



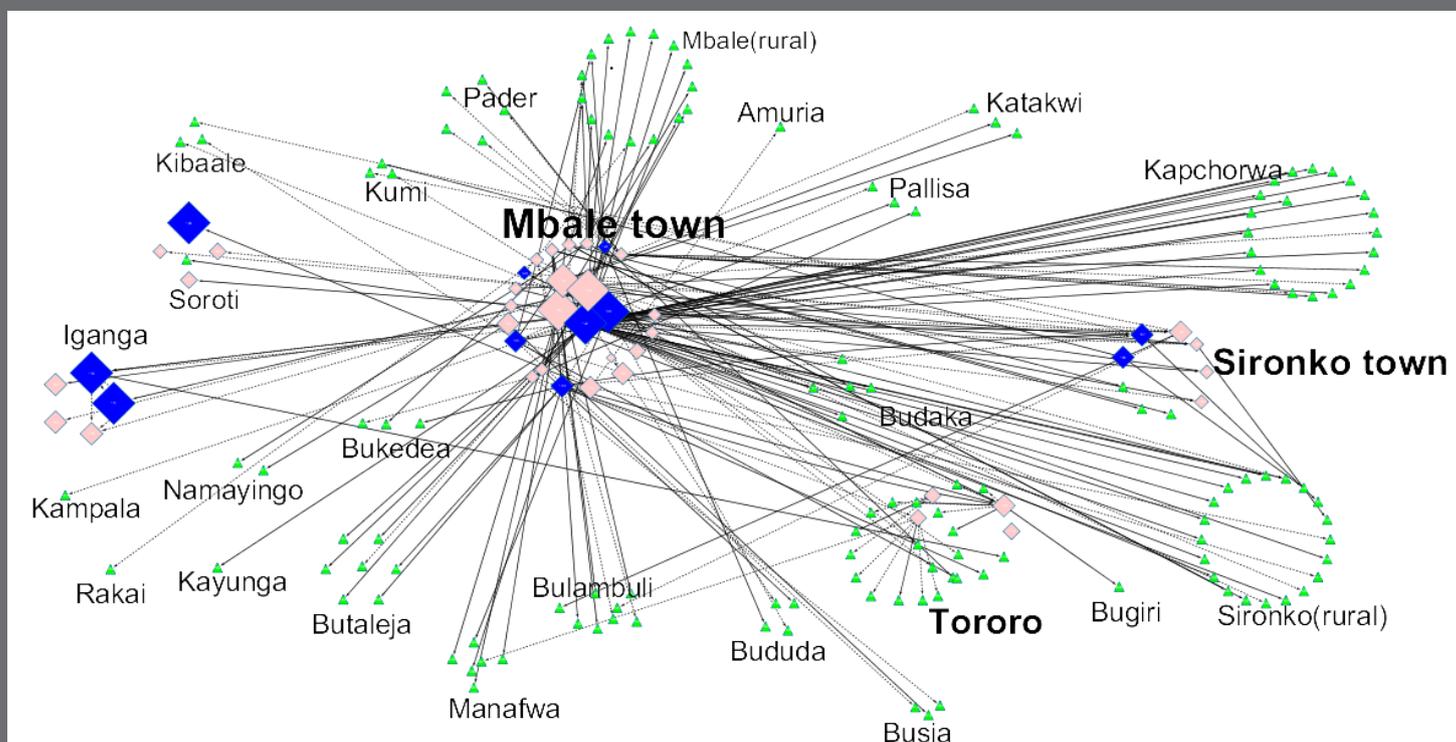
USAID
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UGANDA

USAID Feed the Future Agriculture Inputs Activity

Annual Report: October, 2013 – September, 2014

Annual Work Plan: October, 2014 – September, 2015



October 2014

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The network map on the cover is one way the Activity’s Systemic M&E team can portray-relationships between businesses in the agro-inputs supply chain. The map describes the buying and selling relations between businesses, from the perspective of businesses in Mbale town. The key below helps decode the symbols and connections.

Symbol	Description	Explanation
	Green triangle	Retailer
	Blue diamond	Wholesaler, target firm
	Pink diamond	Wholesaler, non-target firm
	Smallest to largest diamonds	Size of the wholesaler, as determined by seasonal sales volume
	Solid line	Connects two businesses where one relies highly on the other
	Dotted line	Connects two businesses where one does not rely highly on the other
	Line with arrow	Arrow indicates the direction of product flow

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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
ASI	Adam Smith International
B2B	Business to Business
BGS	Business Growth Specialist
CLA	Collaboration, Learning, Adapting
CLAME	CropLife Africa / Middle East
CMS	Customer Management System
COP	Chief of Party
CSBS	Custer Service Business Strategies
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
IR	Intermediate Result
ISSD	Integrated Seed Sector Development Program
JAA	J.E. Austin Associates, Inc.
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MFPED	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
PDP	Preferred Distributor Program
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
SACCO	Savings and Credit Cooperative Organizations
SMS	Short Message Service
SSP	Spray Service Provision
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 Program
Y2	Year 2

1 OVERVIEW

The USAID Feed the Future Agricultural Inputs Activity is proud to present a report of Y2 achievements and lessons learned, coupled with an ambitious work plan for Year 3. This document combines the annual report and work plan to ensure that the Activity builds upon progress made, and improves performance by incorporating lessons learned from one year into the next year's strategic decisions and activity designs.

During the annual strategic review and planning retreat, the general conclusion of Activity staff and management is that after two-years of implementation, the Activity's theory of change, strategic approach and facilitation tactics are still sound. After refining strategies and activity designs in Year 1, the Activity began generating significant momentum for sustainable, systemic change in Year 2. In Year 3, the Activity will leverage this momentum, deepening performance improvements with organizations receiving direct support, and crowding-in organizations and businesses across the agriculture value chain to make similar systemic and sustainable improvements.

The Right Theory of Change

The assumptions behind our theory of change are that agribusiness performance improvements—including a broad range of customer service business strategies (CSBS)—will improve relations and efficiencies in the agro-input distribution chain, favor businesses selling genuine products and assisting farmers make good decisions, raise consumer (smallholder farmers') confidence in the products available and increase the overall use of agro-inputs. Evidence of promising trends in behavior and performance include:

- Agro-input distributors' satisfaction with trade relations rose from 48% a year ago to 70% at present. Distributors' satisfaction with relations between importers/suppliers and wholesalers/distributors rose from 14% to 69%. A year ago, only 14% of wholesalers/distributors were satisfied with how their suppliers responded to counterfeits; now 42% are satisfied.
- There are fewer stock-outs in the distribution channel for key agro-inputs. A year ago, 68% of wholesalers complained of stock-outs; presently less than half have similar complaints.
- Overall, businesses perceive fewer counterfeits on the market this year compared to last. At the end of Year 1, only 41% of businesses said there were fewer counterfeits on the market than the past year. Now, 77% of businesses perceive fewer counterfeits than a year ago.

The Right Strategic Approach

While these trends are positive, staff believe they may not be sustainable if customer service business strategies do not become the norm among agribusinesses. Staff are confident that with the current mix of outcomes (see sections 2.2, 3 and 4 and Annex 1), changes in business practices will be sustained for the following reasons:

1. Achieving proposed outcomes will result in a shift from simple trading practices to greater customer orientation and service. For example, Bukoola Chemical Industries, the leading supplier of herbicides in Uganda, recently scaled-up a preferred distributor program (PDP) on its own. With support from the Ag Inputs team, Bukoola crafted a PDP that offered different levels of support to distributors based on their performance and customer-orientation. On its own, the company organized events with distributors in Gulu and Lira districts to communicate the PDP and begin the process, driving performance improvements among distributors.
2. Outcomes create broad social and professional pressure for all businesses in the agro-input industry to shift to CSBS. For example, over three million people, mostly rural farmers, listen to agricultural-related radio programs that address topics of interest to farmers, including agro-input use and the problem of counterfeits. With Activity support, over 400 farmers, half of whom were women, assembled to discuss customer service issues and the prevalence of counterfeits in the agro-inputs industry. These discussions were the topic of numerous local radio broadcasts, bringing additional farmers into the conversation. The Activity encouraged print, television and radio journalists to cover these discussions and others, during Ag-Content Cafés across the country.
3. Activity outcomes reinforce one another. For instance, the outcome: *Wholesalers expand the utilization of Customer Management Systems (CMS) as a key CSBS*, is influenced by a number of other outcomes. For example: Kyosimba Onaya, a woman-owned wholesaler in Mubende, succeeded in developing and

utilizing a CMS to better manage relations with retail and wholesale customers. This firm's achievement is related to the following outcomes pursued by the Activity:

- a. Outcome: *Increased provision of ICT services*: Kyosimba utilized a local service provider (supported by the Activity) to digitize her CMS and generate reports about customer patterns and preferences.
 - b. Outcome: *Spray Service Provision (SSP)*: Kyosimba utilized her CMS to determine which of her retailers was best positioned to manage an SSP team, and with whom to cost-share a motorized spray pump and safe-use handling training for sprayers.
 - c. Outcome: *CSBS Business Networks*: During a meeting of leading agro-input firms and businesses in other sectors with good CSBS, Kyosimba shared her experiences, influencing other firms to adopt similar practices. She also received practical tips from participants to improve her CMS.
 - d. Outcome: *Industry Associations*: As a result of network meetings, Mubende agro-input firms formed their own association. Within three months, their association organized two training events, inviting technical experts from Makerere University and Bukoola. Kyosimba was elected president of the association.
4. Activity outcomes create a solid framework for collaborating with CPMA, EEAA, other FTF and value chain development partners, other donors and projects. These areas of collaboration are outlined in Annex 3 and 4, with details in section 4.
 5. Many anticipated outcomes create opportunities for youth to participate in the agro-inputs sector, and benefit women as participants and users of agro-inputs. For example, with a focus on staffing and linkages between universities and agro-input firms, the Activity expects a number of youth to find employment opportunities with seed companies and agro-input distributors. In addition, as agro-input firms increasingly segment their customers, they will be able to tailor products and services to meet customers' (smallholder farmers') needs. This includes women as a discreet customer segment; presently, many participating agro-input firms see the advantage of tailoring services accordingly.

In addition, lessons from Year 2 clearly point to new outcomes that enable the Activity to leverage existing momentum. For example, in Year 3, the Activity will assist agro-input firms to recruit, train and manage professional staff (who are not friends and family), which was identified as a critical impediment to growth and improved performance by many agro-input firms. Also, Activity staff will leverage momentum by reaching out to agro-input firms, ICT firms, media outlets, etc. not supported by the Activity, and organize exchange visits between these firms and role model firms. As a result, the Activity fully expects to deepen performance improvements with target firms, and crowd-in other businesses to make similar improvements, to dramatically scale-up impact across Feed the Future-focus districts.

The Right Facilitation Tactics

Ensuring that changes made and the process of change itself are owned by individual businesses and organizations without depending on continued support from the Activity, has been a guiding, tactical principle in all interventions. The advantages of this approach are tangible and are seen in the scale and sustainability of impacts achieved to date. For example:

- The Activity directly supports just under 50 wholesale/distributors to improve a range of CSBS. These wholesalers manage a network of over 300 retailers, spread across 57 districts, 21 of which are FTF target districts. In Year 2, most wholesalers began driving performance improvements among a number of their retailers. In Year 3, the Activity will assist wholesalers to formalize support to more retailers with preferred distributor programs (PDPs; see Section 4).
- Because firms that receive support from the Activity own the changes they make, they continue to innovate and scale-up activities on their own. For example, suppliers like Ssembeguya (spray pumps), East Africa Seeds, Balton, Bukoola, Hangzhou, Keith Associates and Simlaw Seeds have all made initial improvements managing PDPs, marketing with wholesalers or coordinating with local government. All of these companies have, beyond the initial cost-share or pilot effort, gone on to incorporate the PDP, marketing program, etc. as part of their regular operations. Only those activities undertaken with direct Activity support are accounted for in this report; however, the secondary impacts attributable to Activity support are much more than what is reported here, and will continue beyond the life of this Activity.

The Right Performance Management Framework

In addition to the performance management plan (PMP) that generates results toward USAID's results framework, the Activity has devised a systemic M&E framework to track activity effectiveness to generate results which will lead to anticipated outcomes. In addition, through the systemic M&E system, the program monitors patterns of change across the entire agro-inputs industry, to determine the effectiveness of the Activity's scaling up strategy. The framework allows for faster learning, and, as a result, faster performance improvements as the Activity quickly adjusts and fine tunes interventions and manages staff performance (see Section 2).

The M&E unit will present the proposed, revised M&E framework to USAID in November. As this framework is fairly innovative, there is much learning still to do. Staff welcome the opportunity to discuss these options with USAID.

2 KNOWLEDGE & PERFORMANCE MANAGEMENT

This section presents Activity achievements and progress toward targets in the performance management plan (PMP). This section also outlines achievements and activities with regard to Collaboration, Learning and Adaptation (CLA) activities.

2.1 PERFORMANCE MANAGEMENT

The Activity's performance management framework includes the theory of change, the progress monitoring methodology, and the use of information to improve performance. Expected results include:

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

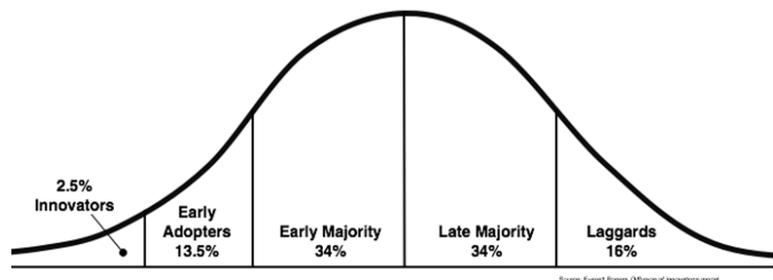
2.1.1 Theory of Change and Performance Framework

In order to achieve sustainable results that do not require reinvestment by USAID or other donors, the Activity's theory of change is based on the following premises:

- Obstacles to achieving expected results are systemic across the agro-inputs industry. Sustainable change requires shifting performance practices throughout the system, or practices will revert to the status quo.
- Shifting performance practices or businesses behaviors involves changing the simple-trading practices that businesses currently use to more customer service business strategies (CSBS) focused on providing services, solutions and genuine products to customer and farmers in an effort to grow the business by attracting and retaining customers.
- Shifts in performance practices are expected to occur first among businesses who are innovators and early adopters, typically 14 to 16% of any given population, followed by the early majority, late majority and laggards.¹

The Activity's strategy is three-fold:

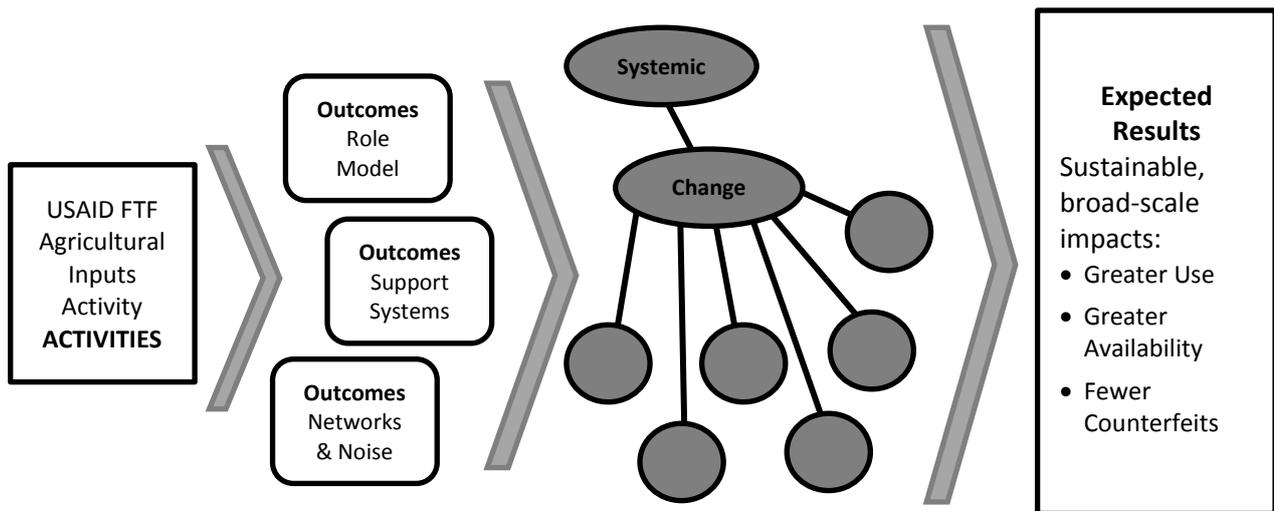
- Identify and develop innovators and early adopters into CSBS role models and showcase them to other ag-input businesses (objective of the Role Model Team);
- Ensure that the technical, political and operational support is available from financial institutions, local and national government, educational institutions, the ICT sector and business service providers to enable agro-input businesses to adopt and develop new CSBS on an ongoing basis (objective of the Support Systems Team);
- Create social, cultural and economic pressure on all businesses in the agro-inputs system to adopt, adapt and expand CSBS (objective of the Networks & Noise Team).



Activities are designed to achieve a range of strategic outcomes sought by each of the three teams. Achieving outcomes is expected to shift the behaviors and performance of agro-input businesses across the system from simple-trading practices to ever greater CSBS. The steady shift to CSBS is expected to generate sustainable, broad-scale impacts in line with the results framework.

The following diagram outlines the relationship between activities, outcomes, systemic change and expected results:

¹ Rogers, Everett M. (1962). *Diffusion of Innovations*. Glencoe: Free Press. ISBN 0-612-62843-4.



Performance Monitoring Framework

In order to ensure that Activity activities generate expected results, the Activity has developed the following performance monitoring framework.

Progress M&E	Systemic M&E	USAID Results Framework
<u>Key Questions</u> - Are activities achieving expected outcomes? - Which team members are achieving the most results, and why? What can others learn from them? - Which activities are achieving the most/least results? Why? - How effective are cost-share activities?	<u>Key Questions</u> - What, if any, systemic changes are occurring? - Do correlations exist between the achievement of outcomes and systemic change? - What is the scope of activity impacts? - What is the scale of systemic changes?	<u>Key Question</u> - What results are being generated with regard to intermediate and sub-intermediate results? - Is the program meeting its targets?
<u>Methodologies</u> - Surveys of target firms - Activity records	<u>Methodologies</u> - Transactional network mapping - SenseMaker® - Mobile phone surveys - Investigative research	<u>Methodology</u> - Surveys of target firms - Activity records

Additional detail about each component is presented below. With regard to Systemic M&E, data has only recently been collected and has yet to be fully analyzed; only basic information about the scope of impacts is available. A more detailed presentation for discussion will be developed by mid-November.

2.1.2 Progress M&E

The purpose of the Progress M&E system is twofold:

1. To help staff track progress toward outcomes and to identify the activities and staff that are achieving results, so the team can take measures to improve strategy, activity design and staff support.
2. It helps USAID track Activity progress toward achieving near-term results that are expected to generate sustainable, higher-level impacts that are part of the contract’s Results Framework.

Detailed findings and projections for Year 3 with regard to Activity outcomes can be found in Annex 1. For each outcome there are a set of indicators and targets. The Activity crafted its Progress M&E approach in Year 2, although not all outcomes had quantifiable targets. Outcomes for Year 3 have quantifiable targets. The Activity will report progress toward each outcome using these indicators in each quarterly report.

Some of the major conclusions and findings for Year 2 progress results include:

- Of the 19 outcomes pursued in Year 2, the Activity met (within a margin of 10%) or exceeded its targets in all but three. Laggards include Role Model Outcome 1: E-Verification, and Support Systems Outcome 2 and 3, which relate to support to three national industry associations (USTA, CropLife and UNADA);
- The BGS in Mbarara and Mubende have contributed the most to results toward all outcomes.
- The Activity has succeeded in generating strong interest among agribusiness dealers. Target firms have a mix of innovation and capacity levels. All target firms (regardless of capacity level) have indicated that the performance improvements they are making are important to their firm. However, more attention should be placed on skills building for agribusiness dealers.

2.1.3 Systemic M&E

Initial findings from the Systemic M&E team are presented below. A more detailed analysis and presentation will be developed for discussion in mid-November. These preliminary findings have been culled from the network mapping exercise conducted by the team in September 2014. The team interviewed 187 agro-input firms (target and non-target firms) in trading centers in 16 districts, which, for these purposes, we have described as wholesalers. The term “retailer” is used to refer to agro-input firms outside of trading centers.

The mapping exercise collected the following information from wholesalers and retailers:

- Which suppliers (seed and agro-chemical firms) they purchase from and which ones they rely on most for products and support;
- Which retailers they sell to, where the retailers are located and which retailers rely on them most for product and support;

Additional information was collected, and will be presented in November.

Scope and Scale of the FTF Agricultural Inputs Activity

With regard to the firms (upcountry wholesalers) targeted by the Activity:

- 303 retailers are connected to Activity target firms and are found in 57 different districts; 160 of these retailers are located in 21 different FTF target districts (see Annex 5 for the complete list of districts);
- The Activity is directly supporting approximately 25% of all agro-input firms in district trading centers:

Districts	No. Total Wholesalers	No. of Target Firms	Percent of all firms that are Target Firms
Mbale/Sironko/Tororo	35	8	29%
Soroti/Lira	20	5	25%
Masindi	29	7	24%
Mbarara/Bushenyi	19	6	32%
Masaka/Lwengo	26	3	12%
Mubende/Mityana/Kyenjojo	42	14	33%
Iganga	16	4	25%
Total	187	47	25%

- Of the total number of retailers purchasing products from all upcountry wholesalers (782), 45% purchase most products from target wholesalers who are supported by the Activity. Although the Activity may work with only 25% of all wholesalers, its immediate area of impact is nearly half of the retail segment.
- A higher percentage of retailers rely on Activity-supported wholesalers than non-targeted wholesalers (see Table). The locations where this does not hold true represent an interesting area for further investigation.

Districts	% of Target Firms' retailers that rely on them	% of non-Target Firms' retailers that rely on them
Mbale/Sironko/Tororo	80%	48%
Soroti/Lira/Gulu	76%	68%
Masindi/Luwero	20%	55%

Districts	% of Target Firms' retailers that rely on them	% of non-Target Firms' retailers that rely on them
Mbarara/Bushenyi	41%	74%
Masaka/Lwengo	97%	55%
Mubende/Mityana/Kyenjojo	54%	54%
Iganga	41%	63%
Average	68%	58%

Supplier Relationships with Wholesalers

As indicated in the following table, few seed and/or agro-chemical suppliers have the majority of the market that serves smallholder farmers.

Seed / Agro-chemical Supplier*	No. wholesalers who are customers	No. wholesalers who rely on supplier	% wholesalers who rely on supplier
Bukoola	148	112	76%
East African Seeds	130	73	56%
Nsanja Agrochemicals	108	62	57%
Kyebe Enterprises	80	39	49%
Victoria Seeds	70	26	37%
Mt Elgon/Simlaw Seeds	66	15	23%
Naseco	58	22	38%
Balton Uganda	42	17	40%
Safari Seeds	35	14	40%
Eram Uganda Ltd	34	18	53%
Fica Seeds	32	16	50%
Super Seeds	31	19	61%
MTK/Coopers	30	7	23%
Twiga	28	9	32%
Crop Care	28	8	29%
Hangzhou Agrochemicals	24	6	25%
General & Allied	20	7	35%
Pearl Seeds	18	7	39%

* Shaded rows refer to suppliers directly supported by the Activity

2.1.4 Results Framework

The following table presents Year 2 results and Year 3 targets with regard to the Activity's results framework.

Indicator	Actual Y1	Target Y2	Actual Y2	% Achvd	Target Y3
1.0.3 Percentage of firms that had no stock out of three key inputs during the farming season.	32%	40%	60%	150%	68%
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	341	387	113%	480
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	205	193	94%	288
1.1.1 Percentage of target firms satisfied with the relationship along the supply chain	48%	65%	70%	108%	78%
1.1.2 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	167	480	502	105%	650
1.1.3 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	\$10,864	\$80,320	\$14,986	19%	\$49,440

Indicator		Actual Y1	Target Y2	Actual Y2	% Achvd	Target Y3
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	164	97	59%	144
			124*	97	78%	
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	7	30	24	80%	90
1.2.1	Total number of marketing and promotional activities implemented by targeted firms as a result of USG assistance.	66	360	335	93%	420
1.3.1	Total number of informational messages disseminated through various communication channels about nutrient depletion, saved seed degradation and the potential of improved inputs by targeted firms.	0	56	62	111%	136
1.4.1	Number of new services provided by the association to their members as a result of USG assistance.	0	2	2	100%	16
1.4.2	Percentage of target firms that are satisfied with the association services.	13%	30%	38%	128%	63%
2.0.1	Percentage of targeted firms perceiving fewer counterfeits on the market compared with the past year.	41%	47%	77%	164%	80%
2.1.1	Percentage of targeted firms participating in genuine product assurance schemes.	39%	65%	35%	54%	50%
2.2.1	Percentage of targeted firms that are satisfied with their suppliers' responsiveness to counterfeits.	14%	30%	42%	139%	59%

* Year 2 target includes retailers, which we did not interview to assess profitability. Therefore, the 97 firms who are operating more profitably, does not include retailers. In the following row, the target of 124 firms operating more profitably does not include retailers.

The Activity was designed to focus on two major objectives -- increasing the availability of agricultural inputs and reducing the prevalence of counterfeit agricultural inputs. Below is a summary of Y2 accomplishments for each intermediate result.

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

The activity provided direct support to five times more agro-input businesses this year than last year (269 in Y2 compared to 57 businesses in Year 1). These businesses are spread across the country, covering 20 FtF districts. The emphasis has largely been on developing role models of customer service business strategies (CSBS), which includes customer management systems, spray services, village agent retailing, preferred distributorship programs, etc. These practices are designed to improve relationships among businesses up and down the supply chain, as well as to increase the flow of agricultural inputs throughout the chain. These activities will, in turn, lead to an increase in input availability. Results indicate that 121 agro-input businesses adopted CSBS in Year 2, compared to 34 in Year 1. As a result, better relationships amongst businesses and their customers have been created. For example, more than two thirds (70%) of agro-input firms are satisfied with their sales relationships compared to less than half (48%) who were satisfied at this time last year. The availability of agro-inputs has also improved. Last year, 68% of agro-input firms suffered stock-outs of key products compared to 40% this year. With regard to maize seed, 55% suffered stock-outs last year and only 35% had stock-outs this year.

Indicator 1.0.3 Percentage of firms that had no stock-outs of the key inputs (maize seed, NPK & Glyphosate).

The availability of agricultural inputs was assessed for three key inputs: maize seed, NPK and glyphosate 48%. Results indicate that more than half (60%) of target firms had all key inputs available. In comparison with the previous year, there has been an increase in the number of businesses who have stock available when needed by their customers, up from 32% to 60%. The availability of maize seed in Year 1 was below average (45%), however this has improved to 65% in Year 2. Increased efforts by seed companies to market and distribute hybrid seed have played a big role in these improvements.

Indicator 1.0.5 Number of private enterprises, producer organizations, water users associations, women's groups, trade and business associations, and CBOs receiving USG assistance.

The Activity supports a number of private enterprises including those in the ag-input sector, media sector and those that provide support services to ag-input firms. A total of 387 businesses were supported in Year 2 through

coaching and mentoring on various business practices, round table events, exchange visits, workshops, preseason ordering, marketing and promotional events such as SMS marketing.

