



FEED THE FUTURE

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

Feed the Future Uganda Agricultural Inputs Activity

Year 4 (FY16) Annual Work Plan

September 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD



This report was prepared for the United States Agency for International Development.
Contract No. AID-617-C-13-00001, Feed the Future Uganda Agricultural Inputs Activity.

Implemented by:

Tetra Tech ARD
159 Bank Street, Suite 300
Burlington, Vermont 05401
Telephone: (802) 658-3890

FEED THE FUTURE UGANDA AGRICULTURAL INPUTS ACTIVITY

**Year Four Annual Work plan (FY16)
October 2015 – September 2016**

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Submitted to USAID/Uganda

FINAL 30 September 2015

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

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LIST OF ACRONYMS

ABi	Agri-Business Initiative Trust
AIA	Feed the Future Agricultural Inputs Activity
AGRA	Alliance for a Green Revolution in Africa
AMFIU	Association of Micro-Finance Institutions Uganda
BDS	Business Development Services
BOU	Bank of Uganda
CLA	Collaborating, Learning and Adapting
CLAME	CropLife Africa and Middle East
CLUSA	Cooperative League of the USA
COMESA	Common Market of Eastern and Southern Africa
CPMA	Feed the Future Uganda Commodity Product and Marketing Activity
CSBS	Customer Service Business Strategies
DAO	District Agricultural Officer
DENIVA	Development Network of Indigenous Voluntary Associations
DO1	Development Objective 1
DOPs	District Operation Plans
DFA	District Farmers' Association
DLG	District Local Government
DPOs	District Production Officers
DSIP	Development Strategy Investment Plan
EEA	Feed the Future Enabling Environment for Agriculture Activity
FAO	Food and Agricultural Organization
GOU	Government of Uganda
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFDC	International Fertilizer Development Center
IFPRI	International Food and Policy Research Institute
IPs	Implementing Partners
IPM	Integrated Pest Management
IR	Intermediate Result
ISSD	Integrated Seed Sector Development
ISTA	International Seed Testing Association
LG	Local Government
LWR	Lutheran World Relief
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M, E&L	Monitoring, Evaluation and Learning
MDD	Music Dance and Drama
MFI	Micro Finance Institutions
MTIC	Ministry of Trade, Industry, and Cooperatives
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NSCS	National Seed Certification Service
OECD	Organisation for Economic Cooperation and Development
OWC	Operation Wealth Creation
PASIC	Policy Action for Sustainable Intensification of Cropping Systems (IFPRI)
PERSUAP	Pesticide Evaluation Report Safer Use Action Plan

PMP	Performance Monitoring Plan
PMU	Project Management Unit
PS	Permanent Secretary
SACCOs	Savings and Credit Cooperatives
SG2000	Sasakawa Global 2000
SMEs	Small Medium Enterprises
SMS	Short Message Service
SSP	Spray Service Provider
STTA	Short-Term Technical Assistance
TIU	Transparency International Uganda
TOT	Training of Trainers
UBA	Uganda Bankers Association
UBOS	Uganda Bureau of Statistics
UCA	Uganda Cooperative Alliance
UNADA	Uganda National Agro-input Dealers Association
UNBS	Uganda National Bureau of Standards
UNFFE	Uganda National Farmers Federation
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
USAID	United States Agency for International Development
USTA	Uganda Seed Traders Association
VA	Village Agents
VC	Value Chain
VSLAs	Village Savings and Loan Associations
WADS	Women Assisted Demonstrations
WFP	World Food Program
YLFA	Feed the Future Uganda Youth Leadership for Agriculture

A. INTRODUCTION

Context: In November 2012 USAID Uganda awarded Tetra Tech ARD a five-year contract to promote the responsible use of agricultural inputs in selected target districts.

The Ag Inputs Activity is one component of the larger Feed the Future Value Chain Development Project. Other activities include but are not limited to Enabling Environment Activity (EEA), Commodity Production and Marketing Activity (CPMA), and the Youth Leadership for Agriculture Activity (YLA). The VCDP's purpose, to which all VCDP activities contribute, is to increase household incomes derived from selected crop value chains and to build partners' awareness and resilience to the stresses of climate change. The VCDP project has six expected outcomes: 1. increased agricultural productivity; 2. expanded access to competitive markets; 3. sustainably strengthened support services; 4. strengthened producer organizations; 5. improved government's agriculture-related policy environment; and 6. strengthened public sector capacity. Ag Inputs contributes primarily to outcomes 1 and 3. Other Activities contribute to other outcomes.

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

A seed sector strengthening component was added to the activity in October 2014. This addition increased the total program budget by USD \$2.5 million. The component aims achieve the following impacts:

- 30% increase in the production of certified hybrid maize seed
- 10% increase in the production of OPV maize seed
- 15% increase in the production of certified bean seed
- \$1 million in new commercial financing to the seed sector
- 120,000 small-holder farmers served by assisted seed sector enterprises or financial institutions

The Activity uses a market facilitation approach, leveraging market forces to accelerate change in the agricultural inputs supply chain, to ensure sustainability and scale. The activity is currently implemented in 18 target districts, by 24 staff (including seven field based staff), and includes 29 desired outcomes implemented by three teams (the Role Model team, the Support Systems team and the Network and Noise team). It also includes cross cutting activities designed to increase the participation of women and youth in the ag-inputs supply chain, and strengthen climate change adaptation. Building the capacity of agricultural inputs supply chain actors including wholesalers, retailers and industry associations, the Activity also focuses on finance and business services supporting the supply chain, and builds awareness of high-quality inputs through a broad spectrum of media channels.

A summary of the progress to date is presented in section B below. Further details of the successes and challenges of this approach are presented separately in the annual report.

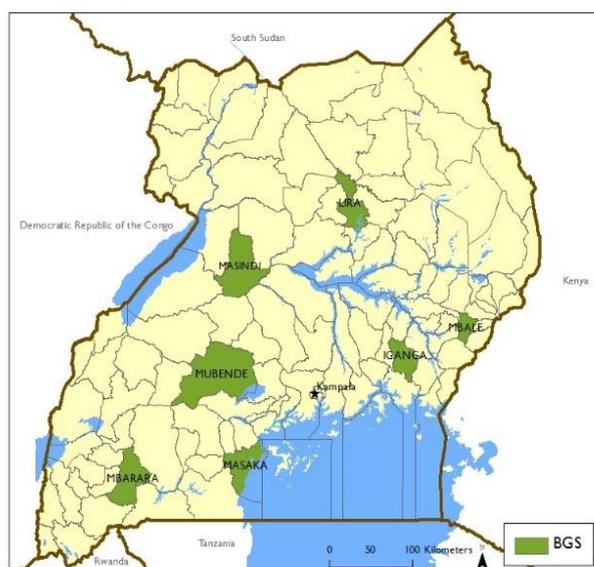
The Feed the Future Uganda Agricultural Inputs Activity currently implements activities in **18** feed the Future focus districts. However, the Activity is also impacting stakeholders and generating secondary results in adjacent Feed the Future target markets, as business networks managed by Activity target firms extend into neighboring areas, including Amuria, Bukomansimbi, Bulambuli, Kaberamaido, Lwengo, Mityana, Sembabule, and Serere¹. As a result, the Activity currently anticipates improving ag-input quality and quantity in a total of **29** districts. A complete list of Activity districts is included in Table 1 and Figure 1.

Table 1 and Figure 1. Current location of Ag-Inputs staff and Business Growth Specialists (BGS) in Uganda

Table 1

Districts where Ag Inputs staff are based	Additional Districts where Ag-Inputs Staff work	
Iganga	Bushenyi	Ibanda
Kampala	Gulu	Kabale
Lira	Kamuli	Kaliro
Masaka	Kapchorwa	Kamuli
Masindi	Jinja	Kasese
Mbarara	Mayuge	Luwero
Mbale	Sironko	Mityana
Mubende	Soroti	Rakai

Figure 1



Planning Process: The Activity engages in a regular cycle of quarterly review meetings during which all staff participate in the review of lessons learned, agreement on strategic directions and priorities, and planning and coordination of activities across teams and locations. This process was intensified this year with the Seed Sector Planning process in Q1; an assessment of intervention priorities and more closely coordinated planning in Q2; and the Strategic Assessment in Q3, followed by identification of priority interventions to change the rules of the game through intensification of collaboration. All of these culminated in the series of coalition formation meetings in Q4, followed by a general stakeholder coordination meeting to which all the Feed the Future Implementing Partners were invited. The results of these consultations were presented at the annual planning retreat, during which each of the seven task forces developed the workplan for Y4.

The Activity is currently in the third of five years of program implementation. To improve future activity performance and to ensure appropriate Collaboration, Learning and Adapting

¹ While these are not Feed the Future Districts, they are areas with strong links to national private sector input suppliers, or with wholesalers that serve as major sources of agricultural inputs for smaller retailers in neighbouring Feed the Future focus districts. Because this Activity employs a facilitation approach to strengthen private sector linkages all along the agro-input distribution chain, it is not possible to limit activities or anticipated impacts to Feed the Future target zones (businesses and private sector actors work inside and outside of Feed the Future target zones).

(CLA) of Activity approaches and activities, the team requested an external strategic assessment, with three major objectives:

- 1) To review progress and change in the agricultural inputs market system to date;
- 2) To assess overall progress towards achieving systems change; and
- 3) To provide recommendations on strategic, tactical, and organizational shifts, including a broad implementation plan to scale/crowd in more critical market players and functions.

Ag Inputs' current strategy has been to promote business-level changes for agro-dealers, seed companies, and agro-chemical companies, centered around increased investment in improved business practices. The purpose was for businesses to achieve long-term growth and profits through offering superior quality products and services to their customers, instead of competing on who can offer the lowest price. The Strategic Assessment concluded that while the Activity had made considerable progress in changing individual business behavior it was not achieving the level of crowding in or scaling up that was required to achieve real systemic change. Instead, it found that the current dysfunction of the agriculture inputs market conspires against the adoption of these types of business strategies and investments.

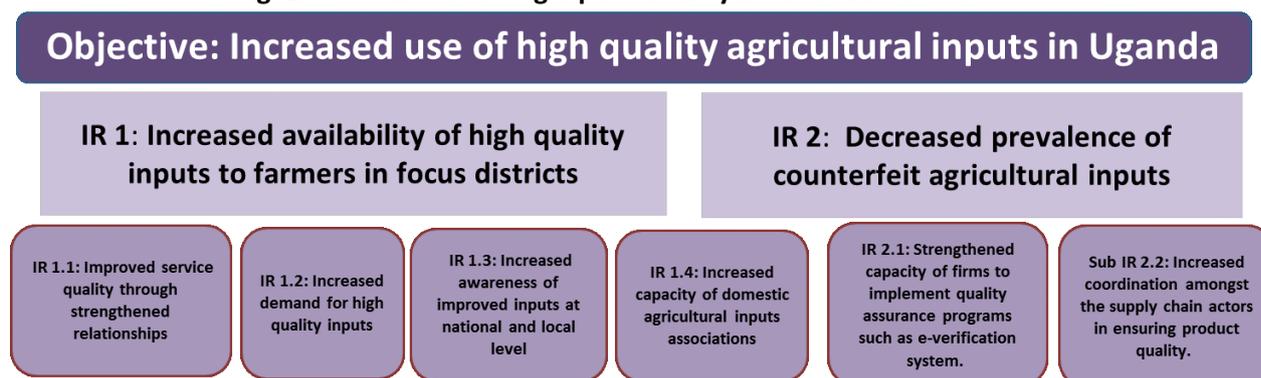
The results of this assessment were used to inform the current Year 4 workplan and improve strategic approaches. The findings and recommendations of the Strategic Assessment are outlined in Section C below.

B. RESULTS FRAMEWORK AND PROGRESS TO DATE

The Activity's Results Framework (RF) was developed by USAID/Uganda, and included in the Ag Inputs contract. The Results Framework encapsulates the implementation approach, and continuously guides work planning and results monitoring.

At the highest level, all USAID/Uganda Feed the Future Activities are designed to contribute to USAID's Development Objective 1 (DO1): Economic Growth from Agriculture and the Natural Resource Base Increased in Selected Areas and Population Groups. While the Ag Inputs Activity will contribute significantly to this Development Objective, it will do so through the Activity-level Objective and related intermediate results (IRs) illustrated below.

Fig. 2: Feed the Future Ag Inputs Activity Intermediate Results



Results shows that the Activity has made significant progress against its performance indicators. Highlights for FY 2015 include the following:

Intermediate Result 1: Increased availability of high quality inputs

- Fewer agro-input firms are suffering from stock-outs of critical products (hybrid maize seed, Glyphosate and NPK fertilizer.)
- 7,310 beneficiaries reached this year including farmers, agro-dealers and suppliers.

- Provided technical support to a total of 878 private sector firms in Y3 compared to 387 in Y2.
- Increased leveraging of new investments by private sector businesses from \$14,986 in the previous year to \$41,195 in Y3, even though e-verification was not online yet.
- More stakeholders with increased capacity to adapt to climate change impacts (from 24 in Year 2 to 82 in Year3.)

