needs and letter of intent company geographic targets that can be used for matchmaking and outreach. **Identify and prioritize Missions:** Assess Mission program needs, buy-in resources, readiness and select/notify of implementation timelines.
- **Implement two Mission-focused partnership programs:** The team will conduct one pilot and a second Mission-based partnership program that will include a scoping trip, a mission-specific implementation plan which outlines Mission buy-in and Program funding and technical assistance commitments, and a plan to develop and a Mission-specific SNAP, conduct applicant reviews, prioritize applications and select partners, and negotiate and manage partner agreement implementations.

1.3 Investment Models Development

The design of effective models of partnerships and commercialization will assist USAID Mission and USAID/Washington in its efforts to develop effective partnerships. The first year the team explored a number of possible models and selected four examples along with over a dozen business cases that it will develop into templates for private sector engagement. Year two activities include:

- **Identify, evaluate and record commercialization and partnership models:** As part of its outreach strategy during year 1, the team developed a format and characteristics of four best practice models for technology commercialization. In addition, more than a dozen specific examples of technologies and/or companies that have used a model approach were cataloged. During year 2, the team will develop more detailed toolkits for each identified commercialization model that will include including lessons learned and best practices for developing partnerships and innovative ways missions can engage the private sector. Variations on each model to address constraints will also be developed. These can be used as a tool for both USAID Missions and the private sector when designing partnerships. It will also identify up to three new models and at least 14 new case examples of technologies and partnerships will be added to the model catalog, which will be accessible on Partnering for Innovation's website.
- **Private sector assessment:** evaluate partnerships including risks and returns, impact on the effectiveness in technology introduction, co-investments and public-private partnerships and advise Missions and USAID-supported programs on best practices for optimizing the results of a partnership. Will be responsible for responding to USAID Mission requests for the design and impact of ongoing partnerships, as well as on policy impediments, capacity building and risk mitigation.

Technical Assistance Needs

To support technology commercialization and partnership development, we will require intermittent short-term technical assistance from international and regional experts to provide technical support to USAID Missions and the private sector to form and strengthen partnerships, to help build capacity of technology implementers, and to assist with activities such as the AgInvestor Lab. In addition, we anticipate hiring one consultant for each of the two Mission partnerships in year 2. Approximately 150 person days is estimated for these needs.

International Travel

In addition to the due diligence travel that is discussed in the Grants Component, it is estimated that eight international trips will be required for Mission partnership efforts, program outreach, and due diligence visits.

2. KNOWLEDGE EXCHANGE COMPONENT

Objective

The **Knowledge Exchange** is the program's comprehensive resource for learning, analysis, dialogue, and interaction among program partners, grantees, stakeholders, and external audiences. The program delivers key findings and information in multiple ways: through its website, social media (LinkedIn, Twitter, and Facebook) webinars, and workshops.

The Knowledge Exchange will house the most useful and current information and resources on transferring technology to smallholder farmers, including databases, photos, video, and descriptions of technologies, company profiles, and other tools and resources to facilitate creation of new commercial and Mission partnerships and the launch of technologies into new smallholder markets.

By employing the outreach strategies described below the Program will dramatically increase its outreach efforts and impact from program learnings in best practices for technology commercialization, smallholder adoption, and partnership development. The Knowledge Exchange will be the central source of information and analysis, promoting learning, analysis, and interaction with USAID BFS/MPI, Missions, the private sector, investment community, research/universities and the NGO community as a valuable tool for their work in agriculture technology commercialization and partnership development.

To meet the objectives of the Knowledge Exchange component, targeted outreach, contact database management and promotion, and an active and informative online presence is vital. Outputs towards meeting this program outcome include:

- Three topical area communities of practice.
- Four webinars (either conducted by Partnering for Innovation, or by another group with Partnering for Innovation staff as key speakers), each with an average number of participants between 50 and 100.
- 250 new vetted companies added to the Salesforce.com database.
- Two blogs per month with at least 1,000 readers per month.
- Twitter feed reaching up to 20,000 accounts per week.
- LinkedIn Group up to 800 members.

Activities

2.1 Knowledge Exchange Platform

The Feed the Future Partnering for Innovation website houses the Knowledge Exchange. In the first quarter of year 2 we will redesign and reorganize our website to update the overall layout, streamline language, and provide easy-to-follow searchable categories of the latest information targeted to the private sector, university and research organizations, and development programs. The site will also feature models for successful technology transfer to smallholders, the best tools and business models to help businesses effectively reach smallholder markets, and examples of successful partnerships.

We will create a searchable library of videos that feature clear, concise information about the program as well as state-of-the art agricultural technology and highlights from our events and workshops. We will measure the success of our outreach activities by the number of distinct visits to the website. Currently the Partnering for Innovation website attracts up to 10,000 unique visitors each month. Our goal is to reach a minimum of 15,000 visitors per month by the end of year 2.

Outreach and communications: We will continue our blogging and social media activities to ensure we are reaching the widest possible audience. Our goal is to publish two blogs per month. Our blog readership currently averages 700 hits per month; we anticipate tripling readership. Currently, our Twitter feed reaches almost 15,000 accounts per week. We anticipate increasing to an average of 20,000 per week. In addition, our LinkedIn group has more than 500 members following active discussions every week. We anticipate increasing that to 800 members. Finally, we will continue to increase our Facebook reach, which averages about 1,000 visitors a month.