Type of firm	No. supported by the activity	No. applying new business management practices	Percent applying new business management practices
Retailers/Wholesalers	247	111	45%
Seed Companies	10	4	40%
Chemical Companies	8	4	50%
Spray Service Providers	31	31	100%
Equipment Companies	4	2	50%
Industry Associations	4	2 ²	50%
Media Firms	32	7	22%
ICT firms	29	14	48%
Business Management Service Providers	17	13	76%
Financial Service Providers	5	5	100%
Total	387	193	50%

Indicator 1.0.6 Number of private enterprises, producer organizations, water users associations, women’s groups, trade & business associations, CBOs that applied new technologies/ management practices as result of USG assistance.

Out of the 387 supported businesses, 193 were able to apply new business management practices, for example, utilizing CMS, managing village-agents, managing or providing spray services, supplying equipment, managing a preferred distributor program, developing audience-led programming, etc. (see the table above).



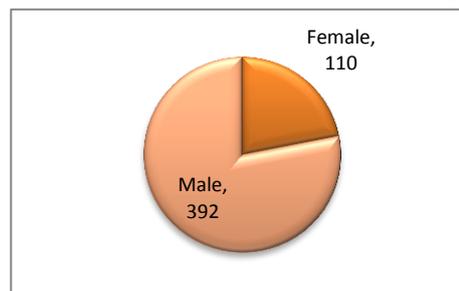
Indicator 1.1.1 Percentage of target firms satisfied with the relationship along the supply chain

Results show that relationships between wholesalers and supplier have dramatically improved. The Activity’s strategy of promoting more customer-centric practices has contributed to this improvement. Wholesalers noted that their suppliers now have mobile sales vehicles that deliver goods on time and

these are usually genuine. However, they also noted that during busy business peaks, there are input shortages and suppliers offer poor or no credit facilities. Wholesalers’ relationships with their customers (retailers) has dropped slightly. However, overall more target firms are satisfied with supply chain relationships this year (70%) than last year (48%).

Indicator 1.1.2 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training

During the year, 26 trainings were organized to including business promotion, compliance, product knowledge, customer management systems, customer service, financial management, spray service provision, village agent retailing and working capital financing. These trainings were attended by 502 individuals, 22% of whom were women. Practical demonstrations were also carried out during these trainings, especially in customer management systems, to increase participants understanding of these business practices.



in to

² These are district-level associations in Mubende and Masaka that recently came into being as a result of Activity efforts to foster business networks. The principle aims of these associations are to fight counterfeits, access external technical support and advocate for common interests.

Indicator 1.1.3 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation

Agro-input businesses invested a total of \$14,986 during Year 2. Investments were made in joint marketing and promotions (\$6,831), the preferred distributorship program (\$1,857), ICT software and hardware (\$1,831), spray service provision (\$1,454), trainings in product knowledge and business compliance (\$1,157), irrigation demonstrations (\$1,017), business financing events (\$469), business registration (\$240) and pre-season ordering (\$130). The Activity expected considerable investment in the e-verification scheme in Y2, which didn't occur. This explains why the Y2 target of \$80,320 was not met.

Indicator 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

In Year 1, efforts were made to calculate the exact profits made by the businesses; however this proved to be difficult because firms were unwilling to share profit information, and others did not have it. Therefore, in Year 2, a qualitative tool was developed and firms were asked to rate their business' profitability now compared with the previous year, on a three point scale: 1=less profitable, 2=the same/no change and 3=more profitable. 97 businesses stated that their businesses were more profitable this year compared with the previous year, because stocks increased (and stock outs decreased), some had recruited village agents, and others mentioned that their retailer network had grown. Some firms noted that they are making time to get feedback from their customers, and this has helped improve operations and increase customer loyalty, creating more profit. For businesses that considered their business either the same or less profitable, they noted that seasonal unpredictability has lessened profitability, and that increased input costs made business stagnant.

Indicator 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

The Activity organized climate change meetings including discussions on access to and dissemination of weather and climate change information. Twenty-four private sector actors, including 13 media houses and 11 agro-input businesses accessed weather and climate change information from the Uganda National Meteorology Authority, and disseminated it to their respective audiences. Investments in the dissemination of climate change information made this year will be leveraged in Year 3, and in later years. The number of stakeholders and dissemination pathways for weather and climate change information is expected to increase, as firms become more client oriented, improve their business practices, and increase their marketing efforts around climate change products.

Indicator 1.2.1 Total number of marketing and promotional activities implemented by targeted firms as a result of USG assistance.

In order to increase demand for agricultural inputs, 335 marketing and promotional events were conducted by agro-input businesses during the year, including 111 SMS marketing activities, 65 joint marketing and promotions between wholesaler-retailer or wholesaler-supplier, 18 market day events, 84 radio adverts and talk-shows, and 57 trade show and demonstrations events.

Indicator 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.

The Activity supports a number of radio stations to provide audience-led agricultural-related programming as well as consumer protection segments. Through these stations, a total of 62 informational messages about improved inputs were disseminated through news, tips and talk shows.

Indicator 1.4.1 Number of new services provided by the association to their members as a result of USG assistance.

Two new member services were provided by an agro-input association this year: member training and information sharing through SMS technology, which were provided by the Mubende Agro-Input Dealers Association to its 35 members. Through coaching and support from Activity staff, the Mubende association, together with Makerere University, organized a training in safe-use and handling of pesticides for its members. The association also adopted SMS technology to share information with members.

Indicator 1.4.2 Percentage of target firms that are satisfied with the association services.

Results show that 82% of target firms are members of an association i.e. UNADA (72%), USTA (9%), Croplife (6%) and local associations (13%). Members, on average, indicated that only 38% were satisfied with their association's services. However, all businesses that belong to local associations expressed satisfaction with their

associations' services citing the variety of customized services and training opportunities offered. No members of Croplife were satisfied. Members stated that Croplife was not helping to reduce counterfeits. One third (32%) of UNADA members were satisfied. UNADA members mentioned that the association had started to provide training. However their presence and support is generally not felt among the members, and there is no mechanism for members to voice their concerns. Only 25% of USTA members were satisfied, because member services were low.

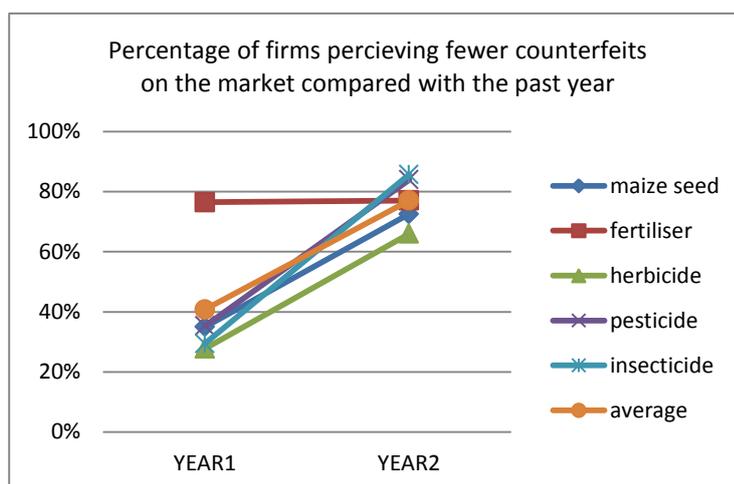
Intermediate Result 2: Decreased prevalence of counterfeit agricultural inputs

Indicator 2.0.1 Percentage of targeted firms perceiving fewer counterfeits on the market compared with the past year.

The majority (77%) of agro-input firms perceived fewer counterfeits on the market this year compared with last year, for nearly all types of inputs.

Indicator 2.1.1 Percentage of targeted firms participating in genuine product assurance schemes.

Only 35% of target firms participated in quality assurance schemes this year, compared to 39% who participated last year. No firm is participating in an e-verification scheme as of yet, however 40% use tamper-proof packaging. Most firms focus on selling their products through selected distributors (78%) to reduce adulteration, although very few provide product performance guarantees (24%).



Indicator 2.2.1 Percentage of targeted firms that are satisfied with their suppliers' responsiveness to counterfeits.

Less than half (42%) of all target firms were satisfied with their supplier's responsiveness to counterfeits; this is an improvement from last year, when only 14% expressed satisfaction.

2.2 MAJOR LESSONS & PROGRAMMATIC SHIFTS

This section describes outcomes pursued by the Activity in Year 2, and those to be pursued in Year 3. After the summary table (below), the major lessons learned leading to programmatic shifts are discussed (see Annex 1 for a detailed list of each year's outcomes). From Year 2 to Year 3, where outcomes remain the same, the Activity will build off of its achievements in Year 2, set new targets and in most cases increase the scope of Activity achievements in Year 3.

Year 2 Quarter-4	Year 3
Role Model Team	
Outcome 1: E-verification	Outcome 1: E-verification
Outcome 2: Wholesalers leverage CMS	Outcome 2: Customer Management Systems
Outcome 3: Wholesalers adopt village-agent retail strategies	
	Outcome 4: Production & Post-Harvest Equipment
Outcome 5: Preferred distributor program	Outcome 5: Preferred distributor program
Outcome 6: Spraying service providers	Outcome 6: Spraying service providers
	Outcome 7: Staffing
	Outcome 8: Equipment Suppliers
	Outcome 9: Crowding-In
	Outcome 10: Wholesaler/Trader Relationships
Support Systems Team	
Outcome 1: GoU supports private sector initiatives	Outcome 1: GoU supports private sector initiatives
Outcome 2: USTA scales-up quality assurance member service	
Outcome 3: UNADA & Croplife Uganda	Outcome 10: District level agro-input associations
Outcome 5: Business management services for agro-input firms	
Outcome 6: ICT Firms	Outcome 6: ICT Firms

Year 2 Quarter-4	Year 3
Outcome 7: Financial services to agro-input firms	Outcome 7: Financial services to agro-input firms
Outcome 8: Interpretation & dissemination of climate change information	Outcome 8: Dissemination of weather and climate change information
Outcome 9: Internships	Outcome 9: Graduate schools & agro-input firms
	Outcome 11: Crowding-In
	Outcome 12: Foundation seed supply
Networks & Noise Team	
Outcome 1: Audience-led and consumer protection programs	Outcome 1: Audience-led and consumer protection programs
Outcome 2: CSBS Networks	Outcome 2: CSBS Networks
Outcome 3: Consumer Networks	Outcome 3: Consumer Networks
Outcome 4: Ag-Content Café	Outcome 4: Ag-Content Café
Outcome 5: Anti-Counterfeit hotline	Outcome 5: Anti-Counterfeit hotline
Outcome 6: Showcasing	Outcome 6: Showcasing
	Outcome 7: Crowding-In

2.2.1 New Focus on the Seed Sector

At the end of Year 2, the Activity's contract was modified to increase the quantity and quality of maize and bean seed on the market by 30% and 15% respectively. Achieving these results will fall specifically to the Support Systems Team, to pursue the following three outcomes (see outcomes in Sections 4.6.3; see 4.6.5 and 4.6.8 for details about activities, and Annex 2 for a detailed work plan for Q1):

- Outcome 7: Financial Services to Agro-Input Firms: Six financial institutions provide debt and/or equity financing to six seed companies to increase companies' capacity to produce more maize and/or bean seed.
- Outcome 9: Graduate Schools and Agro-Input Firms: Six tertiary educational institutions (such as universities, agricultural colleges, business institutions, etc.) develop and promote internship programs that link skilled interns to agro-input businesses, especially seed companies and agro-input wholesale distributors. Four tertiary educational institutions develop or expand programs that strengthen collaborative ties with Ugandan seed companies, including, for example, seed research, seed testing, guest-lectures, onsite teaching activities, etc.
- Outcome 12: Foundation Seed Supply: Two mechanisms for addressing the systemic constraints inhibiting the supply of foundation seed from meeting demand are identified and implemented.

The first two of these outcomes are revisions of outcomes from Year 2, which means that the Activity has staff who have already developed relationships various stakeholders, understand many of the challenges and have made initial progress toward these outcomes. Outcome 12 is an entirely new outcome for the Activity.

2.2.2 Other Additional Outcomes

There are two notable additions to the Activity's strategy in Year 3, which include:

- Each team has a new, similar outcome (Crowding-in). The purpose of these outcomes is to get businesses and other stakeholders who are not yet target firms or recipients of direct support from the Activity to adopt and adapt performance improvements. For example, the Role Model Team will implement activities to get non-target firms to try out customer management systems. Activities will involve showcasing role models through local media, and organizing exchange visits for non-target firms to learn from target firms (peer to peer mentoring, and scaling up through demonstration). Achieving targets for these outcomes is expected to exponentially increase the scale and the impact of the Activity.
- Role Model Team, Outcome 7: Staffing: The Activity has recognized that one of the largest impediments for agro-input wholesale distributors to expand their CSBS is the inability of owners and managers to recruit, hire, orient and manage the performance of professional staff, outside their family and circle of friends. Hiring staff among family and friends seldom allows businesses to grow, as owners are responding to pressure to hire people within their social group who may have few skills and limited motivation. The ability to manage staff and have systems to mitigate the risks of theft and fraud is expected to increase businesses' ability to expand technical services to customers, manage relations with the most profitable customers by visiting them in their stores, implement marketing and promotional plans, and respond to customer feedback and requests.

- Support Systems Team, Outcome 10: Local Agro-Input Associations: Given the unresponsiveness of national industry associations and the emergence of district-level agro-input associations, who are swiftly taking on a host of member services, the Activity will shift its focus to fostering the emergence of as many local associations as possible. At present, four local associations have emerged; one in Mubende and another in Masaka are fully registered. Others in Kasese and Masindi have emerged and are part way through the formation process. In addition, the Enabling Environment Activity has been providing training and financial support to UNADA and USTA, reducing the need for the Ag Inputs team to provide additional support.

2.2.3 Other modifications

- Role Model Team, Outcome 1: E-Verification: International and domestic agro-input businesses are reluctant to invest even a small amount to test the e-verification scheme. As a result, the Activity will substantially subsidize the participation of four to five businesses before the next cropping season, to use as role models to showcase in Y3 and Y4, to promote adoption by the rest of the industry.
- Role Model Team, Outcome 2: Customer Management Systems (CMS): To date, the Activity has focused on wholesale distributors to adopt CMS. In Year 3, the Activity will work with seed and agro-chemical firms to upgrade and utilize their CMS in, for example, better pre-season ordering processes, managing preferred distributor programs, etc.
- Role Model Team, Outcome 3: Preferred Distributor Program PDP: In Year 3, the Activity will promote PDP as a way for wholesalers to drive performance improvements and create more cooperative relations with distributors.

2.3 COLLABORATION

Year 2 Collaboration

The Activity expanded collaboration with the Commodity Production and Marketing Activity (CPMA), the Enabling Environment for Agriculture Activity (EEAA) and other implementing partners in Year 2. As the Commodity Production and Marketing Activity and the Enabling Environment for Agriculture Activity ramped up, it became easier to find opportunities to collaborate. Collaborative efforts include:

- Activity staff linked Rama Agro Inputs Ltd, an agro-input wholesaler in Mbale, to over 15 village agents and traders supported by the Commodity Production and Marketing Activity, providing them with over seven tons of improved maize seed.
- AIA staff linked Friends Agro Ltd in Sironko to Bunambutye Area Cooperative Enterprise, supported by the Commodity Production and Marketing Activity, which now supplies maize seed, bean seed, chemicals, fertilizer and technical support to the Cooperative.
- AIA staff and CPMA staff jointly organized a post-harvest handling equipment exhibition in Mbale with BrazAfrica, bringing together area agro-input sellers, coffee and maize traders and village agents.
- AIA staff and CPMA staff contributed to the technical committee that organized the Mbale Agricultural Trade Show, ensuring the presence of area agro-dealers and commodity traders, as well as farmers.
- CPMA invited AIA agro-input wholesalers to exhibit at two Farmer Field Days in Iganga, during which village agents and traders established working relationships with agro-inputs dealers. Those village agents are now buying directly from Kambuzi Enterprises, an Activity-supported target firm.
- Activity staff linked Bafumbira Farm Supply in Masaka to Kibinge Cooperative Society to supply fertilizer to coffee farmers.
- In Bushenyi, Ibanda and Mbarara, CPMA organized three trainings for coffee traders and village agents. AIA staff brought agro-input businesses to these trainings to share knowledge and supply quality inputs.
- A consultative meeting organized by the Commodity Production and Marketing Activity was held in Mbarara at the onset of the August season for village agents, traders and agro-input dealers to prepare businesses on how they can position themselves for the season and satisfy farmer needs. Six agro-input businesses working with the Activity attended the meeting.
- Activity staff and the Commodity Production and Marketing Activity organized a training session conducted by four Mubende-area agro-inputs firms, three agro-chemical suppliers, and Mubende district

local government officials. A total of 60 farmers from Lwebyayi attended, learning about good agronomic practices, safe handling of ag inputs, and detection of counterfeit inputs.

- Activity staff worked with the International Food Policy Research Institute (IFPRI) to develop an evaluation mechanism to assess the performance of the e-verification scheme, and determine impacts on counterfeits and smallholder production.
- Two AIA staff attended a two day planning session with CPMA to identify opportunities where the two activities can work together at the field level.
- Activity staff worked with the Enabling Environment for Agriculture Activity, contributing to the review of the national seed policy and the regulatory framework for agro-inputs.
- The Activity agreed, with members of the newly formed Crop Protection Department of MAAIF, to include them in the learning process of the eVerification pilot, and to share all reports. The Activity also collaborated with the EEA activity to be part of the counterfeit hotline advisory council, and support the hotline especially in dissemination of hotline findings.

Year 3

In early August, Activity staff began a process of developing a framework for collaboration with CPMA and EEAA. Senior managers of each Activity identified areas for collaboration, and technical staff met to finalize details for Year 3 Activities. Tables in Annex 2 and 3 outline the framework for collaboration between AIA, CPMA and EEAA. Details regarding the nature of collaboration are found in Section 4, with anticipated Year 3 outcomes.

In addition, the Activity expects to collaborate with CropLife Africa/Middle East, CropLife Uganda, IFDC, IFPRI, Bill & Melinda Gates Foundation, aBi Trust, and the Education and Research to Improve Climate Change Adaptation Activity. Collaborative efforts are described further in Section 3.

3 YEAR 2 ACTIVITIES AND ACHIEVEMENTS

This section includes a discussion of detailed activities and Y2 achievements by each team and outcome. Lessons learned are presented in the following section, to provide context for proposed Y3 activities.

3.1 YOUTH

In Year 2, the Activity scaled-up activities targeting youth, allowing them to take advantage of opportunities in growing agro-input businesses and training them to provide new services to farmers, developing radio programs and increasing demand for ICT services. Overall, 243 youth took advantage of these opportunities. In total, the Activity provided some form of technical support and guidance to improve business and/or career performance to 878 youth. Indirectly, through the broadcasts of six local and two regional radio stations—broadcasting a combination of audience-led, agricultural-related programs and consumer protection programs—over four million listeners were reached every week, many of whom were youth.

3.2 GENDER

Over 500 women participated in village-level marketing events, consumer network meetings, business networking events, Ag-Content Cafés and spray service training. This number includes only a small percentage of the total number of women participating in similar events which were organized directly by target firms. For example, many more women participated in marketing events organized by agro-input wholesalers utilizing customer management systems (CMS) for the first time. Most wholesalers have organized similar events on their own, because they help attract and retain customers. Numbers reported here do not include such indirect beneficiaries.

3.3 M&E UNIT

Year 2 Achievements

- Progress M&E staff finalized and captured data with regard to the Activity’s progress toward achieving targeted outcomes for all technical teams (see Progress M&E above).
- Systemic M&E staff finalized and captured data with regard to two of the three tools (the transactional network map showing inter-connections between all actors in the agro-inputs distribution chain and SenseMaker ®). Staff conducted numerous trials polling farmers using mobile phones, but have not yet found ways to improve farmer response rates. As data was captured only in September, detailed analysis of findings will be completed in early Year 3.
- The M&E unit organized three quarterly activity planning and review meetings and an annual workshop to review, analyze and adjust Activity strategies and activities. Progress reports were successfully completed and activity plans updated as a result.

3.4 ROLE MODEL TEAM

3.4.1 Outcome 1: E-Verification

Year 2 Outcome

A group of three agro-chemical manufacturers and three distributors and seed companies pilot and scale-up an e-verification quality assurance scheme.

Key Achievements, Activities and Lessons Learned

The Activity has learned a great deal about potential e-verification schemes, and has identified and moved forward with key collaborators such as CropLife Africa/Middle East (CLAME) and the International Food Policy and Research Institute (IFPRI). Nearly all Ugandan seed companies and major international manufacturers of crop

protection products and their Ugandan importers are aware of the features and benefits of an e-verification scheme. These companies have all been given the opportunity to join the e-verification scheme that would be, at least initially, managed by CLAME, with whom the Activity signed an MOU to launch the scheme.

Six agro-input firms actively participated in preparations to roll-out an e-verification scheme for the first planting season, including: Bayer East Africa, Monsanto, Syngenta, Simlaw Seeds, NASECO, and Uganda Crop Care Ltd. By the end of the quarter, the team had identified an acceptable marketing and promotion strategy to create awareness and demand for e-verification-labeled products and a supplier of scratch-stickers to place on products (Pharmasecure).

Ultimately, Monsanto and Syngenta dropped out, citing difficulties either identifying a reliable in-country importer or in convincing existing distributors to participate in the scheme. NASECO opted out of the scheme citing previous investments (roughly \$200,000) in developing hard-to replicate small packages for maize seed, leaving the company unwilling to make additional investments. Uganda Crop Care Ltd., a local importer/distributor, also opted out citing its unwillingness to invest in the smallholder market. Bayer East Africa, the manufacturer most interested, was having difficulty solidifying agreements with its importer/distributors. As a result, no company moved forward with an e-verification pilot in time for the first planting season of 2014.

In response to these challenges and to improve the chances of securing the participation of major agro-input manufacturers, the Activity identified a promising opportunity to collaborate with CLAME, who is immediately available to promote and manage an already developed e-verification scheme. CLAME has been developing its e-verification scheme since 2008. It has piloted it in Uganda and launched larger-scale operations in Ghana, Cameroon and Egypt. CLAME and the Activity agreed that CLAME would be primarily responsible for promoting and managing the scheme, and the Activity would be responsible for kick-starting an awareness raising campaign with businesses and smallholder farmers.

The two parties drafted an MOU that was finalized in Q3, whereby the Activity agreed to undertake promotional activities necessary to i) ensure farmers are aware of the e-verification scheme and look for products with the scratch label and ii) authenticate after they purchase labeled products. To roll out the scheme to more local actors, a breakfast meeting was held with manufacturers, importers and seed companies to communicate the costs of the scheme, the platform procedures and to get businesses to sign up. Follow-up with participants and others has signaled lukewarm interest by all parties, but a willingness to participate if they do not have to pay anything. Local actors cited uncertainties with regard to Ugandan taxes and the business climate and manufacturers noted their inability to identify reliable importer/distributors, the poor regulatory regime and the unattractiveness of the Ugandan market which is dominated by low-cost imports from India and China. As a result, the eVerification scheme will finally be rolled out with considerable cost share early in Y3, with the hope that initial successes will encourage other partners to participate next season. Success will be closely tracked and success stories captured, to facilitate role modeling and crowding-in. However, the subsidization of the eVerification scheme jeopardizes its ultimate sustainability and opportunities to take it to scale.

Collaboration: Throughout the year, the Activity has coordinated with IFPRI to identify ways in which IFPRI's baseline and monitoring surveys could generate value for participating firms with regard to the outcomes of the e-verification scheme. In addition, the Activity has worked closely with the International Fertilizer Development Corporation (IFDC) and CropLife Uganda to identify possibilities for working together and learning from their past experiences.

3.4.2 Outcome 2: Customer Management Systems for Better Customer Service

For the first time, 40 agro-input wholesalers adopted and improved upon tools to keep track of customers and use them to organize promotional events with retailers and, in some cases, suppliers, and solicit feedback from customers on product performance and customer needs. A quarter of these firms digitized their customer information and identified surprising patterns and trends they were not aware of. In Year 3, the Activity expects to see greater utilization of CMS and improvements in how wholesalers maintain their systems. Also, the Activity will work intensively with wholesalers to assist network retailers to improve and leverage their own CMS (see Preferred Distributor Program below).

Year 2 Outcome

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. Wholesalers and retailers incorporate weather and climate change information into communications with customers.

Key Activities

- Fifty-one businesses participated in either 13 Customer Service Workshops or three Business Promotion Workshops across the country, the latter aimed at building firms' capacity to develop customer management systems, segment customers and leverage data for targeted marketing and promotions. Over 370 people participated in Activity workshops, of whom 46 were women and 140 youth.
- Over 100 agro-input suppliers and wholesalers in all intervention zones received one-on-one technical support (coaching) and, in some instances, cost-sharing, to develop, pilot and scale-up utilization of CMS.
- Over 20 wholesalers were linked to ICT firms to process CMS data and generate reports, integrate CMS data in management systems and utilize CMS data for SMS communications.
- Field staff built the capacity of wholesalers and provided, in some instances, cost-shares for wholesalers to train and equip retailers in their networks with skills to develop, maintain and leverage their own CMS.
- Field staff organized CMS roundtables of agro-inputs firms to share experiences about how they maintain and utilize their CMS.
- Nine wholesalers from Mbale attended an event organized by Acila Enterprises that promoted CMS to its network of retailers. Nine wholesalers in Mubende participated in a CMS study tour at Mubende Regional Referral Hospital to learn how they utilize their more advanced systems.

Key Achievements

- Forty two wholesalers and thirty eight network retailers developed or expanded a customer management system. Fifteen wholesalers supported 38 retailers in their network to develop and utilize their own CMS. Target firms leveraged their CMS for SMS promotions, mobilizing retailers and farmers for marketing and promotional events, promotion of spraying services, and analyzing customer data for management decisions.
- Over 170 youth participated in the marketing and promotional efforts of agro-input firms who were utilizing their CMS. Another 140 youth received training in customer management and business promotion strategies. In addition, over 140 women participated in these events. These numbers, however, capture only a portion of the participants in activities implemented by wholesalers utilizing their CMS to organize new types of promotional events. Much larger numbers of people participated in these events, as wholesalers continue to implement new practices.
- Nine Activity-supported firms used their CMS to initiate SMS marketing and promotion activities. These firms were either linked up with New Vision to acquire their own bulk SMS platforms, or they used local service providers. Highlights include:
 - Masindi Seed Co., Masindi: Collecting and organizing data of 6,000 members and customers; used data to link farmers with outlets for seed, conducting field events and joint marketing efforts with agro-chemical and equipment suppliers (EngSol, Export Trading Group). Linked with New Vision's bulk SMS service to launch a customer communications platform.
 - Hangzhou, Kampala: Gathered and digitized all customer details (wholesalers, retailers and end-users); used New Vision SMS platform for product promotions, surveys, and promotional campaigns of premier wholesalers and retailers of its products.
 - Acila Enterprises from Soroti trained 25 retailers in its network, covering three districts. The Activity provided technical support and shared the costs of three of the five training sessions while Acila staff improved their capacity to train retailers. Acila indicated to its retailers that to remain in its network, all retailers would have to develop and maintain a CMS. Acila anticipates using these CMS for pre-season ordering in advance of the next planting season.
 - Farmer Key Company in Lira leveraged its CMS to organize and pilot pre-season ordering with a segment of its customers. It targeted 23 vegetable growing customers in the pilot.
- Twenty-five Activity-supported wholesalers utilized their CMS for field promotion and marketing activities with network retailers and, in some cases, with seed and agro-chemical suppliers. Over 1000

farmers are estimated to have participated in these events. One event was organized in Masaka by model farmers. The event was attended by 13 retailers and 299 individuals, including 147 women and 170 youth.

