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Enabling poor rural people
to overcome poverty

President's report on proposed grants under the global/regional grants window to non- CGIAR-supported international centres

Note to Executive Board representatives

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For: Approval

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Abbreviations and acronyms

AECF	Africa Enterprise Challenge Fund
AGEXPORT	Guatemalan Exporters' Association
AGRA	Alliance for a Green Revolution in Africa
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
M&E	monitoring and evaluation
MSMEs	micro-, small and medium-sized enterprises

Recommendation for approval

The Executive Board is invited to approve the recommendations for grants under the global/regional grants window to non-CGIAR-supported international centres as contained in paragraph 7.

President's report on proposed grants under the global/regional grants window to non-CGIAR-supported international centres

In line with the provisions of the Proposal to streamline the Executive Board approval process for IFAD-funded projects and programmes (document EB 2009/98/R.15/Rev.1), at the request of the representatives of the United States of America and the Bolivarian Republic of Venezuela, the proposals for two grants under the global/regional grants window to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres, originally submitted to the Executive Board under document EB 2010/LOT/G.4, are resubmitted to the Executive Board for its consideration and approval during the 101st session.

I therefore submit the following report and recommendation on two proposed grants for agricultural research and training to non-CCGIAR-supported international centres in the amount of US\$3 million.

Part I – Introduction

1. This report recommends the provision of IFAD support to the research and training programmes of the following non-CGIAR-supported international centres: Alliance for a Green Revolution in Africa (AGRA) for the Africa Enterprise Challenge Fund (AECF) account; and Guatemalan Exporters' Association (AGEXPORT) – Business Linkages Programme.
2. The documents of the grants for approval by the Executive Board are contained in the annexes to this report:
 - (i) AGRA: Increasing the Impact of the Africa Enterprise Challenge Fund;
 - (ii) AGEXPORT: *PRO Mercados*: Market Access Programme for Rural Associative Micro-, Small and Medium-sized Enterprises in Central America.
3. The objectives and content of these applied research programmes are in line with IFAD's evolving strategic objectives and the IFAD Policy for Grant Financing.
4. The overarching strategic goal that drives the revised IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2009, is to promote successful and/or innovative approaches and technologies, together with enabling policies and institutions, that will support agricultural and rural development by empowering poor rural women and men in developing countries to achieve higher incomes and improved food security.
5. The policy aims to achieve the following outputs: (a) innovative activities promoted and innovative technologies and approaches developed in support of IFAD's target group; (b) awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, this target group; (c) capacity of partner institutions strengthened to deliver a range of services in support of poor

rural people; and (d) lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction promoted among stakeholders within and across regions.

6. The proposed programmes are in line with the above-mentioned goal and outputs, as follows:
 - (a) The goal of the programme for Increasing the Impact of the Africa Enterprise Challenge Fund is to drive sustainable and pro-poor agribusiness growth in sub-Saharan Africa. The programme's objectives are to make agribusiness market systems work better for the poor in rural areas of sub-Saharan Africa by attracting private-sector investment in projects that will include the poor as employees, contract farmers, subcontractors, suppliers and consumers.
 - (b) The goal of *PRO Mercados: Market Access Programme for Rural Associative Micro-, Small and Medium-sized Enterprises in Central America* is to enable small-scale producers in poor territories to access markets by improving their technical and business management capacities in a sustainable manner in coordination with IFAD projects and the public sector, training technicians and institutional officials in support of job creation and income generation, the reduction of poverty and access to food.

Part II – Recommendation

7. I recommend that the Executive Board approve the proposed grants in terms of the following resolutions:

RESOLVED: that the Fund, in order to finance, in part, the programme for Increasing the Impact of the Africa Enterprise Challenge Fund, shall make a grant not exceeding one million United States dollars (US\$1,000,000) to the Alliance for a Green Revolution in Africa (AGRA) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the *PRO Mercados: Market Access Programme for Rural Associative Micro-, Small and Medium-sized Enterprises in Central America* shall make a grant not exceeding two million United States dollars (US\$2,000,000) to the Guatemalan Exporters' Association (AGEXPORT) – Business Linkages Programme for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Kanayo F. Nwanze
President

Alliance for a Green Revolution in Africa (AGRA): Increasing the Impact of the Africa Enterprise Challenge Fund