Intermediate Result 2: Decreased prevalence of counterfeit agricultural inputs on the market.

- An e-verification system as a strategy against counterfeits will be officially launched in the first quarter of next fiscal year. A PPP arrangement has been brokered between UNBS and mPedigree while another private sector service provider is also offering a similar service independently.
- The toll free anti counterfeit hotline established in Year 2 and managed by Transparency International was widely promoted around the country and the number of counterfeit practices reported increased significantly.
- Mass media, events, and interpersonal communications programs were widely utilized to educate farmers on identifying counterfeits, reporting them, and being conscious consumers who demand quality inputs.
- A Uganda Agro Inputs Web Platform is being developed with support from the Activity. 16 district level agro-dealer fairs were held in collaboration with USTA, UNADA and Crop life where over 590 agro-dealers were registered. The web platform will encourage greater transparency in the sector, providing the public with a wide range of information about input suppliers, registered products, new varieties in the market, and agro-dealers in each locality.
- Business formalization was highly emphasized this year to exclude unscrupulous traders. Agro dealers were sensitized about the value of business formalization, and were also supported to comply with new policies such as business registration.

Seed Sector Strengthening

With additional funding for the seed sector, several new activities were initiated this year which contribute to both IR1 and IR2. These activities included:

- Financial management training for seed companies,
- Exposure visit to Zambia and South Africa for Government and private sector representatives to learn about the advantages of private sector involvement in seed certification to promote access to quality seed.
- Agro-dealer seed demonstrations, and company led seed demonstrations of drought tolerant and early maturing varieties.
- Development of an online agricultural inputs platform was initiated. Sixteen district fairs were each attended by 20-30 suppliers and service providers, and resulted in registration of over 580 agro-dealers for inclusion in the platform. These agro-dealers also benefited from information on a wide range of new products and services.
- Seed sector finance assessment aimed at designing appropriate credit products to meet the unique seasonality challenges of seed companies.
- Feasibility study and business plan development for a private sector led seed certification and quality mark for Uganda.

C. STRATEGIC ASSESSMENT IMPLICATIONS

In May 2015, the Activity reached its midpoint (2.5 years of the 5 year contract), and the team commissioned a Strategic Assessment to determine if the Activity was on track towards achieving transformational change in the agro-inputs market. The team engaged two experienced practitioners in market systems development, who, together with key

Activity staff, undertook a review of the Ag Inputs Activity. Specifically, the review assessed the strategy, tactics, and the organization of the Ag Inputs Activity, to improve effectiveness towards achieving desired systemic change.

Findings of mid-term review: Ag Inputs’ current strategy has been to promote business-level changes for agro-dealers, seed companies, and agro-chemical companies, centered on increased investment in improved business practices. The purpose of this approach was for businesses to achieve long-term growth and profits by offering superior quality services to their customers, instead of competing on price alone. The strategic assessment determined that current market dysfunction conspires against the adoption of these types of business strategies and investments, because of the ease with which counterfeit inputs enter into the market, and the lack of sanctions against them.

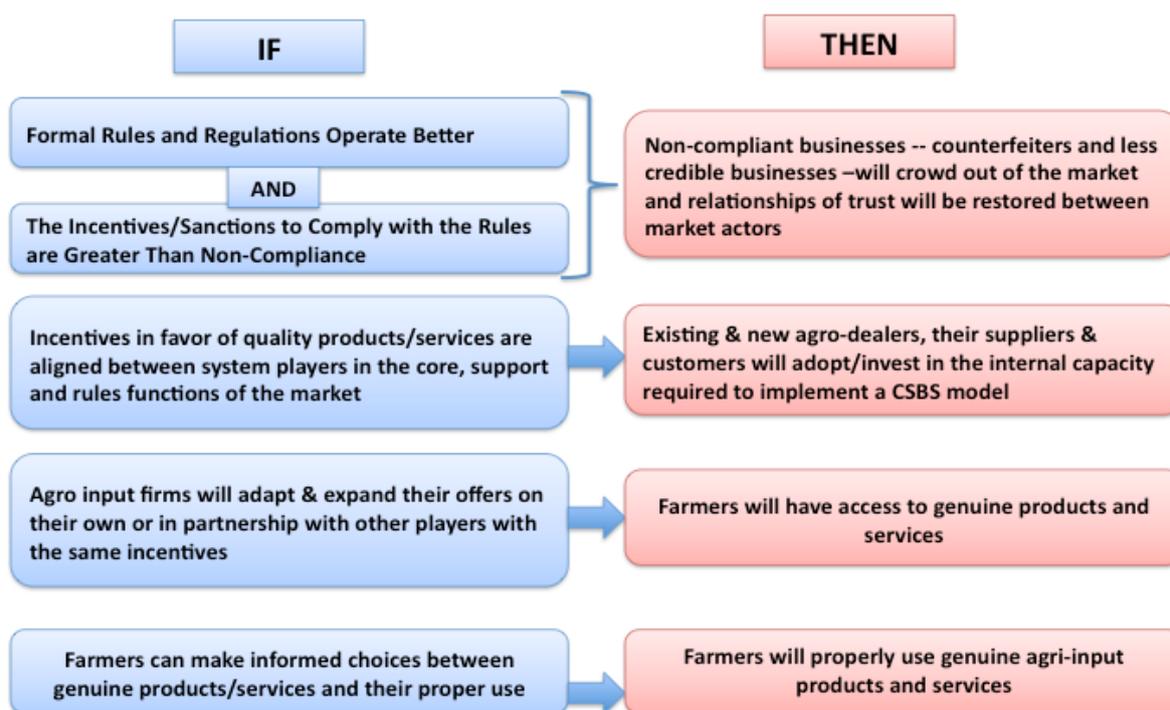
The key reasons for this lack of broader adoption are:

- Expanded presence and increased sophistication of counterfeits;
- Downward pressure on consumer prices of agro-inputs because of cheap counterfeits and poor quality products;
- The high number of unqualified, irresponsible business people who simply want to “get rich quick” from selling agro-inputs;
- And the lack of regulations, barriers to entry, or standards that are enforced for the industry.

This situation—where anyone can sell agro-inputs of varying degrees of quality and authenticity—is discouraging good businesses from improving their business practices. The incentives to simply sell at the lowest price possible are stronger than incentives to invest in quality and service. Similarly, incentives to cheat are stronger than the sanctions against it.

These findings invalidate a core assumption of Ag Inputs’ previous strategy: that we can demonstrate the benefits of improved business strategies and achieve a crowding-in effect, with businesses competing on quality and service. In consultation with USAID, we are thus revising our strategy and theory of change to reflect these findings.

Agricultural Inputs Activity Revised Theory of Change



Recommendations of the strategic assessment: The most urgent priority for the Ag Inputs Activity is to see that the “rules of the game” operate more effectively for agro-dealers. The Activity will focus on increasing barriers to entry, and improving the standards that agro-businesses must meet, in order to operate in the agro-inputs industry. The purpose of these changes are to crowd out less credible businesses and counterfeiters, once the incentives and sanctions to comply with industry norms and rules are greater than non-compliance. Once this occurs, the agro-inputs market will be ready to adopt growth-oriented business practices that provide farmers with higher quality products and services.

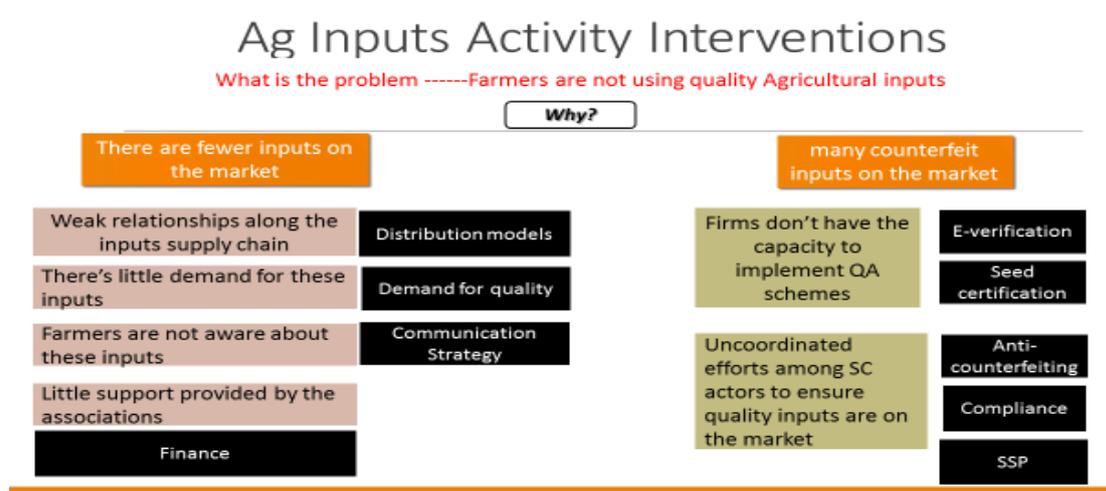
This change does not represent a major shift in intervention areas for the Ag Inputs Activity; it is more of a reconfiguration and re-prioritization of how outcomes will be achieved. Promoting Customer Service Business Strategies (CSBS) will be somewhat put on hold, while the team focuses their efforts on supporting greater enforcement of anti-counterfeit measures, so that incentives are sufficient to promote the adoption of improved business practices. In short, high-level goal remains the same, but the theory of how desired change is likely to take place has changed.

Key areas for collaboration: The Strategic Assessment resulted in seven key priority areas for Ag Inputs in Year 4. These seven priority areas form the core of the workplan.

Thematic Area	Details	Key Actors Involved
1. Professional Spray Service Provision:	The Activity will work with key actors to introduce professionalized, private-sector spraying services that can safely and effectively apply agro-chemicals, reducing the instances of mid-use and increasing the opportunity for farmers to get more value from agro-inputs.	CropLife, MAAIF, DLG, UNADA, UNFFE, CPMA, IFDC, CLUSA, YLFA, Interested businesses
2. Compliance/ Enforcement	The Activity will facilitate the coordination of public-sector bodies to inform and register agro-inputs firms on licensing, regulatory compliance, and tax compliance, especially amongst upcountry agro-dealers.	DLG, EEA, URSB, URA, Industry Associations, MAAIF
3. Seed Certification	The Activity will support the development of a credible, affordable, and high-quality private-sector option for seed certification. In parallel, the Activity will make E-Verification a reality, allowing consumers to validate the authenticity of their products. This will allow legitimate companies who are serious about quality to differentiate themselves and create farmer confidence in their products.	MAAIF (incl. NSCS), EEA, UNBS, IFPRI, M-Pedigree, other private-sector service providers, agro-inputs businesses.
4. Anti-Counterfeiting Campaign	The Activity will facilitate an intensive, time-limited campaign undertaken jointly by public and private sector actors. It will aim to stimulate farmers’ demand for high-quality, genuine products as a first step, and follow on with a demand for action and enforcement against fake or poor quality products.	UNFFE, MAAIF, District Local Governments, UNADA, USTA, EEA, CPMA, Ag Inputs Stakeholder Platform, Transparency International, businesses
5. E-Verification	The Activity will support the roll out of a tamper evident scratch-tag approach to e-verification of agro-inputs as a commercially sustainable business service. The role of the Activity is to manage contracting of a national public education campaign and engagement of IP partners in the understanding of the service by farmers, agro-dealers, and policy makers. Ag Inputs will also play a key role in ensuring implementation of a system of random sample quality control for the products under the e-verification system.	UNBS, REN Publishers, mPedigree, MAAIF, Chemiphar, a Media/PR firm, CPMA, and supplier companies
6. Working Capital/Finance:	The Activity will work with key market actors in finance and agro-inputs to stimulate demand for, and then bridge the gap between, supply and demand of appropriate, affordable working capital finance.	Agro-inputs businesses, financial institutions, Agribusiness, Finance Platform, EEA, CPMA.

Thematic Area	Details	Key Actors Involved
7. Alternative Distribution Models	The Activity will work with seed and agro-chemical companies to determine and pilot the distribution models that have the best positive impacts on access and availability of high-quality inputs for farmers.	Kampala-based seed and agro-chemical companies, wholesalers and agro-dealers, MAAIF Cluster Project, World Bank.

Thematic Areas 1 to 5 will be prioritized most heavily in the coming months. Once they bear fruit, it is expected that the demand for and interest in Thematic Areas 6 and 7 will grow. Success in Thematic Areas 2-5 will signal the intent of all stakeholders to restore trust and confidence in the agro-inputs market, and its capacity to reward quality and sanction cheats. This, in turn, should encourage new initiatives by market actors – suppliers, distributors, retailers, farmers and support services – to find better, smarter and cheaper ways to stimulate demand for and strengthen supply of quality agro-inputs. These new thematic areas (black boxes) are mapped against the Results Framework in the following diagram.

