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# USAID/Uganda Feed the Future Agriculture Inputs Activity

Year-1 ANNUAL REPORT: January – September 2013

Year-2 ANNUAL WORK PLAN: October 2013 – September 2014



October 2013

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# USAID/Uganda Feed the Future Agriculture Inputs Activity

Year-1 Annual Report: January – September 2013

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ABBREVIATIONS

aBi Trust	Agribusiness Initiative Trust
ACCB	Agro Chemical Control Board
APEP	Agricultural Productivity Enhancement Program
ASI	Adam Smith International
B2B	Business to Business
BDS	Business Development Services
BGS	Business Growth Specialist
CAADP	Comprehensive Africa Agriculture Development
CLA	Collaboration, Learning, Adapting
COP	Chief of Party
DOP	District Operational Plan
DSIP	Development Strategy and Investment Plan
EMMP	Environmental Mitigation and Management Plan
EWB	Engineers Without Borders
FTF	Feed the Future
GoU	Government of Uganda
IEE	Initial Environmental Examination
IFPRI	International Food Policy Research Institute
IR	Intermediate Result
ISSD	Integrated Seed Sector Development Program
JAA	J.E. Austin Associates, Inc.
LEAD	Livelihoods and Enterprises for Agricultural Development
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MFPEP	Ministry of Finance, Planning & Economic Development
MOU	Memorandum of Understanding
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NPA	National Planning Authority
NSCS	National Seed Certification Services
PCV	Peace Corps Volunteer
PMP	Performance Management Plan
PPP	Public-Private Partnership
SMS	Short Message Service
STTA	Short-term Technical Assistance
UBOS	Uganda Bureau of Statistics
UNADA	Uganda National Agro-dealers' Association
UNBS	Uganda National Bureau of Standards
USTA	Uganda Seed Trade Association
WFP	World Food Programme



# I OVERVIEW & SUMMARY

The USAID/Uganda FTF Agricultural Inputs Activity is on track to achieving sustainable results that will

- Increase the use of high-quality agro-inputs in Uganda (Activity Purpose)
- Increase the availability of high-quality agro-inputs to farmers (Activity Intermediate Result 1)
- Decrease the prevalence of counterfeit agricultural inputs (Activity Intermediate Result 2)

To achieve these goals, in Year-1 the Activity focused on improving the performance of agro-input firms (retailers, wholesalers, agro-chemical firms, seed companies). It promoted and succeeded in getting over 38 businesses to adopt a broad range of customer-service business strategies that will i) increase the efficiency of the agro-input distribution chain, ii) crowd-out suppliers of counterfeit products, and iii) increase farmers’ access to ever more agro-inputs and knowledge about how to use them effectively. Most importantly, the businesses the Activity works with, undertook these improvements themselves because they saw the commercial and social incentive to do so and, as a result, they will be willing to steadily improve their businesses in a sustainable manner that does not depend on long-term, outside support.

This is a good start for the Activity. It has succeeded in developing a solid footing with the firms in the agro-input industry that will allow it to apply additional resources for even greater improvements in Year-2.

The key achievements of the Activity are as follows:

Key Achievements	Expected Results
25 agro-dealers adopt improved customer management systems (CMS) and marketing practices that provide additional value to over 10,000 farmers <sup>1</sup>	10
Over 15,000 farmers <sup>2</sup> reached with 66 marketing events by 22 agro-dealers	2500 farmers 200 marketing events 20 agro-dealers
6 agro-chemical and seed companies improve distribution systems and customer management practices	3 companies
3 agro-chemical and seed companies begin process of setting up e-verification scheme	3 companies
3 radio stations regularly air audience-led, agriculture-related programming reaching over 2400 farmers <sup>3</sup> on a weekly basis	n/a
38 businesses or associations applied new technologies or management practices	40
4 firms improved market research through CMS or SMS platforms	3 companies
1 industry association identified a priority member service and is developing a business plan	1 association pilot
1 PPP active with Mubende District government to organize Agro-customer service week	1 PPP explored
61 businesses or associations received assistance	40
\$10,864 in private sector investment	\$10,000

After three months of activity, the Activity shifted its strategic approach and organizational structure to dramatically increase the footprint of its activities. It expanded from the initial five target districts to covering trading centers in 12 districts. Also, it shifted from directly supporting retailers and wholesalers to focusing its direct support solely to wholesalers. The Activity assists wholesalers improve their own capacity and then builds their capacity to develop the performance of the retailers in their network. At present, of the 13 wholesalers making performance improvements, all have helped an additional retailers

<sup>1</sup> Farmers do not receive direct support but are indirect beneficiaries of Activity interventions. This figure is based on estimates of 400 farmer-customers per agro-dealer.

<sup>2</sup> The numbers of farmers is a conservative estimate based on the types of marketing activities that took place (village-level promotions, SMS campaigns, and radio advertisements). The majority of marketing activities were SMS campaigns and radio advertisements, which tend to reach large audiences.

<sup>3</sup> Media industry estimates put the average number of listeners of each radio program at around 800 people.

12 adopt similar management practices, 3 months after they received support from the Activity. These numbers are initially modest, but they are fully expected to grow exponentially over the short to medium-term.

As a result, the Activity was able to more cost-effectively achieve greater results than initially expected. Most importantly, the Activity has increased over 30,000 farmers' access to better sources of agro-inputs. These results too are expected to grow substantially in the coming year.

## 2 YEAR I ACHIEVEMENTS & LESSONS

### 2.1 THEORY OF CHANGE AND KEY ASSUMPTIONS

The Activity's strategy is based on an understanding that:

1. Low input use by farmers correlates to low consumer confidence due to high levels of counterfeits and an inability of the agro-input distribution chain to satisfy and develop demand
2. The high levels of counterfeits and poor capacity of the agro-inputs distribution system is mainly a result of business' trading practices that are largely product and price focused and not customer-oriented

As such, the Activity's approach is to shift the performance of businesses in the agro-inputs system from trading business strategies to customer service business strategies (CSBS). This shift entails the adoption of:

- Quality assurance schemes like e-verification to crowd out counterfeits and strengthen supply chain relationships
- A focus on offering customers solutions, and not products, to solve farmers' problems that includes a better understanding of farmers' needs; tailoring products, services and information to improve their yields and profitability; and developing loyal, repeat customers who increasingly rely on their products and services
- Better business and financial management systems (inventory, financial statements, customer management systems, etc.) to maximize value to customers and increase sales volumes through more effective marketing and promotional efforts
- Coordinated marketing and supply systems between buyers and sellers that ensure traceable flows of genuine products that consumers want, when they want them

Achieving this shift across the agro-inputs system in a sustainable manner—to ensure that the Activity's impacts expand from year-to-year, beyond the life of the Activity, and do not dissipate once the Activity ends—requires that:

- Agro-input businesses adopting better business strategies do so because they see tangible value to the growth of their businesses and actively invest their own resources (i.e. they own the changes they make)
- Local and national government of Uganda (GoU) entities support and encourage improvements by the private sector and create a favorable enabling environment
- Providers of business development service (e.g., financial institutions, ICT firms, business management specialists, media outlets, etc.) and industry associations increasingly provide agro-input firms with services that enable them to adopt, expand and derive ever more benefit from the broad range of CSBS
- That all firms in the agro-input system recognize the value of shifting to more CSBS and feel the competitive and social pressures to shift their strategies

### 2.2 ACHIEVEMENTS BY ENTRY POINT

The Activity targeted key entry points in the agro-input system for interventions. Actors (businesses, organizations or public entities) at each entry point either play a critical function in the agro-inputs distribution chain or provide essential supporting products and services that can enhance the performance of individual businesses and improve the operations of the entire chain. The following table outlines the number of actors the Activity currently supports with direct assistance and who the Activity expects to continue making improvements and become role models in a range of performance improvements. The table also enumerates the number of firms who have benefited from Activity support but have not yet demonstrated sufficient commitment to making performance improvements. Once these

firms demonstrate sufficient commitment, the Activity will increase its direct support to these firms to making further advancements.

Table 1: Entry Points and Numbers of Current and Potential Target Firms

	No. Target Firms Directly Supported	No. Firms Benefiting and are Potential, Future Target Firms
<b>Entry Points: Agro-Input Distribution Chain</b>		
• International agro-chemical manufacturers		3
• Agro-chemical importer/distributors	2	3
• Seed companies (local producers and distributors and importers)	4	3
• Wholesaler/distributors	13	20
• Retailers	2	
<b>Entry Points: Supporting Systems</b>		
• Government of Uganda, District and national level entities	n/a	n/a
• Industry Associations	1	2
• Media Outlets	3	4
• ICT Firms		7
• Business/Financial Management Firms		4
• Agriculture Equipment Suppliers		5
<b>TOTALS</b>	<b>25</b>	<b>51</b>

Improved performance by actors at each entry point is essential for achieving the Activity's goals of increasing agro-input use and availability and decreasing counterfeits. The achievements and lessons learned of the Activity are outlined in relation to each entry point below.

### 2.2.1 Wholesale Distributors

Initially, the Activity aimed to directly support wholesale and retail agro-dealers but shifted its strategy to focus support direct to wholesale distributors who in turn support and develop their network of retailers. As such, the Activity expects to dramatically expand the sustainable impact of its interventions and be more cost-effective with its resources. At present, the Activity is working closely with 13 wholesalers (who have already made performance improvements) who in turn have a consistently dedicated network of over 100 retailers. These 113+ agro-input firms have a customer-base of over 45,000 smallholder farmers<sup>4</sup>.

Table 2: Wholesalers and Retailers by District/Trading Center

Trading Center	Wholesaler	Retailers in Wholesalers' Existing Network
Masaka	Modern Farmers	11
	Bafumbira	8
Iganga	Kambuzi	12
	Bafranco	6
	Buikwe	3
Jinja	Modern Farmers Center	5
Bugiri	BaFranco	7
Kamuli	Kamuli Ag Supplies	10
	Kamuli Farmers Supply Ctr	5
Ishaka	Nyongyera Agro-Chemicals	7
	Home Agric Supplies	11
Mbarara	Big B	8
Lira	Farmers Solutions	7
<b>TOTAL</b>	<b>13</b>	<b>100</b>

<sup>4</sup> It is extremely difficult to know how many smallholder farmers are customers of each agro-input firm until the firms improve their customer management systems. In the future, the Activity will use this data for more reliable estimates. The above estimate is based on a conservative figure of around 400 customers per retailer.

In Mubende, a district and trading center also targeted by the Activity, four wholesalers participated in workshops organized by the Activity. However, the Activity is piloting a different approach to generating interest and willingness of area wholesalers and retailers to improve CSBS. The Activity is assisting the local government organize an Agro-Customer Service Week, scheduled for October, to which local and national-level agro-input firms and equipment suppliers will be invited. By helping organize this event, the Activity expects to quicken the pace of adoption by area agro-input firms by i) showcasing the advantages and potential trade relationships that firms will benefit from by adopting CSBS and ii) generating public pressure and support for firms to make these improvements.

In Gulu, the Activity has assisted three retailers improve customer management and marketing and promotion activities. This focus on retailers in Gulu is due to the unwillingness of existing wholesalers to pilot improvements promoted by the Activity. In Year-2, the field person will be based in Lira where there are stronger, more interested wholesalers, but continue to support some retailers in Gulu.

<b>Key Achievements</b>	<b>Expected Results</b>
25 agro-dealers adopted an improved customer management system (CMS): 13 wholesalers received direct technical support and then built capacity of 12 network retailers.	10 agro-dealers
22 agro-dealers conducted 66 marketing and promotion events that reached over 15,000 farmers <sup>5</sup> (over 17 SMS campaigns; 33 radio spots; 12 village market-day promotions; 4 joint, wholesaler-retailer, village promotional events).	20 agro-dealers 200 marketing events 2500 farmers reached
13 wholesalers improved their business management practices, notably in the way they manage customer relations with their network retailers. All wholesalers have held coordination meetings with over 50 retailers, offering performance incentives such as credit terms, access to technical support and joint marketing campaigns.	10 retailers
1 wholesaler linked a spraying service team to 5 farmers and is promoting this service with her network of 12 retailers. Four existing, independent spraying service providers have been identified and introduced to three wholesalers to explore service arrangements to customers (see Lessons Learned).	4 agro-dealers
1 wholesaler recruited and is managing two village-agents as part of a village-agent retail strategy. The wholesaler wishes to first build her own capacity and then promote the village-agent retail model to 10 of her network retailers (see Lessons Learned)	30 agro-dealers 150 village-agents

### **Additional Achievements**

- One local ICT firm in Iganga has developed, with Activity support, an inventory management system that it currently provides to one local wholesaler on a pilot basis. The ICT firm also expects to provide bulk SMS service to local businesses if it can become an agent of a larger SMS aggregator (see Year-2 Work Plan, Support Systems below). Two additional ICT firms in Ibanda and Mbarara have expressed interest in expanding their bulk SMS services to area agro-input firms.

### **Lessons Learned**

- Getting targeted firms to invest in CSBS like those achieved is in large part due to the rapport and credibility built by the Activity's field staff. Staff succeeded in doing so through:
  - Understanding their business operations (staff assessed and benchmarked the performance practices of over 120 wholesalers and retailers)
  - Constant engagement of these firms in new ideas to improve their business, recognizing and building from their experience to tailor improvements that are most likely to succeed

<sup>5</sup> It is difficult to calculate the number of farmers listening to radio spots but radio stations conservatively estimate listenership of each radio spot at around 800 farmers.

- Managing firms' expectations about Activity support (most expected the Activity to subsidize all improvements either partially or entirely)
- Providing quality technical support that made sense to the businesses' commercial interests, as demonstrated by firms' willingness to cover personal costs to attend workshops and invest in improvements

The Activity fully expects these firms to accelerate their pace of improvements because they have seen the value.

- Now that an initial number of wholesalers have demonstrated their commitment to making a number of performance improvements, the Activity will be able to cost-share additional improvements on a pilot basis and be certain of the wholesalers' ownership of these efforts. For example, in Year-2, likely areas of cost-sharing include: offering promotional discounts to particular customer segments (e.g., fertilizer for maize farmers, spraying services for coffee growers, etc.) and discounts for using the services of bulk SMS providers.
- There are a limited number of existing, independent spraying service providers and farmers, outside of tree-growers, are unaware of the service. In Year-2, the Activity will link these existing providers to wholesalers and assist them develop a market among their farmer-clientele.
- Wholesalers, although they have significant retail operations, preferred adopting performance improvements like CMS and marketing and promotional campaigns first, over village-agent retail strategies. The CMS and marketing improvements are seen as lower risk efforts with higher immediate returns and allow wholesalers to strengthen relations with retailers. The Activity expects that as relations improve, wholesalers will be more willing to invest in building retailers' capacity to adopt village-agent retail strategies (see Year-2 activities below).

### **Agro-inputs wholesaler embraces business to consumer SMS as marketing tool in Uganda: Increases sales by 20% in three months**

Aminah Ramlah Kambuzi is a respected agro-inputs wholesaler in Iganga town, eastern Uganda. A single parent and mother of three, she is the owner of Kambuzi General Enterprises Ltd worth an estimated UGX 50M (about \$20,000). Her business ability is attributed to hard work, solid business experience spanning over 17 years and most importantly, her willingness to learn and take risk.



In July 2013, USAID's Feed the Future Agricultural Inputs Activity introduced the idea and encouraged her to use text messaging as a mobile marketing tool. With less than UGX 1000 (less than 1 dollar) Kambuzi activated existing bulk SMS bundles on Warid and MTN telecoms and sent messages to 20 inputs retailers and 9 farmers. The SMS simply read "Dear Customer, new stock now available at KAMBUNZI Ent LTD / Ramula. Wish you a successful season."

excited by the impact these initial text messages generated. She is now convinced that SMS is a powerful

**Aminah Ramlah of Kambuzi General Enterprises Ltd in Iganga district sends an SMS on her mobile phone.**

marketing tool. Within three days, in-store traffic increased with 15 of the 20 retailers coming in to buy various agro-inputs. She says some of the customers forwarded the

messages to other farmers and retailers too. Her sales more than doubled. "I sold in one week what I normally sold in a month," Kambuzi said.

Kambuzi says since she begun using the text messaging and reaching out to her retailers, sales have grown by an estimated 20 percent. She has invested some of the profit by opening another branch in Bulamazi, a remote part of Iganga district to serve farmers better. In addition Kambuzi started working with a group of 5 youths to provide spraying services to farmers at affordable fees.

## 2.2.2 Seed and Agro-Chemical Companies

In Year-1, Activity staff engaged 90% of the 20 Ugandan seed companies, 12 agro-chemical importers and major international manufacturers to introduce the Activity, identify each company's concerns and programs for improving their distribution channels and determine opportunities where the Activity could support their efforts. This process resulted in the development of a customer service workshop (CSW) by the Activity that enabled interested companies to identify and initiate efforts best suited to improving their operations and distribution strategies (see Lessons Learned below). It is important to emphasize that the improvements made by seed and agro-chemical firms (see below) are entirely sustainable. The commitment demonstrated by these firms allows the Activity to expand support to these firms in the form of cost-shares for additional, more risky improvements that are in line with company objectives and that will not jeopardize their sustainability.

Key Achievements	Expected Results
<p>6 agro-chemical (2) and seed companies (4) improved distribution systems and customer management practices</p> <ul style="list-style-type: none"> <li>- NASECO began improving its electronic ordering and order-fulfillment platform as part of a strategy to get all customers to place advance orders and allow the company to distribute all orders with its own vehicles (see Lessons Learned).</li> <li>- Pearl Seed is reconstructing its customer-arrival area, creating a reception/inquiry desk staffed with knowledgeable personnel to streamline service.</li> <li>- SIMLAW Seeds began using SMS communications to alert customers of product availability, promotions and news about counterfeited varieties.</li> <li>- Otis Seed began a program of contacting and developing a CMS of all farmer groups in the Acholi region who have limited access to retailers in order to sell directly to them. This is an ongoing process, but an estimated 20 to 30 farmer groups (approximately 400 to 500 farmers) will benefit in the first planting season of 2014.</li> <li>- Hangzhou Agro-Chemical began using SMS communications to improve customer relations, alert customers of product availability and conduct promotions.</li> <li>- Keith Associations (an agro-chemical firm) launched a training program for 60 wholesalers and retailers in the Central and Busoga regions on product features and benefits and how to identify counterfeits.</li> </ul>	3 companies
<p>3 Seed and agro-chemical firms begin the process of setting up an e-verification, quality assurance scheme: Simlaw Seeds, Bayer Agro-chemicals and Uganda Crop-Care Ltd. committed to piloting an e-verification scheme that will launch in Q2 next year. The firms began identifying costs and methodologies for piloting the program.</p>	3 companies
<p>4 firms began to improve market research capabilities as an offshoot of their enhanced CMS, ordering platforms and use of SMS communications platforms (see Lessons Learned). Firms include those noted above.</p>	3 companies

### Lessons Learned

- Most of the advancements made by the firms noted above are a result of a series of low-cost interventions on the part of the Activity. Senior management and junior staff from all of the above firms (in addition to two other firms) participated in individualized customer service workshops (CSW). Activity staff helped company management and personnel identify major sources of customer frustration and opportunities for each company to address these particular issues and improve overall customer relationships. This approach has proven particularly effective as each company has their own challenges and strengths. As a result, each company

identified the performance improvements that best suited their businesses and, independently of Activity support, began to implement new systems. Subsequently, the Activity has linked these and other agro-input firms with business and financial management consultants and ICT firms who can assist these firms implement their own solutions (see the Networking Event below).