Database of companies and technologies: We will continue to build our database of almost 1,000 companies, universities, research entities and other organizations. The database is currently comprised of 50 percent private-sector companies. In the next year, we anticipate adding another 250 companies to the database. We will also track commercial partnerships created through Partnering for Innovation and systematically follow up with contacts to track the evolution of their partnerships. In the coming year we anticipate tracking the progress of up to 25 commercial partnerships that we have facilitated.

Videos: We will produce four videos about successful agriculture technology commercialization strategies, and two videos providing information about Partnering for Innovation and the grants process. These will be made available through the Knowledge Exchange.

2.2 Communities of Practice

Partnering for Innovation's Communities of Practice enable the program to engage experts, leaders, and others interested in learning about commercializing technology for smallholder farmers. Outcomes from these online communities, include: (1) building capacity among grantees and potential applicants; (2) creating opportunities for partnerships; and (3) capturing and share lessons learned.

As we enter our second year we want to survey our extended network of experts and key subgrantees to help us identify important themes that build these communities through webinars, online tools and forums, blogs, and inventories. We have already begun building communities of practice around the themes of accelerating agriculture technology commercialization and understanding the smallholder market, and we want to focus more attention and learning around connecting with women as technology promoters and

as customers. We will convene expert contributors around these and other themes identified through our survey.

2.3 Outreach

Outreach to USAID Missions, technology developers, enterprises and investors is a key activity managed by this component. Year 2 activities include:

- **Mission and commercial outreach:** The Program will prepare outreach materials/presentations and present our partnering approach to interested Missions and companies via international and regional events, USAID GLEE, direct Mission outreach, webinars, and the MPI/HUB. In addition to preparing materials focused on Mission partnerships, the team will continue its outreach to key partners by attending and providing technical content at these events and other industry events throughout the year such as the World Food Prize and the Corporate Council on Africa.
- **Share information on innovative technologies and partnership and business models:** The program will highlight innovations in these areas through media outreach, webinars, videos, and other social media throughout the year. Partnering for Innovation will select four outstanding examples of each throughout the year to highlight.

2.4 Learning Events

AgInvestor Lab: We will continue our webinar series with one substantive webinar every quarter. Average webinar participation is 50 participants; we anticipate that this will double in the next year. We will also host the second annual AgInvestor Lab to bring select potential partners together in a collaborative and high-potential learning environment. In year one, the AgInvestor Lab attracted 17 participants from five countries. We anticipate increasing this to 25 participants from eight countries in year two.

Informational forums: Staff will attend and present at key events throughout the year, increasing our knowledge network and outreach to private sector stakeholders. We will supplement select program field visits with “Tech Talks,” focused small group conversations at various venues in Feed the Future countries that introduce new technology and address business strategies that can maximize their adoption in smallholder markets.

Technical Assistance Needs

- We anticipate needing outside software and consulting assistance to help establish an automated, real-time feedback service to grant applicants, online discussion, company profiles, and blogging. This may either be provided through individual consultants or by using a subcontractor.
- We will continue to work with videographers and photographers to document events, success stories, models, and technologies.
- We anticipate enlisting expert facilitators such as KnowInnovation for training and capacity building forums.

International Travel

At least one international trip is anticipated in year 2 to document grantee success stories in technology transfer and commercialization.

3. GRANTS COMPONENT

Objective

The grants component is an important tool that both drives technology innovators and private sector partners to the Program, allowing Partnering for Innovation to directly engage and promote technologies and private sector partners to targeted markets and users. Through two separate competitive solicitation processes, the program (1) identifies and funds companies, research organizations, and other agriculture technology providers that want to move their products to the smallholder marketplace; and (2) works with USAID Missions to identify partnerships that improve market access to address food insecurity. To ensure the technology and partnership interventions reach the smallholder market, Partnering for Innovation negotiates and manages performance-based milestone agreements largely based on achieving business metrics. Grantee implementation contributes to achieving Feed the Future indicators, provides content for the Knowledge Exchange, integrates technology transfer and commercialization best practices developed by the Technology Commercialization team, and inputs to the partner models catalog.

In the second year of program implementation, Partnering for Innovation will continue to fund commercialization of technologies in underserved markets and respond to Mission needs for partnership development.

Key outputs include:

- At least one solicitation resulting in up to eight new commercialization awards worth a program investment of \$6 to 8 million.
- A minimum of two USAID Missions buy-in to Partnering for Innovation and the Program releases Solicitations for New Agricultural Partnerships in response to Mission needs.
- At least two technology commercialization pilot grants converted to commercialization awards are in negotiation or, at least partially bought into by USAID Missions.
- Development of outreach strategies to promote mission buy-in of future awards.
- Management of ongoing grants to ensure achievement of milestones
- Identification of capacity building needs and development of a plan to address where needed.
- Negotiation, due diligence, and award of grants from round 3 and 4; and Preparation for round 5.

