

Challenge Fund (FDCF)	<i>including references to an internal assessment by Enterplan (FDCF implementing organisation)</i>	try new ways of bringing financial services to rural areas (banking the un-banked) and test their commercial viability. The FDCF had 29 interventions in 12 countries ranging from \$76,000 (£50,000) to \$1,513,000 (£1m). Businesses contributed at least 50% of the cost.	returns. Leverage ratio of 1:3.9.	including a brief review of lessons from FDCF; Chilver et.al. (2006) Other sources: Enterplan (2004) , quoted in Poulton (FAO) (2009) Independent Mid-term Review (2003)
Finland Finnpartnership	External evaluation of Finnpartnership 2006-2011 <i>(information on development results based on companies' self-assessment)</i>	Finnpartnership provides financial support for the planning, development and training phases of projects of Finnish companies aiming at establishing commercial cooperation with businesses in developing countries. Grant support ranges from 30 % to 70% of the project costs depending on the size of the Finnish partners company and the development status of the target country. In 2011, the average support sum was \$44,000 (EUR34,000).	-Development effects reported by companies by year (2006-2009); in 2009, 50 partner companies created 1170 direct jobs, 547 indirect jobs - In 2011, 75% of partners companies indicated positive effects on technology and know-how transfer, 69% reported positive training effects, 56% reported positive social effects (compliance with ILO regulations; work safety; wage level etc.), 33% reported positive effects on infrastructure, and 75% reported positive effects on markets (diversification of the production structures). - Out of about 200 business respondents surveyed for the evaluation, 61% fully or to some extent agreed that Finnpartnership has enabled to build long-term partnerships in developing countries. 36% fully agreed that the support has enabled technology and know-how transfer to developing country firms.	KPMG (2012)
Netherlands PSOM/PSI programme	Independent evaluation of PSOM/PSI results 1999 - 2009	Matching grants (50-60% of project costs) are provided to encourage Dutch/ foreign entrepreneurs to establish investment projects in development countries through a joint venture with a local company; average subsidy \$642,000 (EUR495.215). In the time span reviewed, 656 companies were supported.	- An average of 81 jobs per company were created with a subsidy contribution of \$7,940 (EUR6,13) per job -Innovations have been introduced, mainly through new hardware, constituting 67% of PSOM subsidy - Knowledge transfer to 96 people per project; meaning that the subsidy contribution equals \$6681 (EUR5,158) per trainee - average number of out-growers per project was 1,342 - two thirds of projects created considerable follow-up investments (average multiplier of PSOM subsidies was 1.22) and achieved higher levels of sales and jobs at completion of support - 57% of supported enterprises lasted seven to ten years after the approval date, and showed an average increase of 31% in employment after the completion date - Effects beyond the individual projects such as SME linkages, catalytic effects on the sector and the contribution to the business climate dialogue were limited except for the horticultural sector in Ethiopia.	Triodos Facet NV (2010) Earlier report: PSOM Evaluation 2005