- At the end of September, the Activity hosted a networking event bringing together several ICT firms, business and financial management service providers and over 10 agro-chemical and seed companies. The outcomes of this event are still emerging, but the Activity is aware of the following:
  - Three business/financial management firms are working with seven agro-input firms for capacity and systems building support
  - Two ICT firms are working with four agro-input firms
  - One ICT firm is developing a tool for agro-input firms to track product flow that it hopes to demonstrate and pilot with a willing firm
- A major frustration for wholesalers and retailers is arranging their own transport from the premises of seed and agro-chemical companies. The costs are high and products tend to get damaged. This frustration was the principle reason behind the investment in an order/order-fulfillment platform made by NASECO, which the Activity expects to be the industry norm within two years. Support for firms to make similar improvements is expected to come from existing, capable ICT firms, whom the Activity will assist in Year-2 to expand their services to more agro-input firms.
- For seed and agro-chemical companies to deploy cost-effective market research systems, they need ICT platforms of customer contacts, which, initially, get used for marketing efforts but can then be used to poll customers in advance of the planting seasons about the varieties and quantities they require.



**ICT and Agro-Input Firms Discuss Opportunities**

### 2.2.3 Industry Associations

Activity focus with regard to industry associations is to support willing associations improve and expand their membership services. At present, the Uganda Seed Trade Association (USTA) is the most dynamic and responsive to the needs of its members. It also, however, has only moderately strong capacity to provide member services and, at the beginning of this year, was unsure which member services to prioritize or how to develop them. The Activity was able to help USTA and its members prioritize services and identify a way of developing the most pressing ones.

The Activity expects that as USTA increases its capacity to provide members with valuable services that it will serve as a role model for the agro-chemical businesses and CropLife, its main associative body. At present, CropLife and the Uganda National Agro-Dealers Association (UNADA), which represents wholesalers and retailers, are more focused on implementing donor-supported programs, viewing these activities as their primary purpose as well as principle source of revenue.

#### Key Achievements

1 industry association (USTA) and its members have identified quality assurance as a priority member service and begun to develop this service, which is expected to be piloted during the first planting season of 2014. The Activity helped USTA and its members arrive at this point with the following activities:

- A round-table of 20 Ugandan industry associations (including USTA, CropLife and UNADA) highlighted key member services for these associations and how they developed, pay for and manage these services.

#### Expected Results

1 industry association pilots a new member service

- Individual meetings by USTA management to several associations for more in-depth examination of good practices
- A workshop of USTA leadership and management to identify priority member services and develop initial business models for the commercial viability of each service. USTA identified four priority services and agreed to take immediate action on the first:
  1. Quality assurance service to vet each company's quality control seed production and processing measures
  2. Marketing and branding of USTA with member companies whose quality control measures meet standards
  3. Market development of improved variety seeds to end consumers and regional buyers
  4. Brokering and coordination services linking suppliers and buyers of foundation seed
- With USTA management and seven members of the Executive Board, the Activity helped develop a scope of work for a business planning mentor to assist USTA management develop a pilot quality assurance service (the mentor will assist USTA in October)

3 initial meetings of stakeholders in the seed sector were held and Activity staff contributed to efforts to share information and identify opportunities to expand the stakeholder group into a larger industry platform. In addition, several meetings were held among stakeholders at the district level (Mubende, Masaka and Lira) to address shared issues. These meetings are part of a process of building momentum among up-country agro-input firms toward collective action and the utility of local platforms.

2 initial meetings and 3 other, smaller meetings of stakeholders to address shared issues

### Lessons Learned

- In order to increase the pertinence of these three industry associations, and their capacity to perform associative functions, the Activity believes that associations must be able to demonstrate value to members and develop a strong and involved membership base. At present, membership rates are low. In the Activity's baseline survey of 33 wholesalers and retailers, slightly more than 50% were members of UNADA, and, of those claiming membership, the majority had not paid membership dues in the past year. Of the five major agro-chemical firms surveyed, only three were members of CropLife and only four of the seven seed companies surveyed were members of USTA. Correspondingly, members' satisfaction with association services is also low. On average, only 42% of members are satisfied with the services of their respective associations.

### 2.2.4 Government of Uganda

The Activity's focus with local and national-level GoU entities is to help make them aware and supportive of private-sector led initiatives to improve the agro-inputs industry. This Activity works closely with the USAID/Uganda FTF Enabling Environment for Agriculture Activity, providing insight gleaned from the private sector about enabling environment issues that affect the agro-inputs industry. Key activities for the year include:

- A breakfast round-table for GoU ministry officials, donors and implementing partners to engage stakeholders in ways they can support Activity objectives. Officials from the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) and Ministry of Finance, Planning and Economic Development (MFPED) actively contributed to discussions.
- Two meetings with MAAIF's Crop Protection Department, one with the staff from the Enabling Environment for Agriculture Activity, were held to highlight challenges in the agro-inputs industry, understand the Department's priorities and activities and identify opportunities for increasing Department support to the sector.

### Key Achievements

1 short-term public-private partnership was developed to organize an Agro-Customer Service Week in Mubende (see Wholesalers section above). The district

### Expected Results

1 PPP opportunity is explored

government of Mubende and local agro-input firms and commodity processors and traders, with support from the Activity, are organizing this event to raise awareness of and link area farmers to suppliers of agro-inputs and output markets.

The Activity introduced officials in five district governments to opportunities to support local agro-input firms by, for example, providing extension services to farmers during outreach programs of agro-input firms, increasing regulatory oversight and assistance to agro-input firms to register their businesses. Although no formal agreements were concluded, agricultural technicians in three districts provided technical support to the village-level marketing efforts of three wholesalers and participating retailers.

5 means of support to agro-input firms are formalized.

### 2.2.5 Media Outlets

The purpose of the Activity's focus on media outlets is to build the capacity of media outlets in intervention areas to develop audience-led, agricultural-related programming. This programming, done well, captures issues and concerns of listeners and media outlets then develop appropriate programming. The Activity's expectation is that this programming style will provide a venue for farmers to, for example, voice their concerns about counterfeit products, express their preference for better customer service, share experiences about good agro-input firms, etc.. Such platforms for farmers are expected to showcase best performing agro-input firms and pressure all firms to improve their operations.

#### Key Achievements

3 media outlets now have weekly, audience-led, agricultural-related programs: Hearth FM in Mubende (see Annex 2), Speak FM in Gulu and Regional FM in Iganga. All stations regularly meet with listener groups, mainly comprised of farmers, in order to develop future content for their programs. The radio stations estimate that close to 800 farmers are listening to each of these programs. As such, approximately 2400 farmers are reached on a weekly basis and these estimates are expected to increase with the popularity of the programs.

#### Expected Results

No targets

A group of journalists and media professionals, with Activity support, have formed an Ag-Content Café. The forum is an opportunity for networking and sharing good practices with regard to developing audience-led and agricultural programming and how to market this type of programming.

No targets

#### Lessons Learned

- For audience-led programming to be sustainable, most media outlets will need assistance in how to market such programs. Typically, such programs have more active listeners who respond better to advertisements during these segments. However, such programming is not common in Uganda and most advertisers or advertising brokers are unaware of the value of advertising during these programs.
- The listener groups of media outlets, which are mainly comprised of farmers, are important networks of agro-input consumers that will be the target of Activity interventions to mobilize such networks in Year-2.



Sarah Arinaitwe of Heart FM interviews woman farmer

### 2.2.6 Equipment, ICT and Business/Financial Management Firms

Activity staff met and profiled:

- Five equipment firms: Tata Motors (John Deere supplier) EngSol, BrazAfrique, Pentagon, Smith & Bolton
- Seven national ICT firms: InfoBlip, Magezi Solutions, Fit Uganda, SMS Media, SMS Jajja, Mitesh Inc., Grameen AppLab

- Three business/financial management service providers: Aclaim, Lap Consult, Stanford Consulting

Six firms participated in the above-mentioned networking event, introducing them to seed and agro-chemical firms. All six firms have since begun working with a total of five agro-input firms, the results of which will be outlined in the Activity’s Year-1, Q1 report. All equipment firms indicated they would be participating in the Agro-Customer Service Week scheduled for October in Mubende. The Activity will capitalize on these relationships as outlined in the Support Systems section below.

## 2.3 PERFORMANCE MANAGEMENT

The following presents Activity achievements and progress toward target indicators in the Activity’s performance management plan (PMP) broken down by Intermediate Results (IR).

### IR 1: Increased availability of high quality inputs to farmers in focus districts

#### 1.0.3 Percentage of firms that had no stock-outs of the three key inputs (maize seed, NPK fertilizer and Glyphosate 48%) during the farming season. [32%]:

Less than half (32%) of the target firms had all the three key inputs available, without stock-outs, in the past agricultural season. Stock-outs were most pronounced among wholesalers and retailer (see Figure 1 below). Stock-outs among retailers are largely due to insufficient working capital. Figure 2 below shows low availability of hybrid maize seed, which was a result of poor rains and poor seed production in the previous season.

Figure 1

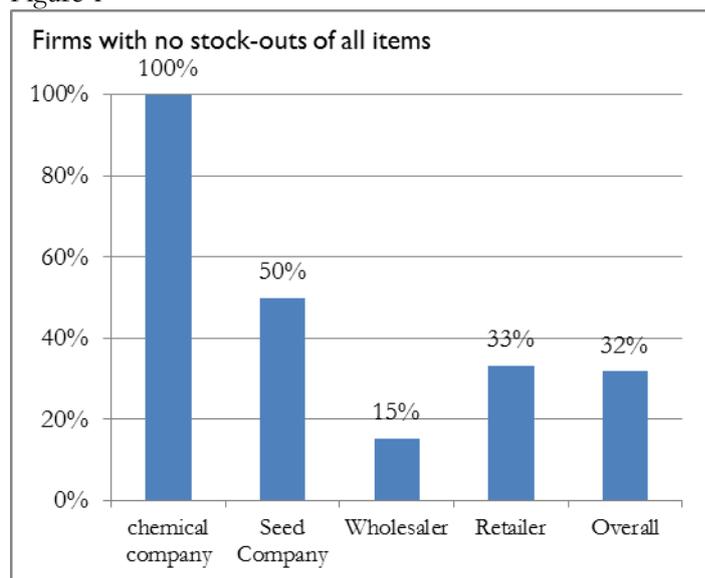
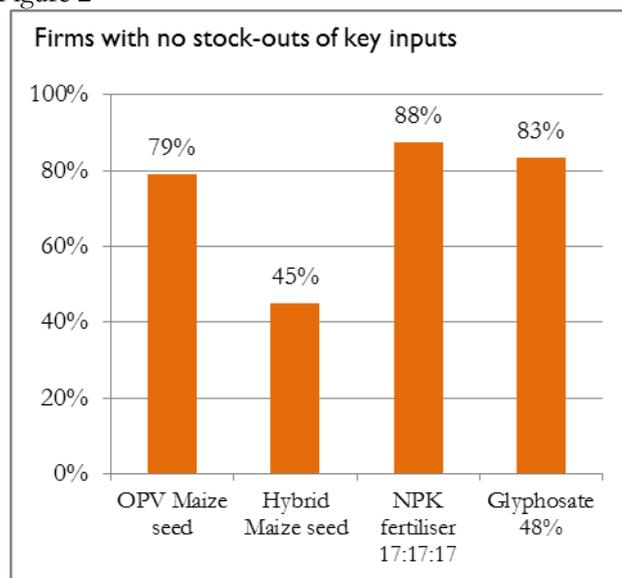


Figure 2



#### 1.0.5 Number of private enterprises, producer organizations, water users associations, women’s groups, trade and business associations, and CBOs receiving USG assistance. [61]:

Sixty-one (57 agro-input firms, 3 media firms and one industry association) received direct support from the Activity. Support included customer service workshops (147 participants), business promotion training (23 participants), and numerous individualized coaching sessions provided by staff. An audience-led mentorship program was organized for each of the media firms that built staff skills in audience-led, agricultural-related programing.

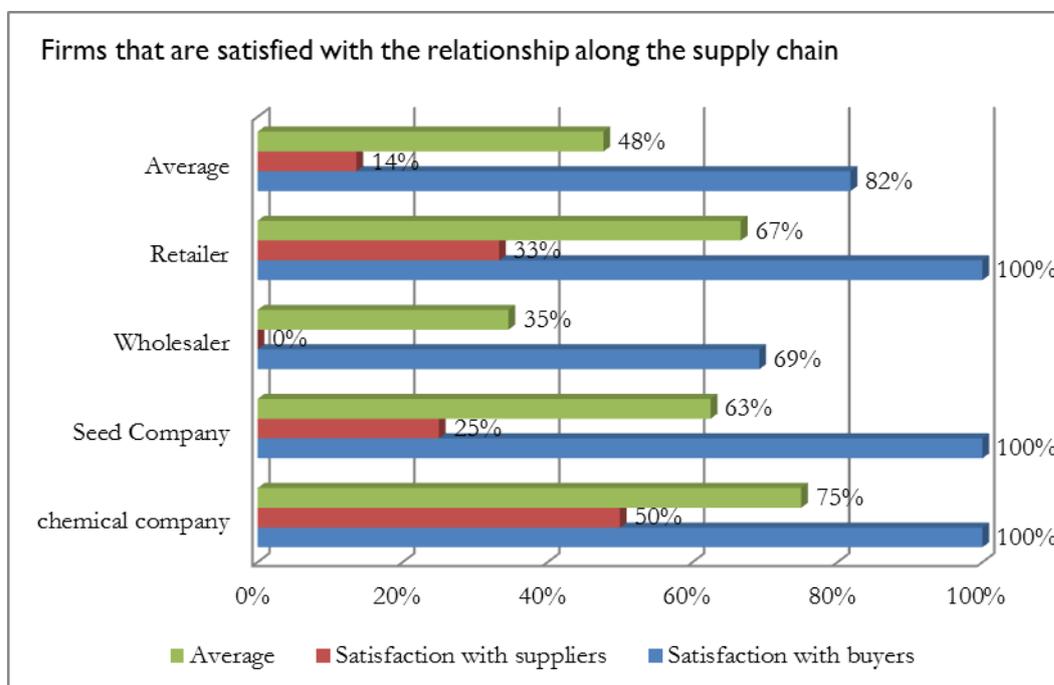
#### 1.0.6 Number of private enterprises producer organizations, water users associations, women’s groups, trade and business associations, and CBOs that applied new technologies or management practices as result of USG assistance [38]:

Following the training and mentorship programs, a total of 38 firms (34 input firms, 3 media firms and one association) were able to implement new business management practices. The input firms, for example, initiated SMS marketing, launched village agent retailing, started village promotions, remodeled business premises for better customer service, developed customer management systems. Note that 22

agro-input firms received **direct** support and 12 **benefited indirectly**, improving performance with support from wholesalers who were supported by the project.

**1.1.1 Percentage of target firms satisfied with the relationship along the supply chain. [43%]:**

Of note, paradoxically, firms are largely satisfied with their relationships with buyers but not satisfied with relationships with their suppliers. In particular, and in line with the Activity’s baseline survey, wholesalers continue to have poor relations with their suppliers.



**Figure 3:** Percentage of firms that are satisfied with the relationship along the supply chain

**1.1.3 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation [\$10,864]:**

A total of 9,664 US dollars and 1200 US dollars were invested by 5 agro-input and 2 media firms respectively. These investments included purchases of SMS bundles and transport costs during village promotions made by several wholesaler firms, and construction and communications’ systems investments made by one seed and one agro-chemical firm. The media firms invested in field visits to capture audience-led program content, production costs, marketing and staff recruitment.

**1.1.4 Number of firms (excluding farms) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance [5]:**

More than three quarters of the firms (77%) were unwilling to share profit information and others did not have profit data.

**1.1.5 Total number of marketing and promotional activities implemented by targeted firms as a result of USG assistance. [66]:**

These marketing and promotional activities included radio advertisements (33), village market day events (12), village promotions (4), and SMS marketing campaigns (17). The approaches were found to be very cost effective in driving sales as well as attracting more customers.

**Intermediate Result 2: Decreased prevalence of counterfeits**

**2.0.1 Percentage of target firms perceiving fewer counterfeits on the market compared with the past year. [41%]:**

The majority of the agro-input firms perceived higher levels of counterfeits on the market compared with the past year.

**2.1.1 Percentage of targeted firms participating in genuine product assurance schemes. [39%]:**

Only 39% of the Activity's target firms have or participate in quality assurance schemes. No firm yet has an e-verification scheme and only 14% use tamper-proof packaging. Most firms focus on performance guarantees (71%) and selling their products through selected distributors (71%).

### 2.3.1 Observations and challenges

- Indicators 1.0.1 and 1.0.2: These two are context indicators with data sources being Ministry of Agriculture and NAADS programs. However, the project was unable to obtain 2013 data due to delays internal to the institutions. The latest available data is from 2010.
- Indicators 0.0.1 and 1.3.2: The FTF Commodity Production and Marketing Activity was expected to collect data for these two indicators. However, the two indicators were modified and therefore the appropriate data was not available.
- Indicator 1.3.1: Disseminating messages about saved seed degradation and soil depletion is not a priority among the private sector businesses as they prefer to messages that will result in higher sales and bring in more customers.
- Missing targets: Relationships between the project and the target firms were solidified in quarter 4 of the year. Therefore, it was impossible to set targets without establishing a baseline with these target firms. Quarter 4 was used to generate baseline data for the most of the indicators.

### 2.3.2 PMP implementation

All activities stipulated under the performance management task schedule were implemented. A baseline survey was conducted in April and performance targets for Feed the Future indicators were set at that time. Tools for collecting data from target firms were designed and staff was trained on their use. An excel database was developed to manage incoming data and this will be transitioned into a web-based platform next year. Two quarterly reviews were conducted and plans are underway to conduct Data Quality Assessments.

