



# FEED THE FUTURE

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

## Feed the Future Uganda Agricultural Inputs Activity

FINAL SUSTAINABILITY PLAN

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# ABBREVIATIONS

aBi Trust	Agribusiness Initiative Trust
ASI	Adam Smith International
B2B	Business to Business
BDS	Business Development Services
BGS	Business Growth Specialist
CLA	Collaboration, Learning, Adapting
COP	Chief of Party
DLG	District Local Government
DOP	District Operational Plan
DSIP	Development Strategy and Investment Plan
EMMP	Environmental Mitigation and Management Plan
EWB	Engineers Without Borders
GoU	Government of Uganda
IEE	Initial Environmental Examination
ICT	Information and Communications Technology
ISTA	International Seed Testing Association
IR	Intermediate Result
JAA	J.E. Austin Associates, Inc.
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MPED	Ministry of Finance, Planning & Economic Development
MOU	Memorandum of Understanding
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NPA	National Planning Authority
NSCS	National Seed Certification Services
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
SMS	Short Message Service
STTA	Short-term Technical Assistance
UBOS	Uganda Bureau of Statistics
UNADA	Uganda National Agro-dealers' Association
UNBS	Uganda National Bureau of Standards
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
USAID	United States Agency for International Development
USTA	Uganda Seed Trade Association
WFP	World Food Program

# INTRODUCTION

In November 2012, USAID/Uganda awarded Tetra Tech ARD a five-year Activity to promote the responsible use of agricultural inputs in selected target districts. The goal of the Feed the Future Uganda Agricultural Inputs Activity is to increase the use of high quality agricultural inputs in Uganda through:

- Increased availability of inputs to farmers in Feed the Future target districts by:
  - Improving reliability, efficiency and service provision in the agro-inputs supply chain
  - Increasing the quantity and quality of marketing to farmers
  - Increasing the production of certified maize and bean seeds
- Decreased prevalence of counterfeit agricultural inputs by:
  - Supporting the development of e-verification systems
  - Strengthening supply chain relationships
  - Increasing the capacity of domestic agriculture input associations to regulate, convene and advocate for their members

The Activity uses a market facilitation approach, leveraging market forces to accelerate change in the agricultural inputs supply chain, to ensure sustainability and scale. This approach underpins the Activity's Sustainability Plan, as the Activity intentionally works through market actors to support them to direct change within the sector.

The Activity's theory of change notes the following major obstacles which limit smallholder farmers' ability to extract benefits from the agro-inputs industry:

- Lack awareness of the benefits of agro-inputs and misconceptions about their costs (economic and social) relative to potential benefits;
- Actors up and down the value chain compete largely on price, especially at the retail levels, with little regard to business reputation and/or additional value in the form of customer service or related services (e.g., spraying, equipment rental, etc.);
- The retail segment is dominated by numerous, micro- and small-scale businesses, many of which are informal, that are largely ill- equipped to expand their customer base or provide additional services and information to farmers;
- Regulatory bodies are generally weak and unable to certify and monitor the performance of registered companies, leading to the widespread distribution of counterfeit inputs throughout the country;
- Little to no trust, cooperation or coordination exists between actors in the supply channels, from agro-chemical and seed companies to retailers and farmers, which leads to cost inefficiencies, stock-outs, poor marketing and market planning, etc. The prevalence of counterfeit products is largely a result of this weakness in the system, as is the limited focus of businesses on price-related competition noted above.

To assist the agro-inputs industry to overcome these obstacles and to achieve proposed intermediate results, the Activity intervenes at four key entry points in the agro-inputs system, supporting actors to improve performance toward broad-reaching expected changes. Entry points include:

- Retailers and Agro-Dealers
- Agro-Chemical and Seed Companies
- Agro-Input Industry Associations, and Farmers Associations
- Government of Uganda (GoU)

The Activity also promotes changes throughout the entire agro-inputs system. The diagram in Annex A outlines the relationships between expected changes at the above entry points and at the systems level, and how these changes influence other beneficial changes at the level of smallholder farmers. To achieve these expected changes and beneficial impacts in a sustainable manner, the Ag Inputs Activity has incorporated a four-fold approach in its Sustainability Plan. The components of this approach include:

1. Support industry actors who demonstrate commitment to performance improvements
2. Build capacity for industry actors to receive ongoing support from within the agro-inputs system
3. Showcase performance improvements to make them the industry or competitive norm
4. Implement the Collaborate, Learn and Adapt (CLA) framework with the GOU, donors, and implementing partners using innovative approaches to develop an efficient and competitive agro-inputs industry that can sustainably meet existing and future needs of farmers and businesses alike

# SUSTAINABILITY PLAN

## I The Principles and Practices of Market Systems Facilitation

The foundation of the Ag Inputs Activity’s market systems approach is the use of facilitation tools and a light touch approach. The purpose of market systems facilitation is to bring about inclusive and sustained market system growth by aligning the incentives of all market system players with a specified future vision. The role of a market systems facilitator is to serve as a third party catalyst of market system change, without becoming a permanent part of it. Facilitators avoid paying for change as much as possible, believing instead that facilitating the process of trial, buy-in, investment and ownership by market actors is the only real measure that new ideas and the process of solution seeking will continue without third party support.

*Table 1: Facilitation Principle-Exit at Entry* summarizes how the Ag Inputs team anticipates intervening within the market system and exiting from the market system to ensure that the impacts of program interventions will be sustained after program exit. The table was developed during the July 2015 Quarterly Review Meeting, which was held in conjunction with the strategic assessment. The table shows actions associated with each planned Ag Inputs offer, who will do and pay for these actions now, and who will pay for them at the end of the Activity. The columns outlined in blue show what Ag Inputs will do and what it will pay for in relationship to its partners. The actions range from getting buy-in from market players for joint action, convening forums and/or specific trainings, finding the right consultants to support the process, monitoring progress and reporting back to its implementing partners. Ag Inputs will pay for those activities that are necessary to advance change but are not recurring actions that are key for the future functioning of the change envisaged. The “who will pay” column highlighted in red shows the Activity’s intent to limit its support by choosing the right partners who are willing and able to perform and pay for these functions in a sustainable manner in the future (after program withdrawal).

**Table 1: Facilitation Principle – Exit at Entry**

Offers	Actions	Who Does	Who Pays	Who Will Pay
Anti-Counterfeit Campaign	Consumer Education Brand Promotion Advocacy to Gov’t Better Inspections	Farm/Industry Assoc. Ag-Input Firms, Radio Stations ,A-I Activity convenes, ID consultants, monitors	Assoc. Members, Suppliers + Agro-Dealers, Radio, DLG, A-I Activity cost shares brochures, drama troupes	Assoc. Members, Ag-Input Firms, DLG
Private Sector Seed Certification	Promote private sector role Urge brand promotion basis quality Advocacy to Gov’t, Capacity building, Business plan, database	Joint Venture of Chemiphar and UgoCert, Seed Association, Seed Companies, Consultants, Media, SANSOR, MAAIF, EEA.	Ag-Inputs, EEA, COMESA, investment by joint venture.	Clients pay on fee for service basis, MAAIF costs covered by National Budget.
E-Verification	Mobilization Launch Promotion Support to quality monitoring Impact monitoring Advocacy	UNBS/REN/M-Pedigree, MAAIF, Ag-Inputs, PS suppliers, EEA	Ag-Inputs supports media promotion and launch. EEA consultant on enforcement. USAID for monitoring.	Clients pay on fee for service basis. Enforcement costs covered by MAAIF and UNBS national budget
Compliance/ Enforcement	Stakeholder Planning Local Situation Analysis Disseminate Info Follow Up (Ag Police)	URA, URSB, DLG, Industry Assoc. Ag Police, A-I Activity researches, links, convenes, monitors	A-I Activity supplements all costs beyond Agency budgets	Statutory orgs incorporate this strategy in work plans and budgets
Alternative Distribution Models	Research on models Stakeholder W’shops MOU’s + Pilots	A-I Activity organizes research, convenes meetings, monitors progress with firms and Assoc.	A-I Activity covers direct costs of research & stakeholder meetings	Ag-Input firms up and down the value chain
Professional Spray Services	Re-train SS master trainers Train/License Providers Demand Ccreation Monitor/Enforce License	CropLife, DLG, Farmers Fed., UNADA, EEA (law), CPM (outreach), A-I Activity convenes mtgs, TOTs, coord. With EEA, CPM, monitors.	CropLife, DLG, Farmers’ Fed, EEA, CPM, A-I Activity cost shares TOT, demand creation	SS Provider, Farmers, CropLife Members
Working Capital Finance	Stakeholder Buy-In New Product R&D New Product Launch Stakeholder Follow up	Consultants, Banks, Gov’t Licensing/Tax Authorities, Telecoms, A-I Activity Convenes, ID’s consultants.	A-I Activity cost shares consultants & workshops; Banks, Telecoms pay for marketing	Financial Institution and Telecoms