Results of individual partnerships				
Donor-funded partnership mechanism	Project name	Activities	Key results reported/ identified	Source
Africa Enterprise Challenge Fund	Ghana Grains Partnership	AECF provided a \$1.25mio matching grant and a \$250,000 interest-free loan to Yara (Norwegian fertiliser company); matched by \$3mio by Yara and \$3mio by Wienco (Ghana based input trader and developer) for the development of the Masara association; an out-grower scheme has been set up through the association, allowing farmers to access affordable inputs and profitable output markets, training, extension, and market information; Yara and Wienco are also co-financing with financial institutions a credit facility to pre-finance inputs	-2,200 farmers were included in out-grower scheme in 2009 (9000 were projected for the end of 2012); yields tripled by 2009 (target for 2012: 5-fold increase; financial benefit to farmers was projected to more than doubles between 2009 and 2012 (among other results) [New data on results expected in April 2013]	Guyver, Patrick and Mavis McCarthy (2011)
AusAID ECF ²	Mainland Holdings – Processed Vanilla Exports, Papua New Guinea	ECF grant to partly fund the cost of the production facility (45% of project costs) and technical support to suppliers; total amount \$470,000 (AUD453,745) - The Ugandan partner company, Uvan Ltd, is supplying technical expertise	- Factory and curing plant operational; 7 full-time jobs and 20 part-time jobs in the plant created; 14 buyers recruited and network with over 1,000 growers established; extension services provided; supply and production of vanilla is increasing (60% farmer income increase expected)	ECF Project Profile (2011)
AusAID ECF	Organic Fruit Fly Baits in Cambodia (2000-2012)	- A Malaysian distributor of fertilisers has developed environmentally friendly fruit fly bait using yeast waste from breweries; spraying of insecticides more expensive than the bait equivalent and can cause both environmental and health problems. - ECF matching grant to assist with setting up a production facility and	- 3500 farmers received training in crop protection and using the bait (greater uptake than expected, commercial viability likely) - Agreement with a local brewery to produce baits locally in Cambodia was being finalised and bait production was expected to begin late in 2011. -expected a 55–65% reduction in loss of crop (bringing crop loss from fruit fly to as low as 5%); expected additional income of US\$1,500 per season	ECF Project Profile (2011)

² Note that 24 ECF project profiles, mostly from March 2011, are available online; listed here is a selection of some of the more advanced or larger scale (with 1000+ beneficiaries) projects.

		introducing the bait to farmers in Cambodia (\$905,000 (A\$873,100) 41% of project costs)		
AusAID ECF	Volcanic Earth Skin Care Manufacturing and Export in Vanuatu	<ul style="list-style-type: none"> - ECF matching grant to help the company in expanding its processing plant to produce bulk supplies of skin care products for export markets and upgrade packaging and labelling capabilities (47%, \$197,000 (AUD190,000)) 	<ul style="list-style-type: none"> -Sales of oil have increased from 1,000 to over 12,000 litres, and the equivalent of almost \$18,700 (AUD18,000) has been paid to ('up to') 1,000 rural households - 20 people employed in the areas of manufacturing, packaging, processing, administration and management 	ECF Project Profile (2011)
AusAID ECF	WING , Mobile phone payment service, Cambodia (2009-2011)	<ul style="list-style-type: none"> -WING is a provider of mobile phone payment services that enable customers to transfer, store and cash-out their money using a mobile phone; cost of rural expansion used to be too difficult to justify on commercial grounds - ECF matching grant to extend affordable payment services to rural Cambodians (25%, \$1,550,000 (AUD1,500,000)); grant mainly used for education programs and marketing campaigns on mobile technology and banking - WING's 75% of project costs are going to mobile technology, advertising and staff costs. - WING has also received advisory services by the IFC 	<ul style="list-style-type: none"> - By the end of March 2011, WING had reached more than 200,000 customers through a network of support agents in over 680 Wing Cash Express merchants nationally; most users of WING's money transfers were previously "unbanked" -The company's money transfers are 50 percent cheaper than other locally available methods - WING is training around 200 new sales agents each month. - WING is partnering with microfinance institutions, who by processing payments electronically, can reduce the costs of loans -At least two mobile payment competitors have entered the market and more are expected. 	ECF Project Profile (2011) and ANZ (2010)
Danida B2B programme	African Organic, Uganda (2004-2012)	<ul style="list-style-type: none"> - Matching grants to support collaboration of a Ugandan organic farm (Amfri Farms), and a Danish organic foods company (Solhjulet), to develop organic products for export - pilot phase : \$86,700 (500,000 DKK) for technical assistance from Solhjulet to Amfri Farms and marketing in Denmark - project phase: \$440,000 (2,533,558 DKK) for technical assistance to improve production processes and CSR activities. 	<ul style="list-style-type: none"> -Over 100 Ugandan Amfri Farms employees; -150 out-growers (20%percent of the production for African Organic comes from Amfri Farms, 80 percent is bought from local out-growers (on fixed contracts with fixed prices);-both employees and out-growers trained - Production increased by about 100t a year, and 27 of 47 new crops found commercial export success (particularly herbs and frozen fruit) - Environmental and workplace certification in 2009 	North-South Institute (2012)