- Four wholesalers adopted digital technology to compile and manage their CMS. Three retailers, with the support of their wholesaler, followed suit.
- Top performing firms include Acila Enterprises, Soroti; Kambuzi General Enterprises, Iganga; Masindi Seed Co., Masindi; Hangzhou, Kampala; Modern Farmers and Bafumbira, Masaka; Jalson Foundation, Lira; Modern Farmers Centre, Jinja; Farmer Key Company, Lira; Mukisa Farm Supply, Masaka

3.4.3 Outcome 3: Agent Retailing Strategies

Year 2 Outcome

Twenty wholesale distributors become role models showcasing village-agent retail strategies and supported 40 retailers in their networks to launch and manage their own network of village-agents. Over 3,000 farmers will directly benefit from increased access to genuine agro-inputs and better customer service.

Key Activities

- Two firms (Kambuzi General Enterprise and Masindi Seed Co.) received technical support from the Activity to host workshops for a total of 17 retailers in their networks, to launch and manage village agent retail operations. The Activity shared costs with seven other wholesalers to organize meetings with network retailers to promote agent retailing strategies.
- Five workshops were held for a total of eight wholesalers, introducing them to the village-agent retail strategy and explaining how to set-up and manage a network of agents.
- One-on-one coaching sessions were conducted with over 40 wholesalers, helping them identify opportunities to pilot a village-agent model and how to manage it.
- The Activity shared costs with three wholesalers to conduct agent selection and product awareness sessions in Ibanda and Masaka.

Key Achievements

- A total of sixteen wholesalers across the Activity's area of intervention recruited and are managing a network of 98 village-agents, the majority of whom are youth. Six retailers in the network of these wholesalers are managing a total of 23 agents. All 102 people who participated in village agent retailing workshops were youth.
- Twenty-two village-agents supported by the FTF Commodity Production and Marketing Activity were successfully linked to an Mbale wholesaler who supplied all agents with the amounts of maize seed they needed for the first planting season of 2014. However, these agents were later linked by the Commodity Production and Marketing Activity directly to the seed supplier for the year's second planting season.
- Based on estimates of 20 farmers per agent, over 3200 farmers currently benefit from the services of these village agents.
- The Activity collaborated with Commodity Production and Marketing Activity in five districts (Bushenyi, Ibanda, Mubende, Iganga and Mbale) linking wholesalers and retailers in their network with over 40 potential agents.

Lessons from Year 2

This outcome is not included in the Activity's Year 3 work plan for the following reasons:

- In part, agent retailing was meant to reduce the geographical distance between sellers and farmers. However, many of wholesalers and retailers who are not interested in managing an agent network note that they make use of multiple opportunities to connect with remote farmers. Examples include trusted travelers, taxis, and boda-bodas, all of whom routinely carry orders for agro-inputs, pay in cash and return with merchandise.
- Most wholesalers and retailers using village agents fail to utilize them in such a way as to improve services and information flows to farmers, unless the sellers have adopted other practices that orient them more toward customers (see next bullet). Furthermore, given the abundance of actors playing some agent-like role (see above), there is little incentive for sellers, in the short-term, to improve how they manage agents.

Instead, with a CMS, wholesalers and retailers are more inclined to reach out themselves to farmers to cultivate name, face and brand recognition for themselves.

- Increased utilization of CMS seems to be a greater influencer of businesses toward adopting more customer service strategies than agent-retailing alone. Combined with good CMS, agro-input firms use of agents or their equivalent increases the services they can provide to farmers.
- The wholesalers targeted by the Activity are more interested in how to improve and manage relations with a network of retailers than manage a network of agents.
- Some wholesalers experienced theft by and non-repayment of inputs provided on credit to village agents, which discouraged their continued use. In addition, some village agents didn't find the activity sufficiently lucrative, and dropped out. Linking village agents directly with seed suppliers rather than wholesalers and retailers also discouraged firms from supporting village agents.

As such, the Activity believes it can achieve intended results (increased farmer access to genuine agro-inputs and improved customer service) better by dedicating more resources and time with target firms to improvements in CMS and other practices such as preferred distributor programs, which will be rolled out to wholesalers in Year 3.

3.4.4 Outcome 5: Preferred Distributor Program

Four suppliers piloted a preferred distributor program (PDP) with one or more wholesalers in Year 2. One supplier, Bukoola Chemical Industries, went on to communicate and offer the PDP to distributors in Gulu and Lira districts where it had not yet developed a customer base. In Year 3, the Activity expects additional suppliers to pilot their own PDP and others to scale-up their PDP to distributors in three or more districts. In addition, the Activity will assist wholesalers to pilot and scale-up their own PDP with regard to their network retailers as a means of offering retailers incentives to improve performance in line with better CSBS.

Year 2 Outcome

Five suppliers of seed, agro-chemicals, fertilizer and/or agricultural equipment implement a preferred distributor program aimed at improving the flow of products, information and customer service along the agro-input distribution channels. A preferred distributor program (PDP) effectively outlines different value propositions for agro-input distributors (Kampala-based and up-country wholesalers and retailers of agro-inputs) who are increasingly loyal. For example, highly preferred distributors receive more marketing and promotional support, access to advanced ordering, technical support for training spraying service providers and company staff, etc. In return, highly preferred distributors qualify by purchasing particular volumes of product at particular frequencies and signing on to quality assurance schemes. In total, 10 wholesalers will sign-up for a PDP.

Key Activities

- Nine agro-input suppliers, in one-on-one discussions, were introduced to the idea and value of piloting a PDP (Keith Associates, Bukoola, Hangzhou, FICA Seed, Musa Body, BrazAfrica, Nsanja, Grow More Seeds and East African Seed). These firms were coached in how to design and roll-out their PDP in districts they chose or with specific wholesale/distributors.
- The Activity share initial costs of certain components of suppliers' PDP such as joint radio promotions (joint means a collaboration between a supplier and a participating wholesaler), joint village events, equipment demonstrations, etc.

Key Achievements

- Four supplier companies initiated a PDP and a total of five wholesalers have subscribed to a suppliers' PDP. The table below outlines the types of support provided by the supplier to the wholesale distributors as part of their PDP.

Suppliers	Wholesalers	Districts	Support from Supplier to Wholesaler
Keith Associates	Kiwangala Farm Supply Nsanja Agrochemicals Modern Farmers Centre	Masaka	<ul style="list-style-type: none"> • Radio Promotions with interactive talk shows • Mobile sales agronomist to extend product knowledge and safe use training to wholesalers and affiliated retailers and farmers • Van deliveries for advance orders • Supplier credit

Suppliers	Wholesalers	Districts	Support from Supplier to Wholesaler
			<ul style="list-style-type: none"> • Promotional leaflets and posters
Hangzhou Agro-chemicals	Albertine Farm supply	Masindi	<ul style="list-style-type: none"> • Radio promotions • Rewarding distributors' own customers • Farmer trainings • Van deliveries for advance ordering • Promotional leaflets
Simlaw Seeds	Kabale Agro-Input Suppliers	Kabale	<ul style="list-style-type: none"> • Radio announcements and talk shows • Rewarding distributors' own customers • Technical field support • Deliveries/Discounts for advance orders • Promotional materials
Bukoola	All agro-dealers	Lira and Gulu	<ul style="list-style-type: none"> • Plant clinic days for businesses with CMS and who can mobilize more than 100 farmers for training

3.4.5 Outcome 6: Spray Service Providers

Year 2 Outcome

Fifteen independent spray service providers (SSP), working with five agro-input wholesalers, increasingly provide spraying services to farmers. Spray service providers enhance their performance through greater use of protective gear and proper spraying practices. Wholesalers are managing and promoting a code of conduct within SSPs.

Key Activities

- The Activity linked suppliers of spray equipment with wholesalers in order to organize and conduct SSP trainings. Trainings were conducted in Mbarara, Ibanda and Masaka districts with 126 trainees participating, including 23 youth and 47 women. The equipment suppliers, Ssembeguya Estates and East African Seeds, went on to organize several other training sessions on their own.
- The activity cost-shared with Ssembeguya Estates to supply two motorized spray pumps to a wholesaler in Mubende (Kyosimba Onanya) as part of a wider mission of strengthening the relationship between supplier and wholesaler.
- Wholesalers were coached to support SSPs develop their own codes of conduct as well as in marketing and promotional activities to increase the demand for SSP.

Key Achievements

- Thirty-one SSP have been deployed 343 times by 20 wholesalers and retailers in Iganga, Mbarara, Luwero, Bushenyi, Ibanda, Kapchorwa and Mubende districts. Nearly all the SSP are owned and staffed by young men under the age of 25.
- A total of 142 youth and 47 women were trained in spray service practices including the safe-use and handling of agro-chemicals.
- Seven wholesalers, in addition to deploying their own SSP, supported eight network retailers in recruiting and managing SSP of their own. One Mubende wholesaler, Kayiwa Farm Supply, supported his SSPs to develop their own spraying code of conduct. Two wholesalers in Mubende Kyosimba Onanya and Kayiwa Farm Supply's SSPs carried out trainings to farmers on best spraying practices after their capacity was developed by an equipment supplier, Ssembeguya Estates.
- SSP in Mubende and Kapchorwa have acquired superior motorized spraying equipment and received technical support through technically supported by the wholesalers, Kyosimba Onanya, Kayiwa Farm Supply and KABATEC respectively and equipment supplier, Ssembeguya Estates.
- Two equipment suppliers, Ssembeguya Estates and East African Seeds, have integrated the promotion of spray services in their marketing strategies, which are promoted as they extend technical support to wholesalers and SSP.
- In Mubende, the District Agricultural Officer mobilized farmers to provide an opportunity for the wholesaler, Enkumbi Telimba, to showcase and promote his SSP and spray services.
- The Activity collaborated with the Enabling Environment for Agriculture Activity and the Commodity Production and Marketing Activity in showcasing wholesalers working with youth in providing spray services at a conference in Mukono. As a result, one wholesaler, Simon Muhumuza of Farmers' Answer

in Ibanda, was elected as a regional coordinator for the coalition of young farmers for the western region. Kyosimba Onanya of Mubende, having engaged youth in spray service teams, was a highlight of the conference.

3.5 SUPPORT SYSTEMS TEAM

3.5.1 Outcome 1: District Local Government

Year 2 Outcome

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. MAAIF officials from, for example, the Crop Protection Department, support USTA to develop a quality assurance service and other firms implement an e-verification scheme with technical guidance. The Activity actively contributes to the coordination of District Operational Plans (DOP) in relevant districts.

Key Activities

- The Activity contributed to the DOP events of Year 2 as below;

District	No. of meetings
Mbale	2
Sironko	1
Kapchorwa	3
Luwero	1
Iganga	2
Kamuli	2
Bushenyi	2
Kasese	3
Ibanda	3
Gulu	2
Lira	3

- The support and guidance provided by Activity to district local governments can best be described as a continuous process of engagement, looking for opportunities where government interests overlap with those of the private sector and facilitating linkages with private sector actors to be part of district-led events and initiatives. The above achievements are examples of the results of these types of events and initiatives.

Key achievements

- District officials in 14 districts provided technical backstopping support to efforts of agro-input businesses, specifically in business registration, compliance, training on safe-use etc. Notable districts with extraordinary levels of support to the private sector include Mubende, Ibanda and Masaka.

District	Activity
Mubende, Sironko, Mbale	Demonstration of irrigation/spray equipment
Masaka, Lira, Gulu	District working with Supplier to train agro dealers on safe inputs
Bushenyi, Ibanda, Lira, Kapchorwa, Kabale	Roundtable discussions between Bushenyi DLG and Target Firms
Lira, Gulu, Kamuli, Iganga, Sironko, Kapchorwa, Mbale	DOP Meetings
Masindi	Roundtable discussion about counterfeits
Mbale	Convening a dialogue between seed companies and wholesalers

- Mubende District local government provided technical support to one wholesaler – Kyosimba Onanya through participation in Crop Clinic in Kitenga subcounty, Mubende district. The wholesaler organized the event to provide information to farmers on diagnosis and treatment of various crop infections.
- MAAIF officials supported agro-dealers in Mubende and Mityana to receive training in safe-use and handling of pesticides in mid-September. The training was facilitated and examined by Makerere University as a prerequisite to receiving licenses from MAAIF subject to inspection of premises. Immediately after the training, officials inspected the business premises of qualified agro dealers who now await receiving licenses.
- The Masaka DAO worked with Balton Uganda Ltd to train over 20 district wholesalers on safe handling and how to pass on this knowledge to their customers.
- The Mubende DCO and DAO supported wholesalers in business registration process linking them with a lawyer to work on the documentation and eventual registration
- Mubende DAO & NAADS coordinator worked with a wholesaler (Ssembeguya Estates) to organize and conduct a demonstration exercise of irrigation equipment in Kasanda, Mubende District



DLG official in Mubende supporting Leticia of Kyosimba Onaya during a crop clinic in Mubende

3.5.2 Outcome 2: USTA Scales-up Quality Assurance Member Service

Year 2 Outcome

The Uganda Seed Trade Association (USTA) scales-up an attractive, commercially viable service to assess and recommends improvements to the quality control procedures and practices of its members. Ten member companies sign-up and pay for this service.

Key Achievements, Activities and Lessons Learned

Despite providing asked-for support to develop a business plan for USTA to pilot a quality assurance scheme, the association was unwilling to take basic steps forward to demonstrate its interest and willingness to test the service with members. Since then, Activity staff have met with USTA leadership and board members to pull together the above or other opportunities for expanding member services. The leadership has given every indication that it is not interested in member services outside of securing donor support for sector activities.

The association is currently benefiting from capacity building support from the Enabling Environment for Agriculture Activity. This Activity expects to continue looking for opportunities for a national-level seed association to provide services for its members. This may include a role for USTA, or another organization, to play a role in closing the supply and demand gap for foundation seed between NARO and its members. The Activity will re-engage with USTA and look for alternative associations, after six months, to play this role as what this role might be becomes clear.

3.5.3 Outcome 3: Uganda National Agro-Dealers Association & CropLife Uganda

Year 2 Outcome

The Activity will actively engage each association to promote member services that can be covered by member fees.

Key Achievements, Activities and Lessons Learned

As with USTA, the Activity has had little success, despite concerted efforts, to interest either UNADA or CropLife Uganda in providing member services. Both organizations rely almost entirely on donor funding for

their activities and strategic plans. As such, they operate less as representative organizations than as donor-backed implementers.

The Activity, however, expects to collaborate with CropLife Uganda in the implementation of the e-verification scheme, namely in terms of outreach and coordination with MAAIF officials. However, over the past six months, during coordination and promotional meetings organized with CLAME, CropLife Uganda has failed to show or respond to inquiries about its participation.

The Activity, as noted above, has had much more success in the emergence of local agro-input associations who have taken on significant roles in providing members with technical and representational services. As such, the Activity will re-engage with these associations after six months to explore opportunities for member services in light of advancements by local associations (see Outcome 10 below).

3.5.4 Outcome 5: Provision of Business Management Services to Agro-Input Firms

Year 2 Outcome

Ten business management service (BMS) providers assist 20 agro-input firms improve financial management practices (e.g., develop and utilize financial statements for decision making and accessing more attractive financial products).

Key Activities:

- Staff coached BMS firms in all areas of Activity interventions in opportunities to provide services to agro-input firms and linked BMS firms with wholesalers who expressed a need or interest in their services.
- Staff organized roundtable engagements between BMS and agro-input firms in Bushenyi, Mbale, and Kapchorwa.
- The Activity organized business networking engagements among agro-input businesses and businesses in other sectors; Telecom, FMCGs, media etc. to share experiences and appreciate the utilization of business development services. Events were held in Mubende, Iganga, Jinja, Kamuli, Masaka and Gulu.

Key Achievements

- Seventeen BMS firms provided services to nineteen agro-input firms; the details are outlined in the following table.

BMS Provider/Firm	Location	Agro-input Business	Location	Service Provided
Rolivia Investment Ltd	Kampala	Kambuzi Enterprises	Iganga	Secretarial Services & Branded Stationery
ANDYO Investments	Iganga	BaFranco General Store	Iganga	Business Training & consultancy
PM Associates	Mbale	KABATEC	Kapchorwa	Auditing Services
Grace & Berna Associates	Masaka	Bafumbira Farm Supply	Masaka	Auditing
Mazima IT Solutions	Mubende	Penoli farm supply	Mubende	Communication Support
		Kayiwa Farm Supply	Mubende	Communication
Next Technologies	Mubende	Kayiwa Farm Supply	Mubende	Processing URA Returns
		K-Mubende	Mubende	Communication
		Wemma Farm Supplies	Mebende	CMS Data Management
Eyeconic Services	Gulu	Equator Seeds	Gulu	Branding & Secretarial Services
		Makweri Agro-vet	Gulu	Branding & Secretarial Services
Fastnet Internet cafe	Masindi	Mugonebwa Na Kugonza Agribusiness	Masindi	CMS Data Management
Grace Graphics	Lira	Farmer Key Centre	Lira	Secretarial Service
Mutapec Technologies	Bushenyi	Home of Agric Supplies	Bushenyi	CMS Data Management
		Nyongyera Agrochemicals	Bushenyi	CMS Data Manage
Nectar Computer services	Masindi	The Wise Farmer	Masindi	CMS Data Management
Technofrat Uganda Ltd	Masindi	Pacific Agribusiness	Masindi	CMS Data Management
		The Wise Farmer	Masindi	CMS Data Management
		Butiti Agribusiness Ltd	Masindi	CMS Data Management
Impact computer Centre	Luwero	Mamba Farm Supply	Luwero	CMS Data Analysis

BMS Provider/Firm	Location	Agro-input Business	Location	Service Provided
Nabukenya Namiro & Co Advocates	Mubende	Kayiwa & Sons	Mubende	Business Registration
Bashasha & Co Advocates	Masaka	Agro-dealers Cooperative Save Group	Masaka	Business Registration
Tumuhairwe, Grevasse & Co. Certified public accountants	Masaka	Bafumbira Farm Supplies	Masaka	Auditing Services
Bageine & Company	Masaka	Bafumbira Farm Supplies	Masaka	Property Valuation Services

Lessons Learned:

- The uptake of these services especially by wholesalers is mainly driven by demands in the market such as compliance requirements from local authorities or financial institutions in order to access financial products. Demand is seldom a function of any appreciation or need to utilize these service for business performance improvements.
- The Activity has observed that once demand for BMS becomes apparent (see above) that service providers are available and respond promptly. As such, the Activity will instead focus its efforts on developing demand for BMS among agro-input firms in, for example, accounting and inventory services that allow owners to monitor staff performance (see Outcome 7: Staffing above).

3.5.5 Outcome 6: ICT Firms Provide Services

Year 2 Outcome

Sixteen ICT firms specializing in, for example, SMS communications, 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.

Key Activities:

- In all areas of intervention, staff identified and coached ICT firms in opportunities to provide services to agro-input firms and linked ICT firms with wholesalers who expressed a need or interest in their services.
- Through a cost-share agreement with Venus Data Systems, Nsanja Agrochemicals acquired a computer-based point-of-sale (POS) and inventory management system.
- Through a cost-share agreement with SMS Media, the company identified, trained and opened accounts for five upcountry affiliates.
- Staff organized two business networking engagements in Luwero and Masindi to link upcountry ICT firms to agro-input businesses.
- Activity staff organized B2B engagements between Venus data systems and four agro-input businesses to demonstrate the utilization of computerized POS and inventory management systems; agro-input firms include: Nalumu Farm Supply-Luwero, Penoli Farm Supply-Mubende, and Kayiwa Farm Supply-Mubende, Okado Investments - Gulu.

Key Achievements

- Fourteen firms are providing ongoing business improvement solutions to twenty agro-input firms as indicated in the table below. Twenty-one youth in ICT firms benefited from support for improving business performance and expanding their customer base.
- One bulk SMS aggregators has developed and has ongoing agreements with five up-country affiliates as indicated in the table below;

ICT Firm	Location	Agro-input Business	Location	Service provided
MINDZ	Kampala	Keith Associates	Kampala	Point of sale & inventory management
		Masindi Seed Company		Point of sale & inventory management
Fastnet Internet Café	Iganga	Kambuzi Ent Ltd	Iganga	SMS, internet services, secretarial services
Venus Data	Kampala	Nsanja Agrochemicals	Masaka	Computer based inventory

ICT Firm	Location	Agro-input Business	Location	Service provided
Systems		Nalume Agrochemicals	Luwero	Management system
Next Technology	Mubende	Kyosimba Onaya Agrochemicals	Mubende	Bulk SMS
		Kwize Agro Consults	Mubende	Bulk SMS
		His Grace Agrochemicals	Mubende	Bulk SMS
		Nalongo Farm Supply	Mityana	Bulk SMS
Yo Uganda	Kampala	KABATEC	Kapchorwa	Bulk SMS
Bafcon & Co Ltd	Mbale	KABATEC	Kapchorwa	Computer based information management system
Dorkie Services	Kabale	Kabale Agro Input shop	Kabale	Bulk SMS
Bulkons Services	Kasese	Farmers Corner	Kasese	Internet services
	Kasese	Mubuku Farmers Shop	Kasese	Internet services
SMS Media	Kampala	Hangzhou Agrochemicals	Kampala	Bulk SMS
		Modern Farmers	Masaka	Bulk SMS
		Farm Source	Kamuli	Bulk SMS
		Africa Solution	Lira	Bulk SMS Affiliate
		Grace Graphics	Lira	Bulk SMS Affiliate
		Eyeconic Services	Gulu	Bulk SMS Affiliate
		Trust Agrochemicals & Gen Ent	Kaliro	Bulk SMS Affiliate
		Dorkie Services	Kabale	Bulk SMS Affiliate
Technofrat Uganda	Masindi	Butiti Agribusiness Ltd	Masindi	Bulk SMS
IT Centre	Kapchorwa	KABATEC	Kapchorwa	Computer maintenance & networking
Elite Information Systems	Kapchorwa	KABATEC	Kapchorwa	Bulk SMS
Vision Group	Kampala	Hangzhou Agrochemicals	Kampala	Bulk SMS
Bitlife Technologies	Kapchorwa	Super Export Enterprises	Mbale	SMS & internet services

3.5.6 Outcome 7: Financial Services to Agro-Input Firms

Year 2 Outcome

Financial institutions provide, primarily, credit-guarantees on supplier credit from agro-input suppliers for qualifying wholesale buyers. Financial institutions provide additional products and services that strengthen relations between financial institutions and, mainly, wholesale distributors of agro-inputs. These include, for example, working capital financing, asset financing, and letters of credit. These financial institutions include, for example, commercial banks, development banks, equity funds, and microfinance institutions.

Key Activities:

- The Activity supported Housing Finance Bank to organize a presentation breakfast for agro input suppliers in Kampala to discuss financing options, specifically asset financing, working capital financing and trade financing. Twenty (20) agro-chemical and seed companies attended.
- Round table discussions about access to finance were held in Kasese, Bushenyi and Kabale. These were organized by Centenary bank and FINCA Uganda. The events were attended by 19 individuals (12 youth and 6 female).
- Financial literacy training was conducted by Opportunity Bank to 15 agro-input businesses in Mubende.

Key Achievements

- Six (6) financial institutions initiated relationships with eleven (11) agro input firms and are providing financial services especially transactional products and working capital finance as indicated below;

Financial Institution	Location	Agro-input Business	Location	Service provided
Housing Finance Bank	Kampala	Masindi Seed Company	Masindi	Transactional accounts & asset financing
		Otis Garden Seed	Lira	Transactional accounts & asset financing
Centenary Bank	Masaka	Nsanja Agro Chemicals	Masaka	Transactional accounts
		Bafumbira Farm Supplies	Masaka	Transactional accounts & working capital finance

Financial Institution	Location	Agro-input Business	Location	Service provided
		Modern Farmers	Masaka	Working capital financing
	Soroti	Acilla Enterprises	Soroti	Transactional account
	Kasese	Farmers Corner	Kasese	Transactional Accounts & working capital finance
Finance Trust Bank	Masaka	Modern Farmers	Masaka	Transactional Account
FINCA Uganda	Kamuli	Farm Source	Kamuli	Transactional account & working capital finance
	Masindi	Mugonzebwa Nakugonza Agric Centre	Masindi	Transactional account & working capital finance
Opportunity Bank	Masaka	Kisakye Farm Supply	Masaka	Transactional account & working capital finance
Pride Microfinance MDI	Iganga	Kambuzi Enterprises	Iganga	Transactional account & working capital finance

- Through engagements supported and/or facilitated by the Activity, three (3) financial institutions (Opportunity Bank, Centenary Bank and Post Bank) provided financial literacy training in seven (7) districts (Mubende, Masaka, Iganga, Mbarara, Lira, Masindi and Mbale) to agro-input firms to improve their financial management system. As a result four (4) more financial institutions (UGAFODE, Pride Microfinance MDI, Finance Trust Bank and FINCA Uganda) have expressed interest to work with the Activity to conduct the similar trainings

3.5.7 Outcome 8: Dissemination of Weather and Climate Change Information

Year 2 Outcome

Private sector players to interact with GOU to interpret and disseminate weather and climate change information to consumers and businesses in the agricultural inputs chain

Key Activities

- A weather and climate change mitigation & adaptation meeting was held in Kampala between Media firms (Buddu FM, SMS media, RFM, SMS Empire, Vision Group, CBS FM), and GoU (Ministry of water and environment, department of metrology). Issues around access to weather information and dissemination were discussed. This meeting was attended by 13 individuals.
- Two Ag-Content Cafés, focusing on weather and climate change, introduced key concepts and technical resources to the journalism community in two districts (Kampala & Iganga)
- Five climate change meetings were organized in Kampala, Ibanda, Kamuli, Sironko and Iganga. Climate change information access and dissemination were the key themes for discussion. A total of 59 individuals attended these meetings and local there were organized in coordination with district local government officials.
- Five district radio stations, national TV and three SMS aggregators were coached regularly on ways of incorporating weather and climate change information into product offerings and programming.

Key Achievements

- Thirteen media houses (radio, TV and bulk SMS aggregators) and eleven agro-input businesses accessed and disseminated weather and climate change information from Uganda National Meteorology Authority as indicated below;

Location	Media Houses	Agro Input Businesses
Bushenyi	Sip n Surf Internet Café Bushenyi FM	Nyongyera Agrochemicals
Kapchorwa	Elite Information Systems	KABATEC
Jinja		Modern Farmers
Kasese	Kasese Guide	Farmer's Corner
Ibanda		Farmer's Answer
Iganga	RFM	Kambuzi Enterprises
Mubende	Heart FM, Sun FM	Kyosimba Onanya Agrochemicals, Kayiwa Farm Supplies, Ntege Farm Supply
Mityana		Flana Farm Supply
Masindi	Bunyoro Broadcasting	Butiti Agri Business Ltd
Kampala	Simba FM, CBS FM	

Location	Media Houses	Agro Input Businesses
Gulu	Speak FM	
Mbarara	Radio West	
Masaka	Buddu FM	

- Five radio stations (Heart FM-Mubende, Sun FM - Mityana, Buddu FM – Masaka, RFM - Iganga and CBS FM - Kampala) received and disseminated weather information to their audience.
- District Agricultural officer of Mubende received and disseminated weather and climate change information on a regular basis to farmers through agricultural extension workers in various sub counties.
- One telecom content aggregator (SMS Media) and one TV Station (Bukedde TV) have started the process of incorporating weather & climate change mitigation and adaption information in their product offerings and programming.