## 2 Support Industry Actors Committed to Performance Improvements

One of the overarching principles of the Activity's approach is to work only with those actors in the agro-inputs system<sup>1</sup> who are interested, willing and able to improve performance along the lines promoted by the Activity to increase availability of high quality inputs to farmers in Feed the Future focus districts. As such, actors "self-select" for support from the Activity. They undertake improvements because they recognize the potential benefits for themselves in doing so. In addition, they demonstrate their commitment by dedicating resources (time, personnel, funding, etc.) to pilot improvements, assess outcomes and scale up as warranted.

The Activity's intention is that these actors, through their commitments of resources and energy, take ownership of the improvements they are making as well as continue refining and innovating. Their ownership ensures sustainability as they will not abandon improvements simply because the Activity ends. Their dedication to an ongoing change process enables them to continually innovate and find solutions to challenges as they arise.

In addition, the Activity will communicate its offers of support to all actors in the entire agro-inputs system even though only a small percentage of the whole—the early adopter-types with an inclination toward innovation and risk taking—are expected to demonstrate sufficient interest. As such, the Activity avoids supporting only a few preselected number of firms and associations, an approach that tends to provide unfair advantages to a few firms, distort the market system and undermine the sustainability of innovations that have been introduced by the Activity. The Activity's strategic approach outlined in the following sections illustrates how later-adopting firms will have access to similar types of support outside of and after the Activity.

Over the first three years of the Activity, most resources were allocated for direct support to "self-selecting" actors, especially to those actors at the intervention entry points noted above. Direct support to these actors will dwindle in the last years of the Activity. However, the Activity will increase direct support to coalitions of actors who are working to "change the rules of the game" and provide supporting products and services to the core set of businesses and associations in the agro-inputs value chain<sup>2</sup> in Year 4 and then draw down those resources towards the end of Year 5.

## 3 Build Capacity for Ongoing Support Within the Agro-Inputs System

Where opportunities arise for actors in the agro-inputs system to provide, for example, training and technical support, business services, media services or financial services, the Ag Inputs Activity will build their capacity to better service agro-input businesses. Many services, especially training and technical support, are expected to emerge from improved inter-firm relations between buyers and sellers of agro-inputs and from industry associations to their members. For other services such as ICT, business and financial management, media, etc., the Activity will support these service providers to target and expand their market among agro-inputs firms. As such, the Activity will not displace integral functions of the agro-inputs system with its own activities, thereby ensuring their sustainability.

In the first three years of the Activity, efforts targeted system-wide BDS service providers with focused support. By Year 4, more Activity resources will be allocated to building the capacity of these service providers to collaborate to influence the rules of the game, and linking them to agro-input firms than to building the capacity of agro-input firms directly. In Year 5, Activity resources will be re-allocated toward activities designed to facilitate cooperation (Section 4).

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<sup>1</sup> Actors in the agro-inputs system include those businesses buying and selling agro-inputs (including farmers), providers of supporting products and services like financial institutions and media outlets, industry associations and relevant people or departments in the GoU.

<sup>2</sup> Business Development Services (BDS) include, for example, media outlets, ICT firms, financial institutions, training and financial management service firms.

## 4 Facilitating Cooperation

In the July 2015 quarterly review meeting, the Ag Inputs team crafted new offers and services, and reframed existing offers around the principle of facilitating cooperation between market actors to change the rules of the game in order to stimulate competition that rewards buyers and suppliers of quality ag-inputs. *Table 2: Facilitating Cooperation* provides a summary of reframed offers – and their team designation – that were developed at the Quarterly Review Meeting. Four questions guided the framing of each of these offers:

*Who needs to cooperate?* Ag Inputs will continue to be engaged with a broad mix of ag-input firms and their industry associations, private firms in ICT, banking and the media, and a broad range of national government departments and local government. Stronger relationships will be sought with farmers associations and cooperatives to stimulate demand for quality inputs and use peer pressure to curtail purchases of counterfeit inputs. New relationships are being sought with Chemiphar, a private, International Seed Testing Association (ISTA) accredited testing lab, and Uganda Organic Certification (UGOCERT), a certifier of organic exports in Uganda, as institutional partners with GOU, seed companies, and Ag Inputs on the new seed certification initiative. On the e-Verification initiative, UNBS has contracted with mPedigree, a private independent contractor, to implement an expanded e-Verification program. This creates a working model of the government licensing a private firm to fulfill a critical function with a clear, public good objective. By formulating offers around inter-agency cooperation, the Activity aims to demonstrate how each of the party's interests can be better served through cooperation.