		- additional grant worth \$60, 700 (350,000 DKK) for a feasibility study of improvements in the cooling chain		
Danida B2B programme	Vanilla Trade with Responsibility, Uganda (2007-2011)	<ul style="list-style-type: none"> - Matching grants to support collaboration between the Uganda Vanilla Associations (UVAN), a Ugandan vanilla processing and exporting company, and Firmenich Denmark - \$43,400 (250,000 DKK) grant for a feasibility study on sustainable Ugandan vanilla production - \$788.000 (4,537,104) DKK for technical assistance from Firmenich and outside consultants, (to support improvements in management, health and safety systems, work on improving vanilla quality, extension services development and social programmes) 	<ul style="list-style-type: none"> -about 6,500 smallholder farmers supply the exporting company, and are guaranteed a minimum price by Firmenich - UVAN (with support from Firmenich) invested in advanced production facilities, delivered training in good agricultural practices and microfinance through a local association - exports increased by 50tonnes between 2008 and 2011 - incomes increased for farmers directly involved in production (<i>not clear how much</i>) 	North-South Institute (2012)
DFID BLCF	Malawi Cotton Seeding Treatment Programme (MCSTP)	BLCF grant of \$438,000 (£290,000) to improve cotton seed varieties, for sale at subsidized prices to contract farmers who sell their cotton to the ginneries involved in the programme	<ul style="list-style-type: none"> -Malawi's national crop production increased by 265% three years, enabling smallholder farmers to increase their income; 180,000 farmers involved in the MCSTP in 2005, which represented an increase by 62,000 compared to 2004. - between 2003/04 and 2004/05, the number of casual labourers employed by smallholder farmers increased by 25,000. - Successful increase in productivity also spurred processors to invest in the sector with greater confidence. 	UNCTAD (2006), BLCF case study (2007)
DFID BLCF	Organic Cocoa production, Dominican Republic (2002-2004)	- BLCF matching grant of £189,000 (45% of project costs) with the rest coming from a cocoa growers association, CONACADO, and Barry Callebaut (chocolate manufacturer) to develop organic cocoa supply chains in two of the poorest production regions	<ul style="list-style-type: none"> -1,225 farmers (well over the 350 milestone) are now producing superior organic cocoa -A differential of US\$405/ton (US\$145 over the milestone) is now paid to small growers. - 25% increase in employment in the drying process computer technology has been upgraded at CONACADO and remote communities have been linked to the internet. -Barry Callebaut now a long-term partner of CONACADO and is able to supply quality organic cocoa periodically. -the milestone of producing 500 tons in the 'gourmet' chocolate market has been surpassed with CONACADO supplying 700 tons. This has allowed the organization to establish new linkages with other European cocoa buyers such as ICAM and CTM Altromercato of Italy, and Twin Trading UK 	BLCF case (2007)
DFID BLCF	Gambia is Good (GiG) (2004-2006)	--BLCF matching grant of \$265,600 (40%, £197,000) to Haygrove	<ul style="list-style-type: none"> Results in 2009: -GiG purchases from nearly 1,000 growers, 90% of whom are women. GiG supplies 20 	IBLF (nd)

