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Uganda Livelihoods and Enterprises for Agricultural Development (LEAD)

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Second Annual Work Plan

October 2009 to September 2010

September 2009

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USAID LEAD PROJECT

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DISCLAIMER

The authors' 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

ACT	Anti-Corruption Threshold
AESA	Agro Eco System Analysis
APS	Annual Programme Statement
ARC	American Refugee Committee
ASPS	Agricultural Sector Program Support
BDS	Business Development Services
CAADP	Comprehensive Africa Agriculture Development Programme
CBF	Community Based Facilitator
CBT	Community Based Trainer
CICS	Competitiveness and Investment Climate Strategy
CO	Contracting Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CRS	Catholic Relief Services
CTO	Cognizant Technical Officer
CWD	Coffee Wilt Disease
DANIDA	Danish International Development Agency
DCA	Development Credit Authority (USAID)
EAFCA	East African Fine Coffee Association
EUg	Enterprise Uganda
FaaB	Farming as a Business
FACTS	Foreign Assistance Coordination and Tracking System
FAO	Food and Agriculture Organization
FAQ	Fair Average Quality
FF	Field Facilitator
FFS	Farmer Field School
FISH	Fisheries Investment for Sustainable Harvest
FO	Field Officer
GAP	Good Agricultural Practices
GDA	Global Development Alliance
GDP	Gross Domestic Product
GMO	Genetically Modified Organism
GMP	Grant Management Plan
GoU	Government of Uganda
GTZ	German Technical Cooperation
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IEHA	Initiative to End Hunger in Africa
IF	Incentives Fund
IFDC	International Fertilizer Development Corporation
IP	Implementing Partner
IR	Intermediate Result
JAA	J.E. Austin Associates
LDD	Light Due Diligence tool
LEAD	Livelihoods and Enterprises for Agricultural Development
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry & Fisheries
MEMS	Monitoring and Evaluation Management Services

MFI	Micro-Finance Institution
MIS	Market Information Systems
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NAADS	National Agricultural Advisory Service
NaCRRRI	National Crop Resources Research Institute
NaFIRRI	National Fisheries Resources Research Institute
NaLIRRI	National Livestock Resources Research Institute
NARO	National Agricultural Research Organization
NGO	Non-Governmental Organization
NOGAMU	National Organic Movement of Uganda
NUGRANT	Northern Uganda Social Action Fund
OTI	Office of Transition Initiatives
OVCL	Other Value Chain Linkages
PERSUAP	Pesticide Evaluation Report and Granter Use Action Plan
PFA	Prosperity For All initiative
P4P	Purchases for Progress
PHH	Post-Harvest Handling
PIR	Project Intermediate Results
PMA	Plan for Modernisation of Agriculture
PMEP	Performance Monitoring & Evaluation Plan
PO	Producer Organization
PPP	Public-Private Partnerships
PRA	Participatory Rapid Appraisal
PRDP	Peace, Recovery & Development Plan
RF	Results Framework
SACCO	Savings and Credit Co-operative
SCAA	Specialty Coffee Association of America
SCOPE	Strengthening the Competitiveness of Private Enterprise project (USAID)
SEEP	Small Enterprise Education and Promotion
SIDA	Swedish International Development Agency
SILC	Savings and Internal Lending Community
SME	Small and Medium-Sized Enterprise
SO	Strategic Objective
SPRING	Stability, Peace and Reconciliation in Northern Uganda (USAID)
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TOP	Technical Observation Plot
TOT	Training of Trainers
TPG	The Peoples Group
UCDA	Uganda Coffee Development Authority
UCTF	Uganda Coffee Traders Federation
UFPEA	Uganda Fish Processors and Exporters Association
UNADA	Uganda National Agro-inputs Dealers Association
USAID	United States Agency for International Development
USTA	Uganda Seed Traders Association
VCDE	Value Chain Development Expert
VC	Value Chain
VSLA	Village Savings and Loan Association
WILD	Wildlife, Landscapes and Development for Conservation Project

I: INTRODUCTION

This is the Second Annual Work Plan (AWP) for the Uganda Livelihoods and Enterprises for Agricultural Development (LEAD) covering the period from October 1, 2009 to September 30, 2010. The work plan was developed by the ARD LEAD technical team members, with input from key partners. Our Second Annual Work Plan provides LEAD's implementation strategy and proposed activities to address the USAID Results Framework (RF) and Performance Monitoring Plan (PMP). The AWP is organized to address the PIRs and sub-PIRs respectively.

Background

The objective of the LEAD program is to expand sustainable economic opportunities for improved livelihoods, thus increasing the transformation of the rural agricultural economy. We operationalize these objectives by assisting farmers and related SMEs in commodity value chains (VCs) so that they gain improved access to markets and more empowered relationships with suppliers, processors and traders, resulting in higher incomes. By strengthening weak links in the chains, growth is stimulated within a diversity of VC actors thus broadening the impact.

The Second AWP is predicated on a few events and facts: that we have identified the first 100,000 producers with whom we will work; that we have fielded a team of over 400 field officers, facilitators and extension workers of grantees who work directly with the POs; that we have trained up a cadre of trainers in the Farmer Field School (technology transfer) methodology; that we began our input-supplier development/linkage with producers; and that we have begun work in savings and credit mobilization in the financial sector that will be brought to bear in Year Two. We also undertook a VC Assessment, deepening work completed in the proposal stage, which has informed our selection of focus VCs.

We have also launched the Orphans and Vulnerable Children's (OVC) Component after receiving USAID approval in June 2009. The OVC Component work plan is addressed in a separate section in this AWP. The organizational structure of LEAD is shown in Figure 1.

Strategic Opportunities and Challenges

Opportunities:

The second operational year begins with a measure of certainty regarding the cessation of conflict in northern Uganda. Indeed, plaques placed on commemorative statues bracket the "Northern War, c. 1986 – 2007." This is markedly different from the proposal preparation phase and even the first six months of project operations – when we were on the alert for the return of conflict at any given moment, particularly as Kony remained elusive in the DRC as well as refused to sign the peace accords. Stability in the north provides LEAD a propitious opportunity to become a driving force in the development of the northern rural economy.

A second opportunity is the fact that LEAD's VCs have ready markets in the region, partly as a result of the food crisis, partly as a result of changes in the status quo, such as WFP's P4P program, and partly because all neighboring countries do not have capacity to produce enough of their own food. Thus, LEAD's main task is to support Uganda's farmers to produce sufficient quantity, quality, and consistency of supply of selected VCs so as to be able to not only provide food to Uganda's population, but to penetrate these markets.

The crops of primary concern for LEAD in Year Two and after will be maize, rice, cassava, bananas, beans and coffee, but other crops will receive support as economically viable opportunities arise. The fish VC will also be supported. In northern Uganda the crops of focus will also include sorghum and millet.

Challenges:

Our first year saw the formation of field teams, identification of POs, SMEs and other VC actors that are now beneficiaries of LEAD's interventions. However, one challenge faced is that we have a wide array of VCs with which we work. To mitigate the risk of spreading ourselves too thin, we have subsequently narrowed our VCs to a few key commodities: maize, rice, beans, cassava, bananas, coffee, and fish, and in the north adding sorghum and millet. These are the VCs in which we feel we can have the biggest impact on the rural economic transformation through agriculture, and each of which is important in terms of domestic and regional food security. This does not mean that we will abandon other crops – the fact is that many of LEAD's farmers intercrop and all rotate crops. The FFS is set up to assist with all on-farm issues, and protocols have been developed by LEAD for a variety of staple and other crops. Thus, within the context of a farming-systems approach, LEAD's farmers will receive TA in most of their crop production and commercial business needs. Our focus, however, remains on the short list.

A second challenge that has emerged in Year One is the changing weather patterns, which highlights the fact that, particularly in the north, water management is close to nil. Although many cite the two rainfalls per year as mitigating this need, in fact the two rainfalls are not harvested or managed properly. They also contribute to high post-harvest losses or damage due to aflatoxins, excessive moisture content that breeds mold and pests, and other moisture-related damage. In order to exploit the opportunity presented at this time in terms of developing the north as a regional breadbasket, as well as ensuring Uganda's own food security, it is critical to resolve this issue. Thus, LEAD will seek to partner with other efforts along this track, as well as launch one or two pilot water management projects also in conjunction with other implementing partners.

Results Framework

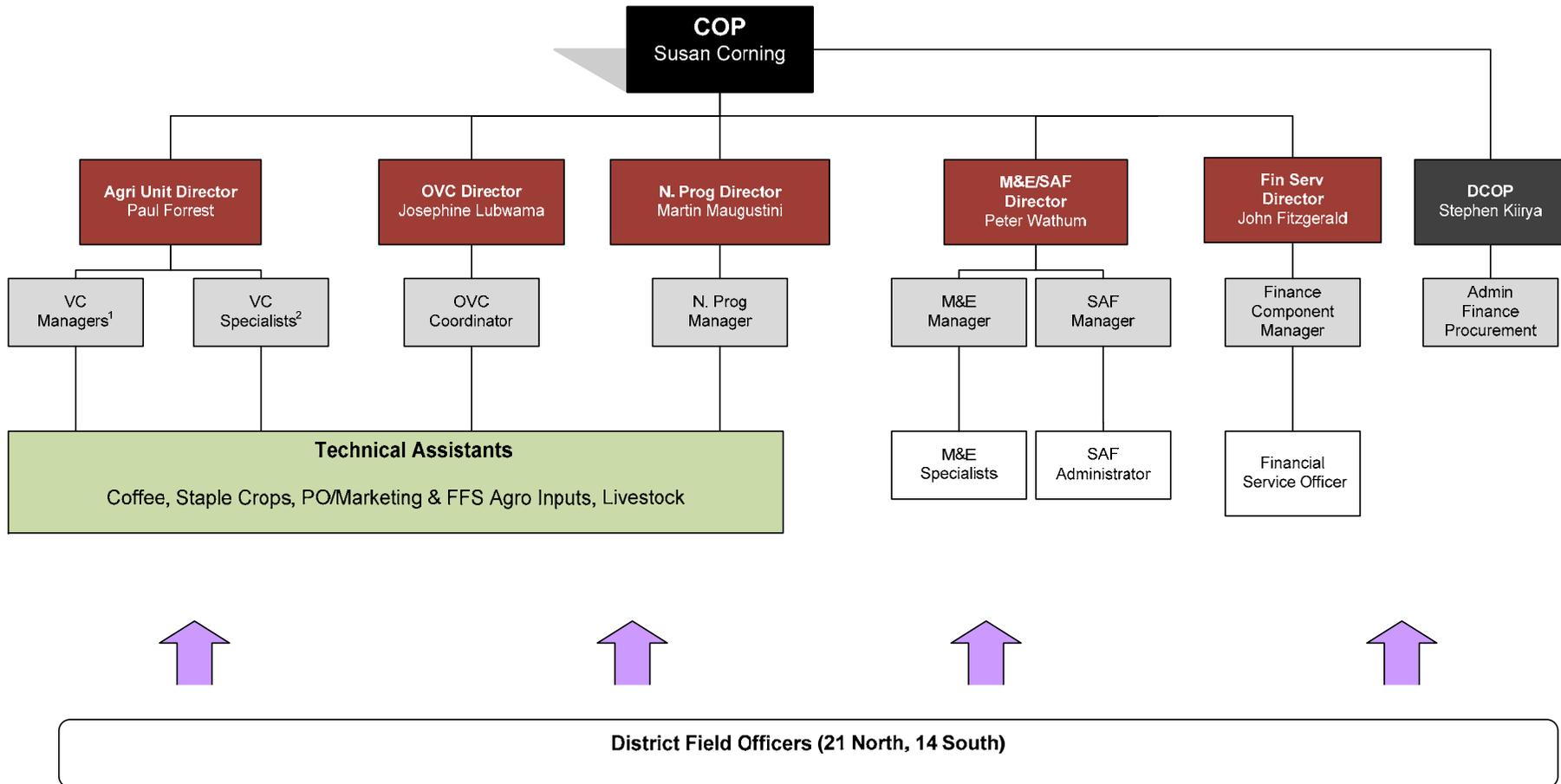
Figure 2 shows the LEAD Results Framework (RF) with three Project Intermediate Results, namely: Increased Trade Capacity, Increased Productivity, and Increased Competitiveness. Under these PIRs are 11 Sub-Project Intermediate Results (Sub-PIRs) upon which this AWP is developed.

The 11 sub-PIRs are:

- 1) Trade linkages developed and strengthened
- 2) Access to financial products and services to VC actors increased
- 3) Investments in market infrastructures increased
- 4) Business development services developed and strengthened
- 5) Agricultural technology adoption increased
- 6) Producer organizations developed and strengthened
- 7) Private sector input supply systems improved
- 8) Market access increased
- 9) Enabling environment for VC growth improved
- 10) Human and institutional capacity developed
- 11) Public private partnerships developed

Section II of this AWP discusses each of the 11 sub-PIRs by presenting a series of strategies, activities, resources and benchmarks for Year Two.