3.5.8 Outcome 9: Graduate Schools and Agro-Input Firms

Year 2 Outcome

One agricultural training institution provides interns to support at least four agro-input businesses in areas of the Activity's operations. These interns will provide businesses access to new agronomic and business practices.

Key Activities

- The activity engaged five tertiary institutions (Uganda Martyrs University, Makerere University – College of Agriculture and Environmental Science, Makerere University Business School, Bukarasa Agricultural College, Arapai Agricultural College) to generate interest in establishing internship programs.

Key Achievements

- Five tertiary institutions (Uganda Martyrs University, Makerere University – College of Agriculture and Environmental Science, Makerere University Business School, Bukarasa Agricultural College, and Arapai Agricultural College) expressed interest in establishing fully fledged internship programmes and working with agro-input firms

3.6 NETWORKS & NOISE TEAM

3.6.1 Outcome 1: Audience-led and Consumer Protection Programs

Year 2 Outcome

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.

Key Activities

- Six rural radio stations received mentorship in audience led programming. Sixty-six staff members benefited from the mentorship program that included script writing, interviewing skills, program branding, editing with software, and presenting skills, others.
- Two B2B events were organized with Kasese Guide and Bushenyi FM on the culmination of their mentor-support in order to link them with local agribusinesses. These events were improvements on previous mentorships of radio stations as many stations still had difficulty generating local sponsorship for their audience-led programs. Activity staff recognized that the market departments and customer service practices of most stations is particularly weak as most stations wait for the large sponsors like MTN or Nile Beverages.
- Staffs worked with two radio station (Radio Buddu in Masaka and CBS FM in Kampala) to develop and integrate consumer protection segments within the stations programming. Eleven staff from Buddu FM in Masaka was mentored in developing and implementing a consumer protection program. This included

designing a consumer protection segment within an agribusiness program (Twezimbe) that airs every day on the station between 8.00 AM – 10.00 AM and attracts consumers of agro inputs who air their views and concerns on this segment. Staff continued to work with CBS radio on designing themes for the weekly BINOJJO program that airs every Sunday between 7.00 AM – 8.00 AM. Staff also supported CBS to market this program to advertisers who got MTN mobile money as the major sponsor for this program.

- Twenty-three staff members from two radio stations (HEART FM and SPEAK FM) were supported to improve skills in marketing strategies so that they can sell the agribusiness radio programs to potential clients so that these programs are self-sustaining and bring revenue to the stations. The skills developed included customer centric marketing and sales, practical skills in sales and marketing like handling customers, managing rejections, customer social responsibility etc. to agribusiness and other sectors among others. The staffs mentored were from marketing department, news anchors, presenters, finance and administration and reporters.

Key Achievements

- Six local and two regional radio stations developed and aired agribusiness audience-led programming in different parts of the country where the Activity is working. These include Regional FM (RFM) in Iganga, SPEAK FM in Gulu, Radio west in Mbarara, Bushenyi FM in Bushenyi, Kasese Guide radio in Kasese, HEART FM in Mubende, BUDDU FM in Masaka (regional coverage) and CBS FM Kampala (regional coverage). In addition, both BUDDU FM Masaka and CBS FM Kampala developed and aired consumer protection segments and attracted advertisers and sponsors for the programs. Overall, more than four million farmers listen to these programs every week.³

While, initially, the regional stations had fairly sophisticated programming and production practices, all six rural stations, at the beginning of the year had only a single presenter who generally ad-libbed an agricultural program. After mentoring by the Activity and months of practice, all stations have scripted and edited agricultural programs that include listener call-in segments and guest speakers from the agribusiness sectors. Most stations also now cover ag-related events across the district, many of which are generated by the activities of agro-input firms supported by the Activity.

- CBS Radio actively and assertively marketed the radio program within the agribusiness sector and other sectors and got sponsorship from MTN mobile money, Barclays bank and adverts from agribusinesses.
- HEART FM worked very closely with input businesses in Mubende and nearby districts to generate content for their weekly program and solicit adverts from input businesses. Five input businesses including Kyosimba Onanya, K-Mubende, PENOLI, K-Mubende and others participated in the weekly program on radio.
- Forty-six youth benefited from Activity support to radio stations, expanding their career opportunities and learning new programming and marketing skills.

3.6.2 Outcome 2: Customer-Service Business Strategy Networks

Year 2 Outcome

Networks of business owners and managers actively promote and support advancements and adoption of customer service business strategies (CSBS).

Key Activities

- Nineteen CSBS networking events were held in Kasese, Mbarara, Ibanda, Iganga, Mubende, Masaka, Luwero, Lira, Kapchorwa and Mbale. One hundred fifty-six (156) individuals participated in these networks, 61 women and 114 youth. In addition to agro-input businesses, the network events attracted businesses from, for example, telecommunications, beverage, hospitality, media, pharmaceutical, and consumer-goods sectors.

³ Based on estimates of listenership by radio stations who use a combination of surveys and data from Ipsos-Synovet, a market research firm.

- Staff provided ongoing support to champions and influencers of business networks to mobilize, organize and facilitate network events. Staff supported organizers of network events to design relevant themes of customer service business strategies that would keep members' interest from different sectors. The themes included, for example, financial services for business growth, company registration to do better business, marketing and promotion for better customer service and customer retention and feedback mechanisms.

Key Achievements

It is difficult, and not the intent in achieving this outcome, to draw a clear causal link between these networks and their effects. The purpose of these networks is to reinforce CSBS among agro-input firms and provide opportunities for continuous learning and improvement of these practices. However, one clear effect of these network meetings has been to help emerge two local associations of agro-input businesses, one in Mubende and the other in Kasese. In addition, agro-input firms participating in these networks have found solidarity with like-minded agro-dealers and are identifying themselves as providers of quality services and products and against counterfeits.

3.6.3 Outcome 3: Consumer Networks for Better Customer Service

Year 2 Outcome

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.

Key Activities

- Sixteen consumer network events were organized during the year in Iganga, Kamuli, Gulu, Soroti, Mbarara, Ibanda, Mbale, Masaka and Lira. Over 400 farmers participated in these events.
- Meetings with farmers groups were held at sub-county level in different districts including Ibanda, Mubende, Sironko, Mubende, Mbarara, Masaka, Lira and others. Mobilization of farmers was done with support from local government agricultural extension workers. In some meetings, district agricultural officers and agro-input wholesalers attended to answer farmer questions and respond to issues.

Key Achievements

- Staff identified existing local organizations including SACCOs, farmer groups, women's groups and church groups, among others, that welcomed the opportunity to integrate issues and challenges around agro-input use and customer service into group messages and discussions in their regular meetings. Over 200 women participated in these network meetings including women.
- The participation of radio station staff at these events ensured that the opinions, concerns and issues raised did not end at the meeting but got broadcast to wider audiences and became part of future programming at the stations.
- Consumers of agro-inputs saw these meetings as opportunities to ask pertinent questions of local government officials, agro-input businesses and/or the media members who were present at most events.
- An unexpected result of consumer network events was that many participating farmers shifted from only considering product price as the most important factor in buying agro-inputs to weighing price alongside assurances of product quality and the customer service provided by the agro-input seller.

3.6.4 Outcome 4: Ag-Content Cafés

Year 2 Outcome

National and district-level networks of agribusiness media practitioners and agro-inputs businesses continue to discuss, actively advocate for and report on better customer service in the agro-input industry.

Key Activities

- Twenty-one Ag-Content Cafés were held in Kampala, Iganga, Mbarara, Mubende and Masaka. Over 130 individuals, most of whom were journalists and other media professionals along with technical resource

persons from agri-businesses, government, donors and implementing partners, participated in these events, 33 women and 98 youth. Key topics of meetings over the year include:

- Effects of climate change on farming
 - Ways of reinforcing rural financing schemes to be accessed by farmers
 - The impact of the new tax on agricultural inputs by the government of Uganda
 - Farmers experiences on the effect of agricultural counterfeits on the market (experiences by farmers from Mubende and Masaka)
 - Accessing quality seed in the maize sector
 - Farming as a business
 - Technology adoption and the use of ICT in agriculture
 - Records keeping by agribusinesses
 - Use of fertilizers
- Staff supported champions of these informal meeting who are mainly journalists to develop relevant themes that would be discussed in the meetings.
 - Staff provided technical support to journalists to follow up on stories or link them with additional resource persons that would complete all the angles of the story.

Key Achievements

- Guest speaker and panelists to talk on Ag-content cafes organizations like USAID Feed the Future Commodity Marketing and Production Activity, the Grain Council of Uganda, researchers in the seed industry from Makerere University and National Agricultural Research Organization (NARO) as well as the private sector. This created opportunities for collaboration with Ag-input activity.
- A number of stories were published and broadcast in different media out of the journalists' interactions with guest speakers and through a greater understanding of the agribusiness sector. Below are some links to a sample of stories generated by journalists attending the Ag-Content Cafés in Kampala.
 - <http://www.monitor.co.ug/Magazines/Farming/Why-farmers-should-apply-technology-in-their-business/-/689860/2313534/-/3bb7d3z/-/index.html>
 - <http://www.monitor.co.ug/Magazines/Farming/What-you-need-to-know-about-good-quality-seed/-/689860/2298714/-/fcol6cz/-/index.html>
 - <http://www.monitor.co.ug/Magazines/Farming/Helping-farmers-get-genuine-agro-inputs/-/689860/2257486/-/o24stu/-/index.html>
 - <https://www.youtube.com/watch?v=JIVKT5Y9-mY>
 - <http://www.monitor.co.ug/Magazines/Farming/How-climate-change-can-be-utilised-by-farmers/-/689860/2351592/-/nq9tcjz/-/index.html>
- Mr. Joshua Kato, the editor of 'Harvest Money', a weekly pull-out in The New Vision, became interested in fighting agro-input counterfeits after subsequent conversations that followed Ag-Content Cafés. The editor spearheaded a campaign that ran every week in The New Vision for two months. Every week there were stories about counterfeits. Below are some links.
 - <http://www.newvision.co.ug/news/658658-govt-to-start-agriculture-police%20unit>
 - <http://www.newvision.co.ug/news/657029--15-of-seeds-on-the-market-are-fake.html>

3.6.5 Outcome 5: Anti-Counterfeit Hotline

Year 2 Outcome

A hotline is piloted and scaled-up that offers consumers the opportunity to report counterfeit agro-inputs. Reports of credible complaints are disseminated as warranted to stakeholders, e.g., GoU entities, agro-input suppliers and distributors, industry associations and, provided that the information is sufficiently credible, to media outlets for publication or broadcast.

Key Achievements and Activities

- The toll-free, anti-counterfeit hotline, overseen by Transparency International Uganda (TIU), with support and guidance from the Activity, was piloted from May through July. Advertisements and talk-shows were sponsored on two radio stations in the Masaka area and stickers with the hotline number were also distributed. The data collected from the pilot were largely inconclusive, signaling the need for more data before meaningful reports could be made and disseminated.

- TIU, with Activity support, organized a breakfast meeting with seed and agro-chemical companies and industry associations to generate awareness about hotline, answer questions and discuss how businesses could leverage the hotline in their promotions.
- The hotline has been scaled-up, largely by word-of-mouth and the promotional campaigns of radio stations and agro-input firms. For example, Bukoola has included the hotline number on the packages of its products. Bukoola and Simlaw Seeds have included the hotline number in several promotional radio spots. Heart FM in Mubende also ran a week's worth of programming around the hotline, answering questions from callers.
- The Commissioner for Crop Protection and Inspection from MAAIF, Dr. Robert Karyeija, and TIU held two meetings to discuss the ministry's interest and potential utilization of hotline findings. Subsequently, an advisory board was convened by Transparency International Uganda (TIU) to provide oversight and guidance to the operations and for the reporting of the anti-counterfeit hotline findings. Exact members of the advisory board have yet to be determined but members from MAAIF, agro-chemical companies, seed companies, aBi trust, the Enabling Environment for Agriculture Activity, and the media were invited to an initial meeting in September.
- To date, close to 600 calls have been received, 164 complaints about counterfeits and the rest inquiries mostly from farmers looking for technical advice or market opportunities. Nearly all people with actual complaints are unable (or unwilling) to identify the store where they purchased the product and the brand name of the product in question. At the beginning of the planting season, there was a spike in complaints about counterfeit seeds. Last month, however, complaints about herbicides predominated with a single brand garnering more than 70% of complaints.

Month	Total number of calls received	Counterfeit complaints	Technical inquiries	Other
May	05	00	05	00
June	85	20	39	26
July	85	16	40	29
Aug	166	50	75	41
Sept	256	78	108	70
Total	597	164	267	166

3.6.6 Outcome 6: Showcasing

Year 2 Outcome

Role models of CSBS and support systems service provision to actors in the agro-inputs industry are regularly showcased through a variety of channels so that there is information flow and copying of role models' practices.

Key Achievements and Activities

- All field staff routinely alerted local radio stations to the CSBS events and activities of target firms, to which media responded enthusiastically. As such, target firms have been showcased quite extensively over the past six months. In Year 3, showcasing activities leveraging local radio stations will be activities toward achieving the Crowding-in outcomes of each team.
- The articles and reports generated as a result of linking journalists and media houses with role model firms and their stories includes:
 - http://observer.ug/index.php?option=com_content&view=article&id=28035:mubende-to-hold-first-agricultural-show&catid=38:business&Itemid=68
 - <http://www.monitor.co.ug/Magazines/Farming/Food-output-is-more-than-just-bumper-harvests/-/689860/2033236/-/112i1fkz/-/index.html>
 - <http://www.monitor.co.ug/Magazines/Farming/The-ups-and-downs-of-getting-good-seeds/-/689860/2266006/-/vmy6rw/-/index.html>
 - http://www.observer.ug/index.php?option=com_content&view=article&id=31385:mubende-farmer-acquires-motorised-spraying-pump&catid=38:business&Itemid=68
 - <http://www.monitor.co.ug/Magazines/Farming/Farmers-linked-to-input-dealers/-/689860/2298748/-/8iimq4z/-/index.html>

4 YEAR 3 ACTIVITIES

This section presents, for each technical team, including the M&E unit, the Year 3 expected outcomes, lessons from Year 2 activities, target firms and collaborators. The section starts with a description of the year's strategy for youth and gender with more details below with regard to specific outcomes.

4.1 YOUTH

In Year 3, the Activity expects as many youth to benefit but in different, more sustainable ways. Among agro-input firms, the Activity will assist them recruit, hire, orient and manage the performance of new staff who are not friends or family. Most new staff are expected to be youth. The Activity also expects six tertiary educational institutions (agricultural or business) to pilot more robust internship programs, taking a proactive role in intern placement, orientation, follow-up and performance review. In addition, the Activity will also help educational institutions and seed companies forge stronger relationships around, for example, research trials, site visits and guest lecturing, in addition to internship opportunities.

4.2 GENDER

The process of increasing women's access to and utilization of agro-inputs, in the current context, has two steps. First, agro-input firms need to recognize that attracting and retaining customers is the most rewarding business strategy. The customer service business strategies (CSBS) employed in this model will dramatically increase agro-input use by men and women alike. Second, agro-input firms need to recognize that women are a sufficiently different customer segment and it is worthwhile adopting different customer service strategies that address their concerns, behaviors and requirements differently. At present, the norm for most firms supported by the Activity is to adopt and adapt different CSBS, many of whom are ready to start segmenting customers by gender.

In Year 3, the Activity expects its agro-input role models—those with functioning customer management systems (CMS)—to begin segmenting customer and tailoring operations and services for women accordingly. The Activity also expects to be better able to capture data on agro-input use across its intervention area, disaggregated by gender, in order to understand the impacts of this Activity and improve its performance accordingly.

4.3 ENVIRONMENTAL MITIGATION & MONITORING PLAN

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.:

- Local agro-input associations have access to and utilize technical resources on safe use and handling and environmental degradation to discuss and disseminate to association members.
- Journalists participating in the numerous Ag-Content Cafés have access to technical resources to understand and be able to report on events and misconduct by stakeholders that has negative consequences for the environment as a result of poor use and/or handling of agro-inputs.
- Radio stations through their listener-groups captures issues and concerns with regard to environmental degradation as a result of agricultural activities and develops programs around these topics.
- 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.

- 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.

4.4 MONITORING AND EVALUATION

Lessons from Year 2

- The process of collection, entry, and analysis of the Systemic M&E data was more time consuming than expected in Year 2. This was in large part due to the experimental nature of the work, with various unforeseen challenges or delays along the way, including challenges with using both the Cytoscape (network mapping) and SenseMaker software. This process will be greatly sped up in Year 3.
- The collection of Systemic M&E data included three districts where the Activity does not currently operate. This was intended to track if changes are occurring in, or spreading to, areas where the Activity is not directly supporting businesses. However, three districts proved too few to show a meaningful comparison. In the next collection cycle, the team will visit more districts where the Activity does not operate.
- The use of mobile phones to survey farmers using VOTO brought back low response rates, with only limited success in testing strategies for increasing participation. Moreover, the Systemic M&E team did not advance sufficiently in gathering appropriate phone contacts, as it was important to know if the contact was a farmer and in which district they were located. Both of these challenges must be addressed in Q1 of Year 3 if VOTO is to be a viable method of collecting farmer responses on agro-inputs usage and perceived prevalence of counterfeits. This information is important for triangulation of results; if VOTO fails to be viable, other options will have to be considered.

Year 3 Activities Through-out the Year:

Q1 Activities

- Conduct investigations into data variations, trends or unusual findings from all M&E information;
- Conduct further data analysis from Year 2 data collection;
- Develop Progress M&E indicators for Year 3;
- Orient new staff on M&E tools;
- Publish a comprehensive Systemic M&E framework and present to USAID and other stakeholders;
- Revise PMP including development of a Data Dissemination & Utilization Plan and submit to USAID for approval;
- Collect and analyze quarterly data and write M&E reports;
- Update the unique beneficiaries database and other relevant databases;
- Support quarterly review meetings, discuss latest findings with team;
- Revise data collection tools as needed; including tests to determine viability of VOTO;
- Develop/test a process and plan for qualitative investigation into findings;

Q2 Activities

- Conduct investigations into data variations, trends or unusual findings from all M&E information;
- Collect and analyze data with Systemic M&E tools;
- Update the unique beneficiaries database and other relevant databases;
- Develop Activity dashboard and GIS maps
- Support quarterly review meetings, discuss latest findings with team;
- Conduct data verification exercise and field monitoring visits;
- Collect and analyze quarterly data and write M&E reports;
- Pilot ideas for how staff can use systemic M&E in everyday work

Q3 Activities

- Conduct investigations into data variations, trends or unusual findings from all M&E information;
- Update the unique beneficiaries database and other relevant databases;
- Support quarterly review meetings, discuss latest findings with team;
- Conduct data verification exercise and field monitoring visits;
- Collect and analyze quarterly data and write M&E reports;
- Prepare for mid-term evaluation with USAID;

Q4 Activities

- Update the unique beneficiaries database and other relevant databases;
- Support quarterly review meetings, discuss latest findings with team;
- Conduct data verification exercise and field monitoring visits;
- Conduct investigations into data variations, trends or unusual findings from all M&E information;
- Collect and analyze quarterly data and write M&E reports;

4.5 ROLE MODEL TEAM

4.5.1 Outcome 1: E-Verification

Year 3 Outcome

Eight seed and/or agro-chemical producers, manufacturers or suppliers test out an e-verification scheme and organize awareness raising and promotional efforts with wholesalers and retailers.

Q1 and Q2 Activities:

- Explore opportunities with emPedigree and Sproxil to provide agro-input providers with access to e-verification technology in time for the second planting season of 2015;
- Conclude agreements with BMGF on utilizing one of the above technology service providers to service the agro-chemical suppliers who want to be part of the e-verification scheme;

Q3 and Q4 activities:

- Organize national and regional workshops with participating companies on how to orient their distribution network on the e-verification scheme at points of sale; workshops will enable companies to build capacity of distributors to promote and ensure that farmers purchasing labeled agro-inputs authenticate their purchases;
- Ensure awareness by farmers of e-verification scheme and get farmers to authenticate purchases through a rewards and prizes program; farmers authenticating purchases could win airtime, t-shirts, caps, bicycles or motorcycles, which will spur word-of-mouth awareness of the scheme;
- Leverage local and national media attention around the awarding of prizes to farmers and other awareness raising events led by agro-input firms
- Assess value accruing to participating firms by monitoring sales patterns of products that are part of the scheme compared to other products
- Coach agro-input companies and wholesalers monitor and review effectiveness of promotional activities at various levels and address gaps in distributors' abilities to get farmers to authenticate purchases

Collaboration: The Activity will coordinate with the Bill and Melinda Gates Foundation (BMGF) who is expected to promote an e-verification scheme for seed companies in the East Africa region. This Activity will work closely with crop protection product importers and distributors to enable them to join the scheme and work with these companies on ensuring that only suppliers of genuine products can join. In addition, the Activity will coordinate with the Commodity Production and Marketing Activity to increase farmers' awareness of the e-verification scheme and how to authenticate participating products. With the Enabling Environment for Agriculture Activity, the Activity will coordinate to make sure MAAIF officials encourage businesses to participate and establish measures for addressing counterfeits in the scheme. Lastly, the Activity will continue to coordinate with IFPRI on monitoring evaluating the effectiveness of a e-verification scheme.

4.5.2 Outcome 2: Customer Management Systems for Better Customer Service

Year 3 Outcome

Fifty wholesalers expand utilization of CMS in, for example, improving services and relationships with customers (e.g., preseason ordering, marketing, promotion, technical support, after-sales service, disaggregating customers by gender, etc.) and improving business operations (e.g., decision making, inventory management, marketing, etc.). CMS are increasingly sophisticated in terms of information collected (e.g., customer segments) and information management (e.g., computer use).

Ten suppliers of agro-input and equipment develop and expand CMS to track performance and strengthen relationships with distributors, improve sales and marketing decision making, and get feedback from customers on the performance of their products and services.

Lessons from Year 2

- Wholesalers who manage and leverage CMS seem to attract better relations with suppliers of seed and agro-chemical inputs. The Activity has and will continue facilitating additional such linkages to foster this area of cooperation and incentive for firms to employ a CMS.
- Workshop-type activities seem to be good ways of introducing ideas and getting broad commitment from a range of businesses for specific types of improvement. However, one-on-one coaching sessions have proved to help firms pilot performance improvements and capture their value. In addition, templates for CMS, when introduced to firms, increased the likelihood that firms would adopt and refine the CMS for their own purposes.
- Getting wholesalers to pilot SMS and measure the results (e.g., in terms of returned phone calls, customer purchases, etc.) proved extremely effective and very low-cost in getting wholesalers to adopt this practice.
- The capacity and involvement of the bulk SMS provider is critical for the sustainable expansion of this practice. In one instance, this connection has already led a bulk SMS provider to offer to digitize and manage the wholesaler's CMS.

Q1 and Q2 Activities

- Organize, and cost-share with participants, exchange visits of wholesalers (existing target firms) to learn from role models with robust CMS in the agro-input and other sectors (e.g., consumer goods, communications, etc.);
- Coach suppliers about how to reward, support and motivate wholesalers who employ CMS with greater opportunities for joint promotions, preseason ordering, customer engagements, etc.;
- Coach and build capacity of target firms on how to develop skills among retailers in their networks to utilize their own CMS;
- Cost-share with seed companies, agro-chemical suppliers, wholesalers and/or ICT firms to develop tailored, electronic CMS for agro-input firms;
- Organize CMS workshops focusing on developing skills among wholesalers to design their own tools to capture customer data based on their business needs;

Q3 and Q4 Activities

- Organize, and cost-share with participants, exchange visits of wholesalers (existing target firms) to learn from role models with robust CMS in the agro-input and other sectors (e.g., consumer goods, communications, etc.);
- Coach suppliers about how to reward, support and motivate wholesalers who employ CMS with greater opportunities for joint promotions, preseason ordering, customer engagements, etc.;
- Cost-share with seed companies, agro-chemical suppliers, wholesalers and/or ICT firms to develop tailored, electronic CMS for agro-input firms;

Target Firms: All existing target firms among seed companies, agro-chemical suppliers and wholesalers plus, initially, among the seed and agro-chemical suppliers, NASECO, Nsanja, Balton, FICA Seeds, Pearl Seeds etc.,

4.5.3 Outcome 4: Production & Post-harvest Equipment

Year 3 Outcome

Twenty role model wholesalers sell production, post-harvest and other mechanized or modern equipment that comprise 3 to 5% of their annual revenue.

Q1 and Q2 Activities

- Coach wholesalers in the benefits of adding new equipment product lines and leverage training on product knowledge from suppliers;
- Coach and cost-share with wholesalers, where necessary, on surveying local equipment demand in coordination with equipment suppliers;
- Cost-share with equipment supplier to provide equipment samples for display and jointly promote via appropriate channels with wholesalers;
- Cost-share, with equipment suppliers, for exhibitions and demonstrations of equipment that are done in coordination with area wholesalers;

Q3 and Q4 Activities

- Coach wholesalers in the benefits of adding new equipment product lines and leverage training on product knowledge from suppliers;
- Coach and cost-share with wholesalers, where necessary, on surveying local equipment demand in coordination with equipment suppliers;
- Cost-share with equipment supplier to provide equipment samples for display and jointly promote via appropriate channels with wholesalers;
- Cost-share, with equipment suppliers, for exhibitions and demonstrations of equipment that are done in coordination with area wholesalers;

Target Firms: Targeted wholesalers include, but are not limited to: Faith Agro-Supply-Mbale, Agribud-Sironko, Acila-Soroti, Buikwe-Iganga, K-Mubende-Mubende, Kyosimba Onanya-Mubende, KABATEC-Kapchorwa, Nalumu-Luwero, Bafumbira-Masaka

Collaboration: Additional rationale for separating this outcome out from Outcome 5 was to enable better collaboration with the Commodity Production and Marketing Activity, with whom the Agricultural Inputs Activity will ensure that businesses supported by both Activities participate and work together during demonstration events and exhibitions of agro-production and processing equipment.

4.5.4 Outcome 5: Preferred Distributor Program

Year 3 Outcome

Eight agro-input suppliers (seed companies, agro-chemical and/or fertilizer importers) actively promote a PDP with distributors. Six of these suppliers will promote a PDP with distributors in over three districts each.

Thirty-five wholesalers develop and communicate a PDP with retailers. A minimum PDP includes the offering of greater incentives (e.g., joint promotions, SMS communications, rewards, technical support, etc.) for incremental improvements in practices by retailers (e.g., developing a CMS, participation in pre-season ordering, quality assurance practices, records management, etc.).

Lessons from Year 2

- Some agro-input suppliers prefer cultivating existing relationships within a targeted PDP. They claim they know who they trust and want to work with. However, the value of a PDP is to make it known to everyone and allow all agro-dealers to see if they can climb the ranks of a preferred distributor. Future Activity efforts will focus on those suppliers willing to test a more transparent approach that drives performance across distributors an entire geographical area.
- With many equipment suppliers, the Activity approach had been to encourage and cost-share district-level demonstrations and exhibitions done in conjunction with area wholesalers. The expectation was that

these would spur equipment suppliers to craft PDP for other wholesalers but this has not been the case. As such, a separate outcome targeting relations between equipment suppliers and wholesalers has been created (see below). In Year 3, greater attention will be placed on promoting PDP with seed and agro-chemical suppliers.