*Why should they cooperate?* This question asked the team to identify the basis for cooperating together. The disabling effects and continued threat of counterfeits in the ag-inputs market provides a strong rationale for public and private sector agencies to work together. There is a recognition that the goals of each cooperating partner can't be achieved unless they find ways to work together. Further, there is also a readiness to cooperate that the Ag Inputs team can leverage to demonstrate the intent of both the private and public sector to improve the functioning of the ag-inputs market (or to improve ag-inputs market functioning). The anti-counterfeit campaign is seen by Ag Inputs as an opportunity to leverage the readiness of many different players to shine a very bright light on this problem.

*What do they get when they cooperate?* Ag-input firms are able to position themselves as transparent and open companies working in the public interest to fight counterfeits through campaigns and other initiatives that are endorsed and pushed by government departments. This is a relatively inexpensive platform by which to protect and promote their quality brands to their market. The government can be seen to be performing its role of regulator by enlisting industry associations to communicate and educate their membership to comply with government rules. Industry associations in turn can build credibility with their members by being active participants in addressing critical issues facing their membership. Public/private cooperation between ag-input market players will signal to support service providers – banks, ICT firms, the media, telecoms – its intent to “fix” the system. This is likely to encourage greater willingness to invest in a better functioning market.

*What does the market system get through better cooperation between market players?* Cooperation will lead to better competition and market pressures will reward value chain actors who upgrade to deliver quality inputs to farmers. Besides evidence of effective cooperation between market system players, the system should get over time:

- Legally compliant businesses with incentives to play by the rules;
- Effective ways to signal quality to consumers through e-verification and seed certification;
- Platforms to gather and disseminate information on ag-input firms for public (e.g. health and safety, tax collection) and private uses (e.g. demand forecasting);
- More credible industry associations with a track record of serving their members; and
- Innovation by ag-input market players to deliver quality products at affordable prices on a timely basis to Ugandan farmers.

Table 2: Facilitating Cooperation

	ANTI-COUNTERFEIT [Noise/Networks]	SEED CERTIFICATION [Seeds]	COMPLY/ ENFORCE [Support Services]	DISTRIBUTION MODELS [Role Model]	PROFESSIONAL SPRAY SERVICE [Support Services]	WORKING CAPTIAL FINANCE [Support Services]
<b>WHO</b> needs to cooperate	DLG, MEDIA, FARMER & INDUSTRY ASSOC'S,	UGOCERT CHEMIPHAR SEED FIRMS MAAIF (NSCS)	DLG, URSB, URA, MAAIF, INDUSTRY ASSOC, POLICE	SUPPLIERS, AGRO-DEALERS, RETAILERS, FARMERS & DLG.	URSB, URS, UNADA, DLG, CROPLIFE, SPRAY PROVIDERS	AG-INPUT FIRMS, FINANCIAL INSTITUTIONS, TELECOMS,
<b>WHY</b> should they cooperate	SYNERGIES OF HUMAN, FINANCIAL AND POLITICAL CAPITAL TO FIGHT CHEATS	FASTER, CHEAPER WAY TO REGULATE SEED INDUSTRY, PROTECT BRAND AND OPEN NEW MARKET FOR LAB	FASTER, MORE RELIABLE WAY TO LICENSE, REGULATE AND TAX AG INPUT FIRMS	COOPERATION BTW VALUE CHAIN ACTORS CAN RESTORE CONSUMER CONFIDENCE	INCREASE AG PRODUCTIVITY THRU BETTER USE OF CHEMICALS WHILE PROTECTING THE ENVIRONMENT	INCREASE ACCESS TO FINANCE WHILE ENCOURAGING AG-INPUT FIRMS TO MEET ALL LEGAL REQUIREMENTS
<b>WHAT</b> do they get when they cooperate	CREDIBILITY W/ MEMBERS, PEERS, AUDIENCES FOR FIGHTING CHEATS AND REWARDING HONEST BUSINESS	LOCAL COST-EFFECTIVE, CREDIBLE SOLUTION TO SIGNAL QUALITY TO BUYERS OF SEEDS.	AUTHORITIES MEET REGISTRATION & REVENUE TARGETS WHILE BEING SEEN AS FAIR AND TRANSPARENT.	INCREASED DEMAND FOR QUALITY AND IMPROVED CAPACITY OF VALUE CHAIN TO FORECAST DEMAND AND DELIVER QUALITY INPUTS	POSTIION INDUSTRY AS PRO-ENVIRONMENT WHILE ALSO CREATING INFORMED DEMAND OF PROPER USE OF CHEMICALS	REDUCED RISK TO LAUNCH NEW BANK PRODUCTS BY INDUSTRY EFFORTS TO INSURE LEGAL COMPLIANCE OF BANK CUSTOMERS.
<b>WHAT</b> does the market system get	RAISE AWARENESS OF SANCTIONS FOR CHEATING AND RESTORE TRUST IN MARKETS	SHIFTING THE SYSTEM NORM IN FAVOR OF QUALITY	PROMOTE AN IRREVERSIBLE TREND OF AG-INPUT FIRMS SEEING THE BENEFITS OF FORMALIZATION	AG INPUTS MARKET COMPETES ON QUALITY AGAINST ACCEPTED INDUSTRY STANDARDS.	A MORE EFFICIENT WAY TO REDUCE WEEDS INCREASE YIELDS WITH ABILITY TO EXPAND ALONG WITH FARMERS	AN ENFORCEABLE MARKET RULE THAT REWARDS COMPLIANT FIRMS AND SANCTION NON-COMPLIANT FIRMS.