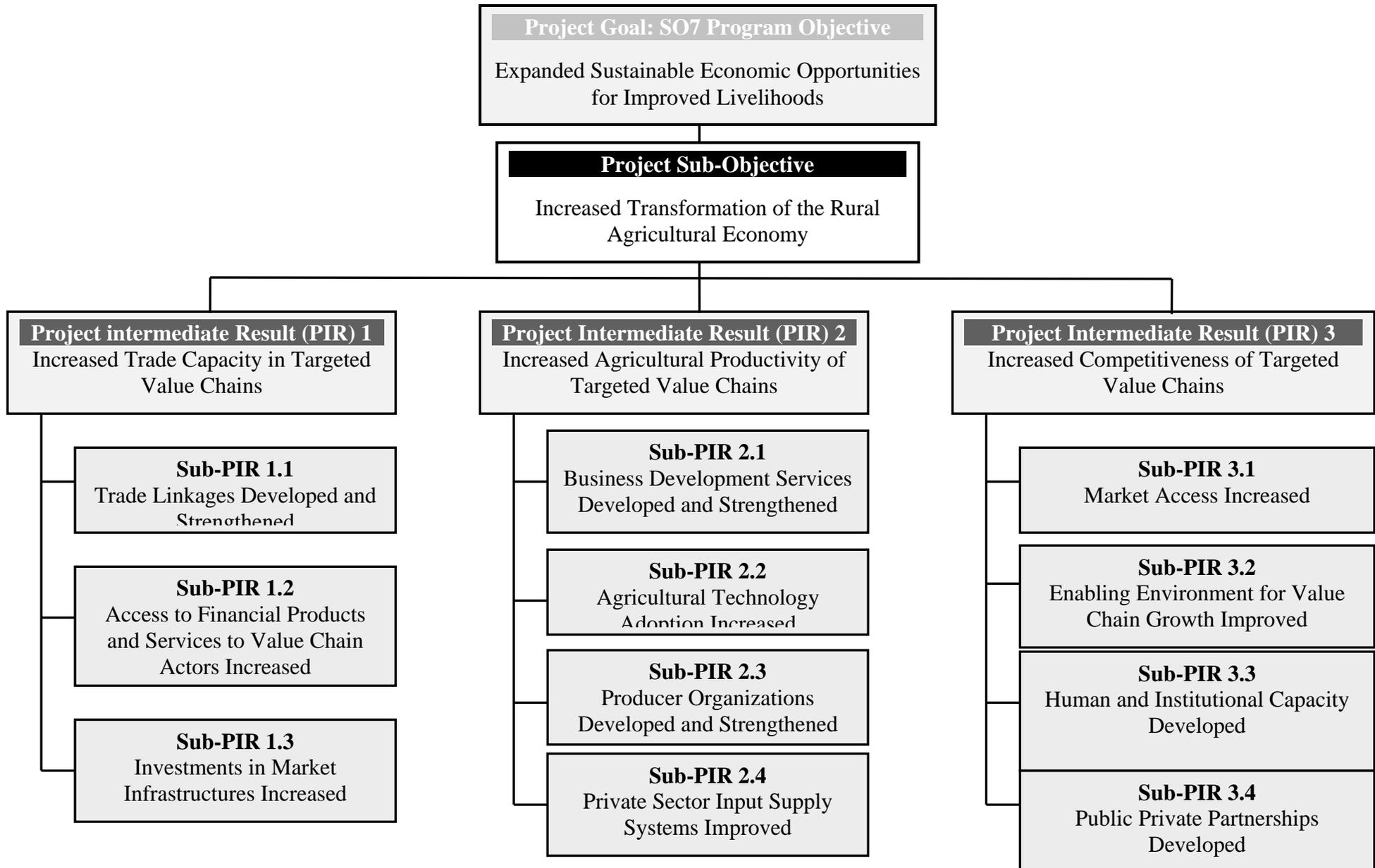
USAID LEAD Organizational Structure



Footnote 1: VC Managers - Coffee, Staple Crops, Aquaculture, and Livestock

Footnote 2: VC Specialists - PO, FFS, Agro-Inputs

Figure 2: LEAD RESULTS FRAMEWORK



II: WORKPLAN 2009/10

A: PROJECT INTERMEDIATE RESULTS

PIR 1: INCREASED TRADE CAPACITY IN TARGETED VALUE CHAINS

- *LOP Target: 60% Change in value of intra-regional exports of targeted commodities*
- *LOP Target: 40% Change in value of international exports of targeted commodities*
- *LOP Target: 775,000 metric tons in exports of targeted agricultural commodities*
- *LOP Target: US\$745 million in exports of targeted agricultural commodities*

Increased trade capacity in targeted value chains is seen as an important step to increased transformation of the agricultural sector from one that is predominantly subsistence to one that is commercial, for-profit and market oriented. An important strategy to achieving LEAD's goal of "expanded sustainable economic opportunities for improved livelihoods" is to create and support enterprises to increase their trade capabilities to support participation in the commercialization of agricultural commodities. PIR 1 is designed to address this part of the VC. Sub-PIRs 1.1 to 1.3 are designed to generate results that contribute to the achievement of this PIR.

Sub-PIR 1.1: Trade Linkages Developed and Strengthened

- *LOP Target: 65% Change in value of purchases from smallholders of target commodities*
- *LOP Target: 100 trade linkages created between POs and private sector entities*
- *LOP Target: 100 enterprises adopting improved trade/investment strategy*

Strategy:

A series of major LEAD initiatives will link agricultural markets to producers. To date LEAD has been using its Farmer Field Schools to instill improved production and productivity capacity among the farmer-members of Producer Organizations (POs). While this important task will continue, in Year Two it will be supplemented by strengthening POs' skills in business management, finance and marketing with the goal, in some cases, of upgrading their legal status to limited companies. The purpose of this is twofold. First, as a company a PO can enter into contracts, it can buy and sell products and earn a profit, with the profits distributed to its members. (An association, the legal status advocated by some people, cannot engage in business, sign contracts or earn a profit.) Second, multiple PO-companies willing to work together will be institutionally strengthened and supported financially in the establishment of warehouses which will be jointly owned by the POs and will also be a limited company.

These businesses will form viable vehicles for small holder farmers to bulk and market their produce, allowing them to benefit from economies of scale arising from new trade linkages with traders, processors and exporters thereby enabling them to penetrate domestic and, directly or indirectly, regional markets in southern Sudan, Kenya, Rwanda and eastern DRC. These multi-PO-companies may also engage in bulk purchasing of inputs. Portions of these initiatives will be implemented through the use of BDS providers and grants. The PO-companies will also be linked to financial institutions because they will become candidates for equipment loans or leases.

VC Specific Strategies:

- **Coffee:** LEAD will promote the consumption of coffee within Uganda and regionally by providing support for the improvement of coffee roasting and brewing. LEAD will continue to promote access to regional and international markets. The coffee roasters will be linked with both the farmers through their POs on the production side and market outlets (hotels, supermarkets, etc.) on the consumption side. Coffee industry stakeholders will attend Specialty Coffee events in the EU and US for networking, with a view toward penetrating specialty markets.
- **Staples:** LEAD will train staple POs in business management, marketing and finance skills to improve their business acumen, including marketing strategies. Multi-POs will link together to form businesses that can effect transactions, and will exploit economies of scale in bulking and marketing their produce.
- **Fish:** Using BDS providers, LEAD will assist fish POs in their ability to source accurate market information to make informed marketing decisions. Where there is a need, support will be given to industry participants to achieve required documentation for target markets.

Activities:

- The existing and new POs will be supported to collectively market their commodities through multi-PO-companies. Through BDS, LEAD will support POs to identify and establish business linkages with traders, processors and exporters. This link to private sector players will increase PO market access to better output markets and agro-input suppliers. As a result, a total estimated 200,000 tons of additional commodities supported by LEAD will be marketed.
- Using a BDS provider, LEAD will facilitate an agricultural trade fair in Gulu, to be held during the second quarter (January-March 2010), providing enhanced exposure of farmers to new equipment, products and buyers. During the trade fair LEAD will support a conference of actors from the staple crops, coffee and fish VCs, with presentations specifically orchestrated to emphasize opportunities for POs to gain market access to agro-input suppliers, traders, processors, distributors and exporters. A similar conference of stakeholders will be organized by LEAD to be held conjunction with the annual agricultural trade fair in Jinja in July 2010.
- In the coffee VC, LEAD will provide both technical (through BDS) and financial support (through grants) to coffee roasters to enable them to form linkages with POs on the production side and with market outlets (hotels, supermarkets) on the consumption side. Local coffee shops will have training of barristas to improve skill level. Local roasters will receive training in roasting. This is expected to result in increased local consumption of Ugandan coffee.
- Through use of BDS and/or subcontractors, LEAD will carry out research to identify the short-, medium- and long-term market potentials for the products of its VCs, especially staple crops and fish, domestically and in the region. The research will quantify potential volumes and attempt to identify quality requirements in terms of value addition processing that could be performed in Uganda. The research will allow LEAD to link POs, traders, processors, and exporters to specific markets within their geographic reach which are most suitable for the potential products they may create.
- Linkages between Ugandan agro-input importers, distributors and retail dealers will be strengthened by interacting with key industry players at the domestic, regional and international level through participation in conferences, workshops and study tours. LEAD will

support local agro-input dealers to attend the Nairobi conference in November 2009, and others at the beginning of 2010.

- Throughout the year, using BDS providers, LEAD will train representatives of 500 POs in business management practices and finance. This will enable farmers' groups to organize their work as real businesses and will form a basis for improved trade and investment strategies.
- In order to enable the private sector entities meet required market standards, LEAD will partner with its private sector partners through grants and BDS providers to enable them to adopt improved trade and investment strategies. Such investments or strategies will include wet processing equipment for coffee, drying and grading and other post-harvest handling technologies for staple crops.
- Strategic alliances established between local Specialty Coffee POs as well as exporters and the end market consumers and roaster particularly in California will be strengthened by promoting interactions through conferences and exhibitions. LEAD will provide support to key Specialty Coffee POs and exporters to attend the USAID COMPETE regional. Specialty Coffee exhibition and conference in Mombasa, Kenya in February 2010. Selected Uganda coffee stakeholders will attend the SCAA conference to be held in April, 2010.

Resources:

LEAD TA, Grants, BDS, STTA, UNADA, IFDC, Agro-dealers,

Benchmarks:

<i>Benchmark 1</i>	<i>At least 200,000 MT of crops enter domestic and regional trade as a result of LEAD interventions by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 2 trade shows, including stakeholder-trade linkage conferences, (one in Gulu and another in Jinja) organized and/or supported by 9/30/2010</i>
<i>Benchmark 3</i>	<i>At least 65 new linkages between POs and private sector entities by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least 4,000 POs receive trade, business management and finance training by 9/30/2010</i>
<i>Benchmark 5</i>	<i>At least 42 enterprises adopting improved trade/investment strategies by 9/30/2010</i>

Sub-PIR 1.2: Access to Financial Products and Services to Value Chain Actors Increased

- *LOP Target: US\$20 million of private financing mobilized with a DCA guarantee*
- *LOP Target: 2,500 SMEs receiving assistance to access bank loans or private equity*
- *LOP Target: 500 SMEs successfully accessed bank loans or private equity*
- *LOP Target: 25,000 new savers*

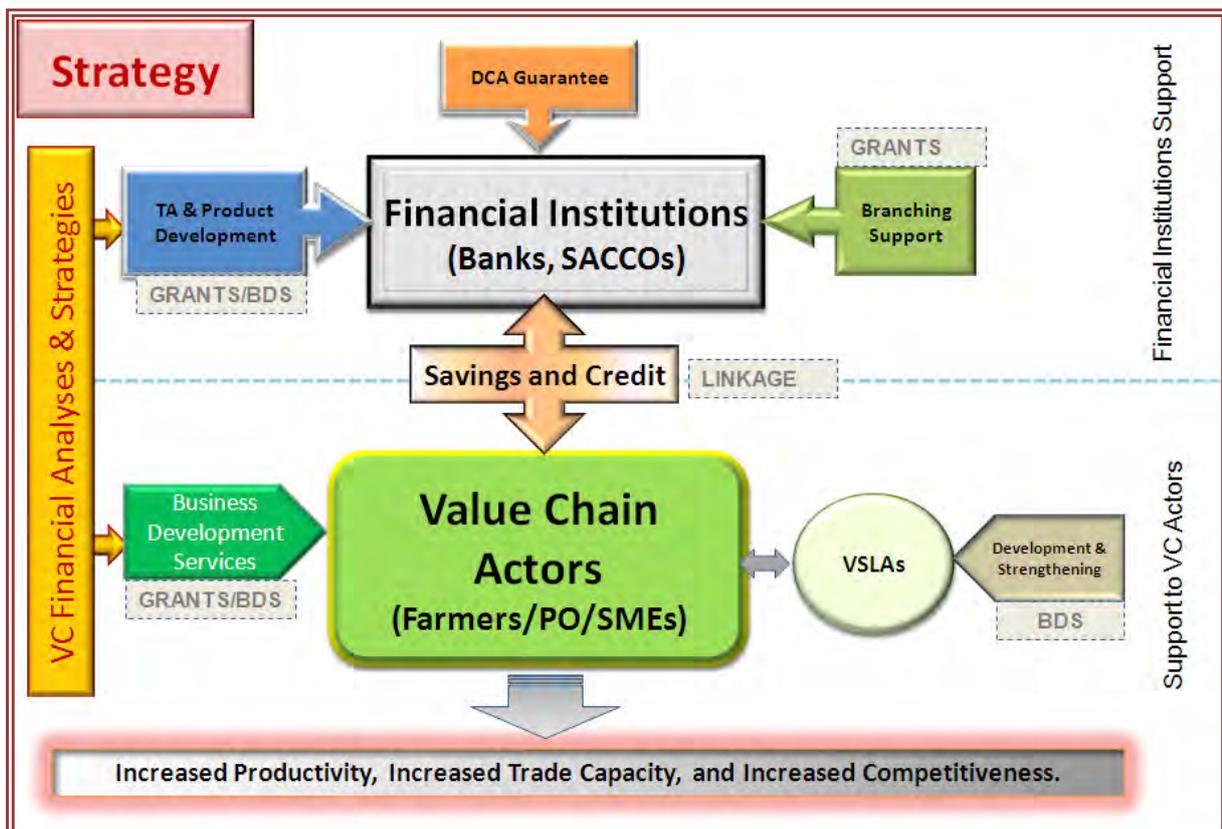
Access to financial services is a major constraint to increased growth in Uganda's rural sector with VC actors often finding their productivity and trade capacity expansion plans curtailed due to lack of financial services in terms of savings, payment mechanisms and credit opportunities. Improving VC and/or rural finance will directly complement the three program areas of increased productivity, increased trade capacity, and increased competitiveness.