Activities

3.1 *Refine Grants Competitive Process*

With two solicitations completed, Partnering for Innovation will use lessons learned from the award process to evaluate our competitive grants process and adapt it to meet the needs of the program. In year 2, Partnering for Innovation will introduce an additional solicitation, SNAPs, to exclusively fund Mission-level partnerships. Capitalizing on the first two rounds of commercialization solicitations and related outreach, Partnering for Innovation will release one solicitation exclusively for commercialization awards. To accommodate SNAPs and changes made during the first two competitive process, Partnering for Innovation will refine the grants process through updating the grants manual. The goal of refining the grants competitive process is to improve the efficiency and quality of the grants received to ensure partnerships

and technologies with the greatest smallholder farmer impact are promoted. In addition, Partnering for Innovation will further define the process for current grantees implementing pilot awards to convert to commercialization. In year 2 Partnering for Innovation will update the grants manual to reflect the revised evaluation criteria and rating system for both the Internal Review Committee (IRC) and the Commercialization Review Committee (CRC) as well as adapt the current process to the SNAP.

As part of our objective to be constantly learning from and improving the grant review and award process, the team will evaluate the process after each step of the award cycle to inform changes in future solicitations. Improvements will be incorporated into the solicitation documents and IRC and CRC evaluation process. Revisions as needed will be made to the grants manual, and as specified in our cooperative agreement, submitted and approved by USAID.

3.2 *Outreach and Capacity Building*

With two rounds of solicitation completed, Partnering for Innovation will draw on these applications to design webinars and videos to introduce potential grant applicants to our grants process. Outreach will be targeted to companies, research institutions, and other technology producers to encourage private sector-focused applications. In year 2 Partnering for Innovation will produce one “How to Get a Grant” video, as well as host invite-only webinars for private sector and technology producers centered around specific technology groups, e.g., seeds, irrigation, SMS, etc.

Through Mission engagement, Partnering for Innovation will additionally introduce the program to USAID in-country Missions and their potential partners. Once a Mission has expressed an interest and committed funds for Partnering for Innovation to manage a solicitation, Partnering for Innovation will work closely with the Mission to design specific outreach activities for the targeted partnerships. We will also work with the Mission to deliver partner-specific application trainings to potential partners.

3.3 *Increase Mission Buy-in*

Partnering for Innovation aims to increase Mission buy-in through partnership and commercialization agreements. In response to Mission priorities and once buy-in is confirmed, Partnering for Innovation will customize, release, and manage the solicitation and award process for Mission partnerships. During this program year, we anticipate a minimum of two solicitations. At the same time, Year 2 is a critical time for converting current pilot awards into commercialization awards. Part of our strategy to engage missions will include a current technology needs assessment to identify countries where at least two current grantees could expand their programming. Additionally, Partnering for Innovation will focus on the following activities:

- Release SNAPs for the funding of Mission-specific partnership agreements.
- Promote select grantees to targeted USAID Missions for co-funding of commercialization awards.
- Work with select grantees on appropriate scaling strategy for conversion from a pilot to commercialization awards with partial USAID mission buy-in.
- Targeted mission outreach trips will be combined with due diligence trips and country-roll out programs.

3.4 *Negotiate and Award Grants from Solicitation Round Two*

The CRC from round two met at the end of the first project year. One of the first tasks in year 2 will be to determine the grants for funding out of the second round solicitation. Following the identification of awardees with USAID, Partnering for Innovation will immediately enter the negotiation and due diligence

process. Partnering for Innovation expects to award between six and eight grants depending on the value of the grant, with a mix of one-year pilot and multi-year commercialization grants. Partnering for Innovation expects to award the grants between January 2014 and April 2014.

3.5 Solicitation Rounds Three, Four, and Five

	Solicitation Type	
	Commercializing Agricultural Technology awards	Solicitation for New Agricultural Partnerships awards
The release of solicitations three, four, and five are three separate activities that follow a similar format with some differences based on the solicitation. Currently, round 3 will be a call for expressions of interest for commercialization awards. It is anticipated that Rounds 4 and 5 will be Mission-driven SNAPs. The table below summarizes the solicitation process which will also be updated in the Program's grants manual.		
Competitive solicitation process	Yes	Yes
Internal Review Committee	Yes	Yes
Commercialization Review Committee	Yes	No
Application process	EOI, RFA by invite	RFA
Release date	February 1	Mission specific
Funds	Technology commercialization	Mission-driven agriculture priorities
Type of award	SMOG	SMOG

3.6 Grants Performance Management

Over the course of the year, Partnering for Innovation will manage ongoing and newly awarded grants. Routine management includes:

- Periodic phone calls and related follow up with grantees.
- Managing grantees to ensure achievement of milestones.
- Identifying and providing technical or other assistance when needed.
- Approving milestones for payment and tracking grantee leverage.
- Ensuring compliance with USAID and Fintrac policies and standards.

3.7 Monitoring and Evaluation

Monitoring and evaluation involves reporting on metrics in three distinct areas: Program performance and impact as described in section B.4 of the cooperative agreement; milestones negotiated as part of each subgrantee agreement; and internal metrics established by the program team to measure smallholder impact from these activities. The Program team will provide monthly updates on progress toward these indicators; the data from the updates will be managed by the Deputy Director of Operations. Fintrac's internal monitoring and evaluation team will provide assistance and advice to the team.