## 5 Showcase Performance Improvements, Making Them the Norm

As seen above, the Ag Inputs Activity endeavored to introduce a range of performance improvements for actors in the agro-inputs system that were initially picked up by a number of “self-selecting” early adopters. For these changes to become sustainable, however, the rules of the game and the relative incentives and disincentives need to be adjusted to support provision of high quality inputs as a business model that pays. Such adjustments to the larger agro-inputs industry will create the right environment for these changes to become the norm among actors. Thus, in the last year of the Activity, the team expects to promote improvements in customer service by all industry actors. Early adopters who improve practices are expected to benefit from a greater market share and enjoy a competitive advantage. To cement these improvements in the agro-inputs system, providing good customer service must be recognized as the norm; a business will either not survive without it or be seriously handicapped.

To help make these performance improvements the norm in the agro-inputs industry, the Activity will undertake a variety of activities to showcase: i) the nature of improvements being made, ii) which businesses are making them; and iii) how these businesses and others are benefiting as a result. The Activity showcases activities by utilizing a variety of media and information channels. For example:

- Journalistic stories in print, radio and television media
- Industry associations and other business forums for successful businesses to tell others about the improvements they have made and benefits generated
- Case studies published in industry journals, used in academic coursework, discussed at industry forums, etc.
- Simple videos placed on the internet showcasing one or more early adopters to be accessed by businesses, support projects, industry associations, journalists, GoU entities, etc.

Changing the rules of the game is not a short-term nor an easy task to undertake. The Activity team is in the process of developing an alternative plan and will look towards developing a structure as a foundation for

subsequent follow-on Feed the Future work. This plan will be updated when the plan has been developed in consultation with USAID/Uganda.

## **6 CLA with GoU, Donors and Implementing Partners**

The ultimate goal of all Activity interventions is to help Uganda develop an agro-inputs industry that can sustainably meet existing and future needs of farmers and businesses. To achieve this goal, the Activity must foster greater cooperation between buyers and suppliers; strengthen information flows and technical support between actors; develop stronger, member-focused industry associations; and support actors throughout the system who actively seek solutions to problems and are growth oriented. A more dependable regulatory environment is also key, and to support that environment, the team must work in collaboration with local partners, including civil society actors, local government, and other donor funded initiatives such as the Feed the Future Enabling Environment Activity and the Commodity Production and Marketing Activity, as well as other donors such as the Gates Foundation. The Ag Inputs Activity recognizes that there are many other actors working toward one or more of these ends. The Activity also recognizes that its performance and the sustainability of much of what it hopes to achieve depends on how it learns from and contributes to the learning of others with similar goals. This is the reason for the Activity's emphasis on supporting the coordination of coalitions among key stakeholders, to share lessons learned and to promote continuous programmatic improvements.