The need for interventions in VC finance services results from the clear fact that the improved productivity and trade capacity as a result of the LEAD technology transfer and SME development activities that increases efficiency and profitability also directly increases the seasonal financing requirements of VC actors. This involves the use of purchased seasonal inputs that enhance profitability on VC production, processing and marketing. These purchased seasonal inputs are rarely affordable by small farmers, especially on a "cash" basis and, therefore, must be accompanied by both an effective savings mechanism and affordable and accessible credit for sustainable technology adoption.

Strategy:

The LEAD strategy involves working with financial institutions to develop their service delivery capacity while also strengthening the ability of VC actors to access and efficiently use financial services. The LEAD Financial Services strategy shall be accomplished by using appropriate BDS service providers, targeted grant support to selected financial institutions and value chain actors, and direct TA specifically for identification and linkage of farmers, POs and SMEs to financial institutions. DCA guaranty facilities for selected banks will also be employed to increase the volume of credits made available to SMEs active in all points of the agricultural value chains.

LEAD will work with financial institutions engaged in VC financing and especially those involved in MSME agricultural financing by supporting the expansion of both their technical and outreach capacities through credit guarantees, technical training and logistical support where appropriate. The DCA guarantee scheme is now scheduled to be available in February 2010 and four financial institutions (Centenary Bank, Equity Bank, Bank of Africa, and Faulu) will utilize the scheme to lend to agribusiness MSMEs. In support of the DCA scheme, LEAD will provide technical assistance to the DCA, participating financial institutions and prospective SMEs.



In addition, LEAD will work with VC actors (farmers, POs, and SMEs) to enable their access to and appropriate use of financial services (both savings and credit) to improve their efficiency and profitability through technical assistance in regards to financial literacy and business development with the ultimate aim of making the VC actors more bankable and profitable.

LEAD considers savings mobilization as a priority financial service intervention due to the poor savings culture that is prevalent amongst most VC actors irrespective of their productivity and income levels. At the same time, these VC actors may not yet be bankable enough to be considered for formal savings and credit products from financial institutions. The savings mobilization program shall involve both the non-formal sector, through the development of VSLAs³ and formal savings mechanisms in financial institutions. LEAD TA in collaboration with the Field Officers and Farmer Field School facilitators will link POs and their members to the nearest financial institution branches for opening savings accounts, to be followed by savings mobilizations using Farmer Field Schools during the marketing periods when the farmers may have income surpluses. Basic financial management and savings will be integrated into the FFS protocols. The banks will, on the other hand, be encouraged to reach out and open savings accounts and take savings related services at the farmers' localities where possible.

Activities

- In collaboration the USAID, DCA consultant and participating financial institutions, LEAD will develop a mechanism to administer, monitor and report on the DCA guarantee scheme. This will involve training of LEAD staff as well as bank staff in the use of on-line DCA monitoring software, and the continuous monitoring and reporting of the use of the scheme by all participating financial institutions.
- LEAD will develop appropriate products for VC financing tailored for the DCA guarantee facilities. The products will be developed using appropriate BDS consultants in collaboration with the participating financial institutions and LEAD TA.
- LEAD will train loan officers of financial institutions in value chain financing using appropriate BDS consultants. The financial institutions expected to benefit from the trainings include Centenary Bank, Bank of Africa, Equity Bank and Faulu. However, LEAD shall also continue to explore opportunities for similar collaborations with other financial institutions as well. In addition LEAD Financial Component staff will attend relevant local, regional and international banking and finance conferences, especially in relation to commodity finance and leasing products for SMEs.
- Using BDS, LEAD shall provide technical support related to developing structured commodity trade finance facilities involving LEAD VCs in collaboration with borrowers and financial institutions. This will involve *inter alia*: conducting appropriate due diligence and developing necessary sequence of events and risk management strategies for structured trade finance facilities. Other areas of support include: feasibility of commodity storage/warehouse receipt financing; inventory credit; forward contracting for commodity production and processing; and contract enforcement mechanisms, and training of financial institutions in structured trade financing techniques both in Uganda and abroad. In this regard, LEAD will support the development and rollout as well as providing medium term support to the World Food Program's Purchases for Progress (P4P) objective for procurement under forward contracts. This will be done through a combination of using its own field staff collaboratively with a BDS provider contracted by LEAD covering the following tasks:

- Designing a World Food Program (WFP) forward contract that would enable financing to smallholder outgrowers by limiting price and market risk including coordinating with commercial lenders to include their requirements,
 - Assisting to develop an ownership and governance structure for a warehouse WFP will build and use for their P4P program,
 - Identifying other high potential areas where maize could be bulked using forward contracts with additional technical assistance,
 - Developing delivery and enforcement systems capable of providing adequate and appropriate pressure on maize suppliers and subcontracting farmers to perform under delivery contracts,
 - Assisting in the development and execution of a high level agricultural technical working group to assist WFP and others to steer this process and others relevant to food security and staples VC development.
- LEAD will support the establishment of new branches using grants to regulated financial institutions. This will include conducting feasibility studies on the target locations using BDS (financial service consultants) with the findings to be shared with financial institutions. Three new branches are expected to result from the RFA sent out in Year One. A new RFA for Grants for two additional branches will be prepared upon the successful completion of the establishment of the branches to be opened under LEAD's RFA published toward the end of Year One..
 - LEAD will identify and support additional viable SACCOs engaged in VC financing using appropriate BDS so as to expand the scope of Tier 4 institutions' involvement in VC financing. This support will include conducting Light Due Diligence (LDD) and providing training to the SACCO management based on the LDD recommendations.
 - Using BDS, LEAD shall provide basic technical training to SMEs for achievement of fundamental credit application requirements such as financial records, loan application process, business plans, etc. which most SMEs including POs lack. For input dealers, focus will also be on training them in business planning, input needs forecasting and record keeping plus major principles of marketing to enable them to apply for loans from financial institutions and access private equity.
 - LEAD will link bankable SMEs to financial institutions for credit. This will be done by LEAD Field Staff and BDS providers who will have developed working relationships with the appropriate financial institution branches in their locality.
 - LEAD shall develop and distribute of a Borrowers Guide in collaboration with financial institutions and BDS providers to facilitate training and access to credit by SMEs. The guide shall have basic information on loan conditions and procedures that can be used to make informed decisions.
 - LEAD will pilot new VC financing innovations for SME adoption. This will involve conducting feasibility studies on the development of pilot projects using appropriate BDS consultants. Such pilots may include testing creative innovations such as financing opportunities for small scale water management/irrigation for small plots to produce high value crops for sale in local markets and for drip irrigation of coffee seedlings.

- LEAD will develop VSLAs³ using appropriate BDS providers. This will involve training and deployment of Community Based Trainers (CBTs) based at parish level to form and nurture the VSLAs. The VSLAs will be formed from existing POs and the OVC sector.
- LEAD shall link POs and their members to the nearest branches for savings account opening to be followed by savings mobilizations by LEAD TA in collaboration with the Field Officers and Farmer Field School facilitators with basic financial management and the savings to be integrated into the FFS protocols.

Resources:

BDS Providers, Grants, USAID DCA Consultant, LEAD TA, LEAD Field Staff

Benchmarks:

<i>Benchmark 1</i>	<i>US\$ 5 Million of private financing mobilized with DCA guarantee by 9/30/2010</i>
<i>Benchmark 2</i>	<i>3 new financial products developed by 9/30/2010</i>
<i>Benchmark 3</i>	<i>1 new financial product adopted and implemented by a regulated financial institution by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least 3 Structured Commodity Trade finance facilities supported by 9/30/2010</i>
<i>Benchmark 5</i>	<i>5 new branches/mobile banking units established by regulated financial institutions by 9/30/2010</i>
<i>Benchmark 6</i>	<i>10 viable SACCOs financing VCs identified and strengthened by 9/30/2010</i>
<i>Benchmark 7</i>	<i>1100 SMEs supported to access bank loans or private equity by 9/30/2010</i>
<i>Benchmark 8</i>	<i>200 SMEs successfully accessed bank loans or private equity by 9/30/2010</i>
<i>Benchmark 9</i>	<i>Borrowers' guide completed and distributed by 9/30/2010</i>
<i>Benchmark 10</i>	<i>1 new VC financing innovation developed by 9/30/2010</i>
<i>Benchmark 11</i>	<i>12,000 new savers mobilized by 9/30/2010</i>
<i>Benchmark 12</i>	<i>500 VSLA formed from POs by 9/30/2010</i>
<i>Benchmark 13</i>	<i>200 VSLAs formed from the OVC sector by 9/30/2010</i>

Sub-PIR 1.3: Investments in Market Infrastructures Increased

- *LOP Target: 200 firms receive assistance to invest in market infrastructures*
- *LOP Target: US\$20 million total investment (public and private) in marketing infrastructures*
- *LOP Target: 200 market centers⁴ established*

³ Village Savings and Loan Association (VSLA) is a savings-based approach that intermediates small local pools of capital, of up to 25 people in a PO, to satisfy household cash-management needs. It provides immediately sustainable and profitable savings, insurance and credit services to farmers who live in places where banks and microfinance institutions are not present.

Strategy:

As mentioned in the strategy section for Sub-PIR 1.1, using grants LEAD will financially support the construction of multi-PO-company owned storage facilities (of 30 – 60 MT capacity) for the bulk purchasing of inputs and bulk marketing of harvested products. These warehouses will become marketing centers where POs can attract serious commodity buyers and input suppliers by demonstrating the ability to aggregate meaningful commodity volumes of good quality. The VCs of most importance to LEAD in Year Two and thereafter will be the primary food security crops of Uganda, which are maize, rice, beans, cassava, bananas and coffee, although other crops in LEAD VCs will also be supported. The fish VC is also included in our short list of priority VCs and LEAD will support market infrastructure investment for fish through grants. Grant applications with integrated production and marketing strategies with emphasis on market infrastructure development will be given first priority. This construction and investment strategy will include the renovation of existing facilities as well as expansion of existing facilities owned by suitable SME traders and processors. In the case of fish an emphasis will be placed on the selection of strategic and appropriate grantees using pre-established criteria.

Activities:

- LEAD will identify, through its PO/FFS component, viable POs that can be supported to form multi-PO-companies capable of operating a successful warehouse facility. Leaders in the identified POs will be trained by BDS providers in business management and finance.
- Once the companies have been formed, LEAD will then finance the construction or renovation of warehouses owned by the multi-PO-companies with storage capacities in the range of 30–60 MT. Initially, these warehouses will be provided with platform scales and moisture meters. If operated successfully for one year they will then be provided with post-harvest handling equipment such as threshers, shellers, de-hullers and/or dryers to help PO members meet market standards. Under the right conditions, existing stores owned by SMEs may be upgraded or supported.
- In the case of the fish VC, LEAD will support the establishment of fish market infrastructures including fish marketing stalls, fingerling transportation equipment and holding structures. This is expected to reduce the high post-harvest loss in fish.

Resources:

LEAD TA, Grants, SMEs, Public/Private Sector partners, Private equity, STTA

Benchmarks:

<i>Benchmark 1</i>	<i>At least 100 multi-PO companies and SMEs (75 in staple crops, 10 in coffee, 10 in fish and 10 in agro-inputs) receive assistance to invest in market infrastructures by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least \$5 million of public and private funds (\$3.9 mil in staple crops, and \$100,000 in coffee, and \$500,000 each in fish and agro-inputs) invested in market infrastructures by 9/30/2010</i>
<i>Benchmark 3</i>	<i>At least 100 market centers established by 9/30/2010</i>

⁴ Market Centers may include stores, other structures and facilities, including warehouses, that enhance collective marketing and help maintain/improve quality. It may also include new or upgrading existing centers that are functional as a result of LEAD assistance.

PIR 2: INCREASED AGRICULTURAL PRODUCTIVITY OF TARGETED VALUE CHAINS

- *LOP Target: 1,500,000 metric tons of targeted commodities produced*
- *LOP Target: US\$220 million in value of targeted commodities produced*
- *LOP Target: 40% change in gross margins of supported VCs*

An important pre-requisite to achieving the LEAD project sub-objective of “increased transformation of the rural agricultural economy” is the transformation of a significant number of Ugandan farmers from subsistence farming to profitable commercial enterprises. LEAD uses the Farmer Field School methodology to stimulate and sustain this transition through increases in productivity/yield using improved farming practices and proper application of appropriate inputs; product cost reductions through better planning and organization to achieve economies of scale; improved quality of commodities; and added value through improved harvest and post-harvest techniques and product transformation. Sub-PIRs 2.1 to 2.4 are designed to generate results that contribute to the achievement of PIR 2.

Sub-PIR 2.1: Business Development Services Developed and Strengthened

- *LOP Target: 200 BDS providers linked to value chain actors*
- *LOP Target: 50 BDS providers strengthened*
- *LOP Target: 25% change in the volume of new businesses acquired by targeted BDS providers*
- *LOP Target: 30% change in Dollar value of business investment by BDS providers*

Strategy:

LEAD will increase its work with and strengthening of Business Development Service (BDS) providers in its second work plan year. To this end LEAD will identify and engage with BDS providers that can work with POs and SMEs in areas of PO registration, developing marketing capabilities, information management and the training of management staff of these POs and BDS executives. Furthermore, emphasis will be placed on developing mechanisms that will enable BDS providers to establish business linkages with POs and other VC actors to ensure continuity of services required by them.

Financial institutions need the services of BDS providers in the areas of capacity building of financial institutions in terms of training related to agricultural lending, agricultural related product development, rural deposit mobilization etc. VC actors (farmers, POs, and SMEs), require BDS services related to technical assistance in regard to financial literacy and business development skills with the ultimate aim of making the VC actors more bankable and profitable. LEAD will identify, strengthen if necessary, and engage appropriate BDS providers to carry out the financial services interventions.