In year 2 Partnering for Innovation will develop a monitoring system to capture results within each grant as well as within the larger program. This will include developing targeted subgrantee milestones, monitored by the grants managers, as well as conducting in-person verification evaluations of selected grantees to refine the data collection process and conduct sampling surveys to ensure accurate results.

There are two sets of indicators that are being reported: number of public-private partnerships formed and value of new private sector investment leveraged. These two indicators and annual targets for the program are summarized below for the five-year period.

Indicator 4.5.2-12						
<i>Number of public-private partnerships formed as a result of FTF assistance</i>						
Component #	Year 1 Actual	Year 2	Year 3	Year 4	Year 5	Total
1. Agriculture Technologies Commercialized*	8	6	2	1	0	17
2. Partnership Development	0	4	5	5	1	15
3. Investment Design/Models	0	7	3	5	5	20

* Total of up to 19 awards; 7 awards will not necessarily lead to successful commercialization but will contribute to significant learning.

The value of new private sector investments (Indicator 4.5.2-38) will be determined collaboratively with partners and will be reported on annually in aggregate and by individual partnership.

Indicator 4.5.2-38						
<i>Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (US\$,000)</i>						
Component #	Year 1 Signed**	Year 2	Year 3	Year 4	Year 5	Total
1. Agriculture Technologies Commercialized	1,800	2,931	3,093	3,638	1,662	\$13,124
2. Partnership Development	0	3,762	3,787	3,912	1,562	\$13,124

**Anticipated results per current grant agreements

This data is provided to USAID semiannually in the program's semiannual and annual reports. The program will also capture results through subgrantee milestones, and will be monitoring internal indicators to measure impact.

Subgrantee milestones: These milestones are distinct to each subgrant, but generally include targets such as amount of sales of new technologies, numbers of buyers of new technology (gender disaggregated), number of enterprises promoting new technology, and business and marketing plans. These milestones will be reported according to the work plan schedule of each subgrantee, summarized in the monthly report to USAID, and relevant impact data will be entered into the FTFMS (monitoring system) annually. A summary of anticipated FTF targets based upon milestones from negotiated grant agreements is in the table below:

FTF Indicator	Name	Year 1 Projected	Year 2	Year 3	Year 4	Year 5	Total
4.5.2-2	Number of hectares under improved technologies or management practices as a result of USG assistance	31	8,097	14,593	17,109	-	39,799
4.5.2-5	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	77	35,113	43,506	46,613	-	125,232
4.5.2-39	Number of technologies or management practices made available for transfer as a result of USG assistance	16	17	12	12	-	41
TBD	Number of technologies commercialized	-	11	11	11	-	33

Technical Assistance Needs

We expect that periodic short-term technical assistance provided both by the team and by independent consultants may be required to support implementation of grantees. Illustrative examples of such assistance include:

- Grants management support: 15 days
- Local management and technical support and check-in for AATF: 4 days per month for a total of 48 days in year 2
- Environmental training and PERSUAP support: 20 days
- Grantee verification and spot checking: estimate 3 days per grant per year for 48 total days

International Travel

It is estimated that between the two rounds of due diligence during this year, an average of seven grants for each round. We have budgeted seven due diligence trips for Round 2, and five due diligence trips for Round 3 to account for multiple awardees in one country, totaling 12. In addition, we anticipate either graduating or conducting status check-ins/monitoring trips with current grantees, therefore requiring another six international trips. Lastly, we anticipated that technical assistance for our largest grant recipient, AATF, will be necessary. We are estimating two regional or international trips will need to be dedicated to grantee capacity building. This brings international travel under this component to 20 in year 2.

4. PROGRAM REPORTING

The program will continue to provide USAID with monthly updates, technologies of the month, semi-annual and annual reports, as well as required financial reports. Additional reports and information will be shared as they are generated.

PROGRAM MANAGEMENT

For year 2, we propose the following modified roles and responsibilities of the team's units that reflect more accurately how the units implement their activities:

Technology Commercialization, Partnerships, and Investment Models: Year 1 of the program revealed the importance of significant coordination among the four component leads since the grant process involves contributions from each technical team lead in addition to the Grants Program Director. As a result in year 2 these units will work together with each contributing to individual commercialization and Mission partnership subagreements and with each maintaining their individual responsibilities for program component outputs. Below is a description of team responsibilities.

Knowledge Exchange: The program's comprehensive resource for learning, analysis, dialogue, and interaction among program partners, grantees, stakeholders, and external audiences. It houses vetted information and resources on transferring technology to smallholder farmers, including inventories, case studies, photos, videos, and other tools and resources to facilitate creation of new partnerships, the launch of technologies into new smallholder markets, and continual learning among a diverse community of stakeholders.

Grants: Encompasses all activities related to the solicitation, award, and management of program grants, as well as a comprehensive strategy for grantee outreach, Mission buy-in programs, and the scale up from pilot to commercialization products for select grantees.

The chart on the following page shows the structure for FTF-PI staff.

