



The Agribusiness Project IMPLEMENTATION PLAN

October 2013 to September 2014



NOVEMBER OBER 5, 2013



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VALUE CHAIN-WISE TARGETS FOR EGA INDICATORS (AS PER PROJECT DOCUMENT)

No.	Indicators	Unit	Apricot	Banana	Citrus	Chilies	HV/OSV	LS / Meat	Potato (Seed)	TOTAL
1	Value of incremental sales attributed to program implementation	USD	240,000	3,500,000	4,500,000	2,500,000	1,500,000	1,500,000	800,000	14,540,000
2	Beneficiary Increased Income	USD	48,000	700,000	900,000	500,000	300,000	300,000	160,000	2,908,000
3	Number of jobs attributable to program implementation (#)	USD	650	1,000	1,000	1,800	3,150	2,500	3,000	13,100
5	Value of new private sector investment leveraged with USG resources (USD)	USD	2,700,000	5,000,000	8,500,000	8,000,000	8,000,000	8,000,000	3,500,000	43,700,000
6	Number of persons receiving training on skill development (#)	#	680	750	650	1,700	2,000	300	200	6,280
7	Number of entities (e.g., farmers or private enterprises) that have applied new technologies or management practices as a result of USG assistance (#)	#	1,550	2,200	1,500	3,500	3,600	2,670	3,200	18,220
8	Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain (#)	#	20	25	70	30	180	315	200	840
9	Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources (#)	#	20	40	800	800	600	300	100	2,660
10	Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy (#)	#	-	1	1	1		1		4
11	Number of hectares under improved technologies and management practices as a result of USG assistance (#)	#	40	1,215	2,227	2,429	607	-	243	6,761
12	Number of rural households benefiting directly from USG interventions (#)	#	2,190	2,300	2,750	4,500	5,400	4,500	3,000	24,640
13	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (%)	%	50%	20%	15%	30%	30%	50%	18%	30%
14	Increased Production Volume (%)	%	20%	20%	20%	30%	30%	20%	20%	23%

**Implementation Plan
(October 2013 to Sep. 2014)
For
Apricot Value Chain**

The Agribusiness Project Implementation Plan

Value Chain = [Apricot]

Intermediate Result-1: Increased income opportunities

OVERALL STRATEGY NARRATIVE:

To increase the income opportunity for the small farmers of apricot value chain in GB two pronged strategy will be followed; 1) the export oriented Gilgit based small and medium enterprises (SMEs) will be supported enabling them to act as market drivers for creation of 'demand pull'. 2) the apricot producers will be organized in groups (FEGs) in the form of micro enterprises to produce quality dried apricot from their own trees as well as act as intermediary enterprises to link the neighboring farmers with SMEs by purchasing fresh apricot and drying hygienically under controlled environment.

The SMEs will be supported in technology and certification to increase exports and the FEG member will be provided technical and managerial trainings as well as matching grants for small drying tunnels, trays and rack to produce quality apricot. The FEGs will be linked with SMEs to provide a secure market for their produce and at the same time a guaranteed supply of quality apricot to provide export oriented SMEs to enable them to negotiate future export contracts. As result of technical and managerial trainings, installation of drying tunnels and improved linkage between farmers and SMEs, the volume of the quality apricot production will increase hence sale and income of farmer will also increase, moreover, the value addition at farm level as well as at enterprise level will provide employment opportunity to local people particularly to the women of the area as apricot has traditionally been women led activity *(So far, with the help of implementing partner (IP), selection of interested male and female farmers from the selected apricot production areas of GB, 80 FEGs comprised of 10 members in each FEG have already been formed)*

Value Chain = [Apricot]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	650	-	-	150	150	350
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	2,700,000	-	-	500,000	500,000	1,700,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	2,190	-	-	500	500	1190
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	48,000	-	-	10,000	18,000	20,000

Y3=Year -3, Y4= Year-4, Q1=Quarter 1 (Oct.-Sep 2013), Q2=Quarter 2 (Jan-March 2014), Q3=Quarter 3 (April-June 2014), Q4=Quarter 4 (July-Sep 2014),

Value Chain = [Apricot]							
Intermediate Result 1.1 : Competitiveness of Value Chain Commodity							
Value Chain = [Apricot]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	680		-	300		380
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	240,000		-	-		240,000

Value Chain = [Apricot]
Sub-Intermediate Result 1.1.1: Strengthened market linkages in the value chain
STRATEGY NARRATIVE:
<p>This result focuses on strengthening the capacity within Apricot value chain to increase sales to foreign markets. Tremendous opportunities are offered by the significant size of international export destinations like Germany, UK, India and USA. In order to achieve this, an integrated strategy will be developed including criteria for prioritization/selection of priorities within Apricot value chain to be eligible for technical assistance and capacity building support for value addition, marketing and export (such as acquiring export, quality assurance and food-safety compliance certifications); development of a strategy and criteria for selection of enterprises from selected value chains for support to access potential international markets through participation in international exhibitions, trade shows, exposure visits etc.; and, development of Value Chain Platforms (VCPs) for Apricot.</p> <p>JE Austin Associates (JAA), an international consultancy firm has been engaged to structure and implement a comprehensive market linkages program to link selected project beneficiary enterprises with international markets chains. The JE Austin Associates (JAA), is undertaking market assessments for Apricot Value chain in international market. The project will also help develop market linkages of agribusinesses with International buyers for Apricot value chain through nomination and participation of selected exporters for Apricot in international marketing events and conducting business to business (B2B) meetings. The Gilgit based 20 SMEs will be linked to farmers. The SMEs entrepreneurs will facilitate FEGs members in further value addition and export of their dried apricot to international market. The visit of SME entrepreneurs will be organized when harvesting of Apricot is complete and drying is in progress. The harvesting season starts from July to September in different elevations. The SMEs entrepreneur may buy and sign memorandum of understanding for next year supply in case of satisfactory quality of production.</p>

Value Chain = [Apricot]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets								
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	20	-	-	-	5	5	10

Value Chain = [Apricot]
Sub-Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises
<p>STRATEGY NARRATIVE:</p> <p>One of the features that characterize the agribusiness sector in Pakistan is the overwhelming majority of small farmers having subsistence oriented production. These invariably uneconomical units of production are excluded from formal marketing chains. Three fundamental elements that need to be addressed include the diseconomies of size, limited value addition and poor productivity. To foster inclusive value chain development, it is imperative to enhance capacity of small-holders to profitably participate in marketing, processing and value addition functions. Through focused interventions capacity of smallholders and farmer enterprises will be strengthened to operate in a commercially viable manner and effectively undertake value addition, processing and marketing.</p> <p>The strategy towards achievement of this Sub-Intermediate result will involve conducting technical and managerial training in partnership with universities and training institutes; technical assistance and capacity building of BDS providers; formation of Farmer Enterprise Groups (FEGs) in partnership with implementing partners; and transformational grants support to FEGs and corporate farmers. The project will conduct meetings with the implementing partners to provide an orientation on the project’s revised scope, approach, geographic clusters, number of value chains and the support required from IPs regarding formation and capacity building of the FEGs members for Apricot VC. The implementing partners will organize the farmers /agribusinesses for Apricot VC that fulfills the criteria into FEGs (On average 10 members). The implementing partners will conduct training of each FEG on enterprise development, enabling the farmers to become an active agribusiness for collective farm management, enjoying economies of scale and sale of their produce in the high value market on better price. The farmer usually get advice and extension service from other farmers in the villages. The government and private sector extension services provisions is weak in Gilgit Baltistan. 20 SMEs will be linked to Business Development Services Providers (BDSPs) in the area for obtaining Business Development Services.</p> <p>There are more than 60 varieties of Apricot grown in GB, out of which only 6 Apricot varieties have market demand in the dried form. The local farmers need to be sensitized to increase the supply of marketable varieties for better economic returns. The awareness campaign will include replacement of existing varieties with new marketable varieties through top working/grafting, improvement in quality of existing Apricot trees through pruning, thinning of fruit and proper harvesting. The Video Apricot documentary will be developed in Urdu and copied on DVDs with proper USAID branding and marking and distributed through implementing partners.</p>

Developing a cadre of Women Extension Service providers (WESPAS) to provide grafting services, tree pruning advice, crop thinning and apricot picking guidance. Around 1,000 Female Farmers of GB will be trained. The specific actions will include 1) Selection of FEPAS, 2) selection of trainers 3) Delivery of Training, 4) Provision of equipment. This activity will be carried out during October 2013-March 2014. It is estimated that one WEPAS will on average earn Rs. 300 to R. 350 fee per day by providing grafting services, pruning and thinning advice to the farmers. Average income per month will be Rs 10,000 equal to \$ 100 per month. This becomes 346 new jobs full Time equivalent based on 260 days/year. FEG members will be provided training in post-harvest handling of apricot, sulphuring, drying, grading and field based demonstration by the IP. The trainer will make a series of visits to each FEG and give on job training to 800 FEG members.

Value Chain = []	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets								
14[aboth2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	%	50%	-	-	-	50%	50%	50%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	20	-	-	-	5	5	10
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	-	-	-	-	-	-	-

Value Chain = [Apricot]	Y2Q4		Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:														
i. Technical & managerial trainings to FEGs members /office bearers														
ii. Linking of SMEs with the Business Development Services Providers														
iii. Awareness creation regarding quality of existing produce and propagation of new marketable varieties to Farmers through mass media documentary on Apricot orchards management and quality production														
iv. Organized Training support for 1000 Women Extension Service providers (WESPAS)														

Value Chain = [Apricot]	Y2Q4		Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:														
v. Training of 800 FEG members in quality apricot production using small tunnels by IP														

Value Chain = [Apricot]
Sub-Intermediate Result 1.1.3: Improved technological innovations
<p>STRATEGY NARRATIVE:</p> <p>This sub-intermediate result aims to increase Apricot value chain efficiency and productivity through adoption of new on-farm and off-farm techniques and technological innovation among targeted beneficiaries. The Project will provide transformation grants support to the farmers and enterprises to support investment in adoption of new techniques and technical innovation in Apricot drying, processing and marketing.</p> <p>The formation and organization of small farmers into Farmers Enterprise Groups (FEGs) by the implementing partners and trainings of farmers on good agriculture practices for Apricot drying, safe use of agrochemicals and their disposal, improved packing and transportation skills, will contribute towards achievement of the above mentioned quarterly targets.</p> <p>Traditionally the apricot is being dried in the open sun/air on the rocks, house roof or on the ground using any available flat piece of material. This practice of Apricot drying is exposed to dust, rain and insects, hence the quality of dried apricot is compromised, resulting in poor quality and unhygienic product. To meet international quality standards, it is imperative that Apricot drying process should be carried out under the controlled environment and keeping in view food quality standard acceptable to the export market. In order to achieve the quality standards, the project will provide transformational grant support to approximately 800 FEG members in the form of 800 small tunnel dryers along with trays and racks. The project through the implementing partners will provide technical and managerial trainings to the at-least 2-3 FEG members per FEG to effectively use this technology. In addition, 20 progressive farmers will be supported in establishment orchard on commercial lines with marketable varieties.</p> <p>The project will also select at-least 10 SMEs to undertake the processing and export of the dried Apricots. These SMEs will be linked to the small farmers of FEGs for marketing and export of the dried apricot. The project will provide technical trainings and transformational grant support to SMEs to effectively perform the business development services.</p>

A total area of 40 hectares approximately will be brought under cultivation of Apricot. A total of 800 small farmers in prioritized geographic clusters for Apricot will be organized into FEGs (on average 10 famers per FEG). The project will collect beneficiaries' registration and rolling baseline data of farmers to assess a) number of hectares brought under improved technologies and management practices and b) number of entities that have applied new technologies or management practices as a result of USG assistance. The data collected and cleaned will be posted into the FEGs database for reporting to USAID.