Q1 and Q2 Activities

- Coach wholesalers and cost-share where necessary on how to develop, communicate and manage a PDP with retailers in order to drive performance of retailers toward greater CSBS;
- Coach wholesalers on how to leverage their CMS for identifying retailers and generating interest in participating in their PDP;
- Coach suppliers and cost-share where necessary on how to communicate tiered offers of support and cooperation to wholesalers in return for particular targets and business practices;
- Organize exchange visits for target firms (suppliers and/or wholesalers) to visit other Ugandan suppliers and wholesalers with good experiences and lessons to share about the features and benefits of a PDP

Q1 and Q2 Activities

- Coach wholesalers and cost-share where necessary on how to develop, communicate and manage a PDP with retailers in order to drive performance of retailers toward greater CSBS;
- Coach wholesalers on how to leverage their CMS for identifying retailers and generating interest in participating in their PDP;
- Organize exchange visits for target firms (suppliers and/or wholesalers) to visit other Ugandan suppliers and wholesalers with good experiences and lessons to share about the features and benefits of a PDP

Target Firms

- Agro-input suppliers: Balton, Hangzhou, Bukoola, Nsanja, East African Seeds, FICA, Pearl Seed, Simlaw Seeds, Crop Health Uganda, Lyala Bbisi, Ssembeguya,
- All wholesalers targeted by the Activity: earliest adopters likely include Modern Farmers-Masaka, Nsanja-Masaka, Acila-Soroti, Kambuzi-Iganga, Bafranco-Iganga, KABATEC-Kapchorwa, Faith-Mbale, Super Export-Mbale, Nyongera - Mbarara)

4.5.5 Outcome 6: Spray Service Providers

Year 3 Outcome

Twenty agro-input wholesalers and fifteen retailers promote and offer spray services to farmers as a functional component of their businesses. Wholesalers and retailers ensure performance of SSP by providing access to technical support, personal protective and spray equipment and a uniform code of conduct. Wholesalers and retailers mobilize technical and promotional support from suppliers of equipment and agro-chemicals.

Lessons from Year 2

- The comparative success of SSP in Mubende area, as demonstrated by the astonishing number of deployments of spray service providers, can be attributed to multifaceted marketing and promotion involving village-level demonstrations and radio advertisements. In Year 3, the Activity will work with equipment suppliers and wholesalers to adopt similar practices in order to increase the viability and utilization of SSP across the areas of Activity intervention.

Q1 and Q2 Activities

- Coach both equipment supplier and wholesalers in how to i) organize demonstrations and technical trainings of SSP and ii) utilize radio promotions, SMS marketing, spray service discounts, etc. to increase the number of SSP deployments;
- Link additional wholesalers with equipment suppliers to provide trainings for SSP in safe use and handling;
- Coach wholesalers on practices to better manage and motivate SSP based on customer feedback
- Organize exchange visits by select wholesalers to those wholesalers who have advanced practices for managing and promoting spray services to farmers through SSP.

Q3 and Q4 Activities

- Coach both equipment supplier and wholesalers in how to i) organize demonstrations and technical trainings of SSP and ii) utilize radio promotions, SMS marketing, spray service discounts, etc. to increase the number of SSP deployments;
- Link additional wholesalers with equipment suppliers to provide trainings for SSP in safe use and handling;
- Cost-share with equipment suppliers for the provision of motorized spray equipment and other protective gear at affordable rates to wholesalers to test out SSP as part of their business;
- Engage suppliers of spray equipment and agrochemicals and/or CropLife master trainers to support wholesalers in developing code of conduct for SSPs;

Collaboration

- When the Activity helps equipment suppliers organize demonstrations and training sessions with agro-input wholesalers for the benefit of their SSP, the Activity will invite traders supported by the Commodity Production and Marketing Activity so that they can mobilize their village-agents.
- The Activity will collaborate with the Enabling Environment for Agriculture Activity in activities around developing codes of conduct that have implications for SSP being compliant with local regulations.

Target Firms: All wholesalers targeted by the Activity; existing firms and likely early adopters include Enkumbi Telimba-Mubende, Kyosimba Onanya-Mubende, Bafumbira, Modern Farmers-Masaka, Mamba Farm Supply-Luero, Kambuzi-Iganga, Bafranco-Iganga, KABATEC-Kapchorwa, Sipi Agro-Kapchorwa, Farmers Answer-Mbarara

4.5.6 Outcome 7: Staffing

Year 3 Outcome

Twenty agro-input wholesalers recruit and manage the performance of new staff or interns—who are not family or friends—to improve the technical and/or business capacity of the firm. Wholesalers develop financial and inventory controls to reduce the risk of misconduct by staff. Wholesalers and retailers mobilize technical support from suppliers to orient and build the capacity of new staff.

Q1 and Q2 Activities

- Coach wholesalers on the benefits of acquiring staff and on skills to recruit, orient and manage the performance of staff and identify; assist wholesalers develop necessary tools and materials;
- Coach and build the capacity of wholesalers to implement operational controls to mitigate risks of staff malfeasance such as inventory systems and accounting records; develop simple tools for wholesalers to adopt and adapt to their purposes;
- Cost-share with wholesalers, where necessary, costs related to recruitment and/or initial salaries for staff, taking care to ensure that the Activity exits cleanly from this activity without creating a dependency on Activity funds for staffing needs
- Organize 7 roundtable discussions with wholesalers and successful business owners from other sectors who can share their experiences and recommendations for hiring, managing staff performance and mitigating risks to the business;
- Organize 4 exchange visits for wholesalers to visit other firms—inside and outside the agro-input sector—to benefit from their experiences and lessons about hiring and managing staff and improving operational control systems;

Q3 and Q4 Activities

- Coach wholesalers on the benefits of acquiring staff and on skills to recruit, orient and manage the performance of staff and identify; assist wholesalers develop necessary tools and materials;
- Coach and build the capacity of wholesalers to implement operational controls to mitigate risks of staff malfeasance such as inventory systems and accounting records; develop simple tools for wholesalers to adopt and adapt to their purposes;

- Organize 7 roundtable discussions with wholesalers and successful business owners from other sectors who can share their experiences and recommendations for hiring, managing staff performance and mitigating risks to the business;
- Organize 4 exchange visits for wholesalers to visit other firms—inside and outside the agro-input sector—to benefit from their experiences and lessons about hiring and managing staff and improving operational control systems;

Target Firms: All wholesalers targeted by the Activity: the earliest adopters likely include Modern Farmers-Jinja, Nsanja-Masaka, Acila-Soroti, Kambuzi-Iganga, Bafranco-Iganga, Faith-Mbale, and Nyongyera-Mbarara

4.5.7 Outcome 8: Equipment Suppliers CSBS

Year 3 Outcome

Eight suppliers of mechanized or modern production and post-harvest handling equipment identify, develop and provide agro-input wholesalers with marketing, promotional, technical and after-sales support.

In Year 2, the Activity began facilitating relations between equipment suppliers and wholesalers with the expectation that PDPs would emerge. However, the Activity did succeed in achieving sustainable relations between the suppliers and wholesalers below. Many of the suppliers, notably Ssembeguya and East African Seeds, have gone on to expand their outreach to other wholesalers on their own.

Suppliers	Wholesalers	Districts	Support from Supplier to Wholesaler
Musa Body	K-Mubende	Mubende	<ul style="list-style-type: none"> • Joint marketing and promotions • Radio promotions • Participation in agricultural fairs and other events
East African Seeds	Modern Farmers	Masaka	<ul style="list-style-type: none"> • Joint village promotions
Ssembeguya	Kyosimba Enkumbi Victory M&N Agrochemicals Nalumu Farm Supply	Mubende Mbarara Ibanda Luwero	<ul style="list-style-type: none"> • Joint village promotions of spraying service equipment • Training of SSP
Grow More Seed	Agribud Agri-Supplies	Mbale	<ul style="list-style-type: none"> • Joint village demonstrations of irrigation equipment

Q1 and Q2 Activities

- Coach equipment suppliers and share costs where necessary on conducting exhibitions and promotional events with wholesalers;
- Assist equipment suppliers develop tools and materials for a program to build the capacity of distributors to provide after-sales service;
- Organize 8 business-to-business (B2B) events bringing together agro-input wholesalers and equipment suppliers so each part can explore opportunities for working together;
- Coach and backstop equipment suppliers on concluding distribution agreements with wholesalers (From similar activities in Year 2, a key challenge for wholesalers is the cost of investing in samples to display and demonstrate to customers. For their part, equipment suppliers are reluctant to provide equipment on consignment or other concessionary terms. The Activity expects that by regularly organizing joint marketing and promotion events, the businesses will develop sufficient rapport allowing them to identify suitable arrangements to overcome these challenges.);

Q3 and Q4 Activities

- Coach equipment suppliers and share costs where necessary on conducting exhibitions and promotional events with wholesalers;
- Assist equipment suppliers develop tools and materials for a program to build the capacity of distributors to provide after-sales service;

- Organize 8 business-to-business (B2B) events bringing together agro-input wholesalers and equipment suppliers so each part can explore opportunities for working together;
- Coach and backstop equipment suppliers on concluding distribution agreements with wholesalers (From similar activities in Year 2, a key challenge for wholesalers is the cost of investing in samples to display and demonstrate to customers. For their part, equipment suppliers are reluctant to provide equipment on consignment or other concessionary terms. The Activity expects that by regularly organizing joint marketing and promotion events, the businesses will develop sufficient rapport allowing them to identify suitable arrangements to overcome these challenges.);
- Assist equipment suppliers craft technical and marketing materials in order to develop a solid customer base and attract wholesalers to become authorized distributors;

Collaboration with the Commodity Production and Marketing Activity: In B2B events, the Activity will include equipment suppliers targeted by the Commodity Production and Marketing Activity to be introduced to wholesalers supported by this Activity. In addition, where equipment suppliers develop an after-sales service skills building program, the Activity will ensure that village-agents supported by the Commodity Production and Marketing Activity are able to attend.

Target Firms: Ssembeguya Estates, Musa Body, Brazafric, East African Seeds, Balton, Grow More Seed

4.5.8 Outcome 9: Crowding-In

Year 3 Outcome

Fifty wholesalers and six suppliers, not receiving direct support from the Activity (and who will not benefit from direct support) copy and/or adapt the performance improvements and practices outlined in each of the outcomes above.

Q1 and Q2 Activities

- Activity staff notify and encourage local media to cover typical CSBS events organized by wholesalers and suppliers supported by the Activity; such events include the joint marketing and promotional events (e.g., between suppliers and wholesalers or wholesalers and network retailers), after-sales service training events, coordination or training events led by wholesalers to build capacity of retailers, farmer-outreach events by wholesalers and retailers to improve customer relations and identify pests and diseases, promotional events to demonstrate SSP, etc.;
- Encourage local media to profile wholesalers and retailers about their CSBS and the value to the businesses and to farmers in the area;
- Organize and cost-share exchange visits by non-target firms to visit target firms to hear and talk with those who are successful with their CSBS;

Q3 and Q4 Activities

- Activity staff notify and encourage local media to cover typical CSBS events organized by wholesalers and suppliers supported by the Activity; such events include the joint marketing and promotional events (e.g., between suppliers and wholesalers or wholesalers and network retailers), after-sales service training events, coordination or training events led by wholesalers to build capacity of retailers, farmer-outreach events by wholesalers and retailers to improve customer relations and identify pests and diseases, promotional events to demonstrate SSP, etc.;
- Organize and cost-share exchange visits by non-target firms to visit target firms to hear and talk with those who are successful with their CSBS;

Target Firms: All interested non-target firms who are likely among the early majority of adopters (i.e. those firms who are likely to adopt if they see others successfully applying new strategies or practices)

4.5.9 Outcome 10: Wholesaler/Trader Relationships

Year 3 Outcome

Ten wholesalers support coffee and maize traders in, for example, pre-season production planning meetings and access to agro-inputs for the traders' farmer-suppliers.

Q2 Activities

- Coordinate with the Commodity Production and Marketing Activity in early January to identify which traders and wholesalers to coach and support in exploring opportunities for collaborating during pre-season planning meetings of traders;
- Coach wholesalers and support them make the most of opportunities for collaborating with traders during pre-season planning meetings with farmer-suppliers;

Q3 and Q4 activities

- With wholesalers, assess the value of their collaboration with traders and identify refinements that would improve the collaboration for both parties;
- Coordinate with CMPA in June to identify additional traders and wholesalers to coach and support in exploring opportunities for collaborating during pre-season planning meetings of traders;

Target Firms: All wholesalers targeted by the Activity.

4.6 SUPPORT SYSTEMS TEAM

4.6.1 Outcome 1: District Local Government

Year 3 Outcome

District local government officials in 19 districts expand their support to agro-input firms in areas where interests and incentives overlap. These include improving compliance with regulations and licensing, helping firms better understand needs and issues of farmers, convening external suppliers and local agro-input firms to address issues in the district, etc.

Lessons from Year 2

- In districts where the political and the technical leadership have good working relationships, as is the case in Mubende, Sironko and Bushenyi, the level of support from these officials is higher than in those districts where the two teams do not work closely together. The Activity should design interventions that bring together these teams in order to maximize support from the district.
- Districts are still resource constrained. Even in districts where officials were willing to support the businesses they still faced challenges of facilitation to execute the different activities. For example, officials in Gulu failed to finalize a business clinic to link local wholesalers and Kampala-based agro-input suppliers. In Sironko, the district did not support a wholesaler in conducting field demonstrations for irrigation equipment because officials failed to obtain transportation.
- There are conflicts of interest in some districts where the agro-dealers double as district agricultural officials as in Sironko, Gulu, Mbale and Ibanda. Activity staff have noted greater reluctance by officials in these districts to addressing issues and concerns of all players.

Q1 and Q2 Activities

- Continue to explore opportunities and coach district officials in taking advantage of opportunities where the needs and interests of the District overlap with those of the agro-input industry; examples of such opportunities for district local government include i) convening stakeholders in the agro-input industry to address issues and resolve problems, ii) streamlining pathways toward regulatory compliance for agro-input firms and SSP, iii) creating awareness among farmers of ways of avoiding sales of counterfeit products, etc.;

- Contribute to the sharing of experiences and coordination among participants at the District Operational Planning meetings;
- Engage district local government officials across the Activity's area of intervention to participate in activities organized by agro-input, ICT and media firms e.g. marketing & promotional activities, trainings, joint field visits, etc.;

Q1 and Q2 Activities

- Continue to explore opportunities and coach district officials in taking advantage of opportunities where the needs and interests of the District overlap with those of the agro-input industry; examples of such opportunities for district local government include i) convening stakeholders in the agro-input industry to address issues and resolve problems, ii) streamlining pathways toward regulatory compliance for agro-input firms and SSP, iii) creating awareness among farmers of ways of avoiding sales of counterfeit products, etc.;
- Contribute to the sharing of experiences and coordination among participants at the District Operational Planning meetings;
- Engage district local government officials across the Activity's area of intervention to participate in activities organized by agro-input, ICT and media firms e.g. marketing & promotional activities, trainings, joint field visits, etc.;

Target Firms: Local District Government officials i.e. DPO, DAO, DCO, NARO, District Environmental Officer, District Natural Resource officer, Municipal Commercial Officers, UNMA

Collaboration: The activity will collaborate with the Commodity Production and Marketing Activity and the Enabling Environment for Agriculture Activity to plan, mobilize and, where applicable, cost-share to facilitate meetings bringing together local district government officials and agro-input businesses as well as commodity traders. These engagements are intended to harmonize the support from the three Activities to the district local governments as they engage local private sector actors in areas of compliance, safe handling and other CSBS among others.

4.6.2 Outcome 6: ICT Firms Provide Services

Year 3 Outcome

Twenty ICT firms provide increasingly more sophisticated and regular service to 40 agro-input firms (suppliers and wholesale/distributors) across 19 districts. ICT firms already linked to agro-input firms expand coverage to more agro-input firms by being more aggressive in their own CSBS and managing growth effectively (e.g., hiring and managing staff, business planning and growth projections, etc.). Firms include local SMS providers and local and national-level software developers of, for example, customer management and inventory management services.

Lessons from Year 2

- Upcountry wholesalers who got direct access to bulk SMS platforms are only partially utilizing them. Other wholesalers who outsource their SMS communications to local service providers send far more SMS. The Activity, in Year 3, will focus more on assisting SMS aggregators in Kampala to develop upcountry affiliates and link affiliates and other local service providers to agro-inputs firms.
- Utilizing most ICT platforms (e.g., inventory management systems, POS, etc.) generally require wholesalers to hire full or part-time staff. This lesson was an additional prompt for the Activity to develop an outcome aimed at enabling wholesalers to hire and manage additional staff (see above).
- ICT firms, especially upcountry ones, generally themselves have poor customer service and run their businesses as traders. In Year 3, the Activity will work to build CSBS of ICT firms (this lessons also includes other support system actors like financial institutions, local radio stations and local government).

Q1 and Q2 Activities

- Organize customer service workshops for ICT firms, financial institutions, radio stations and local government officials in 10 districts as a means of creating awareness among participants of the need for and benefits of adopting CSBS;

- Coach ICT firms in testing and scaling-up the tools and strategies identified in the customer service workshops, targeting those firms that will be role models for others;
- In collaboration with the Commodity Production and Marketing Activity, organize and facilitate eight ICT clinics across the areas of intervention of the Activity in develop greater awareness among agro-input businesses and output market trading firms of the value of various ICT solutions and the service providers available to them;
- Support and cost share where applicable marketing and promotions efforts of upcountry ICT firms to continuously identify and demonstrate their services to agro-input firms;

Q3 and Q4 Activities

- Organize customer service workshops for ICT firms, financial institutions, radio stations and local government officials in 9 districts as a means of creating awareness among participants of the need for and benefits of adopting CSBS;
- Coach ICT firms in testing and scaling-up the tools and strategies identified in the customer service workshops, targeting those firms that will be role models for others;
- Support and cost share where applicable marketing and promotions efforts of upcountry ICT firms to continuously identify and demonstrate their services to agro-input firms;
- Coach and support two additional national SMS aggregators, and cost-share where necessary, on identifying and developing a network of upcountry affiliates to provide bulk SMS services to local businesses.

Targeted Firms: MTN, Airtel, Magezi Solutions, Vision Group, SMS Media, Blue Cube, SMS One, SMS Jajja, MMINDZ, Fastnet Internet Café, Eyeconic Services, Next Technologies, Honeywell Fastnet Café, Mutapec Technologies, Nectar Computer Services, Technofrat Uganda Ltd, Mazima IT Solution, Bafcon & Co Ltd, Elite Information Systems, Bitlife Technologies e.t.c

Collaboration: The activity will collaborate with i) the Commodity Production and Marketing Activity to look for convergence especially the different ICT initiatives they have been supporting and how they can be utilized by the agro input businesses, ii) Grameen Foundation to draw lessons and leverage on the products and services they have already developed for different value chains, iii) MicroSave to gain access to research in areas of innovation and uptake of appropriate ICT services in the agricultural as well as other sectors, and iv) Uganda ICT Association to gain access and linkages with professionals and businesses who have invested in development and commercialization of ICT products and services and to generate more interest in the agricultural sector.

4.6.3 Outcome 7: Financial Services to Agro-Input Firms

Year 3 Outcome

Six financial institutions provide debt and/or equity financing to six seed companies aimed at increasing companies' capacity to produce more maize and/or bean seed.

Lessons from Year 2

- Many agro-input businesses, especially the seed companies, are still *"shopping around"* for no-interest financial assistance or grants from different development agencies instead of investing resources improving internal systems to become attractive to financial institutions.
- Financial institutions' unfamiliarity with the people and business realities of agro-input firms is a greater constraint to increasing the flow of financial services than the specifics of any particular financial product currently available on the market.

Q1 and Q2 Activities

- Conduct an assessment of the opportunities and challenges for financial services to assist Ugandan seed companies expand their production of maize and/or bean seed;
- Identify local business and financial services firms capable of building capacity of seed companies either to support their access to or utilization of debt or equity financing;

- Organize an investors' roundtable to begin facilitating linkages between financial institutions, seed companies and service providers and to raise all parties' awareness of the findings of the assessments;

Q3 and Q4 Activities

- Cover the costs of business and financial services for debt and/or equity financing deals between financial institutions and seed companies;
- Review emerging challenges and opportunities for seed companies to benefit from financing to increase the production of maize and/or bean seeds and structure interventions accordingly;

4.6.4 Outcome 8: Dissemination of Weather and Climate Change Information

Year 3 Outcome

Thirty media outlets, district local governments and agro-input businesses in 19 districts access accurate weather and climate change information, incorporate it in their activities and disseminate it to promote mitigation and adaptation efforts. The GoU's Meteorological Authority convenes at least one stakeholder meeting and adopts customer service approaches to serving stakeholders.

Lessons from Year 2

- While there are commercial incentives for radio, TV and SMS aggregators to package weather and climate change information for consumers, they are slow to expand their offerings, largely because of a lack of reliable, comprehensive weather and climate change information and access to technical persons who can efficiently interpret information into products tailored for different consumer segments. These resource persons are increasingly known to these media firms and the regularity and quality of information is improving, but closer coordination between the GoU's newly formed Meteorological Authority and potential disseminators of information is needed. Once the Authority gets on more solid footing, it is expected to scale-up its outreach to various stakeholders and fulfill a convening role of different groups.

Q1 and Q2 Activities

- Coach all agro-input target firms on opportunities to access weather and climate change information, access technical resources and utilize the information to serve customers;
- Organize with the Meteorological Authority, in collaboration with the Enabling Environment for Agriculture Activity & the Commodity Production and Marketing Activity, three consultative meeting of technical resource persons and producers and disseminators of weather & climate change information;
- Organize 10 district-level workshops with local media, local government, agro-input firms and other potential disseminators of weather and climate change information to explore and implement opportunities for receiving, interpreting and disseminating information to respective customers and collaborators;
- Identify with district local government, in collaboration with the Enabling Environment for Agriculture Activity, opportunities for officials to support local agro-input firms interpret and disseminate weather and climate change information (see above regarding opportunities for district local government to support private sector initiatives);
- Engage a consultant to coach radio, TV and SMS disseminators on expanding the dissemination of weather and climate change information through additional channels and accessing technical resources;

Q3 and Q4 Activities

- Coach all agro-input target firms on opportunities to access weather and climate change information, access technical resources and utilize the information to serve customers;
- Organize 10 district-level workshops with local media, local government, agro-input firms and other potential disseminators of weather and climate change information to explore and implement opportunities for receiving, interpreting and disseminating information to respective customers and collaborators;

Target Firms: Uganda National Meteorology Authority, Uganda Broadcasters Association, Telecom Content Aggregators, Cleaner Production Centre, ACE, Air Water & Environment (AWE)

Collaborators: With the Enabling Environment for Agriculture Activity, ensure district local government have access to the necessary technical resources to receive and interpret weather and climate change information and support local stakeholders understand and, in turn, disseminate information to farmers. With the USAID-funded climate change project, coordinate support to the National Meteorological Authority.

4.6.5 Outcome 9: Graduate Schools and Agro-Input Firms

Year 3 Outcome

Six tertiary educational institutions (such as universities, agricultural colleges, business institutions etc.) develop and promote internship programs that link skilled interns to agro-input businesses, especially seed companies and agro-input wholesale distributors. Four tertiary educational institutions develop or expand programs that strengthen collaborative ties with Ugandan seed companies in, for example, research, testing, guest-lectures, onsite teaching activities, etc.

Lessons from Year 2

- As part of the regulatory requirements for licensing from Uganda Council for Higher Education, every tertiary institution is expected to have an internship program, and every potential graduate is expected to do internship as part of the academic requirement before they graduate. However, most institutions do not have functional programs, instead obliging students to identify their own opportunities. As such, there is a tremendous potential opportunity to link agro-input firms with new ideas and skills by helping educational institutions develop functional internship programs.
- This outcome was conceived in Quarter-3 based on an initial request to place interns with agro-input firms. Targeting upcountry wholesale distributors, staff noted limited enthusiasm by these businesses for an immediate intern and, for those who were interested, the schools and students failed to respond effectively. As such, no interns were placed by institutions but staff identified strong candidates who are very much interested in improving their internship programs.

Q1 and Q2 Activities

- Compile input from seed companies existing and potential opportunities for collaborative relations with tertiary educational institutions;
- Organize a consultative meeting of seed companies, tertiary educational institutions and other stakeholders to present findings of the initial study and explore additional opportunities for collaboration that results in more qualified students entering into the seed industry;
- Coach and provide follow-up support to ensure educational institutions and seed companies solidify collaborations around specific opportunities
- Engage a consultant to promote internship programs with several educational institutions and develop tools and plans for institutions to follow in developing and piloting their programs;

Q3 and Q4 Activities

- Coach self-selecting educational institutions and cost-share where necessary on piloting a complete internship program that links students with agri-businesses, especially seed companies, and orients students and evaluates their performance and that of the agri-business hosting the intern;
- Organize a learning event in September where participating educational institutions and seed companies share experiences and lessons from the recent placement of interns and identify ways of improving the programs for the following years;

Targets: Uganda Martyrs University, Makerere University – College of Agriculture and Environmental Science, Makerere University Business School, Bukalasa Agricultural College, Arapai Agricultural College, Serere Agricultural College

4.6.6 Outcome 10: Local Agro-input Associations

Year 3 Outcome

Eight local agro-input dealers' associations emerge and provide services to members to improve performance improvements and address the needs of members.

At present, as a result of Activity efforts to foster networks of businesses around CSBS and other outcomes, four local agro-input associations have already emerged. One has formalized itself while the other three are in the process. All have begun organizing, on their own, to access technical and governmental resources and make them available to members. It is the aim of this Activity not to increase levels of support to these and other emerging organizations but to advise and guide as warranted, mainly in the form of assisting organizations identify the resources they feel they need. Given the nascent state of these associations, the Activity strongly recommends that other donors and implementing partners not interface with these associations for their particular objectives.

Activities Through-out the Year

- Advise and guide emerging associations, assisting them identify external, sought-after resources and helping troubleshoot organizational difficulties;

Target Firms: Agro-dealers Cooperative Save Group in Masaka; Mubende Agro-Dealers Associations; Kasese Business Development Forum; “un-named group in Masindi

4.6.7 Outcome 11: Crowding-In

Year 3 Outcome

Thirty entities not receiving direct support from the Activity (i.e. local governments, ICT firms, media outlets, agro-input associations and educational institutions) adopt and/or adapt the performance improvements and practices particular to each of the outcomes above.

Q1 and Q2 Activities

- Organize 14 exchange visits of entities not receiving direct support from the Activity to visit and benefit from the experiences and lessons of those who are receiving Activity support; for example
 - Identify, with district local government officials who have made the most of opportunities to support private-sector initiatives, which officials in other districts might, after an exchange visit, be most likely to adopt and adapt similar practices;
 - Bring agro-input wholesalers from neighboring districts to attend proceedings of emerging, local associations;
- Showcase good practices (e.g., by local government in supporting agro-input firms) on national and local media;

Q3 and Q4 Activities

- Organize 14 exchange visits of entities not receiving direct support from the Activity to visit and benefit from the experiences and lessons of those who are receiving Activity support; for example
 - Identify, with district local government officials who have made the most of opportunities to support private-sector initiatives, which officials in other districts might, after an exchange visit, be most likely to adopt and adapt similar practices;
 - Bring agro-input wholesalers from neighboring districts to attend proceedings of emerging, local associations;
- Showcase good practices (e.g., by local government in supporting agro-input firms) on national and local media;

4.6.8 Outcome 12: Foundation Seed Supply

Year 3 Outcome

Two mechanisms for addressing the systemic constraints inhibiting the supply of foundation seed from meeting the demand among seed companies are identified and being implemented.