The **Director** is responsible for all technical and program oversight, providing guidance to component leads, financial management, and staffing management decisions. He supervises component leads, the grants program director, and the deputy director of operations.

Technology Commercialization, Partnership Development, and Investment Models Leads

The **Technology Commercialization Lead's** role in year one was to help develop and assess FTF technology solicitations, set targets on awards, provide seed funding and technical support, and monitor award progress and disbursement. Another responsibility was to be an important bridge between USAID-supported research and technology generation investments such as the CRSPs (Innovation Labs) and CGIAR programs and potential markets for their technologies. This has served the project well as we evaluate both the appropriateness of the technology and applicants' plans to demonstrate/train smallholders in their use. With the technology commercialization application, evaluation and award process established, the responsibilities of the TC Lead will focus on the following: evaluating technologies that are proposed for funding consideration or when necessary, identify leading scientific expertise to assist with evaluation, to ensure the validity and appropriateness of technology applications; work with the partnership and models leads in matching technologies with potential partners such as private companies, investors, USAID Missions, smallholder development programs and other partners that can

accelerate technology dissemination; capture and classify technologies and technology providers and manage the Program's agriculture technology database; evaluate all grants under consideration to ensure that the implementation plan includes a practical strategy for smallholder extension; manage individual grant proposals to evaluate, conduct due diligence, negotiate awards, and manage and monitor the implementation of a portfolio of grants; contribute content to the Knowledge Exchange.

The **Partnership Development Lead** is responsible for identifying and developing Program partner alliances from early seed funding to full buy-in by USAID Missions. Partners will include the private sector, investors such as venture capital and financial institutions, entrepreneurs, foundations and other for and non-profit entities that will bring thought leadership, new technologies and other innovations, and better approaches to implement activities in support mission Feed the Future objectives. The Lead will market to and prioritize interested missions that are pursuing private sector partnerships. Provide technical and administrative support to launch Solicitations for New Agricultural Partnerships on behalf of USAID missions and to negotiate and operationalize these partnerships; work closely with missions to design and structure successful partnerships including negotiating roles and scopes of work, mission and partner leverage, return on investment analysis, and strategies for best practice capture; assigned individual grant proposals to evaluate, conduct due diligence, negotiate award, and manage and monitor the implementation of a portfolio of grants, as well as contribute technical content for communications and outreach including program outreach, webinars and training seminars, contributions to blogs and twitter feeds, and providing lessons learned content for the program website; will assist the Program Director and TC and Investment Models Leads in planning and coordinating activities implemented by the team; contribute content to the Knowledge Exchange.

The **Investment Models Lead** is responsible for providing strategic analysis and program management to identify and develop relationships with investors, venture firms, and commercial companies that are engaged in selling improved agriculture technology to smallholder farmers in targeted developing countries. These include multinational, regional and national companies that are interested in investing in new product lines or have technology that can be adapted to this market. The commercial lead will review business and marketing plans submitted by applicants, provide feedback to strengthen technology commercialization strategies and marketing plans, and troubleshoot existing grant implementation against milestones and when needed develop mitigation plans. Working with the other Leads the Investment Models Lead will: identify models for technology commercialization, detailing and developing materials for existing and new models that can be replicated to commercialize technology to the smallholder farmer market. This includes evaluating existing FTF-PI grant risk/return and net present value for investments, the potential for success of an individual model, and writing up examples of companies successfully employing the model in the commercial smallholder sector; managing individual grants including evaluating proposals, conducting due diligence, negotiating awards, and managing and monitoring the implementation of a portfolio of grants; contributing content to the Knowledge Exchange.

The **Grants Program Director** and the **Knowledge Exchange Lead** positions remain unchanged from year one and are responsible for technical direction of those two components.