Value Chain = [Apricot]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets								
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	1550	-	-	-	1000	-	550
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	40	-	-	-	25	-	15

Value Chain = [Apricot]	Y2Q4		Y3Q1			Y3Q2			Y3Q3		Y3Q4			
	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:														
i. Transformational grant support to farmers for establishment of tunnel, orchard and to SMEs for Apricot drying/processing and transfer of technology including packaging and certification														
ii. Matching grant support in provision of small drying tunnels to 800 FEG members														

**Implementation Plan
(October 2013 to Sep. 2014)
For
Banana Value Chain**

The Agribusiness Project Implementation Plan – Banana Value Chain

Value Chain = [Banana]

Intermediate Result-1 : Increased income opportunities

OVERALL STRATEGY NARRATIVE:

Pakistan is a key player in the banana production. The majority of banana growers in Sindh are smallholders with approximately 4 acres of land on average as per baseline survey conducted by the project in 2012. However, due to lack of farmer knowledge, obsolete techniques and the use of planting materials carrying pests and diseases, the yields have been disappointing and the yield production is 23% of the world average. Experience shows that Banana Farmers tend to only receive a quarter of the final retail price with various middle men sharing the profit margins. By strengthening links between Banana farmer and market the farmer could get a fairer price for his /her produce. Farmers find banana cultivation an attractive prospect due to it being grown all year around, as well as the price difference in local and international markets. Bananas are cultivated on almost 90,000 acres of land and production value worth USD 31.5 million in the country. Despite the numerous constraints, the banana sector in Pakistan is growing. The need of the hour is to introduce modern techniques in banana production and marketing. Global Gap certification and improved pack houses can help improve product for high end local and international markets.. The Banana value chain in Sindh province (selected areas) shall be transformed through the following key strategies;

- 1) Improving the techniques for production and crop harvest through awareness raising and bringing improvements in pre & post-harvest good practices.
- 2) Development of marketing strategy for Banana VC
- 3) Implementation of the proposed marketing strategy for Banana VC
- 4) Managerial and technical Training to 2200 farmers through the support of Implementation Partners
- 5) Organize 3 Technical and Managerial trainings on Banana VC for key stakeholders including farmers, service providers and processors
- 6) Formation of Association for Banana Value Chain
- 7) Support in organizing enterprise development trainings for FEG members, with 2-3 nominations per FEG.
- 8) Selection of progressive farmers from Tando Allahyar and Matyari districts based on pre-defined criterion for participation in the project interventions
- 9) Support for up-gradation/establishment of banana pack houses
- 10) Support for provision of software for record keeping to identified progressive farmers and specialized producers
- 11) Transformational support for provision of grant support of bunch cover bags and corrugated boxes (50,000 each) to progressive farmers/FEG members for control of pre & post-harvest loses.
- 12) Transformational support to 2200 farmers in the form of tool kits for carrying the produce from the field to pack-house.

- 13) Supporting the large Banana Traders/Growers through provision of improved ripening containers (5 Nos) for Banana ripening.
- 14) Arranging and providing up to ten (10) copies of pre-designed software to the large/medium farmers for maintaining track of all their production and management practices at farm level.
- 15) Support in organizing international exposure visit(s) to Philippines / Thailand and/or India for group(s) of progressive farmers, market agents to study entire Banana value from production to processing and marketing and exchanging experiences with concerned stakeholders.
- 16) Support for HACCP and Global GAP certifications
- 17) Provide technical trainings and ongoing technical assistance including field based demonstrations through IPs to FEG members, enabling them to adopt good agriculture practices.
- The above mentioned support will positively impact sales and incomes of the growers and others involved in the value chain, besides, creating new jobs opportunities.

Value Chain = [Banana]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	1,000	-	100	160	140	600
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	5,000,000	-	500,000	800,000	700,000	3,000,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	2,300	-	230	368	322	1,380
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance	No.	-	-	-	-	-	-
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	700,000	-	70,000	112,000	98,000	420,000

Value Chain = [Banana]

Intermediate Result 1.1 : Competitiveness of Value Chain Commodity

Value Chain = [Banana]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	750		75	120	105	450
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	3,500,000		350,000	560,000	490,000	2,100,000

Value Chain = [BANANA]
Sub-Intermediate Result 1.1.1: Strengthened market linkages in the value chain
<p>STRATEGY NARRATIVE: This result focuses on strengthening the capacity within Banana value chain to increase sales to the high end market. Tremendous opportunities are offered by significant size of international export destinations like Central Asian States and Afghanistan. In order to achieve this, an integrated strategy will be developed including criteria for prioritization/selection of priorities within banana value chain to be eligible for technical assistance and capacity building support for production, value addition, marketing and export (such as acquiring export, quality assurance and food-safety compliance certifications); support exporting companies/enterprises from Banana value chain to participate in international exhibitions, trade shows, exposure visits etc.,</p> <p>The Agribusiness Project has sub-contracted J.E. Austin Associates (JAA), for the International Market Linkages Program (IMLP). JAA will support the agribusiness project by providing international technical assistance support for agriculture marketing and brand development directed to identify and capitalize on opportunities in high price markets to develop linkages for Pakistani agribusiness products. The marketing strategy for the Banana Value chain will be prepared by JAA. The project will facilitate the large farmers to establish at-least 2-3 Banana sales stalls in the large stores like Metro, hyper star etc. for fetching high premium price for Banana produce. The corporate/individual farmers and small farmers, which are FEG members, will be encouraged and linked to sell their A grade produce at Banana stalls that will be established in the large stores. As part of the marketing strategy, the project is planning to organize a international exposure visit(s) to Philippines, Thailand and/or India 10 progressive farmers, market agents to study the entire Banana value from production, processing, marketing and exchanging experiences with concerned stakeholders.</p>

Value Chain = [Banana]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	25		3	4	4	15

Value Chain = [Banana]	Y2Q4		Y3Q1			Y3Q2			Y3Q3			Y3Q4		Y4Q1		
	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:																
1. Development of marketing strategy for Banana VC																
2. Implementation of the proposed marketing strategy for Banana VC																
3. Support in organizing international exposure visit(s) to Philippines / Thailand and/or India for group(s) of progressive farmers, market agents to study entire Banana value from production to processing and marketing and exchanging experiences with concerned stakeholders.																

Value Chain = [BANANA]
Sub-intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises
<p>STRATEGY NARRATIVE: One of the features that characterize the agribusiness sector in Pakistan is the overwhelming majority of small farmers having subsistence oriented production. These invariably uneconomical units of production are excluded from formal marketing chains. Three fundamental elements that need to be addressed include the diseconomies of size, limited value addition and poor productivity. To foster inclusive value chain development, it is imperative to enhance capacity of small-holders to profitably participate in marketing, processing and value addition functions. Through focused interventions capacity of smallholders and farmer enterprises will be strengthened to operate in a commercially viable manner and effectively undertake value addition, processing and marketing.</p> <p>A total of approximately 2200 small Banana farmers from the project target districts will be organized in 147 Farmers Enterprise Groups (FEGs) (on average 15 members per FEG) with the support of the implementing partner(s). The IP will conduct trainings for FEG members on good agriculture practices for cultivation of Banana, safe use of agrochemicals and their disposal, improved packing and transportation skills. The implementing partners will also conduct the enterprise development training for approximately 750 FEG members/office bearers. The training material will be developed and translated into local language (Sindhi) for better understanding of the training participants. The training evaluation will be carried out. The project plans to form a cluster of 7 FEGs and 7 clusters into a legally registered Banana Association. The Project will provide continued support for strengthening of Value Chain Platform for Banana already formed by the Agribusiness Project. The IPs will provide follow-up technical assistance support and field based demonstrations to help the Banana farmer adopt good agricultural practices. Moreover, the post-harvest trainings to the farmers will be provided through implementing partners for better handling of their produce including grading, packing and transportation.</p>

The project will conduct three technical and managerial training programs for medium and large size farmers and other private sector players, in Banana value chain. The participants of the training will be selected through a competitive process. The training programs will be conducted by an HEC recognized university. Apart from course material and classroom trainings, farmers will be provided with practical demonstration of the best practices in Banana orchard. The training evaluation including pre-training and post training participants' assessment will be carried out to assess the impact of the training on knowledge of training participants, while training evaluation by the participants will provide an opportunity to the project to improve their training contents, logistics and training delivery process.

Value Chain = [Banana]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets								
14[a2.1.1,2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	No.	20%	-		20%	20%	20%	20%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	40	-		4	6	6	24
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	1	-		0	0	0	1

Value Chain = [Banana]	Y2Q4		Y3Q1		Y3Q2			Y3Q3			Y3Q4		Y4Q1			
	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:																
1. Meetings with IPs for re-alignment of FEGs for Banana VC																
2. Managerial and technical Training to 1100 FEGs members through the support of Implementation Partners																
3. Organize 3 Technical and Managerial trainings on Banana VC for key stakeholders including farmers, service providers and processors																
4. Support in organizing enterprise development trainings for FEG members, with 2-3 nominations per FEG.																
5. Formation of Association for Banana Value Chain																

Sub-Intermediate Result 1.1.3: Improved technological innovations

This sub-intermediate result aims to increase banana value chain efficiency and productivity through adoption of new on-farm and off-farm techniques and technological innovation among targeted beneficiaries. The Project will provide transformational grants support to the farmers and enterprises to support investment in adoption of new techniques and technical innovation in Banana's production, processing and marketing.

Banana is the most important crop of Sindh which faces huge losses due to conventional harvesting, collecting, transporting, ripening and marketing which results in to losses and reduction in the prices at the high end markets. Project will assist these farmers in the introduction of the modern techniques for the pre-harvest, post-harvest and marketing which includes transformational grant support to the farmers for provision of 50,000 each corrugated boxes and protection bags, to improve cosmetic look of the produce and safeguard the produce against the pests, insects, dust and sun burn. The introduction of this technology will not only help reduce losses but also help in attracting high end markets and the uses nationally and internationally due to the improved quality.

The Project will also provide up to ten (10) copies of pre-designed software (developed by a local organization in a local language) to large/medium farmers for maintaining track of all their production and management practices at farm level. The farmers' representative will be trained on data entry and use of the software including input and output requirements and human resources required for successful implementation of the system. The automation process will help the enterprises to make informed decision regarding their businesses.

The Project is also supporting large Banana Traders/Growers through provision of improved ripening chambers (5 Nos) for Banana ripening. The Banana will be fully ripened with uniform color and ready to sale in a marker. A competitive process will be followed for selection of traders /processors for improved ripening containers. The project will support in establishment of five pack-houses for Banana, where harvested produce will be transferred for washing, de-handing, grading, packaging and marketing. The traders/beneficiaries for pack-houses will be selected through a competitive process.

In addition to above, the project will support the small Banana farmers, who are also member of the FEGs formed by the project, through provision of 2200 each tool kits for harvesting and wheel barrows (tailors made) for carrying the produce from the field to pack-house.