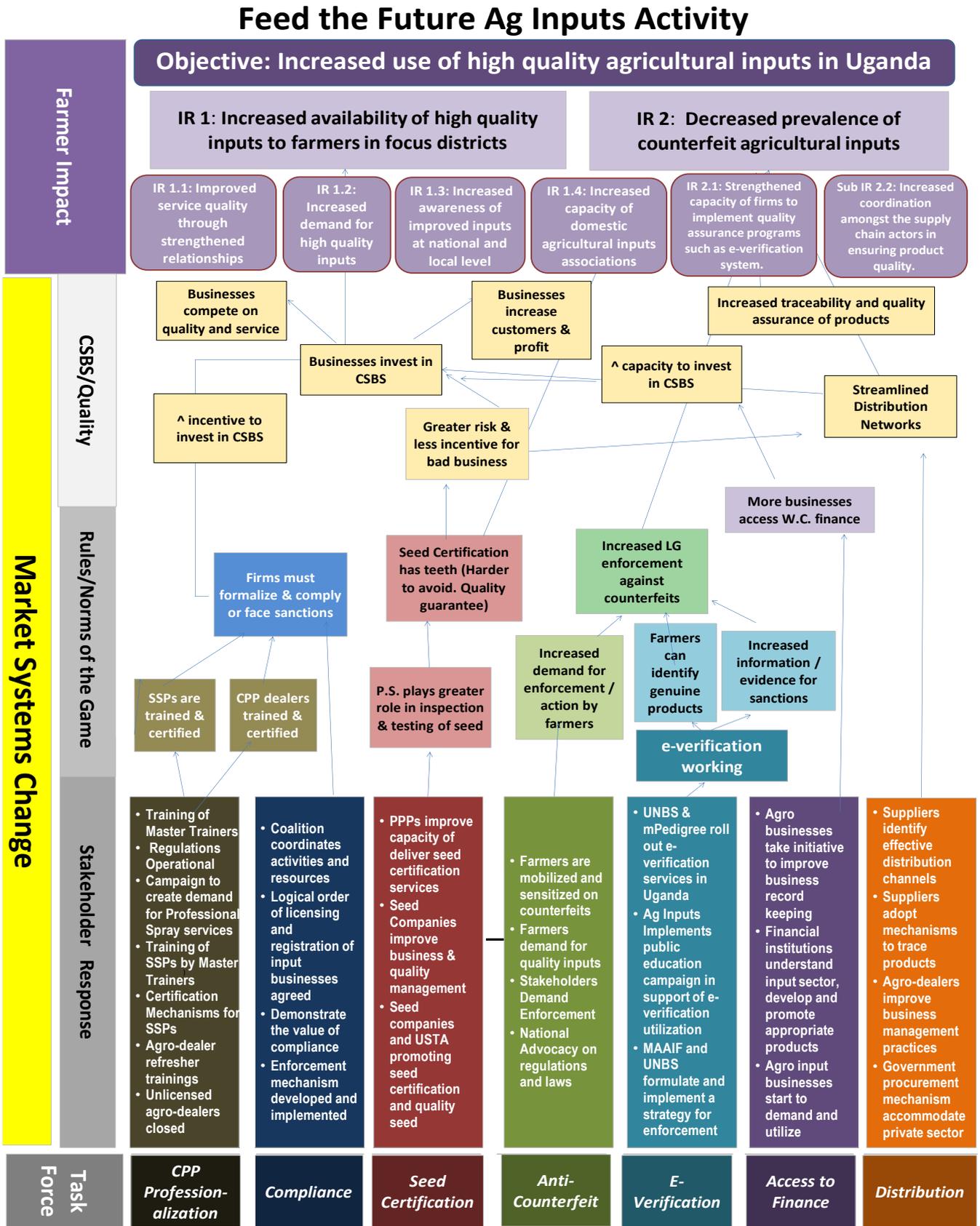


However, there isn't a perfect one-to-one correlation between the thematic areas identified above, and the Activity IRs and Sub IR's in the Results Framework. Instead, each Thematic Area has the potential to contribute to multiple IRs, as illustrated in the table below.

Results	IR 1.1 Strengthen Relationships	IR 1.2 Increase Demand	IR 1.3 Increase Awareness	IR 1.4 Strengthen Association Capacity	IR 2.1 Increase Quality Assurance	IR 2.2 Increase Coordination for Quality
A. Prof. SSP						
B. Compliance						
C. Seed Certification						
D. Anti-counterfeit						
E. E-verification						
F. Finance						
G. Distribution						

Each Thematic Area has specific strategies and activities planned for the next 12 months. These are diagrammed in Figure 3 below, and discussed in more detail in Section F. Also included are strategies and planned activities in cross-cutting technical areas, such as gender and youth integration, climate change adaptation and environmental management and compliance.

Figure 3: FEED THE FUTURE AGRICULTURAL INPUTS ACTIVITY REVISED RESULTS CHAIN

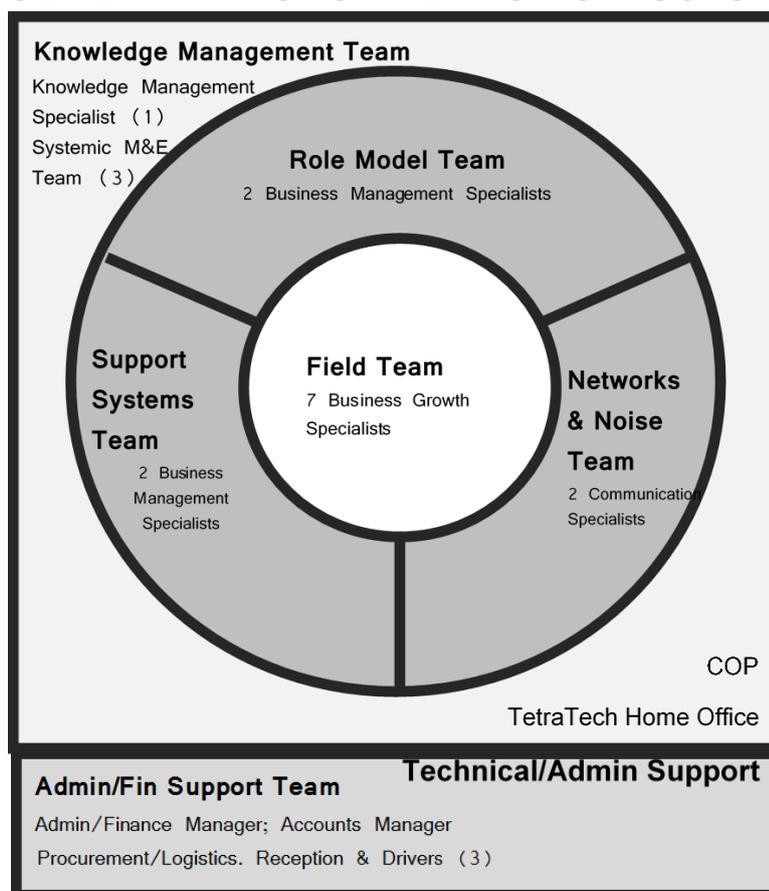


D. REVISED MANAGEMENT AND ORGANIZATION STRUCTURE

Originally staff were organized into four teams.

The Role Model Team: develops role models of customer-service business strategies in the agro-input distribution chain that have the potential to influence the behavior of others.

The Support Systems Team: promotes provision of new support services and products to businesses throughout the agro-input distribution chain that enable the adoption of customer-service business strategies. This team works with local and national government, business management services providers, ICT & bulk SMS aggregators, and financial institutions.



The Networks & Noise Team: promotes effective communications, bridging information gaps and creating networks of actors to enhance learning and spread innovations, resulting in improved performance in the agro-inputs distribution chain. The Networks and Noise team emphasizes use of existing rural media and other platforms, targeting groups of people that can influence behavioral change.

The Monitoring and Evaluation team: monitors the effectiveness and progress of Activity interventions to achieve near-term results. It also monitors the effectiveness of the Activity's approach to achieve scale and systemic change across the larger agro-inputs industry.

The New Task Forces:

To ensure widespread participation and lively crosscutting communication around each of the new thematic areas, a Task Force was created to address each one. Each staff member was asked to identify their areas of primary interest, and to participate in at least two task forces. Task force membership cuts across previous team boundaries and includes a mix of field staff and Kampala technical staff. The old areas of emphasis remain valid, They are simply overlaid with new cross cutting responsibilities that enhance the interplay of ideas and expertise. This new arrangement, which includes both the original team structure, and the task forces, is indicated in the Organization Chart in Figure 4. It emerged through consultation with staff at the Q3 quarterly review, but has proven exciting and effective. Its performance will be reviewed again during the Y2Q2 quarterly review.

Figure 4: Agricultural Inputs Activity Organization Structure

				Task Force Affiliation			
Rita Laker-Ojok	Overall	Kampala	Chief of Party	* E-V			
Marion Kyomuhendo	Networks & Noise	Kampala	Communications & Media	* A-C			
Ronald Wankya	N & N/ Field Team	Kampala	Field Team Leader				
Ronald Rwakigumba	Field Team	Mbale	BGS				
Nelson Kamira	Field Team	Masaka	BGS				
Brian Ariho	Field Team	Mbarara	BGS				
Lawrence Adia	Field Team	Masindi	BGS				
Mary Kobusingye	Field Team	Iganga	BGS				
Josephine Munduru	Field Team	Lira	BGS				
Ronald Byakika	Field Team	Mubende	BGS				
Andrew Gita	Role Model	Kampala	Business Mgmt. Specialist	* SSP			
Caroline Kahamutima	Role Model	Kampala	Business Mgmt. Specialist	* Dist.			
Stephen Muhangi	Support Systems	Kampala	System Support Specialist	* Fin			
Robert Katende	Support Systems	Kampala	System Support Specialist	* Comp			
Robert Ejiku	Seeds	Kampala	Seed Sector Specialist	* Seed			
Leanne Rasmussen	M&E Unit	Kampala	Technical Advisor				
Brenda Nalwadda	M&E Unit	Kampala	Knowledge Mgmt. Spec.				
Nina Karungi Tibaleka	M&E Unit	Kampala	Systemic M&E Invest. Sp.				
Gladys Naluzze	M&E Unit	Kampala	Systemic M&E Assistant				
Juliet Tuhirirwe	Admin Support	Kampala	Fin & Admin Manager				
Mary Muhumuza	Admin Support	Kampala	Accountant				
Phionah Nantambi	Admin Support	Kampala	Logistics Officer				
Andrew Lubega	Admin Support	Kampala	Driver				
James K Kamoga	Admin Support	Kampala	Driver				
Joshua Katiko	Admin Support	Kampala	Driver				
William Serubiri	Admin Support	Kampala	Driver				

Task Forces	*=Chair
A. Prof. SSP/ CPP	
B. Compliance	
C. Seed Certification	
D. Anti-counterfeit	
E. E-verification	
F. Finance	
G. Distribution	

E. TASK FORCE STRATEGIES FOR YEAR 4

Task Force 1: PROFESSIONALIZATION / CERTIFICATION OF SPRAY SERVICE PROVISION (SSP) AND AGRO-DEALERS

The Goal: A continuously improving market (supply and demand) for expert safe and environmentally responsible spray services ensuring judicious and effective use of agrochemicals and linked to competent agro dealers who sell solutions (product and advice) to farm problems and not just trading in products per se.

The Rationale: Widespread promotion of the supply of and demand for professional spray services will ensure safe and effective use of agrochemicals and value for money to farmers, stimulating increased use of quality products with feedback loops on product performance. In tandem with increasing the flow of information, it will provide incentives as well as fostering greater cooperation among actors to achieve desired systemic change and to create opportunities for win-win solutions. Cooperation and information flow between of core market chain actors, will drastically reduce the incidence of counterfeit agrochemicals on the market and reduce the dangers of misuse of genuine produces.

The How: Spray service provision (SSP) has been supported in recent years by various implementing partners including IFDC, CPMA, AIA, and CLUSA. But actors have never really worked together on a coordinated campaign to achieve national level impact. By pulling together our disparate efforts, a coalition will be able to achieve what individual partners could not.

Primarily, the coalition will support CropLife Uganda to sustainably deliver spray services market development as a blanket member service to the industry. Key activities will be supported either under a cost share or subcontract arrangement with different key stakeholders supporting activities in their respect areas of geographic coverage.