### 2.3.3 Results Toward Performance Targets

Indicator		Baseline	Target	Actual	% Achv'd
<b>IR 1: Increased availability of high quality inputs to farmers in focus districts</b>					
I.0.3	Percentage of firms that had no stock out of the three key inputs during the farming season.	32%		32%	
I.0.4	Percentage of target firms providing new/continued ag-input services as a result of USG assistance.	0		100%	
I.0.5	Number of private enterprises, producer organizations, water users associations, women's groups, trade and business associations, and CBOs receiving USG assistance.	0	40	61	153%
I.0.6	Number of private enterprises producer organizations, water users associations, women's groups, trade and business associations, and CBOs that applied new technologies or management practices as result of USG assistance	0	40	38	95%
I.1.1	Percentage of target firms satisfied with the relationship along the supply chain	48%		48%	
I.1.2	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	100	167	167%
I.1.3	Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	\$10,000	\$10,864	113%
I.1.4	Number of firms (excluding farms) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	0	8	5	62.50%
I.1.5	Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	0	8	7	87.50%
I.1.6	Number of jobs attributed to FTF implementation.	0	5	1.6	32%
<b>IR 2: Decreased prevalence of counterfeit agricultural inputs</b>					

	<b>Indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>% Achv'd</b>
1.2.1	Total number of marketing and promotional activities implemented by targeted firms as a result of USG assistance.	0		66	
1.3.1	Total number of informational messages disseminated through the various communication channels about nutrient depletion, saved seed degradation and the potential of improved inputs by targeted firms.	0		0	
1.4.1	Number of new/continuing services provided by the association to their members as a result of USG assistance.	0		0	
1.4.2	Percentage of target firms that are satisfied with the association services.	13%		13%	
2.0.1	Percentage of targeted firms perceiving fewer counterfeits on the market compared with the past year.	41%		41%	N/A
2.2.1	Percentage of targeted firms that are satisfied with their suppliers' responsiveness to counterfeits.	14%		14%	

## 2.4 COLLABORATION, LEARNING AND ADAPTATION

The Activity has a robust approach to collaboration, learning and adaptation (CLA), both with regard to its internal planning and activity design processes and its relations with external donors, implementing partners and other development stakeholders. The primary aims of the Activity's approach to CLA are:

- Continually improve the Activity's performance toward achieving its goals and intermediate results in order to ensure the most cost-effective use of its resources and the sustainability of its results
- Continually add to the pool of learning among development practitioners that can assist others in achieving results and collaborate to enhance the cost-effectiveness of all implementing partners and leverage resources for greater overall results

### 2.4.1 CLA Internal to the Activity

In addition to the Activity's PMP as a tool for guiding performance management, the Activity implemented the following measures and mechanisms to foster a learning-cultural; ensure an internal flow of new information and observations, staff experiences and lessons learned and encourage staff to experiment, recognize shortcomings, and adjust their approaches:

- Staff performance measurement using a competency framework (CF) that has emphasis on achieving results, communications, teamwork and learning and creativity: The CF ranks staff on a scale-of 1 to 4 and clearly outlines a path toward progressive improvement. Staff undergoes 360-degree appraisals every six months.
- After Action Review (AAR): After each activity, staff completes an AAR of the expected and actual outcomes of activities and highlights areas for improving the activity. AARs are shared with the Knowledge Management Team (KMT) and attached to the Activity's online Activity Management Platform. This platform tracks, for all staff to see, all future, current and past activities.
- Most Significant Change (MSC) stories: In September, the Activity piloted the MSC, qualitative approach to capturing insight into the changes being made by direct and indirect recipients of Activity support in the agro-inputs system. The MSC approach will enable the Activity to better understand the changes across the system and capture expected and unexpected outcomes of its interventions. The two questions used in a survey of firms sought to capture significant changes with regard to operations management and customer service. These included:
  - In the past three months, what was the most significant change with regard to how you manage your business? (this is a fairly open-ended questions meant to probe for unexpected changes being made, or not made)
  - In the past three months, what was the most significant change with regard to how you satisfy the needs and requirements of your customers? (again, respondents may or may not have made changes and responses can indicate a respondents level of understanding of customer service)

The results and lessons of the pilot will be published in a report in Q1 of Year-2

- Quarterly Planning/Review: The Activity held two quarterly planning and review sessions where staff met to evaluate the progress and activities of the past three months, capture lessons learned, incorporate lessons and experiences into refining the next three months activities.

## **2.4.2 External to the Activity**

The Activity undertook the following as part of its efforts to coordinate, collaborate and share learning with the wider development community and, in particular the other implementing partners in USAID/Uganda's FTF Value Chain Development Project:

- Knowledge management staff shared approaches and learning with knowledge management specialists on the Commodity Production and Marketing Activity.
- The Activity's KMT hosted a first Learning Café attended by several implementing partners to share its insights about perceptions of farmers with regard to purchasing and using agro-inputs.
- Staff worked closely with the management of the Integrated Seed Sector Development (ISSD) program to flesh out ideas for an impact assessment of the effects of counterfeit seeds and agro-chemicals on the local and national economy and private sector businesses, including farmers on up to large agro-input firms. The terms of reference for the assessment are still being finalized with the study expected to be piloted in early 2014.
- Staff contributed to the initial formations of a seed sector platform, with the first meetings comprised mainly of donors and implementing partners (see above)
- Staff continues to collaborate with the FTF Enabling Environment for Agriculture Activity by providing technical support to that Activity's efforts to improve the performance of MAAIF's Crop Protection Department in addressing counterfeits. Both Activities attended initial meetings with the Crop Protection Department and comprise part of a group to develop a plan for building the Department's capacity.
- On informal bases, senior management and technical staff of the three FTF Activities that are part of the FTF Value Chain Project met on several occasions to share approaches, experiences and identify opportunities for collaboration. These meetings are ongoing with, for example, the Chiefs of Parties meeting every two weeks.

## **2.5 ACTIVITY MANAGEMENT**

### **2.5.1 Start-Up Phase**

The Activity achieved all expected outcomes for the start-up phase as outlined in the Year-1 Work Plan. The full complement of technical staff and subcontractors were on board and equipped with the skills to implement the Activity's approach by March. The following key efforts enabled staff to i) create awareness of targeted businesses of the Activity's goals and objectives, ii) enhance staff understanding of industry dynamics and issues, iii) establish credibility and rapport with targeted actors, and iv) identify initial performance improvements to promote with targeted actors:

- Staff interviewed and assessed the performance practices of over 180 actors at the targeted entry points across 15 districts.
- GoU officials in 5 districts, at the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) and in the Ministry of Finance, Planning and Economic Development (MFPED) were visited by senior management or attended presentations outlining Activity objectives and approaches.
- Fifty-six people from the GoU, private sector and donor community attended the Activity's national launch event, another 25 from similar organizations participated in the Activity's breakfast round-table to discuss baseline findings and the Activity's approach.

### **2.5.2 Subcontracts**

The following subcontracts were extended in Year-1

- Adam Smith International (ASI) provided technical support to staff and target firms on two occasions
  - In April, two ASI consultants participated in the orientation and work planning process of the Activity. One ASI consultant worked with the Activity's communications team to accelerate the Activity's relationships with and implementation of activities with several

media outlets. Quickly after the contributions from ASI, Heart FM in Mubende agreed to dedicate resources toward developing audience-led, agricultural-related programming.

- In August, one ASI consultant provided additional support to the Activity staff to develop opportunities with another group of media outlets to invest in consumer protection programming. Two stations, in Masaka and Bushenyi, agreed to develop such programming in Q1 of Year-2.
- Engineers Without Borders (EWB): EWB assisted the Activity in its start-up phase by working with Activity staff and agro-inputs firms to complete assessments of agro-input firms, contributing to the strategic planning of activities, supporting staff in activity implementation and sharing of lessons learned, developing training modules for agro-input firms in customer service and marketing and promotions.

### 2.5.3 Deliverables

The Activity successfully submitted the following deliverables per the terms of its contract:

- Annual Work Plan
- Baseline Outline
- Baseline Survey Report
- Preliminary Sustainability Plan
- Performance Management Plan (PMP)
- Two Quarterly Reports

## 2.6 FINANCIAL MANAGEMENT

The Activity's financial record is found in the table below. It is important to note that the Activity expects to increase the rate of expenses substantially in Year-2. A rather low expense rate in the first year is to be expected. This Activity was designed to pilot a range of approaches its first year and scale-up activities and expand its coverage area thereafter, applying the lessons it learned. In addition, as noted in several places above, the Activity has refrained from activities like cost-shares with the businesses it targets in order to ensure the ownership of performance improvements by target firms. The activity has succeeded in cultivating a group of committed target firms with whom it expects to scale-up support in the form of cost-shares and outside expertise in Year-2.

	<b>Total Budgeted</b>	<b>Expenditures through June 2013</b>	<b>Expenditures Jul-Sept 2013</b>	<b>Total Expenditures as of Sept 2013</b>	<b>Percent Expended</b>
Labor and Fringe	<b>2,981,547</b>	136,509	297,243	433,752	15%
Other Direct Costs	<b>1,804,930</b>	116,303	162,746	279,049	15%
Subcontracts	<b>586,188</b>	34,947	25,066	60,013	10%
Indirect Costs	<b>1,702,593</b>	73,985	138,402	212,386	12%
Fixed Fee	<b>424,515</b>	21,704	37,407	59,111	14%
<b>Total:</b>	<b>7,499,773</b>	<b>383,447</b>	<b>660,864</b>	<b>1,044,311</b>	<b>14%</b>

# 3 YEAR-2 WORK PLAN OVERVIEW

## 3.1 STRATEGIC APPROACH:

The central focus of the Activity’s strategic approach is to achieve a systemic shift in performance of the agro-inputs industry that will generate broad, sustainable benefits for smallholder farmers, improving their access to genuine, high quality agro-inputs and decreasing the prevalence of counterfeits. To achieve this systemic shift, the Activity has a three-pronged approach:

1. Develop and showcase roles models of customer service business strategies (CSBS) in the agro-inputs industry
2. Increase the provision of business products and services to agro-input firms that enable firms to adopt CSBS
3. Leverage professional and social networks to reinforce the supply and demand for CSBS

Table 3: USAID/Uganda FTF Agricultural Inputs Strategic Approach

Role Models	Support Systems	Networks & Noise
<p><u>Goals</u></p> <p>Develop role models of customer-service business strategies of existing and new businesses in the agro-input distribution chain that have the potential to influence the behavior of others.</p> <p><u>Targeted firms:</u></p> <ul style="list-style-type: none"> <li>- Manufacturers &amp; seed companies</li> <li>- Importers &amp; distributors</li> <li>- Wholesalers</li> </ul>	<p>Increase the provision of new services and products to businesses throughout the agro-input distribution chain that enable the adoption of customer-service business strategies.</p> <p><u>Targeted systems:</u></p> <ul style="list-style-type: none"> <li>- Financial</li> <li>- Bus/Fin Mgmt Services</li> <li>- Media</li> <li>- ICT</li> <li>- Industry Associations</li> <li>- GoU</li> </ul>	<p>Foster networks of people that enhance learning and spread innovations ultimately resulting in improved performance in the agro-inputs distribution chain. Generate disruptions to the status quo in the agro-inputs distribution chain that overcome peoples’ inertia to and speed the momentum of systemic change toward customer-oriented business practices.</p> <p><u>Targeted networks:</u></p> <ul style="list-style-type: none"> <li>- Business &amp; professional</li> <li>- Community &amp; social</li> <li>- Friends &amp; family</li> </ul>

Adopting customer service business strategies represents an important behavioral shift for most businesses in the agro-inputs industry and provides opportunities for businesses to dramatically grow. Current, “shop-keeper” business strategies focus more on product sales and growth through margins than expanding customer bases who purchase a broader set of agro-inputs and agro-input services. The Activity’s approach helps bring this about in three ways:

1. Creating role models of businesses to demonstrate CSBS and elevate the competitive pressures on other businesses to adopt similar practices
2. Strengthening support system businesses to provide all agro-input firms the products and services they need to adopt CSBS (e.g., financial services, ICT services, business and financial management services, etc.)
3. Elevating the level of discussion in consumer and commercial networks around customer service to reinforce and increase the momentum of change toward CSBS

This approach has only minor modifications from the Activity’s approach outlined in its Year-1, third quarter report. In that report, the Activity identified the need to increase the sustainable provision of products and services from, for example, ICT, media and financial firms and industry associations to all agro-input firms. In Year-2, the Activity has a staff team dedicated to facilitating these commercially viable linkages (see Support Systems above and the activities for the Support System Team below).

The activities to support the Uganda Seed Trade Association (USTA) are also part of the focus of the Support Systems Team. The outcome envisioned here is for USTA to be able to provide quality assurance services for its members, determining the completeness and effectiveness of each members' quality control procedures and processes. The seed industry recognizes that not all USTA members have adequate quality control measures and that the variable quality of seed placed on the market continues to undermine consumer confidence on the whole. USTA capacity to transparently determine which members have effective quality control measures is an essential prerequisite before the Activity can responsibly engage seed companies in efforts to increase their capacity to produce and market more seed and satisfy the unmet demand. The Activity expects USTA to pilot and scale-up its quality assurance services by the end of Year-2. In Year-3, the Activity will adopt approaches to assist qualified seed companies overcome challenges to increasing their output of seed.

The focus on Networks & Noise is an addition to the Year-2 Work Plan. The Activity has learned to appreciate that the likelihood of people adopting or changing behaviors is strongly influenced by the behaviors of people they associate with professionally and personally. The aim of the Activity's Networks & Noise team is to showcase role models of CSBS in and outside the agro-inputs system and foster the expectation that these behaviors, or performance practices, are the most desirable for sustainable growth and sought after by consumers (see Networks & Noise above and the activities for Networks & Noise below).

### **3.2 ACHIEVING INTERMEDIATE AND SUB-INTERMEDIATE RESULTS**

Most importantly, this approach will enable the Activity to achieve significant progress toward its Intermediate and Sub-Intermediate Results. The following table presents the outcomes the Activity expects to achieve and/or make significant progress toward in Year-2. The table also presents the expected results toward these outcomes and how these results correspond to achieving the Activity's Intermediate and Sub-Intermediate Results.

As a reminder, the results framework for the FTF Agricultural Inputs Activity is as follows:

**Purpose:** Increased use of high quality agricultural inputs in Uganda

**Intermediate Result 1:** Increased availability of high quality inputs to farmers in focus districts

- **Sub IR 1.1:** Improved service quality through strengthened relationships along the inputs supply chain
- **Sub IR 1.2:** Increased demand for high quality inputs through marketing to farmers
- **Sub IR 1.3:** Increased awareness of improved inputs at national and local levels through increased promotion
- **Sub IR 1.4:** Increased capacity of domestic agricultural inputs associations to serve their members

**Intermediate Result 2:** Decreased prevalence of counterfeit agricultural inputs

- **Sub IR 2.1:** Strengthened capacity of firms to implement quality assurance programs such as e-verification system.
- **Sub IR 2.2:** Increased coordination amongst the supply chain actors in ensuring product quality



Outcomes	Expected Results	IRI				IR2	
		1.1	1.2	1.3	1.4	2.1	2.2
<b>Role Model Team</b>							
Companies pilot and scale-up an e-verification quality assurance scheme	5 Ugandan firms 2 International manufacturers Over 800,000 products	+				+	+
Wholesalers adopt, expand and increasingly leverage customer management systems to improve marketing and promotion strategies and build capacity of network retailers	30 wholesalers Over 100 retailers (indirectly)	+	+	+			+
Wholesalers adopt, expand and promote village-agent retail strategies to network retailers	20 wholesalers 40 retailers	+	+	+			
Wholesalers include agricultural production and processing equipment to their service and product lines	20 wholesalers	+					
<b>Support Systems Team</b>							
District and national GoU entities support private sector initiatives					+	+	+
An industry association pilots and scales up a commercially viable membership service	1 industry association				+		
An industry association explores opportunities to expand membership services	1 industry association				+		
Spraying service providers partner with wholesalers to develop a spraying service market	15 spraying service providers 5 wholesalers	+	+	+			+
Financial institutions provide business/financial management services to agro-input firms and greater access to credit	5 financial institutions 20 agro-input firms	+					
ICT firms provide bulk SMS services to agro-input firms	16 ICT firms 25 agro-input firms	+	+				+
<b>Networks &amp; Noise Team</b>							
Radio stations air audience-led and consumer protection programming	10 radio stations	+	+	+			+
Customer service business strategy networks mobilized	30 professional networks	+	+	+			
Consumer networks for better customer service and genuine products mobilized	30 consumer networks	+	+	+			
Agro-input counterfeit hotline piloted	1 hotline	+	+	+			+
Journalists report on agro-input business and/or counterfeit related themes through Activity grants	12 media pieces	+	+	+			+

### 3.3 YOUTH

The Activity's approach opens numerous opportunities for youth to participate in the agro-input system and join businesses looking to grow through by applying better customer service business strategies. For example, in Year-2, the Activity expects (see specific outcomes and activities below for more information):

- 80 youth, owner/operators of agro-input firms will benefit from direct and indirect support to grow their businesses through new performance practices
- 175 youth will become village-agents providing the distribution chain with better access to hard-to-reach villages
- 60 youth will join spraying service teams
- 30 to 60 youth will launch or expand a bulk SMS or other ICT services to district-level businesses
- Between 500 and 1000 youth will participate in networking events that link them with area businesses interested in growing their business through better customer service business strategies
- 50 journalists, all youth, will improve their ability to cover agricultural-related issues, develop audience-led programming and have better connections with like-minded media houses.
- Several thousands of youth will benefit from the audience-led programming promoted by the Activity that delivers useful agricultural-related information and captures the opinions and perspectives of youth involved in agriculture.

The Activity's efforts to develop distribution channels of agricultural equipment is expected, in later years, to result in the growth of equipment service provision, which will be provided largely by youth. All the of modest figures above are expected to increase in later years, and sustainably, as businesses in the agro-inputs distribution chain become more integrated and service provision to smallholder farmers takes hold.

### 3.4 GENDER

Central to better CSBS is the practice of identifying the particular needs and purchasing practices of different customers segments. The Activity understands that men and women farmers have different requirements with regard to the type of agro-inputs they purchase and how they acquire them. Activity staff will work with agro-input firms to identify these customer segments through their customer management systems and tailor services and marketing and promotional strategies accordingly.

In addition, the Activity understands that women's behavior as either consumers of agro-inputs or managers of business is influenced by people in networks that are different than those to which men belong. As such, Activity staff, which has already identified many of these women-centric networks, will foster greater exchange of ideas about CSBS in these networks and link such consumer networks with media outlets in order to express their desire for better customer service and access to genuine, quality agro-inputs (see activities for the Networks & Noise Team below).

Lastly, in order to improve the Activity's ability to generate benefits for women, it will engage a gender specialist consultant. The consultant will advise the Activity on how to improve, at least, the following aspects:

- How the Activity taps into and mobilizes gender-centric networks to disseminate information and innovations
- How agro-input firms can generate value propositions that maximize appeal and value to different gender, customer segments
- How businesses with different genders identify and take advantage of information and innovations

## 3.5 ENVIRONMENT

Although the Activity is not directly providing or promoting the particular use of seeds and agro-chemicals, it has a responsibility and a tremendous opportunity to assist businesses in the agro-inputs industry incorporate more environmentally-friendly practices into their operations and messages in their marketing and promotional efforts. Activity staff will work with actors in the following areas, as outlined in the work plan below, to adopt practices and marketing messages that promote, for example, safe use and handling of agro-inputs, proper disposal of packages and materials, etc.:

- USTA's quality assurance service to member seed companies includes an assessment of safe handling of chemicals to treat and package seed.
- Promotional efforts raising consumer awareness of e-verification quality schemes include safe handling and proper disposal practices messages to farmers.
- Marketing and promotional efforts by wholesalers and their networks of retailers include messages to farmers on safe use and handling of agro-inputs and proper disposal of materials.
- Village agents receive and communicate safe use and handling information to farmers.
- The code of conduct developed by spraying service providers includes safe use and handling and proper disposal of agro-chemical materials.
- Activities promoting the provision and demand of CSBS include safe use and handling and proper disposal of materials as components of a firms' CSBS.