Q1 Activities

- Conduct an assessment of underlying constraints for improving the supply of foundation seed so that it regularly satisfies the demand by seed companies, including the identification of current interventions in this area and how best the Activity might intervene to improve the foundation seed supply system;

Q2, Q3 and Q4 Activities

- In Quarter-2, organize one or more stakeholder workshops to explore particular mechanisms for improving the foundation seed supply system, identifying responsible parties and roles and responsibilities;
- Provide technical and, where necessary, financial support to initiate, evaluate and scale-up identified mechanisms;

Collaboration: The Activity expects to closely collaborate with NARO, USTA and Commissioners from MAAIF'S Crop Protection and Inspection Services as well as all leading seed companies to identify and implement mechanisms to improve the foundation seed supply system. In addition, the Activity will coordinate with the Enabling Environment for Agriculture Activity in general as both Activities will be working with similar stakeholders but in particular as it relates to policy requirements that can improve the system.

4.7 NETWORKS & NOISE TEAM

4.7.1 Outcome 1: Audience-led and Consumer Protection Programs

Year 3 Outcome

Ten radio stations with existing audience-led programming and four more stations adopting audience-led programming improve the development and management of listenership groups and capacity to market and generate revenues for the programming. Stations conduct, for example, audience surveys, form or strengthen existing groups through loyalty programs and manage relations with listener groups to enhance content and get feedback on programs. To increase revenues, stations, for example, market listener data to existing and potential clients, conduct market research, run marketing promotions and reach out to and manage relations with clients.

Three national media houses (newspaper and television) develop and/or enhance agriculture-related audience-led programs.

Lessons from Year 2

- Audience-led programming is very important for media houses to attract new audiences and maintain old ones. It is a strategic venture that can make programming popular and bring revenue to the stations because advertisers look out for stations with larger audiences. However, it takes time for media houses to take it up because it requires initial investments without immediate returns especially facilitating reporters to capture audience voices. Stations that are patient are seeing results in the long run. Management buy in is very important to be able to be patient with staff for long term results. As such, in Year 3, more emphasis will be placed on developing the marketing and customer service capacity of target stations.

Q1 and Q2 Activities

- Coach stations on business profiling and follow up with local radio stations that already have audience-led and consumer protection programming to ensure continuity and consistence.
- Coach radio stations to develop and design marketing strategies such as promotions and road shows, marketing plans that will reach out to local firms (agri-businesses included), conduct market research, and organize roundtables with prospective sponsors about how to meet their needs;
- Coach and mentor new radio stations (Kitara FM in Masindi, Radio Wa in Lira, Etop FM in Soroti and Voice of Kigezi) on developing agribusiness related programs and content that increases farmers access to knowledge and information;
- Support radio stations with mentors and cost-share, where necessary, to conduct market research and organize B2B roundtable sessions to generate information about prospective sponsors;

- Follow-up with radio stations on a weekly and then monthly basis to help troubleshoot problems and improve performance;

Q3 and Q4 Activities

- Coach radio stations on conducting and cost-share where necessary listenership surveys that enable listeners to evaluate and rate the quality of audience led programs and receive audience feedback so that radio stations realign programming according to listenership needs;
- Coach radio stations to form listener groups and strengthen existing listener groups through community dialogues and debates and create loyalty programs like SACCOS and listenership special programs;
- Organize exchange visits for station staff to benefit from the experience of those radio stations with functioning listener groups and management practices;
- Organize a national workshop of radio stations with audience-led programming to share experiences and learn from others;
- Coach radio stations to develop best practices like data mining and archiving of data in order to market their programs;
- Explore opportunities with three national media (Bukedde TV, The New Vision newspaper (Harvest Money) or Bukedde newspaper and the Monitor newspaper (Seeds of Gold) to enhance audience-led programming;
- Follow-up with radio stations on a weekly and then monthly basis to help troubleshoot problems and improve performance;

Target firms: We shall work with rural media especially rural radio and national media. Rural radio include radio west in Mbarara, Kasese Guide in Kasese, Rwenzori FM in Ibanda, Bushenyi FM in Bushenyi, Buddu FM in Masaka, Masaka FM, Heart FM in Mubende, SPEAK FM Gulu, Radio Wa in Lira, Etop Radio in Soroti, Open Gate Radio in Mbale, Regional FM in Iganga, Seebo FM in Kamuli. At national level we are targeting CBS radio Mengo, Bukedde TV, Bukedde newspaper, Bukedde radio, the new vision – Harvest Money pullout, and the Daily Monitor – Seeds of gold.

4.7.2 Outcome 2: Customer-Service Business Strategy Networks

Year 3 Outcome

Thirty networks of businesses from different sectors with interest and/or experience in customer service business strategies regularly meet to share experiences about CSBS and learn new practices. Network groups meet to discuss specific topics and have the capacity to organize and facilitate meetings and expand the network. Networks are found at the national level and in over 28 districts.

Lessons from Year 2

- Agro-input businesses are increasingly becoming optimistic and open minded about business growth, realizing that they can also apply customer service business strategies in the ag-input sector by learning from other sectors. It is becoming clear that learning happens through continuous interactions and relationship strengthening, which has been exemplified in these business network meetings.
- Getting the businesses to organize these meetings has created great coordination among businesses and is continuously strengthening relationships among businesses across sectors, which were not there before the meetings.
- Businesses from different sectors have realized opportunities like joint marketing and promotions and they appreciate the transactions that develop through informal interactions during network events.

Q1 & Q2 Activities

- Coach champions/leaders within networks to in identifying technical resources (role models and personalities in CSBS) to bring to events, facilitating discussions among participants, structuring meetings to create an inclusive atmosphere as possible, and expanding the network to others;
- Organize initial and support the emergence of new CSBS network meeting in districts where none currently exist, including Kampala area for national-level businesses;

- Identify role models in CSBS at national level from different sectors and organize three CSBS network events.

Q3 & Q4 Activities

- Coach champions/leaders within networks to in identifying technical resources (role models and personalities in CSBS) to bring to events, facilitating discussions among participants, structuring meetings to create an inclusive atmosphere as possible, and expanding the network to others;
- Kampala staff and field staff continue to organize thematic CSBS meetings encouraging active participation and sharing of ideas.
- Develop network maps of CSBS role models, champions and influencers among participants at network events, which are shared across Activity staff to foster regional and national-level connections;
- Organize a national-level network event to recognize champions in CSBS in a range of categories across multiple sectors;

4.7.3 Outcome 3: Consumer Networks for Better Customer Service

Year 3 Outcome

Networks of agro-input consumers (farmers) across the Activity's targeted areas actively advocate for, have their voices heard, and demand for better customer services and genuine products from suppliers. Farmers' perceptions of attractive suppliers goes beyond just product prices to include a range of services such as technical support, after-sales service, assurances of genuine quality, etc. Different media amplify their demands through audience-led programming, covering consumer network events.

Q1 and Q2 Activities

- Identify additional champions of consumer networks and coach them on organizing participatory network meetings;
- Organize more than 5 consumer network meetings in each target districts that include staff from radio stations, local government and agro-input firms;
- Organize district-level meetings of champions/leaders of consumer network groups to foster greater connectivity and new networking opportunities;
- Coach radio stations on increasing opportunities to generate greater content from consumer network events and support them in playing a lead role in organizing consumer network events where practicable;

Q3 & Q4 Activities

- Identify additional champions of consumer networks and coach them on organizing participatory network meetings;
- Organize more than 5 consumer network meetings in each target districts that include staff from radio stations, local government and agro-input firms;
- Organize district-level meetings of champions/leaders of consumer network groups to foster greater connectivity and new networking opportunities;
- Coach radio stations on increasing opportunities to generate greater content from consumer network events and support them in playing a lead role in organizing consumer network events where practicable;
- Develop network maps of emerging consumer networks in order to identify additional opportunities for greater connectivity and diffusion of ideas among consumers;

Target groups: These include farmer organizations, SACCOs, women's groups, church groups, cooperatives and any organized group at farmer level.

Collaboration: Staff shall collaborate with extension workers, local government officers and the media to ensure that when these meetings are held, there is a panel to answer farmer questions and also be reported within the media. Staff will also work with the Commodity Production and Marketing Activity to target aggregations of farmers supported by their agents and traders for consumer network events.

4.7.4 Outcome 4: Ag-Content Cafés

Year 3 Outcome

Journalists and media practitioners expand their connections to newsmakers and sources of information in the agro-inputs sector, which include but are not limited to businesses, farmers, policy makers, and technical experts to discuss thematic agribusiness issues and actively advocate for and report on better customer service in the agro-input industry.

Lessons from Year 2

- Informal meetings create a relaxed environment where journalists can easily mingle with people from different hierarchy which makes it easy for reporters to get their stories. We also learnt that businesses and even farmers were always skeptical and reluctant to talk to journalists; these informal meetings have created cordial relationships between farmers, businesses and journalists.
- There is need for journalists to own these meetings so that they see value in meeting in a cost effective manner. Champions need to create fun making sessions and bring newsworthy personalities that can attract media personnel to keep attending.

Q1 and Q2 Activities

- Coach champions of existing and emerging Ag-Content Cafés to develop thematic topics for at least the next six months that will interest area journalists and support champions identify appropriate resource persons to help develop particular themes and diverse methodologies for creating lively discussions between all participants;
- Support the organization of 15 Ag-Content Cafés at national and district levels;

Q3 and Q4 Activities

- Continue to coach champions of existing and emerging Ag-Content Cafés to develop thematic topics for at least the next six months that will interest area journalists and support champions identify appropriate resource persons to help develop particular themes and diverse methodologies for creating lively discussions between all participants;
- Support the organization of 15 Ag-Content Cafés at national and district levels;
- Support journalists and champions to develop an online platform where they can share agriculture-related information;

Target audience: Agribusiness journalists, policy makers, input businesses.

Collaboration: We shall collaborate with the Enabling Environment for Agriculture Activity, the Commodity Production and Marketing Activity, agro-input associations, national and local government officials and technical experts, universities and research institutes, agribusinesses, other USAID-funded projects and others to be aware of topics and serve as resource persons where applicable.

4.7.5 Outcome 5: Anti-Counterfeit Hotline

Year 3 Outcome

The anti-counterfeit hotline captures credible reports about counterfeit agro-inputs from 30 districts across the country. Stakeholders (farmers, agro-input firms, etc.) are increasingly aware of the hotline through, primarily, efforts of agro-input distributors and Activity collaborators. An advisory council guides improvements to the hotline and dissemination of reports and stories.

Lessons from Year 2

- The initial meeting of the advisory board determined that more data was needed before generating any type of report. However, callers are likely to become discouraged if nothing tangible comes from their efforts (already six callers have called back asking about follow-up actions to their calls). TIU will have to release regular reports, if only about the numbers of callers and types of complaints. One possible, initial

finding, is that most complaints refer to purchases made from itinerant vendors at market days and at transportation hubs like bus stops.

Q1 and Q2 Activities

- Pilot district level advisory councils involving local governments, associations and agro-input firms; likely pilot sites include Masaka and Mubende;
- Assist TIU foster the emergence of a committed advisory council for the hotline;
- Hold a breakfast meeting with stakeholders (MAAIF, suppliers, wholesalers, media especially local radio stations that have incorporated hotline in their programming, advisory council members etc.) to share hotline reports and devise means of mitigating counterfeits in the agro industry.
- Continue to provide technical and financial support to TIU to operate an agro-inputs anti- counterfeit hotline, foster the emergence of an advisory board and accurately analyze the data and disseminate findings through press releases, targeted forums, news stories etc.;
- Coach radio stations with existing audience-led and consumer protection programs, like CBS FM, BUDDU FM, and HEART FM, Radio Uganda, Radio West, Kasese Guide and others, on how to include the hotline information in their programming;
- Sensitize farmers through consumer networks about the anti-counterfeit hotline;

Q3 and Q4 Activities

- Continue to provide technical and financial support to TIU to operate an agro-inputs anti- counterfeit hotline, foster the emergence of an advisory board and accurately analyze the data and disseminate findings through press releases, targeted forums, news stories etc.;
- Coach additional radio stations with existing audience-led and consumer protection programs;
- Sensitize farmers through consumer networks about the anti-counterfeit hotline;

Collaboration: TIU will work with the Enabling Environment for Agriculture Activity to be part of the hotline's advisory panel.

4.7.6 Outcome 6: Showcasing

Year 3 Outcome

Best practices in customer service business strategies by role models and support systems are regularly showcased in the national mass media and other interpersonal channels to promote interactive learning, copying and crowding in.

Lessons from Year 2

- All teams will endeavor to crowd-in non-target firms through, for example, local media and exchange visits to role models. This outcome will focus solely on garnering national media attention on role models. In the coming year, more role models are expected to be showcased in Year 3 as there are more who are attractive to national media.

Q1 and Q2 Activities

- Showcase 5 role models implementing good CSBS through national media channels by organizing visits to role models for radio, television and print journalists;

Q3 and Q4 Activities

- Showcase 5 role models implementing good CSBS through national media channels by organizing visits to role models for radio, television and print journalists;

4.7.7 Outcome 7: Crowding-In

Year 3 Outcome

Radio stations and other media outlets not receiving direct support from the Activity copy and/or adapt audience-led programming and marketing practices to generate revenues for such programs successfully.

Q1 and Q2 Activities

- Support media house (print and electronic) to produce stories about other media stations that have excelled in audience-led programming.
- Organize exchanges whereby staff from interested radio stations visit those targeted by the Activity who can share experiences about developing audience-led programming and provide an ongoing technical resource for other stations;

Q3 and Q4 Activities

- Conduct regional workshops, roundtables or forums for media houses where role models in audience-led programming can share their experiences and good practices with a wider audience of media houses;
- Organize exchanges whereby staff from interested radio stations visit those targeted by the Activity who can share experiences about developing audience-led programming and provide an ongoing technical resource for other stations;

5 FINANCIAL MANAGEMENT

Cumulatively, the activity has spent 36% of the initial budget and 27% of the revised budget. The following table presents financial expenditures for Year 2.

	Expenditures through June 2014	Expenditures July - September 2014	Total Expenditures	Total Modified Budgeted	Percent Expended
Labor and Fringe	\$845,740	\$161,684	\$1,007,425	\$3,742,940	26%
Other Direct Costs	\$754,960	\$108,483	\$863,444	\$2,324,805	37%
Subcontracts	\$132,965	\$5,433	\$138,398	\$1,260,345	10%
Indirect Costs	\$501,082	\$95,750	\$596,831	\$2,119,436	28%
Fixed Fee	\$134,085	\$22,282	\$156,366	\$566,852	27%
Total:	\$ 2,368,833	\$ 393,632	\$ 2,762,463	\$ 10,014,378	27%

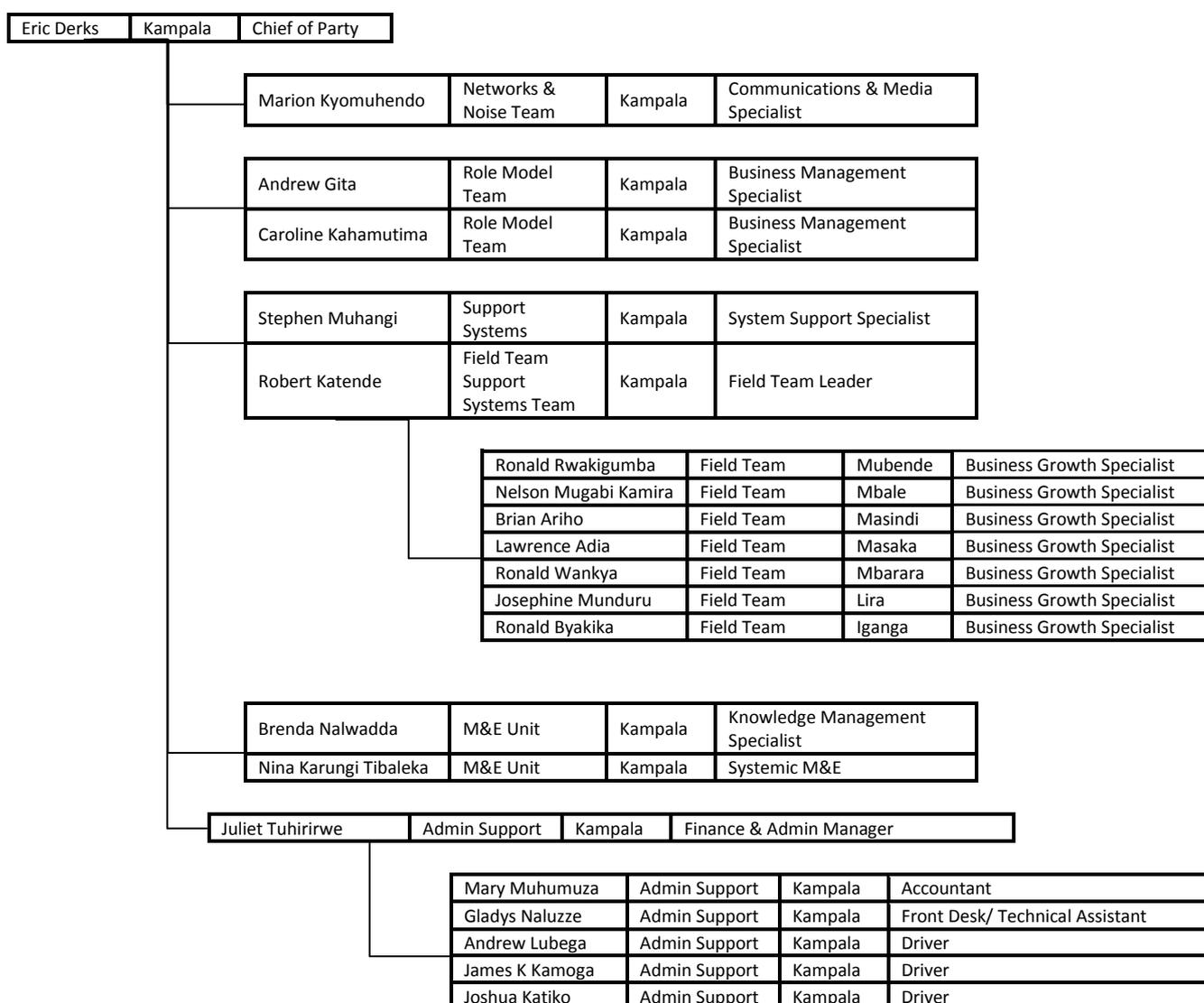
6 ACTIVITY MANAGEMENT

6.1 CONSTRAINTS AND CRITICAL ISSUES

In early 2015, the Activity will submit a request for a budget realignment to reflect unanticipated shifts in expenses since then the Activity was initially budgeted for.

6.2 PERSONNEL

At the close of Year 2, the Activity has a total of 21 staff (see the organizational chart below). At the Tetra Tech home office, Ken Smarzik was replaced as Senior Technical Advisor/Manager by Jennifer Peterson in June (Claudia Lalumia served as interim manager after Mr. Smarzik's departure in late May).



In Year 3, the Activity's staffing plan will expand to include staff to implement the contract modification with regard to support to the seed sector. These include:

- Seed Specialist
- Financial Services Specialist

- NARO Seed Advisor
- Driver

In addition, the current Chief of Party, Eric Derks, will be replaced by Rita Laker-Ojok on December 15, 2014. Ms. Laker-Ojok will work with staff prior to this date and attend an orientation at Tetra Tech ARD's home office in Burlington, Vermont in November. Any organizational changes relative to the addition of the above staff and configurations with regard to a possible Deputy Chief of Party will be made by the incoming COP in consultation with her team.

6.3 SUBCONTRACTORS

The Activity will increase the utilization of an existing subcontract with Adam Smith International to support Systemic M&E activities. Additional assistance will also be required to support the Networks & Noise team to develop audience-led and consumer protection programming, and to design workshops to expose and crowd-in other radio stations to promote these practices.

6.4 CONTRACT MODIFICATIONS AND AMENDMENTS

The contract was modified on 29th September 2014 from \$7,499,773 to \$10,014,378. The increased cost (\$2,514,605) is for additional activities to increase the quantity and quality of improved maize and bean seed produced in Uganda.

	Initial Budget	Modified Budget	Total Budget
Labor and Fringe	\$2,981,547	\$761,392	\$3,742,939
Other Direct Costs	\$1,804,930	\$519,875	\$2,324,805
Subcontracts	\$586,188	\$674,158	\$1,260,346
Indirect Costs	\$1,702,593	\$416,843	\$2,119,436
Fixed Fee	\$424,515	\$142,337	\$566,852
Total:	\$ 7,499,773	\$2,514,605	\$10,014,378

Other modifications made to the contract on 29 September, 2014 include the following:

- The estimated cost of performance of work exclusive of fixed fee is \$9,447,526. The fixed fee is \$566,852
- Amount currently obligated is \$5,091,000
- Under contractor reporting requirements (section F.4 :) Revised due date for submission of draft work plans to September 30th and Final work plans to October 15th.
- Section H of the contract was amended with an addition of H29. Electronic Payments System
- Section I was amended to add the whistle blower clause
- The activity will act as a seed industry facilitator to identify and address barriers to scaling up improved varieties of Maize and bean seed
- The amendment focused on increasing the technical and management capacity of seed companies and other multipliers, and linking increased production through the improved supply chain to farmers
- Collaboration/coordination with FTF value chain project activities and other donors

6.5 DELIVERABLES DURING THE QUARTER

The following deliverables were submitted on time in Year 2

- Year 1 Annual Report and Year 2 Annual Work Plan: October 2013
- First Quarter Report: January 30, 2014
- Second Quarter Report: April 30, 2014
- Third Quarter Report: July 30, 2014

ANNEX 1: OUTCOMES, PROGRESS & TARGETS FOR YEAR 2 AND YEAR 3

The following table presents the following:

- The Year 2 and Year 3 outcomes pursued by each of the Activities technical teams
- The Progress M&E indicators for tracking progress toward achieving outcomes
- The targets and actual achievements for Year 2 outcomes
- The targets for Year 3 outcomes

Some of the indicators are qualitative. These indicators are a composite of three parameters related to a particular practice. For example, one indicator is the “Quality of wholesalers’ utilization of their CMS (customer management systems). The three parameters are:

1. The importance of CMS utilization the target firm on a scale of 1 to 5 (5 is the highest)
2. The capacity of the wholesaler to to utilize the CMS (scale from 1 to 5)
3. How innovative the wholesaler has been with the CMS (i.e. adapting it and trying out new things on their own) (on a scale from 1 to 5 with 5 being the most innovative)

The composite score is the number of firms who, on average, fall at or above level 3 for all three components. It is important to note that where the overall numbers of target firms is not increasing, the Activity is focusing on improving the quality of how the target firm employs a particular CSBS practice. This expected improvement is apparent when comparing Year 2 actual achievements and Year 3 targets.