CropLife Uganda, an association of certified agrochemical importers, will manage a network of experienced Trainers in various regions of Uganda, who are actively promoting, training, and certifying spray service providers (SSPs) in collaboration with local government District Agricultural Offices and farmers' associations. The Trainers will be selected from agrochemical companies, farmers associations, local Agricultural Offices, or from among independently operating private sector service providers (including agro dealers) in target districts. Local government offices, industry and farmer associations will vigorously promote and advocate for professional spray service provision to increase judicious agrochemical use in commercial farm enterprises. Promotion includes demonstration of productivity increases resulting from professional agrochemical application. Core market actors will integrate the promotion of SSPs into their marketing strategies as a tool for product stewardship, fighting counterfeits and rewarding investment in CSBS. When the district level coalitions take off, local agro dealers will be involved in identifying both trainers and SSPs. They will be part and parcel of the coalitions either through local associations of interested independent representative

Additionally, the activity will support the reviewing and updating of the curriculum for training agro dealers for certification and facilitate refresher courses for agro dealers as a requirement for continued certification by MAAIF. In the long run, this will become part of the normal cost of doing business as a seller of crop protection products, as specified in the Agro Chemicals Control Act

The Result: Spray service providers (100% male, rural farming youth) actively promoting and commercially providing expert spray services in coffee and maize farming communities, adhering to pesticide safe use guidelines and codes. SSPs providing feedback on product performance to agro dealers and ultimately their suppliers, supporting the use of quality agro-inputs throughout the value chain.

Additionally, knowledgeable and duly updated agro dealers being solution providers and not just traders per se, hence selling solutions (product and advice) to farm problems. Agro dealers routinely enrolled for periodic refresher safe and effective use/product knowledge courses, to update their knowledge of industry developments, in order to improve solutions offered to farmers. Industry and Local Government actors collaborate to shut down unlicensed agro-chemical dealers, in order to increase incentives for legal compliance.

Key Stakeholders: Crop Life Uganda will take the lead supported by UNFFE, MAAIF, DLG, DPO/DAO, UNADA, IFDC, CLUSA, District Farmer Associations, CPMA (to promote demand for certified SPPs), FtF EEAA (to promote the legal framework required to allow SSPs to operate effectively), FtF YLFA, and Makerere University Kampala.

Additional Youth, Gender, Environment and Climate Change Considerations:

- ✓ Spray services provide employment opportunities for rural youth
- ✓ Spray services enable women entrepreneurs to produce quality products, without physically handling pesticides.
- ✓ Pregnant and lactating mothers can farm and control pests without direct physical risk or involvement, increasing their safety.
- ✓ Expert spray services ensure safety to people and their environment, as trained service providers will handle pesticides in the correct manner, with the skills required to mitigate potential adverse effects on the environment.
- ✓ Greater understanding and utilization of Integrated Pest Management (IPM) techniques encourages more efficient use of potentially dangerous chemicals by applying them in the most effective way possible, calibrating minimum effective dosages and combining them with non-chemical pest management practices.

Progress to date: The SSP taskforce generated and documented the background & status quo with regards to spray service providers in Feed the Future districts and began developing a roster of all operating SSPs and implementing partners/stakeholders that support SSP efforts. Various meetings and consultations were held with CropLife to review its proposed strategic plan. The taskforce engaged stakeholders and potential collaborators including Enabling Environment Activity and Commodity Production and Marketing Activity, MAAIF, IFDC, and CLUSA to understand their key planned activities in support of SSPs and facilitated a stakeholder coalition meeting to present the general strategy and envisioned activities for FY 2016.

Task Force 2: COMPLIANCE

The Goal: Raising and strengthening barriers to entry and operation of businesses in the agricultural inputs sector

The Rationale: The current dysfunction in the agro-inputs market associated with the pervasiveness of counterfeits in the system, as well a high number of less credible businesses in this market, conspires against the adoption of new more customer oriented business practices aimed at establishing long term trusting relationships. The prevailing mistrust in the system has upset value chain relationships, and pushes down price, even for genuine products. This discourages the kinds of investments in better business systems and practices associated with investment in customer-oriented practices. Widespread business

formalization, combined with effective enforcement, makes it more difficult to engage in bad business practices like counterfeiting.

The How: We will facilitate coordination of public-sector bodies (URSB, URA, MAAIF, Directorate of Agriculture Police, Ministry of Trade, etc.) to inform/educate agro-inputs firms on regulatory compliance and adherence to all informal rules and norms, especially amongst upcountry agro-dealers. These national level initiatives will be amplified by district level action undertaken by various task forces comprised of community based stakeholders such as the district and local government (DLG), local agro-dealer associations, media, farmer groups, the local police and other stakeholders, to link education with effective enforcement.

The Result: Once the regulatory environment has improved, businesses will either improve their practices or exit the market, because the incentives to conduct bad business, based on the lowest price possible regardless of quality, will be weaker than the sanctions for doing so. Remaining agricultural input businesses will be in a better position to invest in customer service business strategies that promote growth based on quality and service.

Key Stakeholders: URA, URSB, MAAIF, form the core of the consortium. Their efforts are supported by National Media, CPMA, UNFFE, USTA, UNADA, CropLife, local media. Agriculture Police, Ministry of Trade, EEA, DLG, agro-dealers associations, DFAs, local media, EEA.

Additional Youth/Climate Change/Gender considerations: District level School MDD Competitions focusing on compliance and how it relates to climate change and health/livelihoods issues (in partnership with Straight Talk Foundation, NFA, etc.) DLG, local agro dealer associations, local media, district farmers associations, representatives of national associations, URA/URSB local branches...

Progress to Date: Individual level meetings have been held with URA, URSB, UNADA, MAAIF, and Agriculture Police and Ministry of Trade. Various IPs including Enabling Environment Activity and Commodity Production and Marketing Activity have also been involved in these discussions. A national level grand coalition meeting involving all the above stakeholders was held to coordinate joint planning. At the district level, stakeholder meetings have taken place in Mubende, Mityana, Kasese, Iganga, Kamuli, Mbale, and Masaka to spur local interest and participation in issues surrounding regulatory compliance.

Task Force 3: SEED QUALITY

The Goal: Ensure the availability of high quality seed by a consortium of Ugandan seed companies utilizing internationally accredited seed certification services through a Public Private Partnership.

The Rationale: An autonomous voluntary “Quality Mark”, owned by progressive seed companies ready to commit to an independent quality management system including independent verification of adherence to minimum COMESA standards will complement current government requirements.

The proposed “Quality Mark” will be driven with independent field and process checks and audits to uphold adherence to Uganda law, official and unofficial Codes of Conduct, and COMESA standards. With EEAA’s advocacy efforts the domestication of the COMESA regulations for seed are expected to be operational by the end of Q1. The consortium (Uganda Select) will provide a distinguishing mark of quality assurance that can offer Ugandan companies a competitive edge to prove they offer high quality seeds. This in turn will spur overall improvements in input quality within the Ugandan seed sector, by offering a way for seed companies to demonstrate quality assurance to their customers, and making it more obvious when companies are not adhering to quality standards. Private sector certification will meet international standards as well as provide more rigorous enforcement

of Ugandan seed standards, as codified in the Seeds and Plant Act and Regulations, overseen by MAAIF and the Uganda Seeds Board.

The How: Ag Inputs will facilitate the establishment of “*Uganda Select*™” as a for profit company and quality mark for progressive seed companies, and build capacity of Uganda select seed companies and NSCS to maintain a system of quality management that assures production of high quality seed. The Uganda Select company will be the main driver of the system and will be responsible for overall coordination, system maintenance, marketing the Uganda Select “quality mark”, carry out initial field and plant inspections, process audits (QMS, Inspection, Sampling, Agro Dealers), long term training / refresher courses / QMS process improvement, database/reporting, label printing & distribution (E-verifications), awareness and training and audit of growers/agro-dealers) and market pull activities.

Ag. Inputs will also facilitate USTA and individual Uganda Select companies to promote their mark and particular brands among their customers.

Chemiphar and UGOCERT will provide lab testing and field inspection services on behalf of Uganda Select. Chemiphar is a local company that currently offers the only ISTA-accredited seed testing laboratory services in Uganda, and tests seed samples for clients as far away as Europe. UGOCERT is a local Ugandan company currently providing internationally accredited organic certification services.

Through Business Improvement Partnerships Uganda Select companies will be facilitated to improve their internal operations, systems and practices to better identify, develop and meet demand for quality seed and reduce risk of counterfeits. Collaboration with CPMA on the demand side will include setting up joint demonstration plots to promote improved maize and bean seeds.

The Result: Uganda Select will become a private sector model for quality management, complementary to existing Government seed certification, which exceeds current practices and provides a pilot in which NSCS can build confidence in the capabilities of the private sector to develop self-policing solutions to improve supply of high quality seed.

The Uganda Select quality mark will lead to higher productivity for Uganda farmers as progressive seed companies targeted as pioneers in this system produce over 70% of the current production estimates.

Less NSCS resources will be required to monitor *Uganda Select*™ seeds, and these resources can be dedicated to other priority areas.

Ugandan seed companies and NSCS through a rigorous capacity building will meet the minimum COMESA standards and internationally accredited quality and certification management systems (ISTA and OECD).

These systems will also enable Uganda Select companies to *identify demand* for different products, spur or *develop demand* through better outreach practices, and *meet that demand* through greater capacity to produce, process, distribute, and finance a larger volume of quality seed. Additional details of the arrangements will be clearer when the Business Plan is finalized in Y4 Q1.

Key Stakeholders: Seed Companies. Ministry of Agriculture Animal Industry and Fisheries (MAAIF). National Seed Certification Services (NSCS). National Agricultural Research Organization (NARO). Uganda National Meteorological Authority (UNMA), Chemiphar and UGOCERT.

Additional Youth, Gender, Environment and Climate Change Considerations: Through better outreach strategies Seed Companies will be facilitated to encourage the uptake of drought tolerant and early maturing varieties of maize and beans. This will be by facilitating the setup of farmer demonstration plots and farmer field days. Media Campaigns to better

disseminate climate change risk factors and coping mechanism will be carried alongside other improved seed promotional campaigns during the year.

Training to Agro-dealers, stockists and seed company staff on climate change, drought tolerant and early maturing varieties will also be facilitated to better equip them to disseminate climate change effects and coping mechanisms at the farmer level. This will be done in collaboration with EEEA and CPMA.

Progress to Date: A feasibility study/needs assessment was conducted by Heartland Global to provide input on the most appropriate institutional design to improve seed quality through a greater private sector role in seed certification. The model described above was recommended. A complete business plan is now being developed.

Task Force 4: ANTI-COUNTERFEIT CAMPAIGN

The Goal: The overall goal of the anti-counterfeit and demand quality campaign is to create increased trust in the agricultural inputs supply chain by farmers, increase demand and accessibility of quality agricultural inputs and hence decrease counterfeits on the markets.

The Rationale: Currently a large number of farmers are:

- Unaware of counterfeits on the market and still buy from open markets or unrecognized shops country wide.
- Not careful or conscious while purchasing inputs agro inputs for instance checking the brand, expiry dates among other things.
- Farmers who have been victims of counterfeits do not report counterfeits to authorities and voice out their concerns
- District local governments & national associations (DFAs, UNFFE UNADA, USTA etc.) are not actively involved in counterfeit issues.

Agro dealers do not necessarily compete on quality, they are more profit focused, rules and regulations about counterfeits are still wanting. Due to all the aforementioned, farmers are not using inputs as they ought to, there is no confidence by farmers in the local government and there is no trust in the whole agro input system. Therefore, the Activity is looking at multi-thronged approach to tackle the issue of counterfeits and increase demand for quality. There is need to have a concerted campaign to educate farmers to move beyond awareness creation to behavioral change to demand for quality inputs, demand for enforcement and be more conscious consumers of agro inputs. Agro dealers need to be targeted at the same time and target the regulators so that everyone plays their role. Hence an anti-counterfeit /demand for quality task force has been formed.

The How: The approach is one of coalition building at both the national and local level with an emphasis on mobilizing farmers to clearly demand better quality inputs on the market and demand for increase enforcement action on the part of local government. District Farmer Associations in the districts the activity works in, will take the lead in coordination with local governments and other stakeholders to sensitize, mobilize and educate farmers about counterfeits and demand for quality inputs. Agricultural inputs Activity will capitalize on its existing relationships with local media stations involved in listener based programming, as well as local business and consumer networks to carry out a concerted public education campaign in collaboration with USTA, UNADA and CropLife all sending coordinated messages.

Uganda National Farmers Federation and Integrated Seed Sector Development (ISSD) project have already been successful in getting local anti-counterfeiting byelaws passed in a number of districts. This model will be rolled out through the District Farmer's associations. Regional workshops will be held to promote cross learning between

districts. The objective is to put increasing pressure on the Ministry of Agriculture to effectively delegate enforcement responsibility to the local production officers.

The Result: The following are the anticipated results:

- Increased demand for high quality inputs by farmers
- Increased coordination amongst the supply chain actors (suppliers, local government associations, MAAIF, development partners) in ensuring quality of agro inputs /fighting counterfeits
- Strengthened capacity of businesses and government agencies to support and implement quality assurance programs for instance e-verification and seed certification.(which have separate task forces)
- Increased enforcement against counterfeiters by local government and MAAIF.
- More local governments understand their mandate to enforce the existing laws and improve new ones.
- Increased knowledge by farmers about counterfeits and benefits of quality agricultural inputs.