## 3.6 CLIMATE CHANGE

The Activity benefits from Climate Change Adaptation funding from the Global Climate Change Initiative in Year-2. Starting this year and continuing through the Activity, the following will be areas of focus to increase awareness of and decision making based on climate change by firms and increase the resilience of the agro-inputs system to the stressors and shocks of climate change:

- Through the audience-led programming supported by the Activity (see Networks & Noise below), the Activity will link programmers to resources on and experts in climate change and climate adaptation and encourage discussion of climate change to raise awareness about the issue and to enrich programming aimed at smallholder farmers.
- The Activity will explore opportunities, building off other IP experience in this area, to link climate and weather information from Uganda's Department of Meteorology to actors with an incentive to provide this information to smallholder farmers in a usable format. With the expansion of SMS to farmers by wholesalers and retailers, weather information would be a likely, additional, and valuable service such businesses could provide to differentiate them from their competitors.
- The Activity will collaborate with the Enabling Environment for Agricultural Activity, building off of their campaign to raise awareness and build capacity of district agricultural officials on climate change, expected impact on area farmers and adaptation measures by explicitly linking wholesalers and retailers to capacity building programs and to district technical staff that can work with them to provide information and services that will help farmers adapt to the impacts of climate change.

## 3.7 COLLABORATION, LEARNING AND ADAPTATION

Ongoing collaboration, learning and adaptation are central to the Activity's approach to improving its performance. The Activity will continue to improve its internal processes and structure to enhance collaboration between staff and teams. The Activity will also expand its collaboration with external actors, in particular the Commodity Production and Marketing Activity and the Enabling Environment for Agricultural Activity as well as other entities that comprise USAID/Uganda's Value Chain Development Project.

### 3.7.1 Internal to the Agricultural Inputs Activity

Throughout Year-2, the Activity will undertake the following activities or measures to enhance internal collaboration, learning and adaptation.

- Scaling-up the qualitative assessment tool, Most Significant Change (MSC) (see section 2.4.1 above): The Activity will systematically apply the MSC approach, described above, surveying a consistent cross-section of firms in the agro-inputs system every six months. The insights from the results will be used to improve Activity performance by highlighting lagging areas of improvement in the sector and areas where the Activity can showcase improvements by firms for greater affect and by uncovering unforeseen outcomes of interventions or other, unexpected changes in the industry.
- The Activity will also systematically apply the MSC approach, described above, surveying a consistent cross-section of firms in the agro-inputs system every six months. The insights from the results will be used to improve Activity performance by highlighting lagging areas of improvement in the sector and areas where the Activity can showcase improvements by firms for greater affect and by uncovering unforeseen outcomes of interventions or other, unexpected changes in the industry.
- New team structure: To close the gap in information flows and collaboration between Kampala-based and up-country staff and assure a focused approach to the Activity's areas of intervention, a new team structure will be implemented beginning October 1<sup>st</sup> (see Organizational Structure below).
- The Activity will continue to convene all staff on a quarterly basis to review progress, evaluate the achievements of activities, identify new opportunities for achieving overarching goals, capture lessons and refine strategies and activities as necessary.
- The Activity will host internal learning events on a periodic basis around issues that warrant immediate attention outside the quarterly events.
- A group of staff will participate in a regional learning event in Kenya to learn from projects in neighboring countries implementing similar approaches, share this learning with Activity staff and others in the Ugandan development community and incorporate lessons into ongoing strategies and activities.

### **3.7.2 Performance Management Plan**

In the first quarter of Year-2, the Activity will update its Performance Management Plan (PMP) to reflect the following:

- Targets for Year-2
- In Year-1, the Activity shifted to focus primarily on providing technical and cost-share support to wholesalers at the district level instead of both wholesalers and retailers (see section 2.2.1 above for complete description of the rationale and expected benefits). Adjustments to the PMP targets need to reflect this shift but also identify mechanisms for capturing:
  - Numbers of retailers indirectly benefiting and how
  - Numbers of consumers (farmers) benefiting and how
- The addition of directly supporting actors in support systems (e.g., finance, ICT, media, etc.): the Activity will include targets to gauge its performance in improving the practices of these actors and their impact on businesses in the agro-inputs industry.
- The need to collect and disaggregate data related to the age and sex of recipients of Activity support

In addition, the Activity will shift its quantitative data collection tools to a digital system using the ePort platform, for which Tetra Tech home office has obtained licenses for several of its overseas projects. A home office M&E specialist, in November, will help the Activity develop the digital tools and capacity to modify them as needed to enable staff to use their smartphone technology to collect and transmit performance monitoring data. The system will be operational for the data collection exercise at the end of Q1.

The Activity will also conduct an impact assessment in Q4. The impact assessment will reprise the baseline survey conducted in Year-1 with the same set of agro-input firms in order to track progress toward impact indicators. The impact assessment will take advantage of the ePort platform outlined above. Unlike the baseline survey, enumerators of the survey will be hired on a consulting basis, trained

by the Activity's Knowledge Management Specialist and accompanied by Activity staff in conducting the survey to ensure the quality of information collected.

### **3.7.3 External to the Activity**

The Activity will expand its CLA activities with external entities in Year-2, notably in anticipation of the increased learning to share by the Activity and the advancement of activities by other Activities in USAID/Uganda's FTF Value Chain Development Project. The following outlines specific activities and expected areas of collaboration with external donors and implementing partners (IP):

- Collaborate with the Commodity Production and Marketing Activity and aBi Trust on lessons learned and approaches to working with seed companies and agro-chemical importers and distributors: At present, these IP and this Activity actively support these firms. In order to ensure the sustainability of improvements made by these firms and to leverage respective implementation resources, the Activity will create opportunities for IPs to identify opportunities for collaboration and synergy.
- Collaborate with the Enabling Environment for Agriculture Activity on identifying challenges and monitoring changes to the enabling environment as it relates to the performance of the agro-input firms: At present, these Activities collaborate in efforts to enable MAAIF's Crop Protection Department to increase the application of its regulations and oversight of the agro-inputs industry. This collaboration is expected to continue, with the Agricultural Inputs Activity providing technical guidance and helping identify opportunities to increase the involvement of the private sector in advocating for improvements by the government.
- Collaborate with the Integrated Seed Sector Development (ISSD) program and the Enabling Environment for Agriculture Activity to pilot and scale-up a counterfeit impact assessment (see Networks & Noise below)
- Collaborate with International Food Policy Research Institute (IFPRI) on assessing the impact and capturing lessons of the e-verification scheme (see Role Model activities below)
- Collaborate with the above and other IP in Activity efforts to foster consumer and business networks that spread ideas and innovations around customer service business strategies and fighting counterfeits (see Networks & Noise below)
- Collaborate with the above and other IP in linking farmers and farmer groups with agro-input firms that provide customer service and promote themselves as providers of genuine, quality products.
- Collaborate with the above and other IP in private-sector led efforts to raise awareness of farmers and promote the e-verification quality assurance scheme (see Role Model activities below)
- Collaborate with the above and other IP in areas, presently unknown to this Activity, where their objectives and activities of these IP, when meshed with the activities outlined below, can achieve greater, sustainable impact
- Host three Learning Cafés in Year-2 to share, for example, research findings, lessons learned and experiences in Activity approaches with the wider development community

## **3.8 ORGANIZATIONAL STRUCTURE & MANAGEMENT**

The Activity is comprised of six teams (see the Organizational Chart in the Annexes)

1. Role Model Team: Kampala-based (see Role Model Team goal above)
  - Robert Katende: Business Management Specialist (focus on e-verification and other outcomes)
  - Caroline Kahatumina: Business Management Specialist (currently also developing target firms in Mubende/Mityana and Mbale areas with focus on linking equipment suppliers to wholesalers)
2. Support Systems Team: Kampala-based (see Support Systems Team goal above)
  - Andrew Gita: Strategic Alliance Specialist (primary focus is on achieving outcomes related to industry associations, GoU entities and spraying service providers and the Activity's involvement in the DOP process)

- Stephen Muhangi: Support Systems Specialist (primary focus on achieving outcomes related to financial institutions, ICT firms and media firms)
3. Networks & Noise Team: Kampala-based
    - Marion Kyomuhendo: Communications Management Specialist (primary focus on achieving outcomes related to radio stations' audience-led and consumer protection programs, mobilization of networks and the counterfeit hotline)
    - Annah Natukunda: Communications Specialist (primary focus on showcasing role models, communications with donors and implementing partners, mobilizing networks of journalists)
  4. Activity Performance and Knowledge Management Team: Kampala-based
    - Eric Derks: Chief of Party
    - Brenda Nalwadda: Knowledge Management Specialist (primary responsibility for capturing data for monitoring and management of Activity performance)
  5. Field Team (see Table 4 below for the areas covered by each member of the Field Team): Each member of the field team is responsible for achieving the goals and outcomes of the Role Model, Support System and Networks and Noise teams in their respective areas. Field Team staff coordinate and collaborate closely with members of these other teams. Four to five more BGS will be hired in the first quarter of Year-2 (see Table 4 for coverage areas)
    - Ronald Wankya: based in Mbarara
    - Josephine Munduru: based in Lira
    - Lawrence Adia: based in Masaka
    - Ronald Byakikda: based in Iganga
    - TBD: based in Mubende
    - TBD: based in Mbale
    - TBD: based in Masindi
    - TBD: based in Luwero
  6. Admin/Support Team: 6 Kampala-based staff
    - Phoebe Kalazane (to be replaced by Juliet Tuhirirwe in January 2014): Admin/Finance Manager
    - Mary Muhumza: Finance Manager
    - Lillian Asiimwe: Logistics and Procurement
    - Lillian Kooli: Receptionist/Admin Assistant
    - Drivers: Andrew Lubega, James, Joshua

The responsibilities of the Role Model, Support Systems and Networks & Noise teams are to design and implement activities, provide technical guidance to the Field Team and propagate learning and good practices among staff. The Field Team staff is responsible for implementing activities to achieve outcomes of the Role Model, Support Systems and Networks & Noise teams in their respective, up-country, target areas. The Admin/Support Team is responsible for assuring the availability of materials and resources to implement activities and the efficient, operational environment of the Activity.

### **Chief of Party Transition in Year-3:**

In the Activity's contract and budget, the current Chief of Party is expected to depart in the first quarter of Year-3 and ensure that his replacement can lead and maintain the current course and approach of the Activity. Preparations for this transition will begin in Year-2 in terms of:

- Revisiting the state of preparedness of the team and Activity for this planned change in leadership with the USAID Contract Officer's Representative in Q1 and exploring options with a view to identifying the options that offer the highest possibility of success of the Activity
- Identifying additional sources and mechanisms of providing of technical support, as necessary, to ensure technical continuity and the capacity of the Activity and its new leadership

- Installing additional mechanisms for greater home office administrative support and financial monitoring to further reduce risks of fraud and malfeasance and ensure an effective operating environment
- Completing the shift of all financial transactions to digital payments using either online banking or mobile money transfers: This shift will further reduce risks of fraud and allow for greater oversight and management of transactions from the home office.

#### **Subcontractors:**

The Activity will continue to engage the services of Adam Smith International (ASI). In Year-2, ASI will provide technical backstopping and in-country support to the Networks & Noise Team and directly support media firms develop consumer protection programs and other audience-led programming that capture listener/farmer issues related to agro-inputs and agro-input businesses.

Engineers Without Borders (EWB), which provided support to the internal collaboration, learning and adaptation components of the Activity, will wrap-up its ongoing involvement with the Activity by the middle of December, 2013. However, in the remainder of Year-2, the Activity expects to engage EWB for the following areas of support and service:

- Periodic support to Activity staff including orientation of new staff, facilitating quarterly review and/or other learning sessions, helping assess effectiveness of particular interventions such as the mobilization of consumer and professional networks around CSBS.
- Support to the Activity i) identifying effective mechanisms for capturing and communicating the level of systemic change achieved by the Activity and ii) developing the capacity of local partners to provide this service through the life of the Activity. This will likely include expanding the Most Significant Change methodology piloted in Year-1 and mechanisms for developing network maps of social and professional inter-relations that provide insight into systemic shifts in behaviors and performance improvements.

J.E. Austin and Associates (JAA) will provide short-term technical assistance in financial management and/or distribution chain management through qualified experts to seed and/or agro-chemical companies ready to invest in significant performance improvements. The Activity will issue a Request for Applications to seed and agro-chemical firms and select one to two candidates who can become role models.

Other expected subcontracts in Year-2 include:

- Support Uganda Seed Trade Association (USTA) develop a business plan for piloting its quality assurance member service and refining the member service after the pilot based on lessons learned
- Support to USTA to develop and implement a marketing and branding campaign to promote the USTA brand as a recognized label of quality: USTA members who meet quality standards as part of the associations quality assurance service will directly benefit from the co-branding with their products.
- Support to media outlets to develop consumer protection programs and build capacity to market audience-led, agriculture-related programming

#### **3.8.1 Coverage of Activities**

The agro-input and support systems firms targeted by the Activity are predominantly located in major trading centers, including Kampala. As noted above (see section 2.2.1), the Field Team targets wholesale distributors in these districts' trading centers to support directly. These wholesalers, in turn, build the capacity of a network or retailers in these and neighboring districts. For example, in Year-2, the Activity will assist wholesalers build the capacity of their networked retailers in customer management systems, marketing and promotional strategies, and village agent retail strategies. In this manner, the Activity is able to dramatically broaden its outreach and achieve lasting, sustainable results at the same time. As noted below, of the 30 wholesalers expected to improve their performance in Year-2, these will build the capacity of at least an additional 100 retailers.

Given the aim of achieving systemic change in the agro-inputs industry, the Activity, in limited situations, will target firms in districts that are adjacent to, but not themselves Feed the Future (FTF) districts.

Shifting behavior of agro-input firms in these non-FTF districts is expected to contribute significantly to the overall pressure on agro-input firms to improve performance.

In Year-2, the Activity will work in a total of 21 FTF districts and six FTF-adjacent districts. However, the Activity expects that its footprint will reach beyond these districts as the wholesalers it supports expand their network or retailers in surrounding areas. The following table outlines the coverage of Activity interventions in Year-2.

Table 4: Districts Covered by the Field Team

<b>Field Team Member</b>	<b>FTF Districts</b>	<b>FTF-Adjacent Districts</b>
Lawrence Adia	Masaka, Rakai	Lwengo
Ronald Wankya	Ibanda, <i>Bushenyi</i> , Kasese	Kabale, Mbarara
TBD <sup>6</sup>	Mubende, Kiboga	Mityana
Josephine Munduru	<i>Gulu, Lira</i>	Soroti
Ronald Biakyika	<i>Iganga, Jinja, Kamuli, Bugiri</i>	
TBD	<i>Mbale, Kapchorwa, Sironko, Tororo</i>	
TBD	Masindi, Kyrandongo	
TBD	<i>Luwero, Mukono</i>	Kayunga
<b>Total No. Districts</b>	<b>21</b>	<b>6</b>

Districts where the Activity will be involved in the DOP process are in italics

### 3.9 DISTRICT OPERATIONAL PLAN

The FTF Agricultural Inputs Activity will contribute to and collaborate with the District Operational Plan (DOP) process in districts where it provides direct support to targeted firms in the agro-inputs industry and supporting systems. The Activity has already laid the ground-work for this collaboration through a series of engagements with district officials in Year-1. In Year-2, the Activity will formalize its relations with the coordinators of the DOP in the following districts: Bushenyi, Gulu, Iganga, Kamuli, Lira and Mbale. While the Activity also expects to be active in the DOP districts of Sironko, Luwero, Kapchorwa, Kasese, Ibanda and Bugiri, the Activity will hold off formalizing its involvement with the DOP process until it is clear that it will support actors in those districts. This determination will be made no later than February, 2014.

The Activity will be represented at DOP events by the Business Growth Specialists responsible for working with firms in those districts. At the Kampala office, Andrew Gita, the Strategic Alliance Specialist, will ensure consistent and coherent representation of the Activity at the DOP events.

## 4 YEAR-2 WORK PLAN: ACTIVITIES

### 4.1 ROLE MODEL TEAM

#### 4.1.1 Outcome I: E-Verification

A group of three agro-chemical manufacturers and three distributors and seed companies pilot and scale-up an e-verification quality assurance scheme. The most likely initial group of companies to participate in the scheme include Simlaw Seeds, NASECO, Uganda Crop Care Ltd., Bayer Agro-Chemicals, Monsanto and Syngenta.

<sup>6</sup> Caroline Kahatumina has been supporting target firms in Mubende area but will be replaced in Q1 with a field-based BGS.

By the end of the year, over 800,000 products will be distributed with e-verification labels. With each passing planting season, farmers will have increasing confidence in which products are genuine and which sellers are to be trusted, based on their participation in the e-verification scheme. Between 40 and 60 wholesalers and retailers are expected to handle the majority of sales of products carrying the e-verification stickers.

**Q1 and Q2 Milestones:** An initial consortium of four companies, working with and local ICT and international manufacturer of labels, pilots an e-verification scheme in time for the first planting season of 2014.

*Q1 and Q2 Activities:*

- Staff facilitates discussions and agreements between participating companies on the operational and promotional components of the e-verification scheme including division of roles and responsibilities and costs.
- The Activity expects to contribute significantly to the promotional components, especially in terms of mobilizing wholesale and retail distributors to train and sensitize farmers and farmer networks, generating media coverage, leveraging consumer networks to spread awareness of the scheme (see Networks & Noise Team below), etc. The Activity will share costs of particular component as necessary and/or in collaboration with other supporters (e.g., IFDC Catalyst Project).
- Staff collaborates with the International Food Policy Research Institute (IFPRI) on how best to measure the impact of the e-verification scheme and fills gaps in, for example, assessing awareness among farmers of the e-verification scheme, evaluating strategies to get farmers to activate the e-verification process, etc.

**Q3 and Q4 Milestones:** Another three firms join the consortium of companies in the e-verification scheme and the pilot expands to additional areas in time for the second planting season of 2014. Consortium members utilize contact information gathered from the scheme to enhance marketing and promotional efforts.

*Q3 and Q4 Activities:*

- Staff facilitates discussions among consortium members about ways to refine the e-verification and/or promotional components.
- Staff supports consortium members on ways of leveraging the customer contact information gathered from the e-verification scheme in, for example, market research, product promotions, etc.
- As above, the Activity expects to facilitate discussions between consortium members and possible new firms joining the initiative.
- As above, the Activity expects to contribute to promotional components albeit on a more reduced level as appropriate.

**Collaborators:**

- International Fertilizer Development Corporation (IFDC): IFDC's Catalyst Project, funded by the Dutch government, is also promoting e-verification as it relates to seeds and inputs that benefit smallholder farmers of select crops in specific districts. As this project's objectives overlap with those of this Activity's, there will be strong interest in pooling efforts to promote this scheme.
- International Food Policy Research Institute (IFPRI): IFPRI, through another USAID funding mechanism, will monitor and evaluate the impact of the e-verification scheme. For example, in early 2014, an IFPRI-led team will conduct a baseline survey around farmers' usage of agro-inputs and perceptions of counterfeit products. The team will then test changes in these indicators as the e-verification scheme rolls out and scales up. The Activity will collaborate closely with IFPRI in helping them craft their assessments to best capture data and lessons from the e-verification scheme promoted by the Activity.
- CropLife Middle East and Africa and CropLife Uganda: These institutions have taken a keen interest in promoting e-verification schemes across the region. While CropLife Uganda remains a

very weak and donor-focused entity, this e-verification outcome has the potential to attract greater interest of CropLife Middle East and Africa to Uganda and provide assistance to this branch of the organization.