I. Background

1. The Africa Enterprise Challenge Fund (AECF) is a fund that provides grants and interest-free loans to established private-sector companies throughout sub-Saharan Africa. The objective is to make agribusiness, rural finance and other rural market systems work better for the poor in selected African countries. The fund is hosted within the AGRA offices in Nairobi, Kenya, and has branches in Accra, Ghana, and Johannesburg, South Africa. Currently the fund is capitalized in the amount of US\$65 million and has received financing from the Department for International Development (DFID) of the United Kingdom, the Governments of the Netherlands and Australia, IFAD¹ and the Consultative Group to Assist the Poor (CGAP). AECF enables the private sector in sub-Saharan Africa to try out new technologies and business ideas that benefit the rural poor while safeguarding and enhancing commercial viability. It is imperative that the private sector invests more in agriculture, develops markets, introduces more modern and commercial farming practices and comes up with new business ideas in order for smallholders to increase revenues and rise out of poverty. Challenge funds have been used successfully by a number of bilateral donors, such as DFID, the Netherlands Ministry of Foreign Affairs and the Danish International Development Assistance (DANIDA) for more than 10 years. For example, DFID's Financial Deepening Challenge Fund (FDCF) provided incentives to the financial sector to try new ways of extending financial services to the poor. Of the 29 FDCF projects funded, 9 achieved high social impact combined with high financial returns, and the majority achieved reasonable social and financial returns. The 15 million pounds sterling spent leveraged 72 million pounds sterling in private-sector finance.
2. The challenge fund process of grant making is designed to leverage the strengths of the private sector, namely: (i) creativity and ambition to innovate; (ii) the ability to test new ideas, and to rapidly abandon them if they do not work; and (iii) the capacity to implement and scale up those proven to work. Grants are made through an open and transparent process, and applicants compete for a limited pool of funding during multiple competitions that are organized by a fund manager. The criteria for grant selection encapsulates AECF's pro-poor approach. The most heavily weighted criterion for selection is the anticipated social impact on smallholder farmers, followed by the viability of the business case and the potential for systemic change within the subsector. There is no attempt to second-guess market demand, and the mechanism is responsive to the creativity of the private sector. The mechanism is flexible and able to define and, where necessary, change the types of ideas it will support in each round and vary the size of grants.
3. Clearly the funds available through AECF will represent only a small fraction of the investment and working capital needed by agribusinesses in sub-Saharan Africa. To have real impact, AECF needs to focus on supporting innovative technologies and business models that have the potential to be both commercially sustainable and developmentally beneficial but are viewed as too risky by the banking sector. Moreover, it is the fund's intention to effect systemic change by selecting projects that have the potential to change the workings of the market and make it more inclusive of the poor. A famous example is the Vodafone mobile banking project (M-PESA) in Kenya.

¹ IFAD provided a small grant of US\$200,000, which was completed in June 2010.

4. Continuing and expanding IFAD's support to AECF will bring tangible benefits to smallholder farmers, staff of IFAD-financed projects and IFAD staff at headquarters. Tangible examples of pro-poor benefits have already been registered through results achieved during a prior small grant to the AECF. Depending on the specific type of investment, smallholder farmers are likely to benefit from increased yields and/or incomes through the availability of improved agricultural technologies, expanded marketing opportunities and better access to rural banking services. Staff of IFAD-financed projects will benefit from establishing working relationships with private-sector operators developing outgrower schemes in which IFAD smallholder recipients would participate. The IFAD East and Southern Africa Division will benefit from bilateral relations with private-sector grant recipients leading to the identification of further opportunities, as IFAD and the private sector expand on nascent partnerships both within individual countries and on a regional basis. Finally, IFAD will be part of and benefit from the learning included in AECF's current set-up. This goes beyond standard monitoring and evaluation (M&E) to include case studies, publications and workshops, all aimed at drawing useful lessons from the flow of data.

II. Rationale and relevance to IFAD

5. IFAD increasingly recognizes the paramount role that private agribusinesses and service providers must play in raising the incomes of smallholder farmers. Developing partnerships with private-sector operators has become a corporate priority. The accent is now on helping smallholder farmers run profitable businesses. Because of IFAD's institutional mandate, it has limited opportunities for, and limited experience in, engaging in a substantive manner with medium and large agribusinesses. Expanding its involvement with AECF will afford IFAD the opportunity to both promote smallholder/agribusiness partnerships and increase the institution's exposure and experience working with the private sector.