Coffee: For coffee, LEAD will use existing BDS providers to achieve specific certifications. LEAD will also use and strengthen BDS in training barristas, roasters, and cuppers.

Staple Crops: LEAD will use and strengthen BDS providers that work with POs to develop VSLAs, other financial models and technical products.

Fish: For fish, LEAD will support BDS providers in providing HACCP best practices training to producers and processors.

Activities:

- LEAD will develop a directory of credible BDS providers from which relevant BDS providers can be linked to VC actors and selectively strengthened based on TA provided by LEAD.
- LEAD will hire BDS providers to organize two conferences of VC actors. BDS, producer associations, POs, donors, SMEs and financial institutions will be invited to create dialogue between the various stakeholders. One conference will be held in Gulu during the 2nd quarter (January-March) of Year Two and one in Jinja (July) to cater for southern Uganda. The purpose will be to increase linkages and dialogue in terms of value addition to farming as a business. This will also assist various key players and BDS providers to strengthen their operational capacities to meet LEAD’s objectives. LEAD POs will then be able to access services on a more informed and structured basis which will make them more sustainable in their farming activities.
- LEAD will develop linkages with BDS providers and LEAD POs/FFS. Emphasis will be put on women’s groups since most farming activities are done by women. LEAD will contract with identified BDS providers at the sub-regional level to manage the existing VSLA program and to expand it in Year Two. Training programs using BDS providers will be conducted to develop the agricultural lending capacities of Ugandan banks and SACCOs. LEAD will link BDS providers to SACCOs and strengthen selected BDS providers through TA and grant support.
- Selected BDS providers will be trained to upgrade and/or acquire necessary skills and capabilities required to provide POs and SMEs with enhanced services and capabilities.
- LEAD will provide TA using BDS providers in a series of training programs for SMEs in the fundamentals of the credit process, such as the keeping and presentation of financial records, the loan application process, writing a business plan, basic cash flow presentation, etc., which most SMEs lack.

Resources:

LEAD TA, STTA, FO/FFS, Grants, BDS SMEs, Public/Private Sector entities

Benchmarks:

<i>Benchmark 1</i>	<i>Directory of BDS providers established by 3/31/2010</i>
<i>Benchmark 2</i>	<i>75 BDS Providers linked to VC Actors by 9/30/2010</i>
<i>Benchmark 3</i>	<i>37 BDS providers strengthened by 9/30/2010</i>

Sub-PIR 2.2: Agricultural Technology Adoption Increased

- *LOP Target: 50% of trained farmers adopting new technology/management practices*
- *LOP Target: 250,000ha under improved technologies or management practices*
- *LOP Target: 7 new technologies or management practices made available for transfer*

- *LOP Target: 11 new technologies or management practices under field testing*
- *LOP Target: 5 new technologies or management practices under research*
- *LOP Target: 25 firm receive LEAD supported assistance to invest in improved technologies*

Strategy:

LEAD will continue to focus on interventions that will promote productivity in the selected VCs, with the primary emphasis on maize, rice, beans, cassava, coffee, bananas and fish. The Farmer Field School (FFS) methodology will continue to be used as a vehicle for technology transfer and up-scaling. The FFS approach enhances the level and speed of technology adoption and up-scaling through farmer participation and experience sharing. Farmer Field Schools will continue to be established within LEAD supported POs as avenues for farmers to share knowledge, build skills, and get exposed to productivity enhancing technologies. Technical Observation Plots (TOPs), particularly in northern Uganda, will be established around POs to expose farmers to improved technologies and increase their knowledge base. The FFS will be conducted in collaboration with public and private sectors and research institutions. New technologies will be developed through PPPs.

In order to stimulate technology adoption, LEAD will link POs to agro-input dealers and encourage input suppliers to develop smaller packages of yield-enhancing inputs such as fertilizers.

Coffee: In the coffee VC, LEAD will re-introduce coffee growing under agro-forestry production system in northern Uganda especially in Kitgum and Gulu and intercrop with leguminous or/and cooking banana (matooke) as a mitigation factor against food insecurity given the population pressure on land. Collaborating with grantees, LEAD's will work with IITA throughout the country to map soils and determine optimum input usage in major coffee growing areas. To mitigate disastrous pest and disease issues with coffee, LEAD is participating with UCDA, UCTF, and NARO to move Uganda's coffee research agenda to one that is private-sector driven.

Staples: The Staples VCs will be supported by LEAD's work in land opening in which we are using several BDS providers to implement a program that will revive use of animal traction, improve present practices and equip rural communities with skills that will render animal traction affordable, sustainable and ultimately contribute to increasing productivity at household level through organized POs.

Fish: Aquaculture production technology has been cited in LEAD's fish value chain analysis study as one of the constraints affecting the low productivity of Uganda's fish farmers. LEAD will enhance technology adoption in the fish VC by supporting two approaches. The first calls for LEAD to establish observation sites at fish hatcheries and fish farms that can be used as training sites. Second, LEAD will engage a BDS provider to train hatchery operators and fish farmers on best management practices, thereby ensure improved technology transfer. The Farmer Field School methodology will be used.

Activities:

- LEAD will complete the training of its Field Facilitators in FFS methodology and protocols to impart skills and capabilities for effective roll-out of FFSs across LEAD supported VCs. At least 600 new Field Facilitators working with LEAD and grantees will be trained in the FFS methodology. A total of 6,000 new FFS (10 per Field Facilitator) will be established and utilized as technology dissemination points (4,800 in staple crops VC, 900 in coffee and 300 in aquaculture). In the case of fish VC, LEAD will through a BDS provide training to fish farmers and hatchery operators on best management practices.

- LEAD will support the establishment of TOPs at selected FFS sites to expose farmers to new technologies. Most of the TOPs will be located in northern Uganda, where the need is greatest. TOPs will also be established at NARO's experimental stations around Uganda, particularly crop variety trails which are difficult to establish in farmers' fields. Agro-input dealers will be encouraged to set up their own independent TOPs in conjunction with seed, fertilizer or chemical companies to show and promote their products, business reach and educate farmers in recommended interventions. Agro-input dealers will be encouraged to stock appropriate 2kg or 5 kg packages of properly labeled fertilizers to stimulate wider adoption of fertilizer use by producers.
- LEAD will organize and facilitate field days and visits to agricultural experiment stations to boost farmers' exposure to knowledge and information. LEAD will encourage POs to use various mechanization practices, including conservation tillage for increased acreage where appropriate, improved productivity and access to new markets for the expanded production. LEAD will complete the development, publication and distribution of improved production protocols for all the crops with which it is engaged.
- In northern Uganda, commercially viable coffee POs will be identified with female-dominated POs given preference. Through BDS providers and LEAD TA the POs will be exposed to coffee and commercial tree nursery development technologies once appropriate commercial coffee shade trees and their sources have been identified. Further support will be provided for the establishment of commercial coffee tree nurseries. This will not only promote shade tree coffee production systems but will contribute a positive long-term impact on the environment and global warming. Further, LEAD will focus on promoting intercropping of coffee with legumes or/and cooking banana (matooke). The intercrop technologies will be integrated into the existing FFS coffee protocols and on field trials. LEAD, in collaboration with public and partner enterprises, will provide support for validation of the on-farm trails of Robusta CWD resistant trials at Ibanda, Mityana and Nakanyonyi in Mukono.
- LEAD will sponsor industry stakeholders to visit research facilities in other coffee producing countries in order to enable a move to a private sector driven agenda. Private sector seeks a research model that is agile and has rapid results so that appropriate technology and disease resistant plant materials are readily available.
- In the fish VC, researchers and interns will carry out on-farm trials to establish the performance and develop information dissemination materials for the new floating fish feeds. The information will be disseminated through trainings and stakeholder workshops. LEAD will conduct research on high density stocking of catfish and Nile tilapia using gravity water from Mt Elgon in Sironko district.
- Throughout Year Two LEAD will support systems that will enable farmers to open additional hectares to increase production. Such mechanisms will include use of animal traction (AT) and tractors. In this regard, emphasis will be placed on northern Uganda.
- Through grants, LEAD will partner with private firms to support investment in improved technologies. These technologies include seeds, fabricated ox-drawn implements, and the manufacturing of post-harvest and processing equipment. At least 20 firms will receive LEAD assistance to invest in improved technologies during the work plan year.

Resources:

LEAD TA, Grants, STTA, BDS, SMEs, UNADA, USTA. AEATREC, PO members, UCDA, Public and private Research Institutions.

Benchmarks:

<i>Benchmark 1</i>	<i>At least 600 new Field Facilitators and extension agents trained in FFS methodology and protocols by 3/31/2010</i>
<i>Benchmark 2</i>	<i>At least 200,000 farmers exposed to improved farming technology through FFS sites (160,000 in staples, 30,000 in coffee and 10,000 in fish) by 9/30/2010</i>
<i>Benchmark 3</i>	<i>At least 500 Technology TOPs established by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least 20 commercial coffee nurseries (with 60% in the n.) established by 9/30/2010</i>
<i>Benchmark 5</i>	<i>At least 30% of the exposed farmers exposed adopting new technologies/management practices by 9/30/2010</i>
<i>Benchmark 6</i>	<i>At least 130,000 additional hectares (100,000 in staples and 30,000 in coffee) under improved technologies or management practices for staple crops by 9/30/2010</i>
<i>Benchmark 7</i>	<i>At least 30 additional hectares of fish ponds under new technology and management practices by 9/30/2010</i>
<i>Benchmark 8</i>	<i>At least 5 new technologies/management practices (3 staples, 1 coffee, 1 fish) made available for transfers by 9/30/2010</i>
<i>Benchmark 9</i>	<i>At least 7 new technologies or management practices (4 staples, 2 coffee, 1 fish) under field testing for staple crops by 9/30/2010</i>
<i>Benchmark 10</i>	<i>At least 3 new technology/management practice (1 staples, 1 coffee, 1 fish) under research by 9/30/2010</i>
<i>Benchmark 11</i>	<i>At least 20 firms (12 in staples and 5 in coffee and 3 in fish) receive assistance to invest in improved technologies by 9/30/2010</i>
<i>Benchmark 12</i>	<i>420 POs trained in animal traction and 15 Artisans trained in fabrication of animal traction implements by 9/30/2010</i>

Sub-PIR 2.3: Producer Organizations Developed and Strengthened

- *LOP Target: 15,000 producer organizations/associations receiving assistance*
- *LOP Target: 1,500 women's organizations/associations assisted*

Strategy:

LEAD's technical approach to PO development and strengthening will continue to address key weakness and constraints facing POs including inadequate managerial skills, weak business skills, lack of access to credit and an inability to recognize market opportunities due in part to lack of market information. During Year Two LEAD will emphasize the commercialization of POs activities. To this end, LEAD will facilitate technical training in group governance, business management, finance, marketing, budgeting and business planning to enable POs to

develop skills and capabilities essential to developing into genuine business entities. Emphasis will also be placed on internal expansion. As mentioned in Sub-PIRs 1.1 and 1.3, qualifying POs will be facilitated to work together to establish companies so that farmers may benefit from economies of scale in buying inputs and marketing outputs. LEAD will emphasize the need of these multi-PO owned companies that their long-term sustainability will depend on their willingness to accumulate capital reserves for future investments in expanding their marketing facilities, processing equipment and other economic activities. In parallel with this, LEAD will provide advanced management training to representatives of the selected POs so they can carry out their roles effectively. LEAD will proactively focus on women's organizations to ensure equal opportunity to both men and women.

Activities:

- LEAD will continue to reach its primary beneficiaries, the rural farming communities, through commercially-oriented POs. To this end, LEAD will continue to identify and strengthen POs to enable them build capacity to provide services to members.
- Additionally, LEAD will expand to new areas with the potential to undertake commercial agriculture by establishing additional POs across LEAD supported VCs. Technical support to new POs will include step by step training imparting skills to screen members, review /develop by-laws, select leaders democratically, and achieve requirements for legal registration.
- LEAD will introduce training in Farming as a Business (FaaB), emphasizing farm record keeping, cost of production analysis, marketing, budgeting, and business planning. Such training will enable the PO members to understand production and marketing requirements and operate on a commercial basis.
- Through BDS providers LEAD will facilitate the process of PO registration as legal entities. This will enable POs to undertake commercial activities such as transacting businesses with other VC actors, including buyers and input suppliers.
- Qualifying POs will receive technical assistance to establish multi-PO limited companies to enable beneficiary farmers to bulk meaningful volumes and benefit from economies of scale. Qualifying POs must have a formal relationship including a constitution, executive committee/board of directors, legal registration, business records, annual operating budget, and should carried out bulk marketing activities.
- In addition, using BDS providers, PO and PO-company leaders will receive specialized management, business, and finance training to enable them to carry out their mandates. Such training will enable PO leaders to efficiently carry out their roles and build trust among their members.
- LEAD will support women's organizations with technical trainings to build their capacity to engage in commercial agriculture. Focus will mainly be placed on assisting women organizations in the post-war north.

Resources:

LEAD TA, BDS, Grants

Benchmarks:

<i>Benchmark 1</i>	<i>At least 10,000 POs receiving assistance, impacting 250,000 households, by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 1,200 women's organizations/associations assisted by 9/30/2010</i>
<i>Benchmark 3</i>	<i>At least 6,000 additional POs identified/established by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least 4,000 POs receive farming as a business training by 9/30/2010</i>
<i>Benchmark 5</i>	<i>At least 1,000 POs achieve legal company registration by 9/30/2010</i>
<i>Benchmark 6</i>	<i>At least 200 multi-PO companies established and members trained by 9/30/2010</i>
<i>Benchmark 7</i>	<i>At least 1,000 PO company leaders receive short-term training in business management by 9/30/2010</i>

Sub-PIR 2.4: Private Sector Input Supply Systems Improved
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- *LOP Target: 1,000 agri-inputs dealers trained in product knowledge and business skills*
- *LOP Target: 800 trained agri-inputs dealers linked to VC actors*

Strategy:

LEAD's approach to agricultural inputs supply is via the development of private sector agro-inputs businesses in Uganda, creating the demand of producers (via education) by providing technical, financial linkages and advisory support which will help create linkages between the suppliers and users of various categories of agro-inputs. Farmers will be encouraged, through their POs, to bulk-purchase inputs to take advantage of economies of scale.