- **Enabling Environment for Agriculture and Commodity Production and Marketing Activities:** The success of the e-verification scheme rests largely on generating awareness and perceived value of the scheme by public and private sector actors and farmers. These two Activities represent opportunities for additional awareness raising about the scheme with their respective partners and target firms.

**Targeted Firms:** Simlaw Seeds, NASECO, Bayer Agro-Chemical, Syntenta, Uganda Crop-Care, Keith Associates, DMV (German agro-chemical manufacturer), DOW Chemical, Monsanto, East African Seeds, Magezi Solutions (ICT Firm), Pharmasecure (manufacturer of e-verification labels),

#### **4.1.2 Outcome 2: Wholesalers and Network Retailers Leverage Customer Management Systems for Better Customer Service**

Thirty wholesale distributors become role models showcasing customer management systems (CMS) and support retailers in their network to develop their own CMS. Role models and network retailers leverage their CMS for targeted marketing and promotion efforts; for example, identifying additional products and services to provide to specific customer segments and promoting their businesses as providers of genuine, quality products. Role models further leverage their CMS in collaboration with agro-chemical and seed companies for joint marketing and promotional efforts and pre-season planning.

By the end of the year, over 100 retailers will benefit from support from those wholesalers receiving direct support from the Activity. Approximately 75% of the managers and staff of these 130 agro-input firms are considered youth with a third of these under the age of 25.

Over 150,000 smallholder farmers are expected to benefit through greater access to and use of genuine agro-inputs. While the percentage of these farmers who are women is expected to be less than half, the Activity fully expects that women will increasingly benefit over the remaining years of the Activity and beyond. In many regards, women are an under-tapped consumer segment, largely because most agro-input firms are unaware of how to target specific customer segments and craft value propositions for these customer segments. By developing customer management systems and networks of village agents (see below), wholesalers and retailers will identify how best to develop these value propositions, with support from the Activity.

**Q1 Milestones:** Seventeen existing and potential role models and 34 network retailers have operational CMS. Half of the role models and retailers leverage their CMS with one or more marketing and promotional efforts, for example, joint village-level marketing sessions, outreach meetings with coffee and/or maize farmers to promote products and services and take orders for the coming season. Two agro-chemical or seed companies conduct joint marketing and promotional activities with role models.

##### *Q1 Activities:*

- Field and Kampala-based staff conduct workshops in each targeted area for wholesalers and key network retailers on CMS, customer segmentation and leveraging CMS to provide better customer service, increase customer loyalty and increase sales volumes. Staff will help wholesalers and retailers identify women as an important customer segment and what value propositions they can craft to increase agro-input use by women.
- Field staff follows-up potential role models from the workshops with one-on-one coaching sessions to support the implementation of CMS and how wholesalers can support key network retailers implement their own CMS. Field staff identifies opportunities with each potential role model to leverage the CMS in particular marketing and promotional activities.
- Staff links role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.
- Showcase role models through media and networks (see Networks & Noise section below)

**Q2 Milestones:** All 17 role model wholesalers, and an additional four, expand their CMS and that of network retailers and increase the number of ways they leverage the CMS for better customer service (e.g., tailoring SMS messages to particular customer segments, running promotions for specific products to increase adoption by particular customer segments, providing safe use and handling information that corresponds with the agricultural season, etc.)

*Q2 Activities:*

- Field and Kampala staff organizes round-table/networking events for role model wholesalers and network retailers to share experiences of previous quarter and identify additional opportunities to leverage their CMS. SMS and media service providers present the opportunities for using their services.
- Field staff follows-up role models and provides technical support in coaching sessions to assist role models and retailers pilot and scale-up new opportunities. If cost-shares are necessary to get role models to test new marketing strategies, the Activity will conclude cost-share agreements with service providers (e.g., SMS providers) to offer affordable, introductory prices. See Support Systems Team below.
- Staff also assists role models capture the return on investment of particular marketing and promotional efforts.

**Q3 and Q4 Milestones:** Twenty-one existing and an additional nine role models double the number of retailers in their network having and leveraging a CMS. Role models utilize testimonials of best customers to promote their businesses and increase customers' awareness of products, proper utilization and safe handling. A total of four agro-chemical and/or seed companies conduct joint marketing and promotional activities leveraging the CMS of role models.

*Q3 and Q4 Activities:*

- Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that have robust CMS and who routinely leverage these for better customer service.
- Staff organizes exchanges between role models and seed and agro-chemical companies on how to leverage CMS in conjunction with these suppliers for better marketing and promotion and electronic ordering/order fulfillment opportunities.
- Field staff continues to follow-up with role models and identifies with them additional opportunities to expand the CMS, increase the number of retailers using a CMS and ways of leveraging CMS to attract underserved market segments.
- Staff continues to link role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.

**Collaborators:**

- Commodity Production and Marketing Activity: These Activities will collaborate and learn from one another as both proceed to support agro-input firms in districts where there is no overlap. This Activity will work closely with the Commodity Production and Marketing Activity on this Activity's approach to achieving sustainable, systemic change.

**Targeted Firms:** See section 2.2.1 above for the list of targeted firms from Year-1.

#### **4.1.3 Outcome 3: Wholesalers and Network Retailers Adopt Village-Agent Retail Strategies**

Twenty wholesale distributors become role models showcasing village-agent retail strategies and support 40 retailers in their networks in launching and managing their own network of village-agents (see section 2.2.1 above for Year-1 lessons learned about promoting village-agent retail strategies). The Activity expects wholesalers and retailers to recruit and manage a total of over 240 village-agents, the vast majority of who will be youth and a third will be women. Approximately 5000 smallholder farmers will benefit from greater access to agro-inputs as a result, many of whom will be women who have previously had difficulties in this area.

**Q1 and Q2 Milestones:** Eight wholesalers in areas targeted by the Activity become role models in managing a village-agent network and build the capacity of 16 retailers to launch and manage their own village-agents.

*Q1 and Q2 Activities:*

- Field and Kampala-based staff conducts workshops in targeted areas for wholesalers and key retailers in village-agent retail operations and management. Staff will emphasize the importance of recruiting female as well as male agents in order to expand their customer base among women who often go underserved.
- Staff follows-up potential role models with coaching sessions to improve performance of managing village-agent networks and how role models can best support retailers improve the management of their own networks.

**Q3 and Q4 Milestones:** A total of 20 role models double the number of retailers in their network who manage their own network of village-agents; all firms double the number of village-agents they manage.

*Q3 and Q4 Activities:*

- Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that effectively manage village-agent networks (same trip as above with regard to CMS)
- Staff organizes regional workshops for role models to exchange experiences, challenges and ideas for overcoming issues related to managing retail networks and village-agent retail operations.
- Staff follows-up role models with as needed support to refine the management of retail and village-agent networks.

**Collaborators and Targeted Firms:** (same as for Outcome 2 above)

#### **4.1.4 Outcome 4: Role Model Wholesalers Offer Equipment to Customers**

Twenty role model wholesalers expand their products and services by providing farmers with access to production and processing equipment (e.g., maize shellers, coffee/maize drying platforms, irrigation pumps and tubing, cassava graters, etc.). Role models have agreements with equipment suppliers to conduct joint marketing and promotional efforts and provide outlets for equipment sellers.

The increased use of equipment by farmers is expected to generate more full-time, meaningful employment by youth as equipment operators, service providers, and/or repair people. In addition, greater equipment use is expected to generate significant on-farm savings in labor expenses and increase overall productivity of smallholder farmers. Once the Activity has succeeded in getting wholesalers to provide equipment and equipment services, it will alter its interventions to support increases in overall service provision and the youth able to fill these positions, which will likely occur in Year-3.

**Q1 and Q2 Milestones:** Ten wholesalers and four equipment suppliers conduct joint marketing of production and processing equipment and conclude distribution agreements.

*Q1 and Q2 Activities:*

- Staff facilitates connections and visits by wholesalers in all targeted areas to equipment suppliers to identify product lines that appeal to wholesalers' customer segments.
- Staff provides technical and, as necessary, cost-share support for equipment suppliers and wholesalers to organize demonstration events of equipment in strategic locations (see leveraging CMS). Staff supports equipment suppliers to craft agreements with wholesalers covering ordering, consignment terms, commissions, after sales service, etc.
- Staff provides follow-up support to troubleshoot and assess agreements in order to expand sales and equipment services.

**Q3 and Q4 Milestones:** A total of 20 wholesalers and five equipment suppliers conduct joint marketing and promotional efforts and have functioning distribution agreements.

### *Q3 and Q4 Activities:*

- (same as above)
- Staff provides technical and, as necessary, cost-share support to equipment suppliers to expand distribution channels to more wholesalers and retailers through more systematic development of distributors, marketing campaigns and after-sales service support.

**Targeted Firms:** in addition to wholesalers (see above), targeted equipment firms include, for example, EngSol, Tata Motors, Bolton, Balton, Pentagon, Agro-Vic, Nsanja Agro-Chemicals Tonnet, BrazAfrique, Ssembaguya Estates, John Lugendo, Musa Body, Feil and GrowMore.

## **4.2 SUPPORT SYSTEMS TEAM**

### **4.2.1 Outcome 1: District and National GoU Entities Support Private Sector Initiatives**

In 15 districts where the Activity supports businesses, District Agricultural Officers (or technical team members) and/or Coordinators for the National Agricultural Advisory Services (NAADS) provide technical backstopping support to efforts of agro-input firms to provide information to consumers and of media outlets to develop quality agriculture-related programming content. Members of the MAAIF officials from, for example, the Crop Protection Department, support USTA develop a quality assurance service and other firms implement an e-verification scheme with technical guidance.

#### *Activities:*

- Field staff meet, at least quarterly, with district officials to apprise them of activities, progress of agro-input firms and opportunities to support these firms. These meetings will be either as part of the District Operational Planning (DOP) process and/or individually as necessary.
- Field staff includes district officials in workshops (see above) or networking meetings (see below) in order to facilitate linkages with both agro-input firms and media outlets. Staff builds the capacity of agro-input firms and media outlets to leverage appropriate technical persons from among district officials.
- Kampala staff ensures that USTA management includes relevant members from MAAIF's Crop Protection Departments in operationalizing its quality assurance member service pilot
- Kampala staff ensures that MAAIF's Crop Protection Department has an opportunity to contribute technical support to the e-verification pilot and is involved in the process to assess and improve the pilot.

**Collaborators:** The Activity will collaborate with the Enabling Environment for Agriculture Activity, especially with regard to working with MAAIF's Crop Protection Department.

### **4.2.2 Outcome 2: USTA Scales-up Quality Assurance Member Service**

The Uganda Seed Trade Association (USTA) scales-up an attractive, commercially viable service to assess and recommend improvements to the quality control procedures and practices of its members. Members whose procedures and practices meet industry standards benefit from USTA market development and branding efforts that promote qualifying members as sources of reliable quality seed. By the end of Year-2, ten seed companies pay USTA for this member-service.

**Q1 and Q2 Milestones:** USTA pilots its quality assurance member service with three to four member seed companies.

#### *Q1 and Q2 Activities:*

- The Activity supports USTA with consulting services to develop a practical business plan to operationalize the quality assurance service in a way that is affordable to members and ensures service credibility. The business plan will also outline a marketing and branding program for promoting qualifying members as reliable sources of seed.
- Kampala staff supports USTA leadership evaluate and refine the business plan with the association's board members. The Activity shares costs of piloting the service as necessary to develop a critical mass of members willing to pay for the service.

- Kampala staff provides additional technical support to USTA to implement, assess and refine the pilot service

**Q3 and Q4 Milestones:** USTA scales-up its quality assurance member service to all willing and interested members. USTA promotes qualifying members as sources of reliable seed through, for example, co-branding of members' seed packages and establishments with the USTA labels and posters, national and local media campaigns, outreach to agro-input distributors, etc.

*Q3 and Q4 Activities:*

- Kampala staff assists USTA leadership assess and refine the pilot program to ensure its attractiveness and viability.
- The Networks & Noise Team leverage media contacts to cover and promote USTA's quality assurance service as a benefit to farmers
- Kampala staff provides technical and, as necessary, cost-share support to build the marketing and promotional capacity of USTA staff and/or facilitate sustainable linkages with the services of a marketing and promotions firm.

**Collaborators:**

- Enabling Environment for Agriculture Activity: These two Activities will collaborate to support USTA (and other associations). Whereas the Agricultural Inputs Activity will focus primarily on commercially viable services to members, the Enabling Environment for Agriculture Activity will focus on organizational capacity building and enhancing associations' advocacy skills.
- Integrated Seed Sector Development Programme (ISSD): ISSD is working with USTA and seed companies on a process to improve collaborative action within the association. Its activities overlap with those of this Activity and both entities will need to collaborate to ensure that quality services are being offered to USTA and that messages and objectives are consistent, coherent and realistic.

**4.2.3 Outcome 3: Uganda National Agro-Dealers Association & CropLife Uganda**

The Uganda National Agro-Dealers Association (UNADA) enjoys the support of international donors but remains weak in terms of its capacity to cast itself as a membership-service organization. The Activity's baseline survey revealed dissatisfaction with UNADA on the part of existing or potential members with regard to the services it provides. As a result, the agro-inputs industry suffers from a lack of collective action or a representative body of agro-input wholesalers and retailers.

Similarly, CropLife Uganda has demonstrated greater inclination to implementing donor-supported activities than providing member services, despite regular engagements by this Activity in that area.

In Year-2, the Activity aims to help agro-input firms in three districts identify and take advantage of opportunities for collective action. A key constraint to achieving this outcome is recent past failings of collective action spearheaded by UNADA, which has left many firms suspicious of such efforts.

The Activity will regularly engage the leadership of UNADA and CropLife Uganda, and coordinate its efforts with the Enabling Environment of Agriculture Activity, to explore opportunities for it to profitably provide membership-service. The Activity will increasingly involve CropLife Uganda in efforts to scale-up activities expand e-verification quality assurance scheme (see above) in coordination with CropLife Middle East and Africa.

*Activities:*

- In Activity supported workshops and events (see elsewhere in Work Plan), staff facilitate discussions with agro-input firms about collective action in order to identify opportunities appealing to firms. Staff assist firms pursue opportunities by providing technical support to achieve next steps and make connections with potential collaborators.
- Hold quarterly discussions with UNADA and CropLife Uganda about opportunities to improve member services and ways in which the Activity can support them undertake such improvements.

**Collaboration:** Coordinate support to UNADA with the Enabling Environment of Agriculture Activity, especially as it relates to improving the provision of member services.

#### **4.2.4 Outcome 4: Spraying Service Providers**

Fifteen independent spraying service providers (SSP), working with five agro-input wholesalers, increasingly provide spraying services to farmers, especially coffee and maize farmers but including vegetable growers and others. Agro-input firms offer their farming clientele access to spraying service either on an individual basis or assist in aggregating the demand of multiple farmers in order to make the service attractive and cost-effective for providers and users. Spraying service providers enhance their performance through greater use of protective gear and proper spraying practices. Service providers adhere to a code of conduct and are certified by recognized authorities to ensure compliance with regulations and provide farmers with quality assurances.

Among the 15 SSP, new jobs will be created for more than 60 youth, the majority who are under 25 years of age. The services of the SSP will generate benefits in terms of lower costs for agro-input use, more effective application and safer use and handling for close to 1000 farmers in this first year of operation. As the provision of spraying services is expected to be sustainable—commercially viable and supported by key businesses in the industry—the numbers of actual providers and farmer-beneficiaries is expected to increase dramatically throughout the life of the Activity and beyond.

**Q1 Milestones:** Three SSP conclude agreements with three agro-input distributors to provide services to smallholder farmer clientele. Existing SSP agree to develop a code of conduct and identify a process completing the code of conduct and ensuring compliance.

##### *Q1 Activities:*

- Staff facilitates two regional workshops (Mubende and Luwero areas) for existing SSP and local agro-input distributors to explore opportunities for expanding spraying services to smallholder farmer clientele and to identify needs for improving SSP business and operational performance. Leading suppliers of agro-chemicals and equipment participate to provide follow-up technical and equipment support.
- Field and Kampala-based staff provides technical follow-up to assist SSP and distributors conclude agreements and outline marketing activities to promote the service. The Activity offers cost-sharing mechanisms to SSP as necessary to promote the service to first-time users.
- Additional follow-up is provided to encourage stakeholders toward developing a code of conduct for SSP.

**Q2 Milestones:** A consortium of SSP and other stakeholders develop a code of conduct for SSP. An additional six SSP conclude agreements with distributors to provide services to smallholder clientele. Two agro-chemical distributors provide training programs for SSP on a routine basis.

##### *Q2 Activities:*

- Consultants provide technical support to a consortium of SSP and other stakeholders to develop a code of conduct.
- Staff facilitates two additional workshops for existing SSP and local agro-input distributors (see above)
- Field and Kampala-based staff provides ongoing technical support to assist SSP conclude agreements, outline marketing activities and troubleshoot service delivery.
- Mentors build capacity of three SSP in business management and marketing in one-on-one activities

**Q3 and Q4 Milestones:** A total of 15 SSP have agreements with five agro-input distributors and are actively providing services to smallholder clientele. A consortium of SSP ratifies a code of conduct and measures to ensure compliance.

##### *Q3 and Q4 Activities:*

- Staff facilitates a national-level (or multiple regional) workshop of SSP and relevant stakeholders to adopt a code of conduct and share experiences on how to improve business and technical performance
- Mentors build capacity of four additional SSP in business and marketing management (see above)
- Field and Kampala-based staff provide ongoing technical support (see above)

**Collaborators:**

- CropLife Middle East and Africa has expertise in assisting agro-input businesses craft codes of conduct. The Activity will work with this international body to this end as well as to strengthen the Ugandan branch of the organization.

**4.2.5 Outcome 5: Financial Institutions Provide Bus/Financial Management Services**

Five financial institutions (banks, microfinance institutions, micro-development institutions, investment institutions, etc.) provide business and financial management services to 20 agro-input distributors, primarily wholesalers and retailers. Financial institutions provide these services to develop the credit-worthiness of agro-input firms who, as a result, maintain records and produce financial statements used for decision making purposes.

**Q1 and Q2 Milestones:** Three financial institutions provide business and financial management training and follow-up services to agro-input firms in six areas targeted by the Activity. Ten to 15 agro-input firms incorporate the tools and training to improve financial management practices and access credit from the financial institutions.

*Q1 and Q2 Activities:*

- Field and Kampala-based staff generate interest among financial institutions to develop clientele among agro-input firms and provide financial management services to build the capacity of agro-input firms.
- Activity staff provides technical and, as necessary, financial support for financial institutions to conduct initial workshops with agro-input firms in six areas targeted by the Activity.
- Activity staff support, as necessary, financial institutions develop programs for follow-up support to agro-input firms.
- Kampala staff provides technical support, as necessary, to enable financial institutions develop financial products tailored to the needs and requirements of agro-input firms.