Key Stakeholders: UNFFE will take the lead in the grass roots mobilization supported by their associated DFAs, UCA, Cooperative Unions, CropLife, and UNADA. Transparency International, ISSD, CLUSA, and Consumer Organizations will be involved in the media and promotion campaign. We will target advocacy to encourage Operation Wealth Creation and NAADS to only purchase quality inputs, and encourage MAAIF to delegate more enforcement capacity to DLG.

- Collaboration with Enabling Environment Activity will be held at the national and local government levels. Working with EEA will be focused on increasing enforcement and training of local governments in drafting and enactment of bylaws and ordinances.
- We shall collaborate with EEA on advocating for better laws on counterfeits and participating in advocacy groups to put pressure on government and line ministries to improve regulations on counterfeits.
- Commodity Production and Marketing Activity (CPMA) is already working with village agents and farmer groups. We shall collaborate with CMPA on sensitizing and mobilizing farmers through the groups they are already working with and assisting in identifying new ones to be sensitized to demand for quality inputs and be aware of counterfeits on the market.
- We shall continue to work with EEA, and CPMA to develop materials on climate smart varieties. (Maize and beans)
- We shall collaborate with Youth Leadership for Agriculture Activity to embed anti-counterfeit messages directly targeting the youth.

Additional Youth, Gender, Environment and Climate Change Considerations:

- Youth and women will be involved especially collecting their voices by media and encouraging listener groups of with gender and youth bias.
- Youth and women groups will be specifically targeted especially in sensitization meetings and their capacity will be developed to be conduits of messages more so in drama groups.
- Mobilize youth to be directly involved in the campaign through schools and competitions. (for instance, songs, essays and games)
- Design media and education campaigns to address women's concerns about the impact of counterfeits on health and food security.
- Encourage women's groups to engage as radio listener groups and emphasize women's voices.

- Messages on Climate smart farming practices and safe environmental practices will be disseminated and mainstreamed in all the messages that are being produced about counterfeits. Climate Change issues will continue to be integrated in

Progress to Date: Ag Inputs held a stakeholders anti-counterfeit coordination meeting, building on the anti-counterfeit summit that was hosted by Enabling Environment Activity earlier in the year during which the stakeholders agreed to carry out a national campaign. Uganda National Farmers Association agreed to take the lead with their natural role of reaching out to the farmers through the respective district farmers associations. A letter encouraging the MAAIF Permanent Secretary to pass regulations was drafted and signed by all participating institutions. Anti-counterfeit coalition efforts have also been initiated at the district level in most areas where Ag Inputs is operating with the strongest one in the Regional Coalition of Eastern Uganda.

Task Force 5: E-VERIFICATION

The Goal: Electronic assurance to consumers that they have purchased genuine products. Brand protection for quality conscious suppliers.

The Rationale: E-verification is a proven technology for assuring customers that the products they have purchased are genuine. It is widely implemented in West Africa – especially with pharmaceuticals.

The How: In Uganda the service is being offered by a Private Public Partnership between UNBS, REN Publishers, and M-Pedigree – and experienced private sector provider from Ghana. The service is offered only to companies registered with MAAIF. New companies pay a one-time registration fee and pay 60/= per label.

The labels shall be scratch card based similar to the way that farmers are already accustomed to loading airtime. The service shall be free of charge to the verifying customers of the manufacturers. The service will be available on MTN, UTL and Airtel networks. Consumers verify a product they are purchasing by dialling *114*code# and they will receive a verification message with the particulars of the product they are purchasing such as the name of the manufacturer, the volume of the product purchased, ingredients, expiry date, date of manufacture and expiry batch number printed on the packaging etc. In cases where the code is fake, or expired they receive a warning message. The systems at the e-tag coordination center are then alerted and the consumer's number is flagged. The call center then contacts this consumer and gets information on the location of the purchase and product details for UNBS field teams to follow up and confiscate country wide.

Codes are only activated after the manufacturer has attached a batch of labels on his products and filled in the date of manufacture of that consignment of products and their expiry date and assigned the same to the said codes of that batch on the system. The client shall have real time access through his portal to reports and information collected during verification by their customers. When counterfeits of the client's product(s) are detected, the client is automatically informed and may elect to participate in the enforcement process. Companies participating in the scheme will be subject to random testing to ensure product quality. Ag Inputs' role is to support the public education campaign to encourage widespread understanding and utilization of the service.

The Result: Customers and Brand owners are protected from losses resulting from counterfeits. Government enforcement agencies have access to information to strengthen enforcement.

Key Stakeholders: UNBS, REN Publishers, M-Pedigree, MAAIF, Chemiphar, Private Sector suppliers of agro chemicals, seeds and fertilizers, a private Marketing firm, Media.

Additional Youth/Climate Change/Gender considerations:

- Actively target youth programs for sensitization on the radio.
- Use schools to send the message home to parents.
- Mobilize youth to be directly involved in the campaign through school drama and song competitions.
- Design media and education campaigns to address women's concerns about the impact of counterfeits on health and food security.
- Safe and cost effective solutions for disposal of counterfeit and expired agro-chemicals are still needed.

Progress to Date: UNBS and mPedigree have signed a contract for collaboration. They are currently in the process of pitching the service to potential clients. Ag Inputs has initiated the process of recruiting the media firm to carry out the public education campaign.

Task Force 6: FINANCE

The Goal: To ensure availability of appropriate financing for agricultural inputs market actors to support their investment in customer service business strategies that increase availability of high quality inputs on the Ugandan market

The Rationale: Agribusinesses, especially seed companies and their out-growers face unique cash flow challenges and environmental risks in their business operations. The lack of suitable financial products is seriously impeding the ability of the seed sector to supply sufficient quantities of quality seed to meet demand. Shortages enhance opportunities and incentives for fake seeds to enter the market to fill the gap. Ag Inputs will engage key market actors in finance and agro-inputs supply/distribution to stimulate demand for, and then bridge the gap between, supply and demand of appropriate, affordable working capital finance.

The How: This will be achieved by:

- Supporting Agro input business to improve their internal record management systems so as to demonstrate their business potential to the bank and improve their eligibility for working capital finance.
- Facilitating engagements between financial institutions and agro input business to form shared understanding of each other's' business cycles and dynamics so as to enable them work more efficiently.
- Supporting financial institutions to design and implement ICT based interventions to address the major impediments of financing Ag Inputs market actors i.e. risk and cost.

The Result: This will enable businesses to invest in better business management practices, including quality assurance, customer management systems, as well as expanding the production and distribution of quality seed among others.

- Agro input businesses preparing proper financial records and using them for decision making, especially access to working capital finance.
- Financial institutions continuously structure customized working capital finance designed to meet the needs of agricultural inputs market actors, especially seed companies.
- Regular interactions between financial institutions and agricultural inputs businesses to address challenges and opportunities that arise.
- Financial institutions to utilize ICT for risk mitigation, disbursements and repayments as well as general service delivery to customers.

Key Stakeholders: aBi Finance, BOU, Uganda Bankers Association, seed companies, financial institutions, AMFIU, Agribusiness Finance Alliance, CPM, Lutheran World Relief (LWR). In addition, CPM is working with Uganda Development Bank to structure finance

and weather indexed insurance for farmer groups and out-grower. We will be exploring how this can be leveraged to address the needs of seed companies.

Progress to date: The Activity commissioned a consultant to conduct a financing needs assessment of actors in the sector and to work with interested financial institutions in Uganda to develop sector specific working capital finance products. The Activity also organized simulation trainings for senior managers from seed companies and for agro-dealers in financial management. This was a practical intervention that provided skills in business planning, managing finances, proper record keeping, accessing and managing credit, and budgeting.

Task Force 7: DISTRIBUTION

The Goal: Establish efficient, defined and effective distribution channels that are equitable, thrive on traceability, backed by consumer confidence.

The Rationale: Collective stakeholder participation and involvement in the design and implementation of innovative strategies around internal and external traceability mechanisms of products from national scale to points of contact with farmers (agro-dealers)

The How: Ag Inputs will engage key market actors in agro-inputs individually as well as collectively to stimulate buy-in. This will be achieved by:

- Supporting Suppliers/ Importers determine the cost-benefit analysis of the current channels they use, coupled with best practices in neighboring East Africa in order for them to adapt effective distribution channels.
- Supporting suppliers/importers improve their internal and external traceability mechanisms for improved traceability from an informed internal analysis of viable adaptability.
- Supporting Agro-dealers improve their business management practices from identification of the gaps and best practices for better adoption to identify with effective distribution models.
- Facilitating engagements between Agro-Input associations (CropLife, USTA), MAAIF and the World Bank Cluster Project for accommodation of their views into the government procurement mechanism.

The Result: This will enable importers/ suppliers of agricultural inputs as well as agro-dealers to establish market share/spread regionally, consumer consumption/adaptability product wise, market penetration, tackle aspects of counterfeit/product failure (s) and make informed technical and marketing decisions on support.

- Agro input businesses identify effective distribution channels
- Suppliers adopt internal/external mechanisms to trace products
- Agro-dealers improve business management practices
- Government procurement mechanism accommodates private sector

Key Stakeholders: Seed, Agro-chemical, Fertilizer and Equipment companies, CropLife, USTA, NARO, World Bank Cluster Project, MAAIF, Local agro-dealer associations, Agro-dealers

Additional Youth/Climate Change/Gender considerations:

- Collaborate with CPMA on promotion of agro-input supplier led effective distribution models to youth/VAs through Akorion
- Encourage suppliers and their agro-dealer network along efficient distribution channels to devise promotional and marketing strategies that enhance adaptation of climate smart technologies especially around irrigation and production equipment
- Facilitate linkages with the suppliers and agro-dealers to support women led producer organizations for technical support in collaboration with CPMA and the new

Feed the Future Producer Organization Activity (yet to be awarded) as a market response from identified distribution gaps

- Encourage women's groups to engage

Progress to Date: A survey was carried out among input suppliers of seed and agro-chemicals to understand their current distribution channels. The same was done across a select number of agro-dealers in seven different Feed the Future districts.

F. CROSS-CUTTING ISSUES

As stated earlier, interventions included in this annual work plan have been established in consultation with USAID, local implementing partners, other Feed the Future initiatives, and key stakeholders. Important cross-cutting technical components include youth and gender, climate change and environmental compliance. These issues have been integrated into task force agendas, as indicated in Appendix 1.

The activity has submitted a PERSUAP to USAID for consideration and approval. The Ag Inputs Activity does not provide direct or indirect pesticide support to farmers. However, the program supports improved practices by firms dealing in pesticides, as well as general compliance with international and national norms and standards. The Activity is committed to promoting safer use of approved agricultural chemicals, especially through the promotion of professionalized agro-chemical dealers, and spray service providers (SSPs), as well as through efforts to inform the public about which products are legally approved for use, and to get fake, adulterated and counterfeit products off the market in Uganda.

CLIMATE CHANGE ADAPTATION CHAMPIONS

The Goal: Develop capacity of stakeholders in agricultural inputs market system to adapt to climate change variability through increasing access to climate change information as well as trying out adaptation technologies both at farm and business level

The Rationale: To have trained individuals as climate champions who will serve as community based information connection points through which climate change adaptation information can flow in and out of their respective communities.

The How: Create local/regional climate champions knowledgeable enough about the specifics around climate issues, how to think about them, how to incorporate them in planning, how to understand and assess likely impacts so planning can occur to improve their ability to adapt. The climate champions would have knowledge of where to find additional/needed information and assistance in moving forward with climate planning.

This will be achieved through;

- identifying and training permanent actors in Feed the Future focus districts with capacity and incentive especially private actors on climate change adaptation science
- linking climate champions to sources of up-to-date climate change information to enable them to disseminate this information to different stakeholders they engage.
- support the champions to incorporate climate change information in their activities (value propositions) to ensure sustainability of provision of this service
- support and on a case by case facilitate climate champions to mobilize and engage different stakeholders in their communities to create awareness about their existences as well as disseminating different adaptation technologies
- ensuring that the identification and training of the potential climate champions puts into consideration youth and gender perspective

The Result: The climate champions will incorporate climate change information in their activities as a dissemination pathway to improve their customers' adaptation capabilities.

Agro dealers will improve their knowledge about climate smart seed varieties and continue to stock the same as well as disseminate information to farmers that they sell to and support

Key Stakeholders: Seed Companies, Agro Dealers, Extension Service Provider, DFA's, DENIVA, LWR, NARO, Producer Organizations, Media Houses.

Note: The Climate Change Champions intervention is a joint effort by Ag Inputs, Education and Research to Improve Climate Change Adaptation (ERICCA); Enabling Environment for Agriculture (EEA); and Commodity Production and Marketing Activity (CPMA). We anticipate that and Youth Leadership for Agriculture may also get involved.

G. COMMUNICATION

Communications activities this year will be an integral and essential part of Agricultural Inputs Activity efforts that seeks to improve the livelihoods of target communities in the focus districts and surrounding areas. Communications will not only focus on creating awareness but also on behavioral change of individuals, families, and communities especially farmers and businesses in the supply chain.