III. The proposed programme

6. The overall goal of the programme is to drive sustainable pro-poor agribusiness growth in sub-Saharan Africa. The programme's objectives are to make agribusiness market systems work better for the poor in rural areas of sub-Saharan Africa by attracting private-sector investment in projects that include the poor as employees, contract farmers, subcontractors, suppliers and consumers.
7. The immediate target group is the commercial private sector, in both agribusiness and rural financial services. The ultimate target group are rural smallholders and their families who will gain significant benefit from each AECF project.
8. The programme will have a three-year duration and will comprise three main components:
 - Marketing and selection of proposals;
 - Management and monitoring and project evaluation; and
 - Knowledge dissemination and learning.

IV. Expected outputs and benefits

9. These are as follows:
 - Private-sector led projects that are commercially viable and demonstrate that poor people are a market that can be served sustainably and profitably;
 - Projects that have a high development impact in terms of increased incomes and job creation for poor people living in rural areas. Based on experience from current ongoing projects, it is estimated that at least

100,000 rural smallholders in sub-Saharan Africa will benefit from the IFAD contribution through jobs, market access and higher incomes;

- Projects that have a wider impact on market systems and demonstrate that innovative business models are replicable and can benefit the poor; and
- Systemic change in market systems, by demonstrating new business models or new technologies that may then be widely adopted.

V. Implementation arrangements

10. AECF operates as a program of AGRA with its own separate identity, governance arrangements and branding.² AGRA was carefully chosen as a host to guarantee AECF's capacity to function across Africa efficiently and transparently.
11. The strategic management of the AECF, including liaison with AGRA, donors and the fund manager, is provided by an executive manager and his assistant. The fund's day-to-day management is provided by a consortium of consulting firms led by the consulting firm KPMG.
12. The AECF investment committee, comprising eminent agribusiness and financial experts, approves all fund investments in the form of interest-free loans or grants, based on policies adopted by the governing council and rigorous, detailed criteria. Investments are then closely monitored in three main areas: (i) business performance: is the project commercially viable, profitable and sustainable?; (ii) development impact: how much have farmer incomes increased and how many jobs have been created?; and (iii) systemic impact on market systems: has the market system changed, have other companies entered the market, has the business environment improved?

VI. Indicative programme costs and financing

13. It is proposed that IFAD contribute to the AECF basket of donor funding in the amount of up to US\$1.0 million.
14. The management fee stands at 6 per cent per annum over the three-year period. The basket funding mechanism precludes providing a detailed account of how the IFAD contribution will be spent. However, based on AECF expenditures to date, IFAD's contribution will be allocated in the following manner:

Summary of budget and financing plan

(In thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
AECF investments	800	Basket funding
Monitoring and evaluation	60	Basket funding
Fund management	140	Basket funding
Total	1 000	

² <http://www.aecfafrica.org>

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	A positive contribution made to pro-poor growth in selected African countries	No of people who benefit from ACEF projects	Data collected and reported by ACEF supported projects	
Objectives	Agribusiness, finance and information market systems work better for the poor in rural areas of selected African countries	Growth of agribusiness sector in selected African countries Growth of financial sector in selected African countries % of ACEF projects contributing to one or more of the impact areas that contribute to market system improvements	Baseline data to be sourced from World Bank and others Annual Reports verified by independent evaluations of performance and impact	Market system improvements and investments in businesses in selected countries stimulate/enhance effectiveness of future government, private sector and donor investments. Governments and private businesses willing and able to take advantage of the new opportunities that result from market improvements.
Outputs	1) Mechanisms in place to identify, select, support and monitor projects 2) Projects and business ideas selected and funded by the ACEF are innovative and demonstrate that new business models are replicable and can benefit the poor 3) Projects and business ideas selected by the ACEF are commercially viable 4) Projects and business ideas selected by the ACEF have a high development impact in terms of increased incomes and job creation for poor people living in rural areas	1.1 No of contracts signed by AGRA by the end of each milestone year 1.2 Capitalisation of fund (US\$) 1.3 No of special windows designed and tested 2.1 % of projects in ACEF's portfolio of approved projects that are marked 3 or above on the ACEF innovation scale 2.2 % projects where innovation is recognised and disseminated 3.1 % of projects/business ideas that are profitable after 36 months 3.2 % of repayable grants that are repaid to ACEF on time or within 12 months due date 4.1 (a) No of poor people benefiting from ACEF funded projects; 4.2 Job creation. (a) Number of new jobs (FTEs) created in businesses and related supply chains in year.	ACEF progress reports based on MIS data ACEF progress reports based on MIS data	Global market conditions are not worse than baseline year Political events do not increase risks Additional donors can be persuaded to support the ACEF with sufficient funds to make systemic change possible Donors allow sufficient flexibility to develop new mechanisms that have a greater chance for impact on market systems Other programs are effective in supporting the ACEF in promoting investment climate reform Innovative business models and technologies are adopted and copied by other businesses, including those supported by the ACEF. Business environment constraints do not prohibit adoption within the country or replication across countries
Key Activities	- Market, select and contract a minimum of 70 business projects - Business Development and capacity building - Project management - Dissemination of project results - Demonstration and communication - M&E - Knowledge dissemination and learning - Hand over projects to investors			