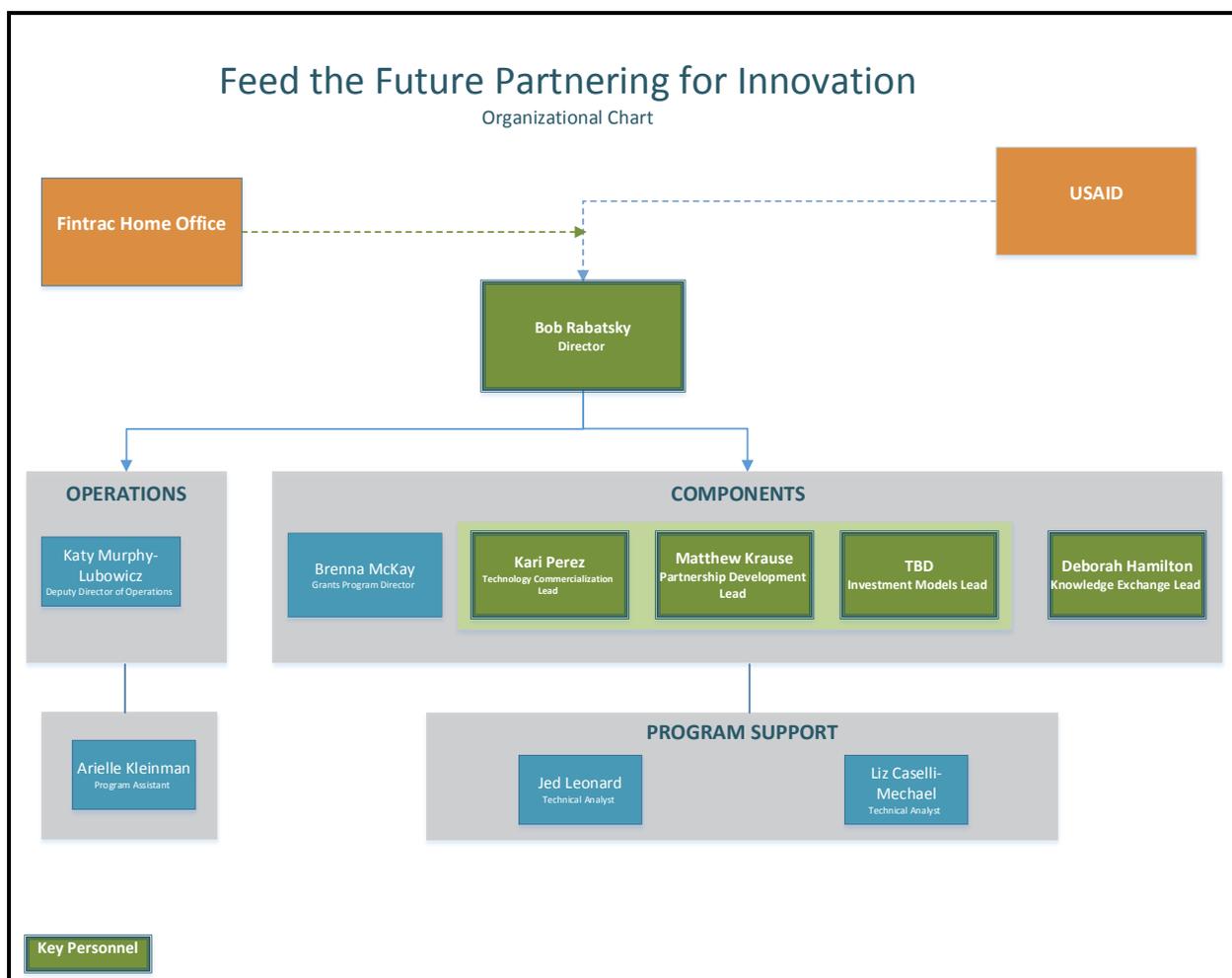
The **Deputy Director of Operations** is responsible for the financial and compliance oversight of the program, for monitoring the progress of activities across the work plan, and for ensuring the monitoring and evaluation systems in place are capturing and reporting results.

Support staff, which includes two research analysts and one program assistant, work across all areas of the program. The program assistant reports directly to the deputy director of operations. The **Technical Analysts** report directly to the Grants Program Director and the Knowledge Exchange Lead: however,

their roles also include assisting with subgrant negotiations and management and responding to the research and activity needs across components. The **Program Assistant** will provide logistical and administrative assistance as well as support as needed to other staff.

In addition to program staff, Fintrac's Home Office **Program Management Unit** provides needed support to project activities and administration at no additional direct cost to the program. They will act as the liaison between program staff and the home office, providing guidance on regulations as well as internal procedures.

At the time of this submission the Program was recruiting to replace the Partnership Development Lead and the Investment Models Leads.



YEAR 2 BUDGET AND INTERNATIONAL TRAVEL

Budget redacted for public version

Anticipated international travel for Year 2 is included in each section of the work plan above, and is detailed in the table below. Any travel without fixed destination will be submitted to the Agreement Officer for final approval.

No. Trips	Traveler	Company	From	To	Approximate Date	Purpose
29 Total Trips for Year 2						
12 Due Diligence Trips:						
7	TBD	Fintrac	USA	TBD	Nov-13	Due Diligence - Round 2 - average of 7 grants for each round of due diligence
5	TBD	Fintrac	USA	TBD	Jul-14	Due Diligence - Round 3 - estimated 5 trips, as some due diligence will be in focus country
8 Mission Outreach / Partnering Trips:						
2	TBD	Fintrac	USA	Ethiopia, Thailand	Dec-13	Scaling GLEE Conferences
2	TBD	Fintrac	USA	TBD	Jan-14	
1	TBD	Fintrac	USA	TBD	Apr-14	2 Missions targeted for year 2. Estimating 2 people for initial visit (one for 1-2 weeks, one for 4-6 weeks), plus one additional trip for APS process.
2	TBD	Fintrac	USA	TBD	Jun-14	
1	TBD	Fintrac	USA	TBD	Aug-14	
6 Local Partner Visits, Monitoring & Evaluation						
2	TBD	Fintrac	USA	TBD	Jun-14	Local partner event for completion of grant and "graduation" to commercialization
4	TBD	Fintrac	USA	TBD	Jan-14	Local partner assessments for impact, potential commercialization, etc. Regional visits when possible.
3 Consultant International Travel						
2	TBD	Consultant	USA	TBD	Feb 2014, June 2014	International experts providing capacity building to subgrantees (2 trips of 15 days each = 30 days of international travel)
1	TBD	Consultant	USA	TBD	Feb-14	Videographer to capture success stories