Year 2 Quarter-4	Year 3																												
<p>Role Model Team</p> <p>Outcome 1: 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</p> <table border="1" data-bbox="154 384 909 544"> <thead> <tr> <th><i>Indicators</i></th> <th><i>Trg</i></th> <th><i>Act</i></th> </tr> </thead> <tbody> <tr> <td># Ag-input firms utilizing the e-verification scheme.</td> <td></td> <td>0</td> </tr> <tr> <td># Products verified through the e-verification scheme</td> <td></td> <td>0</td> </tr> <tr> <td>Value invested by agro-input firms for participating in e-verification scheme</td> <td></td> <td>0</td> </tr> </tbody> </table>	<i>Indicators</i>	<i>Trg</i>	<i>Act</i>	# Ag-input firms utilizing the e-verification scheme.		0	# Products verified through the e-verification scheme		0	Value invested by agro-input firms for participating in e-verification scheme		0	<p>Outcome 1: E-verification Eight seed and/or agro-chemical producers, manufacturers or suppliers join the e-verification scheme as organized by CropLife Africa/Middle East and organize awareness raising and promotional efforts with wholesalers and retailers.</p> <table border="1" data-bbox="1102 416 1783 544"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Trg</i></th> </tr> </thead> <tbody> <tr> <td># Ag-input firms utilizing the e-verification scheme.</td> <td>8</td> </tr> <tr> <td># units with an e-verification label</td> <td>400,000</td> </tr> <tr> <td>% Units authenticated</td> <td>50%</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Trg</i>	# Ag-input firms utilizing the e-verification scheme.	8	# units with an e-verification label	400,000	% Units authenticated	50%								
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<p>Outcome 2: 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. Wholesalers and retailers incorporate weather and climate change information into communications with customers.</p> <table border="1" data-bbox="154 810 1050 1094"> <thead> <tr> <th><i>Indicators</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Wholesalers utilizing customer management systems.</td> <td>30</td> <td>42</td> </tr> <tr> <td>% Wholesalers whose level of quality of CMS utilization ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>56%</td> </tr> <tr> <td># Wholesalers supporting retailers in their network to develop and utilize their own CMS</td> <td></td> <td>15</td> </tr> <tr> <td>% Wholesalers whose level of quality of CMS support to retailers ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>69%</td> </tr> <tr> <td># Retailers utilizing their CMS (in network of wholesalers)</td> <td>34</td> <td>38</td> </tr> </tbody> </table>	<i>Indicators</i>	<i>Target</i>	<i>Actual</i>	# Wholesalers utilizing customer management systems.	30	42	% Wholesalers whose level of quality of CMS utilization ranges between 3 and 5 (scale of 1-5)		56%	# Wholesalers supporting retailers in their network to develop and utilize their own CMS		15	% Wholesalers whose level of quality of CMS support to retailers ranges between 3 and 5 (scale of 1-5)		69%	# Retailers utilizing their CMS (in network of wholesalers)	34	38	<p>Outcome 2: Customer Management Systems for Better Customer Service Fifty wholesalers expand utilization of CMS in, for example, improving services and relationships with customers (e.g., preseason ordering, marketing, promotion, technical support, after-sales service, etc.) and improving business operations (e.g., decision making, inventory management, marketing, etc.). CMS are increasingly sophisticated in terms of information collected (e.g., customer segments) and information management (e.g., computer use).</p> <p>Ten suppliers of agro-input and equipment develop and expand CMS to track performance and strengthen relationships with distributors, improve sales and marketing decision making, and get feedback from customers on the performance of their products and services.</p> <table border="1" data-bbox="1102 959 2011 1118"> <thead> <tr> <th><i>Indicators</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Wholesalers utilizing customer management systems.</td> <td>50</td> </tr> <tr> <td>% Wholesalers whose level of quality of CMS utilization ranges between 3 and 5</td> <td>65%</td> </tr> <tr> <td># Suppliers utilizing customer management systems.</td> <td>10</td> </tr> <tr> <td>% Suppliers whose level of quality of CMS utilization ranges between 3 and 5</td> <td>50%</td> </tr> </tbody> </table>	<i>Indicators</i>	<i>Target</i>	# Wholesalers utilizing customer management systems.	50	% Wholesalers whose level of quality of CMS utilization ranges between 3 and 5	65%	# Suppliers utilizing customer management systems.	10	% Suppliers whose level of quality of CMS utilization ranges between 3 and 5	50%
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Year 2 Quarter-4	Year 3																					
<p>Outcome 3: Agent Retailing 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. Over 3,000 farmers will directly benefit from increased access to genuine agro-inputs and better customer service.</p> <table border="1" data-bbox="154 408 1050 692"> <thead> <tr> <th><i>Indicators</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Wholesalers managing village-agents</td> <td>20</td> <td>16</td> </tr> <tr> <td># Agents managed by wholesalers</td> <td></td> <td>98</td> </tr> <tr> <td>% Wholesalers whose level of quality in the management of village agents ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>58%</td> </tr> <tr> <td># Wholesalers supporting retailers in their network in launching and managing their own network of village-agents.</td> <td></td> <td>5</td> </tr> <tr> <td># Retailers managing village-agents (in network of wholesalers)</td> <td>40</td> <td>6</td> </tr> <tr> <td># Agents managed by the retailers</td> <td></td> <td>23</td> </tr> </tbody> </table>	<i>Indicators</i>	<i>Target</i>	<i>Actual</i>	# Wholesalers managing village-agents	20	16	# Agents managed by wholesalers		98	% Wholesalers whose level of quality in the management of village agents ranges between 3 and 5 (scale of 1-5)		58%	# Wholesalers supporting retailers in their network in launching and managing their own network of village-agents.		5	# Retailers managing village-agents (in network of wholesalers)	40	6	# Agents managed by the retailers		23	<p>N/A</p>
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<p>N/A</p>	<p>Outcome 4: Production & Post-harvest Equipment Twenty role model wholesalers sell production, post-harvest and other mechanized or modern equipment that comprise 3 to 5% of their annual revenue.</p> <table border="1" data-bbox="1104 871 2011 970"> <thead> <tr> <th><i>Indicators</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Wholesalers providing services for mechanized or post-harvest equipment</td> <td>20</td> </tr> <tr> <td>% Total revenue attributed to equipment sales (% range)</td> <td>65%</td> </tr> </tbody> </table>	<i>Indicators</i>	<i>Target</i>	# Wholesalers providing services for mechanized or post-harvest equipment	20	% Total revenue attributed to equipment sales (% range)	65%															
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Year 2 Quarter-4	Year 3																									
<p>Outcome 5: Preferred Distributor Program Five suppliers of seed, agro-chemicals, fertilizer and/or agricultural equipment implement a preferred distributor program aimed at improving the flow of products, information and customer service along the agro-input distribution channels. A preferred distributor program (PDP) effectively outlines different value propositions for agro-input distributors (Kampala-based and up-country wholesalers and retailers of agro-inputs) who are increasingly loyal. For example, highly preferred distributors receive more marketing and promotional support, access to advanced ordering, technical support for training spraying service providers and company staff, etc. In return, highly preferred distributors qualify by purchasing particular volumes of product at particular frequencies and signing on to quality assurance schemes. In total, 10 wholesalers will sign-up for a PDP.</p> <table border="1" data-bbox="154 584 1050 772"> <thead> <tr> <th>Indicators</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># Agro-chemical, seed and equipment suppliers managing a PDP</td> <td>5</td> <td>6</td> </tr> <tr> <td># Wholesalers participating in suppliers' PDP who have signed up for the preferred distributor program.</td> <td>10</td> <td>9</td> </tr> <tr> <td>% Suppliers whose level of quality of the preferred distributors program ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>56%</td> </tr> </tbody> </table>	Indicators	Target	Actual	# Agro-chemical, seed and equipment suppliers managing a PDP	5	6	# Wholesalers participating in suppliers' PDP who have signed up for the preferred distributor program.	10	9	% Suppliers whose level of quality of the preferred distributors program ranges between 3 and 5 (scale of 1-5)		56%	<p>Outcome 5: Preferred Distributor Program Eight agro-input suppliers (seed companies, agro-chemical and/or fertilizer importers) actively promote a PDP with distributors. Six of these suppliers will promote a PDP with distributors in over three districts each.</p> <p>Thirty-five wholesalers develop and communicate a PDP with retailers. A minimum PDP includes the offering of greater incentives (e.g., joint promotions, SMS communications, rewards, technical support, etc.) for incremental improvements in practices by retailers (e.g., developing a CMS, participation in pre-season ordering, quality assurance practices, records management, etc.).</p> <table border="1" data-bbox="1102 555 2011 772"> <thead> <tr> <th>Indicators</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Suppliers managing a PDP</td> <td>10</td> </tr> <tr> <td># Wholesalers receiving more than the minimum level of services from the suppliers managing a PDP</td> <td>50</td> </tr> <tr> <td># Wholesalers managing a PDP with their network of retailers</td> <td>35</td> </tr> <tr> <td># Retailers receiving more than the minimum level of services from the wholesalers managing a PDP</td> <td>105</td> </tr> </tbody> </table>	Indicators	Target	# Suppliers managing a PDP	10	# Wholesalers receiving more than the minimum level of services from the suppliers managing a PDP	50	# Wholesalers managing a PDP with their network of retailers	35	# Retailers receiving more than the minimum level of services from the wholesalers managing a PDP	105			
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<p>Outcome 6: Spray Service Providers Fifteen independent spray service providers (SSP), working with five agro-input wholesalers, increasingly provide spraying services to farmers. Spray service providers enhance their performance through greater use of protective gear and proper spraying practices. Wholesalers are managing and promoting a code of conduct within SSPs.</p> <table border="1" data-bbox="154 1043 1050 1294"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># Wholesalers promoting and deploying SSP to provide spray services to farmers</td> <td>5</td> <td>14</td> </tr> <tr> <td># Retailers promoting and deploying SSP to provide spray services to farmers</td> <td></td> <td>6</td> </tr> <tr> <td># SSP deployed by wholesalers or retailers to provide spraying services to farmers</td> <td>15</td> <td>31</td> </tr> <tr> <td># of deployments of SSP by wholesalers or retailers</td> <td></td> <td>630</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# Wholesalers promoting and deploying SSP to provide spray services to farmers	5	14	# Retailers promoting and deploying SSP to provide spray services to farmers		6	# SSP deployed by wholesalers or retailers to provide spraying services to farmers	15	31	# of deployments of SSP by wholesalers or retailers		630	<p>Outcome 6: Spray Service Providers Twenty agro-input wholesalers and fifteen retailers promote and offer spray services to farmers as a functional component of their businesses. Wholesalers and retailers ensure performance of SSP by providing access to technical support, personal protective and spray equipment and a uniform code of conduct. Wholesalers and retailers mobilize technical and promotional support from suppliers of equipment and agro-chemicals.</p> <table border="1" data-bbox="1102 1043 2011 1294"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Wholesalers promoting and deploying SSP to provide spray services to farmers</td> <td>20</td> </tr> <tr> <td># Retailers promoting and deploying SSP to provide spray services to farmers</td> <td>15</td> </tr> <tr> <td># SSP deployed by wholesalers or retailers to provide spraying services to farmers</td> <td>60</td> </tr> <tr> <td># of deployments of SSP by wholesalers or retailers</td> <td>960</td> </tr> </tbody> </table>	Indicators of success	Target	# Wholesalers promoting and deploying SSP to provide spray services to farmers	20	# Retailers promoting and deploying SSP to provide spray services to farmers	15	# SSP deployed by wholesalers or retailers to provide spraying services to farmers	60	# of deployments of SSP by wholesalers or retailers	960
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# Wholesalers promoting and deploying SSP to provide spray services to farmers	20																									
# Retailers promoting and deploying SSP to provide spray services to farmers	15																									
# SSP deployed by wholesalers or retailers to provide spraying services to farmers	60																									
# of deployments of SSP by wholesalers or retailers	960																									

Year 2 Quarter-4	Year 3										
N/A	<p>Outcome 7: Staffing Twenty agro-input wholesalers recruit and manage the performance of new staff or interns—who are not family or friends—to improve the technical and/or business capacity of the firm. Wholesalers develop financial and inventory controls to reduce the risk of misconduct by staff. Wholesalers and retailers mobilize technical support from suppliers to orient and build the capacity of new staff.</p> <table border="1" data-bbox="1104 435 2011 655"> <thead> <tr> <th data-bbox="1104 435 1906 467"><i>Indicators of success</i></th> <th data-bbox="1906 435 2011 467"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1104 467 1906 499"># Wholesalers and retailers managing new staff or interns</td> <td data-bbox="1906 467 2011 499">20</td> </tr> <tr> <td data-bbox="1104 499 1906 563"># new staff or interns managed by wholesalers and retailers</td> <td data-bbox="1906 499 2011 563">20</td> </tr> <tr> <td data-bbox="1104 563 1906 595"># wholesalers developing financial and inventory controls</td> <td data-bbox="1906 563 2011 595">10</td> </tr> <tr> <td data-bbox="1104 595 1906 655"># Suppliers providing technical support to wholesalers or retailers in managing new staff</td> <td data-bbox="1906 595 2011 655">10</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Wholesalers and retailers managing new staff or interns	20	# new staff or interns managed by wholesalers and retailers	20	# wholesalers developing financial and inventory controls	10	# Suppliers providing technical support to wholesalers or retailers in managing new staff	10
<i>Indicators of success</i>	<i>Target</i>										
# Wholesalers and retailers managing new staff or interns	20										
# new staff or interns managed by wholesalers and retailers	20										
# wholesalers developing financial and inventory controls	10										
# Suppliers providing technical support to wholesalers or retailers in managing new staff	10										
N/A	<p>Outcome 8: Equipment Suppliers CSBS Eight suppliers of mechanized or modern production and post-harvest handling equipment identify, develop and provide agro-input wholesalers with marketing, promotional, technical and after-sales support.</p> <table border="1" data-bbox="1104 778 2011 874"> <thead> <tr> <th data-bbox="1104 778 1906 810"><i>Indicators of success</i></th> <th data-bbox="1906 778 2011 810"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1104 810 1906 842"># Equipment suppliers providing support to wholesalers</td> <td data-bbox="1906 810 2011 842">5</td> </tr> <tr> <td data-bbox="1104 842 1906 874"># joint marketing and promotional events by the supplier and wholesaler</td> <td data-bbox="1906 842 2011 874">10</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Equipment suppliers providing support to wholesalers	5	# joint marketing and promotional events by the supplier and wholesaler	10				
<i>Indicators of success</i>	<i>Target</i>										
# Equipment suppliers providing support to wholesalers	5										
# joint marketing and promotional events by the supplier and wholesaler	10										
N/A	<p>Outcome 9: Crowding-In Fifty wholesalers and six suppliers, not receiving direct support from the Activity copy and/or adapt the performance improvements and practices outlined in each of the outcomes above.</p> <table border="1" data-bbox="1104 963 2011 1123"> <thead> <tr> <th data-bbox="1104 963 1906 995"><i>Indicators of success</i></th> <th data-bbox="1906 963 2011 995"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1104 995 1906 1059"># wholesalers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, SSP, PDP, Equipment)</td> <td data-bbox="1906 995 2011 1059">50</td> </tr> <tr> <td data-bbox="1104 1059 1906 1123"># Suppliers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, PDP)</td> <td data-bbox="1906 1059 2011 1123">6</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# wholesalers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, SSP, PDP, Equipment)	50	# Suppliers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, PDP)	6				
<i>Indicators of success</i>	<i>Target</i>										
# wholesalers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, SSP, PDP, Equipment)	50										
# Suppliers not receiving direct support from the Activity copying or adapting the practices (by type practice i.e. CMS, PDP)	6										
N/A	<p>Outcome 10: Wholesaler/Trader Relationships Ten wholesalers support coffee and maize traders in, for example, pre-season production planning meetings and access to agro-inputs for the traders' farmer-suppliers.</p> <table border="1" data-bbox="1104 1241 2011 1337"> <thead> <tr> <th data-bbox="1104 1241 1906 1273"><i>Indicators of success</i></th> <th data-bbox="1906 1241 2011 1273"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1104 1273 1906 1337"># wholesalers support coffee and maize traders (disaggregated by type of support)</td> <td data-bbox="1906 1273 2011 1337">10</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# wholesalers support coffee and maize traders (disaggregated by type of support)	10						
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Year 2 Quarter-4	Year 3															
<p>Support Systems Team</p> <p>Outcome 1: District Local Government</p> <p>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. MAAIF officials from, for example, the Crop Protection Department, support USTA to develop a quality assurance service and other firms implement an e-verification scheme with technical guidance. The Activity actively contributes to the coordination of District Operational Plans (DOP) in relevant districts.</p> <table border="1" data-bbox="159 563 1055 746"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Districts where LG officials are providing technical backstopping support to efforts of agro-input and support system firms</td> <td>15</td> <td>14</td> </tr> <tr> <td>% Districts whose quality of support provided to ag-input and support system firms ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>67%</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Districts where LG officials are providing technical backstopping support to efforts of agro-input and support system firms	15	14	% Districts whose quality of support provided to ag-input and support system firms ranges between 3 and 5 (scale of 1-5)		67%	<p>Outcome 1: District Local Government</p> <p>District local government officials in 19 districts expand their support to agro-input firms in areas where interests and incentives overlap. These include improving compliance with regulations and licensing, helping firms better understand needs and issues of farmers, convening external suppliers and local agro-input firms to address issues in the district, etc.</p> <table border="1" data-bbox="1106 445 2011 571"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Districts where LG officials are providing technical backstopping support to efforts of agro-input and support system firms</td> <td>19</td> </tr> <tr> <td># District Operational Plan meetings attended</td> <td>40</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Districts where LG officials are providing technical backstopping support to efforts of agro-input and support system firms	19	# District Operational Plan meetings attended	40
<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>														
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# District Operational Plan meetings attended	40															
<p>Outcome 5: Provision of Business Management Services to Agro-Input Firms</p> <p>Ten business management service (BMS) providers assist 20 agro-input firms improve financial management practices (e.g., develop and utilize financial statements for decision making and accessing more attractive financial products).</p> <table border="1" data-bbox="159 959 1055 1203"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Business Management firms providing services to agro-input firms</td> <td>10</td> <td>17</td> </tr> <tr> <td># Agro-input firms who are clients of business management firms</td> <td>20</td> <td>19</td> </tr> <tr> <td>% Business Management firms whose quality of business management services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>100%</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Business Management firms providing services to agro-input firms	10	17	# Agro-input firms who are clients of business management firms	20	19	% Business Management firms whose quality of business management services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)		100%	<p>N/A</p>			
<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>														
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Year 2 Quarter-4	Year 3																														
<p>Outcome 6: Outcome 6: ICT Firms Provide Services Sixteen ICT firms specializing in, for example, SMS communications, 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.</p> <table border="1" data-bbox="159 467 1048 774"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># ICT firms providing business improvement solutions to agro-input firms.</td> <td>16</td> <td>14</td> </tr> <tr> <td># Agro-input firms who are clients of ICT firms</td> <td>15</td> <td>20</td> </tr> <tr> <td># Bulk SMS aggregators who have developed and have ongoing agreements with up-country affiliates</td> <td>3</td> <td>1</td> </tr> <tr> <td># Up-country Bulk SMS affiliates with agreements with SMS aggregators</td> <td>4</td> <td>5</td> </tr> <tr> <td>% ICT firms whose quality of ICT services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>73%</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# ICT firms providing business improvement solutions to agro-input firms.	16	14	# Agro-input firms who are clients of ICT firms	15	20	# Bulk SMS aggregators who have developed and have ongoing agreements with up-country affiliates	3	1	# Up-country Bulk SMS affiliates with agreements with SMS aggregators	4	5	% ICT firms whose quality of ICT services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)		73%	<p>Outcome 6: Outcome 6: ICT Firms Provide Services Twenty ICT firms provide increasingly more sophisticated and regular service to 40 agro-input firms (suppliers and wholesale/distributors) across 19 districts. ICT firms already linked to agro-input firms expand coverage to more agro-input firms by being more aggressive in their own CSBS and managing growth effectively (e.g., hiring and managing staff, business planning and growth projections, etc.). Firms include local SMS providers and local and national-level software developers of, for example, customer management and inventory management services.</p> <table border="1" data-bbox="1106 467 2011 774"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># ICT firms providing business improvement solutions to agro-input firms.</td> <td>20</td> </tr> <tr> <td># Agro-input firms who are clients of ICT firms</td> <td>40</td> </tr> <tr> <td># Bulk SMS aggregators who have developed and have ongoing agreements with up-country affiliates</td> <td>3</td> </tr> <tr> <td># Up-country Bulk SMS affiliates with agreements with SMS aggregators</td> <td>15</td> </tr> <tr> <td>% ICT firms whose quality of ICT services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)</td> <td>80%</td> </tr> </tbody> </table>	Indicators of success	Target	# ICT firms providing business improvement solutions to agro-input firms.	20	# Agro-input firms who are clients of ICT firms	40	# Bulk SMS aggregators who have developed and have ongoing agreements with up-country affiliates	3	# Up-country Bulk SMS affiliates with agreements with SMS aggregators	15	% ICT firms whose quality of ICT services provided to ag-input firms ranges between 3 and 5 (scale of 1-5)	80%
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<p>Outcome 7: Financial Services to Agro-Input Firms Financial institutions provide, primarily, credit-guarantees on supplier credit from agro-input suppliers for qualifying wholesale buyers. Financial institutions provide additional products and services that strengthen relations between financial institutions and, mainly, wholesale distributors of agro-inputs. These include, for example, working capital financing, asset financing, and letters of credit. These financial institutions include, for example, commercial banks, development banks, equity funds, and microfinance institutions.</p> <table border="1" data-bbox="159 1018 1048 1109"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># of agro-input businesses utilizing any financial product</td> <td>5</td> <td>8</td> </tr> <tr> <td>Value of financial products accessed.(Shs)</td> <td></td> <td>61.5m</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# of agro-input businesses utilizing any financial product	5	8	Value of financial products accessed.(Shs)		61.5m	<p>Outcome 7: Outcome 7: Financial Services to Agro-Input Firms Six financial institutions provide debt and/or equity financing to six seed companies aimed at increasing companies' capacity to produce more maize and/or bean seed.</p> <table border="1" data-bbox="1106 1018 2011 1109"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Financial institutions providing debt and equity to seed companies</td> <td>TBD</td> </tr> <tr> <td># Seed companies taking on debt for equity investment</td> <td>TBD</td> </tr> </tbody> </table>	Indicators of success	Target	# Financial institutions providing debt and equity to seed companies	TBD	# Seed companies taking on debt for equity investment	TBD															
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<p>Outcome 8: Dissemination of Weather and Climate Change Information Private sector players to interact with GOU to interpret and disseminate weather and climate change information to consumers and businesses in the agricultural inputs chain</p> <table border="1" data-bbox="159 1233 1048 1329"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># Private sector players disseminating climate change information through various channels.</td> <td>5</td> <td>24</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# Private sector players disseminating climate change information through various channels.	5	24	<p>Outcome 8: Dissemination of Weather and Climate Change Information Thirty media outlets, district local governments and agro-input businesses in 19 districts access accurate weather and climate change information, incorporate it in their activities and disseminate it to promote mitigation and adaptation efforts. The GoU's Meteorological Authority convenes at least one stakeholder meeting and adopts customer service approaches to serving stakeholders.</p> <table border="1" data-bbox="1106 1294 2011 1385"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Private sector players disseminating climate change information through various channels</td> <td>30</td> </tr> </tbody> </table>	Indicators of success	Target	# Private sector players disseminating climate change information through various channels	30																				
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Year 2 Quarter-4	Year 3								
<p>Outcome 9: Graduate Schools and Agro-Input Firms One agricultural training institution provides interns to support at least four agro-input businesses in areas of the Activity's operations. These interns will provide businesses access to new agronomic and business practices.</p>	<p>Outcome 9: Graduate Schools and Agro-Input Firms Six tertiary educational institutions (such as universities, agricultural colleges, business institutions etc.) develop and promote internship programs that link skilled interns to agro-input businesses, especially seed companies and agro-input wholesale distributors. Four tertiary educational institutions develop or expand programs that strengthen collaborative ties with Ugandan seed companies in, for example, research, testing, guest-lectures, onsite teaching activities, etc.</p> <table border="1" data-bbox="1106 437 2011 624"> <thead> <tr> <th data-bbox="1106 437 1906 469"><i>Indicators of success</i></th> <th data-bbox="1906 437 2011 469"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1106 469 1906 533"># Tertiary educational institutions that have developed and promoted students internship programs</td> <td data-bbox="1906 469 2011 533">6</td> </tr> <tr> <td data-bbox="1106 533 1906 564"># Interns placed with seed companies and other ag-input firms</td> <td data-bbox="1906 533 2011 564">20</td> </tr> <tr> <td data-bbox="1106 564 1906 624"># Tertiary educational institutions with more collaborative solutions with seed companies</td> <td data-bbox="1906 564 2011 624">TBD</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Tertiary educational institutions that have developed and promoted students internship programs	6	# Interns placed with seed companies and other ag-input firms	20	# Tertiary educational institutions with more collaborative solutions with seed companies	TBD
<i>Indicators of success</i>	<i>Target</i>								
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# Interns placed with seed companies and other ag-input firms	20								
# Tertiary educational institutions with more collaborative solutions with seed companies	TBD								
<p>N/A</p>	<p>Outcome 10: Local Agro-input Associations Eight local agro-input dealers' associations emerge and provide services to members to improve performance improvements and address the needs of members.</p> <table border="1" data-bbox="1106 716 2011 842"> <thead> <tr> <th data-bbox="1106 716 1906 748"><i>Indicators of success</i></th> <th data-bbox="1906 716 2011 748"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1106 748 1906 812"># local agro-input dealers' associations providing viable member services to businesses</td> <td data-bbox="1906 748 2011 812">8</td> </tr> <tr> <td data-bbox="1106 812 1906 842"># new member services provided by the associations</td> <td data-bbox="1906 812 2011 842">5</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# local agro-input dealers' associations providing viable member services to businesses	8	# new member services provided by the associations	5		
<i>Indicators of success</i>	<i>Target</i>								
# local agro-input dealers' associations providing viable member services to businesses	8								
# new member services provided by the associations	5								
<p>N/A</p>	<p>Outcome 11: Crowding-In Thirty entities not receiving direct support from the Activity (i.e. local governments, ICT firms, media outlets, agro-input associations and educational institutions) adopt and/or adapt the performance improvements and practices particular to each of the outcomes above.</p> <table border="1" data-bbox="1106 995 2011 1091"> <thead> <tr> <th data-bbox="1106 995 1906 1027"><i>Indicators of success</i></th> <th data-bbox="1906 995 2011 1027"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1106 1027 1906 1059"></td> <td data-bbox="1906 1027 2011 1059"></td> </tr> <tr> <td data-bbox="1106 1059 1906 1091"></td> <td data-bbox="1906 1059 2011 1091"></td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>						
<i>Indicators of success</i>	<i>Target</i>								
<p>N/A</p>	<p>Outcome 12: Foundation Seed Supply Two mechanisms for addressing the systemic constraints inhibiting the supply of foundation seed from meeting the demand among seed companies are identified and being implemented.</p> <table border="1" data-bbox="1106 1243 2011 1339"> <thead> <tr> <th data-bbox="1106 1243 1906 1275"><i>Indicators of success</i></th> <th data-bbox="1906 1243 2011 1275"><i>Target</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1106 1275 1906 1339"># mechanisms for addressing the systemic constraints of foundation seed that are scaled up</td> <td data-bbox="1906 1275 2011 1339">2</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# mechanisms for addressing the systemic constraints of foundation seed that are scaled up	2				
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# mechanisms for addressing the systemic constraints of foundation seed that are scaled up	2								