Guatemalan Exporters' Association (AGEXPORT): PRO Mercados: Market Access Programme for Rural Associative Micro-, Small and Medium-sized Enterprises in Central America

I. Background

1. Rural poverty persists in Latin America and the Caribbean despite the region's resources, capacities, and potential to link to the globalized economy. IFAD has supported access to markets as a strategy to enhance the opportunities of the rural poor. There is an increasing demand in world markets for products from Central America that meet quality requirements. The challenge is to incorporate small-scale producers' output by achieving significant volume, meeting quality standards and fulfilling conditions to access international markets.
2. Through its Business Linkages Programme, the Guatemalan Exporters' Association (AGEXPORT) has implemented linkages among producer organizations and buyers at the national and international levels. It has identified opportunities for eradicating poverty by creating jobs and generating income. The transfer of capacities and promotion of a vision of development based on strategic alliances will induce producers to access markets effectively and efficiently. This effort includes improving business management, increasing producers' capacity to negotiate, and enhancing their ability to manage commercial and natural risks associated with doing business.
3. Working with producers' organizations involves their transformation into associative micro-, small and medium-sized enterprises (MSMEs). These business models involve organizations with effective leadership and an entrepreneurial attitude. These initiatives evolve as more vulnerable producers are incorporated into value chains, employment for young people and women is strengthened, and community economies become more dynamic.

II. Rationale and relevance to IFAD

4. This programme is framed by IFAD's goal of enabling the rural poor to improve their lives through viable and sustainable rural farm and non-farm enterprises integrated into national and global markets.
5. The programme aims to integrate producers' organizations from four Central American countries into national and international value chains; improve in-country capacity for pro-poor agriculture and rural development; strengthen producers' organizations; and increase investment in rural areas through public-private alliances.
6. This programme meets IFAD's Policy for Grant Financing as it will develop innovative approaches, and generate management and organizational schemes for producers' organizations, empowering rural women and youth to increase family incomes.
7. This programme builds the capacities of the rural poor and producers' organizations to improve their competitiveness, increase labour productivity and enhance business management skills.
8. Programme components are based on the experience of AGEXPORT in working with producers' organizations that are poorly linked to dynamic markets, vulnerable to multiple risks and excluded from public-private partnerships.

9. The programme responds to IFAD's vision of strengthening strategic partnerships with private-sector organizations, involving AGEXPORT as a knowledge broker in South-South cooperation and knowledge sharing.

III. The proposed programme

10. The goal of the programme is for producers' organizations in poor territories to access markets after improving their technical and business management capacities in a sustainable manner in coordination with IFAD projects and the public sector, training technicians and institutional officials that support the generation of jobs and income, poverty reduction and access to food.
11. Specific objectives are to:
 - Generate access to dynamic markets for selected producers' organizations;
 - Train business leaders in rural associative MSMEs to access dynamic markets and generate jobs and income;
 - Support knowledge management by small-scale producers for market access; and
 - Promote public-private alliances and strengthening of public institutions through specialized advice on innovation, focusing on job creation and income generation through market access.
12. Work will be done in partnership with strategic institutions such as Alliances for Learning, the Latin American Center for Rural Development (RIMISP) and the International Center for Tropical Agriculture (CIAT).
13. The direct beneficiaries will be in El Salvador, Guatemala, Honduras and Nicaragua. There are seven IFAD projects in the four countries that will directly benefit from the programme results.
14. The target groups are business-oriented producers' organizations, national and local government institutions, rural development technical teams, and academics and others who are interested in rural development.
15. The programme will have a duration of three years and four components:
 - Specialized technical assistance on market access;
 - Technical and business training;
 - Knowledge management on market access and business linkages; and
 - Promotion of public-private alliances.