YEAR 2 WORKPLAN ACTIVITIES

FTF PARTNERING FOR INNOVATION YEAR 2 WORKPLAN		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Target	Milestone, Deliverable
Description		Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14		
PROJECT ACTIVITIES															
1	Technology Commercialization & Partnerships Component														
1.1	Task: Technology Commercialization														
1.1.1	Share innovative technologies with program audience, private sector, and other stakeholders.		x			x			x			x		4	Technologies highlighted through presentations / other public forums
1.1.2	Maintain the program's technology database, evaluating technologies that have applications to the smallholder sector as well as companies/other partners who have the potential to sustainabl transfer these technologies to the BOP market.				x									1	Technology Database for Feed the Future priority countries updated and maintained
1.1.3	Maintain database of companies, research/unv, etc. to feed into the Knowledge Exchange for investors, technology innovators, donors, and other projects.										x			1	Partner Database updated and maintained
1.1.4	Provide technical assistance and capacity building to grantees					x				x				2	Trips for grantee capacity building to improve grant impact
1.2	Task: Partnership Development														
1.2.1	Provide tools for matchmaking and outreach to Missions and letter of intent companies within geographic targets.					x								1	Summary document of Mission technology and partnership needs and letter of intent company targets
1.2.2	Working directly with USAID Washington, prioritize Missions for engagement and define FTF-Partnering for Innovation's approach to partner engagement to address Mission needs through program activities.		x				x							2	Missions identified for Year 2
1.2.3	Partner with Missions to outline Mission needs and buy-in capabilities, and develop an implementation plan to develop an APS in target countries.				x						x			2	Mission-focused partnership programs initiated
1.2.4	Research USAID-funded field and other agricultural programs to ensure PI is complementary rather than duplicative.	x	x											1	Database of FTF Partners
1.2.5	Monitor partner agreement implementation, provide update in monthly report	x	x	x	x	x	x	x	x	x	x	x	x	12	Monthly reports on partner agreement implementation (part of program monthly reports)
1.3	Task: Investment Models Development														
1.3.1	Develop models toolkit with initial 4 models.			x										4	Toolkits for each of the four models identified in Year 1
1.3.2	Share innovative partnerships and business models with program audience, private sector, and other stakeholders.						x			x			x	3	Innovative partnerships or business models identified and highlighted through presentations / other public forums
1.3.3	Share models toolkit with year 2 models.												x	3	Toolkits for each of the three models identified in Year 2
1.3.4	Evaluate and record commercialization model case studies.												x	14	Model case studies and related technologies profiled in a catalog
1.3.5	Conduct private sector assessments in response to Mission needs.						x				x			2	Up to two assessments for Missions providing buy-in for Partnering for Innovation.

FTF PARTNERING FOR INNOVATION YEAR 2 WORKPLAN		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Target	Milestone, Deliverable
	Description	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14		
2	Knowledge Exchange Component														
2.1	Task: Knowledge Exchange Platform														
2.1.1	Redesign website to be an integrated, searchable database that will allow stakeholders and interested private sector entities to access information, connect with potential partners, and join discussions.	x	x	x	x									1	Fully integrated website for project
2.1.2	Website updates, blogs, Twitter posts, and other public discussions on technical topics, current events around agricultural innovation, etc.	x	x	x	x	x	x	x	x	x	x	x	x	15,000	Average monthly hits on program website
2.1.3	Expand corporate reach by contacting companies strategically. Send targeted messages/invite to event or webinar.	x	x	x	x	x	x	x	x	x	x	x	x	250	Vetted companies added to program outreach database in Year 2
2.2	Task: Communities of Practice														
2.2.1	Design, development, and implementation of Communities of Practice around identified critical topics.				x	x	x	x	x	x	x	x	x	3	Communities of Practice around identified critical topics
2.2.2	Online engagement of Communities of Practice (technical content sharing, blogs, webinars, tweets, and other forums).	x	x	x	x	x	x	x	x	x	x	x	x	24	Blog posts, webinars, or tweets engaging communities of practice
2.3	Task: Outreach														
2.3.1	Conduct outreach presentations at key events such as Scaling GLEE, webinars, MPI/HUB, etc.			x	x									1	Set of outreach materials developed to address outreach at various events.
2.3.2	Develop and provide background investment and country information				x		x		x		x		x	5	Countries profiled
2.3.3	Conducting or participating in webinars on topics identified as needed (e.g., sharing innovative technologies, presenting innovative business models, Communities of Practice-focused knowledge sharing, etc).	x				x				x		x		4	Webinars with average attendance of 50
2.3.4	Develop short videos giving an overview of key FTF-PI events and technology innovations.		x			x				x		x		4	Videos
1.5	Task: Learning Events														
1.5.1	AgInvestor Lab, Washington, DC, invite-only								x					1	AgInvestor Lab
1.5.2	Outreach to previous AgInvestor Lab participants	x			x			x			x				
1.5.3	Participate in informational forums, attending targeted outreach activities at key events to engage private sector, develop contacts.	x		x	x		x	x		x	x		x	8	Event presentations, tech talks, or other direct outreach through events