Advocacy activities will be integrated in communications to focus on urging policy makers to improve the enabling environment with a major focus on improving the formal rules and regulations and enhance their enforcement. Communications will be cross cutting in all taskforce activities and will be an interactive process with audiences to develop tailored educational messages and behavioral change communication approaches using a variety of communication channels to promote positive behaviors and sustain individual, community and societal behavior change.

Communications will focus on working with permanent actors in the agro input system to enable local communities to become champions and role models by building their capacity to continue carrying the message forward and create demand driven interventions through mobilization, sensitization, peer-to-peer mentoring, exposure visits and innovative learning techniques.

This will be supplemented with an orchestrated communication campaign including messages from each of the thematic areas, in a logical sequence. This campaign will target not only traditional point of sale, print and radio but also creative digital and video based approaches and national competitions for jingles and drama. The coherence of the entire approach will be ensured through management of an Activity Blog which will feature updates from each of the thematic areas. Not only will this provide a platform for field staff to showcase grass roots efforts, but by sending the links out to all coalition members on a monthly basis we hope to keep the momentum going.

H. MONITORING, EVALUATION AND LEARNING

In Year 4, the Ag Inputs team will continue to collect data that both assesses the progress of nearer-term results ("Progress M&E") and assesses widespread change in the agro-inputs system ("Systemic M&E"). However, roles, responsibilities, and data collection methods will be revised to align with changes in personnel and strategic direction. These two major components of data collection and analysis will not be segregated in the same way as in Year 3, as Systemic M&E becomes less experimental and more integral to managing high-level results and as Progress M&E becomes more robust to manage complex thematic groupings of interventions.

Component 1, still broadly referred to as "Progress M&E," will take the following shape:

- Data will be collected from and about market actors involved in the thematic areas addressed by each task force. These actors are in many cases organized into coalitions backed by the Ag Inputs team.

- This data will help technical staff to know if the task force efforts are on track, and identify areas where additional focus is needed or where tactics may need to change in order to achieve results.
- This will generally assess shorter-term results characterized by actions taken by market actors to strengthen the agro-inputs system that occur as a direct result of Ag Inputs' activities, referred to by the team as "stakeholder responses."
- For example, this could include actions that local governments take to sanction counterfeiters or implement new by-laws that give them increased authority to combat counterfeiting; or efforts by CropLife and UNADA to strengthen the certification process for those handling agro-chemicals.
- These actions are a means to an end, as they are intended to impact agro-inputs businesses in a way that improves the quality and functioning of the agro-inputs industry. These "stakeholder responses" feed into higher-level outcomes for the market system.
- Data can come from a variety of sources depending on the need, including one-on-one interviews, attendance records of events, government data, and observations, to name a few.

Component 2, still broadly referred to as "Systemic M&E," will take the following shape:

- Data will be collected from agro-dealers in 25 districts across the country, and will give information on practices, relationships, and behaviors of primarily agro-dealers, but also Kampala-based suppliers and small rural retailers (as reported by agro-dealers).
- This data will help technical staff to know if the work being done by coalitions and task forces is eliciting any changes in agro-inputs businesses, and will help the team to adjust task force activities/strategies accordingly.
- Changes at this level are expected to happen after the "stakeholder responses" take effect, and these are therefore medium-term changes. Once changes begin to occur at this level, it is expected that businesses will have increased incentive to invest in customer service business strategies (CSBS), a hypothesis which will also be tracked using this data.
- For example, this could include tracking the rate of entry and exit of agro-inputs businesses, or assessing how agro-dealers finance their businesses and access working capital.
- Changes here are indicative of systemic change taking root, and they are expected to "unlock" the potential for transformation of business practices and behaviors.
- Many tools previously used by systemic M&E will continue to be useful, such as network analysis and a scan of changes in business practices. Where sensible, information related to progress of task forces can also be gathered during the large-scale data collection.

Both of these components will be complemented by qualitative "investigations" into findings as needed. The M&E team will structure these investigations based on feedback from the technical team about what more they need to know in order to make full use of the data. This is in line with the process used in Year 3, where the M&E team alternated between large-scale quantitative data collection and smaller qualitative follow-ups based on questions raised by technical staff. These investigations will dig into the "why" and "how" of the quantitative findings.

Operationalizing these components and using the data effectively will require an adjusted M&E plan and increasing involvement of all technical staff in collecting and understanding M&E data. Moreover, the Ag Inputs team is in the process of replacing the outgoing M&E Specialist. This provides a key moment to reorganize how the technical team interacts with the M&E team. The first steps for Year 4 will thus be to develop an M&E plan for collecting, analyzing, and disseminating all data in an integrated way, and ensuring all staff—both new

and existing—understand these processes well. In doing so, it is likely that the three full-time M&E staff—the incoming M&E Specialist along with the two Investigative Specialists—will develop shared work plans and cross-cutting responsibilities. The allocation will partly depend on the mix of skills brought to the team by the new M&E Specialist.

Major M&E activities include:

- Finalize hire of new M&E specialist, full orientation and on-boarding
- Develop Y4 M&E Plan to monitor progress of task force ‘thematic areas’
- Orient all staff on new M&E plan and their role in it
- Revise PMP and submit to USAID for approval
- Quarterly data collection and analysis for task force/thematic area progress
- Work with technical team to review/revise tactics and activities based on findings
- Large-scale ‘systemic’ data collection with agro-dealers
- Analysis and dissemination of findings from large-scale ‘systemic’ data collection
- Qualitative investigations to explore findings of data, as needed
- Reports and presentations that coincide with quarterly review cycle

These activities are included in the gantt chart.

ANNEX 1: TASK FORCE GANTT CHARTS

Professionalizing CPP Dealers and SSPs		# of Trainers, SSPs, and Agro Dealers Trained				Sustainable Business demand		DLG closing unlicensed dealers	
Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners		
MOU / Agreement on collaboration framework with key stakeholders	Stakeholder Breakfast meeting facilitated by Ag Inputs + one on one follow up meetings					CropLife Uganda	CROPLIFE UGANDA, MAAIF/ DLGs, UNFFE/DFAs, IFDC, CLUSA, YLFA, EEAA & CPMA, CAFÉ AFRICA.		
	2 other CropLife led planning meetings with committed stakeholders								
	Support CropLife generate MOU with stakeholders & Action plan for a national campaign (including 14 districts where Ag Inputs operates)								
	Support a minimum of 14 district level meetings between CropLife and other district level stakeholders in liaison with EEAA and MAAIF to mobilize and promote spray services at institutional level. Engage DLGs to provide candidates for MTs and also advocate for the spray services.								
Training of Master Trainers (MT)	Recruit Master Trainers					CLAME, CropLife Uganda	DLGs, IFDC, CPMA, YLFA, CLUSA		
	Train Master Trainers						CropLife, CLAME, MAAIF		
	Coordinate with other IPs to ensure MTs have quality spraying and safety equipment for training of SSPs						CropLife, CAFÉ Africa, CPMA, YLFA		
Advocate for approval/ operationalization of Regulations	Joint petition					EEA	National Coalition Taskforce		
	Disseminate approved agrochemical regulations								
	Communicate our plans and facilitation needs for DLGs					AIA			
Campaign to create demand for Professional Spray services	Develop a promotional/ marketing strategy for SSPs					UNFFEE CropLife	UCA, DLGs, IFDC, CLUSA, YLFA		
	Implement marketing strategy for SSPs - roll out a promotional campaign for Spray services								
Coordinate training of SSPs by Master Trainers	Support CropLife MTs to mobilize, identify and recruit potential SSPs (Esp. Male Youth) for training at district level in collaboration with DLGs					CropLife Uganda	CropLife, MAAIF, DLGs, IFDC, CLUSA, YLFA, DFAs		
	Support CropLife develop a training schedule and allocate resources to successfully conduct the SSP training.								
	Facilitate / organize for the district level practical SSP trainings								

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners	
Developing Certification Mechanisms for SSPs	Facilitate meeting between CropLife and MAAIF to develop code of conduct and craft certification mechanism.					CropLife Uganda	CropLife Uganda, MAAIF, DLG	
	Support CropLife develop and utilize a national SSP database							CLAME
	Support CropLife assess demand for equipment and mechanism to meet that demand with a private supplier							CropLife, DLGs, Equipment suppliers
	Support CropLife monitor compliance by SSPs to developed code of conduct							CropLife Uganda, DLGs DAO
Organize and Conduct agro dealer refresher trainings	Facilitate the review and updating of the existing curriculum and training materials for the safe use course for agro dealers - Contract a consultant					Consultant	UNADA,MUK, MAAIF, IFDC, other IPs	
	Organize for agro dealer refresher courses					UNADA,MUK		
Crackdown of unlicensed agro dealers	Organize district level stakeholder meetings on compliance in conjunction with the compliance task force					MAAIF Agricultural Police	FtF EEAA, YLFA, CPMA, MAAIF, AG POLICE, CropLife, UNADA	
	Regional or District Capacity development of relevant enforcement staff writ compliance to the agrochemical act - Training on counterfeits, certification of agro dealers, etc.							

Compliance

Number of businesses registered
Districts requiring compliance before issuing trading licenses
Successful prosecution

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Coalition implements a mechanism for convergence and utilization of resources	Develop a workplan and commit resources					URA URSB MAAIF	URA, URSB, MAAIF, Ministry of Trade, IPs, Industry Associations, DLG
	Support the coalition and/or its members to draft relevant MOUs						
	Support Coalition meetings at District/Regional level to communicate the strategy and the workplan						
	Support Bi-annual coalition meetings to review progress						
	Facilitate the coalition to organize business compliance clinics						
Agreeing on a logical order of licensing and/or registration on ag inputs businesses	Initiate a process that supports a review of the current licensing and/or registration procedures by the coalition (consider hiring a consultant to expedite the process)					URA URSB MAAIF	URA, URSB, MAAIF, Ministry of Trade, IPs, Industry Associations, DLG
	Facilitate the coalition to develop logical registration and/or licensing guidelines(consider hiring a consultant to expedite the process)						

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
	Support the coalition to meet with DLGs and other government agencies to disseminate the new registration/licensing guidelines						
	Support the Coalition/stakeholders to exert pressure on MAAIF to take relevant action						
Develop and Implement strategies to demonstrate the value of business compliance	Support the coalition to plan for and carry out a needs assessment					UNADA Consultant	UNADA, USTA, CropLife, UNFFE, DLG
	Initiate meetings to review the available IEC materials (consider to hire a consultant or technical facilitator to expedite the process)						
	Support the coalition to develop appropriate IEC content that addresses specific issues related to business compliance (consider to hire a consultant or technical facilitator to expedite the process)						
	Support the coalition and other stakeholders to organize and hold training to educate the businesses and consumers about the benefits of compliance						
An enforcement mechanism is developed and implemented	Communicate all activities related to enforcement to the USAID Mission					AIA	DLG, URA, URSB, MAAIF, Agricultural Police
	Support the coalition to develop and utilize a follow-up plan						
	Meet with MAAIF and Police to develop an enforcement plan						

Seed Quality

of companies participating in Uganda Select Quality Mark
Volume of seed certified under Uganda Select standards
of promotional events/messages

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
An autonomous voluntary Quality mark is established and owned by progressive seed companies ready to commit to an independent quality management system to compliment current government certification services with independent field and process checks and audits to uphold adherence to Uganda laws, and a minimum of COMESA standards	Finalize Feasibility Study					Heartland Global	MAAIF, Seed board, PS, Minister, UGOCERT, Chemiphar, USTA, Seed Cos, EEA, ISSD, PASIC
	Finalize Business Plan and Budget Detail					Heartland Global	
	Funding Approval					Ag Inputs	
	Prepare and Finalize Contracts with Suppliers, Founding Companies, Final buy-in from USTA and NSCS. Include e-verification and UNBS linkage					EEA, Ag Inputs/ Heartland Global, NSCS	
	Prepare Proactive Communication and Advocacy Strategy and Plan, including Branding and Tag design, including e-verification					Uganda Select, Ag Inputs, Seed Companies	
	Prepare Legal Documents and Form Uganda Select™ Entity					Heartland Global	
	Recruit Uganda Select™ Coordinator					Uganda Select	
	Recruit 3 Auditor/Trainers/Inspectors					Heartland Global	

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Seed companies improve internal business and quality management systems and NSCS improves its capacity to audit / Inspect Uganda select Companies	Companies, Suppliers and NSCS to Nominate Inspector / Quality Trainee's					Uganda Select Cos, NSCS, Chemiphar, UGOCERT, Coordinator	Seed Task force/ Consultant, Seed Cos
	Electronic Database and Process Forms creation					Heartland Global	
	Launch of Uganda Select™					Ag Inputs/ Media Consultants	
	Carry out intensive capacity building for seed companies and MAAIF					Heartland Global & Uganda Select	
	Launch Uganda Select™ products on the market					Uganda Select	
Seed companies and USTA promoting seed certification and quality seed	Strengthen linkages with organizations promoting quality seed production practices					Seed Task force, Uganda Select	MAAIF, Seed board, PS, Minister, UGOCERT, Chemiphar, Seed Cos, USTA, EEA, ISSD, PASIC, UNFFE, NARO, Plant Breeders Association, Ag. Experience & others
	Support Uganda Select companies to promote their quality mark and brands with farmers - farmer experiences					Seed Task force, USTA, Seed Cos	
	Carryout farmer surveys and buyers campaigns with NAADS, OWC, FAO etc.					Seed Task force, USTA, Uganda Select	
	Conduct PPEP's and Post Control Testing					Heartland Global, Uganda. Select Cos, NSCS	