In order to extend the input outreach, LEAD will engage a number of BDS providers and relevant STTAs. Currently, the project works with the Uganda National Agro-Input Dealers Association (UNADA), which currently has over 2,000 members affiliated with it countrywide, and with the Uganda Seed Traders Association (USTA). LEAD works with POs to promote increased use of and demand for appropriate services and inputs as well as working with input suppliers to improve their capability to deliver quality services to clients. The objective is to achieve increased efficiencies in the input delivery systems that will ultimately contribute to increased business efficiencies for the overall VCs. LEAD is collaborating with other agriculture related USAID funded projects including ACIDI/VOCA, Mercy Corps, and SPRING.

Activities:

- LEAD will spearhead training of agro-input dealers in technical product knowledge about seeds, fertilizers and crop protection chemicals. This will enhance their capacity to deliver technical messages to farmers, since the dealers are de facto front line extension workers to the farmers. It will also equip them with entrepreneurial skills that will help expand their businesses links to finance institutions for access to loans and relevant financial services.
- LEAD will focus on strengthening or creating trade linkages between manufactures, importers, distributors, stockists and farmers organized as POs. A network of agri-input dealers running from manufactures through distributors to consumers will be strengthened

by supporting association formation and creating linkages of rural agro-input dealers to LEAD assisted POs.

- Adoption of modern inputs will be encouraged through establishment of technology observation plots at or supervised by rural agro dealers near their premises that will enhance confidence among dealers and the farmers that purchase from the input supply point. This can be supplemented with radio and TV talk shows and clips, where appropriate, to improve the input market supply system. Close liaison will be maintained with FFS sites.

Benchmarks:

<i>Benchmark 1</i>	<i>At least 500 agro-input dealers trained in improved product knowledge and business skills by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 400 business linkages involving agro-input dealers, distributors and retailers facilitated by 9/30/2010</i>

PIR 3: INCREASED COMPETITIVENESS OF TARGETED VALUE CHAINS

- *LOP Target: 23 firms receiving assistance to improve their trade capacity and management practices*
- *LOP Target: 12 firms achieving international standards*

PIR 3 activities will make Uganda’s VCs more competitive by improving market access, removing regulatory and bureaucratic constraints, developing human and institutional capacity, and establishing partnerships and dialogues. Sub-PIRs 3.1 to 3.4 are designed to generate results that contribute to the achievement of PIR 3.

Sub-PIR 3.1: Market Access Increased

- *LOP Target: 20 firms receiving trade certification*
- *LOP Target: 12 new market segments penetrated*

Strategy:

LEAD’s strategy is to strengthen and develop competitive marketing strategies so that Uganda’s agricultural commodities meet market condition requirements in both domestic and international markets. LEAD will assist in promoting and developing market linkages and effective buyer-seller relationships along the VCs. In order to achieve this objective LEAD, through Grants and direct technical assistance, will partner with VC enterprises with a focus on developing producers’ ability to meet market standards and obtain useful trade certifications, allowing them to penetrate higher-value markets as well as expand sales in standard markets. LEAD will carry out assessments of domestic and regional market opportunities (S. Sudan, DRC, Kenya, possibly Rwanda and Tanzania) and use the findings to inform training and market access opportunities, and other elements of the LEAD work plan.

VC Specific Strategies:

Coffee: LEAD will assist producers and processors to target higher value markets with current production; improve production (via washing stations; etc) to penetrate higher value markets; certify producers for specialty markets; develop a higher value market for fine Robusta coffee; train in skills to differentiate higher value products.

Staples: LEAD will develop a marketing strategy for each VC under staples. The requirements for consistent qualities and quantities will be supported under PIR 2's activities, i.e., productivity and improved PHH gains via use of inputs. A needs analysis will be integrated into each market strategy to provide insights into the best market windows. The results of these studies will be supported by the development or upgrading of market infrastructures and marketing centers which can withhold or deliver products to obtain the best prices while meeting commitments for consistent quantity and quality. LEAD will foster expanded use by farmers of existing market information systems. LEAD will also support formal cross-border trade.

Fish: LEAD will promote the consumption of fresh catfish and smoked fish; and implement HACCP in processing.

Activities:

- LEAD will undertake a detailed Regional Market Assessment that includes S. Sudan, Kenya, DRC, and Rwanda that will, among other things, verify market entry requirements. With this information LEAD will develop a strategy for each VC, and train VC actors in market requirements and product specifications, and how to achieve these.
- LEAD will support the process of achieving trade certification for specialty coffee markets. LEAD, in partnership with coffee enterprises and POs, will utilize the farmer field schools and the PO structures for deepening the coffee certification programs in order to meet the requirements of the high value markets. These certification programs will include Utz certified; Fair Trade, Organic, Rain Forest Alliance, 4C as well as CAFÉ. Further, through BDS providers LEAD will, support the implementation of internal control and verification mechanisms required in the coffee certification programs. Through the Coffee FFS Protocols, the FFSs farmers will become skilled at self-regulation to meet requirements of international bodies.
- LEAD will provide training to fish producers and processors in HACCP. This will help fish VC actors to develop procedures for reducing contamination of their products within the standards for specific markets. HACCP is one of the requirements for certification to access international markets.
- Working with the regional USAID/COMPETE, LEAD will assist in structuring of cross-border trade in staples. This will entail helping Ugandan exporters comply with market, quality and other standards and facilitating visits to countries with market opportunities within the region.
- With the results of the Cost of Production study undertaken in Year One, LEAD will develop individual staple crop strategies to increase efficiencies of production, thereby lowering cost.

- LEAD will leverage investment to upgrade processing and other market infrastructure for staple crop VCs. Through strategic partnerships, LEAD will identify VC actors, particularly though in the north, willing to invest in processing and market infrastructures. Such partnerships will be in form of direct grants or sub-contracts through BDS providers.
- LEAD will continue to support the creation of a Robusta Fine Coffee market profile in the market place, given Uganda's competitive advantage to penetrate that market. LEAD will continue to train cuppers in Arabica and will begin training in the Robusta Protocols so that producers can differentiate higher qualities to send to higher value markets. We will also train trainers so as to institutionalize the training ability.
- LEAD will cost-share with UCDA to upgrade the national lab operations in the coffee regions and to ensure that coffee grading at each lab is standardized and consistent with set internationally accepted standards.
- LEAD will coordinate with UCTF to hold a marketing workshop and Pilot Coffee Sales in coordination with CQI and the Q system. LEAD will provide financial support to enable several coffee industry representatives will attend the SCAA and EAFCA conferences- and possibly the SCAE (EU) 2010 show as a networking opportunity.

Resources:

LEAD TA, BDS, SMEs, Grants, STTA, public and private sector entities, UCDA, UNBS and MAAIF

Benchmarks:

<i>Benchmark 1</i>	<i>At least 10 firms receiving trade certification by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 5 new market segments penetrated by 9/30/2010</i>
<i>Benchmark 3</i>	<i>Fine Robusta Coffee protocols in place by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least 5 firms participate in events organized by the specialty coffee market (SCAA0 in California, USA by 9/30/2010</i>
	<i>At least 5 attend EAFCA conference in Mombasa, Kenya by 3/31/2010</i>

Sub-PIR 3.2: Enabling Environment for Value Chain Growth Improved

- *LOP Target: 10 policy/regulatory constraints identified and made known to VC actors, with recommended strategies to address.*
- *LOP Target: 10 industry clusters/alliances supported*

Strategy:

USAID LEAD will provide support to mitigate policy, regulatory and bureaucratic bottlenecks to foster an enabling environment for production, processing and marketing. The strategies will include constructive dialogues, and benchmarking and formation of alliances. LEAD will collaborate with key VC players and stakeholders to help them identify the various policy/regulatory constraints that need to be addressed. Assistance will be provided, some through BDS, to 1) identify policy and regulatory constraints that can be made known to VCs actors and 2)

link VC actors to policy makers. LEAD is poised to provide deeper assistance in mitigating enabling environment issues, as requested by stakeholders.

Activities:

- LEAD will support the identification of policy and regulatory constraints in the supported value chains and provide research-based advice, using BDS in many cases, to key stakeholders. The purpose is to help the industry identify and address key constraints in order to create an enabling environment that will help to improve the performance in the VC transactions.
- LEAD will support bringing private and public VC actors and stakeholders together to identify and engage in constructive dialogue and decision making in order to address industry concerns. These will include a UCTF monthly coffee breakfast and periodic industry/association fora in other VCs.
- LEAD will continue to support the move of coffee research to a private sector-driven agenda, in coordination with NARO, UCTF, and UCDA. Through BDS and STTA we will continue to support an informal lobbying effort with NARO and MPs to shift the agenda over to the private sector. Members of the local industry will attend a study tour to visit Colombia’s CENICAFE, which is a model of private sector funded and driven research, in late November/early December 2010.
- LEAD will deepen involvement in the agro-inputs associations (UNADA and USTA and stakeholder platforms (such as maize, rice and sunflower) to provide research support to help them address policy and regulatory constraints that retard market development and competitiveness for onward advocacy to the relevant ministries.
- As appropriate, LEAD will support Uganda’s position in regional trade agreements, e.g. EAC, COMESA. Alternatively, LEAD will support VC advocacy to the GoU for specific issues under trade agreements.
- LEAD will continue to track the Tororo Inland Port issue, at the request of Uganda Freight Forwarders Association. The issue here is the perception by the industry that the inland port will impede the flow of export since this will introduce an element of monopoly. This is seen as a major policy shift considering government’s policy of open competition in other sectors.
- LEAD will continue to study informal vs. formal cross-border trade issues, liaising with the regional USAID/COMPETE Project in Nairobi. Cross-border issues will be identified and brought to the attention of industry stakeholders.

Resources:

LEAD TA, UCDA, UCTF, EAFCA, Grants, BDS, UNADA, SMEs, Private and Public sector entities and national associations.

Benchmarks:

<i>Benchmark 1</i>	<i>At least 6 policy regulatory constraints identified and made known to VC actors by 9/30/2010.</i>
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Benchmark 2	At least 4 industry associations/alliances supported by 9/30/2010
Benchmark 3	At least 1 visit by Coffee VC participants to a model coffee-producing country w/private sector research agenda by 9/30/2010

Sub-PIR 3.3: Human and Institutional Capacity Developed
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- *LOP Target: 600,000 individuals receiving short-term agricultural sector productivity training*
- *LOP Target: 15 individuals receiving long-term agricultural sector productivity training*
- *LOP Target: 20 firms receiving capacity building assistance*
- *LOP Target: 50 participants attending trade and investment capacity building training*
- *LOP Target: 20 business associations and trade unions become at least 50% self-funded*
- *LOP Target: 5 trade-related business associations become at least 50% self-funded*

Strategy:

Human and institutional capacity development is important for sustained competitiveness of the various VCs. LEAD will help to improve knowledge and skills and build capacity of key private and public institutions. LEAD will support the development of SMEs and human capacity development by supporting internship programs and exchange visits within and outside the country. LEAD will also participate in, and in some cases support, working groups on specific topics that bring together individuals from a variety of institutions. In the coffee growing areas, LEAD will map yields, farmer perceptions, crop and soil management practices, and soil and plant types with a view toward increasing human and institutional knowledge and efficiencies in productivity, PHH, and marketing. Finally, LEAD will tap future human capital, working through the OVC Component to support Uganda's youth to take part in a 4-H or Future Farmers of America (FFA)-type program to set the stage for future human capital development.

Activities:

- LEAD will provide firm-specific competitiveness training programs that address both firm-level and general VC level issues in the respective sub-sectors. This will help VC actors improve on the quality of their products.
- LEAD will cost-share with UCDA upgrading of their lab facilities in coffee growing areas to serve the coffee VC actors. LEAD will continue to support CICS, with a focus on an action agenda.
- LEAD will strengthen UCTF by supporting their industry dialogue platforms, and other activities. In addition, LEAD will support UCTF to become self-funded from members.
- LEAD will build capacity of financial institutions and their staff. LEAD will assist financial institutions through the Grants to expand their outreach by supporting branch establishment with focus on northern Uganda. In the case of staff, LEAD will support bank staff training both internal and external.
- Through FFS and BDS, LEAD will provide short term training in productivity and best management practices. LEAD will provide training for POs that focus on harvesting and post-harvest handling and value addition.

- LEAD will partner with universities and private sector entities to employ interns in long-term training programs.
- LEAD will partner with Makerere’s Department of Soil Science to support two graduate students in developing a simple decision tool for determining the onset of the planting season (in the face of changing weather patterns in Uganda), exploit the growth-enhancement potential of rhizobia, and strengthen human capacity for judicious nutrient and water management for increased crop production.
- LEAD in partnership with IITA will strengthen human capacity in producing tools and training materials for improving the efficiency of fertilizer applied in coffee-producing areas. These include short banana training videos, protocols for banana production, and pamphlets on intercropping coffee and bananas.
- LEAD will, through Grants and BDS, assist private sector firms in areas of capacity building. LEAD will support capacity building in trade and investment by sponsoring participants to attend trade fairs conferences for human capacity development
- LEAD will assist business associations to enable them to strengthen the effectiveness and financial soundness of their associations, especially in advocacy capacity and the delivery of member services.
- LEAD will support qualifying POs to develop business plans and financial management practices. This will be effected by BDS providers through sub-contracts.

Resources:

LEAD TA, Grants, BDS, STTA, UCDA, UCTF, Universities, public and private institutions.