FTF PARTNERING FOR INNOVATION YEAR 2 WORKPLAN		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Target	Milestone, Deliverable
	Description	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14		
3	Grants Component														
3.1	Task: Refine Grants Competitive Process														
3.1.1	Update grants manual.	x	x											1	Grants Manual updated and approved by USAID
3.1.2	Develop SNAPs for up to 2 Missions		x	x						x	x			2	SNAPs developed
3.1.3	Debrief after solicitation periods to continuously improve grant-making process.					x							x	2	Debrief meetings after Rounds 2 & 3
3.2	Task: Outreach and Capacity Building														
3.2.1	"How to Get a Grant" Video			x										1	Video
3.2.2	Building Partnerships between USAID and the Private Sector: Invite-only webinar with Letter of Intent companies.								x					1	Webinar
3.2.4	Case studies on learning/impact of grantees (these can be for public consumption too).							x					x	2	One each in semi-annual and annual reports
3.2.5	In-person and email outreach to research institutions to advertise the program and assist with application and commercialization strategy.	x	x	x	x										
3.2.6	Communications capacity building for grantees.			x										1	Grantee Communication Guide
3.2.7	Introduce SNAP program capabilities to Missions to generate buy-in.				x	x				x	x			2	Missions with APS programs through FTF-PI
3.3	Task: Increase Mission Buy-in														
3.3.1	Determine Mission budget/potential for buy-in, determine Mission technology priorities.	x													
3.3.2	Obtain Mission funding for Mission-specific partnership agreements.				x							x		2	SNAPs released - timing dependent on Missions
3.3.3	With Mission buy-in, convert existing pilot awards to commercialization awards.									x		x		2	Pilot awards to commercialization awards with partial Mission buy-in
3.4	Task: Negotiate and award grants from Round 2														
3.4.1	Due diligence site assessment		x	x										7	Anticipated site visits
3.4.2	Grant negotiation and award		x	x	x	x								6-8	Anticipated grants awarded
3.5	Task: Solicitation Rounds 3, 4, & 5														
3.5.1	Release EOI for Round 3, roll out SNAP for Rounds 4 & 5					x	x								
3.5.2	Convene IRC for Round 3						x								
3.5.3	Release RFA (Rounds 3, 4, 5)						x								
3.5.4	Convene CRC (Rounds 3, 4, 5)							x							
3.5.5	Negotiation, due diligence, and award of grants for Round 3, 4, 5								x	x	x				

FTF PARTNERING FOR INNOVATION YEAR 2 WORKPLAN		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Target	Milestone, Deliverable
	Description	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14		
3.7	Task: Grants Management Monitoring														
3.7.1	SMOG 00-01 Purdue Rwanda					x								10,000	PICS Bags sold by EcoPlastics
3.7.2	SMOG 00-02 WorldFish				x									1	Business Plan and Final Report
3.7.3	SMOG 00-03 CRS					x								1	Business Plan and Final Report
3.7.4	SMOG 00-04 Buen Manejo del Campo S.A. de C.V.					x								1	Business Plan and Final Report
3.7.5	SMOG 01-01 World Cocoa Foundation								x					5,300	Farmer interactions with CKW market information platform
3.7.6	SMOG 01-02 DripTech										x			1,000	InstaKits Sold
3.7.7	SMOG 01-03 PortaScience											x		20,000	Sales, in USD, of technology suite sold
3.7.8	SMOG 01-04 CTI										x			10,000	Retail sales, in USD, of processing suite equipment sold
3.7.9	SMOG 01-05 Netafim												x	500	Sales, in thousands of USD, of smallholder drip irrigation kits
3.7.10	SMOG 01-06 Purdue Kenya												x	22,500	PICS Bags manufactured (with 17,500 bags sold)
3.7.11	SMOG 01-07 iDE												x	100	Toro drip irrigation kits sold to end users
3.8	Task: Grant Implementation M&E														
3.8.1	Develop tracking system to track all grant indicators together for streamlined reporting	x	x											1	tracking system live
3.8.2	Monthly reports on WIG and Sub-WIG achievements; monitor progress	x	x	x	x	x	x	x	x	x	x	x	x	12	monthly reports on grant progress / results
3.8.3	Conduct periodic field visits for information verification and reporting						x				x			2	Field Visits focused on "deep dive" into results and data verification
3.9	Task: Knowledge Exchange M&E														
3.9.1	Monitor website traffic; participation in online forums and FTF-PI sponsored in-person events; report on metrics	x	x	x	x	x	x	x	x	x	x	x	x	12	monthly reports on web traffic, blog visitors, webinar attendees, contacts database disaggregation
4	Program Reporting														
4.1	Task: Submit Deliverables per Cooperative Agreement Requirements														
4.1.1	Monthly updates	x	x	x	x	x	x	x	x	x	x	x	x	12	Updates
4.1.2	Tech of the Month	x	x	x	x	x	x	x	x	x	x	x	x	12	Tech of the Month
4.1.3	Semiannual/annual reports	x						x						2	Reports
4.1.4	Quarterly financial reporting			x			x			x			x	4	Quarterly Financial Reports