Anti-Counterfeit

Farmers Sensitized
DLGs with improved enforcement on counterfeits (bye laws and enhanced inspection)

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Farmers are mobilized and sensitized on counterfeits and demand for quality	MOU with UNFFE					UNFFE AIA Task Force	UNFFE, USTA, CropLife, EEA, IFDC; DFA's, Cooperatives, DLG, CPMA, ISSD, EEA, Ag-Input businesses, media, CLUSA, Ag Results, Transparency International, UNADA, OWC, DENIVA
	Develop a workplan for farmer mobilization and demand for quality; mass media, community sensitization meetings, trainings for DFAs & farmer & drama organizations						
	Stakeholder meetings to commit to actions/ budgets						
	Roll out with National Launch					AIA Task Force	
	District/Regional stakeholder meetings					BGS	
	District work plans and roll out in collaboration with national coalition					BGS	
	District/Regional Launches					BGS	

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
	Anti-counterfeit hotline campaign and dissemination (publicizing the hotline, feedback to DLGs, media, MAAIF and stakeholders)					TIU	
	Sensitization meetings for religious/ opinion leaders to disseminate information about counterfeits					AIA Task Force	
Stakeholders Demand Enforcement	Collaborate with EEA to engage DLGs on by-laws and ordinances					UNFFE ISSD	UNFFE, DFA's, Cooperatives, POs, DLG, CPMA, ISSD, VECO, EEA, UNADA, Agric police, MAAIF, OWC, SNV
	Work with EEA to assess the existing by-laws					Consultant	
	Exchange and exposure visits on working by-laws and ordinances					VECO UNFFE	
	Work with EEA and the DLGs to formulate by-laws					District Coalitions	
	Collaborate with EEA to engage MAAIF to empower DLGs to carry out inspections					National Task Force	
	Support MAAIF to train DLGs about inspection procedures					AIA Task Force	
National Advocacy on regulations and laws	Review study from EEA					National Task Force	UNFFE, USTA, CropLife, EEA, IFDC; DFA's, Cooperatives, DLG, CPMA, ISSD, EEA, Ag input businesses, media, CLUSA, Ag Results, TI, UNADA, OWC, DENIVA
	Stakeholder to formulate action plan from the recommendations from the study						
	Stakeholder to formulate action plan from the recommendations from the study						
	Draft MoU on roles and responsibilities by Ag-inputs, EEA and other stakeholders						
	Mass Media Campaign on counterfeit laws on regulations					Media Firm	

E-Verification

Number of companies participating
Farmers and agro dealers educated
Successful enforcement

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
UNBS & mPedigree roll out e-verification services in Uganda	Follow up to sign up companies					REN Publishers mPedigree	USTA CropLife Supplier Companies
	Secure orders and supply labels						
	Train companies how to implement service						
	Implement verification on products in the market						
Ag Inputs Implements public education campaign in	Contract media provider to develop education campaign					AIA Task Force Contracted Media/PR Firm	USTA CropLife
	Public launch						
	Roll out education campaign						

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
support of e-verification utilization	Monitor feedback						UNADA UNFFE
MAAIF and UNBS formulate and implement a strategy for enforcement	Develop and sign MOU					UNBS MAAIF	Anti-Counterfeit Task Force EEA MAAIF Police DLG
	Develop workplan and implementation strategy						
	Build capacity of Surveillance and response teams						
	Implement response strategy						
	Monitor response						

Finance		# of agro business preparing financial reports # of fin. Insti. who have developed and promoted products % increase in disbursements					
Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Agro businesses take initiative to improve business record keeping	Conduct simulation financial management training for agro dealers to support them with how to prepare financial & business records					BDS Provider, UNADA	UNADA, USTA, CropLife Uganda, District Agro dealer Associations, ISSD, IFDC, CPM, UBA, AMFIU
	Follow up meetings to gauge the uptake of the outcomes of the simulation						
	Facilitate AMFIU & UBA to engage Ag Input sectors to understand loan procedures						
Financial institutions take initiative to understand ag input sector, develop and promote appropriate products	One on one meeting with senior management of financial institutions to increase their understanding of the Ag Inputs sectors					AIA Task Force, Consultant	UNADA, USTA, CropLife Uganda, District Agro dealer Associations, ISSD, IFDC, CPM, UBA, AMFIU
	Guide the process of the financial consultant to support financial institutions develop a pilot financial product						
	Facilitate meetings between financial institutions, Payment solutions businesses and MNO to harmonize on how financial institutions can leverage their ICT platforms for agricultural financing						
	Support financial institutions to promote and market the product (including product launch)						
	Breakfast meeting between financial institutions and media houses as part of the collaboration to promote the products especially through the audience led supported programs						

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
	Leverage on district UNADA and local agro dealers association meetings to promote financial products						
	Collaborate and cost share with Agricultural Finance Platform to organize Agricultural finance fairs in collaborations to promote financial products						
Agro input businesses start to demand and utilize appropriate financial products	Media campaign in support of the financial institutions to promote the campaign					Media Firm, AIA Task Force	UNADA, USTA, CropLife Uganda, District Agro dealer Associations, ISSD, IFDC, CPM, UBA, AMFIU, UAA
	Facilitate meetings between relationship officers of interested financial intuitions and Ag Inputs businesses						
	Leveraging on the BIP's to promote the financial products during the field days organized by seed companies						

Distribution

of suppliers with identified distribution channels
 # adopting external traceability mechanisms
 # of agro dealers adopting improved business mgmt. practices

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Suppliers identify effective distribution channels	Preliminary meetings with CropLife and USTA (Resonate this with counterfeits and member services during the pitch)					Consultant, AIA Task Force	CropLife, USTA and their members
	Case studies on cost-benefit analysis on alternative distribution channels of Seed and Agro-chem companies						
	Dissemination of findings and recommendations						
	Develop workplan based on collective stakeholder recommendations						
	Implement workplan and follow up						
Suppliers adopt internal and external mechanisms to trace products through identified channels	Preliminary meetings with CropLife and USTA					BDS/ICT Consultant	CropLife, USTA and their members
	Analysis of internal business options and recommend viable packages for a robust traceability system.						
	Support individual company capacity building						
	Link/Support companies to procure/upgrade of management systems						
	Link to e-verification						
	Keep abreast with Finance taskforce on activities/progress around agro-dealer support/training						

Stakeholder Responses	Activities	Q1	Q2	Q3	Q4	Lead Institutions	Coordinating Partners
Agro-dealers improve their business management practices to adapt to the identified channels	Carry out an assessment of the business management training (tools/support/capacity) that have been done. Either adapt, re-build or create a new (development of a proposed curriculum)					UNADA, BDS provider	UNADA, DLG, District Associations, Agro-Dealers, IFDC, other IPs
	Dissemination of findings to multi-stakeholders						
	Develop a workplan for roll out (in collaboration with finance taskforce) sustainably, highlighting the roles and responsibilities of CropLife and USTA						
	Training and individual follow up for adoption						
Government procurement mechanism on inputs accommodates private sector responses	Initial and continuous meetings with Cluster Project on where we can collaborate/provide linkages					AIA Task Force	CropLife, USTA and their members, World Bank Cluster Project, OWC, NAADS
	Share case studies for CropLife/USTA/Cluster Project to look at and exchange/exposure visits						
	Incorporating pro-private sector accommodation in the government procurement system to come into the inputs platform						
	National advocacy for regulation						

ANNEX 2: PERSUAP GANTT CHART

PERSUAP GUIDELINE	PLANNED ACTIONS BY AG INPUTS ACTIVITY	Timing				Collaborating organizations
		Q1	Q2	Q3	Q4	
Support only the pesticides authorized by the 2014 USAID/ Uganda DO1 PERSUAP	<ul style="list-style-type: none"> Support CropLife/MAAIF to carry out an initial round of information seminars for all agro-dealers in Feed the Future Districts on the different classes of agro-chemicals 					CropLife Uganda, MAAIF, DLGs
	<ul style="list-style-type: none"> • Coordinate with CropLife International to train SSPs on Safe Use; and Approved and Restricted Use Pesticides 					CropLife Uganda, CLAME, MAAIF
	<ul style="list-style-type: none"> • Coordinate a collaborative campaign to encourage farmers to use only certified SSPs for application of any RUPs. 					CropLife, UNFFEE, Media, MAAIF, DLGs, FtF YLFA
	<ul style="list-style-type: none"> Cooperate with MAAIF and CropLife to integrate a database of approved agro-chemicals, cross referenced against USAID approved classification, into the Agro-inputs web platform. Develop a plan for keeping the web-platform updated as new agro-chemicals are licensed or banned in Uganda 					MAAIF, CropLife
	<ul style="list-style-type: none"> Support higher level dialogue between MAAIF, CropLife, and USAID on revising the list of approved agricultural chemicals in Uganda in line with international best practice. 					MAAIF, CropLife, EEAA
Pesticide technical assistance and use must be governed by a set of locally adapted, crop-and-pest specific IPM plans and observe enumerated use restrictions.	<ul style="list-style-type: none"> We don't provide pesticide technical assistance per se. Will collaborate and agree with CPMA on this activity since they have more direct responsibility. Develop safe pesticide use and IPM guides/posters for agro-dealers. 					CropLife Uganda
	<ul style="list-style-type: none"> Collaborate with CPMA, CropLife & Crop Protection Dept. in MAAIF to hold a training for staff. Objective is for all staff to have general understanding of Reg 216b, USAID compliance issues, and simple things we can do to create an atmosphere and attitude of compliance. 					Consultant, CropLife, CPMA, EEAA
	<ul style="list-style-type: none"> Ag Inputs field staff to all attend the CropLife agro-dealer briefing seminars, and participate in one safe use and SSP certification training 					Field Team, CropLife, DLGs
Appropriate Activity staff & beneficiaries must be trained in safer pesticide use & pesticide first aid.	<ul style="list-style-type: none"> See above with respect to support to CropLife safe use and certification training for agro-dealers and SSPs as well as promotional material dissemination. We do not support procurement. 					CropLife, UNADA, USTA, MAAIF
	<ul style="list-style-type: none"> Encourage seed and agrochemicals companies to continue training agro-dealers on handling seed treated with pesticide. 					CropLife, UNADA, MAAIF
	<ul style="list-style-type: none"> Collaborate with CropLife & MAAIF to encourage periodic refresher training for agro-dealers to maintain their agro-chemical certification with the Ministry. Support CropLife to incorporate IPM into the SSP training curriculum. 					CropLife, MUK

PERSUAP GUIDELINE	PLANNED ACTIONS BY AG INPUTS ACTIVITY	Timing				Collaborating organizations
		Q1	Q2	Q3	Q4	
To the greatest degree practicable, projects must require use & maintenance of appropriate PPE – as well as safe pesticide purchase, handling, storage and disposal practices.	<ul style="list-style-type: none"> NB: Ag Inputs Activity does not purchase, store or handle pesticides. Activity staff only support TFs on good customer oriented practices (including use of PPEs) and their relations with other relevant businesses within and outside the supply chain. Suppliers of PPEs will be included in the coalition for the campaign promote professionalization of agro-chemical supply and spray services. This will promote linkage to SSPs and agro-dealers. Support CropLife to ensure that safe use trainings incorporate pertinent issues on RUP e.g. Use warning signs as a means to communicate to pregnant mothers at agro-dealer shops. This is especially important because some pesticides e.g. Dimethoate is still legal in Uganda and is currently sold in all agro-dealer shops. 					Suppliers, CropLife
Projects must follow safety restrictions and precautions	<ul style="list-style-type: none"> Work with MAAIF and CropLife to promote the practice in general. E.g. use of poster, and training of agro dealers. CropLife and local government will be supported to communicate this message on local media as part of a coordinated campaign to increase demand for professional spray services. Use Warning signs as a means to communicate to pregnant mothers at agro-dealer shops. This is especially important because Dimethoate is still legal in Uganda and is currently sold in all agro-dealer shops. AIA has always coached agrochemical suppliers to emphasize safety and judicious pesticide use during marketing & promotional events, demos, and farmer trainings. 					CropLife, MAAIF
						Associations, Suppliers
Projects must be systematic in their pesticide related record-keeping and monitoring.	<ul style="list-style-type: none"> Not applicable since AIA does not handle pesticides per se. 					
Projects engaged in fumigation of Title II commodities must follow PEA guidelines	<ul style="list-style-type: none"> Not applicable since AIA does not engage directly or indirectly in any fumigation whatsoever. 					

