THE ALLIANCE FOR COMMODITY TRADE IN EAST AND SOUTHERN AFRICA (ACTESA) OF THE COMMON MARKET OF EAST AND SOUTHERN AFRICA (COMESA) AND UNITED NATIONS DEVELOPMENT PROGRAM AFRICAN FACILITY FOR INCLUSIVE MARKETS (AFIM)

SOUTHERN AFRICA SUB-REGIONAL AFIM WEEK

May 13 – 17, 2013

CONCEPT NOTE

Venue: TBD

Johannesburg, South Africa
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1. Background

The African Union (AU), NEPAD Planning and Coordination Agency (NPCA) and the regional economic communities (RECs) are the pillars of the continental programme to form an integrated economic and political African union. Over the past five years, efforts to support these “regional” institutions have increased significantly. Both multilateral (UNDP, World Bank, African Development Bank, EU and various UN agencies) and bilateral (USAID, GIZ, CIDA, DFID, Japanese government, among others) partners are undertaking various regionally focused programmes.

This initiative represents a collaboration between the Ministry of Foreign Affairs of Japan and UNDP to develop the capacity of selected regional economic commissions (EAC, ECOWAS and COMESA and SADC) to engage with, and mobilize support from, the private sector to design and implement regional value chains in the agribusiness/ agri-food sector. The programme is being carried out by UNDP’s African Facility for Inclusive Markets with the aid of a $1 million grant from the Japanese government.

In November 2010, UNDP launched a new regional project, “Private Sector and Inclusive Market Development for Poverty Reduction in Africa: African Facility for Inclusive Markets (AFIM)”, to more strongly address private sector development and engagement issues in Africa in support of accelerated achievement of the MDGs. AFIM’s particular focus is on the promotion of Inclusive Market Development (IMD) in Africa through the development and expansion of regional value chains in job creating sectors such as agribusiness, tourism, renewable energy, retailing and mining.

AFIM identifies and mobilizes global and African private sector partners to facilitate job creating value chains, leveraging global UNDP supported initiatives such as the Business Call to Action (BtA), the UN Global Compact (UNGc) and Growing Inclusive Markets (GIM), as well as its presence of country offices in all African countries. Working with the regional institutions to forge public-private partnerships is a pivotal component of AFIM’s work.

Furthermore, AFIM’s sustainability premise rests on the idea that strengthening the capacity within the RECs to engage with the private sector, and to develop inclusive markets, is a critical component toward achieving Africa’s objectives of inclusive growth, regional economic integration and sustainable development. AFIM has thus, also been mandated to assess and build the capacity of selected RECs, AUC and the NEPAD.

UNDP has four comparative advantages in the area of private sector engagement and development:

1. Convening multi-stakeholders using the UN’s neutrality and convening power,
2. Coordinating UN agencies and other development partners, private sector and civil society,
3. Catalysing action through creation of a shared vision and agenda, and
4. Capacitating smallholders, SMEs and governments and institutions.

In October 2011, UNDP AFIM organized a continental “AFIM Week” of knowledge and network development activities in Johannesburg, South Africa and included the 2011 AgriBusiness Forum, a workshop on Inclusive Market Development and a separate Community of Practice meeting for participants from the UNDP country offices and the RECs.

The AgriBusiness Forum, which was organized in collaboration with the NGO EMRC\(^1\) in Johannesburg also included a UNDP conceived “Public-Private Dialogue” (PPD). The principal outcome of the PPD was the Johannesburg Declaration on ‘Engaging the Private Sector in Furthering Africa’s Agribusiness

One of the key action items called for in the Declaration was for Public and Private Sectors, jointly, to:

1. Support the development of the African food industry through inclusive market and value chain development;
2. Pool financial and technical resources to establish more finance facilities that support agribusiness development, particularly among SMEs and smallholders;
3. Accelerate collaboration efforts to increase food production to meet the continent’s growing demand;
4. Support follow-up activities of key agribusiness development stakeholders, such as UNDP’s African Facility for Inclusive Markets (AFIM) - as a regional platform to support inclusive market development in Africa, in collaboration with other UN agencies and development partners.

In the Southern African region, UNDP AFIM is organizing the 2013 Sub-regional AFIM Week in partnership with COMESA. Founded in 1981, COMESA is one of the African Union’s recognized pillar regional economic communities (RECs) and is comprised of 19 nations with a combined population of over 389 million people, an annual import bill of around US$32 billion, and an export bill of US$82 billion. Covering a geographical area of 12 million (sk. Km) or nearly a third of the African continent stretching from Angola to Egypt, COMESA forms a major market place for both internal and external trading.

In particular, the Alliance for Commodity Trade in Southern and Eastern Africa (ACTESA), which was formed by COMESA in 2008, and entered into an MOU with COMESA in 2010 to serve as an implementing institution for regional initiatives in strategically important agricultural value chains, trade and investment, will be UNDP AFIM’s Co-Convener of the Southern Africa Sub-Regional AFIM Week. The principal objectives of ACTESA are to: a) Improve competitiveness and integration of staple foods markets in the region through improved micro and macro-economic policies as the drivers of staple food markets; b) Improve and expand market facilities and services for key agricultural commodities; and c) Increase the commercial integration of smallholder farmers into national and regional markets.

Furthermore, ACTESA focuses on building market information systems, providing services and increasing commercialization of smallholders in the following sub-sectors:

1. Grains and pulses
2. Oil seeds
3. Roots and tubers
4. Livestock and fisheries
5. Forest and Natural products
6. Tree and plantation crops
7. Agriculture inputs

The collaboration between UNDP AFIM and COMESA which began in 2011 is reaching a new stage with the convening of an AFIM Week in the Southern African region.

The objective of this week is to join efforts to launch a Regional Project Facilitation Platform that will be sustained through ACTESA and COMESA, to facilitate training on Inclusive Market Development and Inclusive Business Finance Mobilization, and to introduce selected regionally active agribusiness sector CEOs to AFIM and relevant COMESA initiatives.

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2 See www.undp.org/africa/privatesector
2. 2013 Sub-Regional Southern Africa AFIM Week

Toward following up on the mandate of the 2011 Johannesburg Declaration, AFIM has developed a series of sub-regional interventions that are meant to: a) help develop and accelerate the implementation of three to four regional value chains projects in 2012 and 2013 (to date four regional value chain projects have actually been funded in East and West Africa), b) provide Inclusive Market Development (IMD) training to selected value chain development and support professionals in Southern Africa and c) stimulate support for inclusive regional value chain development within the Southern African corporate community.

A. Southern Africa Regional Project Facilitation Platform (PFP)

As a follow-up to the Johannesburg declaration’s call to action for the facilitation of regional platforms and value chains, AFIM is launching Regional Project Facilitation Platforms (PFP). These platforms bring together selected agribusiness stakeholders from the public and private sectors to come to review each other’s agribusiness value chain projects, seek alignment where possible, and to facilitate collaboration to accelerate the successful implementation of selected regional value chain projects.

The regional platform in COMESA has three main objectives:

1. **Support the development of high potential regional value chains** selected by AFIM and ACTESA/COMESA through presentation and facilitation of selected value chain projects,
2. **Support ACTESA/COMESA** agriculture development initiatives
3. **Advance the capacity development agenda of ACTESA/COMESA**

The Southern African PFP will be held in Johannesburg, South Africa from May 13-17, 2013 with ACTESA/COMESA and will focus on priority value chains in horticulture and livestock.

This platform is also intended to serve as a constructive and effective way to leverage the interest expressed by UNDP country offices in support of national and regional value chain development through the provision of technical assistance and policy dialogue support with their respective host governments. Thus, this initiative will also assist in delivering inclusive market development skills and initiatives at the government and country office level.

Although development and partnership platforms are increasingly being launched, the unique innovation of this initiative is that the platform will be specifically designed to facilitate and accelerate the implementation of target regional value chain projects already qualified as important by value chain actors from the region and have as its core output the development of project results frameworks that identify key roles and responsibilities and target timeframes that are to be undertaken by key stakeholders, including government, the private sector, financiers and donor partners.
Agenda

Day One – Monday, May 13, 2013 – Project Situation Analysis

08:00 – 09:00 Registration
09:00 – 09:10 Welcome and Opening Remarks, UNDP
09:10 – 09:20 Welcome, ACTESA/ COMESA
09:20 – 09:30 Introduction to AFIM and Key PFP Objectives, AFIM
09:30 – 09:40 Agenda Overview
09:40 – 10:20 Introductions – who you are and objectives / interest
10:20 – 11:10 Project 1:
   Project Promoter:
   - Presentation of the current state of development of the project
   - Existing stakeholders, regional benefits, current needs, estimated impact
   - Cross border infrastructure issues; productivity, quality and scalability analysis; skills development; off-take, infrastructure funding and VC finance analysis
11:10 – 11:25 Tea and coffee break
11:25 – 12:30 Discussion of Project 1
12:30 – 13:30 Lunch
13:30 – 14:15 Project 2:
   Project Promoter:
   - Presentation of the current state of development of the project
   - Existing stakeholders, regional benefits, current needs, estimated impact
   - Cross border infrastructure issues; productivity, quality and scalability analysis; skills development; off-take, infrastructure funding and VC finance analysis
14:15 – 15:15 Discussion of Project 2
15:15 – 15:30 Tea & coffee break
15:30 – 16:15 Project 3
   Project Promoter:
   - Presentation of the current state of development of the project(s)
   - Existing stakeholders, regional benefits, current needs, estimated impact
   - Cross border infrastructure issues; productivity, quality and scalability analysis; skills development; off-take, infrastructure funding and VC finance analysis
16:15 – 17:15 Discussion of Project 3
17:15 – 17:30 AFIM Team comments
17:30 – 19:30 Networking cocktail reception

Day Two – Tuesday, May 14, 2013 – Project Results Framework Development

09:00 – 10:00 Initial Presentation – Review of Project 1 – Gap analysis
10:00 – 11:00 Initial Presentation – Review of Project 2 – Gap analysis
11:00 – 11:15 Tea & coffee break
12:15 – 13:30 Lunch
13:30 – 15:30 Breakout groups to review, discuss, develop revised results framework plans
15:30 – 15:45 Tea and Coffee Break
15:45 – 16:15 Report Back – Project 1
16:15 – 16:45 Report Back – Project 2
16:45 – 17:15 Report Back – Project 3
17:15 – 17:45 Wrap-Up and Feedback
17:45 – 18:00 PFP Closing
Key Stakeholders and Sustainability

UNDP and ACTESA/ COMESA will be the co-hosts of the Southern Africa Sub-regional AFIM Week and Project Facilitation Platform. Other key stakeholders will include:

1. **Selected Government Officials** – to be invited from selected ACTESA/ COMESA and other Southern African countries - prospective providers of policy support, technical assistance and finance;

2. **Relevant UNDP country office representatives** – from the COMESA countries - potential technical assistance providers and national trade/ transport related policy advocacy;

3. **Selected UN agencies** including the FAO, WFP, IFAD, UNCDF, UNECA, UNIDO and ILO – technical assistance and finance support;

4. **Representatives of relevant bilateral donors** – including but not necessarily limited to the Japanese government, the Chinese CADFUND, CIDA of Canada, EMRAPA of Brazil, GIZ, NORAD, USAID, DFID and SIDA, technical assistance and finance support;

5. **Selected private and public financiers** – including but not necessarily limited to Root Capital, IFC, EBID, AfreximBank, ECOBANK, PTA Bank, AGRA, AFRACA, African Enterprise Challenge Fund, and the Gates Foundation - finance support and pre-finance project structuring insight and suggestions;

6. **Selected private sector value chain developers/ promoters** – presentation of key regional private sector led agribusiness projects;

7. **Selected regional commodities associations, stakeholders’ alliances and farmers unions** – sector knowledge and constituent input, including but not necessarily limited to: the Agricultural Business Chamber (ABC), NEPAD Business Foundation (NBF), Southern African Confederation of Agricultural Unions (SACAU);

8. **Key prospective off-take institutions/ purchasers** – prospective lead firms and purchases to bring sustainability to the potential projects, such as Nestle, Cadbury, SENWES and Shoprite Checkers Supermarkets;

9. **Key relevant input providers and aggregators/ agro dealers** (e.g. seeds, fertilizer, processing and mechanization equipment, farming/ processing related ICT technology) – offer technical and cost of supply insights, such as John Deere.

While AFIM is prepared to play a catalytic role in launching the first Southern African Regional Project Facilitation Platform, the intent and aim of the initiative is to imbed the capacity to continue such fora within COMESA, working in close concert with regional apex business organizations such as the COMESA Business Council, the NEPAD Business Foundation and the Agricultural Business Chamber of South Africa. Furthermore, ideally, partnerships will also be developed with relevant regional agricultural associations. It is expected that roughly 80-100 professionals will participate in the two day PFP programme.
Platform Preparations and Proceedings

ACTESA/COMESA and UNDP will review their current lists of active or prospective regional value chain initiatives and discuss them in terms of the region’s priorities and other criteria such as level of existing development partner, public and private sector stakeholder support, prospective job creation impact, pre-existing funding commitments, existing/ prospective roles for MSMEs, and off-take/ buyer commitments. Once ranked, 2-3 regional agrifood value chain projects, respectively, will be chosen for review during the PFP. See appendix for criteria.

One month prior to the platform, public and private sector project developers/ promoters interested in participating will be invited to prepare a two page project summary that highlights the following:

a. Project promoter background
b. Project rationale and prospective benefits (national, regional, re: job creation, re: food security, re: regional integration and economic development)
c. Current status of the design and/ or implementation process
d. Resources needed – technical assistance, funding, buyers/ off-take, other stakeholder support
e. Desired outcome from the project intervention and specific intervention

As part of the delegate recruitment process, these “two pagers” will be circulated to those invitees who commit to participated two weeks before the meeting as part of the delegate confirmation packet. Thus, the expectation is that all delegates will arrive with some priori knowledge of each project to be discussed and the needs identified by the project promoters.

AFiM has allocated USD$ 150,000.00 as initial seed capital to be disbursed in technical assistance grants to support the development of 1-2 regional value chains in Southern Africa. Efforts will be made to mobilize other funding resources to augment this facility, but it is important to note that an initial funding pool will be available to build capacities of non-profit organisations, fund research and engaged technical personnel on short term assignments to further the poverty reduction impact of the implementation of value chains projects. A key intent of these resources is that they help ensure that base of the pyramid actors can be equipped to participate effectively in the selected value chains, and that UNDP country offices are engaged as support resources in the implementation of the value chain programmes.

Benefits of Participation

1. Advancing strategic agri-food value chains identified as priorities by national governments, ACTESA/ COMESA and AU/NEPAD/CAADP (value chains could be e.g. national or cross-border with clear potential to link up to regional value chains)
2. Presentation, facilitation, and acceleration of specific agri-food projects advancing job creation and food security
3. Capacity development and training in the area of regional value chain development, project facilitation platform implementation and inclusive business finance mobilization
4. Networking and developing linkages and synergies between public and private sectors
5. Access to pool of private sector lead firms, investors, donors, TA providers interested in participating in regional and cross border agro-food value chains opportunities
B. Inclusive Market Development Training Programme

An important component of the AFIM programme is capacity development – within UNDP country offices (Cos) and within the African Union Commission architecture institutions (the AUC, NPCA and the RECs). To strengthen the capacity of these public sector actors to engage and develop mutually beneficial partnerships with the private sector, AFIM has been charged with the facilitation of inclusive market development training which includes: value chain development training, inclusive business finance identification and mobilization training, and project facilitation platform design and implementation training.

The training will be facilitated on days 3 and 4 of the sub-regional AFIM Week and the training materials will be provided in print and digitally on a flash drive given to each participant.

Training Agenda

Day Three: Wednesday, May 15, 2013
Theme: Inclusive Market Development 2.0 – IMD, Value Chain Analysis and Identification

08:30 – 09:00  Registration
09:00 – 09:10  Welcome, AFIM
09:10 – 09:40  Programme Overview and introductions
09:40 – 10:00  Introduction to Inclusive Market Development
10:00 – 11:00  How to Analyse Value Chain Development Opportunities
11:00 – 11:15  Tea and Coffee Break
11:15 – 11:45  Group Exercise - Value Chain Opportunity Identification Exercise
11:45 – 12:30  Groups Report Back
12:30 – 13:30  Lunch
13:30 – 14:30  Introduction to Value Chain Programme Design
14:30 – 15:30  Case Study – Gender Lens
15:30 – 15:45  Tea and Coffee Break
15:45 – 16:45  Group Exercise – Value Chain Programme Design Exercise
16:45 – 17:30  Groups Report Back

Day Four: Thursday, May 16, 2013
Theme: Value Chain Implementation and Inclusive Business Finance

09:00 – 10:15  Introduction to Value Chain Programme Implementation
10:15 – 10:45  Value Chain Implementation Case Study Review
10:45 – 11:00  Tea and coffee break
11:00 – 11:45  Group Exercise – Value Chain Programme Implementation Exercise
11:45 – 12:30  Groups Report Back
12:30 – 13:30  Lunch
13:30 – 14:15  Introduction to Inclusive Business Finance
14:15 – 15:00  Identifying Inclusive Business Finance in Your Country and Region
15:00 – 15:15  Tea and Coffee Break
15:15 – 16:00  Mobilizing Inclusive Business Finance – Facilitating Access to Finance
16:00 – 16:30  Closing and Training Evaluation
C. Southern Africa Regional Agribusiness Leaders and CEOs Breakfast

Recognizing that fact that the aim of the project facilitation platforms is to accelerate the implementation of targeted and very specific projects in the region, the focus of that meeting will be by design and attendance accordingly limited to those involved with the projects under review. However, as AFIM’s aim is to foster increased private sector and public sector collaboration and engagement, a decision has been taken to organize a breakfast for regional agribusiness value chain development stakeholders (i.e. development partners, government institutions, research institutions and not-for-profit organizations) and active captains of industry in the Southern African agribusiness community. The focus of the engagement will be to encourage regionally active corporations in Southern Africa to continue to expand their value chains and distribution networks involving base of the pyramid actors.

The outcome of this important stakeholder and networking meeting is hoped to be better understanding of the national and regional agribusiness/ agro-industry national and regional development agenda by representatives of the private sector, and better understanding of the expansion plans and environmental policy and infrastructural needs of the private sector by government and development partners.

Programme:

Day 5: Friday, 2013 May 17, 2013
Theme: Inclusive Market Development in the Agri-Food Sector: Furthering Public-Private Partnerships
07:30 – 08:00 Registration and breakfast
08:00 – 08:10 Welcome and Overview of AFIM
08:10 – 08:30 Participant Introductions – Facilitated by UNDP AFIM
08:30 – 08:35 Charge to the Private Sector from COMESA
08:35 – 08:40 Charge to the Private Sector from the AUC
08:40 – 09:00 Response from the Private Sector
09:00 – 10:00 Networking
10:00 End
Appendix 1: UNDP AFIM Catalytic Funding Programme

AFRICAN FACILITY FOR INCLUSIVE MARKETS
CATALYTIC FUNDING FOR CROSS-BORDER AND REGIONAL AGRI-FOOD VALUE CHAIN PROJECTS

PROGRAMME OVERVIEW AND PROJECT QUESTIONNAIRE

a) PROGRAMME OVERVIEW

UNDP AFIM
The African Facility for Inclusive Markets (AFIM) is UNDP’s regional Private Sector and Inclusive Market Development programme in Africa. AFIM is working to reduce poverty and accelerate progress towards the Millennium Development Goals (MDGs) by supporting Inclusive Market Development (IMD) across Africa. AFIM’s strategy seeks to provide low-income people with the tools and resources to lift themselves out of poverty through strengthening strategic agri-food value chains at regional and country levels. The ultimate goal of IMD is to stimulate sustainable inclusive growth that generates jobs, income and reduces poverty.

AFIM CATALYTIC FUNDING
In 2013, AFIM plans to provide catalytic funding to selected value chain development initiatives in the agribusiness/agro-industries sectors. The catalytic funding of AFIM seeks to promote the acceleration of the MDG’s by supporting agribusiness value chain projects that generate income, employment and reduce poverty through inclusive economic growth and sectoral development. The funds will be used to:

- Stimulate cross-border and regional value chain projects to incentivize the engagement and further investment and collaboration of key stakeholders in the African public and private sectors.
- Strengthen existing value chain projects by undertaking interventions to attract private sector engagement and participation to promote sustainable agribusiness development.
- Support the capacity of regional institutions to strengthen regional agri-food value chains.
- Unlock agribusiness investment opportunities inherent in cross-border and regional value chain commodities thereby increasing food security, regional economic integration and trade.

TECHNICAL SUPPORT
In addition to the grant funding, AFIM will provide a designated technical assistance advisor to assist in project design, requested components of implementation, monitoring and evaluation and quality assurance.

ELIGIBILITY
UNDP AFIM is inviting applications from “Project Promoters” (Non-Governmental Organizations including Not for Profit Organizations) and Regional Institutions operating in Sub-Saharan Africa
to apply for one year catalytic funding under UNDP’s Micro-capital grant modality. Projects should be based in Southern African countries that are part of COMESA (but can also involve South Africa) and focus on grains, horticulture and dairy/livestock value chains and must have measureable results which impact directly on poverty reduction. Projects with the sole final output of research or conferences will be ineligible.

3. The applying institutions must have a system in place for regular reporting on the quality of its services, outreach and financial performance, as follows:
   (a) Reporting on implementation performance, through an initial baseline report and thereafter each quarter;
   (b) Financial documentation including balance sheet, income statement and audited financial statements, annually

AREAS/SECTORS
AFIM’s Catalytic Fund is focused on cross-border, regional and multiple-country projects in GRAINS (rice, maize, soy bean and sorghum), HORTICULTURE (fruits and vegetables excluding flowers) and DAIRY/LIVESTOCK.

PROCEDURE
1. The Project Promoter will submit a project questionnaire using the ‘PROJECT QUESTIONNAIRE’ as an expression of interest.
2. A Steering Committee will review submitted project questionnaires using the ‘AFIM PROJECT EVALUATION CRITERIA’ and select projects for further consideration.
3. Project promoters of selected potential projects will be requested to submit a project proposal and related supporting documents.
4. Selected projects will be presented at a Project Facilitation Platform and/or submitted to the UNDP Micro-Capital Grant committee for assessment.

MAXIMUM CATALYTIC FUNDING
The maximum award size of AFIM’s catalytic funding is US$150,000 for one year. Awards to selected projects may vary in size according to the needs outlined in the proposals. However, UNPD AFIM will facilitate linkages with other potential partners such as its Country Offices, governments, RECs, financial institutions, other Development Organizations and the Private Sector.

LANGUAGE
Proposals must be submitted in English.

CONTACT
Proposals and enquiries should be addressed to AFIM Project Manager Tomas Sales (tomas.sales@undp.org) and AFIM Specialist Juergen Nagler (juergen.nagler@undp.org).

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3 Micro-capital grants of up to 150.000 USD p.a. can be disbursed by UNDP to NGOs/Non-profit-organizations for a) strengthening the institutional capacity of local NGOs, b) supporting community-based self-help initiatives, c) promoting advocacy activities and networking between civil society organizations (CSOs), government and donors, or d) supporting NGOs and CBOs involved with local environmental protection and poverty eradication activities.
b) PROJECT QUESTIONNAIRE

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<td>A</td>
<td>Name/Title of The Project</td>
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<td>Name and Address of the Prospective Project Promoter(s)</td>
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<td>C</td>
<td>Name and Addresses of Project Partners (REC, Government, Development Partners, Private Sector, others)</td>
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<td>Project Location (s) Country/Town/Region</td>
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<td>Project Objectives</td>
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<td>Beneficiaries (Primary and Secondary)</td>
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<td>Total Project Cost</td>
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<td>Financial Contributions from Partners/ investors/donors</td>
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<td>Catalytic Funding Requested from UNDP AFIM</td>
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<td>Intended Use of UNDP AFIM funds</td>
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<td>Duration of the Project</td>
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4 Economic Impact should describe employment to be created and income to be generated by smallholders and enterprises. It should also describe the contribution of the project to the development of the subsector.

5 Gender impact should describe the role and participation of women and how the project is going to benefit them.

6 Explain also how the UNDP AFIM grant will be catalytic in supporting the project?
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<tr>
<td>A</td>
<td><strong>Promoter Background (350 Words)</strong>&lt;br&gt;Describe your organization and its work. Are you a registered NGO/non-profit? What are past successful initiatives and other notable accomplishments of your organization?</td>
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<td>B</td>
<td><strong>Project Background (350 Words)</strong>&lt;br&gt;Provide a vivid background of the project. What does the project want to accomplish and why?</td>
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<td>C</td>
<td><strong>Justification (350 Words)</strong>&lt;br&gt;Describe the problem that the project addressing; how is the problem affecting productivity, market access or/and private sector investment? Why do you consider this as a regional challenge? What opportunities are there for low income farmers/earners and the private sector? How does the project match the goal of AFIM/MDGs?</td>
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<td>D</td>
<td><strong>Interventions required (350 Words)</strong>&lt;br&gt;What interventions are required to address the problems mentioned above? What efforts have been made to address these challenges? Why do the challenges still persist? What additional or innovative interventions are required?</td>
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<td>E</td>
<td><strong>Key activities/Outputs (500 Words)</strong>&lt;br&gt;Provide an outline of the key activities to be implemented. What are the key activities to be implemented? You can present a work plan and/or a flow diagram to show key components and activities. Use a log frame to show Activities, Objectives, Outputs, Timelines and Indicators. The output or results outlined in proposals should be measurable and demonstrate a direct impact on addressing poverty.</td>
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<td>F</td>
<td><strong>Role of Project Promoter (250 Words)</strong>&lt;br&gt;Describe the specific role of the project promoter. The role can be technical support, strategic linkages, networking, coordination, additional resource mobilization; monitoring, report presentation, etc.</td>
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<td>G</td>
<td><strong>Role of Partners (350 Words)</strong>&lt;br&gt;Describe the specific role of the project partners (Government, donors and private sector)? Have you received support from them before? Identify any prospective public or private off-take partners/ buyers for the products to be developed/promoted through the project?</td>
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<td>H</td>
<td><strong>Regional Structure of Your Project (200 Words)</strong>&lt;br&gt;Describe the aspects of your project that qualify it to be a “regional project”? Does it involve multiple countries in one region? Does it involve cross-border trade/investment/supply/processing?</td>
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<td>I</td>
<td><strong>Economic Impact (350 Words)</strong>&lt;br&gt;Describe the expected economic impact after the project. (e.g. type of beneficiaries, specific benefits to women, income generated, jobs created, trade values and volumes; additional private sector investment</td>
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<td>J</td>
<td><strong>Poverty Reduction Impact (300 Words)</strong>&lt;br&gt;Provide a baseline assessment/ description of poverty levels in the target region(s)/community(ies) and explain how the project is expected to alleviate poverty?</td>
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<td>K</td>
<td><strong>Environment impact (250 Words)</strong>&lt;br&gt;Describe how the project will impact the community in which it is being developed? If there are potential negative implications, how will these be mitigated?</td>
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<td>L</td>
<td><strong>Sources of Funding (200 Words)</strong>&lt;br&gt;What is the total cost of the project? How much is your organization contributing? Where else are you seeking funding? How much funding do you seek from UNDP AFIM?</td>
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<td>M</td>
<td><strong>Use of Funds (200 Words)</strong>&lt;br&gt;What will you use the UNDP AFIM funds for? Be as specific as possible. How will these catalytic funds support the development of your project, and help achieve any larger fund raising needs?</td>
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<td>N</td>
<td><strong>Sustainability (250 Words)</strong>&lt;br&gt;Describe the measures you will put in place to ensure sustainability of the project</td>
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<td>O</td>
<td><strong>Organizational Capability (300 Words)</strong>&lt;br&gt;Describe your current level of capacity to undertake and implement your proposed project? Number of staff? Technical Capacity? Financial Capacity? Technical Assistance needs? Financial Support needed? Other? Attach a short profile of the personnel involved in the project</td>
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<td>P</td>
<td><strong>Successful Projects (450 Words)</strong>&lt;br&gt;Attach a short summary of successful projects that your organization has undertaken in the past.</td>
</tr>
</tbody>
</table>
c) TERMS AND CONDITIONS

I. UNDP AFIM chooses the recipient projects at the initial application stage on the basis of **eligibility and selection criteria**. It is the applicants’ responsibility to ensure that they have understood these criteria which are endorsed within this document.

II. UNDP AFIM’s catalytic funding support is a **competition** and not all projects can receive support. Please take note of the general eligibility criteria and the specific selection criteria applicable and demonstrate clearly why your project justifies UNDP AFIM support.

III. UNDP AFIM Project Selection Committee’s decision is final.

IV. UNDP AFIM agrees to regard as **confidential** all information related to the application and subsequent progress of the project that is not in the public domain. Only UNDP AFIM, its staff and consultants, members of UNDP AFIM’s Project Selection Committee will have access to your application without your prior permission.

V. UNDP AFIM is **not obliged** to make any awards under this competition.

VI. UNDP AFIM accepts applications in **English only**.

VII. UNDP AFIM will review projects against the following **criteria**:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Readiness/Demand (Off-taker)</td>
<td>Availability of existing market and clear indication/commitment by private sector to buy produce and serve as champions to strengthen the value chain</td>
</tr>
<tr>
<td>Readiness of Private Sector to Engage in Inclusive Market Development</td>
<td>Willingness of the private sector to partner with UNDP to address needs or provide intervention and also make the requisite investments.</td>
</tr>
<tr>
<td>Degree of value addition by UNDP AFIM intervention</td>
<td>The degree to which interventions will add value to existing activities.</td>
</tr>
<tr>
<td>Level of Investment Required</td>
<td>The amount of time and money required to make a significant impact.</td>
</tr>
<tr>
<td>Regional Outlook and Outreach</td>
<td>Number of countries to benefit and potential for replication at sub-regional level.</td>
</tr>
<tr>
<td>The Degree of Inclusiveness and Sector Development Impact</td>
<td>The degree to which interventions will benefit smallholders and SMEs; also to what extent will the whole value chain and sector be advanced</td>
</tr>
<tr>
<td>Project Promoters</td>
<td>The presence and capability of project promoters/Champions</td>
</tr>
<tr>
<td>Cross-cutting Impact</td>
<td>Socio-economic impact on youth and gender towards poverty reduction and hunger eradication; environmental impact</td>
</tr>
<tr>
<td>Economic Impact</td>
<td>Impact on income generation and employment creation</td>
</tr>
<tr>
<td>Credible Partnership</td>
<td>Willingness of partners to invest sufficient time and resources</td>
</tr>
<tr>
<td>Sustainability</td>
<td>How the project maintains long-term positive impact beyond the project period</td>
</tr>
<tr>
<td>Risk</td>
<td>Perceived risk of the project including finance, market, production and political interference</td>
</tr>
</tbody>
</table>
Appendix 2: Project Results Framework Outline

In addition to the work that will be done within the PFP to analyse projects using the abovementioned criteria, a key output of the PFP will be the review/development of a sound project results framework around which the project stakeholders can collaborate toward the effective implementation of the regional value chain initiative. This is also one of the key tools that will be developed to guide the project development process and monitor and evaluate progress.

The Results Framework is a snapshot of a project at a particular point in its development. The initial preliminary Results Framework is revised and refined as more in-depth information is gathered during project design and implementation. The Results Framework helps planners:

- Set project objectives
- Define indicators of success
- Identify key activity groups
- Define critical assumptions underlying the project
- Identify means for verifying project results
- Define resources needed for implementation

In addition, the Results Framework can be used as a tool to improve project implementation, monitoring, and evaluation. A comprehensive Project Results Framework will generally have the following elements:

**Goals:** The higher order goals that the project is expected to achieve over the long-term. These will usually be corporate strategic objectives or programme goals, such as:

- Promote micro and small enterprise development that generates income and employment
- Improve community-based natural resource management
- Expand participation of African grassroots enterprises in international trade and investment.

**Purpose:** The specific objectives the applicant plans to accomplish within the life of the project through its Outputs. The Purpose should be defined in terms of the impact on the intended project beneficiaries. It may describe a change in their behavior (such as “New production methods adopted by grassroots farmers”), their performance (such as “Micro Loan Inc. meets the demand for credit among women entrepreneurs in the central region of Uganda”), a benefit to the larger population (such as “Improved access to and quality of primary education”), or the development of a new technology in an applied research project.

**Outputs:** The components or main working strategies of the projects. They are the main deliverables of a project such as a nursery, loans, people trained, or processes developed.

**Activities:** The specific actions that the project would carry out to produce the desired outputs and implement the project. Examples of activities would include construction of a building, disbursing of loans, provision of training, and testing of a new production process. A group of activities summarizes the main actions required to accomplish each project output.

**Objectively Verifiable Results (OVRs):** Measurements of project performance for each objective at the goal, purpose, output, and activity levels. The results indicators should incorporate quantity, quality and time targets, as shown in the following examples:
**Step 1: Basic Indicator**  
Small farmers increase paprika yields.

**Step 2: Add Quality**  
Small farmers increase paprika yields by 50 percent.

**Step 3: Add Quantity**  
10,000 small farmers (1.5 ha or less) increase their production of paprika by 50% and 90% of the crop meets the quality specifications of European importers.

**Step 4: Add Time**  
10,000 small farmers (1.5 ha or less) increase paprika yields by 50% between October 2000 and October 2001 and 90% of the crop meets the quality specifications of European importers. The production and quality gains continue through the end of the project.

**Baseline Data:** establish performance level for each objective at the start of the project.

**Important Assumptions:** Assumptions are the key opportunities or threats in the external environment that the project will address that are not under the control of those implementing the project. Assumptions are the sufficient conditions that link each level of objectives in the project plan. The process of specifying assumptions is like scanning for external threats in strategic planning. The process helps managers to anticipate where a project may fail and develop strategies to protect against threats. If the project is based on unrealistic assumptions, it may not be viable and should be redesigned or abandoned.

### GENERIC RESULTS FRAMEWORK

<table>
<thead>
<tr>
<th><strong>OBJECTIVES</strong></th>
<th><strong>OBJECTIVELY VERIFIABLE RESULTS (OVR)</strong></th>
<th><strong>BASELINE DATA</strong></th>
<th><strong>ASSUMPTIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td>Targets to verify goal achievement</td>
<td>Current performance at goal level</td>
<td>Important external factors or events that are necessary for sustaining objectives in the long run</td>
</tr>
<tr>
<td><strong>Purpose:</strong></td>
<td>Targets to verify purpose achievement</td>
<td>Current performance at purpose level</td>
<td>Important external factors or events that are needed in order to obtain the Goal</td>
</tr>
<tr>
<td><strong>Outputs:</strong></td>
<td>Targets to verify accomplishment of outputs</td>
<td>Current performance at the output level</td>
<td>Important external factors or events that are needed in order to achieve the Purpose</td>
</tr>
<tr>
<td><strong>Activities:</strong></td>
<td>Summary of Project Budget</td>
<td>Current inputs/resources</td>
<td>Important external factors that must prevail in order to accomplish the outputs</td>
</tr>
</tbody>
</table>
