## Adapted from AGP-VCE (Ethiopia)

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| ● Conduct value chain analysis with finance, policy and gender lenses     | ● Initial analysis and vision/strategy document; plan for integration of cross-cutting themes | ● Project follows strategy for vision; project adjusts interventions based on observations | Value chain level:  
  ● Increased competitiveness of value chains  
  ● Supporting markets serving value chain and adapting to demand for inputs, training, ICT, and transport  
  ● Expanded reach of financial services to value chain  
  ● More supportive environment for financial sector and value chain  
  ● Greater inclusion of women and people living with HIV/AIDS |
| ● Develop strategy and vision                                             |                                                                        |                                                                         |                                                                                                                                     |
| ● Build relationships that enable value chain actors to respond to end-market opportunities  
  ● Promote transparency and trust in vertical linkages  
  ● Strengthen horizontal linkages  
  ● Strengthen supporting markets including input supply, storage, ICT, transport, and training/BDS  
  ● Develop TOT and materials on health and nutrition themes | ● Buyers identified and engaged with suppliers  
  ● Stakeholders’ workshops held  
  ● Increased transactions between buyers, suppliers, and support service providers  
  ● Cooperatives and associations trained  
  ● New commercial input suppliers  
  ● Storage facilities rehabilitated or established; private sector warehouse operators explored  
  ● Trade fairs attended, export training held  
  ● Market information delivered by local entities  
  ● Health/nutrition materials developed | ● Increased sales and between buyers and suppliers, including smallholders  
  ● Increased value chain actor trust  
  ● Smallholders achieve quality standards  
  ● Balanced distributions of benefits in value chain, lead to upgrade incentives  
  ● Smallholders use support service  
  ● Private sector input suppliers sell improved inputs and embed services  
  ● Households apply information about improved health and nutrition practices | Firm level:  
  ● Increase in number and activity of agricultural enterprises: input suppliers, aggregators, exporters, and service providers  
  ● Increased profits from agriculture, especially for smallholders  
  ● Improved cash flow and access to finance for investment |
| ● Develop new financial products and services  
  ● Build finance associations  
  ● Stimulate loans through guarantees  
  ● Work with agricultural enterprises to establish alternative collateral  
  ● Facilitate policy reform | ● Trainings held for commercial banks and MFIs  
  ● TA and training for MFIs to market to women  
  ● New products piloted to meet the needs of smallholders and other value chain actors  
  ● Products rolled out; staff trained  
  ● TA delivered to financial sector associations in agricultural lending and product development  
  ● Increased creditworthiness of ag enterprises  
  ● Public-private dialogue helps reforms achieved | ● Increased ability of commercial banks and MFIs to lend to agricultural sector  
  ● Financial institutions tailor products to women and smallholders  
  ● Financial institutions participate in DCA  
  ● Financial sector associations facilitate increased focus on agricultural lending  
  ● Policy framework conducive to growth |                                                                                                                                 |
| ● Promote public-private dialogue  
  ● Build public sector capacity  
  ● Facilitate access to international markets | ● Workshops for trader associations, cooperative unions and civil society  
  ● TA and training provided to MOARD staff  
  ● Reforms to administrative procedures | ● Stakeholder buy-in to reform process  
  ● Reduced enforcement costs  
  ● Policies that support value chain growth  
  ● Increased government ability to analyze and plan policy change | Household level:  
  ● Increased income  
  ● Increased employment  
  ● Reduced poverty  
  ● Improved food security and nutrition |
| ● Develop, disburse, and monitor strategic grants | ● Grants disbursed to address systemic constraints in policy environment, disincentives for investing, etc.  
  ● Partial subsidies phased out as value chain actors demonstrate willingness to invest | ● Perceived risk is reduced thru observed benefits of investment in upgrading  
  ● Innovation becomes the norm as value chain actors invest in new technologies |                                                                                                                                 |