**Q3 and Q4 Milestones:** An additional two financial institutions provide business and financial management services to agro-input firms. Agro-input firms in ten areas targeted by the Activity receive financial management support from financial institutions and access to credit upon incorporation of better management practices.

*Q3 and Q4 Activities:*

- Field and Kampala staff facilitates focus group discussions (FGD) in all targeted areas of select agro-input firms and financial institutions to assess uptake of financial management practices, delivery of financial management services and access to credit. FGD also explore ways participants can improve adoption, service delivery and access to credit. Staff identifies additional activities and support to accelerate service delivery by financial institutions and adoption by agro-input firms.

**Collaborators:**

- Commodity Production and Marketing Activity has a mandate to develop financial services to actors in the agricultural sector. This Activity will coordinate with that one to ensure good communication in how best to work with the various financial institutions and lessons learned.

**Targeted Firms:** Centenary Bank, Opportunity Bank, FINCA, Mango Fund, Equity Bank, Housing Finance Bank, DFCU

#### 4.2.6 Outcome 6: ICT Firms Provide Communications & Operational Improvement Services

Sixteen ICT firms specializing in, for example, SMS communications, ordering and order fulfillment platforms, customer relationship management platforms, quality assurance schemes, inventory and financial management systems, etc. provide services to agro-input firms, primarily seed and agro-chemical importer/distributors and wholesalers. SMS aggregators develop a network of up-country affiliates who are capable of providing bulk SMS services to agro-input wholesalers and retailers.

Overall, a total of 15 up-country affiliates are expected to increase the volume of bulk SMS services to agro-input and other areas businesses using an improved range of tools for collecting and managing recipient contact information and assisting businesses craft SMS campaigns with customers. Nearly all of these up-country affiliates are youth-owned enterprises that will employ between three to four people. Through their connections with SMS aggregators, the affiliates will learn improved management skills and how to expand their customer base.

**Q1 and Q2 Milestones:** Four ICT firms develop basic platforms for one of the above ICT solutions for four agro-chemical and/or seed companies. Three SMS aggregators recruit and build the capacity of four up-country affiliates to provide SMS services to local agro-input firms.

##### *Q1 and Q2 Activities:*

- The Activity competitively selects and provides cost-share grants to three to five ICT firms to develop a base, ICT platform with three to five agro-chemical and/or seed companies that responds to the agro-input firms' immediate needs. The Activity develops a challenge grant, request for proposals with a broad number of ICT firms and selects proposals based on criteria, such as, the potential to impact the target firm and agro-input system, potential to roll-out similar services to other agro-input firms, etc.
- The Activity organizes a workshop for winning ICT proposals and their clients to showcase the platforms to the wider agro-input industry.
- Kampala staff assesses the potential of and risks for SMS aggregators to develop a network of up-country affiliates who can in turn provide SMS services to local businesses.
- Kampala staff assists SMS aggregators expand and/or develop a network of up-country affiliates by i) assessing with aggregators the potential and risks involved and ii) developing a package of technical and/or cost-share support for aggregators to recruit and train affiliates in promoting SMS services to local businesses, including agro-input wholesalers and retailers
- Field staff facilitates linkages between up-country SMS providers and wholesalers and retailers.

**Q3 and Q4 Milestones:** An additional four ICT firms develop ICT solutions for another four agro-chemical and/or seed companies. Seven agro-chemical and/or seed companies expand or develop new ICT platforms with the services of ICT firms. ICT firms develop the capacity and bulk SMS agreements with another eight, up-country service providers who in turn provide services to 15 wholesalers and retailers.

##### *Q3 and Q4 Activities:*

- Based on lessons learned from the previous challenge grant/cost-share, the Activity requests additional proposals from ICT firms to develop ICT platforms for agro-input businesses.
- The Activity organizes another event to showcase the platforms that have been developed and the capabilities of the ICT firms to support the agro-input businesses.
- Field and Kampala staff continues to assist SMS aggregators develop and improve the capacity of up-country affiliates and expand their market for SMS services.

**Targeted Firms:** Magezi Solutions, Vision Group, SMS Media, Blue Cube, SMS One, SMS Jajja, Lumjo Consultants, Fintech Uganda, Neptune Software, MMINDZ, Smile Tech, Clinic Master International

## 4.3 NETWORKS & NOISE TEAM

### 4.3.1 Outcome I: Radio Station Audience-led and Consumer Protection Programs

Ten radio stations have profitable audience-led programming that regularly captures issues and concerns of agro-input consumers and broadcasts information about, for example, counterfeits, safe and proper use and handling and market requirements. Six radio stations initiate consumer protection programs that help identify agro-input providers of high-quality genuine products and good customer service.

On average, 500,000 farmers listen regularly to the audience led-programming of these 10 radio stations. An additional 300,000 farmers are expected to benefit from the consumer protection programming. As these programs continue and grow, ever greater numbers of farmers will listen and benefit, half of whom are expected to be women and the majority of listeners under the age of 35.

**Q1 Milestones:** Three radio stations enhance existing audience-led programming through regular meetings with listener groups and tailor marketing efforts to promote the programs to relevant agribusinesses. Four to six additional radio stations develop and air one audience-led agribusiness program. Two radio stations commit to developing consumer protection programs.

#### *Q1 Activities*

- Marketing mentors assist three radio stations (Heart FM in Mubende, SPEAK FM in Gulu, and R-FM in Iganga) develop marketing campaign to promote audience-led programs.
- Programming mentors assist Mubende, Gulu and Iganga radio stations convene and capture information from area listener groups to enhance its audience-led programming. Mentors also assist stations develop listener groups of differing demographics, e.g., youth, women, men, etc. in order to better capture issues and information per demographic.
- Programming mentors assist four to six interested radio stations develop audience-led agriculture programming.
- Staff promotes consumer protection program concepts to three radio stations; two stations commit to develop programs.

**Q2 Milestones:** Audience-led programs regularly air on six to eight radio stations and have marketing teams that employ strategies to attract advertisers. Two radio stations have consumer protection programs and the necessary platforms for airing them.

#### *Q2 Activities*

- Staff organizes exchange visits for programming and marketing personnel to visit radio stations that demonstrate good programming and marketing practices and provide follow-up support.
- Mentors provide technical support to two radio stations to develop content and tools for consumer protection programs.
- Staff links all participating radio stations with agro-input businesses through national and local networking events and directories of contact information for agro-input businesses.

**Q3 Milestones:** Audience-led programs regularly air on ten radio stations. Three more stations commit to develop consumer protection programs.

#### *Q3 Activities*

- Mentors provide follow-up support to two to four radio stations to enhance audience-led programming including organizing and using listener groups to help generate content.
- Staff organizes exchange visits and a national workshop for programming staff on consumer protection programs, organizing and using listener groups and other mechanisms to generate content. Follow-up support provided as needed.

**Q4 Milestones:** An additional three radio stations air consumer protection programs.

#### *Q4 Activities*

- Staff organizes exchange visits for additional radio station personnel to learn good practice with regard to consumer protection programs. Additional technical support provided as needed.
- Staff organizes (or supports a national-level entity to organize) a national-level gala event recognizing advancements made by radio stations in audience-led and consumer protection programming.

**Additional Targeted Firms:** CBS, Bukedde

### 4.3.2 Outcome 2: Customer-Service Business Strategy Networks

Networks of business owners and managers actively promote and support advancements and adoption of customer service business strategies (CSBS). Agro-input firms are active participants in these networks. Role models and champions of CSBS in each target area emerge and influence the flow of information and spread of innovations and ideas.

The expected demographic of business owners and operators who view CSBS as the most appealing growth strategy are youth under the age of 35. It may be elders who will become the most respected champions in these networks but youth will be the strongest adherents and work the hardest to set up opportunities to talk more about new and interesting customer service business strategies. These youth are further expected to come from the more dynamic sectors of the economy, namely, telecommunications, finance, ICT and fast-moving-consumer-goods.

In addition, the Activity will help students bridge their school networks with professional networks interested in this topic. As a result, not only will more youth lend their voices to the discussion, but established businesses will find a pool of potential staff who shares a similar vision for growing a business.

**Q1 & Q2 Milestones:** Existing or potential networks of business owners and managers, including agro-input firms, are identified and/or emerge around CSBS to grow businesses and increase market-share. Networks begin to identify specific areas of interest related to CSBS for immediate adoption and sharing among participants. Providers of support products and services identify these networks and their members as a market for their products and services and become active members.

#### *Q1 & Q2 Activities:*

- Field and Kampala-based staff organize and conduct 12 to 20 presentations and/or mini-CSBS workshops to members of existing or potential professional groups (e.g., universities, Youth Entrepreneur Leagues, SME clubs of financial institutions, Women's business clubs, Rotary Clubs, Alumni groups, local business associations, open-enrollment workshops).
- Field and Kampala-based staff link agro-input firms with CSBS role models and/or champions through, for example, formal or informal meetings and encounters, organized exchange visits, additional workshops on pertinent topics, etc.
- CSBS role models, champions and/or influential organizations receive technical support from staff to organize additional formal or informal events linking them to technical and professional resources in order to explore and identify sources of business support (e.g., business/financial management service providers, ICT service providers, marketing consultants, etc.)
- Communications staff showcase news-worthy CSBS network activities through media attention

**Q3 & Q4 Milestones:** Existing networks attract additional members who actively participate and contribute to the exchange of information and advancement of ways of shifting businesses to greater CSBS. Additional providers of technical and business resources connect the networks and their members. Several local and national-level agro-input firms begin to play a leadership role in these networks by organizing formal and informal meetings and exchanges. New networks in other areas targeted by the Activity emerge as in Q1 and Q2 above.

#### *Q3 & Q4 Activities:*

- Staff develops network maps of role models, champions and influencers in emerging networks and their connection to other business owners and managers, including agro-input firms, in order

to gauge the effectiveness of the Activity's networking approach in the spread and adoption of CSBS and identify opportunities to improve the process.

- Staff shares network maps and contact details of members to foster additional connections and potential for information exchanges.
- Staff design and implement additional activities based on the network mapping analysis and review of progress. Possible activities include a national-level event to recognize champions in CSBS in a range of categories.

#### **4.3.3 Outcome 3: Consumer Networks for Better Customer Service and Genuine Products**

Networks of agro-input consumers (farmers) in the Activity's targeted areas actively advocate for and/or have their voices heard concerning better customer services and availability of genuine products from suppliers. Consumers' demands are increasingly recognized by suppliers and are influential in shifting behavior and performance of agro-input suppliers.

The Activity also recognizes that women networks are stronger conveying information and do so through different structures than men. As such, the Activity will target both male and female centric networks of farmers and villagers to spread information about customer service and genuine agro-input products.

**Q1 and Q2 Milestones:** Existing or potential networks of farmers, community leaders and other influential members of social and/or professional networks are identified and/or emerge as proponents of receiving better customer service and access to genuine agro-input products. Leaders in emergent networks expand their connections to other networks. Network leaders identify and utilize outlets for advocating for or communicating their desires at the local and national level. An emerging network of journalists and media firms interested in agricultural and agribusiness audience-led programming continues to grow and share experiences and tools for generating audience-led programming and generating content through listener groups.

##### *Q1 and Q2 Activities:*

- Kampala staff continues to provide technical support and guidance to the emerging network of local and national-level agribusiness-focused journalists and media firms through the monthly meetings of the Ag-Content Café.
- Field and Kampala-based staff identifies and generates interest of local organizers/leadership of agro-input consumer networks in organizing events that raise awareness about consumer preferences for better customer service and access to genuine products. Staff provides technical and cost-share support, as necessary, for five to eight events (e.g., round-tables, forums, road-shows, agricultural shows, media events, etc.). Staff involves relevant agro-input, media firms and other service providers.
- Staff organizes a national-level event bringing together leadership of key consumer networks and other stakeholders to raise awareness about consumer preferences for better customer service and access to genuine products.

**Q3 and Q4 Milestones:** Local networks of consumers continue to expand and are increasingly interconnected, better able to express consumer preferences

##### *Q3 and Q4 Activities*

- Staff develops network maps of emerging consumer networks in order to gauge the effectiveness of the Activity's networking approach and identify opportunities to enhance the awareness of better customer service and access to genuine agro-inputs as a critical concern of consumers.
- Other activities to be determined based on a review of progress and opportunities at hand.

#### **4.3.4 Outcome 4: Other Noise Promoting CSBS and the Fight Against Counterfeits**

In addition to the above outcomes, preferences for and the advantages of CSBS and the importance of fighting counterfeits are increasingly talked about by all stakeholders in the agro-inputs system.

##### *Activities:*

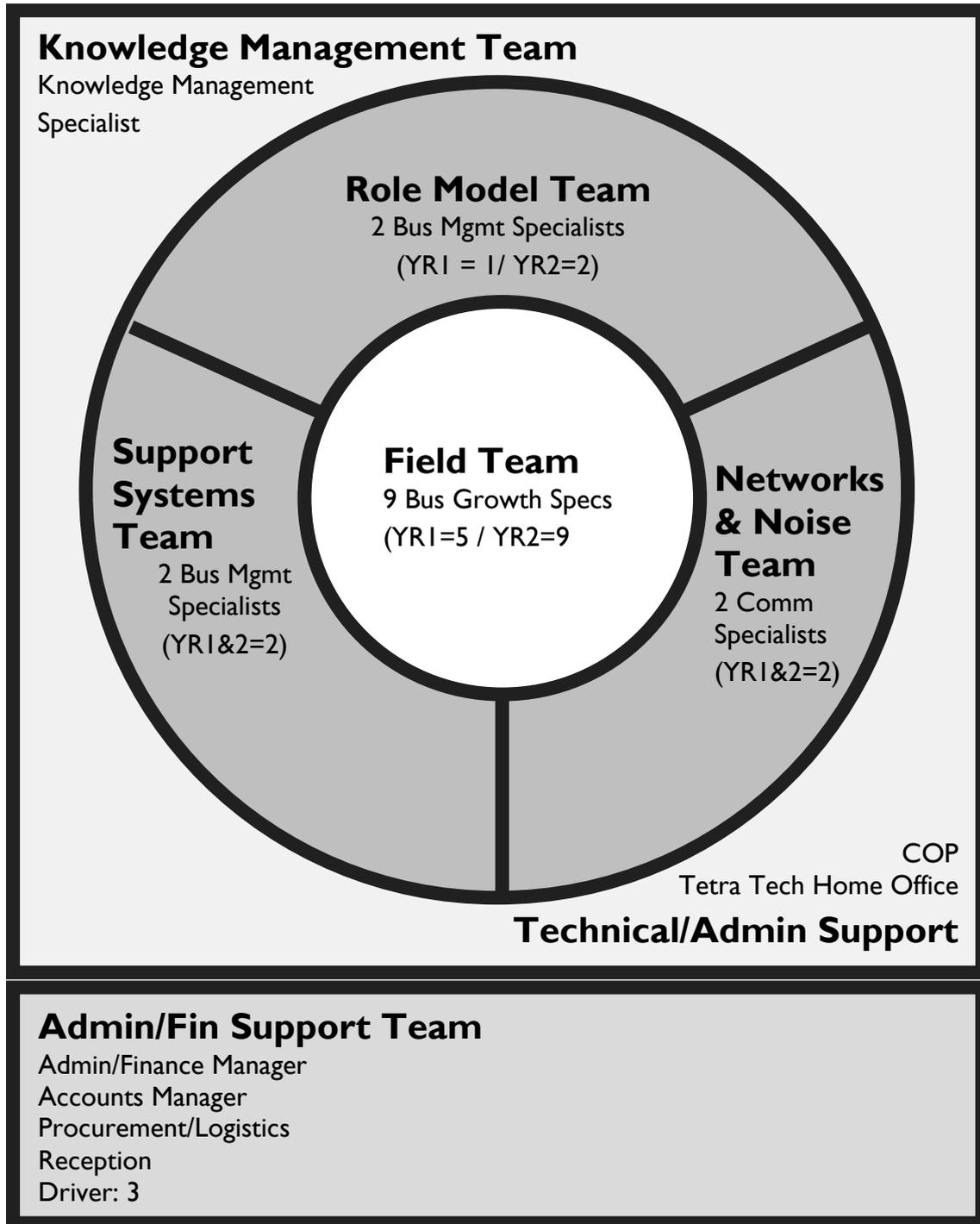
*Counterfeit Hotline:* By Q4 staff provides technical and, as necessary, financial support to pilot an agro-input counterfeit hotline aimed at collecting complaints from suppliers, distributors and consumers about the presence of counterfeits; verifying significant complaints and making verified complaints public. Potential collaborators in piloting the hotline include agro-input industry associations and leading members, Transparency International Uganda the Uganda National Consumer Protection Association and relevant entities within the GoU.

*Grant Program for Journalists/Media Outlets to Report on CSBS and Issues Related to Counterfeit Agro-Inputs:* Each quarter, staff requests and selects qualifying proposals from at least three journalists and/or media outlets to share costs of reporting on subjects related to CSBS by agro-input firms and counterfeit agro-inputs. In Q2, staff begins to identify additional sources of grant support to contribute to and increase the coverage of these and other related topics.

*Showcasing role models of CSBS among agro-inputs firms:* Ongoing throughout Year-2, staff mobilizes media attention around role models in the agro-inputs industry who generate significant benefits to farmers by adopting a range of CSBS and measures to ensure quality products for consumers.

*Counterfeit Impact Study:* The Activity contributes to the design and implementation of a study of the extent and economic impacts of counterfeits led by the Integrated Seed Sector Development (ISSD) program. The study has two phases: a pilot phase to test the study methodology and findings and a scaled-up study to incorporating lessons from the pilot. The pilot is completed by the end of Q2 and the scaled-up study is completed by Q4.

# ANNEX I: ORGANIZATIONAL STRUCTURE



## ANNEX 2: HEART FM SNAPSHOT

### Farmers get Access to Quality Agribusiness

Until August 2013, Heart FM in Mubende was supposedly giving her listeners what they wanted to hear. Like other FM radio stations in Uganda, Heart FM played music on the hour and packed its 24 hours programming day with entertainment and sports shows. Occasionally, the station would broadcast pay to air studio-based talk shows on topics determined by the sponsor. Revenues were low and the vast majority of her listeners comprised of mostly small-holder maize and coffee farmers did not get quality agricultural information.



Martin Ssemakula (R), a radio mentor, explains to staff of Heart FM how to conduct interviews in the field in July 2013 in

August 2013 and has since aired every Friday from 8.00 – 9.00pm. The show features several segments including local agribusiness news, farmers' views and expert opinions on agricultural issues. The last 30 minutes are interactive, allowing listeners to call in.

“We didn't really know that an agribusiness program can have such impact,” said David Byansi, the Station Manager, Heart FM. He says *Tukyappe* is likely to be the most competitive program for the 5 year old radio station. The station's ratings have gone up due to the show's popularity particularly among farmers. On average, 15 listeners call in during the agribusiness program. The program opened up two more staff positions for a reporter and presenter. According to the manager, the station's revenue is increasing as agro-inputs businesses and the district local government tap into the program to advertise. Byansi says in just two months, the station's revenue has grown by UGX 2M (about \$800) a month. In the last week of October 2013, the station also signed a UGX 1.5 M (about \$600) advertising contract with agricultural equipment supplier Engsol for one month.