Benchmarks:

<i>Benchmark 1</i>	<i>At least 250,000 individuals receive short term agricultural sector productivity training by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 7 individuals receive long-term agricultural sector productivity training on staple crops by 30/09/2010</i>
<i>Benchmark 3</i>	<i>At least 10 firms receive capacity building assistance by 9/30/0210</i>
<i>Benchmark 4</i>	<i>At least 25 participants attend trade/investment capacity building training by 9/30/2010</i>
<i>Benchmark 5</i>	<i>A t least 50 loan officers trained in VC financing by 9/20/2010</i>
<i>Bench mark 6</i>	<i>At least 2 staff of financial institutions supported to attend training overseas.</i>
<i>Benchmark 7</i>	<i>5 new branches/mobile banking units established by regulated financial institutions by 9/30/2010</i>
<i>Benchmark 8</i>	<i>At least5 business association and trade unions are at least 50% self-funded by 9/30/2010</i>
<i>Benchmark 9</i>	<i>At least 2 business association and trade unions are at least 50% self-funded by 9/30/2010</i>

Sub-PIR 3.4: Public Private Partnership Developed

- *LOP Target: 130 public-private partnerships formed*
- *LOP Target: 20 public-private dialogue mechanisms utilized*
- *LOP Target: US\$15 million of private sector resources leveraged through public-private partnerships*

Strategy:

Increased public and private sector investment in the agricultural sector is critical to Uganda's economic growth. LEAD's strategy is to provide the catalyst to such investments, promoting and actively seeking out partnerships and opportunities for investment in the selected VCs. Through grants LEAD will establish Public Private Partnerships (PPP) and alliances that will strengthen VC actors across all commodities and help leverage the private sector investments to support the growth of supported VCs.

Activities:

- LEAD will prepare and publicize an Annual Program Statement (APS), which will define the parameters of Year Two and establish the technical focus of the grants program for Year Two. Through the APS, the public will be made aware of the LEAD grants opportunities.
- The LEAD technical team will identify opportunities for strategic partnerships in the supported VCs. Focus will mainly be on identifying opportunities in northern Uganda, particularly the post-conflict northern sub-regions of Lango and Acholi.
- LEAD will provide financial support towards the hosting of national or regional stakeholder dialogues. LEAD will partner with national associations and institutions as well as regional and international bodies. These will include UNADA, UCDA, UCTF, CAADP, USTA, etc.
- Through the PPP formed, LEAD will leverage private sector resources in the supported VCs and in other cross-cutting areas. Out of this partnership at least \$10 million will be leveraged, the bulk of this coming from the coffee and staple crops VCs. LEAD plans to provide at least \$7 million in grants to private sector entities, including SMEs and farmers' associations.

Resources:

Grants, private equity, LEAD TA, public and private institutions,

Benchmarks:

<i>Benchmark 1</i>	<i>At least cumulative 60 (40 new) public-private partnerships formed by 9/30/2010</i>
<i>Benchmark 2</i>	<i>At least 15 public-private dialogue mechanisms utilized by 9/30/2010</i>
<i>Benchmark 3</i>	<i>At least \$10,000,000 of public-private sector funds leveraged by 9/30/2010</i>
<i>Benchmark 4</i>	<i>At least \$7,000,000 of grant funds committed by 9/30/2010</i>

B: FOOD SECURITY AND NUTRITION SUPPORT FOR OVC HOUSEHOLDS

Background:

As peace and stability return to northern regions, the majority of formerly displaced persons have returned to their villages. Several actors have shifted their focus from emergency support to structured community development projects that aim to strengthen the capacity of families to begin engaging again in productive activity. Children have been most affected by this instability and recent information on the national situation of OVC indicates disproportionate figures in northern Uganda (58.5%) when compared to other regions [Uganda National Health Survey, 2006]. Whereas most children in northern Uganda were primarily exposed to conflict-related insecurities and vulnerabilities, development actors in the region predict an escalation in the number of HIV/AIDS affected households.

Not only do the OVC and PHA households face the daunting tasks of meeting their basic needs (food, shelter, education, health and clothing) for survival, but they are also amongst the poorest and are often the most prone to food insecurity. The greater caloric needs of individuals living with HIV may also be difficult to meet in poor families, further compromising the health and well-being of children. The OVC households have few savings and assets to compensate for income lost due to adult illness. Children may be withdrawn from school and enlisted as carers and earners in efforts to provide for the family. Increasingly the convergence of AIDS, war, poverty and food insecurity means that key long-term investments in areas such as proper nutrition, education, and securing children's inheritance rights fall by the wayside as families grapple with how to ensure short-term survival. The OVC households are particularly more vulnerable and usually lack the necessary agricultural inputs and tools.

Now that the communities have returned to their villages there is a need to put in place systematic interventions that will help OVC households become food secure and earn income from the surplus food to meet other household needs.

Strategy:

LEAD's intervention will focus on ensuring that OVC households are able to access adequate and appropriate foods that guarantee their short and long term nutritional needs through either primary production or secondary acquisition.

Working with LEAD's existing POs, OVC households shall be identified and registered. Households belonging to existing POs will be supported directly through these groups and those outside the groups will be supported to form new POs. The groups will form the entry point through which support will be channeled to the OVC. The capacity of groups in organizational development and intervention delivery shall be strengthened through provision of TA, and exposure and linkage to BDS providers to acquire business skills and market information. TA will focus on providing agricultural education and extension through employing the FFS methodology, training on nutrition, counseling skills, HIV management and psychosocial support.

The strategy will also involve providing direct support to OVC households intended to address production constraints as well as enable them to achieve an initial level of stability. Groups will be supported to plant staple crops for both home consumption and income generation through increasing their access to inputs. LEAD will develop a mechanism that will link LEAD-trained Agri-input dealers/stockists with the OVC households in their localities to access inputs. Vulnerable youth will be enrolled in apprenticeship programs to acquire skills that will enable them

engage in gainful employment. The VSLA methodology will be introduced to the groups for purposes of building a savings culture and increasing capacity of groups to self generate capital for investment. It is envisaged that OVC groups will be marketing their produce from the first harvest and as such shall be linked to progressive POs and SMEs to access market information and market opportunities.

The community engagement approach will be employed to create networks and linkages and develop referral system with providers of wrap around services as well as other stakeholders especially at sub-county level to ensure a holistic approach in OVC service delivery.

This strategy is implemented through LEAD staff, which is comprised of an OVC Director, her program assistant who is contracted to assist mainly during the start-up of the component and who has skills in OVC curricula development and training, and a northern OVC coordinator. In the first half of what is essentially Year One of the component's activities, the three OVC-dedicated personnel will hire additional field facilitators, and train both the existing and new field facilitators in FFS and OVC-specific curricula. They will also roll out a youth program similar to 4-H or Future Farmers of America (FFA). Personnel needs in terms of the program assistant and the field facilitators will decrease as the POs become stronger. The OVC Program Assistant is contracted for the first six months of implementation only.

Activities:

- Through the producer and existing organizations, LEAD will identify OVC households and support them to form groups. The groups will further be strengthened through training in group dynamics, leadership and management.
- LEAD's OVC staff will refine and finalize the training curricula for field facilitators.
- LEAD will train identified facilitators to roll out the FFS methodology for purposes of technology transfer and agricultural education.
- TOPs will be set up in selected areas to expose OVC groups to new or improved technology. Some of the TOPs will double as seed multiplication gardens.
- LEAD will develop a mechanism for input supply to the OVC groups through local input dealers/stockists. When this mechanism is developed, OVC households will be able to access inputs for increasing acreage and productivity.
- LEAD will support OVC households to establish kitchen gardens around their homes for the purpose of improving their nutritional status
- Training will be conducted for facilitators to provide skills in kitchen gardening to the OVC households.
- LEAD will work with an identified consultant to develop a facilitators' mentor manual. This will be a training guide for facilitators to use in counseling care givers on improved child care, HIV management, psychosocial support, nutrition, and hygiene practices, among others.
- LEAD will work with facilitators to engage the OVC through formation of child rights clubs within the OVC groups. The clubs will be trained on various aspects including life skills, leadership, adolescent reproductive health, and HIV/AIDS, among others.

- Vulnerable youth will be directly supported by enrolling them in apprenticeship programs to learn specific trades.
- Financial support will also be provided to set up income generating activities for the youth groups, particularly around animal traction.
- LEAD will engage BDS providers to train facilitators in the VSLA methodology and farming as a business. The trained facilitators will in turn train the OVC groups during the weekly meetings.
- Marketing forums will be organized by LEAD to link OVC groups with progressive POs and SMEs supported by the project for information sharing and to access market opportunities.
- Through community engagement meetings organized by LEAD, providers of OVC services at sub-county level will develop referral systems that will be used by the OVC households to access other services for OVC that are not provided by the project.
- LEAD will promote coffee nurseries for the youth and women's groups
- Campaigns at sub-county level will be conducted by LEAD focusing on HIV/AIDS, nutrition, water and sanitation, and child rights, amongst others.

Resources:

LEAD TA, BDS providers, local governments, private sector input suppliers, NGOs, individual consultants, Ministry of Gender, Labour and Social Development.

Benchmarks:

<i>Benchmark 1</i>	<i>At least 15,000 children provided with social and technical support</i>
<i>Benchmark 2</i>	<i>At least 250 OVC groups formed and receiving support</i>
<i>Benchmark 3</i>	<i>At least 5000 OVC households provided with agricultural knowledge and inputs</i>
<i>Benchmark 4</i>	<i>At least 40 facilitators trained in FFS methodology</i>
<i>Benchmark 5</i>	<i>A facilitators' mentor manual developed and printed</i>
<i>Benchmark 6</i>	<i>At least 5000 care givers trained in comprehensive OVC care & HIV Management</i>
<i>Benchmark 7</i>	<i>At least 200 child rights clubs formed and trained on Adolescent Reproductive Health, HIV/AIDS, roles and responsibilities</i>
<i>Benchmark 8</i>	<i>At least 200 vulnerable youth enrolled for apprenticeship programs</i>
<i>Benchmark 9</i>	<i>At least 100 youth supported to establish income generating activities</i>
<i>Benchmark 10</i>	<i>At least 200 OVC groups trained in leadership, group dynamics and Savings and Credit management</i>
<i>Benchmark 11</i>	<i>OVC referral system developed at sub-county level</i>
<i>Benchmark 12</i>	<i>Ten coffee nurseries established by OVC groups.</i>
<i>Benchmark 13</i>	<i>At least six community based campaigns regarding HIV, Nutrition, OVC care and hygiene</i>

C: PROJECT MANAGEMENT

GRANTS MANAGEMENT

Strategy:

The Grant Management office under LEAD is a cross-cutting unit established to complement LEAD TA activities and leverage private sector resources. The grant serves as a leveraging tool by providing funds for direct interventions to awardees as part of larger targeted opportunities, maximizing resources available to Ugandan partners. Support through local contracts, grants, cost-sharing agreements, and purchase orders will continue to be provided to private public sector institutions, associations, businesses, NGOs, and individuals whose proposed activities meet USAID LEAD eligibility and evaluation criteria, as well as contribute to project results and objectives. Grants will be issued and governed according to the procedures established in the Grants Management Plan.

Activities:

- The grants management team, with support from LEAD TA and HO will prepare and publicize an Annual Program Statement (APS). The APS will define the parameters and establish the technical focus of the grants program for the second year. Also in this period, the ARD Home Office Grants Staff will orient the grants management team on the grants implementation procedures and requirements based on experience of the first year.
- The LEAD grantee handbook will be reviewed to make it more applicable to the grantees and more user friendly. The objective is to have a handbook that can be understood even by farmers' associations remotely placed.
- Based on the experience of the first year, the grants management team will orient the LEAD TAs and Field Officers (FOs) on grant procedures and requirements. The orientation is meant to highlight the role of the LEAD TAs and FOs regarding grant management.
- Throughout the work plan year, the grants management team will continue to work with LEAD TA and grantees to ensure that existing programs are effectively carried out to completion. The grants management team, in collaboration with the LEAD TA will conduct joint work planning sessions with grantees, and monitor progress of ongoing activities through client site visits and technical and financial reports.
- As some of the grant agreements are completed, the grants management office will adhere to USAID policies and procedures in order to close-out each contract. Grant activity reports shall thus be prepared and submitted to USAID as scheduled.
- The grants management office and technical teams will continue to review and evaluate applicant proposals as they are received. Potential grantees will be encouraged to develop substantive proposals that are results-oriented and focused on achievable benchmarks. Focus during the year will be on identifying strategic opportunities for LEAD grants interventions. The grants management office will convene a Review and Evaluation Committee (REC) based on the technical requirements of each subject matter to evaluate proposals and select awards.

- The grants management team will prepare quarterly grants reports and updates highlighting funds obligated by the various VCs and private sector resources leveraged. The updates will be disaggregated by VC and geographic location. The grants management office shall prepare semi-annual and annual progress reports that will be included in the LEAD progress reports to be submitted to USAID.
- Half way through the year and towards the end of the work plan year, the grants management office shall carry out a review of the grants implementation. This will help the grants management team to make modifications as necessary.

Resources:

LEAD TA, LEAD COP, grants management, TA, ARD Home-Office grants staff.

Benchmarks:

<i>Benchmark 1</i>	<i>Annual Program Statement/Request for Application developed and publicized by 10/31/2009</i>
<i>Benchmark 2</i>	<i>Grantee handbook reviewed and updated by 11/30/2009</i>
<i>Benchmark 3</i>	<i>LEAD TAs and FOs trained on grant procedures and requirements by 11/30/2009</i>
<i>Benchmark 4</i>	<i>At least 20 existing grants monitored for effective implementation and compliance by 9/30/2010</i>
<i>Benchmark 5</i>	<i>At least 2 grants successfully closed out by 9/30/2010</i>
<i>Benchmark 6</i>	<i>At least 80 new grants awarded to grantees by 9/30/2010</i>
<i>Benchmark 7</i>	<i>At least \$7,000,000 of grant funds committed by 9/30/2010</i>
<i>Benchmark 8</i>	<i>At least \$10,000,000 of private sector funds leveraged by 9/30/2010</i>
<i>Benchmark 9</i>	<i>At least 4 quarterly reports prepared by 9/30/2010</i>
<i>Benchmark 10</i>	<i>At least one semi-annual and one annual progress report prepared and submitted with the LEAD progress report by 9/30/2010</i>
<i>Benchmark 11</i>	<i>At least 2 grant reviews conducted, one by March 2010 and another by 8/31/2010</i>

MONITORING AND EVALUATION

Monitoring progress and evaluating results are key management functions in LEAD. Performance monitoring is an on-going process that allows LEAD and USAID to determine whether or not the project is making progress towards its intended results. M&E as a support unit is meant to ensure that LEAD is performing towards meeting its objectives and targets.