A total area of 1215 hectares approximately will be brought under cultivation of Banana. A total number of 2200 small farmers in the prioritized geographic clusters for Banana will be organized in FEGs. The project will collect beneficiaries' registration and rolling baseline data of farmers to assess the a) number of hectares brought under improved technologies and management practices and b) number of entities that have applied new technologies or management practices as a result of USG assistance. The data collected and cleaned will be posted into FEGs database for reporting to USAID. The project will also periodically, usually at the end of harvesting seasons, collect and compare data collected on post-harvest Banana losses with the baseline information to assess the reduction in post-harvest losses as a result of the project's intervention.

Value Chain = [Banana]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	2,200		220	352	308	1,320
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	1,215		121	194	170	729
3[N/A] % reduction in post-harvest losses	%	20%		20%	20%	20%	20%

Value Chain = [Banana]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Selection of progressive farmers from Tando Allahyar and Matyari districts based on pre-defined criterion for participation in the project interventions												
2. Support for up-gradation/establishment of banana pack houses												
3. Support for provision of software for record keeping to identified progressive farmers and specialized producers												
4. Transformational support for provision of grant support of bunch cover bags and corrugated boxes (50,000 each) to progressive farmers/FEG members for control of pre & post-harvest losses.												
5. Transformational support to 1100 farmers in the form of tool kits for carrying the produce from the field to pack-house.												
6. Support for HACCP and Global GAP certifications												

**Implementation Plan
(October 2013 to Sep. 2014)
For
Red Chili Value Chain**

The Agribusiness Project Implementation Plan

Value Chain = [Red Chilies]

Result: Increased income opportunities

STRATEGY NARRATIVE:

The relatively lower productivity and poor quality of the produce with no proper packaging and branding makes chili uncompetitive in export markets despite massive devaluation in the country's currency over the last four years. The main problem is contamination caused by fungi, which produces aflatoxin. A large proportion of production is lost post harvesting owing to such problems as rotting, sprouting and weight loss. Lack of post-harvest infrastructure (cool chain, pack houses, poor packaging etc.) and logistics for maintaining the quality of chilies and other highly perishable vegetables that carries poor physical market access, increasing input prices, poor coordination among stakeholders, lack of economies of scale and traditional practices are some of the constraints that impact the production of chilies & other perishable vegetables in Sindh, Karachi region.

By improving the agronomic, nutritional, handling, safety, growing and harvesting practices good quality chilies may be produced and this may result in the transformation and reshaping of the traditional chili value chain. The output will be a demand driven red chilies value chain. The process of transformation will be brought into practice by; 1) Improving the techniques for production and crop harvest through awareness raising and sharing information of best practices; 2) Bringing improvements in harvest and postharvest handling of red chilies through supplying equipment/tools (Geotex, Dryers, and Bins etc.); 3) Increasing access to market norms, prices and practices through capacity building and market linkages; 4) Improving existing growing and processing processes and improving quality through quality Certifications; 5) Creating business links between buyers, importers, and sellers through business to business meetings, and participation in exhibitions etc. This would result in increased competitiveness of the red chilies value chain, thereby increasing the income opportunities for the chilies growers, buyers and processors.

Value Chain = [Red Chilies]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	1,800		180	288	252	1,080
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	8,000,000		800,000	1,280,000	1,120,000	4,800,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	4,500		450	720	630	2,700

Value Chain = [Red Chillies]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance	US\$						
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	4,500		450	720	630	2,700

Value Chain = [Red Chillies]
Intermediate Result 1.1: Competitiveness of Value Chain Commodity

Value Chain = [Red Chillies]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets								
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	1,700	-		170	272	238	1,020
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	2,500,000	-		250,000	400,000	350,000	1,500,000

Value Chain = [Red Chillies]
Sub Intermediate Result 1.1.1: Strengthened market linkages in the value chain
<p>STRATEGY NARRATIVE:</p> <p>This result focuses on strengthening the capacity within Chili value chain to increase its sales to domestic and foreign markets. Tremendous opportunities are offered by the significant size of international export destinations. In order to achieve this, an integrated strategy will be developed including criteria for prioritization/selection of priorities within Chili value chain to be eligible for technical assistance and capacity building support for value addition, marketing and export (such as acquiring export, quality assurance and food-safety compliance certifications); development of a strategy and criteria for selection of enterprises from selected value chains for support to access potential international markets through participation in international exhibitions, trade shows, exposure visits etc.; and, development of Value Chain Platforms (VCPs) for Chillies.</p> <p>Under this initiative, group of farmers within the FEGs will be directly linked to a private food processor(s) producing red Chili products within the country. These farmers will be encouraged to produce chillies as per the requirement of the private sector players and once they produce high quality chillies through</p>

the provision of geo-textile sheets, plastic bins and capacity building programs they will be linked to different players in the market who ever gives them premium price on their produce. The target is to link at least 50 growers with few market players / processors who are able to provide them higher price.

As far as medium size red chilies processors are concerned, who are willing to export their products, the project through JE Austin will identify few of these processors within the country and connect them with genuine international buyers who are willing to buy produce from Pakistan. The target is to link at least 5 medium to large processors with authentic international buyers. A comprehensive marketing strategy is also planned through an Intl' STTA in order to address the marketing and sales related issue faced by farmers of red chilies in Kunri tehsil. As there are thousands of farmers working in Kunri, therefore it is imperative to work in clusters and later form an Association of progressive red chili growers. The project plans to form a cluster of 7 FEGs and 7 clusters into a legally registered Association.

Facilitating Market Linkage and Access

- i. Developing a marketing strategy for Chili Value Chain
How: Through a local or international consultant for marketing strategy for farmers
- ii. Establish linkages of 5 processors / exporters with international buyers
How: Through attending trade shows and B2B meetings such as Fruit Logistica, Gulf Food in collaboration with JE Austin team
- iii. Establish Linkages of 30 medium & large growers with domestic buyers to get premium price
How: Contacts established with firms like Mehran Foods, Shan Foods, National Foods, Shezan Foods, Ahmed Foods , Metro, Hyper Star etc. Growers (on approx. 300 Acres) will produce chilies as per the requirements of these domestic buyers and may sell at premium price.

Value Chain = [Red Chilies]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	30	-	3	5	4	18

Value Chain = [Red Chilies]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Development of marketing strategy to assess demand of local market players e.g. retail chains / Exporters / Processors & linkage with Domestic Buyers												

Value Chain = [Red Chilies]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
2. Implementation of strategy and establishment of linkages between producers and buyers												
3. Support for participation in the International Trade shows for establishing business to business linkages												
4. International Compliance Certification to processors and traders												

Value Chain = [Red Chilies]
Sub Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises
<p>STRATEGY NARRATIVE:</p> <p>One of the features that characterize the agribusiness sector in Pakistan is the overwhelming majority of small farmers having subsistence oriented production. These invariably uneconomical units of production are excluded from formal marketing chains. Three fundamental elements that need to be addressed include the diseconomies of size, limited value addition and poor productivity. To foster inclusive value chain development, it is imperative to enhance capacity of small-holders to profitably participate in marketing, processing and value addition functions. Through focused interventions capacity of smallholders and farmer enterprises will be strengthened to operate in a commercially viable manner and effectively undertake value addition, processing and marketing.</p> <p>The strategy towards achievement of this Sub-Intermediate result will involve conducting technical and managerial training in partnership with HEC recognized universities and training institutes; technical assistance and capacity building of BDS providers; formation of Farmer Enterprise Groups (FEGs) in partnership with implementing partners; and transformational grants support to FEGs and corporate farmers. The project will conduct meetings with the implementing partners to provide an orientation on the project’s revised scope, approach, geographic clusters, number of value chains and the support required from IPs regarding formation and capacity building of the FEGs members for Chili VC. The implementing partners will organize the farmers /agribusinesses for Chili VC that fulfills the criteria for FEGs (On average 15 members). The implementing partners will conduct training of each FEG on enterprise development, enabling the farmers to become an active agribusiness for collective farm management, enjoying economies of scale and sale of their produce in the high value market on better price. The farmer usually get advice and extension service from other farmers in the villages. The</p>

government and private sector extension services provisions is weak in Sindh.

Under this initiative, technical and managerial training programs for medium and large size farmers and private sector players, probably around 50, in the Chili value chain and training programs for FEG members, approximately targeting 1700 farmers will be initiated. Apart from course material, farmers will also be provided with pictorial brochures and manuals showing harvesting and post harvesting techniques and best practices in Sindhi language for easy understanding and absorption.

Two service providers (BDSPs) will also be trained under this program. The purpose of these trainings is to strengthen the capacity, capability and proficiency of different actors in Chili value chain. The courses will deal with Chili value chain analysis and management of the key components of the value chain including production technology, post-harvest management technologies, market analysis and strategies for local and export marketing. These trainings may help to improve Chili production, its quality and marketing for increasing farm income and to enhance stakeholder's knowledge & skills in Chili value chain management through well-considered and informed decisions for agribusiness development.

Capacity Building Initiative:

Technical trainings for a maximum of 1700 small and medium size farmers. (approx 30 trainings for FEGs) Printing of brochures and manuals for a maximum of 3500 farmers showing harvesting techniques and best practices
Formation and support in establishing 1 Association of FEGs

Who will Conduct Training: Local Experienced Trainers & HEC Recognized Universities

Training Themes: Disease Cure Management, Use of Quality Seeds & Plant Selection, Appropriate use of Fertilizers, Soil Preparation & Plant Density, Ripening of Chilies, Modern Drying Techniques, Supply Chain Management, Export Marketing and Branding.

Institutional Strengthening through BDSPs:

- Target Audience: 2 Service providers from the private sector
- Quantity: 1 capacity building program for 2 Service Providers
- Theme: Farm Mapping and Traceability through GPS coordinates and Quality Control

Value Chain = [Red Chilies]

	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
14[a2.2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	%	20%	-	20%	20%	20%	20%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	800	-	80	128	112	480
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	1	-	0	0	0	1

Value Chain = [Red Chilies]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Support for conducting Enterprise Dev.: trainings for FEG office bearers (200)												
2. Support for conducting the technical trainings for FEG members (1500)												
3. Capacity Building of 10-15 BDSPs												
4. Strengthening of Association for Red Chilli Value Chain												

Value Chain = [Red Chilies]

Sub-Intermediates Result 1.1.3: Improved technological innovations

STRATEGY NARRATIVE:

This sub-intermediate result aims to increase value chain efficiency and productivity through adoption of new on-farm and off-farm techniques and technological innovation among targeted beneficiaries. The Project will provide transformation grants support to the farmers and enterprises to support investment in adoption of new techniques and technical innovation in Chili drying, processing and marketing. The formation and organization of small farmers into Farmers Enterprise Groups (FEGs) by the implementing partners and trainings of farmers on good agriculture practices for chili drying, improved

packing and transportation skills, will contribute towards achievement of the above mentioned quarterly targets. Traditionally the chili is being dried in the open sun/air on the ground. This practice of chili drying is exposed to dust, rain and insects; hence the quality of dried chili is compromised, resulting in poor quality and unhygienic product with increase percentage of Aflatoxins. To meet international quality standards, it is imperative that Chili drying process should be carried out under the controlled environment and keeping in view food quality standard acceptable to the export market.