Two more community radio stations in the north and eastern parts of Uganda, Speak FM and RFM respectively are beginning to realize similar gains due to support from Feed the future Agricultural Inputs Activity. The project anticipates increasing the number of community radio stations it supports to 16 by the end of year 2 approximately reaching 6.4 million farmers with quality agribusiness information by the end of 2014.

With support from USAID's Feed the Future Agricultural Inputs Activity, Heart FM staff successfully completed a 14 – day mentorship program on production of profitable, audience-led programs with particular focus on agribusiness. At the end of the mentorship program, a core team of 5 motivated, self- driven staff was well-qualified to produce high quality radio programs on its own. The result was that a 60-minute, agribusiness program named “*Tukyappe*” loosely translated to mean “Let's work” was launched in the first week of

## ANNEX 3: ACTIVITIES BY INTERMEDIATE RESULTS

Outcomes & Activities by Teams	IR1				IR2	
	1.1	1.2	1.3	1.4	2.1	2.2
<b>Role Model Team</b>						
<b>Outcome 1: E-Verification</b>						
Staff facilitates discussions and agreements between participating companies on the operational and promotional components of the e-verification scheme including division of roles and responsibilities and costs.	+				+	+
The Activity expects to contribute significantly to the promotional components, especially in terms of mobilizing wholesale and retail distributors to train and sensitize farmers and farmer networks, generating media coverage, leveraging consumer networks to spread awareness of the scheme (see Networks & Noise Team below), etc. The Activity will share costs of particular component as necessary and/or in collaboration with other supporters (e.g., IFDC Catalyst Project).	+				+	+
Staff collaborates with the International Food Policy Research Institute (IFPRI) on how best to measure the impact of the e-verification scheme and fills gaps in, for example, assessing awareness among farmers of the e-verification scheme, evaluating strategies to get farmers to activate the e-verification process, etc.	+				+	+
Staff facilitates discussions among consortium members about ways to refine the e-verification and/or promotional components.	+				+	+
Staff supports consortium members on ways of leveraging the customer contact information gathered from the e-verification scheme in, for example, market research, product promotions, etc.	+				+	+
As above, the Activity expects to facilitate discussions between consortium members and possible new firms joining the initiative.	+				+	+
As above, the Activity expects to contribute to promotional components albeit on a more reduced level as appropriate.	+				+	+
<b>Outcome 2: Wholesalers and Network Retailers Leverage Customer Management Systems for Better Customer Service</b>						
Field and Kampala-based staff conduct workshops in each targeted area for wholesalers and key network retailers on CMS, customer segmentation and leveraging CMS to provide better customer service, increase customer loyalty and increase sales volumes. Staff will help wholesalers and retailers identify women as an important customer segment and what value propositions they can craft to increase agro-input use by women.	+	+	+			+
Field staff follows-up potential role models from the workshops with one-on-one coaching sessions to support the implementation of CMS and how wholesalers can support key network retailers implement their own CMS. Field staff identifies opportunities with each potential role model to leverage the CMS in particular marketing and promotional activities.	+	+	+			+
Staff links role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.	+	+	+			+
Showcase role models through media and networks (see Networks & Noise section below)	+	+	+			+
Field and Kampala staff organizes round-table/networking events for role model wholesalers and network retailers to share experiences of previous quarter and identify additional opportunities to leverage their CMS. SMS and media service providers present the opportunities for using their services.	+	+	+			+
Field staff follows-up role models and provides technical support in coaching sessions to assist role models and retailers pilot and scale-up	+	+	+			+

<b>Outcomes &amp; Activities by Teams</b>	<b>IR1</b>			<b>IR2</b>		
new opportunities. If cost-shares are necessary to get role models to test new marketing strategies, the Activity will conclude cost-share agreements with service providers (e.g., SMS providers) to offer affordable, introductory prices. See Support Systems Team below						
Staff also assists role models capture the return on investment of particular marketing and promotional efforts.	+	+	+			+
Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that have robust CMS and who routinely leverage these for better customer service.	+	+	+			+
Staff organizes exchanges between role models and seed and agro-chemical companies on how to leverage CMS in conjunction with these suppliers for better marketing and promotion and electronic ordering/order fulfillment opportunities.	+	+	+			+
Field staff continues to follow-up with role models and identifies with them additional opportunities to expand the CMS, increase the number of retailers using a CMS and ways of leveraging CMS to attract underserved market segments.	+	+	+			+
Staff continues to link role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.	+	+	+			+
<b>Outcome 3: Wholesalers and Network Retailers Adopt Village-Agent Retail Strategies</b>						
Field and Kampala-based staff conducts workshops in targeted areas for wholesalers and key retailers in village-agent retail operations and management. Staff will emphasize the importance of recruiting female as well as male agents in order to expand their customer base among women who often go underserved.	+	+	+			
Staff follows-up potential role models with coaching sessions to improve performance of managing village-agent networks and how role models can best support retailers improve the management of their own networks.	+	+	+			
Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that effectively manage village-agent networks (same trip as above with regard to CMS)	+	+	+			
Staff organizes regional workshops for role models to exchange experiences, challenges and ideas for overcoming issues related to managing retail networks and village-agent retail operations.	+	+	+			
Staff follows-up role models with as needed support to refine the management of retail and village-agent networks.	+	+	+			
<b>Outcome 4: Role Model Wholesalers Offer Equipment to Customers</b>						
Staff facilitates connections and visits by wholesalers in all targeted areas to equipment suppliers to identify product lines that appeal to wholesalers' customer segments.	+					
Staff provides technical and, as necessary, cost-share support for equipment suppliers and wholesalers to organize demonstration events of equipment in strategic locations (see leveraging CMS). Staff supports equipment suppliers to craft agreements with wholesalers covering ordering, consignment terms, commissions, after sales service, etc.	+					
Staff provides follow-up support to troubleshoot and assess agreements in order to expand sales and equipment services.	+					
Staff provides technical and, as necessary, cost-share support to equipment suppliers to expand distribution channels to more wholesalers and retailers through more systematic development of distributors, marketing campaigns and after-sales service support.	+					
<b>Support Systems Team</b>						
<b>Outcome 1: District and National GoU Entities Support Private Sector Initiatives</b>						
Field staff meet, at least quarterly, with district officials to apprise them of activities, progress of agro-input firms and opportunities to support these firms. These meetings will be either as part of the District Operational Planning (DOP) process and/or individually as necessary.				+	+	+
Field staff includes district officials in workshops (see above) or networking meetings (see below) in order to facilitate linkages with both agro-input firms and media outlets. Staff builds the capacity of agro-input firms and media outlets to leverage appropriate technical persons from among district officials.				+	+	+
Kampala staff ensures that USTA management includes relevant members from MAAIF's Crop Protection Departments in operationalizing its quality assurance member service pilot				+	+	+

<b>Outcomes &amp; Activities by Teams</b>	<b>IR1</b>			<b>IR2</b>		
Kampala staff ensures that MAAIF's Crop Protection Department has an opportunity to contribute technical support to the e-verification pilot and is involved in the process to assess and improve the pilot.				+	+	+
<b>Outcome 2: USTA Scales-up Quality Assurance Member Service</b>						
The Activity supports USTA with consulting services to develop a practical business plan to operationalize the quality assurance service in a way that is affordable to members and ensures service credibility. The business plan will also outline a marketing and branding program for promoting qualifying members as reliable sources of seed.				+		
Kampala staff supports USTA leadership evaluate and refine the business plan with the association's board members. The Activity shares costs of piloting the service as necessary to develop a critical mass of members willing to pay for the service.				+		
Kampala staff provides additional technical support to USTA to implement, assess and refine the pilot service				+		
Kampala staff assists USTA leadership assess and refine the pilot program to ensure its attractiveness and viability.				+		
The Networks & Noise Team leverage media contacts to cover and promote USTA's quality assurance service as a benefit to farmers				+		
Kampala staff provides technical and, as necessary, cost-share support to build the marketing and promotional capacity of USTA staff and/or facilitate sustainable linkages with the services of a marketing and promotions firm.				+		
<b>Outcome 3: Uganda National Agro-Dealers Association and CropLife Uganda</b>						
In Activity supported workshops and events (see elsewhere in Work Plan), staff facilitate discussions with agro-input firms about collective action in order to identify opportunities appealing to firms. Staff assist firms pursue opportunities by providing technical support to achieve next steps and make connections with potential collaborators.				+		
Hold quarterly discussions with UNADA and CropLife Uganda about opportunities to improve member services and ways in which the Activity can support them undertake such improvements.				+		
<b>Outcome 4: Spraying Service Providers</b>						
Staff facilitates two regional workshops (Mubende and Luwero areas) for existing SSP and local agro-input distributors to explore opportunities for expanding spraying services to smallholder farmer clientele and to identify needs for improving SSP business and operational performance. Leading suppliers of agro-chemicals and equipment participate to provide follow-up technical and equipment support.	+	+	+			+
Field and Kampala-based staff provides technical follow-up to assist SSP and distributors conclude agreements and outline marketing activities to promote the service. The Activity offers cost-sharing mechanisms to SSP as necessary to promote the service to first-time users.	+	+	+			+
Additional follow-up is provided to encourage stakeholders toward developing a code of conduct for SSP.	+	+	+			+
Consultants provide technical support to a consortium of SSP and other stakeholders to develop a code of conduct.	+	+	+			+
Staff facilitates two additional workshops for existing SSP and local agro-input distributors (see above)	+	+	+			+
Field and Kampala-based staff provides ongoing technical support to assist SSP conclude agreements, outline marketing activities and troubleshoot service delivery.	+	+	+			+
Mentors build capacity of three SSP in business management and marketing in one-on-one activities	+	+	+			+
Staff facilitates a national-level (or multiple regional) workshop of SSP and relevant stakeholders to adopt a code of conduct and share experiences on how to improve business and technical performance	+	+	+			+
Mentors build capacity of four additional SSP in business and marketing management (see above)	+	+	+			+
Field and Kampala-based staff provide ongoing technical support (see above)	+	+	+			+
<b>Outcome 5: Financial Institutions Provide Bus/Financial Management Services</b>						

<b>Outcomes &amp; Activities by Teams</b>	<b>IR1</b>			<b>IR2</b>	
Field and Kampala-based staff generate interest among financial institutions to develop clientele among agro-input firms and provide financial management services to build the capacity of agro-input firms.	+				
Activity staff provides technical and, as necessary, financial support for financial institutions to conduct initial workshops with agro-input firms in six areas targeted by the Activity.	+				
Activity staff support, as necessary, financial institutions develop programs for follow-up support to agro-input firms.	+				
Kampala staff provides technical support, as necessary, to enable financial institutions develop financial products tailored to the needs and requirements of agro-input firms.	+				
Field and Kampala staff facilitates focus group discussions (FGD) in all targeted areas of select agro-input firms and financial institutions to assess uptake of financial management practices, delivery of financial management services and access to credit. FGD also explore ways participants can improve adoption, service delivery and access to credit. Staff identifies additional activities and support to accelerate service delivery by financial institutions and adoption by agro-input firms.	+				
<b>Outcome 6: ICT Firms Provide Communications &amp; Operational Improvement Services</b>					
The Activity competitively selects and provides cost-share grants to three to five ICT firms to develop a base, ICT platform with three to five agro-chemical and/or seed companies that responds to the agro-input firms' immediate needs. The Activity develops a challenge grant, request for proposals with a broad number of ICT firms and selects proposals based on criteria, such as, the potential to impact the target firm and agro-input system, potential to roll-out similar services to other agro-input firms, etc.	+	+			+
The Activity organizes a workshop for winning ICT proposals and their clients to showcase the platforms to the wider agro-input industry.	+	+			+
Kampala staff assesses the potential of and risks for SMS aggregators to develop a network of up-country affiliates who can in turn provide SMS services to local businesses.	+	+			+
Kampala staff assists SMS aggregators expand and/or develop a network of up-country affiliates by i) assessing with aggregators the potential and risks involved and ii) developing a package of technical and/or cost-share support for aggregators to recruit and train affiliates in promoting SMS services to local businesses, including agro-input wholesalers and retailers	+	+			+
Field staff facilitates linkages between up-country SMS providers and wholesalers and retailers	+	+			+
Based on lessons learned from the previous challenge grant/cost-share, the Activity requests additional proposals from ICT firms to develop ICT platforms for agro-input businesses.	+	+			+
The Activity organizes another event to showcase the platforms that have been developed and the capabilities of the ICT firms to support the agro-input businesses.	+	+			+
Field and Kampala staff continues to assist SMS aggregators develop and improve the capacity of up-country affiliates and expand their market for SMS services.	+	+			+
<b>Networks &amp; Noise Team</b>					
<b>Outcome 1: Radio Station Audience-led and Consumer Protection Programs</b>					
Marketing mentors assist three radio stations (Heart FM in Mubende, SPEAK FM in Gulu, and R-FM in Iganga) develop marketing campaign to promote audience-led programs.	+	+	+		+
Programming mentors assist Mubende, Gulu and Iganga radio stations convene and capture information from area listener groups to enhance its audience-led programming. Mentors also assist stations develop listener groups of differing demographics, e.g., youth, women, men, etc. in order to better capture issues and information per demographic.	+	+	+		+
Programming mentors assist four to six interested radio stations develop audience-led agriculture programming.	+	+	+		+
Staff promotes consumer protection program concepts to three radio stations; two stations commit to develop programs.	+	+	+		+
Staff organizes exchange visits for programming and marketing personnel to visit radio stations that demonstrate good programming and marketing practices and provide follow-up support.	+	+	+		+

<b>Outcomes &amp; Activities by Teams</b>	<b>IR1</b>			<b>IR2</b>	
Mentors provide technical support to two radio stations to develop content and tools for consumer protection programs.	+	+	+		+
Staff links all participating radio stations with agro-input businesses through national and local networking events and directories of contact information for agro-input businesses.	+	+	+		+
Mentors provide follow-up support to two to four radio stations to enhance audience-led programming including organizing and using listener groups to help generate content.	+	+	+		+
Staff organizes exchange visits and a national workshop for programming staff on consumer protection programs, organizing and using listener groups and other mechanisms to generate content. Follow-up support provided as needed.	+	+	+		+
Staff organizes exchange visits for additional radio station personnel to learn good practice with regard to consumer protection programs. Additional technical support provided as needed.	+	+	+		+
Staff organizes (or supports a national-level entity to organize) a national-level gala event recognizing advancements made by radio stations in audience-led and consumer protection programming.	+	+	+		+
<b>Outcome 2: Customer-Service Business Strategy Networks</b>					
Field and Kampala-based staff organize and conduct 12 to 20 presentations and/or mini-CSBS workshops to members of existing or potential professional groups (e.g., universities, Youth Entrepreneur Leagues, SME clubs of financial institutions, Women's business clubs, Rotary Clubs, Alumni groups, local business associations, open-enrollment workshops).	+	+	+		
Field and Kampala-based staff link agro-input firms with CSBS role models and/or champions through, for example, formal or informal meetings and encounters, organized exchange visits, additional workshops on pertinent topics, etc.	+	+	+		
CSBS role models, champions and/or influential organizations receive technical support from staff to organize additional formal or informal events linking them to technical and professional resources in order to explore and identify sources of business support (e.g., business/financial management service providers, ICT service providers, marketing consultants, etc.)	+	+	+		
Communications staff showcase news-worthy CSBS network activities through media attention	+	+	+		
Staff develops network maps of role models, champions and influencers in emerging networks and their connection to other business owners and managers, including agro-input firms, in order to gauge the effectiveness of the Activity's networking approach in the spread and adoption of CSBS and identify opportunities to improve the process.	+	+	+		
Staff shares network maps and contact details of members to foster additional connections and potential for information exchanges.	+	+	+		
Staff design and implement additional activities based on the network mapping analysis and review of progress. Possible activities include a national-level event to recognize champions in CSBS in a range of categories.	+	+	+		
<b>Outcome 3: Consumer Networks for Better Customer Service and Genuine Products</b>					
Kampala staff continues to provide technical support and guidance to the emerging network of local and national-level agribusiness-focused journalists and media firms through the monthly meetings of the Ag-Content Café.	+	+	+		
Field and Kampala-based staff identifies and generates interest of local organizers/leadership of agro-input consumer networks in organizing events that raise awareness about consumer preferences for better customer service and access to genuine products. Staff provides technical and cost-share support, as necessary, for five to eight events (e.g., round-tables, forums, road-shows, agricultural shows, media events, etc.). Staff involves relevant agro-input, media firms and other service providers.	+	+	+		
Staff organizes a national-level event bringing together leadership of key consumer networks and other stakeholders to raise awareness about consumer preferences for better customer service and access to genuine products.	+	+	+		
Staff develops network maps of emerging consumer networks in order to gauge the effectiveness of the Activity's networking approach and identify opportunities to enhance the awareness of better customer service and access to genuine agro-inputs as a critical concern of consumers.	+	+	+		

<b>Outcomes &amp; Activities by Teams</b>	<b>IR1</b>			<b>IR2</b>	
	<b>+</b>	<b>+</b>	<b>+</b>		
Other activities to be determined based on a review of progress and opportunities at hand.	<b>+</b>	<b>+</b>	<b>+</b>		
<b>Outcome 4: Other Noise Promoting CSBS and the Fight Against Counterfeits</b>					
<i>Counterfeit Hotline:</i> By Q4 staff provides technical and, as necessary, financial support to pilot an agro-input counterfeit hotline aimed at collecting complaints from suppliers, distributors and consumers about the presence of counterfeits; verifying significant complaints and making verified complaints public. Potential collaborators in piloting the hotline include agro-input industry associations and leading members, Transparency International Uganda the Uganda National Consumer Protection Association and relevant entities within the GoU.	<b>+</b>	<b>+</b>	<b>+</b>		<b>+</b>
<i>Grant Program for Journalists/Media Outlets to Report on CSBS and Issues Related to Counterfeit Agro-Inputs:</i> Each quarter, staff requests and selects qualifying proposals from at least three journalists and/or media outlets to share costs of reporting on subjects related to CSBS by agro-input firms and counterfeit agro-inputs. In Q2, staff begins to identify additional sources of grant support to contribute to and increase the coverage of these and other related topics.	<b>+</b>	<b>+</b>	<b>+</b>		<b>+</b>
<i>Showcasing role models of CSBS among agro-inputs firms:</i> Ongoing throughout Year-2, staff mobilizes media attention around role models in the agro-inputs industry who generate significant benefits to farmers by adopting a range of CSBS and measures to ensure quality products for consumers.	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>
<i>Counterfeit Impact Study:</i> The Activity contributes to the design and implementation of a study of the extent and economic impacts of counterfeits led by the Integrated Seed Sector Development (ISSD) program. The study has two phases: a pilot phase to test the study methodology and findings and a scaled-up study to incorporating lessons from the pilot. The pilot is completed by the end of Q2 and the scaled-up study is completed by Q4.					<b>+</b>

# ANNEX 4: ACTIVITIES BY QUARTER

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Role Model Team</b>				
<b>Outcome 1: E-Verification</b>				
Staff facilitates discussions and agreements between participating companies on the operational and promotional components of the e-verification scheme including division of roles and responsibilities and costs.				
The Activity expects to contribute significantly to the promotional components, especially in terms of mobilizing wholesale and retail distributors to train and sensitize farmers and farmer networks, generating media coverage, leveraging consumer networks to spread awareness of the scheme (see Networks & Noise Team below), etc. The Activity will share costs of particular component as necessary and/or in collaboration with other supporters (e.g., IFDC Catalist Project).				
Staff collaborates with the International Food Policy Research Institute (IFPRI) on how best to measure the impact of the e-verification scheme and fills gaps in, for example, assessing awareness among farmers of the e-verification scheme, evaluating strategies to get farmers to activate the e-verification process, etc.				
Staff facilitates discussions among consortium members about ways to refine the e-verification and/or promotional components.				
Staff supports consortium members on ways of leveraging the customer contact information gathered from the e-verification scheme in, for example, market research, product promotions, etc.				
As above, the Activity expects to facilitate discussions between consortium members and possible new firms joining the initiative.				
As above, the Activity expects to contribute to promotional components albeit on a more reduced level as appropriate.				
<b>Outcome 2: Wholesalers and Network Retailers Leverage Customer Management Systems for Better Customer Service</b>				
Field and Kampala-based staff conduct workshops in each targeted area for wholesalers and key network retailers on CMS, customer segmentation and leveraging CMS to provide better customer service, increase customer loyalty and increase sales volumes. Staff will help wholesalers and retailers identify women as an important customer segment and what value propositions they can craft to increase agro-input use by women.				
Field staff follows-up potential role models from the workshops with one-on-one coaching sessions to support the implementation of CMS and how wholesalers can support key network retailers implement their own CMS. Field staff identifies opportunities with each potential role model to leverage the CMS in particular marketing and promotional activities.				
Staff links role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.				
Showcase role models through media and networks (see Networks & Noise section below)				
Field and Kampala staff organizes round-table/networking events for role model wholesalers and network retailers to share experiences of previous quarter and identify additional opportunities to leverage their CMS. SMS and media service providers present the opportunities for using their services.				
Field staff follows-up role models and provides technical support in coaching sessions to assist role models and retailers pilot and scale-up new opportunities. If cost-shares are necessary to get role models to test new marketing strategies, the Activity will conclude cost-share agreements with service providers (e.g., SMS providers) to offer affordable, introductory prices. See Support Systems Team below				
Staff also assists role models capture the return on investment of particular marketing and promotional efforts.				