Strategy:

The LEAD Management Information System (MIS) system is based on an impact design linking activities to desired outcomes and impacts. This design is reflected in the LEAD Results Framework (RF) presented in the first section of this work plan. To achieve results, the LEAD RF is used to guide this annual work plan. The MIS is intended to provide the foundation for tracking

the project's delivery of expected outputs and quantitative impacts to measure progress, as well as support USAID's M&E needs by providing input to the mission's SO 7 and associated IR indicators. LEAD will use a distributed approach to M&E where all project team members and partners are responsible for collecting M&E data in their technical areas. The LEAD M&E team will coordinate this effort and consolidate all data collected and generate aggregate data for the M&E indicators. Close liaison will be maintained with the USAID SO7 team and the Uganda Monitoring and Evaluation Management Services (UMEMS) project.

Activities

- The M&E office will coordinate the overall effort of preparing LEAD's first annual progress report. This will include data inputting and analysis and generation of aggregated and disaggregated data.
- The M&E Team with support from UMEMS will review MIS established during the first year of the project. Modifications will be made as necessary to meet additional data requirements. The MIS will be updated to meet USAID M&E needs as well as ensuring the flexibility that allows other LEAD TA to input data.
- The data collection forms developed in the first year will be reviewed by the M&E team following a formative review conducted at the end of the first year. The LEAD PMP indicator definitions and targets will be revised. Modifications will be made as appropriate and the LEAD TA, implementing partners, POs and; existing and new grant awardees will be trained to participate in the LEAD M&E data collection efforts.
- In collaboration with a BDS provider, the M&E office will assist VC Managers and Support Unit (SU) TA to develop specific databases for tracking progress in their respective areas.
- The M&E office will maintain close collaboration with secondary data providers identified during the first year. The M&E team, with support from the LEAD TA, will identify new data providers within the various sub-sectors with a view to regularly updating industry-wide data. Such data will be utilized to gauge project performance.
- Towards the middle of the work plan year, LEAD will prepare a semi-annual M&E report. The semi-annual report will review progress made by the LEAD and lessons learned mid-way through the second year.
- The M&E office will coordinate the data collection, entry and analysis efforts. The M&E office will review and audit program data to ensure the highest level of data quality. Data will be disaggregated by gender, commodity and geographic coverage wherever possible.
- The M&E team in consultation with the LEAD TA will undertake regular field assessment to ensure that LEAD is making good progress towards achieving its LOP goals and targets. Early successes and lessons learned will be highlighted and disseminated to the industry stakeholders. At least 4 impact/success stories will be prepared and disseminated.
- One field data verification/impact study will be conducted towards the end of the work plan year. The focus of the verification will be on the economics of production and the resultant benefits of technology adoption. If funds are available, one impact study shall be conducted with the support of STTA.

- The M&E office will carry out two formative reviews to assess data quality issues. The reviews will also enable the M&E team make modifications to the data collection tools. These reviews will be carried out in March and August 2010.
- Towards the end of the year, M&E will coordinate writing of Year Three Annual Work Plan (AWP). The AWP will draw from the progress made and lessons learnt during the second year.

Resources:

USAID, UMEMS, LEAD COP, M&E Team, ARD Home Office, STTA, BDS

Benchmarks:

<i>Benchmark 1</i>	<i>First Annual Progress Report submitted to USAID by 10/31/2009</i>
<i>Benchmark 2</i>	<i>MIS updated and made consistent with USAID requirements by 12/31/2009</i>
<i>Benchmark 3</i>	<i>LEAD PMP and data collection forms reviewed and data collectors trained by 12/31/2009</i>
<i>Benchmark 4</i>	<i>Specific databases for VCs and technical units developed and operational by 3/31/2010</i>
<i>Benchmark 5</i>	<i>Secondary data sources identified and data regularly updated by 9/30/2010</i>
<i>Benchmark 6</i>	<i>Semi-annual progress report submitted to USAID by 4/30/2010</i>
<i>Benchmark 7</i>	<i>At least 4 impact/ success stories produced by 9/30/2010</i>
<i>Benchmark 8</i>	<i>At least 2 M&E special studies conducted by 9/30/2010</i>
<i>Benchmark 9</i>	<i>Two M&E formative and strategy reviews conducted by 9/30/2010</i>
<i>Benchmark 10</i>	<i>Year 3 work plan developed by 9/30/2010</i>

D: ENVIRONMENTAL COMPLIANCE

Strategy:

In accordance with USAID Reg 216, LEAD is committed to supporting environmentally sound and sustainable practices – including, but not limited to, monitoring for and, if necessary, remedying any adverse environmental impacts of all supported activities. During the second work plan year, LEAD will continue to strive to comply with the terms of the PERSUAP, including the list of banned chemicals across all VCs. In undertaking our due diligence with grants, we will follow a rigorous methodology developed in Year One to ensure that any construction will be undertaken in an environmentally friendly manner.

Environmental compliance through cleaner production is a preventive business strategy designed to conserve resources, mitigate risks to humans and the environment, and promote greater overall efficiency through improved production techniques and technologies. LEAD will incorporate environmental screening and monitoring in all of its activities that are subject to environmental review.

LEAD will require additional environmental screening/conditions on any potential direct or indirect activities such as the following:

- Infrastructure development
- Water source development
- Development of agricultural processing facilities
- Land clearing activities or equipment that can be used to clear land
- Technical assistance to increase agricultural production
- Development of Credit Authority activities
- Loans or TA to MFIs
- Introduction of GMOs
- Support for the use of pesticides
- Purchase of timber harvesting equipment

Activities:

- During the year the master list of pesticides and chemicals created and recommended for use by LEAD in staple crops, coffee and aquaculture will be reviewed and updated. Grantee activities with negative impact and mitigation measures will be identified and regularly monitored. Training will be conducted for field facilitators and POs in environmental compliance and the FFS training will ensure that POs are trained in mitigation. The SAF and M&E Director will play an oversight role to ensure that screening and monitoring is on-going. Once the second annual work plan has been finalized, an environmental screening of all activities identified for the second year will take place.
- The Farmer Field School approach allows farmers themselves to identify solutions to their problems, with an emphasis on agro-ecosystem analysis and by making a group management decision. Underlying this approach is the promotion of “judicious use of pesticides” and only as the last line of attack. In LEAD, use of pesticides will be based on field monitoring and action thresholds, and pesticides will only be recommended as part of an IPM program. In the north especially, where much of LEAD support is concentrated, pesticides are typically the last resort due to the cost of procuring them. Training will emphasize safe use and proper methods to dispose of pesticide containers.

Resources:

USAID, UMEMS, LEAD COP, M&E Team, ARD Home Office, STTA, BDS

Benchmarks:

<i>Benchmark 1</i>	<i>Pesticides list updated and consistent with PERSUAP requirements by 12/31/2009</i>
<i>Benchmark 2</i>	<i>Training on environmental compliance (safe use and proper disposal) conducted for LEAD FOs and FFs by 3/31/2010</i>
<i>Benchmark 3</i>	<i>Screening of second year activities conducted by 12/31/2009</i>
<i>Benchmark 4</i>	<i>Monitoring of grantee and program activities carried out for environmental compliance by 9/30/2010</i>
<i>Benchmark 5</i>	<i>At least 200,000 farmers trained in IPM and safe use and proper disposal of pesticides by 9/30/2010</i>

ANNEXES (GANTT CHARTS)

USAID LEAD PROJECT SECOND YEAR WORK PLAN GANTT CHARTS

STAPLE CROPS VALUE CHAIN

Sub-PIR	Activity	Q1	Q2	Q3	Q4	Benchmark	Resources
1.1	Support POs to undertake collective marketing					1,500	LEAD TA, FO
	Guide SMEs (traders, processors and exporters) to establish business linkages with POs,					35	LEAD TA, FO
	Facilitate an agricultural trade fair in Gulu					1	BDS, LEAD TA
	Conduct a conference of VC actors on opportunities for POs					2	BDS, LEAD TA
	Undertake market research to identify market potentials in the region					1	BDS,
	Encourage SMEs to adopt improved trade/investment strategy					35	TA, FO
1.2	Assist POs to open up accounts and access bank loans					1,250	TA, BDS
	Assist staple crops SMEs to mobilize savings and access bank loans					80	TA, BDS
1.3	Assist in formation of multi-PO companies					50	LEAD TA, BDS
	Assist SMEs to invest in expanding marketing infrastructures					75	TA, Grants
	Facilitate establishment and/or improvement of PO marketing centers					75	TA, STTA
	Encourage public & private investment in new marketing infrastructures					\$3.9 mil	TA, SMEs
2.1	Identify and strengthen (including training of) BDS providers					15	TA, STTA
	Link BDS providers to POs/SMEs and other VC actors					30	TA
2.2	Encourage PO members to open up new acres under cultivation as a result of FFS					100,000	TA, FO/FF
	Support activities to establish new technologies/management practices					3	TA, FO, FF
	Support new technologies/management practices under field testing					4	TA, BDS
	Support new technologies/management practices under research					1	TA, BDS
	Identify and facilitate industry stakeholders to visit research facilities in other producing countries					10	Grants
	Provide assistance to SMEs to invest in new technologies					15	TA, BDS
2.3	Train POs in Farming as a Business approach and other subjects					5,000	TA, FO, FF
	Support women organizations with technical training					300	TA, FO, FF

3.1	Undertake a detailed market assessment to identify market requirements					1	STTA
	Assist POs/SMEs to penetrate new market segments					2	TA, BDS
	Assist in structuring of cross-border trade					1	LEAD TA, STTA
	Leverage investments to upgrade processing and other market infrastructures					\$3.9 million	Private equity
3.2	Help industry to identify policy/regulatory constraints					2	TA, Grants
	Support industry groups/associations/platforms					3	TA
	Track development at the Tororo Inland Port and liaise with Uganda Freight Forwarders Association					1	LEAD TA
	Liaise with COMPETE project on cross-border trade issues					1	LEAD TA, COMPETE
3.3	Support short-term training in productivity and management practices interns					120,000	TA, BDS
	Support long-term training in partnership with Universities					2	TA, BDS
	Partner with Universities and grantees to conduct an internship program						TA, BDS
	Provide business capacity building assistance to SMEs					4	TA, BDS
	Support individuals in trade/investment capacity building					6	TA, BDS
	Assist Associations to become self-funded					2	TA, STTA
3.4	Identify opportunities for strategic partnerships					1	TA, private sector
	Form public-private partnerships					30	TA
	Support mechanisms for public/private dialogues					6	TA
	Leverage private sector resources					\$5.1 million	TA, Grants

COFFEE VALUE CHAIN

Sub-PIR	Activity	Q1	Q2	Q3	Q4	Benchmark	Resources
1.1	Link POs to coffee buyers and processors for bulk marketing					1,000	TA, STTA
	Support VC actors to attend USAID COMPETE exhibition in Mombasa Kenya					10	TA, FO
	Provide guidance to coffee producers for coffee standards and certification					15	TA, BDS
	Upscale skills and knowledge in coffee roasting and brewing					30	TA, BDS
	Provide TA and financial support to coffee roaster					20	TA, Grants

	Link coffee roasters to market outlets					5	TA, BDS
	Leverage private investment in upgrading coffee roasting, packaging and branding					US\$2 mill	TA, Grants
1.3	Encourage investments in wet processing facilities and other improved trade and investment strategies					10	TA, BDS, Grants
	Identify viable POs to form multi-PO companies					1,000	TA, BDS, Grants
	Support the construction or upgrading of market centres					20	TA, BDS, Grants
	Support POs and private sector to construct more storage facilities					15	TA, STTA
2.1	Identify suitable BDS in the coffee value chain					10	TA, Industry participants
	Develop linkages between BDS providers and POs/SMEs					30	TA,
	Train BDS providers in coffee grading, cupping, roasting and nursery management					10	TA
2.2	Train field facilitators in coffee protocols					50	TA, BDS
	Establish coffee TOPs at selected FFS sites and at CORI experimental stations					10	TA, BDS, NARO
	Publish and disseminate improved coffee production protocols					1	TA, BDS
	Provide TA to field staff on coffee agronomy and best practices					50	TA, FO
	Train POs in coffee nursery management, GAP and PHH					1,000	TA, STTA
	Undertake and validate field trials of CWD resistant varieties and Banana intercrop					4	TA, BDS, Grants
	Establish coffee and commercial tree nurseries in northern Uganda					10	TA, BDS, Women groups
	Promote the planting of coffee in northern Uganda and gap filling in southern Uganda					2	TA, BDS
	Promote banana intercrop with coffee in northern and southern Uganda					15	TA, BDS
	Support investments in improved production technologies					10	Grants, Private equity
	Support private sector research					3	TA, FO, FF
	Support the process of achieving trade certification for specialty coffee markets					3	TA, BDS