ANNEX 3: M&E and CLA GANTT CHART

	Activity	Q1	Q2	Q3	Q4	Responsible Party
Monitoring & Evaluation	Finalize hire of new M&E specialist, full orientation and on-boarding					COP/Admin
	Revise Targets for Y4					COP in consultation
	Develop Y4 M&E Plan to monitor progress of task force 'thematic areas'					Technical Advisor/M&E Specialist with Task Forces
	Orient all staff on new M&E plan and their role in it					M&E Specialist
	Revise PMP and submit to USAID for approval					M&E Specialist &COP
	Quarterly data collection and analysis for task force/thematic area progress					M&E Team
	Work with technical team to review/revise tactics and activities based on findings					Technical Advisor/COP
	Large-scale 'systemic' data collection with agro-dealers					M&E Team
	Analysis and dissemination of findings from large-scale 'systemic' data collection					M&E Specialist & Communications Specialist
	Qualitative investigations to explore findings of data, as needed					M&E Team
	Reports and presentations /coincide with quarterly review cycle					M&E Specialist
Collaboration, Learning & Adaptation	Monthly COP coordination meetings					COP
	Individual staff monthly reports and after action reviews shared					All field and technical staff
	Ongoing Coalition formation, workplan development, MOUs with key stakeholders					Task forces as per respective workplans
	Weekly updates blog to share news within the Activity					Task Force Chairs, Communications Specialist
	Monthly progress blog to share news with coalition partners					Task Force Chairs, Communications Specialist
	Special research investigations as required					Consultants subcontracted as per task force workplans
	Review and adaptation of approaches based on research findings					Task forces
	Quarterly Progress Reviews					Entire Activity Team
Annual Progress Review and Planning Retreat						

ANNEX 4: COMMUNICATIONS STRATEGY GANTT CHART

Communication Objective	Task Force/Offer	Target Audience	Media Channels					Key message	PERIOD														
			Radio	TV	Print	SMS	IPC		2015		2016												
									O	N	D	J	F	M	A	M	J	J	A	S			
Farmers /Agro dealers appreciate the value of e-verification and use it	E-Verification	Farmers/Agro dealers Policy makers	√	√	√	√	√																
Farmers identify counterfeits and demand for quality inputs	Anti-counterfeit/ Demand for quality	Farmers/ Agro dealers, farmer organization, policy makers	√	√	√	√	√																
Businesses value the important of compliance	Compliance	Agro input businesses	√			√	√	√															
Farmers value, demand and use professional spray services	Professionalization of Spray Services	Agro dealers and farmers, youth and women	√	√	√	√	√																
Agro dealers, businesses, farmers are aware of financial products and how to access them.	Access to Finance	Financial institutions, agro input businesses, farmers	√			√	√	√															
Farmers demand for quality seed and agro inputs	Demand for quality agro inputs/Seed	Farmers, suppliers, agro dealers	√			√	√	√															
Farmers adapt climate smart farming techniques	Climate smart farming techniques	Farmers/ Agro dealers	√			√	√	√															

ANNEX 5: FEED THE FUTURE UGANDA AG INPUTS ACTIVITY FRAMEWORK FOR COLLABORATION FY2016

Associations / IPs Interested in Collaboration																			
Thematic Area / Cross-Cutting Theme	EEA	CPMA	YLA	Crop Life	UNFFE	UNADA	USTA	URSB	URA	MAAIF Police	ISSD	IFDC	IFPRI	Peace Corps	Luth. World Relief	Nucafe	WFP	Mercy Corps	aBi Trust
Spray Service Professionalization																			
Access to Finance																			
Compliance																			
Anti-Counterfeiting																			
Distribution																			
Seed Quality/ Certification																			
E-Verification																			
Youth																			
Climate Change																			
*All areas - Public education campaign to farmers / dealers																			
**Input demand activities																			

ANNEX 6: AREAS OF COLLABORATION BETWEEN ENABLING ENVIRONMENT ACTIVITY AND AG-INPUTS ACTIVITY, FY16

Area	Enabling Environment Activity	Ag-Inputs Activity
Policy Development	<ul style="list-style-type: none"> • Support development of the National Fertilizer Policy & Strategy • Support harmonization of the Seed Regulations to the COMESA standard • Support development of the Plant Protection and Health Regulations • Support development of the Plant Variety Protection Regulations • Support development of byelaws and ordinances about agriculture inputs • Advocate for approval of the Fertilizer Regulations • Advocate for approval of the Pesticides Regulations • Advocate for approval of the Application Equipment Regulations • Advocate for approval of the Seed Policy & Strategy • Advocate for approval of the PGRFA Policy & Strategy 	<ul style="list-style-type: none"> • Participate in stakeholder consultations and reviews, as applicable, to ensure that private sector stakeholders' views and rights are adequately considered and ensure that private sector partners are aware of these opportunities. • Support development of byelaws and ordinances about agriculture inputs – assess existing instruments, undertake exchange visits to other districts, etc. • Support advocacy measures to ensure approval/passage of these instruments
Policy Implementation	<ul style="list-style-type: none"> • Disseminate information about the National Seed Policy & Strategy • Disseminate information about the National Fertilizer Policy & Strategy • Disseminate information about the PGRFA Policy & Strategy • Disseminate information about the Seed Regulations • Disseminate information about the Plant Protection and Health Regulations • Disseminate information about the Plant Variety Protection Regulations • Disseminate information about the Fertilizer Regulations • Disseminate information about the Pesticides Regulations • Disseminate information about the Application Equipment Regulations • Disseminate information about byelaws and ordinances about agriculture inputs • Support compliance trainings on Regulations with relevant stakeholders • Review regulatory requirements, incl. licensing/registration, for inputs dealers 	<ul style="list-style-type: none"> • Support dissemination efforts for these instruments • Support trainings for district government officers on ag inputs compliance issues; collaborate with EEA to empower district officer to carry out inspections. • Support EEA in the review of regulatory requirements, incl. licensing/registration, with particular emphasis on input dealers • Develop and disseminate information about regulatory requirements

Area	Enabling Environment Activity	Ag-Inputs Activity
Capacity building	<ul style="list-style-type: none"> Develop and disseminate information about regulatory requirements. Organize/support trainings for MAAIF agriculture inspectors Support formulation of a bankable project proposal to strengthen seed quality control, via NSCS, and facilitate mobilization of resources for implementation. Support training for private sector spraying service providers, incl. fumigators Support trainings for district government officers on ag inputs compliance issues 	<ul style="list-style-type: none"> Organize/support trainings for MAAIF agriculture inspectors Support capacity building on all aspects of seed quality management, inspection and certification for members of Uganda Select, service providers, and other key stakeholders. Organize Safe Use and Handling training for agro-dealers and private sector spraying service providers in districts Support trainings for district government officers on ag inputs compliance issues
Public-Private Dialogue	<ul style="list-style-type: none"> Support and participate in the Agriculture Inputs Platform 	<ul style="list-style-type: none"> Support and participate in the Agriculture Inputs Platform
Climate Change	<ul style="list-style-type: none"> Develop IEC materials about climate smart maize and beans seeds Support the climate change champions network with FtF ERICCA and AIA 	<ul style="list-style-type: none"> Develop IEC materials about climate smart maize and beans seeds Support the climate change champions' network with FtF ERICCA, EEA and CPMA.
Anti-Counterfeits	<ul style="list-style-type: none"> Advocate for the private seed certification scheme with MAAIF and support MAAIF to put in place procedures to formalize 3rd party accreditation Participate in the agricultural inputs compliance coalition Participate in the anti-counterfeit coalition Support sensitization of UNFFE DFAs to counterfeit/fake inputs Support actions to strengthen enforcement of agriculture inputs quality by national and district government actors, e.g. delegation of authority to DLGs by MAAIF Support district, regional, national workshops on anti-counterfeit enforcement 	<ul style="list-style-type: none"> Launch and pilot a private seed certification scheme Establish and coordinate an agricultural inputs compliance coalition; organize district stakeholder meetings Establish and coordinate an anti-counterfeit coalition Sensitize UNFFE DFAs, cooperatives and farmer groups about the important impact of counterfeit/fake inputs. Support actions to strengthen enforcement of agriculture inputs quality by national and district government actors, e.g. delegation of authority to LGs by MAAIF Support district, regional, national workshops on anti-counterfeit enforcement
Sharing	COP meetings • Technical team meetings • Quarterly coordination meetings • Exchange of reports and information	

ANNEX 7: AREAS OF COLLABORATION BETWEEN COMMODITY PRODUCTION AND MARKETING ACTIVITY AND AG-INPUTS ACTIVITY, FY16

Commodity Production and Marketing Activity Intermediate Results, Contract Tasks		Ag-Inputs Activity Activities in Support
IR1 Increased Crop Productivity		
IR 1.1 Increased Use of Improved Farm Management Practices	<ul style="list-style-type: none"> Create incentives for farmers to adopt good agricultural practices and improved farming techniques in order to improve soil fertility, minimize the spread of field pests and diseases and, where possible, build farmers resilience to adapt to the negative consequences of weather variations 	<ul style="list-style-type: none"> Develop IEC materials about climate smart maize and beans seeds Support the climate change champions network with FtF ERICCA, EEA and CPMA.
IR 1.2 Increased Use of High Quality Agricultural Inputs	<ul style="list-style-type: none"> Improve functioning of inputs supply chain market system from suppliers to farmers through linkages to intermediary business models* 	<ul style="list-style-type: none"> Promotion of streamlined distribution models. Strengthening capacity of Agro-dealers to comply with legal requirements, improve financial management and inventory management
	<ul style="list-style-type: none"> Increase smallholder farmers' knowledge about the benefits of using high quality inputs 	<ul style="list-style-type: none"> National public education campaigns promoting demand for quality inputs,
	<ul style="list-style-type: none"> Develop and strengthen relationships between smallholder farmers and input providers 	<ul style="list-style-type: none"> Mobilize farmer awareness of the dangers of counterfeits through UNFFE and UCA.
	<ul style="list-style-type: none"> Strengthen the private and public sector roles in demonstrating the benefits of using improved inputs 	<ul style="list-style-type: none"> Work through Uganda Select to demonstrate the benefits of quality seed.
	<ul style="list-style-type: none"> Create incentives to increase use/demand for inputs 	<ul style="list-style-type: none"> Creating farmer awareness of the dangers of counterfeits, urging use of only certified spray service providers, and educating farmers on how e-verification can assure them of quality.
	<ul style="list-style-type: none"> Closely coordinate with the FTF Agricultural Inputs Activity and FTF Agricultural Research Activity and other research efforts in the country, in order to build synergies 	<ul style="list-style-type: none"> Coordinate coalition efforts under the various task forces.
IR 1.3 Increased Access to Production Support Services	<ul style="list-style-type: none"> Increase the availability, accessibility, and use of high quality production services 	<ul style="list-style-type: none"> Support professionalization and certification of SSPs.
	<ul style="list-style-type: none"> Strengthen linkages between smallholder farmers and service providers (agricultural input services, business development and extension services, and financial services) 	<ul style="list-style-type: none"> Continue to support linkages between agro-dealers and support services such as ICT, BDS, financial services and extension.
	<ul style="list-style-type: none"> Facilitate formal registration of farmers/producer organization in order to enable smallholder producers to access credit 	<ul style="list-style-type: none"> Campaign for full legal compliance by agro-dealers in collaboration with DLG, URSB, URA and Agricultural Police

Commodity Production and Marketing Activity Intermediate Results, Contract Tasks		Ag-Inputs Activity Activities in Support
	<ul style="list-style-type: none"> Increase the capacity of service providers to deliver high quality services and increase private investments in support services, seeking appropriate opportunities to address gender based constraints that prevent women and youth from accessing the diversity of agricultural services 	<ul style="list-style-type: none"> Training of SSPs and awareness campaign of the benefits of using professional services.
IR2 Increased Access to Competitive Markets (domestic, regional, and international)		
IR 2.1 Improved Market Linkages	<ul style="list-style-type: none"> Develop and strengthen vertical linkages in the value chains in order to improve the flow of information and other market services along the value chains 	<ul style="list-style-type: none"> Support CPMA in this effort.
IR 2.2 Increased Access to Market Support Services	<ul style="list-style-type: none"> Increase private investment along the value chains and increase on and off farm employment opportunities, particularly for women and youth* Integrate USAID's Development Credit Authority (DCA) loan guarantee mechanism to lower the perceived risk of financing agriculture for commercial banks, insurance, leasing, mortgage, hire purchase providers 	<ul style="list-style-type: none"> Support access to financial services for agro-inputs suppliers. Collaborate with CPMA and other stakeholders to improve access to finance.
	<ul style="list-style-type: none"> Improve delivery of and use of market information services 	<ul style="list-style-type: none"> Collaborate with CPMA and other stakeholders to improve market information services.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov