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UNDP AFRICAN FACILITY FOR INCLUSIVE MARKETS

East Africa Sub-Regional AFIM Week Report

“Toward Implementing Regional Value Chains”

InterContinental Hotel, Nairobi, Kenya

June 11 – 15, 2012



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UNDP AFIM would also like to acknowledge the significant contribution made by Mr. Aeneas Chuma, Country Representative, UNDP – Kenya and his team - without whom this initiative would not have been possible as they provided invaluable administrative support in the coordination of the week's

We would like to express our gratitude to Japan and Tokyo International Conference on African Development (TICAD) for supporting this important private sector development initiative.



ACRONYMS

AFIM	African Facility for Inclusive Markets
AGMAK	Agricultural Market Development Trust
AGOA	African Growth and Opportunity Act
AGRA	Alliance for Green Revolution in Africa
AH	Africa Harvest
AHBFI	Africa Harvest Biotechnology Foundation International
AU	Africa Union
BDS	Business Development Services
CAADP	Comprehensive Africa Agriculture Development Programme
CEO	Chief Executive Officer
COMESA	Common Market for Eastern and Southern Africa
EAC	East Africa Community
EADD	East Africa Dairy Development
ECOWAS	Economic Community of West African States
EU	European Union
FARA	Forum for Agricultural Research in Africa
GDP	Gross Domestic Product
IBF	Inclusive Business Finance
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IMD	Inclusive market Development
MDG	Millennium Development Goals
MFI	Microfinance Institutions
MSME	Micro, Small and Medium Enterprises
NEPAD	New Partnership for Africa's Development
PANAAC	Pan African Agribusiness and Agro industry Consortium
PFP	Project Facilitation Platform
PPP	Public Private Partnerships
REC	Regional Economic Communities
SACCO	Savings and Credit Cooperatives
SADC	Southern African Development Community
SME	Small Medium Enterprises
UN	United Nations
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
VC	Value Chains
VCF	Value Chain Finance

EXECUTIVE SUMMARY



Figure 1: Participants during the East African Sub-Regional AFIM Week in Nairobi, Kenya, June 2012

The African Union (AU), NEPAD Planning and Coordination Agency (NPCA) and 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 multilateral¹ and bilateral² partners are undertaking various regionally focused programmes.

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 (BCtA), 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.

¹ UNDP, World Bank, African Development Bank, EU and various UN agencies

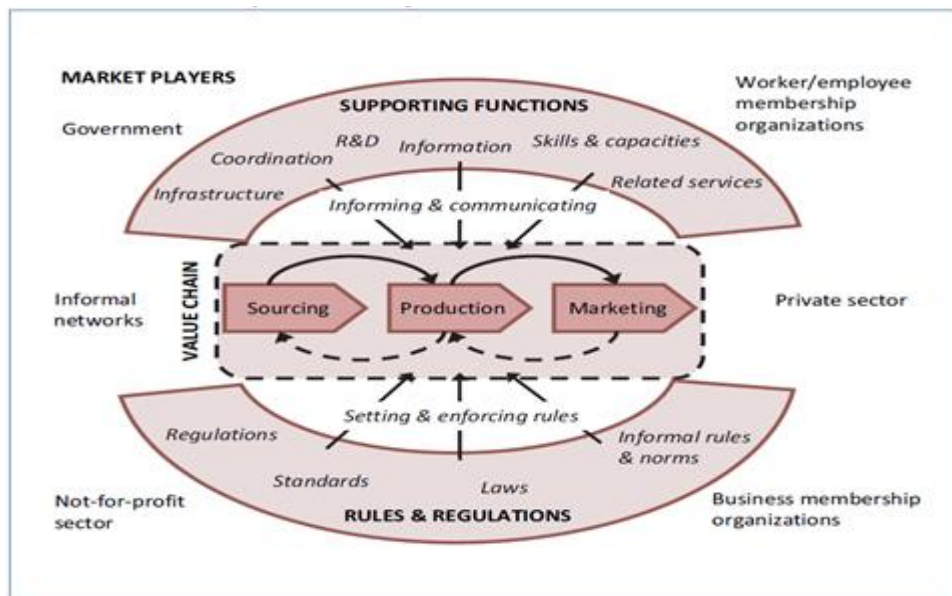
² USAID, GIZ, CIDA, DFID among others

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 in collaboration with the NGO EMRC co-organized the 2011 AgriBusiness Forum³ in Johannesburg and coordinated a Public-Private Dialogue. One of the principal outcomes of the overall initiative was the *Johannesburg Declaration on ‘Engaging the Private Sector in Furthering Africa’s Agribusiness and Food Security Agenda’*⁴. 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.



Source: DFID/SDC (2008): The M4P operational guide, available from www.m4pnetwork.org. See also <http://www.meyer-stamer.de/systematic.html>

Figure 2: Value Chains as Part of Market Systems

As a follow-up to the Johannesburg declaration’s call to action for the facilitation of regional platforms and value chains, AFIM conceived the idea to convene three sub-regional “AFIM Weeks”, comprised of: a) a Project Facilitation Platform – to develop and accelerate the implementation of specific regional agricultural value chains; b) a Training Module – providing regional UNDP country Office, REC and industry actors with training on value chain development and finance; c) a CEO/

³ See www.emrc.be/en/events/past-events/agribusiness-forum-2011.aspx

⁴ See www.undp.org/africa/privatesector

Agriculture Leadership Breakfast – a morning programme aimed at introducing AFIM and the support it provides to foster public-private partnerships to agribusiness leaders in the region; and d) a Country Office AFIM Clinic(s) – a community of practice meeting and a series of one on one meetings with UNDP country office representatives to assist them in their value chain project development strategies and implementation plans.



- AMU: United Maghreb Arab
- COMESA: Common Market for East & Southern Africa
- ECCAS: Economic Community of Central African States
- ECOWAS: Economic Community of West African States
- SADC: Southern African Development Community

Figure 3: Outline of the Regional Economic Communities

Toward sustainability, a decision was also taken to undertake the new initiative in partnership with the relevant regional RECS, the East African Community (EAC) in East Africa; the Economic Community of West African States (ECOWAS) in West Africa, and the Southern Africa Development Community (SADC) in Southern Africa.

The East Africa Sub-Regional AFIM Week (EASR AFIM Week) was convened in Nairobi, Kenya at the Intercontinental Hotel in the city centre from June 11-15, 2012. In addition to representatives of UNDP and the EAC, who were the co-hosts of the event, key target participants invited to the EASR AFIM Week included:

1. **Selected Government Officials** –from EAC member countries (Burundi, Kenya, Rwanda, Tanzania, Uganda) and Ethiopia - as providers of policy support, technical assistance and finance;
2. **Relevant UNDP country office representatives** – from the EAC countries and also from elsewhere within the larger AUC defined East Africa region – as 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 – as prospective providers of technical assistance and finance support;
4. **Representatives of relevant bilateral donors** – including but not necessarily limited to GIZ, USAID, DFID and SIDA, as providers of technical assistance and finance support;
5. **Selected private and public financiers** – including but not necessarily limited to Root Capital, Equity Bank, IFC, PTA Bank, AGRA, AFRACA, African Enterprise Challenge Fund, and the Gates Foundation - as providers of finance support and pre-finance project structuring insight and suggestions,

6. **Selected private sector value chain developers/ promoters** – Africa Harvest – regional sorghum value chain programme; Heifer International - East Africa Dairy Development programme; and UNDP/UNIDO – regional soya development programme.
7. **Selected regional commodities associations and farmers unions** – to provide sector knowledge and constituent input, including but not necessarily limited to PanAAC, East African Farmers Union, East African Grains Council, and AFAP
8. **Key prospective off-take institutions/ purchasers** –prospective lead firms and purchases to bring sustainability to the potential projects, such as East African Breweries and Nakoumatt Supermarkets
9. **Key relevant input providers and aggregators/ agro dealers** (e.g. seeds, fertilizer, processing and mechanization equipment, farming/ processing related ICT technology) – to offer technical and cost of supply insights, such as Amaran.

The benefits to participants in the week’s activities were delineated as follows:

- Opportunity to advance strategic agri-food value chains identified as priorities by national governments, the RECs and AU/NEPAD/CAADP (value chains could be e.g. national or cross-border with clear potential to link up to regional value chains);
- Opportunity for project promoters to present their project to potential benefactors and partners who can help accelerate the develop specific agri-food projects that can advance job creation and food security in the region;
- Opportunity to participate in capacity development related training in the area of regional value chain development and inclusive business finance mobilization;
- Opportunity to networking and develop linkages and synergies with representatives of the public and private sectors; and
- Opportunity to engage with potential private sector lead firms, investors, donors, TA providers who are interested in participating in regional and cross border agro-food value chains opportunities.

Altogether, nearly 100 professionals participated in the three activities convened during the week. News about the launch of the Platform, in particular, was carried in over ten regional and international newspapers. Following the EASR AFIM Week, a decision was made to prepare the sorghum and dairy projects for submission for micro-capital grants and a number of participating institutions, including AFRACA and the East African Development Bank, expressed an interest in pursuing a relationship with UNDP AFIM.

Overall the EASR AFIM Week was well received by all of the participants and the event was widely publicized in the regional, continental, and international media (e.g. *EAC*, *allAfrica*, *TradeMark SA*, *BizCommunity*, *Business Fights Poverty*, *Modern Ghana*, *The Nigerian Voice*, *Kenya Daily News*, *SME South Africa* and *Xinhuanet*).

1. PROJECT FACILITATION PLATFORM (PFP) – JUNE 11 and 12, 2012

As a follow-up to the Johannesburg declaration's call to action for the facilitation of regional platforms and value chains, during the EASR AFIM Week, UNDP launched the Regional Project Facilitation Platforms (PFP).



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IN THE NEWS: AGRICULTURE

UNDP Launches East Africa Agribusiness Platform

By [Ivy Mungcal](#) on 13 June 2012



A woman works in a corn field in Burkina Faso. The U.N. Development Program has launched the first in a series of initiatives aimed at agriculture and food security in Africa. Photo by: [P. Casier / CGIAR / CC BY-NC-SA](#)

The [U.N. Development Program](#) has launched the first in a series of collaborative initiatives to boost food production and create opportunities for small-holder farmers across Africa.

The first of these Project Facilitation Platforms [covers East Africa](#) and was launched June 12 by the African Facility for Inclusive Markets — UNDP's regional private sector program — in partnership with the East African Community. PFPs for western and southern African countries are expected to be rolled out sometime in the future.

The PFPs are [innovative workshops](#) that will bring together private and public stakeholders in Africa's agribusiness to discuss ways to fast-track project development and implementation. Through the initiative, AFIM aims to produce a results framework that will guide project implementation and serve as a compact among stakeholders to support specific interventions or projects.

This collaborative initiative is in line with AFIM's goal to serve as a platform that brokers strategic partnerships to promote [inclusive market development](#) across Africa. It facilitates knowledge sharing and access to finance as well as the sharing of best practices in inclusive market development, focusing on low-income and marginalized populations.

The launch of the PFP is just one activity on [AFIM's busy schedule for 2012](#). Among other things, the agency plans to shape the policy dialogue by publishing a report that will feature 25

*inclusive business and market case studies, co-organize the AgriBusiness Forum 2012, furthermore AFIM is currently developing a set of knowledge products around establishing an African Supplier Development Programme, particularly focusing on small-holder farmers. Last but not least AFIM is launching a **catalytic funding program** that will provide technical assistance and grants to regional and cross-border value chain projects in the agribusiness sector.*

The inaugural “project facilitation platform”, convened in Nairobi, Kenya, thus brought together selected regional agribusiness stakeholders from the public and private sectors to review selected agribusiness value chain projects, pursue alignment where possible, and to facilitate collaboration to accelerate the successful implementation of selected regional value chain projects.

The East Africa Sub-regional platform had three main objectives, to:

1. **Support the development of job creating regional value chains** through presentation and facilitation of selected value chain projects;
2. **Support CAADP** the AUC/NPCA continental agriculture development initiative;⁵
3. **Advance the capacity development of the East African Community, one of the region’s Regional Economic Communities (RECs).**

An important focus of the target projects analysed and supported through the PFP exercise was value addition and the development of agribusiness initiatives that involve agriculture related industrialization. Thus, the East African PFP focused on horticulture (sorghum); grains (soya) and livestock (dairy). The promoters chosen to present their respective projects included:

1. African Harvest – presenting a regional sorghum development project;
2. The East Africa Dairy Development project – involved with dairy development in four countries in the region; and
3. UNIDO/ UNDP – who were exploring ways to expand a Kenya soya processing project regionally.

The platforms was also convened to provide 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, the initiative also assisted 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 was that the platform was specifically designed to facilitate and accelerate the implementation of targeted regional value chain projects - and had as a core output the development of project results frameworks that identified key roles and responsibilities and target timeframes that were to be undertaken by key stakeholders, including government, the private sector, financiers and donor partners.

The programme as presented to the delegates involved presentations followed by question and answer periods on day one. Day two involved an innovation suggested by EADD that clusters of the participants be created to allow interested participants to provide feedback and input to the

⁵ www.nepad-caadp.net

respective three clusters – in advance of a report back session to provide information on the adopted and refined results framework.

Day One: 11 June 2012 – Project Situation Analysis	
08:00 – 09:00 Registration	
09:00 – 09:10	Welcome and Opening Remarks - Mr. Aeneas Chuma, UN Resident Coordinator and UNDP Resident Representative
09:10 – 09:20	Introduction to AFIM and Key PFP Objectives, Mr. Tomas Sales, Programme Manager AFIM
09:20 – 09:30	Welcome, East Africa Community, Ms. Jennifer Gache, Senior Industrial Engineer, EAC
09:30 – 09:40	Agenda Overview, Mr. Michael Sudarkasa, Consultant, AFIM
09:40 – 10:15	Introductions – Who You Are and Objectives/ Interest (30 seconds per delegate)
10:15 – 11:00	Project 1 – Sorghum, Project Promoter: Africa Harvest <ul style="list-style-type: none"> - 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 and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
15:15 – 15:30 Tea & Coffee Break	
11:15 – 12:15	Discussion of Sorghum Project
<i>12:30 – 13:30 Lunch</i>	
11:15 – 12:15	Discussion of Sorghum Project
13:30 – 14:15	Project 2 – Dairy, Project Promoter: East Africa Dairy Development <ul style="list-style-type: none"> - 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 and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
14:15 – 15:15	Discussion of Dairy Project
<i>15:15 – 15:30 Tea & Coffee Break</i>	
15:30 – 16:15	Project 3 – Soya, Project Promoter: UNIDO-UNDP <ul style="list-style-type: none"> - 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 and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
16:15 – 17:15	Discussion of Soya Project
17:15 – 17:30	AFIM Team Comments
<i>17:30 – 19:30 Networking Cocktail Reception (Pool Side)</i>	

Day Two: 12 June 2012 – Project Results Framework Development	
09:00 – 09:30	Review of Project 1- Sorghum: Gap Analysis
09:30 – 11:00	Results Framework Development <ul style="list-style-type: none"> - 3 Year Goal - Key Objectives and Targets (1 Year Plan) - Key Timelines and Milestones - Key Stakeholder Roles and Responsibilities and Inputs – Who providing what - Monitoring and Evaluation
11:00 – 11:15 Tea & Coffee Break	
11:15 – 12:00	Review of Project 2 – Dairy: Gap Analysis
12:00 – 13:30	Results Framework Development <ul style="list-style-type: none"> - 3 Year Goal - Key Objectives and Targets (1 Year Plan) - Key Timelines and Milestones - Key Stakeholder Roles and Responsibilities and Inputs – Who providing what Monitoring and Evaluation
13:30 – 14:30 Lunch	
14:30 – 15:15	Review of Project 3 – Soya: Gap Analysis
15:15 – 15:30 Tea & Coffee Break	
15:30 – 17:00	Results Framework Development <ul style="list-style-type: none"> - 3 Year Goal - Key Objectives and Targets (1 Year Plan) - Key Timelines and Milestones - Key Stakeholder Roles and Responsibilities and Inputs – Who providing what Monitoring and Evaluation
17:00 – 17:30	Wrap-Up and Feedback
17:30 – 17:35	PFP Closing

1.1 Day 1 - Project Situation Analysis

The Project Facilitation Platform (PFP) was opened by **Mr. Aeneas Chuma, Regional Representative UNDP-Kenya**, who gave a welcome to the participants as the head of the hosting UNDP Country Office. He also warmly thanked AFIM for coming up with the project facilitation platform concept and noted that he thought that it would be an important tool toward furthering the development and expansion of regional value chains in East Africa. He further noted that AFIM’s intervention would also be useful in enhancing food security and in facilitating trade and improving regional integration in the region. He concluded that in his estimation, AFIM as a regional and continental platform portends to have a significant positive impact on economic development, job creation and poverty reduction.

Mr. Tomas Sales, Programme Manager, UNDP AFIM was the next speaker and introduced AFIM to the delegates and shared the objectives of the Project Facilitation Platform (PFP). He began by thanking the government of Kenya for creating a suitable environment to hold the AFIM week, and thanked the UNDP country office all of their assistance in supporting the launch of the “East African Sub-regional AFIM Week” (EASR AFIM Week). He also thanked the East African Community (EAC), who was the co-host of the EASR AFIM Week.

Mr. Sales noted that AFIM was a relatively new project and that the objective of the initiative was in large part to promote public and private partnership, and encourage the development of inclusive markets (i.e. markets that engaged low income producers as prospective suppliers and distributors).

He explained to the participants that AFIM was 16 months old and that the first twelve months were spent undertaking research and assessments relating to the role of the private sector in agribusiness development on the continent, and the availability of capital to fund regional value chains on the continent. Out of this research, he noted that it was found that there was actually a small number of true, functioning, cross-border, regional value chains on the continent. He therefore emphasized the need to expand markets and for development stakeholders to encourage cross border value chain development and intra-regional trade.

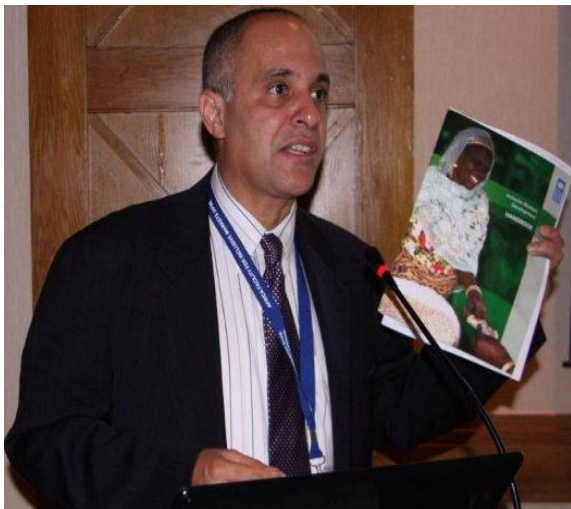


Figure 4: Tomas Sales, Programme Manager, UNDP AFIM

Mr. Sales, further noted that regional value chain initiatives are gradually being developed across the region. To build on this progress, he said, it is crucial to involve all of the regional actors and stakeholders. He urged that stakeholders in the private sector and public sector should discuss how they can collaborate, and urged them to not only to identify gaps but also to look for opportunities to work together on initiative that exist across the region.

Mr. Sales lastly highlighted that the aim of the workshop was to bring together strategic stakeholders who can add value to each of the projects that would be considered during the PFP.

The third intervener in the opening programme of the PFP was **Ms. Jennifer Gache, Senior Industrial Engineer, EAC**. Ms. Gache welcomed the guests on behalf of the East Africa Community Secretary General and stated that it was gratifying to note that the PFP was happening at a time when the EAC was vibrant and resurgent. She added that the EAC now boasts of a market of more than 133.5 million inhabitants and more countries in the region were showing interest in joining the bloc. Economically, she noted that the EAC economy is poised to grow by more than 5% in 2012.

However, Ms. Gache observed that there is need to transform more of the produce in the region's agricultural value chains to enhance food security. This is because between 25 - 50% of the food requirement in the region is for products currently imported. To address this issue, she continued, it will be necessary to focus on upstream activities such as processing, packaging and branding while at the same time, continuing to increase production.



Figure 5: Jennifer Gache, Senior Industrial Engineer, EAC

Ms. Gache also noted that there are challenges in the agro processing and agri-business sectors in the region that are related to: incoherent and inadequate industrial policies and strategies, institutional gaps, shortages in industrial skills, poor infrastructure, low technology adoption, lack of

access to finance, and limited trade in commodities. She began her conclusion by stating that the EAC was working both at the regional level and at the country level, to help address these issues.

Specifically, she noted that the EAC has identified the agro-processing sector as the highest ranking priority sector in terms of potential for creating employment; profitability and that modest investment requirements were needed for expanded development of the sector in the region. EAC through its Agricultural and Industrial Policy intended to undertake a number of measures to promote the sector. Her last comment was that the EAC was in the process of developing and implementing a fully-fledged East African Agri-enterprises and Agro-industries Development Program (E3ADP). The programme would be fully aligned with the continental Comprehensive African Agricultural Development Programme (CAADP) framework and principles, particularly Pillar 3, which focuses on Food Security. The EAC, she reiterated, remains ready to work with any and all partners to promote regional value chains in the agro food sector in the region.

1.2 Presentations by Project Promoters

After the welcome and introductory remarks, **Mr. Michael Sudarkasa, Consultant, AFIM** set the stage by presenting the three projects that will be discussed in the presentation. These were Africa Harvest's Sorghum Project, EADD'S Dairy Project and UNDP/UNIDO Soya Bean project.

He also noted that the three projects were identified because they were compelling, as their promoters had strong track records, the underlying initiatives had strong public support in more than one East African country already, and the crops chosen were strategic in the region in terms of trade and food security. He also noted that each of the project promoters still needed to demonstrate how they would ably expand their initiatives to become active regional value chains.

1.2.1 Presentation I: Sorghum Regional Value Chain

The first project presentation was made by Africa Harvest, a non-profit corporation registered in the US and Kenya. **Mr. Nehemiah Mburu Project Manager of Africa Harvest** began by providing a profile of Africa Harvest and the achievements that the organisation has had to date. Of particular relevance, he said was their past work developing and promoting the banana value chain in Kenya – efforts which led to significant up-scaling and even some commercialization of the crop in the country. He also added that given their work in other regions of the continent, Africa Harvest was a Pan African organization. The title of the Africa Harvest project was *“Accelerating the Commercialization of, and Regional Trade in Sorghum by Facilitating Market-based Linkages among Value Chain Partners to Increase Productivity and Surplus for Markets in Kenya and Tanzania”*.

Through their initiative Africa Harvest seeks to promote sorghum as both a commercial and staple food crop for regional small hold farmers by;

- Facilitating an increase in productivity among sorghum small scale farmers, and encouraging that surplus crops be sold through regional trade;
- Improving the capacity and linkages among Sorghum value chain partners; and
- Promoting farmer participation in sorghum regional trade.

He also emphasized that Africa Harvest was implementing the sorghum project in Kenya and Tanzania, in ten districts in each of the countries with funding from IFAD. In this regard therefore, he said, the UNDP-AFIM catalytic funding would help facilitate 2000 small-scale sorghum farmers in both Kenya and Tanzania to improve their production and productivity and to participate in regional trade within 2 years.

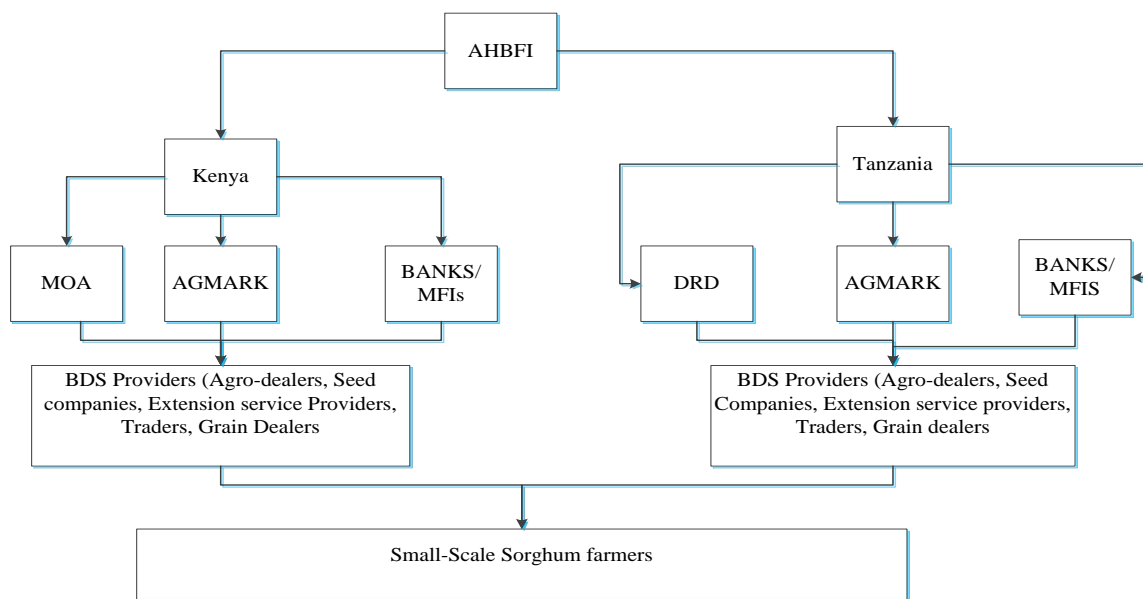


Figure 7: Sorghum Value Chain Regional Structure

Mr. Mburu further noted that although there were significant benefits to be had, there were also challenges in efforts to commercialize this crop because historically in the region sorghum has been neglected and classified as an orphan crop. Notwithstanding the negative designation, he pointed out that sorghum was the fifth most important cereal crop (globally) and it was also a staple for over 300 Million people in Africa, and grown on 13 Million Hectares in 10 countries in the expanded eastern Africa region. Furthermore, as small scale farmers dominate production, developing a regional value chain(s) would assist in promoting food security and at the same time increase income at the household level.

Additionally, demand for sorghum is increasing and Africa Harvest is therefore reviewing which actors to bring to the sorghum value chain. Mr. Mburu added that the growing commercial demand for sorghum is attributable to the increased use of sorghum as human food, for animal feed and as an input within the malting industries. Given this factor, he underscored the potential for sorghum both as far as food security and business needs are concerned.

In conclusion, Mr. Mburu said that Africa Harvest would use the catalytic fund finance to increase sorghum productivity by enhancing the capacity of small-scale farmers. African Harvest’s intends to target 2000 farmers in the first 2 years and 10,000 farmers over five years once they secure increased funding.

1.2.2 Presentation II: Dairy Regional Value Chain

The second presentation of the PFP focused on the dairy sector and it was made by **Mr. Moses Nyabila, the Regional Director of East Africa Dairy Development (EADD)**. He started by stating that the goal of the project is to transform the lives of 400,000 farming families in Eastern Africa by doubling their income from dairy over a 10 year period through integrated interventions in production, market expansion/access, and knowledge application.

Additionally, Mr. Nyabila pointed out that in the EADD project is nearing the end of a phase I of the project which focused on improving breeding techniques. During this phase, the EADD team noted that there was a dearth of extension support which also hindered industry development. Thus, in response, in the proposed project, EADD intends to pilot test a model where the delivery of extension services is a core focus area. This role is often left to governments, but EADD believes that governments, by themselves, cannot adequately provide extension services efficiently and effectively.



Figure 8: Moses Nyabila, Regional Director, East Africa Dairy Development (EADD)

The EADD project will be implemented in four East African countries (Ethiopia, Kenya, Tanzania and Uganda) through the regional structure as shown below:

Regional Structure of the Project

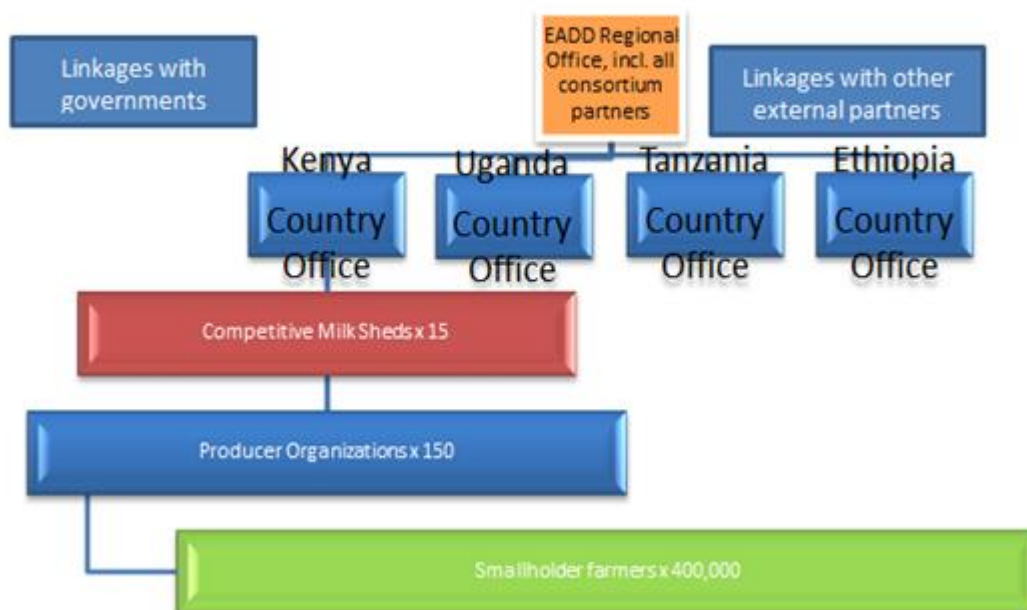


Figure 9: Regional Structure of the EADD Project

Mr. Nyabila also observed that seasonality has an impact on the production of milk in East Africa given the changing climatic conditions and that this can be tempered through the use and manipulation of different feed formulas and ratios. He said that there are types of feed that support high production which are useful when conditions are harsh, and farmers need to know how and when to use these feeds and this knowledge, again, will be disseminated through extension services.

Additionally, he shared the fact that the EADD team had observed that when breeding genetics techniques and processes were introduced in Phase I of the project as part of herd improvement

efforts, production was not uniformly optimal. This was because even when the farmers developed well-bred herds, most often they were not adept at effectively rearing the herds. This was also one of the main reasons why EADD wanted to focus on improving the regional capacity to deliver extension services – as a yield enhancing priority.

Mr. Nyabila further explained that in an ideal market, extension services should be a service that is paid for by the farmers. Thus, EADD was also looking to instil in target farmers the principle that extension services should be invested in and considered an important yield enhancement tool worthy of the required additional investment capital – not a government obligation or development partner hand out that might be taken for granted.

As he closed his presentation, Mr. Nyabila noted that the desired funding from UNDP AFIM would be used to support the development of the planned extension model. Specifically, the funding would be used to hire consultants, develop curriculum for extension short courses, and provide funding for the mobilization of further resources. Furthermore, the catalytic fund would also assist the EADD project management team to pilot the establishment of a commercially focused producer organization that would supply inputs to the farmers. At the moment he explained, the sector is supported almost exclusively by development partners and as such sustainability is a challenge. EADD's aim was to commercialize this key role to ensure that its provision can be sustainable.

Lastly, Mr. Nyabila noted that there was a time when the dairy sector in Kenya was viable and vibrant and worked well without donors. He ended his presentation by highlighting that this was an era that EADD was seeking to help contemporary farmers to revisit, not just in Kenya, but throughout the East African region. He implored that here was an opportunity for key stakeholders to concertedly commit to help expand the sector to unlock its full potential. By supporting the development of a strong value chain support structure, they could help benefit the farmers, the processors, related input providers, the government (through growth in its tax base), consumers (through enhanced food security), and even other key players such as financiers (who would be more likely to get desired returns on their loans and investments in the sector).

1.2.3 Presentation III - Soya Bean Regional Value Chain

The final presentation for this session was given by **Ms. Lynette Luvai of UNDP**. The project she presented focused on the development of a stronger regional soya bean value chain, in part to create increased throughput for a processing programme that UNIDO was developing in Kenya – with the potential to expand to other regional countries. The title of the project was “*Building the Competitiveness of the Soy Bean Value Chain in East Africa*” and the stated goals of the project were to enhance productivity within the soy bean value chain in East Africa and through improved inter-regional trade in the commodity, to support the regional integration aims of the EAC. Unlike the two previous projects, it was noted that development of this project was in its infancy and at the time of the PFP, UNIDO and UNDP were the key “project promoters”.

Ms. Luvai began her presentation by explaining that soya bean is a leguminous plant that is used for protein and oil and that it also increases soil nutrition. She also observed that Soya oil is one of the top ten imports to East Africa. She further highlighted the fact that soya bean is mostly cultivated by small-scale farmers in East Africa, where it is planted as a minor food crop. The major challenge as far as soya bean production in the region is concerned is that it is not currently being produced using a value chain approach.



Figure 10: Lynette Luvai, UNDP Kenya

Despite this fact, she noted that there was significant demand for soya. For example, she continued, although Kenya produces only about 2000 tonnes of soya bean annually, there was documented local demand of 150,000 tonnes. Neighbouring Tanzania only produces roughly 2100 tonnes annually, so there was also opportunity for increased regional trade if production volumes increased.

10% of the demand in the soya sector was for processing for human consumption given that soya was edible oil.

However, demand for soya as an input in livestock feed given that it was a good protein source was also growing at over 5% per annum and providing additional local demand for soybean output. It is clear, she said, that the demand for soybean currently outstrips the supply of the crop in the East African region.

Ms. Luvai continued her presentation by pointing out that there were other initiatives that would complement the proposed regional soya bean development initiative; including a project, its that partner UNIDO, was currently implementing that involved the establishment of three soya bean processing plants in Kenya. UNIDO was also planning to implement a Soya bean value chain development project in Kenya starting in September 2012. It was here that UNDP and UNIDO were discussing how to jointly scale up the gains of the UNIDO Kenya initiative toward expansion in the wider EAC region through a 3 year project from 2013 to 2015.

The two phases of the proposed project would involve: Phase 1 – country level production of soya bean for hunger relief and Phase 2 - development of a robust regional soya bean the value chain. The first phase of the planned project would be focused on addressing regional food security and would also focus on maize which is a supplementary crop to soya beans production.

With the catalytic fund, she said, Ms. Luvai continued, the project promoters hoped to expand and/or replicate the pilot value chain being developed by UNIDO in Western Kenya to a regional level. Soya bean is mainly grown in Western Kenya and as such this region was chosen to commence the effort. The aim of the initial effort was to expand soya production in that region to commercial level through capacity building, improved technology, policy support, and the promotion of best practices and the sharing of lessons learned elsewhere where the crop was successfully grown.

The proposed project would target 100,000 farmers in all five East African countries and partner with regionally active off-take companies such as BIDCO, which has significant demand for seed for its oil refinery, and development partner organizations such as the World Food Programme (WFP), which uses soya bean and oil in its relief and emergency efforts in the region.

Lastly she pointed out that the presence of the EAC was welcome in the PFP because the promoters would welcome the support of the EAC in rolling out the initiative in all five countries of the region, and could even envision a coordinating mechanism within the Secretariat, as soya bean was potentially a strategic crop to promote food security in the region.

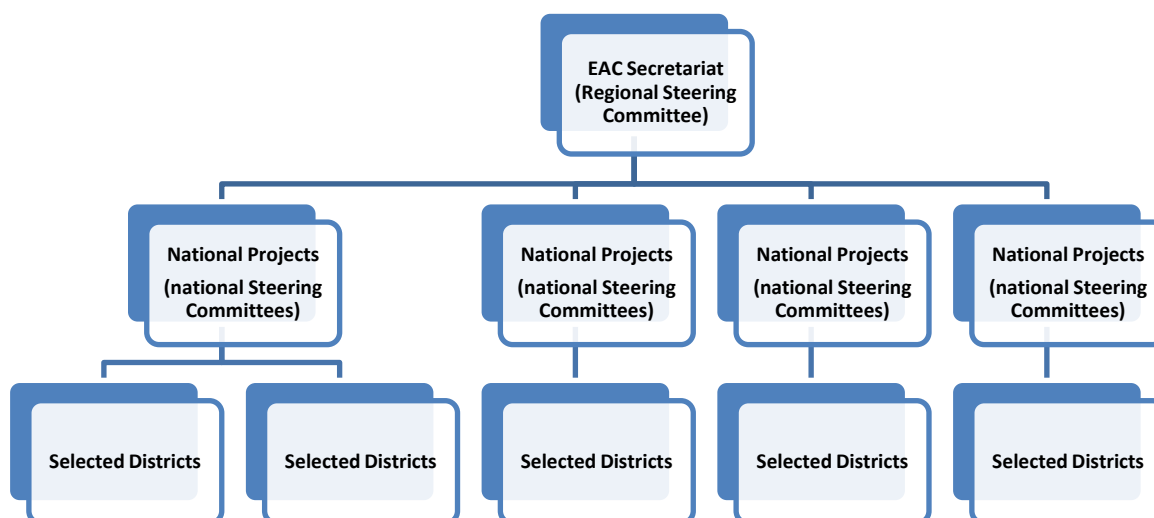


Figure 11: Proposed Regional Structure of the EAC Soya Bean Value Chain

1.3 Group Discussion of Presentations

After the three presentations there was an open discussion facilitated by Mr. Michael Sudarkasa, Consultant, AFIM. The open discussion started with a frank exchange of views regarding the three projects presented.

Participants widely acknowledged the importance of regional value chains in facilitating trade regionally, enhancing economic employment and creating employment. Yet, they added, that countries in the EAC were at different levels in terms of skill and also had yet to fully harmonize all of their policies, and these factors were an impediment to faster regional integration and trade.

They therefore underscored the need to work with governments to ensure that the projects were in tandem with the development goals of the individual countries of the EAC, while their focus was regional.



Figure 12: Participant Contributions and Comments on Project Presentations

Some participants also voiced concerns regarding the numbers and strategic objectives of the projects. They said that some of the figures did not seem realistic and wondered about the level of scoping that had been carried out to inform the structure and design of the projects.

The majority of those who contributed in the discussions said that it was clear from the presentation that each promoter was addressing an important gap in the market. However, some also took issue with the fact that the projects were not all taking a cross border trade-focused regional value chain

approach. They stated that they would like to see more integration of the value chains across the region involving all five EAC member states.



Figure 13: Project Promoters Respond to Participant Comments

Furthermore, participants underscored the need for research and knowledge sharing and exchange. They urged the project promoters to conduct as much research as possible in partnership with regional bodies. For example, in response to the assertion made that the availability of quality seeds in the region was an issue that needed to be addressed and researched, and a suggestion was made that efforts to partner with the Forum for Agricultural Research in Africa (FARA) should be pursued.

Similarly, it was mentioned that forging partnerships with PFP participants such as the Western Seed Company, who engage in corporate seed development research, could also help alleviate the problem.

Another concern mentioned related to the need for infrastructure development support from the region's governments. The participants asserted that for value chains to expand across the EAC, there was a need to improve and expand regional logistics infrastructure (i.e. particularly roads, railways and inland, waterway and coastal ports). Other participants pinpointed the difficulty of moving produce from farms to the existing processing nodes (typically in the cities and towns of the region) and that issues of poor electricity infrastructure inhibited the development of processing facilities closer to the farmers.

Overall, the participants welcomed the efforts of the project promoters and applauded the work undertaken. They urged them to continue refining the projects and to work on more adequately detailing the steps toward implementation and sustainability.

1.4 Day 2 - Project Results Framework Development

Mr. Tomas Sales, Programme Manager; AFIM welcomed the participants to the second day of the PFP and invited **Ms. Jennifer Gache of the EAC** to the podium to share with the group some of the key aims and interests of the EAC in terms of desired outcomes of the PFP.

Ms. Gache began by stressing that the agro processing sector has been identified as a very important sector in the region, and has the potential to transform the region by making farming profitable for the small hold farmers who dominate the production landscape. Thus, she continued, the EAC would like to work with the sector to catalyse structural transformation in the region toward higher value addition, product diversification, expansion of market access and market diversification.

Ms. Gache also explained that the EAC as a common market offers certain advantages to producers in terms of increased economies of scale and the body wanted to encourage and facilitate the development of regionally active commercial actors. She also stressed that the EAC was promoting projects that incorporated all five member states and that the regional economic community was willing to support such efforts and help promoters address economic disparities that might exist between one country and another and that would favour project implementation in one or two

states, rather than in all five. In this way, the EAC sought to promote economic development in all of the EAC member states to help afford their respective nationals equitable access to employment and investment opportunities, sound infrastructural facilities, and inclusive funding mechanisms.

In closing, she asked that the project promoters and the other participants present to, consider the EAC as a partner. As a partner, she said, the role of the EAC would be to support knowledge management and dissemination, research, support advocacy, help mobilize technical and financial resources for projects, and to broker cross border deals and support regional projects.

1.4.1 Introduction to Project Results Frameworks

Mr. Michael Sudarkasa, Consultant, AFIM again facilitated the day’s proceedings and began his presentation by stressing that while the three projects have national targets and are presented with specific country pilots, it is also crucial to consider how they could be expanded within the EAC as one region. At the same time, he pointed out that there remain challenges in policy, infrastructure and technical expertise, and to resolve these, indeed the EAC would be a critical ally to project developers and promoters; the speed at which these challenges were met would be in direct correlation to the successful development of regionally oriented projects.

Mr. Sudarkasa then introduced the agenda of the day which was to discuss the results framework for each of the three projects. He led the participants through the results framework components and shared a generic template. The delegates were then divided into three groups whereby they were required to establish a results framework for each of the projects which they would then report back to the other delegates for an open discussion.

OBJECTIVES	OBJECTIVELY VERIFIABLE RESULTS (OVR)		
Goals: The higher order objectives to which the project contributes	Targets to verify goal achievement	Current performance at goal level	Important external factors or events that are necessary for sustaining objectives in the long run
Purpose: The impact or effect of the project on the beneficiaries	Targets to verify purpose achievement	Current performance at purpose level	Important external factors or events that are needed in order to obtain the Goal
Outputs: The deliverables or things produced by the project’s activities	Targets to verify accomplishment of outputs	Current performance at the output level	Important external factors or events that are needed in order to achieve the Purpose
Activities: The <u>main</u> activities or actions that must be undertaken to generate the outputs	Summary of Project Budget	Current inputs/resources	Important external factors that must prevail in order to accomplish the outputs

Figure 14: Generic Project Results Framework

1.4.2 Project Presentations

Africa Harvest’s Results Framework presentation was given by **Mr. Nehemiah Mburu, Project Manager, Africa Harvest**. In the presentation he explained that Africa Harvest’s sorghum project would be piloted both in Kenya and Uganda. The goal was to work with small scale farmers with the aim of commercializing sorghum and assisting small scale producers to raise their production to 240 metric tonnes of sorghum. To achieve this goal, Africa Harvest will identify and work with two thousand farmers and will partner with other technical and financial support stakeholders. He stated that it is worth noting that Africa Harvest had already identified demand (i.e. off take partners) for

sorghum. Their thrust, therefore, would be at the producer level where there were currently low yields per hectare.

Following the Africa Harvest presentation, the results framework overview of EADD was presented by **Mr. Moses Nyabila, Regional Director, EADD**. He explained that EADD's project objective was to establish a sustainable extension service programme and support system to help farmers consistently increase their production of high quality milk. Furthermore, the impact goal of the project was to increase dairy income and the focus of the project will be Kenya and Uganda. In this regard, the verifiable indicators were:

- Reach 4,000 farmers in 2 countries (Uganda and Kenya)
- Develop the capacity of four producer organisations
- Increase productivity by 25% within 1 year (figure to be updated after baseline survey to be conducted at beginning of project).

EADD had a 12 month implementation plan, ideally commencing in September 2012 and continuing through August 2013.

Finally, **Ms. Lynette Luvai of UNDP**, speaking on behalf of UNDP and UNIDO, explained to the participants, that while the dialogue of the day before had been useful in their efforts to develop the soya bean project further, it had also raised several issues that the stakeholders would need to address before being able to develop a more detailed results framework. Thus, they asked to be relieved of the obligation to present. This was agreed to by all, and Mr. Sudarkasa pointed out that the convening of a PFP was a flexible exercise and that at a point in the future when the project design phase had progressed further, his hope was that the EAC might help convene a PFP (with key financial, technical and other stakeholders invited) to interrogate and support the development of the regional soya bean project, in the same way that collective effort had been put into the sorghum and dairy projects toward their improvement and acceleration.

1.4.3 Open Discussion

After the results framework presentations by each of the groups, there was an open discussion that revolved around four key themes: (1) international standards and good practices (2) regulation (3) access to financial Services and (4) project implementation with partner support. Participants noted that while regional value chains were necessary in promoting trade, there were issues regarding quality and standards across the region. The need to harmonize national and regional standards as well as other trade related laws, not only within the EAC, but also among other trading blocs such as COMESA and SADC, was mentioned as a key success factor that needed to be addressed in the implementation of the projects.

Also, while some of the project promoters said that they were working with processors to ensure that the produce of the farmers meet processors' standards, the participants collectively emphasized that there was probably a need to do more to ensure that from the commencement of production, value chain actors were aware of and helped to meet, domestic, regional (and even international) product standards and production good practices.

Additionally, in the group conversation, the lack of uniform implementation of regional and international standards - beyond national level standards - was mentioned as an inhibiting factor in terms of regional and international trade. To address this, participants stressed that greater coordination was needed within the EAC regional bloc. The EAC delegates present stated that they

could support the required coordination efforts and would continue to take the lead in promoting and facilitating policy and regulatory harmonization in the region.

Access to finance was also discussed at length. Most of the delegates said that this is a major bottleneck because financial institutions are risk averse and do not want to serve the agricultural sector especially small scale farmers. The financial service providers present asked how best they would serve the sector especially in partnership with the project promoters. The participants noted that it would be most helpful if the financial service providers could introduce innovative and tailor made products that address the need of the sector – and value chain implementation.



Figure 15: PFP Delegates Commenting on Results Framework Presentations

Specifically, participants advised financial service providers to focus on supporting clusters of small scale producers and other actors across the value chains. They noted that in many instances, the financial market targeting processors and input providers was saturated, or at least very competitive, while the financial market supporting small scale producer groups and farmers was gravely underserved.

The financial service providers attending the PFP explained to the other participants that there are operational challenges in reaching rural communities where farmers are based as well as many perceived risks in financing the agricultural sector. They therefore called for increased partnership with government and development partners to provide facilities such as credit guarantee and shared risk schemes to reduce the imagined and actual risk in the sector. An example of such an initiative that was mentioned was the *Kilimo Biashara* initiative, which is a project of the government of Kenya through which the government has partnered with four banks to offer credit guarantee programmes. The aim of the initiative is to not only incentivize the financial institutions to offer their services to farmers but to also share the risk with them with the goal of assisting the financial institutions to understand the sector better.

In addition to credit, the participants also emphasized the need for other financial services such as insurance and equity finance. Due to seasonality and changing climatic conditions, insurance for crops and livestock would tremendously assist farmers and vulnerable communities in case of natural disasters or climate change related production failure.

1.4.4 Closing Remarks of the Project Facilitation Platform

Closing remarks at the end of the second and final day of the PFP were made by **Ms. Jennifer Gache, Senior Industrial Engineer, EAC** and **Mr. Tomas Sales, Programme Manager, UNDP AFIM**. Ms Gache said that a lot has been learned during the PFP and the projects had been discussed in detail, and in her estimation, improved.

The PFP had not only helped to identify key constraints to regional value chain development, it had also helped participants to identify opportunities for collaboration - at both the country level and between value chains. She said that from an EAC standpoint the discussions had been fruitful and she thanked the participants for their active participation in the process and their very useful inputs and feedback.

Mr. Sales also thanked the participants and noted that it was a privilege to have been with the delegates over the two days of the PFP. He relayed well wishes from Mr. Aeneas Chuma, Country Representative, UNDP-Kenya who sent his regards. In his closing remarks he also emphasized the need to move from statements and plans to initiatives that create action.

In closing, he further clarified that the catalytic fund of AFIM is intended to help attract further financial and technical support. He thanked the EAC, the Kenyan government and the project promoters for supporting the effort and partnerships.

2. VALUE CHAIN TRAINING – JUNE 13 and 14, 2012

The second module of the 2012 East Africa Sub-regional AFIM Week, involved the presentation of a two day value chain training programme that focused on how to develop, design, and implement value chains, and how to identify and mobilize “Inclusive Business Finance” within specific countries, regionally and across the continent.

The training programme was developed for economic development practitioners seeking a more advanced understanding of agribusiness value chain development, inclusive business finance mobilization, and regional value chain development. The training was intended to help participants: a) refine and enhance their skills and their ability to design and implement regional value chain projects, b) develop and forge mutually beneficial relationships between public and private sector stakeholders within related value chains, and c) mobilize development partner, public sector and private sector capital and finance to support value chain implementation and acceleration in their respective countries and regions.

The training programme methodology incorporated focus on the Comprehensive African Agriculture Development Programme (CAADP)/ GIZ developed value chain creation capacity development methodology and included regional value chain development case study analysis and small group discussion and analysis. Additionally, the training incorporated the use and reference to UNDP AFIM’s recently published Inclusive Business Field Guide which is intended to help in the development of practitioners to identify and mobilize inclusive business finance for micro, small and medium sized enterprises involved in agribusiness value chains.

TRAINING DAY 1 - Wednesday, 13 June 2012	
INCLUSIVE MARKET DEVELOPMENT 2.0 – IMD, VALUE CHAIN ANALYSIS AND IDENTIFICATION	
<i>Participants: UNDP staff members, Government Representatives, Regional Economic Communities Representatives, other partners</i>	
<i>Moderator: Dan Acquaye</i>	
08:30 – 09:00 Registration	
09:00 – 09:10	Opening of the Training UNDP Kenya Country Office Representative
09:10 – 09:40	Programme Overview and Introductions Facilitator Dan Acquaye – AFIM Consultant
09:40 – 10:00	Introduction to Inclusive Market Development Tomas Sales – AFIM Manager
10:00 – 11:00	Introduction to Analysing Value Chain Development Opportunities Trainer: Abraham Sarfo – Value Chain Specialist
11:00 – 11:15 Tea and coffee break	
11:15 – 11:45	Group Exercise - Value Chain Opportunity Identification Exercise All Participants
11:45 – 12:30	Reporting the group exercise outcomes
12:30 – 13:30 Lunch	
13:30 – 14:30	Introduction to Value Chain Programme Design Trainer: Abraham Sarfo – Value Chain Specialist
14:30 – 14:45 Tea and coffee break	
14:45 – 15:15	Introduction to Value Chain Programme Design Trainer: Abraham Sarfo – Value Chain Specialist
15:15 – 16:00	Case study - Value Chain Design Facilitator: Dan Acquaye – AFIM Consultant
16:00 – 16:40	Group exercise - Value Chain Programme Design Exercise All Participants
16:40 – 17:30	Reporting the group exercise outcomes and closing
19:00 - 21:00 Cultural outing and dinner in Carnivore restaurant (Busses depart at 18:30)	

TRAINING DAY 2 - Thursday, 14 June 2012	
Value Chain Implementation and Inclusive Business Finance <i>Participants: UNDP staff members, Government Representatives, Regional Economic Communities Representatives, other partners</i> <i>Moderator of the day: Tiina Turunen</i>	
09:00 – 10:15	Introduction to Value Chain Programme Implementation Trainer: Abraham Sarfo
10:15 – 10:45	Group exercise - Value Chain Programme Implementation Exercise All Participants
10:45 – 11:00 Tea and coffee break	
11:00 – 11:45	Reporting the group exercise outcomes
11:45 – 12:30	Case Study - Value Chain Implementation Facilitator: Dan Acquaye – AFIM Consultant
12:30 – 13:30 Lunch	
13:30 – 14:15	Introduction to Inclusive Business Finance Trainer: Michael Sudarkasa – AFIM Consultant
14:15 – 15:00	Identifying Inclusive Business Finance in Your Country and Region Trainer: Michael Sudarkasa – AFIM Consultant
15:00 – 15:15 Tea & Coffee Break	
15:15 – 16:00	Mobilizing Inclusive Business Finance Trainer: Michael Sudarkasa – AFIM Consultant
16:00 – 16:30	Questions
16:30 Closing of the training and evaluation	

2.1 Opening Remarks

Mr. Tomas Sales, Programme Manager, AFIM opened the training session. He began the module by introducing the concept of Inclusive Market Development (IMD) to the participants. He explained that “Inclusive Markets” are markets that include the poor and other marginalized groups (e.g. women and youth) on the demand side as clients and customers and on the supply side as employees, producers and business owners. He continued that in support of the promotion of IMD, AFIM seeks to use the value chain approach to stimulate regional integration and economic development in Africa. Furthermore, AFIM seeks to engage the private sector in support of IMD and to foster an increase in public-private partnerships towards the realization of the continent’s development agenda.

Mr. Sales further remarked that under the Inclusive Market Development (IMD) approach, the aim is to develop private sector markets by strengthening the entire market system – enterprises, business relationships, market structures and the business environment. He went on to emphasize that IMD is an overall framework and approach and not a programme in and of itself. The emphasis of IMD is on the achievement of inclusive growth with economic opportunity, environmental sustainability, and social development. Partnerships are crucial to achieve IMD goals and optimally include public and private sector players, technical experts, and development partner collaborators.

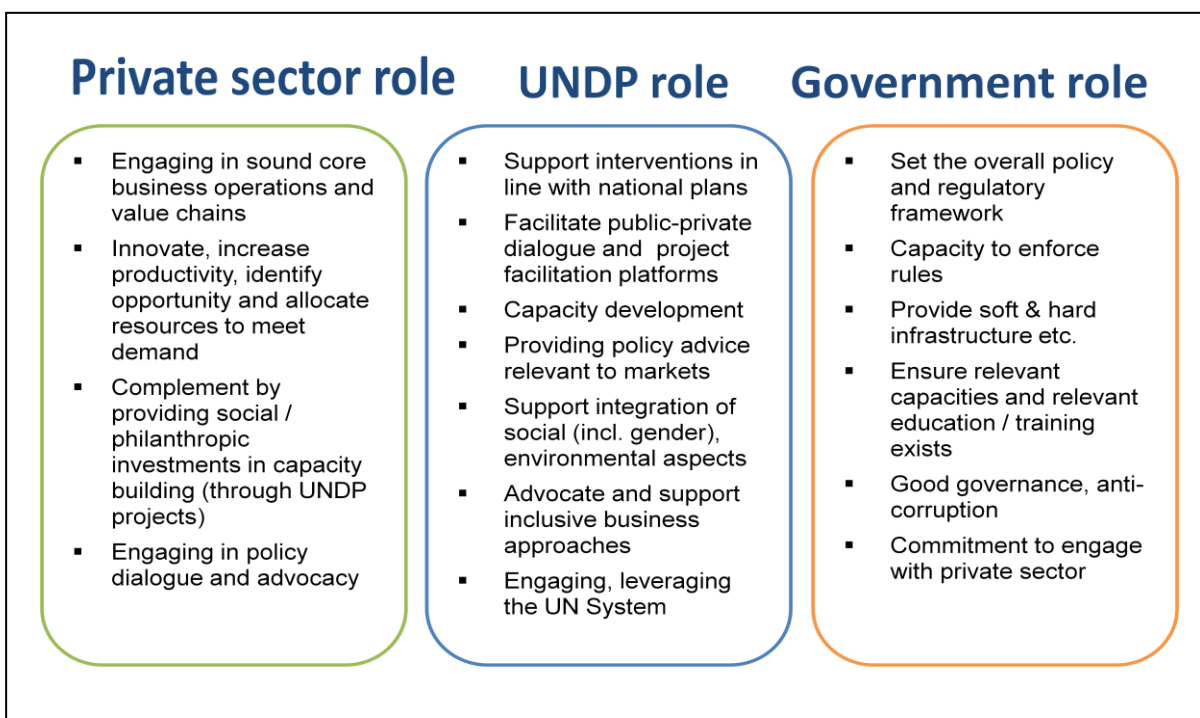


Figure 16: Key Value Chain Stakeholder Roles

In conclusion, Mr. Sales introduced the day’s agenda and introduced the two facilitators for the day Mr. Abraham Sarfo and Mr. Dan Acquaye.

2.2 Analysing Value Chain Development Opportunities

Mr. Abraham Sarfo, a value chain specialist who has worked closely with the NPCA and CAADP over the past few years, was the lead trainer on day one. In opening the training programme, he welcomed the participants to the session and began by describing the principals of a value chain. He described it as a sequence of related value adding business activities for a specific product or service - moving from primary production through processing, transformation, then marketing, and up to the final sale of the particular product to consumers. He further noted that a value chain also includes the specific inputs needed during the different stages of production.

Mr. Sarfo also gave other definitions of value chains and stated that he preferred the definition used by the US Agency for International Development (USAID) as it offers a systemic approach. USAID defines a value chain as a “series of actors and activities needed to bring a product from production to the final consumer”.

In this regard, USAID assesses that value chains involve a chain or group of actors that operate like a single system or organism. USAID has put forth that one cannot just focus on a select component of the system, such as production, without ensuring that there is sufficient processing capacity or off-take ability, to absorb the potential increase in production, or without ensuring that there is market demand and access to markets. This definition also emphasizes a systemic approach to market development.

Mr. Sarfo also urged the participants not to focus on production alone but also on other systems that will facilitate systemic growth throughout value chain. The major difference between other

definitions and that of USAID is that USAID’s definition significantly focuses on market access. He stressed that emphasis on value chains should be driven by the market approach.

The Value Chain Map

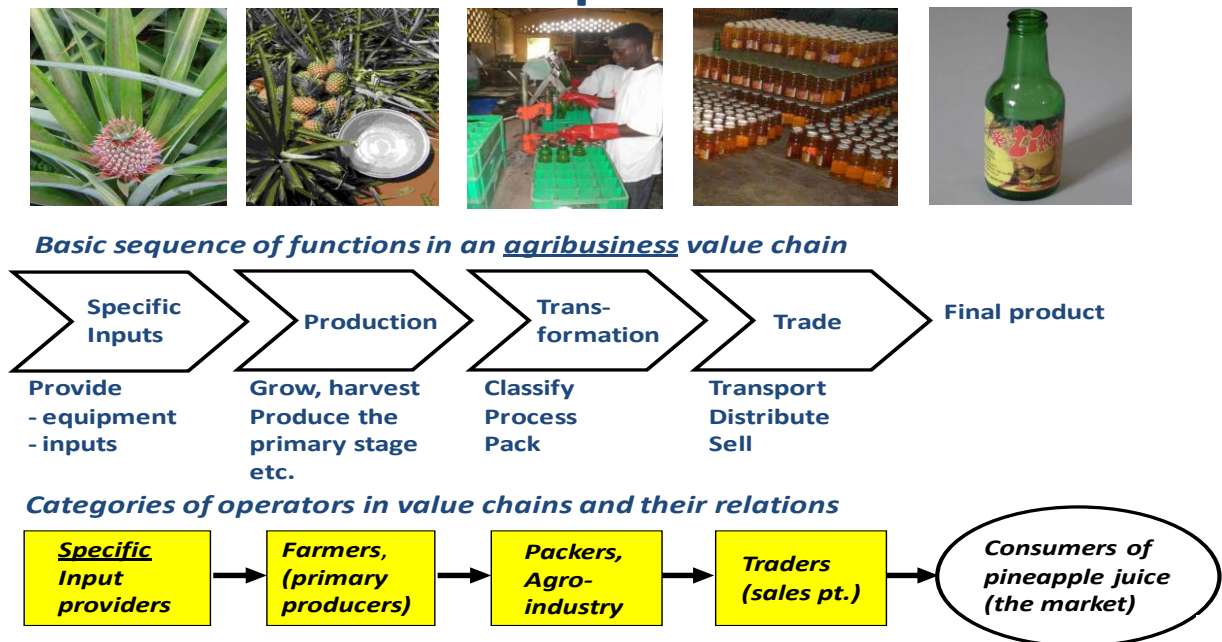


Figure 17: The Value Chain Map

Mr. Sarfo continued stated that there is a difference between a supply chain and value chain. For a value chain, there needs to be value addition at each stage of the process. He however said that the value addition needn’t always be monetary. It could be cost reduction or improvement of access to markets. Another example he gave of value addition is increasing the output of a farmer by increasing the area that is farmed. Even if the farmer sells at the same cost, he or she will benefit from the increased quantity of produce/ output and earn more money. Thus, he continued, optimally project promoters should shift their focus on just facilitating the development or inclusion of small economic actors into a “supply chain” and strive to engage them in more dynamic “value chains”.

In addition to helping the participants understand the general concept of a value chain, he further noted that there are various tools that are used in analysing value chains. Of particular importance is the exercise of value chain mapping, which includes economic analysis (including assessing production cost and the share of value addition to the product) and development of an initial summary description of a given value chain’s characteristics.

The facilitator then went on to add that it is necessary for project promoters and development practitioners facilitating the development of value chains to conduct value chain mapping exercises. A value chain map, he explained, outlines the constructive route to be taken to develop the various components of a potential value chain. Such maps are important in visualizing where development interventions are needed and what goals or targets toward production and sales can be set.

The mapping exercise will also indicate where there are potential constraints and where they may be unrealized or unexploited opportunities. Mr. Sarfo also asked the participants to remember that the strength of a value chain lies in its weakest link as the parts, or actors along the chain, are interrelated. In conclusion, Mr. Sarfo provided the participants with examples of a maize value chain map and a dairy value chain map.

Following this, the delegates went into a group discussion. The group discussion involved conducting a value chain analysis for the three projects.

2.3 Value Chain Programme Design

Session two of the value chain training session was also facilitated by Mr. Abraham Sarfo. He began this session by stating that inclusive value chain models include integrating the poor and smallholder farmer into value chains as producers, enablers and business owners or developing affordable goods and services needed by the poor. Sustainable value chain designs, he said, are those that have an impact on the environment, economy, and that also have social impact. All three aspects are interrelated as expressed in the diagram below:

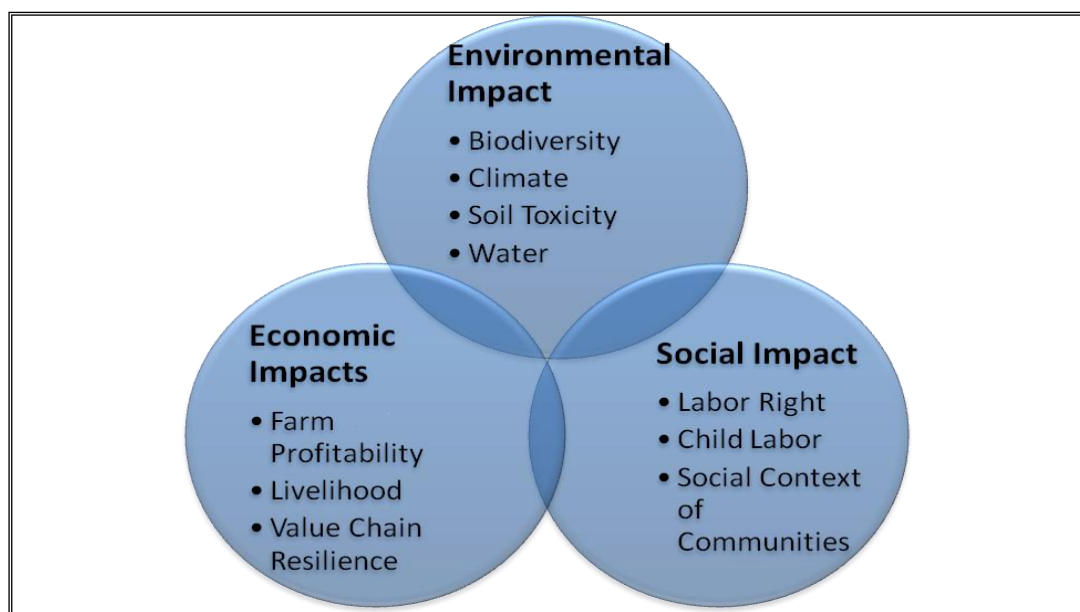


Figure 18: Areas of Impact to Consider when Developing Value Chains

Mr. Sarfo further noted that there are characteristics that are different for each value chain and a programme promoter should be able to understand these varying characteristics. For promoters some of the factors that are necessary in value chain development include the presence of lead firms and organisations representing the producers within the value chain. Discerning the role and level of support being provided by public sector stakeholders (such as extension service providers, funding agencies, and policy makers) is also key as it helps project promoters assess where opportunities for public-private collaboration and/ or leveraging existing or planned public investment exist.

For value chain developers it is also important to establish incentives and to assess the degree of value chain integration as this will help determine the appropriate linkages necessary in terms of formalizing value chain partner relationships through contracting and regulation. In addition establishing the optimal size of the planned or existing value chain is important so that the value chain programme developer will be able to assess the number of distinct actors involved in the initiative and chart the optimal geographical area within which the chain will be developed and operate. This later effort will assist in determining the need for location-specific arrangements and collective organization.

Mr. Sarfo went on to stress that, notwithstanding these basic premises, there are different strategies for different commodities. He said that many value chain approaches are tailored for specific commodities. For example there are different approaches required for maize and other cereals

versus those required to produce rubber. Specifically, in the case of rubber, the value chain requires a large number of public private partnerships, while on the other hand the maize value chain requires warehouse receipting and appropriate seed supply systems. He emphasized that it is thus important to understand the variables inherent in a specific commodity or product value chain as one size does not necessarily fit all.

Following this opening presentation, Mr. Sarfo introduced the principles of sustainability in value chain development that should guide value chain promoters. These are: Redundancy, Sequencing and Sustainability.

- a) Redundancy: In some scenarios, the business relationships required to produce and deliver a product efficiently and effectively may occur without significant external intervention. In such a scenario the market is working adequately. In such cases, if a potential value chain programme developer conducts a market assessment and determines that there is not much need for intervention, it is best to leave well enough alone and not to duplicate efforts or embark on what may become a redundant initiative(s);
- b) Sequencing: An initiative's design and results framework (i.e. plan of action and goals) will influence the priorities and order of activity set in terms of implementation;
- c) Sustainability: Identifying and establishing incentives within the value chain to optimize the benefits of participation is a key aspect of building sustainable value chains. Processes and structures to encourage continuous learning are also a hallmark of a well-developed value chain, and the forging of contractual relationships that provide strong benefit (i.e. are win-win) to both parties also help sustain value chain structures.

In closing, Mr. Sarfo advised value chain developers to set concrete implementation timelines - that also include an exit strategy. The exit strategy must also take into consideration the viability of the initiative post the project life. He concluded by adding that all planning should be done while making optimal use of available resources.

2.3.1 Case Study Analysis

Mr. Dan Acquaye took over the role of lead presenter at this stage of the training session. He stated that his intent was to offer participants case studies that presented tangible examples of how value chains are designed and management. He stated that to illustrate key aspects of value chain development and design he would be drawing from lessons presented in the case of Premium Foods and GUNDAA Produce Enterprise.

He thus began his presentation by stressing that there is a need to engage in a thorough scoping exercise as part of the programme design effort. In this regard, the promoter needs to set project boundaries and define strategic objectives for the project. In addition, it will also be important to identify the partnerships that exist, or that will be required, to develop an effective value chain. These partnerships, he noted, can be quite varied and it is therefore necessary for the programme developer to understand the potential incentives that can be utilized to strengthen each of them.

When the scoping exercise has been completed, the value chain project promoter should strive to determine the best business model to incorporate and aim to strengthen the required business linkages by defining the role of each of the partners and sharing with each the inter-relatedness of

Their respective roles vis-à-vis other actors in the value chain. This will be beneficial in establishing the key success factors of the project.

He reiterated the point made by Mr. Sarfo earlier in the day that a value chain’s specific structure and design should be guided by its strategic objectives. He also pointed out that the value chain stakeholder and partner selection process should be informed by the level of interest and resources that each partner or stakeholder possesses.

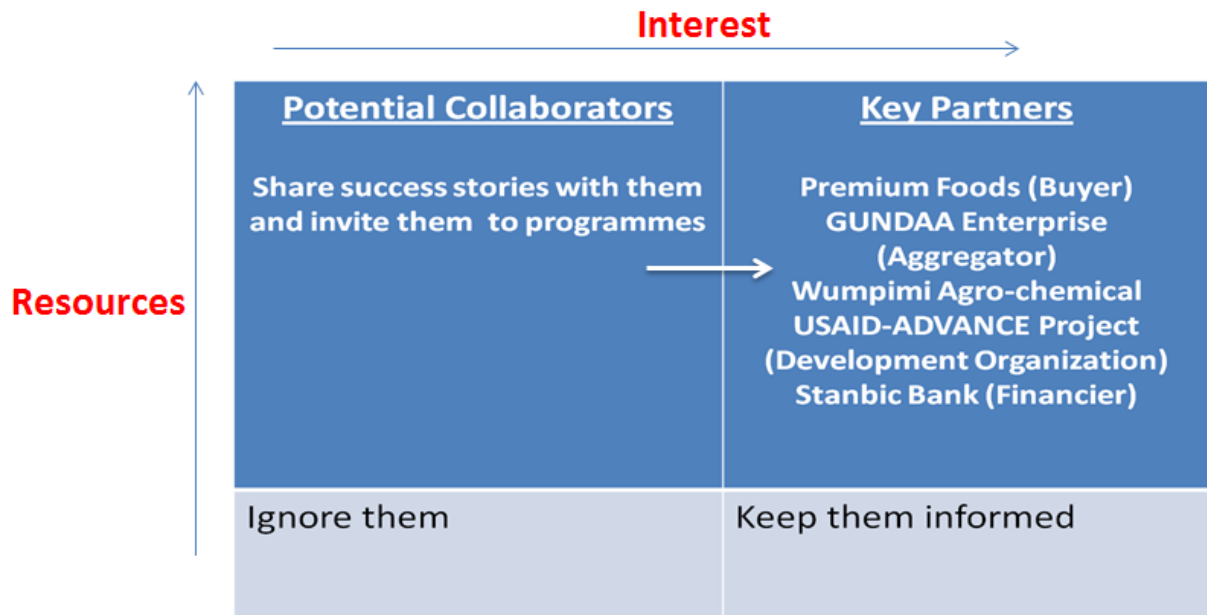


Figure 19: Stakeholder Relations Metrics

Mr. Acquaye also explained that in some cases project promoters will need to recruit new partners to participate in the project and thus will be required to market the value chain initiative – and its potential benefits to the new partner(s). He further noted that in such cases it will be necessary for the project promoters to engage with the potential partners in ways that will make it easy for them to understand the value chain structure, the roles and responsibilities envisioned, and the potential benefits for the new partner(s).

He then opened the case study analysis exercise by presenting the experience of the Premium Foods - Gundaa Produce Enterprise case study. Gundaa Produce Enterprise is an agro dealer and was presented as an example of how successful partnerships can be formed. In this instance, the agro dealer partnered with Premium Foods, a leading food processor in Ghana, because the processor was having difficulties acquiring adequate quantity and quality of produce from area farmers.

In support of the new partnership, the agro dealer partnered moved his operations closer to the producers with the aim of not only aggregating the producers (i.e. farmers) output, but also offering extension services to ensure an improvement in the quality and quantity of goods produced. This effort was so successful that today the Premium Foods – Gundaa partnership has attracted a number of development partners, financial service providers and other partners to support the value chain that has been developed.

Mr. Acquaye further noted that as a result of the successful implementation of the value chain model, farmers aggregate yield had increased by 68%, production by 205%, the number of out-growers involved increased by 184% , and the acreage being farmed increased by 78% in just two years. He further explained that the reason the model continues to be a success is mainly because of the strong commitment by the value chain stakeholders to the ever expanding network of

partnerships - as a result of the interconnected relationships being able to meet the needs of each actor in the partnership.

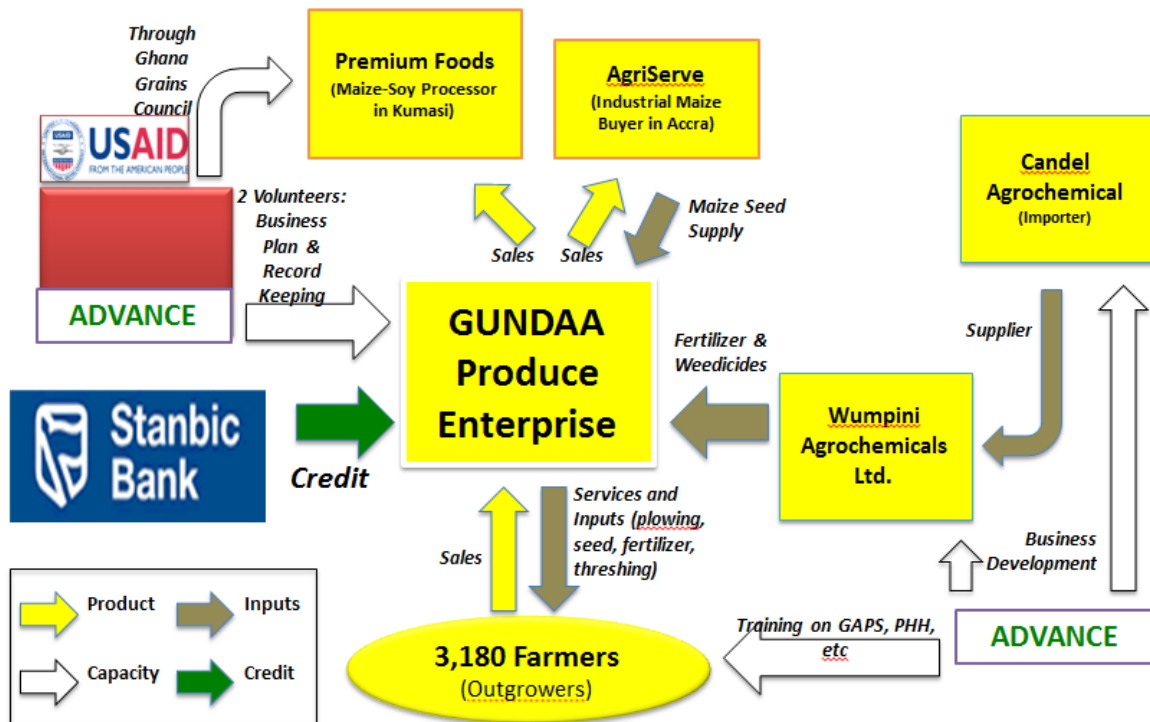


Figure 20: Relationship Map of GUNDAA Produce Enterprise and Premium Foods

2.3.2 Open Discussion

A period of open discussion followed the case study session. The participants noted that most manufacturing companies in the region were running at a loss mainly due to inadequate supply of raw materials/ produce inputs. They therefore were of the opinion that the model of produce aggregation and intervention by a close-to-the producer agro-dealer providing inputs and extension services would be a good way of addressing a number of the existing problems in East Africa.

In relation to the case study, one of the participants observed that the model had been successful because the agro dealer had been able to aggregate the produce. She noted further that the hub model used by EADD also seemed to have been successful in aggregating milk production and passing on the benefits of economies of scale in production and input acquisition to the various dairy farmers working under the programme.

There were also concerns raised about the partnerships in the model. Some of the participants wondered what would happen if say, the donor, in this case USAID, pulled out of the project? They wondered if the model would still be successful and sustainable.

Another of their concerns was that the model was premised on the pre-existing strength of Premier Foods and the agro dealer, and that if either of these two actors were replaced they wanted to know if the model would still remain successful. Mr. Acquaye replied that the strength of the model was not based solely on the capacity of these two actors (although he admitted that it was important that each came into the partnership with strong capacity and a sound base from which to operate), but rather the fact that the partners have been led by market demand and adopted a market based approach that has most influenced the partnership's success.

The delegates were also concerned about how production and quality standards were set within the partnership. Mr. Acquaye responded that agro dealer takes responsible for quality assurance, and works with the farmers to help them meet the stringent requirements of Premium Foods. In conclusion, he also highlighted the fact that all of the actors in the model value chain were in fact beneficiaries because the model had created a win-win economic situation for all the partners (i.e. value chain stakeholders).

2.3.3 Small Group Workshops



Figure 21: Group Discussions during the Training Session

To afford the participants the opportunity to apply the concepts presented, the next component of the training module involved dividing into smaller groups and discussing the PFP presented projects within the context of designing an optimal value chain for each. At the conclusion of this session, rapporteurs were asked to provide the analysis that had been undertaken around the two value chains.

The first presentation focused on the East African Dairy Development programme. The value chain analysis around EADD's programme showed that there are two ways that milk gets to the consumer. One is as unprocessed milk sold directly to the market through retailers, and the other is as processed milk sold to processors, who then on-sell a pasteurized or otherwise processed product to the market. The presenter focused on the opportunities that can be seized through the expansion of available extension services. These extension services will help consolidate the gains made thus far through the hub model. The partnership approach will be done through forward and backward integration.

The second presentation focused on the proposed regional Soya Bean Value Chain project. The rapporteur highlighted the fact that soya has many uses and that demand in the region outstrips supply. In addition, he noted that soya grows across many agro-ecological zones. There are, however, constraints in the regional value chain as it is not well developed. While the principal opportunity for the crop lies in the fact that there is high demand for it from both the domestic and commercial markets, a major challenge exists in that there is currently not an organized value chain through which production is channelled. A key intervention that could be made to strengthen the value chain would be the introduction of an aggregator to work with clusters of farmers and provide them with extension services, inputs and quality control support.

2.4 Value Chain Programme Implementation

The third and final value chain development focused training session began with the facilitator, Mr. Abraham Sarfo, introducing the CAADP value chain model. This model emphasizes that value chain implementation should begin by setting strong project development/ output targets – tied to identified market demand.

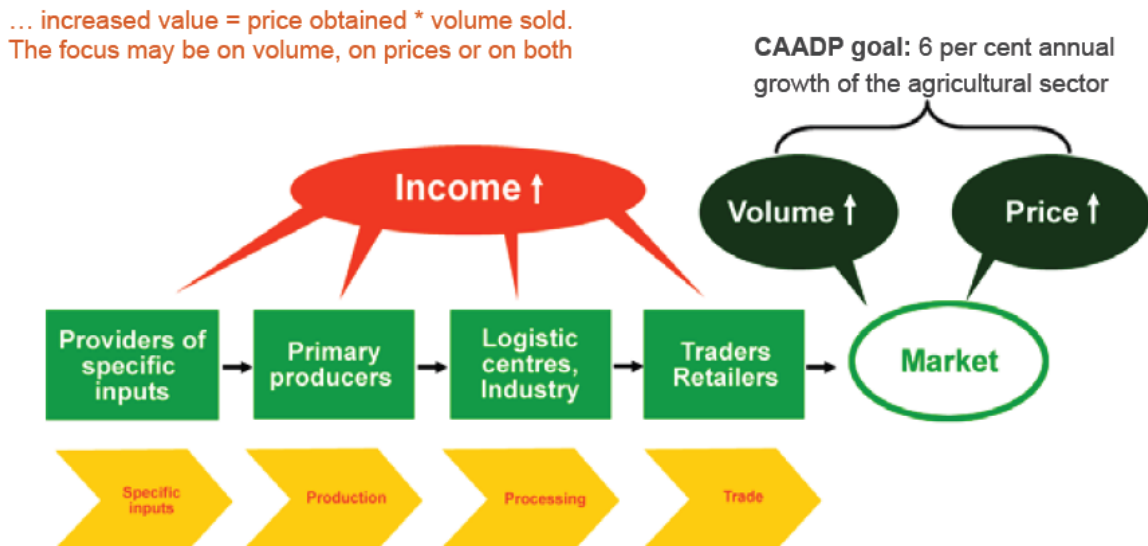


Figure 22: CAADP Value Chain Model

Forging win-win partnerships that support the farmers' interests and the processors interests was identified as a key area of focus in successful value chain programme implementation. Partner identification, incentivising participation, and assessing where government intervention and support is required is also very important.

Logistics considerations, processing facility placement, energy availability and cold storage/ cold chain availability are all factors to be considered and assessed when preparing to implement a value chain project/ programme. Infrastructure challenges (electricity and roadway development in particular) are important areas where the public sector will have a key role to play.

2.4.1 Case Study Analysis: Continued

Following the presentation of important fundamentals of value chain programme implementation by Mr. Sarfo, Mr. Dan Acquaye engaged the participants in a review and expansion of the components of the Gundaa – Premium Foods case study to illustrate the relevant aspects of good practice in programme implementation that are illustrated in that initiative.

While the previous presentation focused on partnership development, the follow-up presentation focused on the role and importance of Economic Commodity Zones and how they fit into the realization of "Inclusive Business" models. Mr. Acquaye explained that the commodity economic zone helped enhance aggregation and the provision of key services and activities for increased production and productivity. Such zone's, he continued, are effective in attracting private sector participation and investment to the target value chain(s). The diagram below represents an example of a Commodity Economic Zone Business Model.

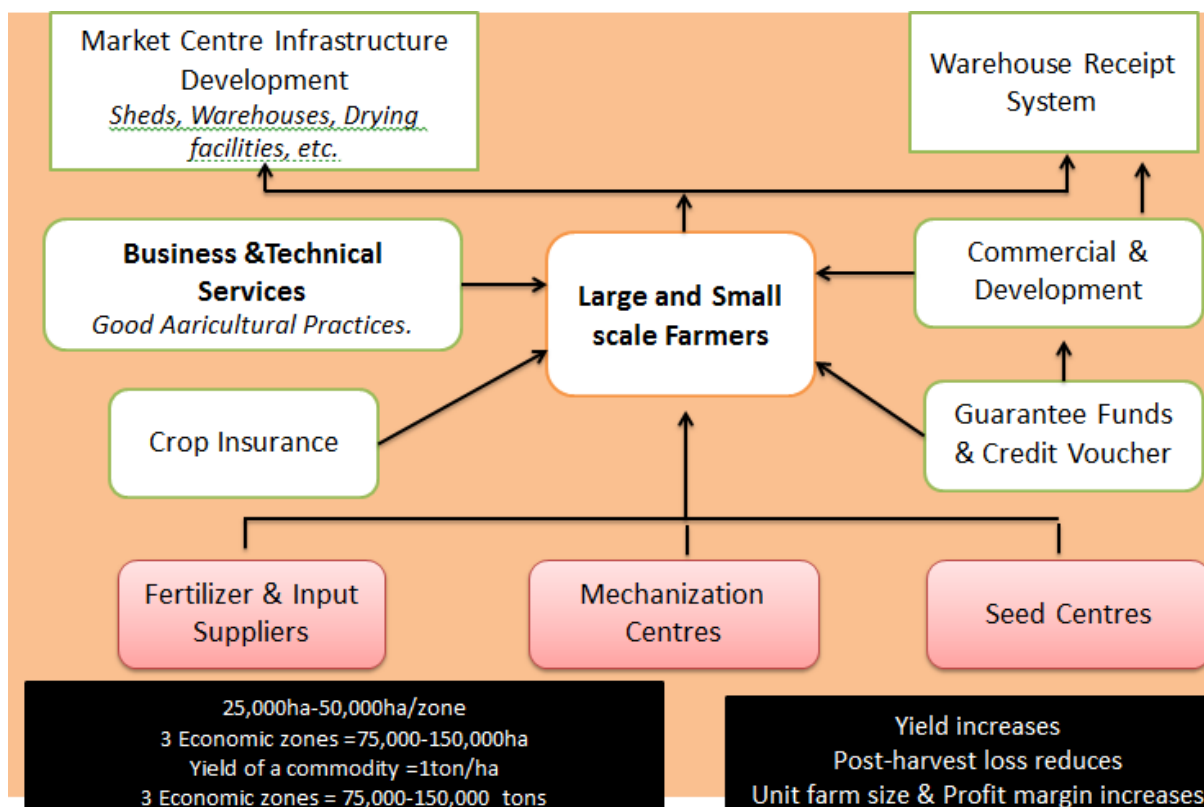


Figure 23: Value Chain Flow Chart

2.5 Introduction to Inclusive Business Finance

Mr. Michael Sudarkasa, Consultant, UNDP AFIM served as the facilitator of the Inclusive Business Finance training modules. He used the recently published *"Inclusive Business Finance Field Guide 2012: A Handbook on Mobilizing Finance and Investment for MSMEs in Africa"* as the principal training resources.

He began his presentation by noting that "financial inclusion" encompasses improving the range, quality and availability of financial services to the underserved and the financially excluded. He emphasized that an inclusive financial system is one that services all clients. This means reaching out to low-income clients and providing them with affordable financial products and services tailored to their needs.

In sharing the definition of inclusive business finance that had been developed by AFIM, he noted that "inclusive business finance" refers to capital that supports the creation, growth, and sustainability of low income actors, including entrepreneurs and micro, small and medium sized enterprises. The instruments used in inclusive business finance include, but are not necessarily limited to: debt, equity, quasi-equity, grants, insurance, guarantees, development finance and various shared risk instruments and mechanisms. The definition of inclusive business finance goes beyond exclusively referring to funding activities of regulated and non-regulated, formal and informal, financial services providers. It also includes the provision of a variety of financial resources (guarantees, loans, equity, leasing) by corporations to consumers, distributors and suppliers within their value chains. Lastly, in light of the Rio +20 United Nations Conference on Sustainable Development's⁶ push for a global transition to greener economies, increasingly, inclusive business

⁶ See www.uncsd2012.org/rio20/

finance is also used to describe capital that supports environmental sustainability and “green business” development.⁷

An example of inclusive business finance that he shared with the participants was the NIRSAL (Nigeria Incentive Based Risk Sharing for Agricultural Lending) programme. NIRSAL is an initiative of Central Bank of Nigeria, with support from the Alliance for a Green Revolution in Africa. NIRSAL’s aim is to stimulate bank lending by offering a risk sharing and insurance facility, along with a technical assistance, and an agri-business sector agricultural bank rating scheme. The overarching goal of NIRSAL is to expand bank lending in agricultural value chains by “de-risking” and incentivizing investment and lending within the agricultural sector.

2.6 Identifying Inclusive Business Finance

The next module of the Inclusive Business Finance training session focused on assisting project promoters and economic development practitioners who support value chain project promoters to identify “inclusive business finance” in their country, region and for projects on the continent.

Mr. Sudarkasa noted that at the “Micro” level, the first key exercise is to undertake a demand assessment to identify the financial products and services that are important to the target group in a specific region or country. At this level, it is also important to assess the landscape of available financing in the market and delineate the institutions by product area, pricing, and target markets.

The next level of assessment is at the “Meso” level to identify and evaluate the main actors and activities who provide infrastructure to the financial system. Firms involved with auditing, credit rating, and management information system providers are identified in this phase of the assessment process.

Beyond the meso and micro level assessment, the next level of assessment is at the macro level and involves assessing the policy and regulatory environment.

Once the environmental analysis is complete, he stated that there are five steps to undertake to successfully map and assess the inclusive business finance landscape:

- 1) Step 1 – Mapping the Local Financial Market Sector
- 2) Step 2 – Mapping the Development Partner Sector
- 3) Step 3 – Mapping the Inclusive Business Sector
- 4) Step 4 – Engaging the Inclusive Finance Sector
- 5) Step 5 - Forging Sustainable Partnerships with the Private sector

2.7 Mobilizing Inclusive Business Finance

The last of the three modules presented by Mr. Sudarkasa focused on the ten steps towards creating effective UN-Business partnerships incorporated in a UN report entitled “Catalysing Transformational Partnerships between the United Nations and Business”.

The three key areas of action outlined included: a) Exploration, b) Design and Negotiation, and c) Implementation.

⁷ Author’s Definition

Phase 1 - Exploration

Step 1 involves identifying suitable partners;
Step 2 entails establishing broad based buy-in for the project;

Phase 2 - Design and Negotiation

Step 3 involves developing a governance structure for the relationship;
Step 4 involves developing an impact focused monitoring and evaluation framework;
Step 5 involves undertaking a forecasting exercise to determine future partnership resource needs and project conditions;
Step 6 involves sustainable financial planning and impact projection;
Step 7 entails scaling up the partnership;

Phase 3 – Implementation

Step 8 involves initiating the partnership with a pilot;
Step 9 involves establishing regular reassessment mechanisms, and
Step 10 involves knowledge management process development.

2.7.1 Open Discussion

In the plenary session that followed, participants again urged the financial institutions present to support the agriculture sector. Rural lending and youth development were two other areas that received significant attention during the dialogue.

After the question and answer and open dialogue session concluded, Mr. Sales formally closed the training session and thanked the participants for their continued engagement in what had been a full four days of activity. He then invited them to participate in the breakfast meeting with the CEOs scheduled for the next morning.

3. CEOs BREAKFAST – JUNE 15, 2012

On the final day of the five day, East Africa Sub-Regional AFIM Week, UNDP AFIM hosted a “CEO’s Breakfast” to bring together regionally active corporations, East Africa Community Secretariat officers, selected government officials representing the member states of EAC, and selected development partners active in funding and otherwise supporting value chain development in East Africa.

The aim of the networking breakfast was to introduce regional corporate leaders to UNDP’s African Facility for Inclusive Market’s programme and its focus on public-private partner development in the agribusiness/ agri-food sector. The breakfast was also intended to support the East Africa Community’s efforts to develop the agri-food sector in the region and afford representatives an opportunity to briefly highlight their programme and to solicit support from the region’s private sector toward inclusive market development in the agri-food sector.

The desired aim of the breakfast programme was to commence the establishment of a strong working relationship between regional and national public sector officials whose mandate it is to develop the agri-food sector in East Africa and private sector actors whose business focus involves the production and sale of food in East Africa and the creation of markets for East Africa produced food globally. UNDP AFIM also saw the forum as an opportunity to introduce the regional private

sector to some of the development partners active in the region who are interested in supporting public-private partnerships in the agri-food sector and who have resources to deploy toward this end.

CEO's Breakfast, Friday, June 15, 2012	
Theme: Inclusive Market Development in the Agri-Food Sector - Furthering Public-Private Partnerships	
TIME	ACTIVITY
07:00 – 07:30	Registration
07:30 – 07:40	Welcoming Statement – Alfredo Teixeira, UNDP Kenya Deputy Country Director
07:40 – 08:10	Participant Introductions – Facilitated by Lucy Muchoki, President, PanACC
08:10 – 08:20	Breakfast is served
08:20 – 08:40	Brief Overview of the African Facility for Inclusive Markets (AFIM) – Tomas Sales, AFIM Manager
08:40 – 09:00	The EAC Agribusiness and Agro-processing Development Agenda – Jennifer Gache, EAC Representative
09:00 – 09:30	Remarks from the audience
09:30 – 09:40	Concluding remarks – Alfredo Teixeira, UNDP Kenya Deputy Country Director
09:40 –	Networking

3.1 Introductory and Opening Remarks

Mr. Tomas Sales, Programme Manager, AFIM opened the CEO Breakfast programme and welcomed the guests to the event. He noted that the breakfast meeting was the culmination of a week's set of activities that began with the project facilitation platform whereby delegates discussed three regional value chain projects and sought to forge partnerships. The second component of the week focused on the provision of training to project promoters and economic development practitioners in how to analyse, design, implement and fund value chains. He then continued his presentation with a comprehensive overview of Inclusive Market Development and concluded with an overview of the aims and areas of activity of the UNDP AFIM programme.

3.2 The Role of the EAC

The second presentation of the morning was given by **Ms Jennifer Gache, Senior Industrial Engineer, EAC**. In her discussion, she shared information about the EAC as an economic bloc, the focus that exists on promoting industrialisation in the region, including within the agricultural sector, and she explained that the Community seeks to collaborate with the private sector to accelerate and deepen economic growth in East Africa. She also noted that the EAC was pleased to support AFIM Week and felt that the effort to promote regional value chains that can help address food security in the region was noteworthy.

3.2.1 Open Discussion

Following the presentations there was an open discussion facilitated by **Ms. Lucy Muchoki, President, Pan African Agribusiness and Agro-industry Consortium (PAAAC)**. The format of the balance of the morning session included participants introducing themselves and providing

comments about their institutions and their perceptions of how the public sector and private sectors might collaborate more effectively in their country, and in the East Africa region.

Additionally, the participants welcomed the concept of regional trade, and even more broadly, intercontinental trade, noting that as Nigeria was a major tea importer it would be ideal if tea and coffee could be traded directly from East African producers to West African consumers without first having to pass via Europe where the raw products are predominantly processed currently.

Participants discussed the importance of reducing logistics costs in facilitating continental trade, and the need to take better advantage of research to continue to improve product quality, farming techniques and to improve yields.

Representatives of the Rockefeller Foundation and the International Finance Corporation explained that their institutions were also seeking to support inclusive market development through the promotion of access to capital and the provision of various credit enhancing instruments.



Figure 24: Ms. Lucy Muchoki, President, PanACC

4. COUNTRY OFFICE CLINIC(S) – June 15, 2012

In the afternoon of Day 5 of the EASR AFIM Week, a closed community of practice session with the representatives of the UNDP Country Offices of the six countries present (Burundi, Ethiopia, Kenya, Rwanda, Tanzania, and Uganda). Later, individual discussions were also held with the UNDP colleagues to assist them in developing and implementing their existing and planned agricultural value chain programmes.

One of the particularly positive results from the EASR AFIM Week and the interaction between the UNDP country office representatives was the fact that the Country Office (CO) from Ethiopia expressed interest in participating in the next phase of the East African Dairy Project; which aims to improve the income of approximately 200,000 farmers. Also Kenya CO was able to launch and discuss the concept of a sub-regional soya bean value chain project, together with UNIDO, and the programme concept was embraced by the Tanzania and Uganda country offices. This pledge of joint action motivated the EAC to through its weight behind the planned soya sector initiative.

4.1 Country Office Programme Focus

4.1.1 UNDP Tanzania

Representatives from UNDP Tanzania explained that they were bidding to manage a catalytic fund to promote venture capital and develop a social grant under a procurement process initiated by the Southern Agricultural Growth Corridor of Tanzania. Another focus of the UNDP CO was to support the growing mining sector (uranium) and the emerging oil and gas sector.

4.1.2 UNDP Ethiopia

The UNDP Country Office representatives stressed that the government of Ethiopia has requested that development partners focus on three areas of development: a) Entrepreneurial Development; 2) Industrial Development; and 3) Private Equity/ Venture Capital Development. UNDP is planning to support an EMPRETEC programme and invest \$7 million over 3 years.

Agricultural value chain development was also noted as a priority as there was a new commodity exchange established.

4.1.3 UNDP Kenya

The representatives of the UNDP Kenya Country Office explained that there was a need to strengthen their capacity to develop and implement agricultural value chains. Currently, they are looking to undertake several mapping studies, and seeking some support from the EAC. They are also working to increase their collaboration with the African Development Bank.

4.1.4 UNDP Uganda

The UNDP Uganda Country Office is actually undertaking three inclusive market-focused projects in agriculture and tourism and also identified opportunities with honey, rice, coffee, cassava, and beans for future projects. They are currently seeking greater guidance from the government about what its priorities are and also noted that they have a fruitful partnership with DANIDA.

4.1.5 UNDP Burundi

The UNDP Burundi Country Office representatives focused their input on the need to expand knowledge in the country about public-private partnerships. They noted that a new PPP office has been established. In regard to agricultural value chain, it was noted that UNIDO has been developing initiatives in this area in the areas rice, corn, tomatoes, bananas, and beans.

4.1.6 UNDP Rwanda

The UNDP Rwanda Country Office explained that the government was looking to UNIDO and UNDP to lend support increased business growth among micro, small and medium sized enterprises in the country. They added that UNIDO was currently the development partner most active in supporting value chain development.

ANNEX: List of Attendees

Institution	Name	Title
ABS-TCM	Nathaniel Makoni	Country Director
AFRACA	Caroll Bakang - Bassog	Manager of Corporate Affairs
AFRACA	Steven Makanga	Programme Coordinator
Africa Harvest	Dorean Marangu	
Africa Harvest	Florence Wambugu	CEO
Africa Harvest	Michael Njuguna	CFO
Africa Harvest	Nehemiah Mburu	Business Development Project Manager
Africa Harvest	Rose Njeru	
African Cotton and Textile Industries Federation	Joseph Nyangari	Trade Policy Manager
AFRISA	Michael Kansiiime	Programme Director
AGMARK-Kenya	James Mutonyi	Country Director
Amiran Baiton Group	Yariv Kedar	Deputy Managing Director
AUC - African Union Commission	Janet Eademe	Head of Rural Economy
AUC - African Union Commission	Komla Bissi	Rural infrastructure Trade and Market Access
BIDCO	Dilswar Pradhan	Uganda Manager
Capital Group Limited	Charles Gichane	Business News Anchor & Reporter
Cooperative Bank (K)Ltd	Kennedy Okech	Relationship Manager
Cooperative Bank (K)Ltd	Steven Musyoka	Relationship Manager
Daima - Sameer Agriculture	Charles Marete	Senior Manager
Dunia Trust Ltd	Daniel Gisiri	Managing Director
EABC - East African Business Council	Michael Baingana	Policy Research Advisor
EAC - East African Community	Aileen mallya	Web Editor
EAC - East African Community	Jennifer Gache	Sen. Ind. Engineer
EAC - East African Community	Moses Marwa	Principal Agricultural Economist
EAC - East African Community	Willy Musinguzi	Principal Standards Officer
EADB - East African Development Bank	David Odango	Principal investment officer
EADD - East African Dairy Development	Alice Makochieng	Regional Mobilization Manager
EADD - East African Dairy Development	Ann Mbiruru	Communications Officer
EADD - East African Dairy Development	Moses Nyabila	Regional Director
EADD - East African Dairy Development	Nancy Mwabili	HR Manager
EADD - East African Dairy Development	Paul Nabwin	Project Monitoring & Evaluation
EAFA - East African Farmers Association	Steven Muchiri	CEO

East Africa Soy Bean Project	Andrew Edewa	
East African Business Council	Arnolda Chao	Coordinator of East African Standards Platform
Equity Bank Limited	Hesbon Nyamori	Equity Bank
Equity Bank Limited	Isaac Ruto	Equity Bank
Family Bank Limited	Benjamin Ikenye	Head of Corporate Banking
Family Bank Limited	Bouface Makori	Agribusiness credit & relationship manager
Family Bank Limited	Florence Mathingav	Agribusiness coordinator
Family Bank Limited	Linus Messo	
GIZ	Florian Bernhardt	Head Economic Policy, EAC office
Government of Kenya	David Magwaro	Deputy Director - Ministry of Industries
Government of Kenya	Joseph Njeru	Project Coordinator, MSME project
Government of Kenya	Monica Mueni	Ministry of Agriculture
Government of Tanzania	Consolata Ishebabi	Assistant Director - Ministry of Trade
Government of Tanzania	Fidea Mgina	Ministry of industries and trade - economist
Government of Tanzania	Pascass Mhindi	Ministry of EAC cooperation
Government of Uganda	Moses Kasigwa	Ministry of Agriculture
Government of Uganda	Suudi Kizito	Ministry of Trade, Industry and Co-operatives
ILRI - International Livestock Research Institute	Isabelle Beltenweck	Team Leader
IFC	Varsay Sirleaf	Agribusiness
Kenya Agricultural Commodity Exchange	Adrian Mukhebi	Chairman
Kenya Bureau of Standards	Margaret Aleke	Industrial Governance
Kenya Investment Authority	Susan Njoba	Manager - Business Development
MOA - Kenya	Mwamzali	Engineer
Nestle	Brinda China	Regional Corporate Manager
New KCC - New Kenya Cooperative Creameries Ltd	Geoffrey Barleyi	Chief Manager factory operations
New KCC - New Kenya Cooperative Creameries Ltd	Kipkirui Lang'at	Managing Director
PANAAC	Elijah Mbwavi	PAANAC Consultant
PANAAC	Lucy Muchoki	
PANAAC	Lydia Kimani	
Rockefeller Foundation	C.D Glin	Associate Director
Sasani tea and Coffee	Caesar Mwangi	Managing Director
Sidai Africa	Thomas Musembi	Director - Operations
Speciality Feeds and oils	Fertice Miller	Director
Syngenta EA ltd	Walter Njenga	Managing Director
TechnoServe	Fred Ogana	Country Director
Tetra Pac	Kelly Boucher	Project Development Unit
Trademark East Africa	Maria Karuru	Programme Officer
Trademark East Africa	Silas Kanamugire	Director
UNDP - Burundi	Elfrida Kaneza	Programme officer
UNDP - Burundi Gov	Appolinaire Masumbuko	
UNDP - Burundi Gov	Hypax Sebahizi	
UNDP - Ethiopia	Omer Boma	Technical Adviser

UNDP - Ethiopia Gov	Eyasu Yimer	Ministry of Federal affairs
UNDP - Kenya	Carolyn Averbeck	Team Leader - Poverty Reduction
UNDP - Kenya	Lynette Luvai	
UNDP - Rwanda	Amata Diabate	Senior Economist
UNDP - Rwanda Gov	Canicus Karuranga	
UNDP - Tanzania	Ernest Salla	
UNDP - Tanzania Gov	Mary Shetto	SAGCOT Coordinator
UNDP - Uganda	Wilson Kwamya	
Unga Chick and Poultry Ltd	Susan Nakimu	Administration
UNIDO Rwanda	Andre Habimana	
Western Seed Co. Ltd	Saleem Esmail	Managing Director
Western Seed Co. Ltd	Saminae Esmail	Director
WFP - Kenya	Zippy Mbat	Acting P4P coordinator
AFIM	Tomas Sales	Project Manager
AFIM	Michael Sudarkasa	Consultant
AFIM	Juergen Nagler	Programme Specialist
AFIM	Dan Acquire	Consultant
AFIM	Abraham Sarfo	Facilitator/ Consultant
AFIM	Tiina Turunen	Team Member
AFIM	Nompumelelo Simelane	Team Member
AFIM	Murray Smith	Team Member

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