3.1	Work with coffee enterprises to penetrate higher value markets					10	TA, SMEs,
	Work with UCDA and industry stakeholders to develop cupping and grading systems					5	TA, BDS
	Support creation of Robusta fine coffee market profile					1	CQI, UCDA, UCTF, TA
	Train coffee cuppers in Arabica and Robusta protocols					20	CQI, UCDA, TA
	Upgrade the national laboratory operations in the coffee regions					3	TA, BDS, Grants
	Hold Q-grading coffee marketing workshop and pilot Q-grading marketing system					2	TA, BDS, CQI, UCTF, UCDA
	Support Fine Coffee value actors to attend SCAA conference					5	TA, BDS
	Facilitate specialty coffee exporter- to attend EAFCA conference in Mombasa					5	
3.2	Identify and prioritize enabling environment constraints					2	TA, BDS
	Support industry alliances in order to address constraints					5	TA, BDS
	Support UCTF monthly coffee breakfast and periodic meetings of coffee VC actors					10	TA, Grants
	Support key stakeholders on tour to other coffee producing countries					12	Grants, TA
	Collaborate with COMPETE to address regional specialty coffee constraints					1	TA, COMPETE
3.3	Conduct training of roasters, baristas, coffee cuppers					20	TA, BDS
	Identify training needs and conduct targeted training of industry stakeholders					50	TA, BDS
	Support short term training					50,000	TA, BDS
	Support internship program					10	TA, BDS
	Assist coffee firms in areas of human capacity building					20	TA, BDS, Grants
	Support industry stakeholders to attend trade fairs and conferences					6	TA, SCAA, COMPETE
	Assist trade associations to become self-funded					1	BDS
3.4	Identify opportunities for strategic partnerships					5	LEAD TA
	Leverage private sector resources					\$2 million	Grants

FISH VALUE CHAIN

Sub-PIR	Activity	Time				Benchmarks	Resources
		Q 1	Q 2	Q 3	Q 4		
1.1	Conduct market research to identify market requirements and potentials					1	TA, BDS
	Link fish POs to specific markets within the range and suitability of their products					5 2	TA, BDS, Grants
1.2	Assist fish POs and SMEs to access financial services					20	Grants, BDS, TA, SMEs
	Train fish POs in VSLAs to promote a saving culture					8 200	TA, BDS
1.3	Establish fish marketing infrastructures & marketing centers with POs and SMEs					10 \$500,000	Grants, SME Private Equity
2.1	Identify existing aquaculture BDS providers						TA, BDS
	Strengthen and strategically contract BDS providers					2	TA, BDS
	Link aquaculture BDS providers to fish VC actors					5	TA, BDS
2.2	Provide trainings to fish farmers on best management practices					30% adopting	TA, Grants
	Establish fish technology observation sites					1	TA, Grants, BDS
	Stimulate the adoption of new fish technologies by SMEs					3	TA, Grants, BDS
	Carry out on-farm trials					30 ha	TA, Grants, BDS, Interns, Researchers
	Conduct research on high density stocking					1	TA, Grants, BDS, Interns
2.3	Carry out a survey to identify all existing aquaculture POs						TA, BDS
	Train and strengthen POs depending on their weaknesses					300 POs 80 Women	TA, BDS
2.4	Develop high quality fish feed industry that will enhance productivity						TA Grants, Private equity and

						BDS
	Train fish agro-input suppliers				25	TA Grants, Private equity and BDS
	Link input suppliers to producer organizations.				20	TA Grants, Private equity and BDS
	Support private sector to establish and expand catfish hatcheries and tilapia nursing infrastructures				5 Nile tilapia 5 catfish hatcheries	TA Grants, Private equity and BDS
3.1	Support SMEs in the fish VC for value addition and market promotions				2 new market segments	TA, Grants, BDS, UNBS,
3.2	Identify policy and regulatory constraints in the fish VC and provide research based advice to key stakeholders				2 policies constraints identified	BDS, TA, MAAIF, UFPEA
3.3	Support exchange visits by farmers to help in perfecting the skills and adoption of new technologies.				3,000	TA, BDS
	Facilitate key fish VC actors to attend relevant aquaculture regional and international workshops, symposium and conferences				3 firms	TA, Grants
	Support university aquaculture business student's internship program by providing assistance to fish industry SMEs in business and capacity building				2	TA, Interns, Educational
	Develop aquaculture associations				1 new association	TA, STTA
3.4	Identify opportunities for strategic partnerships				2	TA
	Leverage private sector resources				\$300,000	
	Share current information among fish sector stakeholders				2	TA, MAAIF, NAADS,

FFS/PO DEVOPMENT

Sub-PIR	Activity	Q1	Q2	Q3	Q4	Benchmark	Resources
1.1	Train POs in Business Management Skills					500	TA, STTA
	Support POs to undertake collective marketing					4,000	TA, BDS
	Guide POs to establish linkages with SMEs					50	TA, FO
1.2	Link POs to financial institutions					4,000	TA, STTA
	Assist POs to establish 240 new VSLAs with new savers					4,000	TA, BDS
	Assist new savers to open bank accounts					9,000	TA, STTA
1.3	Train POs in Farm Management Practices					500	TA, STTA
	Facilitate establishment and/or improvement of marketing centers					100	TA, STTA
2.1	Identify and strengthen BDS providers					10	TA, STTA
	Link BDS providers to POs/companies and other VC actors					20	TA
2.2	Train Field Facilitators in FFS methodology and protocols					800	TA, FO
	Establish Farm Field Schools across LEAD VCs					8,000	TA, FO, FF
	Establish TOPs					500	TA, FO, FF
	Expose farmer to improved technologies through TOPs, field days, shows					200,000	TA
	POs exposed to new technologies ready for field use					3	TA, BDS
2.3	Establish additional POs to engage in LEAD supported activities					6,000	TA, FO, FF
	Provide TA to LEAD supported POs across the VCs					10,000	TA, FO, FF
	Train POs in Farming as a Business approach					4,000	TA, BDS
	Support women organizations with technical training					1,200	TA, BDS
	Train PO leaders/executives to enable carrying out their roles					1,000	TA, BDS
	Establish PO and multi-PO-owned companies					200	TA, FO, FF
2.4	Link POs/SMEs to agro-input dealers across LEAD supported VCs					2,000	TA, FO
3.1	Develop a contact list of end-market players					20	TA, SMEs,
	Facilitate PO/SME access to market information					4,000	TA, BDS
	Initiate POSME linkage with VC actors					45	TA, BDS
	Train PO/SME in market requirements and product specification					45	TA, BDS
3.3	Develop POSME governance capacity (legal framework, records)					6,000	TA, BDS
	Assist POs/SMEs to become self-funded					10	TA, BDS

FINANCIAL SERVICES

No	Activity	Timeline				Benchmark	Resources
		Q1	Q2	Q3	Q4		
1.2	Mobilization and Utilization of DCA Facility					US\$ 5	Grants,TA
	Development of New Financial Products					3	BDS, TA
	Adopting and implementing of a new financial product by a regulated financial institution					1	
	Support of Structured Commodity Trade Finance Facilities					3	BDS,Grants ,TA
	Training of Loan Officers in VC financing					50	BDS
	Training of Bank staff overseas					2	Grants
	Establishment of New Branches					5	BDS, Grants
	SACCOs Identified & Strengthened					10	BDS TA
	Identification and Training of SMEs					1100	BDS, TA
	Support to SMEs to successfully access Loans/Private Equity					200	BDS,TA
	Development & Distribution of Borrowers Guide					1	TA
	Piloting of New VC Financing Innovations					2	BDS,TA
	Mobilization of New Savers					12,000	BDS
Development of VSLAs from POs					500	BDS,TA	
Development of VSLAs from OVC sector					200	BDS,TA	

BUSINESS DEVELOPMENT SERVICES

No	Activity	Timeline				Benchmark	Resources
		Q1	Q2	Q3	Q4		
2.1	Identify BDS providers in supported VC						
	Strengthen BDS providers					37	BDS, Grants
	Link BDS providers to VC actors					75	TA
	Strengthening and linking of BDS providers resulting in change in the volume of new businesses acquired by targeted BDS providers					15%	BDS, Grants,TA
	Strengthening and linking of BDS providers resulting in change in Dollar value of business investment by BDS providers					15%	BDS, Grants , TA

AGRO-INPUTS SUPPLY SYSTEMS

Sub-PIR	Activity	Timeline				Benchmark	Resources
		Q1	Q2	Q3	Q4		
1.1	Facilitate meetings between POs and agro-input dealers					10	TA
1.2	Financial institutions, together with BDS Train agro-input dealer on requirements for borrowing					500	TA, BDS, FI, SME
	Agro-input dealers obtain new financing and/or new equity investments					80	TA, BDS, FI, SME
1.3	Assist Agro input dealers to establish, renovate infrastructures, including expansion of dealer networks to remote towns					10	TA, BDS, FI, SME
2.1	Use BDS firms to assist achieve set mandates					10	TA, BDS
	Provide training to BDS firms and then work hand-in-hand with LEAD to implement programs					5	TA, BDS
2.2	Agro dealers stock 2kg to 5kg fertilizer packages to facilitate adoption					20	
	Establish TOPs at Agro dealer's premises.					50	UNADA, TA
	Select and screen BDS providers to train and impart animal traction skills to farmers and to artisans for implement fabrication					420 & 15	TA, BDS
2.4	Conduct agro-input dealer training sessions covering, product knowledge, business planning & record keeping					500	TA, BDS
	Establish trade linkages by participating in specialized training sessions, stakeholder forums, conferences, national and regional study tours					400	TA, SME
3.2	Support associations like UNADA, USTA to identify policy constraints					1	UNADA, USTA, BDS
3.3	Facilitate firms to participate in 2 trade fairs and 2 study tours					5	TA, SME, IFDC
	Actively participate in and support industry groups / forums					2	STTA, BDS, UNADA, USTA

OVC COMPONENT

SUB PIR	ACTIVITIES	Q1	Q2	Q3	Q4	BENCH MARKS	RESOURCES
1.1	Linkage of OVC groups to SMEs supported by LEAD					250 groups	LEAD TA,
1.2	Training of groups in VSLA methodology					250 groups	LEAD TA, BDS
2.2	Training of Facilitators in FFS					20 Facilitators	LEAD TA
2.2	Run farmer field schools					250 schools	IPS, LEAD TA
2.2	Set up TOPs/seed multiplication gardens					100 plots	LEAD TA, Private input dealers
2.3	Identification of OVC households and formation of groups.					5000 households 250 groups	LEAD TA,
2.3	Training of Facilitators in PO development					20 Facilitators	LEAD TA
2.3	Train groups in groups dynamics, leadership and management					250 groups	LEAD TA
2.4	Identification of trained agri-input dealers/stockists in their localities					20 dealers	LEAD TA, Private input dealers
2.4	Development of input distribution mechanism						LEAD TA
2.4	Linkage of OVC households to input dealers using the developed mechanism					5000 households	LEAD TA
3.3	Roll out youth program based on FFA concept					100 youth	LEAD TA
	Promote coffee nurseries for the youth and women groups					10	LEAD TA, BDS
Improving nutrition and family caring capacity							
1	Development of facilitators mentor manual					1 manual in place	LEAD TA, STTA
2	Training facilitators to utilize manual					120	LEAD TA
3	Training of OVC groups using the mentor manual					250	LEAD TA,
4	Training of facilitators in kitchen gardening					100 facilitators	LEAD TA
5	Support households to establish kitchen gardens and other IGAs					1,000	LEAD TA

6	Set up referral pathways with other service providers					Referral system	LEAD TA
7	Provide counseling and other focused psychosocial support to OVC and their households					15,000 OVC	LEAD TA
8	Conduct life skills training for OVC					1,000	LEAD TA
9	Conduct apprenticeship skills building for vulnerable youth					200	
10	Conduct campaigns on HIV, nutrition, water and sanitation					6 campaigns	LEAD TA

GRANTS MANAGEMENT UNIT

No	Activity	Timeline				Benchmark	Resources
		Q1	Q2	Q3	Q4		
1	Develop/publish appropriate APS/RFA					1 APS 1 RFA	Grants, TA, USAID, HO
3	Review LEAD grantee handbook					Hand book reviewed	Grants, HO, COP
4	Train LEAD TAs/FOs on grant procedures and requirements					35 FOs 20 TAs	Grants
5	Identify strategic opportunities for LEAD grants interventions					80	TAs, Grants
6	Support strategic activities outside grants (industry clusters, BDS, etc)					50	TAs, Grants
7	Rollout grant awards including review of concepts, proposals, PARs and preparation of proper contracting award instruments					REC in place	Grants, TAs, HO
8	Award grants to successful grantees, leverage private sector resources					80 grantees	USAID, Grants
9	Maintain close collaboration with LEAD TAs/VCs/SUs including monitoring of work planning with grantees					On-going	TAs, Grants
10	Prepare and disseminate quarterly grants reports/updates					4	Grants
11	Review and evaluate grants implementation					2	Grants, TAs

MONITORING AND EVALUATION

No	Activity	Timeline				Benchmark	Resources
		Q1	Q2	Q3	Q4		
1	Prepare LEAD 1 st Annual Progress Report					Annual Progress Report	M&E, COP, HO, USAID
2	Review and maintain a dynamic MIS (M&E website)					MIS functional	M&E, TAs
3	Update data collection forms based on Year One experience					Forms updated	M&E
4	Update LEAD PMP Indicator Tracker					PMP Indicators updated	M&E
5	Develop specific VC/SU database					Databases developed	M&E
6	Orient LEAD staff on PMP and Indicators definitions					20 TAs	M&E
7	Train new grantees on data collection and Work Plan development					Grantees trained	M&E, Grants
8	Identify secondary data sources and update data					Secondary data updated	M&E
9	Conduct special M&E studies focusing on lessons learnt					3 special studies	M&E, TAs
10	Prepare quarterly project briefs highlights/ success stories					4 highlights prepared	M&E, TAs, Cop
11	Prepare semi-annual and annual reports					Semi-annual and Annual Reports	M&E, TAs, COP, HO, USAID
12	Conduct M&E formative reviews					2 formative studies	M&E
13	Carry out routine M&E visits					Routine M&E visits conducted	M&E, TAs
14	Prepare Year Three Work Plan					Year 3 work plan	M&E, TAs, COP,