From the start, the Ag Inputs Activity has collaborated and learned from past and current efforts and quickly contributed to its own learning. Specific learning and sharing activities include individual meetings, round-table discussions, national media campaigns, use of social media and other websites, dissemination of studies, etc. By the time the Activity closes and holds its final lessons learned event, all other stakeholders who intervene in the sector should be entirely familiar with the coalition efforts stimulated by the Ag Inputs Activity, and feel direct ownership of Activity impacts and lessons learned.

# Annex A: Expected Changes (life of Activity and beyond)

## Expected Changes

Activity Activities	Entry Points	Enterprise (Entry Point) Level	Smallholder Farmer Level
<ul style="list-style-type: none"> <li>• Anti-Counterfeiting Campaign</li> <li>• Enforcement of Ag-Input Business Licensing and Tax</li> <li>• Professionalize Agro-chemical Supply and Spray Service Provision</li> </ul>	Agro-Dealers & Retailers	<ul style="list-style-type: none"> <li>• Adopt new customer service/relationship management practices</li> <li>• Develop and implement marketing and promotional plans</li> <li>• Adopt and expand new services to farmers; e.g., spraying, equipment, seedlings, etc.</li> <li>• Develop and implement marketing and promotional plans</li> <li>• Cooperative relations with suppliers of agro-chemicals and seeds</li> <li>• Acquire technical support and training in inputs from, e.g., input suppliers, associations, GoU, etc.</li> <li>• Adopt improved business, inventory, financial and personnel management practices</li> </ul>	<ul style="list-style-type: none"> <li>• Increased safe use of genuine agro-chemicals and improved varieties of planting material</li> <li>• Improved yields, overall lower costs of production and greater profitability from cash crops</li> <li>• Greater investment in expanding agriculture production</li> </ul>
<ul style="list-style-type: none"> <li>• Private Sector Seed Certification</li> <li>• Working Capital Finance</li> <li>• Streamlined Distribution</li> </ul>	Agro-Chemical / Seed Companies	<ul style="list-style-type: none"> <li>• Adopt new distribution/customer management models and practices</li> <li>• Abide by COMESA quality management and seed certification standards; Introduce a voluntary private sector led seed quality mark to increase quality and volume of seed on the market.</li> <li>• Adopt improved or innovative marketing and promotional practices based on quality/ performance.</li> <li>• Employ E-verification services to protect brands from counterfeits</li> <li>• Explore opportunities to improve tamper-proof packaging</li> <li>• Raise awareness of dealers, retailers and farmers on recognizing quality products</li> </ul>	
<ul style="list-style-type: none"> <li>• E-Verification</li> <li>• Private Sector Seed Certification</li> <li>• Professionalize Agro-chemical Supply</li> </ul>	Industry Assoc.	<ul style="list-style-type: none"> <li>• Industry associations increase the value of activities and services to members ensuring their independent viability and relevance in the industry</li> <li>• Industry associations are able to manage USAID funding directly without jeopardizing their ability to provide sustainable services to their members</li> <li>• Stakeholders collaborate to solve shared problems and/or to realize collective opportunities</li> <li>• Public and private stakeholders establish an agro-inputs platform</li> </ul>	
<ul style="list-style-type: none"> <li>• Private Sector Seed Certification</li> <li>• E-Verification</li> <li>• AB licensing/Tax</li> <li>• Enforcement</li> </ul>	GoU Entities	<ul style="list-style-type: none"> <li>• GoU implements opportunities for regular cooperation and/or PPP with private sector actors</li> <li>• GoU entities at the district level (DPO, DCO, NAADS Coordinators, etc.) increase support and services to agro-input businesses</li> </ul>	
<ul style="list-style-type: none"> <li>• Role Models</li> <li>• Networks and Noise (media and communications)</li> </ul>		<b>Agro-Input Industry System Level</b> <ul style="list-style-type: none"> <li>• Actors in the agro-inputs system, not receiving direct support from the Activity, improve performance in ways similar to those actors receiving direct support (e.g., other retailers adopt similar practices and behaviors)</li> <li>• Throughout the agro-inputs industry there is consolidation of businesses at any one function level (reduction in overall number, increase in size) and expansion of businesses into new functions (e.g., wholesalers taking on retail functions through chain stores)</li> <li>• Capacity of stakeholders to collaborate to effectively improve internal and external enforcement of appropriate rules of the game enhanced.</li> </ul>	

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