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that have robust CMS and who routinely leverage these for better customer service.				
Staff organizes exchanges between role models and seed and agro-chemical companies on how to leverage CMS in conjunction with these suppliers for better marketing and promotion and electronic ordering/order fulfillment opportunities.				
Field staff continues to follow-up with role models and identifies with them additional opportunities to expand the CMS, increase the number of retailers using a CMS and ways of leveraging CMS to attract underserved market segments.				
Staff continues to link role models with agro-chemical and/or seed companies to leverage CMS systems and network of retailers for joint marketing and promotional activities.				
<b>Outcome 3: Wholesalers and Network Retailers Adopt Village-Agent Retail Strategies</b>				
Field and Kampala-based staff conducts workshops in targeted areas for wholesalers and key retailers in village-agent retail operations and management. Staff will emphasize the importance of recruiting female as well as male agents in order to expand their customer base among women who often go underserved.				
Staff follows-up potential role models with coaching sessions to improve performance of managing village-agent networks and how role models can best support retailers improve the management of their own networks.				
Staff organizes and accompanies select role models to visit leading agro-input firms in Kenya that effectively manage village-agent networks (same trip as above with regard to CMS)				
Staff organizes regional workshops for role models to exchange experiences, challenges and ideas for overcoming issues related to managing retail networks and village-agent retail operations.				
Staff follows-up role models with as needed support to refine the management of retail and village-agent networks.				
<b>Outcome 4: Role Model Wholesalers Offer Equipment to Customers</b>				
Staff facilitates connections and visits by wholesalers in all targeted areas to equipment suppliers to identify product lines that appeal to wholesalers' customer segments.				
Staff provides technical and, as necessary, cost-share support for equipment suppliers and wholesalers to organize demonstration events of equipment in strategic locations (see leveraging CMS). Staff supports equipment suppliers to craft agreements with wholesalers covering ordering, consignment terms, commissions, after sales service, etc.				
Staff provides follow-up support to troubleshoot and assess agreements in order to expand sales and equipment services.				
Staff provides technical and, as necessary, cost-share support to equipment suppliers to expand distribution channels to more wholesalers and retailers through more systematic development of distributors, marketing campaigns and after-sales service support.				
<b>Support Systems Team</b>				
<b>Outcome 1: District and National GoU Entities Support Private Sector Initiatives</b>				
Field staff meet, at least quarterly, with district officials to apprise them of activities, progress of agro-input firms and opportunities to support these firms. These meetings will be either as part of the District Operational Planning (DOP) process and/or individually as necessary.				
Field staff includes district officials in workshops (see above) or networking meetings (see below) in order to facilitate linkages with both agro-input firms and media outlets. Staff builds the capacity of agro-input firms and media outlets to leverage appropriate technical persons from among district officials.				
Kampala staff ensures that USTA management includes relevant members from MAAIF's Crop Protection Departments in operationalizing its quality assurance member service pilot				
Kampala staff ensures that MAAIF's Crop Protection Department has an opportunity to contribute technical support to the e-verification pilot and is involved in the process to assess and improve the pilot.				
<b>Outcome 2: USTA Scales-up Quality Assurance Member Service</b>				
The Activity supports USTA with consulting services to develop a practical business plan to operationalize the quality assurance service in a way				

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
that is affordable to members and ensures service credibility. The business plan will also outline a marketing and branding program for promoting qualifying members as reliable sources of seed.				
Kampala staff supports USTA leadership evaluate and refine the business plan with the association's board members. The Activity shares costs of piloting the service as necessary to develop a critical mass of members willing to pay for the service.				
Kampala staff provides additional technical support to USTA to implement, assess and refine the pilot service				
Kampala staff assists USTA leadership assess and refine the pilot program to ensure its attractiveness and viability.				
The Networks & Noise Team leverage media contacts to cover and promote USTA's quality assurance service as a benefit to farmers				
Kampala staff provides technical and, as necessary, cost-share support to build the marketing and promotional capacity of USTA staff and/or facilitate sustainable linkages with the services of a marketing and promotions firm.				
<b>Outcome 3: Uganda National Agro-Dealers Association and CropLife Uganda</b>				
In Activity supported workshops and events (see elsewhere in Work Plan), staff facilitate discussions with agro-input firms about collective action in order to identify opportunities appealing to firms. Staff assist firms pursue opportunities by providing technical support to achieve next steps and make connections with potential collaborators.				
Hold quarterly discussions with UNADA and CropLife Uganda about opportunities to improve member services and ways in which the Activity can support them undertake such improvements.				
<b>Outcome 4: Spraying Service Providers</b>				
Staff facilitates two regional workshops (Mubende and Luwero areas) for existing SSP and local agro-input distributors to explore opportunities for expanding spraying services to smallholder farmer clientele and to identify needs for improving SSP business and operational performance. Leading suppliers of agro-chemicals and equipment participate to provide follow-up technical and equipment support.				
Field and Kampala-based staff provides technical follow-up to assist SSP and distributors conclude agreements and outline marketing activities to promote the service. The Activity offers cost-sharing mechanisms to SSP as necessary to promote the service to first-time users.				
Additional follow-up is provided to encourage stakeholders toward developing a code of conduct for SSP.				
Consultants provide technical support to a consortium of SSP and other stakeholders to develop a code of conduct.				
Staff facilitates two additional workshops for existing SSP and local agro-input distributors (see above)				
Field and Kampala-based staff provides ongoing technical support to assist SSP conclude agreements, outline marketing activities and troubleshoot service delivery.				
Mentors build capacity of three SSP in business management and marketing in one-on-one activities				
Staff facilitates a national-level (or multiple regional) workshop of SSP and relevant stakeholders to adopt a code of conduct and share experiences on how to improve business and technical performance				
Mentors build capacity of four additional SSP in business and marketing management (see above)				
Field and Kampala-based staff provide ongoing technical support (see above)				
<b>Outcome 5: Financial Institutions Provide Bus/Financial Management Services</b>				
Field and Kampala-based staff generate interest among financial institutions to develop clientele among agro-input firms and provide financial management services to build the capacity of agro-input firms.				
Activity staff provides technical and, as necessary, financial support for financial institutions to conduct initial workshops with agro-input firms in six areas targeted by the Activity.				
Activity staff support, as necessary, financial institutions develop programs for follow-up support to agro-input firms.				
Kampala staff provides technical support, as necessary, to enable financial institutions develop financial products tailored to the needs and requirements of agro-input firms.				

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Field and Kampala staff facilitates focus group discussions (FGD) in all targeted areas of select agro-input firms and financial institutions to assess uptake of financial management practices, delivery of financial management services and access to credit. FGD also explore ways participants can improve adoption, service delivery and access to credit. Staff identifies additional activities and support to accelerate service delivery by financial institutions and adoption by agro-input firms.				
<b>Outcome 6: ICT Firms Provide Communications &amp; Operational Improvement Services</b>				
The Activity competitively selects and provides cost-share grants to three to five ICT firms to develop a base, ICT platform with three to five agro-chemical and/or seed companies that responds to the agro-input firms' immediate needs. The Activity develops a challenge grant, request for proposals with a broad number of ICT firms and selects proposals based on criteria, such as, the potential to impact the target firm and agro-input system, potential to roll-out similar services to other agro-input firms, etc.				
The Activity organizes a workshop for winning ICT proposals and their clients to showcase the platforms to the wider agro-input industry.				
Kampala staff assesses the potential of and risks for SMS aggregators to develop a network of up-country affiliates who can in turn provide SMS services to local businesses.				
Kampala staff assists SMS aggregators expand and/or develop a network of up-country affiliates by i) assessing with aggregators the potential and risks involved and ii) developing a package of technical and/or cost-share support for aggregators to recruit and train affiliates in promoting SMS services to local businesses, including agro-input wholesalers and retailers				
Field staff facilitates linkages between up-country SMS providers and wholesalers and retailers				
Based on lessons learned from the previous challenge grant/cost-share, the Activity requests additional proposals from ICT firms to develop ICT platforms for agro-input businesses.				
The Activity organizes another event to showcase the platforms that have been developed and the capabilities of the ICT firms to support the agro-input businesses.				
Field and Kampala staff continues to assist SMS aggregators develop and improve the capacity of up-country affiliates and expand their market for SMS services.				
<b>Networks &amp; Noise Team</b>				
<b>Outcome 1: Radio Station Audience-led and Consumer Protection Programs</b>				
Marketing mentors assist three radio stations (Heart FM in Mubende, SPEAK FM in Gulu, and R-FM in Iganga) develop marketing campaign to promote audience-led programs.				
Programming mentors assist Mubende, Gulu and Iganga radio stations convene and capture information from area listener groups to enhance its audience-led programming. Mentors also assist stations develop listener groups of differing demographics, e.g., youth, women, men, etc. in order to better capture issues and information per demographic.				
Programming mentors assist four to six interested radio stations develop audience-led agriculture programming.				
Staff promotes consumer protection program concepts to three radio stations; two stations commit to develop programs.				
Staff organizes exchange visits for programming and marketing personnel to visit radio stations that demonstrate good programming and marketing practices and provide follow-up support.				
Mentors provide technical support to two radio stations to develop content and tools for consumer protection programs.				
Staff links all participating radio stations with agro-input businesses through national and local networking events and directories of contact information for agro-input businesses.				
Mentors provide follow-up support to two to four radio stations to enhance audience-led programming including organizing and using listener groups to help generate content.				
Staff organizes exchange visits and a national workshop for programming staff on consumer protection programs, organizing and using listener groups and other mechanisms to generate content. Follow-up support provided as needed.				
Staff organizes exchange visits for additional radio station personnel to learn good practice with regard to consumer protection programs.				

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Additional technical support provided as needed.				
Staff organizes (or supports a national-level entity to organize) a national-level gala event recognizing advancements made by radio stations in audience-led and consumer protection programming.				
<b>Outcome 2: Customer-Service Business Strategy Networks</b>				
Field and Kampala-based staff organize and conduct 12 to 20 presentations and/or mini-CSBS workshops to members of existing or potential professional groups (e.g., universities, Youth Entrepreneur Leagues, SME clubs of financial institutions, Women's business clubs, Rotary Clubs, Alumni groups, local business associations, open-enrollment workshops).				
Field and Kampala-based staff link agro-input firms with CSBS role models and/or champions through, for example, formal or informal meetings and encounters, organized exchange visits, additional workshops on pertinent topics, etc.				
CSBS role models, champions and/or influential organizations receive technical support from staff to organize additional formal or informal events linking them to technical and professional resources in order to explore and identify sources of business support (e.g., business/financial management service providers, ICT service providers, marketing consultants, etc.)				
Communications staff showcase news-worthy CSBS network activities through media attention				
Staff develops network maps of role models, champions and influencers in emerging networks and their connection to other business owners and managers, including agro-input firms, in order to gauge the effectiveness of the Activity's networking approach in the spread and adoption of CSBS and identify opportunities to improve the process.				
Staff shares network maps and contact details of members to foster additional connections and potential for information exchanges.				
Staff design and implement additional activities based on the network mapping analysis and review of progress. Possible activities include a national-level event to recognize champions in CSBS in a range of categories.				
<b>Outcome 3: Consumer Networks for Better Customer Service and Genuine Products</b>				
Kampala staff continues to provide technical support and guidance to the emerging network of local and national-level agribusiness-focused journalists and media firms through the monthly meetings of the Ag-Content Café.				
Field and Kampala-based staff identifies and generates interest of local organizers/leadership of agro-input consumer networks in organizing events that raise awareness about consumer preferences for better customer service and access to genuine products. Staff provides technical and cost-share support, as necessary, for five to eight events (e.g., round-tables, forums, road-shows, agricultural shows, media events, etc.). Staff involves relevant agro-input, media firms and other service providers.				
Staff organizes a national-level event bringing together leadership of key consumer networks and other stakeholders to raise awareness about consumer preferences for better customer service and access to genuine products.				
Staff develops network maps of emerging consumer networks in order to gauge the effectiveness of the Activity's networking approach and identify opportunities to enhance the awareness of better customer service and access to genuine agro-inputs as a critical concern of consumers.				
Other activities to be determined based on a review of progress and opportunities at hand.				
<b>Outcome 4: Other Noise Promoting CSBS and the Fight Against Counterfeits</b>				
<i>Counterfeit Hotline:</i> By Q4 staff provides technical and, as necessary, financial support to pilot an agro-input counterfeit hotline aimed at collecting complaints from suppliers, distributors and consumers about the presence of counterfeits; verifying significant complaints and making verified complaints public. Potential collaborators in piloting the hotline include agro-input industry associations and leading members, Transparency International Uganda the Uganda National Consumer Protection Association and relevant entities within the GoU.				
<i>Grant Program for Journalists/Media Outlets to Report on CSBS and Issues Related to Counterfeit Agro-Inputs:</i> Each quarter, staff requests and selects qualifying proposals from at least three journalists and/or media outlets to share costs of reporting on subjects related to CSBS by agro-input firms and counterfeit agro-inputs. In Q2, staff begins to identify additional sources of grant support to contribute to and increase the coverage of these				

<b>Outcomes &amp; Activities by Teams</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
and other related topics.				
<i>Showcasing role models of CSBS among agro-inputs firms:</i> Ongoing throughout Year-2, staff mobilizes media attention around role models in the agro-inputs industry who generate significant benefits to farmers by adopting a range of CSBS and measures to ensure quality products for consumers.				
<i>Counterfeit Impact Study:</i> The Activity contributes to the design and implementation of a study of the extent and economic impacts of counterfeits led by the Integrated Seed Sector Development (ISSD) program. The study has two phases: a pilot phase to test the study methodology and findings and a scaled-up study to incorporating lessons from the pilot. The pilot is completed by the end of Q2 and the scaled-up study is completed by Q4.				

## ANNEX 5: SUMMARY OF ACTIVITY TARGETS

PMP #	Indicator	Baseline	2013 Actual	TARGETS				
				2013	2014	2015	2016	2017
<b>IR 1: Increased availability of high quality inputs to farmers in focus districts</b>								
I.0.3	Percentage of firms that had no stock out of the three key inputs (maize seed, NPK fertilizer and Glyphosate 48% chemical) during the farming season.	32%	32%	35%	40%	50%	55%	60%
I.0.5	Number of private enterprises, producer organizations, water users associations, women's groups, trade and business associations, and CBOs receiving USG assistance.	0	61	40	201	261	313	313
I.0.6	Number of private enterprises producer organizations, water users associations, women's groups, trade and business associations, and CBOs that applied new technologies or management practices as result of USG assistance	0	38	40	113	141	174	174
<b>IR 1.1: Improved service quality through strengthened relationships along the inputs supply chain.</b>								
I.1.1	Percentage of target firms satisfied with the relationship along the supply chain	48%	48%	50%	55%	60%	65%	70%
I.1.2	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	167	100	202	101	61	0
I.1.3	Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	\$10,864	\$10,000	\$80,320	\$96,440	\$120,000	\$100,000
I.1.4	Number of firms (excluding farms) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	0	5	8	30	37	47	55

PMP #	Indicator	Baseline	2013 Actual	TARGETS				
				2013	2014	2015	2016	2017
1.1.5	Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	0	7	8	30	37	47	55
1.1.6	Number of jobs attributed to FTF implementation.	0	1.6	5	27	50	75	75
<b>IR 1.2: Increased demand for high quality inputs through marketing to farmers.</b>								
1.2.1	Total number of marketing and promotional activities implemented by targeted firms as a result of USG assistance.	0	66	50	216	267	333	100
0.0.2	Percentage increase in volume of inputs sold by seed and chemical companies.			5% above baseline	10% above baseline	15% above baseline	25% Above baseline	35% above baseline
<b>IR 1.3: Increased awareness of improved inputs at national and local level through increased promotion.</b>								
1.3.1	Total number of informational messages disseminated through the various communication channels about nutrient depletion, saved seed degradation and the potential of improved inputs by targeted firms.	0	0	0	140	210	250	150
<b>IR 1.4: Increased capacity of domestic agricultural inputs associations to serve their members.</b>								
1.4.1	Number of new/continuing services provided by the association to their members as a result of USG assistance.	0	0	0	2	3	4	5
1.4.2	Percentage of target firms that are satisfied with the association services.	13%	13%	15%	30%	50%	60%	70%
<b>IR 2: Decreased prevalence of counterfeit agricultural inputs</b>								
2.0.1	Percentage of targeted firms perceiving fewer counterfeits on the market compared with the past year.	41%	41%	50%	55%	60%	65%	70%
<b>IR 2.1: Strengthened capacity of firms to implement quality assurance programs such as e-verification system.</b>								
2.1.1	Percentage of targeted firms participating in genuine product assurance schemes.	44%	44%	60%	65%	70%	75%	80%
<b>IR 2.2: Increased coordination amongst the supply chain actors in ensuring product quality.</b>								
2.2.1	Percentage of targeted firms that are satisfied with their suppliers' responsiveness to counterfeits.	14%	14%	20%	30%	50%	60%	70%