Year 2 Quarter-4	Year 3																																					
<p>Networks and Noise Team</p> <p>Outcome 1: Audience-led and Consumer Protection Programs</p> <p>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.</p> <table border="1"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># Stations airing ag-related audience-led and/or consumer protection programs</td> <td>10</td> <td>8</td> </tr> <tr> <td>Estimated listenership of ag-related audience-led programs</td> <td></td> <td>2.6m</td> </tr> <tr> <td># of Stations airing consumer protection segments</td> <td>6</td> <td>4</td> </tr> <tr> <td>Estimated listenership of consumer protection segments</td> <td></td> <td>1.5m</td> </tr> <tr> <td>Estimated cost-recovery of audience-led and/or consumer protection programs</td> <td></td> <td>58%</td> </tr> <tr> <td>% Stations whose quality of ag-related audience-led and/or consumer protection programs ranges between 3 and 5 (scale of 1-5)</td> <td></td> <td>90%</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# Stations airing ag-related audience-led and/or consumer protection programs	10	8	Estimated listenership of ag-related audience-led programs		2.6m	# of Stations airing consumer protection segments	6	4	Estimated listenership of consumer protection segments		1.5m	Estimated cost-recovery of audience-led and/or consumer protection programs		58%	% Stations whose quality of ag-related audience-led and/or consumer protection programs ranges between 3 and 5 (scale of 1-5)		90%	<p>Outcome 1: Audience-led and Consumer Protection Programs</p> <p>Ten radio stations with existing audience-led programming and four more stations adopting audience-led programming improve the development and management of listenership groups and capacity to market and generate revenues for the programming. Stations conduct, for example, audience surveys, form or strengthen existing groups through loyalty programs and manage relations with listener groups to enhance content and get feedback on programs. To increase revenues, stations, for example, market listener data to existing and potential clients, conduct market research, run marketing promotions and reach out to and manage relations with clients.</p> <p>Three national media houses (newspaper and television) develop and/or enhance agriculture-related audience-led programs.</p> <table border="1"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Stations airing ag-related audience-led / consumer protection programs</td> <td>14</td> </tr> <tr> <td># National media houses develop and/or enhance ag-related audience-led programs.</td> <td>3</td> </tr> <tr> <td># of agribusiness programs aired</td> <td>400</td> </tr> <tr> <td>Estimated listenership of ag-related audience-led / consumer protection programs</td> <td>40%</td> </tr> <tr> <td>Estimated cost-recovery of audience-led and/or consumer protection programs</td> <td>65%</td> </tr> <tr> <td># radio stations engaging / forming listenership groups</td> <td>7</td> </tr> <tr> <td># of listenership groups engaged / formed by radio stations</td> <td>25</td> </tr> </tbody> </table>	Indicators of success	Target	# Stations airing ag-related audience-led / consumer protection programs	14	# National media houses develop and/or enhance ag-related audience-led programs.	3	# of agribusiness programs aired	400	Estimated listenership of ag-related audience-led / consumer protection programs	40%	Estimated cost-recovery of audience-led and/or consumer protection programs	65%	# radio stations engaging / forming listenership groups	7	# of listenership groups engaged / formed by radio stations	25
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<p>Outcome 2: Customer-Service Business Strategy Networks</p> <p>Networks of business owners and managers actively promote and support advancements and adoption of customer service business strategies (CSBS).</p> <table border="1"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td># Business network meetings on CSBS</td> <td></td> <td>19</td> </tr> <tr> <td># Participants</td> <td></td> <td>156</td> </tr> </tbody> </table>	Indicators of success	Target	Actual	# Business network meetings on CSBS		19	# Participants		156	<p>Outcome 2: Customer-Service Business Strategy Networks</p> <p>Thirty networks of businesses from different sectors with interest and/or experience in customer service business strategies regularly meet to share experiences about CSBS and learn new practices. Network groups meet to discuss specific topics and have the capacity to organize and facilitate meetings and expand the network. Networks are found at the national level and in over 28 districts.</p> <table border="1"> <thead> <tr> <th>Indicators of success</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td># Business network meetings on CSBS</td> <td>30</td> </tr> <tr> <td># Participants</td> <td>300</td> </tr> </tbody> </table>	Indicators of success	Target	# Business network meetings on CSBS	30	# Participants	300																						
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<p>Outcome 3: Consumer Networks for Better Customer Service 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.</p> <table border="1" data-bbox="159 379 1048 507"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Consumer network meetings on customer service and genuine products in agro-inputs industry</td> <td></td> <td>16</td> </tr> <tr> <td># Participants</td> <td></td> <td>416</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Consumer network meetings on customer service and genuine products in agro-inputs industry		16	# Participants		416	<p>Outcome 3: Consumer Networks for Better Customer Service Networks of agro-input consumers (farmers) across the Activity's targeted areas actively advocate for, have their voices heard, and demand for better customer services and genuine products from suppliers. Farmers' perceptions of attractive suppliers goes beyond just product prices to include a range of services such as technical support, after-sales service, assurances of genuine quality, etc. Different media amplify their demands through audience-led programming, covering consumer network events.</p> <table border="1" data-bbox="1106 467 2011 595"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Consumer network meetings on customer service and genuine products in agro-inputs industry</td> <td>70</td> </tr> <tr> <td># Participants</td> <td>1400</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Consumer network meetings on customer service and genuine products in agro-inputs industry	70	# Participants	1400
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<p>Outcome 4: Ag-Content Cafés National and district-level networks of agribusiness media practitioners and agro-inputs businesses continue to discuss, actively advocate for and report on better customer service in the agro-input industry.</p> <table border="1" data-bbox="159 802 1048 898"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Ag Content Café meetings held</td> <td></td> <td>21</td> </tr> <tr> <td># Participants</td> <td></td> <td>138</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Ag Content Café meetings held		21	# Participants		138	<p>Outcome 4: Ag-Content Cafés Journalists and media practitioners expand their connections to newsmakers and sources of information in the agro-inputs sector, which include but are not limited to businesses, farmers, policy makers, and technical experts to discuss thematic agribusiness issues and actively advocate for and report on better customer service in the agro-input industry.</p> <table border="1" data-bbox="1106 834 2011 930"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Ag Content Café meetings held</td> <td>30</td> </tr> <tr> <td># Participants</td> <td>200</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Ag Content Café meetings held	30	# Participants	200
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<p>Outcome 5: Anti-Counterfeit Hotline A hotline is piloted and scaled-up that offers consumers the opportunity to report counterfeit agro-inputs. Reports of credible complaints are disseminated as warranted to stakeholders, e.g., GoU entities, agro-input suppliers and distributors, industry associations and, provided that the information is sufficiently credible, to media outlets for publication or broadcast.</p> <table border="1" data-bbox="159 1137 1048 1201"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Calls reporting agro-input counterfeits</td> <td></td> <td>164</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Calls reporting agro-input counterfeits		164	<p>Outcome 5: Anti-Counterfeit Hotline The anti-counterfeit hotline captures credible reports about counterfeit agro-inputs from 30 districts across the country. Stakeholders (farmers, agro-input firms, etc.) are increasingly aware of the hotline through, primarily, efforts of agro-input distributors and Activity collaborators. An advisory council guides improvements to the hotline and dissemination of reports and stories.</p> <table border="1" data-bbox="1106 1169 2011 1329"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Calls reporting agro-input counterfeits</td> <td></td> </tr> <tr> <td># of meetings held by advisory council to discuss issues generated by anti-counterfeit hotline</td> <td>4</td> </tr> <tr> <td># hotline reports that are shared with stakeholders</td> <td>4</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Calls reporting agro-input counterfeits		# of meetings held by advisory council to discuss issues generated by anti-counterfeit hotline	4	# hotline reports that are shared with stakeholders	4	
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<p>Outcome 6: Showcasing Role models of CSBS and support systems service provision to actors in the agro-inputs industry are regularly showcased through a variety of channels so that there is information flow and copying of role models' practices.</p> <table border="1" data-bbox="159 408 1050 536"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> <th><i>Actual</i></th> </tr> </thead> <tbody> <tr> <td># Good Business practices among the target firms (agro-input and supporting firms) that are showcased.</td> <td></td> <td>4</td> </tr> <tr> <td># stories published or broadcast in the media</td> <td></td> <td>4</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	<i>Actual</i>	# Good Business practices among the target firms (agro-input and supporting firms) that are showcased.		4	# stories published or broadcast in the media		4	<p>Outcome 6: Showcasing Best practices in customer service business strategies by role models and support systems are regularly showcased in the national mass media and other interpersonal channels to promote interactive learning, copying and crowding in.</p> <table border="1" data-bbox="1106 408 2011 504"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># of best practices by (role models and support systems) showcased in the media</td> <td>5</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# of best practices by (role models and support systems) showcased in the media	5
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<p>N/A</p>	<p>Outcome 7: Crowding-In Radio stations and other media outlets not receiving direct support from the Activity copy and/or adapt audience-led programming and marketing practices to generate revenues for such programs successfully.</p> <table border="1" data-bbox="1106 687 2011 820"> <thead> <tr> <th><i>Indicators of success</i></th> <th><i>Target</i></th> </tr> </thead> <tbody> <tr> <td># Radio stations and other media outlets not receiving direct support from the Activity copying or adapting audience-led programming and marketing practices</td> <td>10</td> </tr> </tbody> </table>	<i>Indicators of success</i>	<i>Target</i>	# Radio stations and other media outlets not receiving direct support from the Activity copying or adapting audience-led programming and marketing practices	10									
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ANNEX 2: SEED SECTOR WORK PLAN: OCTOBER 2014 THROUGH JANUARY 2015

Activity	Oct	Nov	Dec	Jan
SS Outcome 7 Financial Services to Agro-Input Firms				
Assess opportunities and challenges for financial services to assist Ugandan seed companies expand their production of maize and bean seed		•	•	•
Identify local businesses and financial services firms capable of building capacity of seed companies either to support their access to or utilization of debt or equity financing		•	•	•
Organize an investors' roundtable				•
SS Outcome 9: Graduate Schools and Agro-Input Firms				
Compile input from seed companies and tertiary institutions as to existing and potential relationships for strong collaboration		•	•	•
Organize a roundtable between seed companies and tertiary institutions to identify new opportunities for the coming year				•
SS Outcome 12: Foundation Seed Supply				
Assess the underlying constraints for improving the supply of foundation seed		•	•	•
Start to organize a stakeholder workshop to explore particular mechanisms for improving foundation seed supply				•
Management				
Recruit a Financial Services Specialist			•	•
Recruit a Seed Sector Specialist			•	•
Develop an detailed activity plan for the remaining quarters of the year for each of the above outcomes				•

ANNEX 3: COLLABORATION WITH CROP PRODUCTION AND MARKETING ACTIVITY

Area of Activity	Crop Production & Marketing Activity	Agricultural Inputs Activity
Role Model Team		
Outcome 1: E-verification	Raise farmers' awareness of products that are part of the e-verification scheme and the value of authenticating products purchased	Support eight seed and/or agro-chemical producers, manufacturers or suppliers join the e-verification scheme
Outcome 4: Equipment	Ensure that businesses are aware of equipment demonstration activities and can participate in them	Support twenty role model wholesalers sell production, post-harvest and other mechanized or modern equipment
Outcome 6: Spray Service Providers	Raise awareness of traders so they and their agents attend spray service demonstrations organized by agro-input firms and/or equipment suppliers	Support twenty agro-input wholesalers and fifteen retailers promote and offer spray services to farmers as a functional component of their businesses
Outcome 8: Equipment	Ensure that businesses are aware of equipment demonstration activities and can participate in them	Support eight suppliers of mechanized or modern production and post-harvest handling equipment to identify, develop and provide agro-input wholesalers with marketing, promotional, technical and after-sales support
Outcome 10: Wholesaler/Trader Relationships	Coordinate with Ag-Inputs Activity about pre-season planning meetings organized by traders so Ag-Inputs Activity can coach wholesalers in exploring relations with traders during these meetings	Support ten wholesalers support coffee and maize traders in, for example, pre-season production planning meetings and access to agro-inputs for the traders' farmer-suppliers
Support Systems Team		
Outcome 1: GoU support private sector initiatives	Coordinate with Ag-Inputs Activity to ensure that traders receive additional support from local government officials	Assist district local government officials in 19 districts expand their support to agro-input firms in areas where interests and incentives overlap
Outcome 6: ICT Firms	Exchange information and understand each other's ICT approaches	Exchange information and understand each other's ICT approaches
Outcome 12: Foundation Seed Supply	Coordinate with Ag-Inputs Activity and NARO on scaling production of improved varieties of maize and bean foundation seeds	Coordinate with CPMA and their work with NARO on bean seed multiplication efforts
Networks & Noise Team		
Outcome 3: Consumer Networks	Coordinate to provide details on farmer networks that could be the target of consumer network activities	Raise awareness among networks of agro-input consumers (farmers) across the Activity's targeted areas so that they actively advocate for, have their voices heard, and demand for better customer services
Outcome 4: Ag-Content Café	Coordinate to ensure that journalists and media practitioners have access to output market actors and other resource people in relevant Ag-Content Cafés	Organize Ag-Content Cafés so that journalists and media practitioners expand their connections to newsmakers and sources of information in the agro-inputs sector
OTHER/CPMA Relative		
Information Dissemination	Further disseminate inputs information to farmers and farmer groups	Support agro-input firms to provide customers and farmers with technical information regarding application, safe use, product features, etc. in areas that relate to CPMA activities (to be determined)
Promotion of agro-inputs at farm level	Through village-agents, establish demonstration plots with agro-input suppliers	Explore opportunities with agro-input suppliers for providing agro-inputs to CPMA sponsored demonstration plots (to be determined)

ANNEX 4: COLLABORATION WITH ENABLING ENVIRONMENT FOR AGRICULTURE ACTIVITY

Area of Activity	Enabling Environment for Agriculture Activity	Agricultural Inputs Activity
Role Model Team		
Outcome 1: E-verification	Disseminate information about e-verification system as appropriate; Coordinate to make sure MAAIF officials encourage businesses to participate and establish measures for addressing counterfeits in the scheme	Enable eight seed and/or agro-chemical producers, manufacturers or suppliers join the e-verification scheme
Outcome 6 Spray Service Providers	Support developing codes of conduct that have implications for SSP being compliant with local regulations	Assist twenty agro-input wholesalers and fifteen retailers to promote and offer spray services to farmers as a functional component of their businesses and ensure a uniform code of conduct
Support Systems Team		
Outcome 1: GoU support private sector initiatives	Support outreach by MAAIF to the private sector; Advocate for reforms to National Seed Certification Service; Build NSCS capacity to implement reforms;	Support district local government officials in 19 districts to expand their support to agro-input firms in areas where interests and incentives overlap
Outcome 2: USTA	Build advocacy and organizational capacity of national-level agriculture inputs PSOs: USTA, UNADA, and CropLife	Continue to engage USTA, UNADA and CropLife Uganda to find opportunities for these organizations to develop and provide member services
Outcome 3: UNADA/CropLife		
Outcome 8: Dissemination of weather and climate change information	Ensure district local government have access to the necessary technical resources to receive and interpret weather and climate change information and support local stakeholders understand and, in turn, disseminate information to farmers	Assist thirty media outlets, district local governments and agro-input businesses in 19 districts access accurate weather and climate change information, incorporate it in their activities and disseminate it to promote mitigation and adaptation efforts
Networks & Noise Team		
Outcome 4: Ag-Content Café	Advise on governmental and other resource persons to be on panels of Ag-Content Cafés	Organize Ag-Content Cafés so that journalists and media practitioners expand their connections to newsmakers and sources of information in the agro-inputs sector
Outcome 5: Anti-Counterfeit hotline	Participate on an Advisory Board Disseminate information re: Anti-Counterfeit Hotline	Increase stakeholders (farmers, agro-input firms, etc.) awareness of the hotline through, primarily, efforts of agro-input distributors and Activity collaborators. Support Transparency International to form an advisory council that guides improvements to the hotline and dissemination of reports and stories
OTHER/EEAA Relative		
Policy Development	Review Seed Policy Review Seed Regulation Review Fertilizer Regulation Review Pesticides Regulations Review App. Equipment Regulation Support passage of PPH Bill Support passage of Anti-Counterfeit Bill Support development PVP Regulations	Participate in reviews, as applicable, to ensure that private sector stakeholders' views and rights are adequately considered and ensure that private sector partners are aware of these opportunities

Area of Activity	Enabling Environment for Agriculture Activity	Agricultural Inputs Activity
	Support development of PPH Regulations Support development of PGRFA Bill	
Policy Implementation	Publish and disseminate the National Seed Policy (Milton) Publish and disseminate the National Fertilizer Policy (TBD) Review/edit/publish Regulatory Guidelines (Didas/Doug) Disseminate Regulatory Guidelines, incl. spraying services (Didas/Doug) Support compliance trainings about the Regulations within districts to private sector actors and LG officials, e.g. DPO, DAO (Didas/Doug)	Support dissemination, as applicable, thru activity networks; Participate in review to cater for private sector interests; Support dissemination, as applicable, thru activity networks, especially those for spraying service providers (Caroline/Andrew); Partner with EEA on compliance trainings where stakeholders overlap, especially those for spraying service providers (Caroline/Andrew)
Foster Public-Private Dialogue	Support launch of an Agriculture Inputs Platform; offer facilitation and logistics support as needed (Paul/Malcolm)	Participate actively in Platform meetings and activities; offer facilitation and logistics support as needed (Stephan/Robert)
Anti-Counterfeits	Improve the legal and regulatory environment (see above) Disseminate compliance information for inputs industry (see above) Research what are consumers' rights in case of suspected counterfeit inputs (what recourse does the public have?)	Participate in reviews/consultations as appropriate; Help to disseminate information as appropriate

ANNEX 5: IMPACT AREA

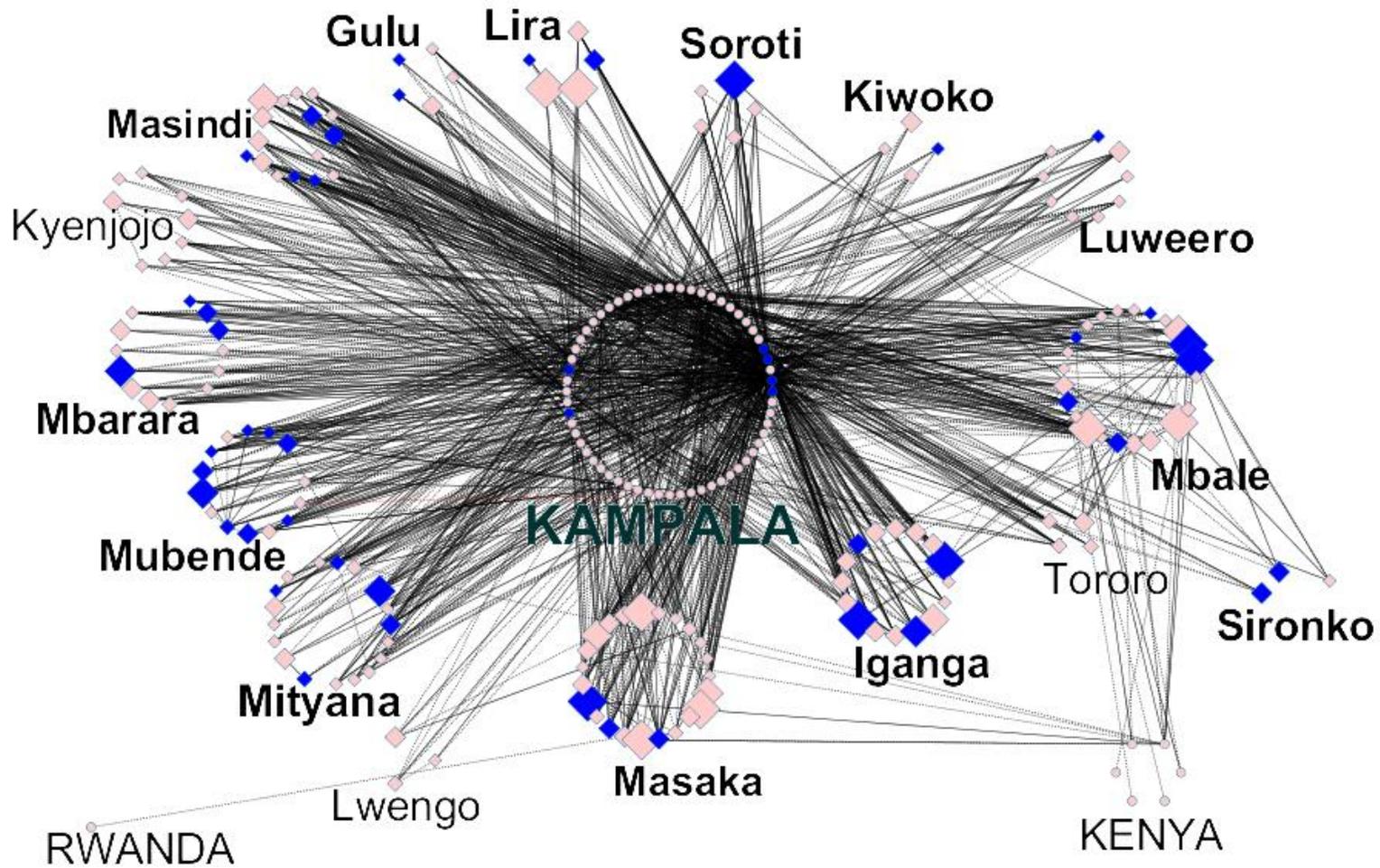
District	No. Retailers Connected to Activity-Supported Target Firms TFs	# of Target Firms Connected to the District's Retailers
Amuria	2	1
Apac	2	1
Budaka	4	1
Bududa	2	2
Bugiri	3	2
Bukedea	1	1
Bukomansimbi	8	1
Bushenyi	13	4
Busia	1	1
Butaleja	6	2
Butambala	1	1
Gombe	1	1
Ibanda	2	2
Iganga	9	3
Isingiro	1	1
Kaberamaido	3	1
Kalangala	1	1
Kaliro	8	3
Kalungu	15	1
Kampala	1	1
Kamuli	1	1
Kapchorwa	14	2
Kayunga	1	1
Kibaale	6	6
Kiboga	1	1
Kibuku	1	1
Kiryandongo	2	1
Kumi	1	1
Kyegegwa	4	4
Kyenjojo	2	2
Lira	3	2
Luuka	2	1
Luwero	1	1
Lwengo	3	1
Lyantonde	1	1
Manafwa	2	2
Masaka	5	2
Masindi	6	2
Mayuge	6	2
Mbale	9	5
Mbarara	4	4
Mitooma	5	2
Mityana	17	6
Mubende	32	9
Namayingo	3	2
Namutumba	5	3
Oyam	1	1
Pallisa	2	2
Rakai	30	2
Rukungiri	1	1
Sembabule	23	3
Serere	5	1
Sheema	4	2
Sironko	13	7
Soroti	1	1
Tororo	2	2

ANNEX 6: NETWORK MAPS OF RELATIONSHIPS

The following maps are illustrative of the data collected by the Systemic M&E team. They depict the network of transactional (buy and sell) relationships between businesses in the agro-inputs distribution chain. The data was collected from interviews of wholesalers (diamonds) in 18 district trading centers. More analysis is necessary to quantify the findings with regard to the structure of the agro-inputs network, which will be used to test for differences across the country and changes over time in the system. As such, these maps are here to generate questions and additional discussion.

Symbol	Description	Explanation
	Green triangle	Retailer
	Blue diamond	Wholesaler, target firm
	Pink diamond	Wholesaler, non-target firm
	Blue circle	Supplier, target firm
	Pink circle	Supplier, non-target firm
	Smallest to largest diamonds	Size of the wholesaler, as determined by seasonal sales volume
	Solid line	Connects two businesses where one relies highly on the other
	Dotted line	Connects two businesses where one does not rely highly on the other
	Line with arrow	Arrow indicates the direction of product flow

Map 1: Relationships between suppliers and wholesale distributors in district trading centers



ANNEX 7: PROGRESS M&E RESULTS

The following tables depict Activity progress toward achieving each outcome that was part of its Year 2 work plan. When most outcomes were articulated at the beginning of Year 2, not all were sufficiently quantifiable, but progress indicators were developed nonetheless. Outcomes for Year 3 (see above) lend themselves much better to quantifiable targets.

For many outcomes, the Activity wished to capture more qualitative measures of the quality of the practice or service adopted by a target firm and its level of sustainability with that target firm. As such, a set of qualitative indicators were developed. These indicators measure changes in the quality of performance improvements supported by the Activity, expecting that this will shift from basic to advanced stages on a scale of 1 to 5. For each quality measure, three areas were assessed.

- a. *Importance*: The importance of the particular practice or service to the target firm
- b. *Capacity*: The firm's ability to perform the particular practice or deliver the service
- c. *Innovation*: The firm's level of experimentation, learning and adaptation with regard to the particular practice or service

The 5-point scales that were used in the qualitative measures are defined as follows:

Importance	Capacity	Innovation
1. Can live without	1. Uses existing skills	1. Adopts basic practice or service
2. Matches basic needs	2. Builds basic skills	2. Scales-up basic practice/service
3. Complementary to other practices/ services	3. Engages additional resources	3. Adapts practice/service to needs
4. Critical component of operation	4. Integrates new skills and business processes	4. Occasionally seeks /tries new ideas to improve practice/service
5. Core to business	5. Functions extremely well	5. Frequently innovates and experiments

Role Model Team

Outcome 2: CMS for Better Customer Service

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Wholesalers utilizing customer management systems.	42	30		4	3	3	8	4	9	11
# Wholesalers supporting retailers in their network to develop and utilize their own CMS	15			3	1	3	1	0	4	3
# Retailers utilizing their CMS (in network of wholesalers)	38	34		7	8	10	2	0	7	4

	Level	Basic	Advanced
Quality of CMS utilization by wholesalers	Innovation	26%	33%
	Capacity	10%	36%
	Importance	2%	24%
Quality of CMS support by wholesalers to retailers	Innovation	13%	20%
	Capacity	0%	47%
	Importance	0%	13%

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

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Wholesalers managing village-agents	16	20		1	1	2	2	7	1	2
# Agents managed by wholesalers	98		5	8	15	2	23	44	1	5
# Wholesalers supporting retailers in their network in launching and managing their own network of village-agents.	5		1	0	1	0	0	1	2	1
# Retailers managing village-agents (in network of wholesalers)	6	40	1	0	1	0	0	1	3	1
# Agents managed by the retailers	23		5	0	3	0	0	5	10	5

	Level		Basic				Advanced	
	Innovation	Capacity	Importance					
Quality of village agent management by wholesalers	25%	38%	13%	19%	6%			
	13%	44%	13%	31%	0%			
	0%	6%	50%	25%	19%			

Outcome 5: Preferred Distributor Program

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Agro-chemical, seed and equipment suppliers managing a PDP	4	5	4							
# Wholesalers participating in suppliers' PDP who have signed up for the preferred distributor program.	5	10		0		3	1		1	

	Level		Basic				Advanced	
	Innovation	Capacity	Importance					
Quality of the preferred distributor program	33%	50%	17%	0%	0%			
	0%	50%	50%	0%	0%			
	0%	0%	17%	50%	33%			

Outcome 6: Spray Service Providers

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Wholesalers promoting and deploying SSP to provide spray services to farmers	14	5		1	1	0	1	1	6	4
# Retailers promoting and deploying SSP to provide spray services to farmers	6			1	0	0	0	0	4	1
# SSP deployed by wholesalers or retailers to provide spraying services to farmers	31	15		6	1	0	1	12	7	4
# of deployments of SSP by wholesalers or retailers	343			4	0	0	4	9	41	285

Support Systems Team

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

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Districts where LG officials are providing technical backstopping support to efforts of agro-input and support system firms	14	15		1	1	1	1	3	5	2

	Level		Basic				Advanced	
	Innovation	Capacity	Importance					
Quality of support provided by LG to ag-input and support system firms	21%	43%	21%	14%	0%			
	21%	0%	64%	14%	0%			
	7%	7%	57%	29%	0%			

Outcome 5: Provision of Business Management Services to Agro-Input Firms

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Business Management firms providing services to agro-input firms	10	10	0	4	0	3	0	1	0	2
# Agro-input firms who are clients of business management firms	11	20	0	2	0	2	0	2	0	5

	Level		Basic				Advanced	
	Innovation	Capacity	Importance					
Quality of services provided by business management firms	0%	0%	60%	40%	0%			
	0%	0%	40%	20%	40%			
	0%	0%	80%	20%	0%			

Outcome 6: ICT Firms Provide Communications & Operational Improvement Services

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
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# ICT firms providing business improvement solutions to agro-input firms.	14	16	3	1	0	1	2	4	2	1
# Agro-input firms who are clients of ICT firms (disaggregate by type of agro-input firm and by solution)	21	15	2	1	1	2	3	2	2	8
# Bulk SMS aggregators who have developed and have ongoing agreements with up-country affiliates	1	3	1							
# Up-country Bulk SMS affiliates with agreements with SMS aggregators	6	4								

	Level	Basic	Advanced				
Quality of services provided by ICT firms	Innovation	10%	20%	50%	20%	0%	
	Capacity	0%	20%	30%	40%	10%	
	Importance	10%	20%	70%	0%	0%	

Outcome 7: Provision of Financial Services to Agro-Input Firms

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# of agro-input businesses utilizing any financial product	8	5	0	2	1	3	2	0	0	0
Value of financial products accessed.(Shs)	61.5m		0	31.5m	0	30m	0	0	0	0

Outcome 8: Interpretation and Dissemination of Weather and Climate Change Information

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Private sector players disseminating climate change information through various channels.	15	5	1	2	0	0	2	2	4	4

Networks & Noise Team

Outcome 1: Radio Station Audience-led and Consumer Protection Programs

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Stations airing ag-related audience-led and/or consumer protection programs	8	10	1	1	1	1	0	0	3	1
Estimated listenership of ag-related audience-led programs	2.6m		1.5m	4,000	1m	25	na	na	105,000	800
# of consumer protection segments aired	4	6	1	1	0	1	0	0	0	1
Estimated listenership of consumer protection segments	1.5m		1.5m	4,000	na	25	na	na	na	600
Estimated cost-recovery of audience-led and/or consumer protection programs	58%		70%	10%	0	100%	na	na	30%	40%

	Level	Basic	Advanced			
Quality of ag-related audience-led/consumer protection programs	Innovation	0%	29%	43%	14%	14%
	Capacity	0%	0%	71%	14%	14%
	Importance	0%	0%	71%	14%	14%

Outcome 2: Customer-Service Business Strategy Networks

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Business network meetings on CSBS	19			2	1	3	2	1	6	4
# Participants	156			13	15	14	35	11	44	24

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

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Consumer network meetings on customer service and genuine products in agro-inputs industry	14			3	6	1	0	1	1	2
# Participants	416			101	140	84	0	15	30	46

Outcome 4: Ag-Content Café to promote customer service business strategies

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Ag Content Café meetings held	21		6	7	1	1	1	0	4	1
# Participants	138		22	35	18	20	8	0	26	9

Outcome 5: Toll free hotline to fight prevalence of agro-input Counterfeits

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Calls reporting agro-input counterfeits	164									

Outcome 6: Showcasing of CSBS role models and support systems service providers

	Act	Trg	Kla	Iga	Lira	Mka	Mas	Mbl	Mbr	Mub
# Good Business practices among the target firms (agro-input and supporting firms) that are showcased.	4									
# stories published or broadcast in the media	4			3						1

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