IV. Expected outputs and benefits

16. These are the following:
 - **Component 1: Specialized technical assistance on market access**
 - Producers' organizations of rural MSMES in poor areas improve their members' quality of life through more and better jobs and higher family incomes, and improvements in food security and in economic, social and environmental development through AGEXPORT projects;
 - Producers' organizations of rural MSMES diversify their products and markets and achieve sustainable commercial relationships with buyers;
 - Strategic alliances that improve market access for rural MSMES are established and strengthened;
 - Women producers are included in new business opportunities;
 - Programme results are documented and experiences systematized; and

- Technology transfer and strategies for sustainable management of natural resources promoted by rural MSMES.
- **Component 2: Technical and business training**
 - Leaders trained in the management of rural MSMES;
 - Business management courses offered and acquired capacities used in rural MSMES that work with IFAD projects;
 - Technical assistance in business management provided to IFAD project technicians; and
 - IFAD project technicians trained in market access and business management for rural development.
- **Component 3: Knowledge management on market access and business linkages**
 - Technical teams of development projects in the region have taken up market access with an emphasis on business linkages;
 - Producers' organizations have taken up business development methodologies, with an emphasis on achieving results with women and young people;
 - Innovative tools and instruments adapted to the needs of selected countries are developed;
 - Value chain methodology for market access is strengthened to achieve good job-creation;
 - Institutional alliances with public and private sectors are strengthened, including with the Regional Unit for Technical Assistance (RUTA), CIAT and RIMISP; and
 - The programme experience is shared throughout Latin America and the Caribbean.
 - Knowledge generated by the programme is shared within IFAD. Knowledge management products are developed for sharing purposes. Dissemination at IFAD occurs through the organization of specific events.
- **Component 4: Promotion of public-private alliances**
 - More effective cooperation between the public and private sectors in joint support of rural associative MSMES;
 - In view of existing commercial agreements with the United States and the European Union, the Meso-American region – including the Dominican Republic – is considered with a regional vision; and
 - Public-private alliances are strengthened through joint work with development projects and institutions under agreements to promote innovation and competitiveness. Coordination with regional entities – such as Alliances for Learning, OXFAM, the Tropical Agricultural Research and Higher Education Center (CATIE), the Dutch social enterprise SNV, the Inter-American Institute for Cooperation on Agriculture (IICA) and the European Union's AL-Invest Programme – plays a key role in securing access to European, Central America Free Trade Agreement (CAFTA) and other markets.

V. Implementation arrangements

17. AGEXPORT, a private NGO founded in 1982, will be the implementing agency. It provides national leadership in promoting Guatemalan exports by providing technical and institutional support to companies and businesspeople. AGEXPORT's Division of Development and Business Linkages works with partners such as IFAD, the United States Agency for International Development (USAID) and Danish International Development Assistance (DANIDA) to contribute to poverty reduction by generating jobs and income for small-scale rural producers in poor areas and by forging public-private alliances to increase the impact on the most at-risk

population. AGEXPORT has a solid financial and administrative system, with annual audits by an international firm, as well as extensive experience managing programmes with multilateral institutions and cooperation agencies.

18. The programme coordinator will be the AGEXPORT development manager, who has extensive experience in rural development in Central America. He has also worked as an advisor of rural producers' organizations.
19. Two rural business specialists will work with the coordinator. They have broad experience with rural producers' organizations and with private-sector buyers.
20. A steering committee composed of an AGEXPORT representative, a representative of IFAD's Latin America and the Caribbean Division and a representative of an IFAD project will be responsible for approving annual workplans and budgets, financial and technical reports, and monitoring and evaluation (M&E) reports, and for advising the coordination team.
21. A selection committee will be set up with each participating rural development project, and cooperation agreements will be established with each of them. The committees will include project representatives, AGEXPORT and invited participants depending on the type of businesses to be supported by the initiatives. The *PRO Mercados* coordinator will also be a member.
22. AGEXPORT will set up a technical secretariat to work as a counterpart to the selection committees.
23. The programme will be supervised directly by IFAD.
24. In terms of M&E and reporting, priority will be given to three basic indicators (jobs created, sales invoiced and increase in family income). They will be complemented by indicators related to gender, the environment, food security and nutrition, and development of young members and leaders of producers' organizations.
25. An M&E plan will be designed during the first six months of the programme. Technical, financial, M&E and external audit reports will be submitted annually.

VI. Indicative programme costs and financing

26. The total cost of the programme is US\$3,295,000. IFAD's contribution will be US\$2,000,000 (60 per cent). AGEXPORT will cofinance US\$1,295,000 (40 per cent). The cofinanced portion includes part of the administrative and technical staff required to carry out programme activities.

Summary of budget and financing plan (In thousands of United States dollars)

<i>Type of expenditure</i>	<i>IFAD</i>	<i>AGEXPORT</i>	<i>Total</i>
Personnel	185	485	670
Knowledge of market access	310	100	410
Equipment	6	10	16
Operating costs	291	700	991
Travel costs	457		457
Publications	176		176
Training/capacity-building	575		575
Total	2 000	1 295	3 295

Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
Goal	PO in poor areas access markets after improving their technical and business management capacities in a sustainable manner in collaboration with IFAD and private sector projects.	<ul style="list-style-type: none"> • Number of new projects developed by MIPYMES. • Number of jobs generated in MIPYMES. • New markets identified for MIPYMES <p>Number of female producers that benefit from access to market</p>	<ul style="list-style-type: none"> • Annual programme report • M&E report • Website • Specific reports • Final external evaluation • Annual external audit 	<ul style="list-style-type: none"> • Demand for PO products remains unchanged. • Governments invest in rural productive infrastructure. • Climate change impacts are minimized through technology transfer
Objectives	<ul style="list-style-type: none"> a) To generate access to dynamic markets for PO b) To train business leaderships in MIPYMES. c) To manage knowledge for PO to access markets. . d) To promote public-private alliances for rural development. 	<ul style="list-style-type: none"> • Number of organizations with TA on access to markets • Number of leaders trained • Number of jobs generated by MIPYMES with TA and IFAD project investments. 	<ul style="list-style-type: none"> • Annual programme report • M&E report • Electronic platform, DataExport journal • Specific reports • Final external evaluation • Annual external audit • Satisfaction surveys 	<ul style="list-style-type: none"> • Local governments support productive and commercial development. • MIPYMES incorporate knowledge and manage rural businesses • IFAD projects are proactive.
Outputs	<ul style="list-style-type: none"> • TA in Market Access for rural small producers. • Technical and commercial training for MIPYMES leaders and IFAD project technicians • Management of knowledge of market access and business linkages. • Promotion of private-public alliances generating models of rural MIPYMES. 	<ul style="list-style-type: none"> • Number of innovation and competitiveness projects • Number of MIPYME technicians trained • Number of alliances for knowledge management • Number of public-private alliances generated and operational • Number of PO with environmentally sustainable technologies 	<ul style="list-style-type: none"> • Annual programme report • Electronic platform, DataExport Journal • Specific reports • M&E report 	<ul style="list-style-type: none"> • Government support public-private alliances for rural development • .
Key Activities	<ul style="list-style-type: none"> • Cooperation agreements with development projects, • Implementation of the Specialized TA Competitive Fund • Planning of training courses for leaders and technicians • TA for strengthening public institutions in strategic areas • Definition of priorities for knowledge management and transfer of capacities • Identification of actors for public-private alliances 	<ul style="list-style-type: none"> • Number of PO receiving TA. • Number of PO joining dynamic markets implementing sustainable management and clean production. • Number of courses and training programs offered by the Programme • Number of producers, leaders, technicians and officials receiving training • Number of coordination meetings with IFAD projects 	<ul style="list-style-type: none"> • AGEXPORT TA agreements with PO • Sales made by rural MIPYMES • Programme annual reports • Event-specific reports issued by the Foreign Commerce Academy 	<ul style="list-style-type: none"> • National politics does not affect linkages and access to markets.