The Longi variety known as Dandicut is unique due to color, taste and shape. But due to the conventional drying practices and conventional methods to stock chilies, these produces are largely affected by Aflatoxin. This impedes the exports of chilies to high end, quality conscious markets. Recently, the progressive farmers in Kunri (Umarkot) conducted an experiment to dry chilies on geo-textile sheets and it went very successful, with Aflatoxin level coming only 3.2 ppb. As result those chilies were exported to high end markets by these farmers and by National Foods Limited. Therefore it is necessary to introduce modern drying practices through geo-textile sheets for acquiring Aflatoxin free chilies. The length of this sheet is 150 feet and width is 13 feet. In this strip of sheet 2.8 tons of chilies are dried within seven days. Most of the chilies are damaged on large scale at the time of stocking as well; therefore the plastic bins for collections and stocking of chilies will be introduced. This activity will be carried out for a maximum of 235 FEGs in major red Chili producing district of Kunri in Sindh.

Another initiative will be to provide solar dryers to a maximum of 100 medium sized farmers (having land of 10 acres or more through the life of the project) for immediate drying of chilies, which is the recommended drying practice for red chilies. Details are as follows:

Geo-Textile Sheets, Dupont Sheet & Plastic Bins (Post Harvest)

- Target Audience: FEG members / Small Scale Farmers (Maximum 1500 farmers and maximum 100 FEGs having land up to 5 Acres in Kunri Tehsil)
- Quantity: 3 sheets per farmer, maximum of 4500 sheets. 10 crates per farmer, approx 15,000 crates. Length of this sheet is 150 feet and width is 13 feet
- Who will Supply: Suppliers/Vendors from Local Market, selected through Procurement Process, and distribution by the suppliers in assistance with SAWFCO (IP).

Solar Dryers

- Target Audience: Medium to Large Scale Farmers having land b/w 10-20 acres(approx. 100 farmers)
- Quantity: 100 Solar dryers having minimum of 1.5 to 2 tons capacity.
- Who will Supply: Suppliers/Vendors from Local Market, selected through Procurement Process, and distribution by the suppliers in assistance with SAWFCO (IP).

Who will Supply: Suppliers/Vendors from Local Market , selected through Procurement Process

Value Chain = [Red Chilies]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
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Value Chain = [Red Chilies]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	3,500	-	350	560	490	2,100
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	2,429	-	243	389	340	1,457
3[N/A] % reduction in post-harvest losses	%	-	-	20%	20%	20%	20%

Value Chain = [Red Chilies]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
Support for provision of drying sheets and plastic bins to FEG members												
Support for provision of Solar Dryers /Mechanical Dryers												
Establishing / Upgrading testing facility in Kunri												

Implementation Plan

(October 2013 to September 2014)

For

Citrus Value Chain

The Agribusiness Project - Implementation Plan for Citrus Value Chain

1. Need Assessment: Based on the findings of the Participatory Rapid Horticulture and Assessment (PRHA) and baseline study undertaken by the Agribusiness Project and analyzing prevailing situation of the various components of the citrus value chain, the following performance gaps have been identified across the value chain pertaining to the development of Citrus Value Chain:
 - a. Unawareness regarding international best practices & technologies prevailing in citrus production, harvesting, post-harvesting handling & processing;
 - b. Operational and/or financial constraints to adopt or to make available the advanced technologies related to production, harvesting, post harvesting handling and processing;
 - c. Poor capacity of proper usage of available technologies/techniques due to illiteracy, socio-culture and weak linkages among the stakeholders across the value chain;
 - d. Inefficient work flow and poor productivity due to poor management practices at various steps of the value chain;
 - e. Weak coordination among the various stakeholders of the value chain among themselves and supporting institutes i.e. academia and service providers.
2. Summary of Key Strategies for Transformation of Citrus Value Chain: The Value Chain and stakeholder mapping/assessment from August 2013 through December 2013 will be carried, which includes:
 - a. Meetings with the potential associations, stakeholders and support institutes to get their buy-in to finalize the proposed initiatives; the proposed entities include but not limited to Kinnow Growers and Processors Associations, growers, processors, exporters, service providers, and academic institutes;
 - b. Citrus Value Chain stakeholders and cluster mapping; to identify the progressive stakeholders to be developed as change agents to be benchmarked by the value chain stakeholders over a longer period of time even after the successful completion of the project;
 - c. Engage international/local STTAs to undertake value chain assessment / marketing analysis; to get fresh data, benchmarking with competitors globally, and identifying potential new export markets.
3. Proposed areas for Interventions: The following are proposed areas of interventions to address performance gaps in the citrus value chain.
 - a. Investment in workforce development and capacity development through trainings/certifications/grant support at various steps of the value chain i.e. pre and post-harvesting, processing and market linkages;
 - b. Improving industry marketing and branding to increase sales and enhance profit margins through inward and outward B2B linkages for local and export markets;
 - c. Strengthening industry organization and linkages with supporting institutions through awareness campaign/capacity development initiatives/certifications and grant support;
 - d. Strengthening policies for increased competitiveness through exiting value chain representative entities and possible formation of Value Chain Platform as a representing body of all the stakeholders across the value chain;
 - e. Baseline data to be collected before implementing any of intervention to measure the impact and get the anticipated results.

4. Anticipated Impacts: The following major anticipated impacts are visualized across the citrus value chain as a result of the USG assistance:
- **2,227 hectares** improved,
 - Incremental sales, generated up to **USD 4.5 million**;
 - New private sector investment leveraged: up to **USD 8.5 million**;
 - Capacity of **650 value chain** individuals increased;
 - **1000** New Full Time Employment Opportunities;
 - **2750** Rural Household benefited;
 - **800** SMEs receiving BDS from USD assisted sources,
 - Up to **10%** reduction in post-harvest losses;
 - **1500** entities will be using improved technology; and management practices
 - Strengthening the associations/society and creating linkages with academia for better service delivery to larger group of stakeholders across the value chain;

Value Chain-Citrus	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	400	-	-	200	200	600
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	8,500,000	-	-	-	3,000,000	5,500,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	2750	-	-	1000	500	1,250
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance	US\$	500,000	-	-	250,000	250,000	-
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	900,000	-	-	125,000	175,000	600,000

Value Chain-Citrus
Result 1.1: Competitiveness of Value Chain Commodity
<p>STRATEGY NARRATIVE:</p> <p>The Agribusiness Project plans to undertake various capacity development initiatives along with in-kind grant support in partnership (co-branding) with the existing associations representing the value chain in the selected region, local / international academia and service providers. The proposed initiatives would create a pool of trained human resource across the value chain that would be utilized to impart new techniques to reduce post-harvest losses up to 10%, enhance productivity by 4-5% with increased quality that would lead to substantial increase in sales and profit margins up to 5 % of project assisted beneficiaries. The suggested roles of each partner include but not limited to following:</p> <p><u>Associations</u></p> <p>To identify the need of technical assistance (in consultation with the project) required to fill the performance gaps across various components of the value chain. Furthermore, identify the potential trainees as per project criteria and provide support to identify the location for the filed training.</p> <p><u>Academia / Service Provider</u></p> <p>To develop customized curriculum and training modules for various capacity development initiatives, as per SOW developed by the project on time to time basis. Also, deliver the planned initiatives on mutually agreed terms and undertake the evaluation of the potential trainees on the technical aspects of the respective program. Furthermore, provide technical assistance on rotational basis to ensure the practical implementation of the knowledge imparted during the capacity development program.</p> <p><u>The Agribusiness Project</u></p>

To facilitate the implementation of capacity development initiatives by providing required resources to undertake the respective initiative. This support will be in terms hiring the services of identified entities, provision of providing training tools and in-kind grant support to the trainees.

The proposed implementation strategy includes following steps:

- Meetings with stakeholders / representing associations to finalize the capacity development initiatives and identify the resource required to undertake the planned initiatives;
- Establish contact with local / international service providers and academia to deliver the capacity development initiatives;
- Finalize the capacity development calendar to address the needs across various components of the value chain;
- Deliver the capacity development initiatives in partnership with the representative association(s) and academia, the methodology would include: Class room lectures, Field trainings; Exposure visits to benchmark best practices.
- Field visits of technical experts to reinforce the adoption of capacity development initiatives;
- Monitoring & Evaluation to measure the impact of the capacity development initiatives.

Value Chain-Citrus	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	650	-	100	100	100	350
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	4,500,000	-	-	-	2,700,000	1,800,000

Value Chain-Citrus
Result-1.1.1.: Strengthened market linkages in the value chain
STRATEGY NARRATIVE:
The proposed strategy would include technical assistance that would address the market driven requirements and marketing concepts and practices, required to market the produce in domestic and export markets to develop B2B linkages for targeting new markets to increase sales with increase profit. The proposed initiatives would include training modules that would cover comprehensive marketing research and strategy, total quality management, branding, proper packaging and logistics arrangements to increase the shelf life, sanitary and phyto-sanitary requirements etc. Furthermore, detailed market and branding strategy would be developed to explore new potential markets that would provide guidelines to enter new markets even after the project completion. To achieve the estimated targets i.e. 10 new linkages through Sep 2014, it is proposed to facilitate the value chain to participate in international trade fair and / or arrange single country exhibition with single product in potentially new local and international markets. The proposed strategy would result in increase in sales up to 20% of the project assisted firms.

Value Chain	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	70	-	-	15	15	40

Value Chain-Citrus	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
To provide support to participate in international Trade fair(s), buyer seller event(s), single country exhibition in new potential market, single product domestic exhibition (4-5 events)												

Value Chain-Citrus
Result-1.1.2: Strengthened capacity of smallholders, farmer enterprises
STRATEGY NARRATIVE:
<p>The strategy would cover the capacity development issues pertaining to soft skills as well as basic infrastructure support that will facilitate individual stakeholders across the value chain, representative farmers and processors associations and as well as the members of the respective association/group to operate and execute their activities in more efficient way to achieve the envisioned results for which the association/group was established. The proposed initiatives may include organizational re-structuring, developing five to ten year strategic plan, operational and financial plan marketing plan, possible interventions to generate revenue that may sustain the entity. Furthermore, the initiatives would include creating linkages with the local / international academia to strengthen the service delivery mechanism and developing on the job apprenticeship programs.</p> <p>The support to various associations is aimed to the development of more structured umbrella organizations that are able to play an enhanced role in priority setting and decision making for the benefit of their members. It is envisioned that the associations will engage in greater commercially oriented activities and sustainability will be ensured through integration of possible activities including input supply, extension services, credit, and collection of produce, storage, processing, and marketing to maximize the returns on the investments of their members. Examples of activities include: establishment of common facility centers, association based extension services, marketing groups, nurseries, cold storage, pack-houses, small scale processing etc. This subcomponent will include capacity building of existing associations, ideally, enabling them to serve as efficient platforms for effective delivery of agriculture extension services and production management at grass root levels.</p> <p>The proposed strategy is anticipated to enhance the service delivery of the exiting associations and create a pool of specialized service providers to reduce the post-harvest losses up to 10% as a result of support to be provided to targeted areas of interventions and create new business opportunities to increase the productivity up to 5% that would lead to increase in sales.</p>

Value Chain-Citrus	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
14[a2.1.1,2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	%	15%	-	-	15%	15%	15%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	800	-	-	100	100	600
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	1	-	-	-	1	-

Value Chain-Citrus	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Aug-13	Sep-13
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
A. To provide assistance for BDS for capacity building of the value chain stakeholders across the value chain;												
B. To provide TA and in-kind grant to enhance the capacity and upgrade existing infrastructure of representative associations i.e. growers association/society and processors association												

Value Chain-Citrus
Result--1.1.3: Improved technological innovations
STRATEGY NARRATIVE:
<p>The strategy would include imparting the knowledge, skills and technologies to the farmers at production level in line with the international best practices required to adopt for integrated farm management for citrus orchards to increase the productivity with quality produce. This would involve soil preparation, nutrient and water management, pest control, pruning and other requirements required to get Global GAP certification.</p> <p>Furthermore, this would include capacity development support with delivery of standardized training packages required to get international certifications, such as HACCP, IFS, BRC and ISO etc. These proposed training modules would include hazard analysis, critical points, critical limits, monitoring of limits, corrective action system, record keeping, equipment and personal hygiene, waste management, pest management, supplier management, validation, documentation, training of staff. The capacity development initiatives will address the issues faced at the level of household and factory workers and supervisors of processing units separately. This would also include support for infrastructure up-gradation of existing cold chain and processing units and</p>

furthermore lead towards private sector investment that would be 100% proportional to the project support and investment. Moreover, the proposed strategy would facilitate the beneficiaries the usage of proper tools and methods required for picking, sorting, grading, storage at farm level and logistic arrangements to the storing areas for further processing and packaging. This would result in reducing post-harvest losses to 50% of current losses (estimated up to 10% of total losses at this stage).

Value Chain-Citrus	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	1500	-	150	250	300	800
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	2,227	-	-	-	1000	1,227
3[N/A] % reduction in post-harvest losses	%	10%	-	-	-	10%	10%

Value Chain-Citrus	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
A. To provide assistance to facilitate the value chain stakeholders to attain required standards and certifications i.e. Global GAP, IFS, BRC, ISO, & HACCP etc.) – 20-25 certification												
B. To provide assistance to establish plug-in facilities for cool chain (2-3 facilities)												
C. To provide assistance to upgrade infrastructure of cold stores/processing unit(s) (5-6 facilities)												
D. To provide assistance in terms of advocacy and grant support to establish export terminal at Bhalwal - Sargodha												
E. To provide assistance to conduct Technical & Managerial Trainings for Integrated Farm Management, pre-harvest, harvesting, post-harvest, marketing and exports (8-10 training events)												
F. To provide support to introduce modern & efficient pre-harvesting, harvesting and post-harvesting tools & techniques (200 small grant packages and 10 multipurpose farm machinery)												

**Implementation Plan
(October 2013 to September 2014)
For
High Value /Off-Season Vegetables
Value Chain**

The Agribusiness Project Implementation Plan - High Value Off-Season Vegetables (HV/OSV)

Value Chain = [High Value Off Season Vegetables]

Intermediate Result-1: Increased income opportunities

OVERALL STRATEGY NARRATIVE:

With a total horticulture production of 8.1 million tons, (source economic survey of Pakistan 2011-12), the high value off-seasons vegetables (HV/OSV) is estimated at 4.5% or 350,000 tons only. There is a high demand for HV/OSV in all the up-scale urban markets in the country. The consumers buy these products at premium price, which is normally 10-15% more than the normal price for seasonal vegetables. There is also a huge demand for fresh vegetables in international markets, which include Europe, Middle East, and Far Eastern markets but due to the perishable nature it is difficult to export the commodity. The facility of growing off-season vegetables also allows for growing non-conventional varieties and vegetables, which are in high demand in the high-end market. The importance of vegetables cannot be denied due to their nutritional value as they provide proteins, carbohydrates and salts that are essential ingredients for growth of the human body. Vegetables are used in their raw form as salad or cooked according to the taste, and provide a balanced diet to keep us healthy.

Due to shortage of the storage infrastructure and processing facilities for fresh vegetables in Pakistan and the perishable nature of most vegetables, HV/OSV is a viable option that can create employment and increase income opportunities for the farmers and others across the value chain. The HV/OSV VC presents opportunities for enhancing competitiveness through quality production, value addition (grading, packaging) and increased sales (technical assistance, collective marketing). Support in improving the traditional (market oriented and management) practices will help to transform the HV/OSV value chain.

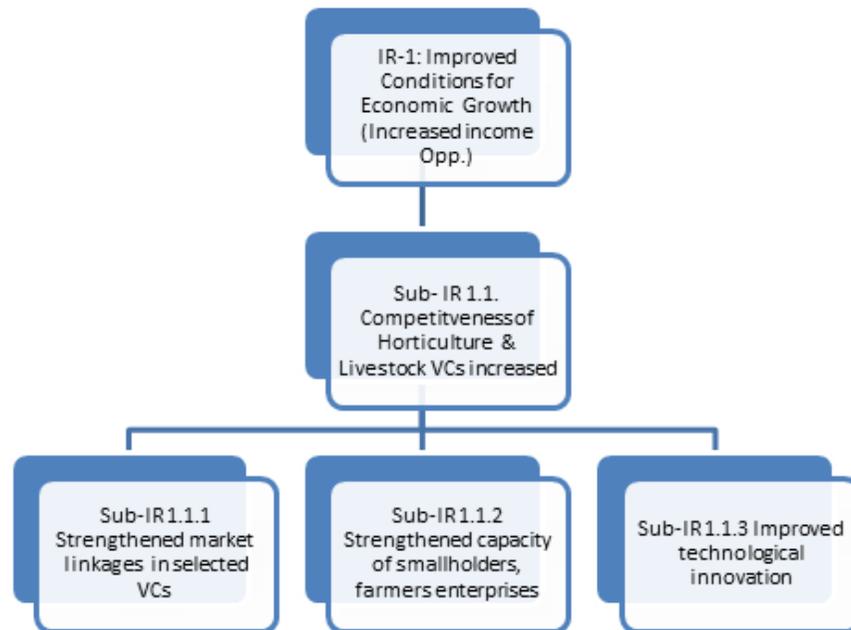
The Agribusiness Project plans to improve competitiveness through involving more producers to promote HV/OSV entrepreneurship. The project's approach relies on bringing farmers, buyers and other participants together so that they can discuss and visualize the entire value chain of which they are all a part. By exchanging experiences and their analysis with each other, these actors in the value chain can readily see the problems and inefficiencies that exist within the value chain as well as the solutions to common problems. The role of the facilitator is important in helping participants to reveal all the critical issues.

The HV/OSV was initially identified as a nationwide value chain for intervention by the project. However, with the re-alignment of the project size, scope, geographic focus and reduced number of value chains, the project will now focus on the most suitable regions/districts for HV/OSV including Peshawar, Nowshera, Charsadda, Mansehra, Swat, Potowar, selected sites in FATA (Khyber, Bajaur and Mohmand), near the Lahore market In Punjab and in the peri-urban areas around Karachi. The FATA regions are ones that are adjacent to Peshawar and can be accessed by project staff and implementing partners. Farmers in hilly areas (Swat, Mansehra and AJK) grow turnip, peas and reddish in summer as natural off-season vegetables. The Agribusiness Project (TAP) based on market demand and bringing about innovation/change in the routine pattern will support them to introduce new vegetables like French beans, Capsicum, Cherry Tomato, Leak, Ice-berg and other indeterminate varieties etc. to increase their income by 30% throughout the value chain. Five different cropping calendars will have to be considered while designing and implementing the interventions through HV/OSV Value Chain.

The project's overall Results Framework (RF) encapsulates the implementation approach of The Agribusiness Project and is used to guide work-planning and results monitoring activities throughout the course of project implementation. At the highest level of the RF is the assistance objective i.e. improved

conditions for broad-based economic growth. As such this represents the project goal, with the project making its contribution to improving conditions for economic growth. The project will contribute to this goal by facilitating increased income generating opportunities. The project will strive to realize and achieve increased competitiveness of horticulture and livestock value chains, through the following three sub-intermediate results: The broad result framework of the Project is depicted in Figure 1.

- Sub-Intermediate Result 1.1.1: Strengthened market linkages in selected value chains
- Sub-Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises
- Sub-Intermediate Result 1.1.3: Improved technological innovation



In the overall planning effort for development of an Implementation Plan, each of three Sub-Intermediate Results (S-IR 1.1.1 – 1.1.3) are considered as an objective in itself. For each of Sub-IRs, the narrative strategy, activities and implementation benchmarks with timelines for reporting period is provided in the following paragraphs and tables, while the overall strategy and targets for intermediate result-1: Increased income Opportunities is given. This will be achieved through Intermediate Result-1.1, which is Competitiveness of Horticulture and Livestock VCs as mentioned above.

Value Chain = [High Value Off Season Vegetables]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	3,150	-	315	504	441	1,890
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	8,000,000	-	800,000	1,280,000	1,120,000	4,800,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	5,400	-	540	864	756	3,240
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance (million US\$)	US\$	-	-	-	-	-	-
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	300,000	-	30,000	48,000	42,000	180,000

Value Chain = [High Value Off Season Vegetables]
Intermediate Result-1: Competitiveness of Value Chain Commodity increased

Value Chain = [High Value Off Season Vegetables]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	2,000	-	200	320	280	1,200
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	1,500,000	-	150,000	240,000	210,000	900,000

Value Chain = [High Value Off Season Vegetables]

Sub-Intermediate Result 1.1.1: Strengthened market linkages in selected value chains

STRATEGY NARRATIVE:

This result focuses on strengthening the capacity within HV/OSV value chains to increase sales to domestic and foreign markets. Tremendous opportunities are offered by the significant size of domestic market and several emerging international export destinations. In order to achieve this, an integrated strategy will be developed including criteria for prioritization/ selection of priorities within the selected value chains to be eligible for technical assistance and capacity building support for value addition, marketing and export (such as acquiring export, quality assurance and food-safety compliance certifications); development of a strategy and criteria for selection of enterprises from selected value chains for support to access potential domestic and international markets through participation in international exhibitions, trade shows, exposure visits etc.; and, development of Value Chain Platforms (VCPs) for HV/OSV.

JE Austin Associates (JAA), an international consultancy firm has been engaged to structure and implement a comprehensive market linkages program to link selected project beneficiary enterprises with international markets chains, including buyers targeting high end markets inside the country. The JE Austin Associates (JAA), is already undertaking market assessments for HV/OSV in national high value market with export potential.

The project will also help develop market linkages of agribusinesses with International buyers for HV/OSV through nomination and participation of selected famers/beneficiaries for HV/OSV in international marketing events and conducting business to business (B2B) meetings.

Value Chain = [High Value Off Season Vegetables]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	180	-	18	29	25	108

Value Chain = [High Value Off Season Vegetables]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
Identification of potential markets through market analysis being conducted by JEA												
Development of market linkages of agribusinesses with high end domestic markets												
Establish linkages of micro enterprises with larger firms.												
Development of market linkages of agribusinesses with International buyers for HV/OSV through participation in the international marketing events and conducting business to business (B2B) meetings.												

Value Chain = [High Value Off Season Vegetables]
Sub-Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprise
STRATEGY NARRATIVE:
<p>One of the features that characterize the agribusiness sector in Pakistan is the overwhelming majority of small farmers having subsistence oriented production. These invariably uneconomical units of production are excluded from formal marketing chains. Three fundamental elements that need to be addressed include the diseconomies of size, limited value addition and poor productivity. To foster inclusive value chain development, it is imperative to enhance capacity of small-holders to profitably participate in marketing, processing and value addition functions. Through focused interventions capacity of smallholders and farmer enterprises will be strengthened to operate in a commercially viable manner and effectively undertake value addition, processing and marketing. The strategy towards achievement of this objective will involve organization of technical and managerial training program in partnership with universities and training institutes; technical assistance and capacity building of BDS providers; formation of Farmer Enterprise Groups (FEGs) in partnership with implementing partners; and transformational grants support to FEGs and corporate farmers. The project will conduct meetings with the implementing partners to provide an orientation on the project’s revised scope, approach, geographic clusters, number of value chains and the support required from IPs regarding formation and capacity building of the FEGs members for HV/OSV. The implementing partners will organize the farmers /agribusinesses for HV/OSV that fulfills the criteria into FEGs (On average 15 members). The implementing partners will conduct training of each FEG on enterprise development, enabling the farmers to become an active agribusiness for collective farm management, enjoying economies of scale and sale of their produce in the high value market on better price.</p>

This activity will provide grants support to the project implementing partners to provide FEGs members with transformational grant support for production and value added activities (processing, grading/packing, storage and marketing) on commercially viable and sustainable basis. The organization of farmer groups will facilitate collective action and joint access to services and resources. The focus will be on acquisition of inputs for enterprises and delivery of quality and competitive products to markets. The FEGs will be strengthened and linked to private sector, so that their dependency on civil society facilitation organization is minimized and sustainability is ensured. During the work plan period, a minimum of 200 FEGs, with over 3,000 farmers/members, including 30% women, will be formed in the newly defined geographic clusters and HV-OSV products. These FEGs will be provided transformational -grant support to upgrade their capacities to better serve market needs for high value off-seasons vegetables.

Formation and Grant Support to Associations, Cooperatives and Farm Services Centers: The project will establish/strengthen relevant registered agriculture associations and cooperatives, which is a step to scale-up the FEG sub-component. Support will be provided to associations/ cooperatives or their members, and also through IPs (and Farms Services Centers in FATA), Punjab and Sindh to upgrade the clusters of small-holder farmer groups into legally registered entities. This intervention will strive to extend farmer domain from traditional farming practices to value-added elements for horizontal and off-farm vertical integration, processing, value addition and marketing. Examples of activities include: establishment of common facility centers/pack houses, private extension services, marketing groups, nurseries/buck stations, cold storage, small scale processing etc. This sub-component will include capacity building of selected existing Farm Services Centers (FSCs), enabling them to serve as efficient platforms for effective delivery of agriculture extension services at grass root levels and/or collection points for produce marketing, storage/ware-housing etc. Currently, FSCs are operational in KPK and FATA. A total of 2-3 associations, cooperatives and FSCs will be provided grant support to undertake scaling-up agribusiness projects especially off-farm activities of value addition, processing and marketing.

Value Chain = [High Value Off Season Vegetables]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets								
14[aboth2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	%	30%	-	30%	30%	30%	30%	30%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	600	-	-	200	300	100	-
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	-	-	-	-	-	-	-

Value Chain = [High Value Off Season Vegetables]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
Formation of FEGs for HV/OSV and selection of corporate farmers												
Provide training in enterprise development and crop management to selected beneficiaries												
Transformational Grant support to FEGs for HV/OSV												
Clusters and Associations of HV/OSV FEGs formed												
Transformation Grant support to association												
Walk through the Chain – Exposure Visits												

Value Chain = [High Value Off Season Vegetables]
Sub-Intermediate Result 1.1.3: Improved technological innovation
STRATEGY NARRATIVE:
<p>This sub-intermediate result aims to increase agricultural (horticulture and livestock sub-sectors) efficiency and productivity through adoption of new on-farm and off-farm techniques and technological innovation among targeted beneficiaries. The Project will provide transformation grants support to the farmers and enterprises to support investment in adoption of new techniques and technical innovation in production, processing and marketing. The support that can be extended including but not limited to establishment of tunnel farming for HV/OSV, Improved hybrid seeds, and tool kits for production and harvesting.</p> <p>The formation and organization of small farmers into Farmers Enterprise Groups (FEGs) by the implementing partners and trainings of farmers on good agriculture practices for growing of high value vegetables, safe use of agrochemicals and their disposal, improved packing and transportation skills, will contribute towards achievement of the above mentioned quarterly targets.</p> <p>The project will periodically, usually at the end of harvesting seasons, collect and compare data with the baseline information on post-harvest losses with actual data collected to assess the reduction in post-harvest losses as a result of the project’s intervention. The training evaluation including pre-training and</p>

post training participants' assessment will be carried out to assess the impact of the training on knowledge of training participants, while training evaluation by the participants will provide an opportunity to the project to improve their training contents, logistics and training delivery process.

A total area of 607 hectares approximately will be brought under cultivation of HV/OSV. A total of approximately 3,000 small farmers in the prioritized geographic clusters for the HV/OSV will be organized in FEGs (on average 15 farmers will form an FEG). The project will collect beneficiaries' registration and rolling baseline data of farmers to assess the a) number of hectares brought under improved technologies and management practices and b) number of entities that have applied new technologies or management practices as a result of USG assistance. The data collected and cleaned will be posted into the FEGs database for reporting to USAID. The output based activities and performance benchmarks under this objective are described below:

In order to strengthen research in cultivation of HV/OSV and to develop capacity of service providers in agribusinesses of HV/OSV, the project will coordinate with the Agricultural University Peshawar for engaging horticulture students for research on agribusiness of HV/OSV as part their degree requirements.

The project aims to provide high yielding hybrid seed varieties for HV/OSV including Tomato, Bitter gourd, cucumber, capsicum , French beans, Capsicum, Cherry Tomato, Leak, Ice-berg etc. as per market need basis to the FEG members and corporate/ individual farmers to increase yield production per unit area of high value off-seasons vegetables.

The project intends to provide Agro chemicals including fertilizers and pesticides with necessary trainings for their safe use and disposal, which will reduce the losses to the HV/OSV produce during the field by approximately 50% (of total 10 to 15%).

The project through the IPs will conduct necessary trainings for farmers on use of fertilizers, safe use and disposal of pesticides, integrated pest management, and safety precautions keeping in view the USAID guidelines contained in PERSUAP. The project through IPs will provide follow-up technical assistance support and field based demonstrations for adoption of good agricultural practices. Moreover, the post-harvest trainings to the farmers will be provided through implementing partners for better handling of their produce including grading, packing and transportation. The project will conduct regional exposure visits for HV/OSV agribusinesses including producers, processors, exporters etc. for experience sharing and mutual learning.

The project also intends to provide Quality personal protective equipment (PPE) to the corporate farmers and through IPs to the FEGs members. The provision and use of the PPE will reduce the risks associated with the personal health and safety issues of the farmers and their immediate families while using these agrochemicals. It will also mitigate the risks association with environmental pollution as per environmental documentation form and environmental monitoring and mitigation plan.

Value Chain = [High Value Off Season Vegetables]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	3,600	-	360	576	504	2,160
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	607	-	61	97	85	364
Increase Production Volume	%	30%		30%	30%	30%	30%

Value Chain = [High Value Off Season Vegetables]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
Provision of high yielding quality seed to FEG members and corporate/ individual farmers for cultivation												
Provision of improved tool kit and quality personal protective equipment to farmers												
Impart technical trainings and field demonstration on safe use of agro chemicals including fertilizers and pesticides to farmers. – Nutrient management												
Provide follow-up technical assistance support and field based demonstrations through IPs for adoption of good agricultural practices												
Conduct exposure visits for farmers for experience sharing and mutual learning												
Conduct training on post-harvest handling of produce including grading, packing and transportation of produce for target beneficiaries through implementing partners.												
Liaison with the Agricultural University Peshawar for engaging horticulture students for research on agribusiness of HV/OSV as part their degree requirements.												
Arrange Vegetable Gala - one each in Punjab and KPK												

**Implementation Plan
(October 2013 to Sep. 2014)
For
Livestock Value Chains**

The Agribusiness Project Implementation Plan – Meat Value Chain

Value Chain = [Livestock]

Intermediate Result 1: Increased income opportunities

STRATEGY NARRATIVE: The livestock sector in Pakistan contributes approximately 55.4% to the Agricultural and 11.9 % of the national GDP and provides employment to 30 million people. The sector is divided into two main value chains i.e. dairy and meat. The meat value chain is further segmented into beef (buffalo, cattle, camel) and mutton (sheep, goat) sub value chains. In 2011-12 the worth of the global Halal meat segment was US\$ 600 billion. The share of the Pakistan meat industry was only US\$ 115 million The total production of meat in Pakistan is 3.23 million tons, out of which beef production is 1.77 million tons, mutton production is 0.63 million tons and poultry production is 0.83 million tons. Pakistan being the 4th largest livestock producer and traditionally having a 100% Halal meat value chain (though not internationally certified) has tremendous potential for significant growth in the meat sector. Although Pakistan enjoys this natural advantage, still meat exporters are unable to capitalize on this relative advantage, due to non-availability of indigenous beef breeds, lack of corporate beef farming, absence of modern processing facilities, lack of knowledge of carcass grading, classification and standard measures of meat quality, fragmented production and consequently the lack of product uniformity. The major supply of beef comes from end of carrier dairy animals, whereas mutton animals are mainly supplied from rain fed areas especially southern Punjab. Compliance to food safety standards and proper training of personnel is missing at all levels of the meat VC.

Despite these constraints, local demand for higher quality and value added products and the strong global demand for Halal meat and meat-products offer significant prospects where income opportunities can be increased. To tap into this immense potential, The Agribusiness Project team has devised a comprehensive strategy to revamp the livestock sector using an integrated approach to interventions that will initiate a broad based economic impact to the sector with sustainable value additions after the life of the project. The following activities that are aimed to stimulate private sector investment with a leverage match of USAID's investment which will continue to grow and impact the livestock sector after this life of project in addition to increases in income opportunities of those involved in this sector.

- i. Develop SOPs for Buffalo veal Production in collaboration with University of Veterinary and Animal Sciences (UVAS)
- ii. Halal Meat Festival to promote Pakistani Halal and Traceable Meat
- iii. Commercial Feedlot Nucleus Farms for 10,000 animals with backward linkages for traceable quality animals with rural farmers through Calf Rearing Model and forward linkages with Meat Processors/ Exporters
- iv. Assist Feed Industry-Silage, Calf Milk Replacer (CMR) and Total Mixed Rations (TMR)
- v. Introduction of broad acre farming for soya bean & other fodder crops
- vi. Market and business to business Linkages for Halal Traceable Meat from Pakistan and Branding Pakistan as Hub for Halal and Traceable Meat.
- vii. Assist Meat Sector through 3-Tier Modular Training Courses through UVAS and Provide TA for meat cuts and butchery techniques' as per international requirements conducted by International Master Trainer Butcher
- viii. Breed improvement through artificial insemination and artificial insemination technicians skill development
- ix. Creating awareness in buyers regarding Pakistani Halal Meat through branding Initiatives

Value Chain = [Livestock]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	2500		40	600	610	1250
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	8,000,000		250,000	1,750,000	2,000,000	4,000,000
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	4,500		100	900	1250	2250
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance	US\$	3,036,000	-	350,000	506,000	662,000	1518000
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	300,000	-	-	75,000	75,000	150,000

Value Chain = [MEAT]
Intermediate Result 1.1: Competitiveness of Value Chain Commodity
<p>STRATEGY NARRATIVE: To boost the competitiveness and productivity of livestock producers, TAP will partner with artificial insemination programs in Punjab, KPK and FATA regions to introduce improved genetic material. The artificial insemination program will include a TOT component where master trainers will be trained on AI techniques and methods. Similarly, meat production will be improved through vocational training programs developed for all actors across the meat value chain. For this purpose, a HEC approved training institute will be contracted to carry out a training needs assessment of the members of the meat industry, develop training modules based on the needs assessment and conduct the trainings in coordination with ASF TAP staff. Pakistan exports have been increasing over the last five years however 88% is carcasses to the Gulf. Pakistan has virtually 100% market share of this category (fresh carcasses) in the Gulf markets not requiring international standards for traceability. This is anticipated to change with all Gulf countries expected to adopt and enforce food safety regulations and standards for meat over the next three years. To build a backward supply and source of quality and traceable animals for the value chain, The Agribusiness Project, will work with private sector to undertake the production of traceable and quality meat animals through a nucleus farm scheme which will provide for backward integration with rural, smallholder farmers and forward integration with processors and exporters. Further, TAP will provide technical assistance to the value chain to develop Pakistan's comparative advantage in supplying fresh beef to the Gulf given its location and extract more value and volume through diversification into fresh boneless cuts, where the Gulf has an equally as large demand. Farmers will also be linked with the silage feed industry members which are being supported by the program so that they can access the comparatively cheaper and nutritious balanced silage based rations which are being produced by them. Workshops will be organized by the program to inform farmers of the benefits of silage based rations. The Meat value chain will work with the IMLP&MAP components of TAP to develop and to strengthen market linkages with downstream profitable markets both domestic and international. The traceable and quality beef and veal is targeted to be sold in domestic and international markets through the development and marketing of Pakistan as a Hub for Halal and traceable meat. The support will also motivate and support meat exporters to diversify and tap into higher end domestic and export markets for value added meat products like, cuts, frozen boneless, vacuum pack and</p>

ready to cook products.

Value Chain = [Livestock]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4Q1
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	300		50	150		100
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	1,500,000	-	187,500	187,500	375,000	750,000

Value Chain = [Livestock]
Sub-Intermediate Result 1.1.1: Strengthened market linkages in the value chain
<p>STRATEGY NARRATIVE: The livestock value chain team will develop detailed implementation plans for implementation of activities in collaboration with various institutions including the UVAS, Livestock and Dairy Development Board, Punjab Agriculture and Meat Company (PAMCO), Punjab Halal Development Agency, Agricultural University of Peshawar, Dairy and Rural Development Foundation and the KPK Department of Agriculture, etc. The meat value chain team will also coordinate with IMLP & MAP components of TAP to develop and strengthen market linkages with downstream profitable markets both domestic and international. The high quality beef and veal which will be produced through the implementation of proposed programs will be sold to domestic and international markets through the development and marketing of Pakistan as a source of traceable and high quality meat. The support provided by the program will include skills development through training modules, marketing/branding strategies, and cost sharing in specialized packaging that will extend shelf life, such as vacuum pack and modified atmosphere. The increased shelf life will open the door for alternative modes of transportation.</p> <p>To strengthen market linkages, Pakistan will be promoted as a Hub for Halal and traceable meat. The TAP will support Punjab Halal Development Agency in organizing an international exposition for Halal meat in Pakistan. At the Pakistan Halal meat expo, major buyers from the global market for Halal meat including those from Saudi Arabia, UAE, Malaysia, Indonesia, Egypt and CARs will be brought into show the potential of Pakistani companies in producing traceable and hormone free Halal meat. Pakistani companies will also be linked with major international buyers at the expo so that sustainable market driven relationships can be established. ASF TAP will also identify and facilitate local meat companies in getting access to and developing linkages with the major players in global Halal meat market particularly those from Saudi Arabia, UAE, Malaysia, Indonesia and Egypt. These B2B linkages will be developed through a variety of measures including attendance at international expositions in the target countries, international buyer's visits to Pakistan, visit to target markets by local companies and the Pakistan Halal meat expo.</p>

Value Chain = [Livestock]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	315	30	35	75	75	100

Value Chain = [Livestock]

Sub-Intermediate Result 1.1.2: Strengthened capacity of smallholders, farmer enterprises

STRATEGY NARRATIVE: Strengthening the capacity of smallholders is a key mandate of the ASF TAP. Under the program for the livestock value chain, small holders will be exposed to improved technologies in livestock production aimed at increasing value added which include artificial insemination, TA and cost sharing for calf rearing and nucleus feedlot farm programs. Under the AI program, the capacity of smallholders will be built through the provision of semen from high productivity animals. TAP in collaboration with institutions such as the Livestock Dairy Development Board, Dairy and Rural Development Foundation programs will develop programs for smallholders and farmers in vaccination and tagging of calves for the production of quality animals aimed to fetch higher prices by linking the small farmers with the commercial nucleus farms. It will further build the capacity of small holders so that the production of beef can be made a cost effective activity through good husbandry and competitively priced feed. Under the program, farmers will be provided onetime cash grants along with tagging of animals, their certification and provision of de-worming and vaccination. The capacity of farmers under these programs will be built so that they can have linkages with the nucleus farms and exporters.

Value Chain = [Livestock]	Unit	Total	Y2Q4	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets								
14[aboth2.] Proportion of female participants in USG-assisted programs designed to increase access to access to productive economic resources	%	50%	-	-	50%	50%	50%	50%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	300	-	-	50	50	200	-
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	1	-	-	-	-	1	-

Value Chain = [Livestock]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												

Value Chain = [Livestock]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
i. Develop SOPs for Buffalo veal Production in collaboration with University of Veterinary and Animal Sciences (UVAS)												
ii. Halal Meat Festival to promote Pakistani Halal and Traceable Meat												
iii. Commercial Feedlot Nucleus Farms for 10,000 animals with backward linkages for traceable quality animals with rural farmers through Calf Rearing Model and forward linkages with Meat Processors/ Exporters												
iv. Market and business to business Linkages for Halal Traceable Meat from Pakistan and Branding Pakistan as Hub for Halal and Traceable Meat.												
v. Breed improvement through artificial insemination and artificial insemination technicians skill development												
vi. Creating awareness in buyers regarding Pakistani Halal Meat through branding Initiatives												
vii. Needs assessment and development of training modules for each level of intervention												
viii. Engagement of additional support (meat VC manager & assistant manager) for implementation of Meat VC activities												

Value Chain = [Livestock]
Sub-intermediate Result 1.1.3: Improved technological innovations
<p>STRATEGY NARRATIVE: Bringing about technological innovations in the livestock value chain is a key part of modernizing the sector in Pakistan so that the country can become a hub for Halal meat exports. Under the TAP- Livestock VC program improved genetic material for meat and dairy animals will be distributed through participating entities and vocational training programs will be developed for all actors across the meat value chain. For this latter purpose UVAS or other HEC approved training institutes will be contracted to carry out a training needs assessment of the members of the meat industry, develop training modules based on the needs assessment and conduct the trainings in coordination with ASF TAP staff.</p> <p>To increase technological innovations and thereby increase value, TAP will introduce its Commercial Nucleus Feedlot farm program where commercial farms will be linked with rural village farmers (mostly women). The aim of this program will be to increase value added by farmers in the meat value chain through increased awareness of markets for traceable quality animals and technological innovation to meet the requirements. Under the program, support will be</p>

given at the village and nucleus farm level. The support will be provided in feeding of animals (about 30 % of feeding cost up to four months of rearing at each level). Farmers in selected areas will also be assisted by tagging/ certification for food safety measures and traceability systems. Emphasis will be laid upon developing linkages which will allow Pakistan producers to tap the veal and value added international meat market. TAP will also assist in fattening animals for producing high quality beef. TAP has planned to develop SOPs for buffalo veal production in collaboration with UVAS. The UVAS has specialized facilities for calf rearing to undertake the first time production of buffalo animals specifically to meet the requirements of the international markets. There is an extensive level of expertise, SOPs and research data available for pink veal production from cattle animals but only empirical data is available at local and international level for buffalo pink veal production. To improve technological innovation in the support/ input supply industry for the livestock/meat value chain, TAP will implement a program aimed to support the animal feed industry of Pakistan to develop silage based and cost efficient rations. Under the program, support and facilitation will be given to existing feed/silage companies in diversifying/ upgrading their businesses. Facilitation and support will include the provision of technical assistance so that silage based balanced rations and supplemental feed's crops production like soya bean can be developed along with cost sharing so that advanced machinery including fodder harvesters and baling equipment can be imported.

Value Chain = Livestock]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	2,670	-	170	500	1000	1000
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	-	-	-	-	-	-
3[N/A] % reduction in post-harvest losses	%	-	-	-	-	-	-

Value Chain = [Livestock]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
i. Assist Feed Industry-Silage, Calf Milk Replacer (CMR) and Total Mixed Rations (TMR)												
ii. Introduction of broad acre farming for soya bean & other fodder crops												
iii. Assist Meat Sector through 3-Tier Modular Training Courses through UVAS and Provide TA for meat cuts and butchery techniques' as per international requirements conducted by International Master Trainer Butcher												

Implementation Plan
(October 2013 to Sep.2014)
For
Seed Potato
Value Chain

The Agribusiness Project Implementation Plan (The Seed Potato Value Chain)

Value Chain = [Seed Potato]

Intermediate Result-1: Increased income opportunities

OVERALL STRATEGY NARRATIVE:

Pakistan has huge potential to substitute the import of seed potato with local production of desired quality to address national needs. The latest data indicates that the import of the seed along with local certified potato seed has never exceeded three percent of the total potato seeds requirements.

(Economic Survey of Pakistan, provisional, 2012-13), which means that more than 97% of the seed is produced informally without having appropriate knowledge to do so. Potato yields are affected by several factors, quality of seed is one of the most important factors. The literature and studies completed indicate that the use of good quality seed produces 30-50% higher yields when compared to a low quality seed produced with little knowhow by farmers.

The Seed Potato Value chain in Pakistan in general, is not formalized. Imported seed is multiplied many times without proper supervision and technical know-how which makes it susceptible to a number of diseases, not only adversely affect quality of seed but also reduces the yields quantity. Besides this, the Seed Potato value chain is also jeopardized by poor pre-harvest and post-harvest practices, lack of storage facilities, absence of market linkages and small land holdings, which are not commercially viable for application of good agriculture practices etc. The lack of training and seed production technologies amongst stakeholders' (Seed farmers, seed importers, seed multipliers, extension and certification departments) make the situation worst.

In order to help address some of the key constraints, the project is planning to support seed potato farmers/enterprises from GB and KPK, and other relevant players in the value chain. The nature of support includes capacity building of relevant growers in pre and post-harvest good agriculture practices and providing transformation grant support of quality seed, tools kits, packaging material and construction materials for construction of cellars/storage facility for seed potato. This will help increase their productivity, reduce post-harvest losses and ensure availability of quality seed at local level at the appropriate time. The project will also help to develop a marketing strategy for establishment of market linkages of seed potato producers with high end markets.

Project will organize small farmers in enterprise groups, keeping in view the demand and supply potential of value chain. Each FEG will be comprised of 15 farmers at average. Project will also provide approximately 3000 tool kits to these farmers' enterprise group members. Beside, this these FEGs will also be assisted technically by the provision of different technical and enterprise trainings. Project will identify 15 enterprises/ large farmers and build their capacity by the provision of trainings and matching grants for establishment of Cellars/storage facilities. Moreover, the value addition at farm as well as at enterprise level will provide employment opportunity to local people particularly to women of area who are involved in production, harvesting and storage/packing of seed potato. With the proposed project interventions the employment situation and overall socio-economic conditions of the area will be improved. The project will contribute in the improvement of the seed potato stock at the national level, and improvement in the quality and quantity of seed potato.

Anticipated Impacts: Some of the expected results of the project interventions across the seed potato value chain are as under:

- **243** hectares of cultivable land under seed potato improved,
- **3000** Full Time Employment Opportunities will be created.
- **3000** Rural Households will be benefitted as a result of the intervention;

- The post-harvest losses will be reduced by 50% (of total 30%) in the project target areas.
- Capacity of 15 enterprises increased; additional net income USD 0.045 million
- The capacity of around 3200 growers will be developed for using improved technology and management practices.
- The incremental increase in sales of beneficiaries will be approximately USD 800,000.
- The previously approved activities in seed potatoes value chain will be carry forward to Year-3.

Value Chain = [Seed Potato]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
4[abdo1.] Number of jobs attributable to program implementation	No.	3000			640	1910	450
6[a2.1.1,3.] Value of new private sector investment leveraged with USG resources	US\$	3,500,000	-	-	-	1420300	2079700
13[aboth1.] Number of rural households benefiting directly from USG interventions	No.	3000	-	-	2625	-	375
5[ab2.1,2.] Value of exports of targeted commodities as a result of USG assistance (million US\$)	US\$	-	-	-	-	-	-
2[1. abdo3.] Increase in project-related household incomes of USG targeted beneficiaries (Net "Enterprise" Income)	US\$	160,000	-	-	-	100,000	60,000

Value Chain = [Seed Potato]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Immediate Result 1.1: Competitiveness of Value Chain Commodity							
Quarterly targets							
7[a2.1.2,2.] Number of persons receiving training on skill development	No.	200	-	-	50	100	50
1[ab2.1.1]Value of incremental sales attributed to program implementation	US\$	800000				375000	425000

Value Chain = [Seed Potato]

Sub-Intermediate Result 1.1.1: Strengthened market linkages in the value chain

STRATEGY NARRATIVE:

This result focuses on strengthening capacity of the farmers and enterprises within seed potato value chain to increase sales of quality material at the national markets, mainly to table potato producers. In order to achieve this, an integrated strategy will be developed including criteria for prioritization/selection of participants within potato value chain to be eligible for technical assistance, capacity building and marketing assistance. Under this initiative, the project will support seed potatoes growers in GB and KPK (in selected clusters, based on accessibility, manageability, presence of x FEGs etc) will be linked to seed multipliers and table potatoes growers for purchase of seed potatoes and selling produce to them. The seed potato will be produced in accordance with the market demand. The project will develop the linkages by undertaking the following activities.

- The project will organize an exposure visit for up to 10 large seed potato buyers from Punjab and other parts of the country to visit Seed potatoe producers and conduct business to business meeting for sale /purchase of seed potato.
- The project will approach the large seed potatoes buying companies for purchase of Disease free seed potatoes from growers of targeted areas in GB and KPK.
- Capacity building of potato seed producers in enterprise development
- The project will support ten potential seed potato producers/multipliers in an international exposure/capacity building visit to the most modern practices in industry.

Value Chain = [Seed Potato]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
9[ab2.1,3.] Number of micro enterprises linked to larger-scale firms as result of USG assistance to the value chain	No.	200	-	-	50	100	50

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
i. Exposure visit of seed companies /large seed potato buyers to project areas												

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
ii. Support potential seed potato producers/multipliers for participation in international exposure visit to most modern practices in industry.												
iii. Capacity building of producers in enterprise development												
iv. Technical assistance to advanced seed potato growers and development of backward linkages in seed potato growing areas in the project clusters												

Value Chain = [Seed Potato]
Sub-Intermediate Result 1.1.2 : Strengthened capacity of smallholders, farmer enterprises
<p>STRATEGY NARRATIVE:</p> <p>One of the features that characterize the agribusiness sector in Pakistan is the overwhelming majority of small farmers having subsistence oriented production. These invariably uneconomical units of production are excluded from formal marketing chains. Three fundamental elements that need to be addressed include the diseconomies of size, limited value addition and poor productivity. To foster inclusive value chain development in seed potato sector, it is imperative to enhance capacity of small-holders to profitably participate in marketing and productivity functions. Through focused interventions capacity of smallholders and farmer enterprises will be strengthened to operate in a commercially viable manner and effectively undertake quality production and marketing. In order to achieve the activities and targets under this component, the following strategy will be followed.</p> <ol style="list-style-type: none"> 1. The project will organize the technical and managerial trainings for key stakeholders of seed potatoes including growers, market agents, research and academia etc. A total of two technical and managerial trainings are proposed; each training to be attended by approximately 20 participants. The participants of the training will be selected through a competitive process. Apart from course material and classroom trainings, farmers will be provided with practical demonstration of best practices in Seed Potato. The training evaluation including pre-training and post training participants' assessment will be carried out to assess the impact of the training on knowledge of training participants, while training evaluation by the participants will provide an opportunity to the project to improve their training contents, logistics and training delivery process. 2. A total of approximately 3000 small seed potatoes farmers from the project target clusters will be organized in groups (FEGs) (on average 15 members per FEG) with the support of implementing partner in close coordination with the project. The IP in consultation with the project will conduct trainings for FEG members on good agriculture practices for cultivation of seed potatoes. The enterprise development trainings for approximately 430 FEG members

/office bearers will be conducted. The training material will be developed and training evaluation will be carried out. The IPs will provide follow-up technical assistance support and field based demonstrations to help the Seed Potatoes farmers adopt good agricultural practices. Moreover, the project will continue to make efforts to involve at-least 18% of the female beneficiaries in the seed potato project activities.

3. The project will keep in loop the existing FEGs (falling within clusters, accessibility and other related factors and will be provide with assistance, previously approved).
4. The Project will provide continued support for strengthening of Value Chain Platform for Potatoes already formed by the Agribusiness Project.

Value Chain = [Seed Potato]	Unit	Total	Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets							
14[aboth2.] Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	%	18%	18%	18%	18%	18%	18%
10[a2.1.1,2.] Number of MSMEs including farmers receiving BDS from USG assisted sources	No.	100			25	25	50
11[a2.2.2,1.] Number of USG assisted organizations that participate in legislative proceedings and or engage in advocacy at all levels	No.	0	-	-	-	-	-

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Meeting with Implementing Partner on revised scope of project												
2. Support for Organizing approximately 3000 FEGs members for Seed Potatoes into FEGs												
3. Support in organizing enterprise development trainings for FEG members												
4. Conduct Buy-seller event(s) to establish business to business linkages for marketing of seed potato												
5. Technical trainings for FEGs members												
6. Organize Technical and Managerial trainings on Seed Potato VC for key stakeholders												

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
7. Transformational support to FEG members (quality seed, tool kit and packing material etc.)												
8. Support to Seed Potato farmers/enterprises in establishment of commercial cellars in seed potato production areas												
9. Value chain platform meetings for Seed Potato												

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Study/Rapid market assessment (in Punjab) to identify market demand and price premium for key varieties of seed potatoes and their cropping calendar by local STTAs.												
2. Study/Rapid assessment on pre and post harvesting practices for Seed potatoes production in targets areas.												

Sub-Intermediate Result 1.1.3: Improved technological innovations

STRATEGY NARRATIVE:

This sub-intermediate result aims to increase value chain efficiency and productivity through adoption of new on-farm and off-farm techniques and technological innovation among targeted beneficiaries. The Project will provide transformation grants support to the farmers and enterprises to support investment in adoption of new techniques and capacity building.

The Seed Potato Value chain in Pakistan in general, is not formalized. Imported seed is multiplied many times without proper supervision and technical know-how which makes it susceptible to the number of diseases, not only adversely affect quality of seed but also reduces the yields quantity. Besides this, the Seed Potato value chain is also jeopardized by poor pre-harvest and post-harvest practices, lack of storage facilities, absence of market linkages and small land holdings, which are not commercially viable for application of good agriculture practices etc. The lack of training and seed production technologies amongst stakeholders' (Seed farmers, seed importers, seed multipliers, extension and certification departments) makes the situation worst.

The project is planning to undertake a rapid market assessment study to identify market demand and price premium for key varieties of seed potatoes and their cropping calendar. This information will be used to select the most demanding varieties for interventions in the target area. This will be carried out preferably through engaging a short-term technical assistance.

The project will also undertake a study on pre and post harvesting practices for Seed potatoes production in targets areas. This study will include the quality of inputs including sowing of seed potatoes, varieties, cultural practices including safe use of agrochemicals (fertilizer and pesticides), irrigation system, and post-harvest produce handling practices including cleaning, grading, packing, packaging and transportation of seed potatoes. The gaps identified by the study in pre and post harvesting practices for seed potatoes production will help design of training contents so as to address the capacity gaps.

The project will support potential seed potato producers/multipliers in an international exposure/capacity building visit to the most modern practices in industry. The aim of the activity is to replicate the top of the line practices in the target areas by these service providers, facilitating the FEGs and other individual farmer in upcoming crop cycle on self-sustainable basis.

A total of 15 medium to large farmers having at-least two or more acres of cultivable Land will be selected through a competitive process. The beneficiaries may be from associations, related industry or members of FEGs. The project intends to provide grant support in the form of major construction material to these enterprises to help them construct cellars/storage facilities for storage of seed potatoes. These farmers will be provided technical training and/or TA support to guide them on design and specifications for construction of structures.

The Agribusiness Project will provide approximately 3000 tool kits to 3000 Seed Potatoes farmers' that are members of FEGs formed by the project. This would enable the small farmers to adapt good agriculture practices and bring technological innovations in their farming practices. A total number of 3000 small farmers in prioritized geographic clusters for Seed Potatoes will be organized in FEGs. The project will collect beneficiaries' registration and rolling

baseline data of farmers to assess the a) number of hectares brought under improved technologies and management practices and b) number of entities that have applied new technologies or management practices as a result of USG assistance. The project will also periodically, usually at the end of harvesting seasons, collect and compare data collected on production of seed potato with the baseline information to assess the increase in production as a result of the project's intervention.. The project will also help develop a marketing strategy for establishment of market linkages of seed potatoes producers with high end markets.

Value Chain = [Seed Potato]	Unit	Total		Y3Q1	Y3Q2	Y3Q3	Y3Q4	Y4
Quarterly targets								
8[a2.1.3,2.] Number of entities that have applied new technologies or management practices as a result of USG assistance	No.	3200	-	-	-		1000	2200
12[a2.1.3,3.] Number of hectares under improved technologies and management practices as a result of USG assistance	No.	650	-	-	-		300	350
3[N/A] % increase in production	%	20	-	-	-	-	20	20

Value Chain = [Seed Potato]	Y3Q1			Y3Q2			Y3Q3			Y3Q4		
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
DESCRIPTION OF THE KEY ACTIVITIES WITH BENCHMARKS:												
1. Study/Rapid market assessment (in Punjab) to identify market demand and price premium for key varieties of seed potatoes and their cropping calendar by local STTAs.												
2. Study/Rapid assessment on pre and post harvesting practices for Seed potatoes production in targets areas.												