		<p>Development develop the fresh produce supply chain for tourism sector</p> <p>-Haygrove Development provided funding, specialist training in irrigation, harvest grading, distribution and marketing and the promotion of business principles in a development context.</p> <p>-Concern Universal managed the GiG project; Travel Foundation partnered with GiG to provide additional project funding</p>	<p>tonnes of produce per month to more than 46 major customers, including 16 hotels, 23 restaurants, 3 supermarkets and 4 catering companies.</p> <p>-In 2007, GiG diverted £34,000 of sales away from importers to local small-scale producers;</p> <p>-[year unclear] Farmers participating in GiG have seen an increase in their income of up to 500%; GiG employs more than 20 full time staff; GiG has tripled its sales volumes since 2005 and their produce now accounts for 63% of locally grown produce supplied to the tourism industry.</p>	
DFID BLCF	Unilever Profitable Tanzanian Nut project (2005-?)	<p>-BLCF matching grant of 542,000 (36%, £359,000) to Unilever to pilot a scheme for smallholders to gather and cultivate Allantropa in Tanzania</p> <p>-In particular the grant was used to establish, support and monitor nurseries, transfer knowledge about crushing and exporting oil, as well as organise farmers, nut collectors and focal persons the length of the supply chain.</p>	<p>-In 2007, a local supply chain has been set up spanning the farmers from 50 villages (1300 farmers) who collect AB nuts, representatives for the village who dry them, a collection centre that weighs, stores and handles payments, a transport company and a crusher.</p> <p><i>-Unilever is buying and exporting the entire crop and production is expected to encompass 100 villages (around 2600 farmers)</i></p> <p>-Farmers can earn around an extra £40 per annum in just three months by harvesting the nuts during the off-season. This equates to a 25% rise in annual income for growers.</p> <p>-‘to date 4000 farmers have benefitted’</p>	<p>Emerging Markets Group (nd)</p> <p>DFID (nd)</p>
DFID BLCF	Café Direct, East Africa	<p>BLCF matching grant to Café Direct to help them implement the Hazard Analysis Critical Control Points (HACCP) food safety methodology in East Africa, a demanding new private standard introduced by the British Retail Consortium</p>	<p>-The BLCF grant helped reduce the cost of technology transfer and training and allowed Café Direct to test the financial viability of a project with high social impact.</p> <p>-the project enables market access for 40,000 farmers (<i>Not clear if market access was indeed provided to 40,000 farmers as a result of the project</i>)</p> <p>Café Direct say the programme has:</p> <p>"successfully assisted all six participating factories to operate under HACCP systems and trained twelve key factory personnel. It has also developed local capacity by training four auditors to British Retail Consortium (BRC) level. Tea growers' future international business success depends on implementing the HACCP system as it means growers are better positioned to secure additional finance and break into new markets."</p>	<p>DFID (nd) and UK Parliament (nd)</p>
DFID BLCF	M-Pesa	<p>DFID matching grant to Vodafone Safaricom's development of the mobile payment service M-PESA</p>	<p>-M-Pesa has obtained 9 million customers in only 3 years, most of whom had never previously had access to banking services; directly led to the creation of 7,000 enterprises and 12,000 (to 30,000*) jobs in Kenya.</p> <p>- The subsequent increase in access to financial services is also likely to have generated many jobs indirectly; business model to be replicated.</p>	<p>Jack/Suri (2009)</p> <p>*UNDP Inclusive Business Finance Field Guide (2012)</p>

DFID Food Retail Industry Challenge Fund (FRICH)	Betty's and Taylors of Harrogate Tea production and export, Rwanda	<ul style="list-style-type: none"> - FRICH matching grant to B&T (international buyer) who partnered with OCIR Thé (the Rwandan national tea authority) and the Rainforest Alliance (implementing partner). -key activities include identifying and advising on key issues affecting tea quality; implementation of the SAN standards starting with training on sustainable agriculture within factories and on estates; initiating an internal management system which includes train-the-trainer approaches which enable more farmers to learn about SAN and to audit themselves; and investments in equipment. 	<ul style="list-style-type: none"> - B&T moved from their old approach of buying tea from auctions to working with factories and buying tea directly. - B&T's purchases of Rwandan tea have doubled as a result of the project and the agreed minimum wage in the tea sector has risen by 40%. - 10,398 smallholders have been trained on sustainable agriculture. The working environment has improved for over 2,500 workers -Rainforest Alliance certification has occurred for 1,554 hectares and 1,786 producers with another 8,612 producers recommended for certification. -Over 10,000 smallholder farmers apply better environmental practices. 15 million litres of wastewater is now being treated per year. Over 64,000 indigenous trees were planted over 2010-11 to improve biodiversity. 	North-South Institute (2012)
DFID Food Retail Industry Challenge Fund (FRICH)	Coffee production for export, Sainsbury's and Twin, DRC and Malawi (2009-2012)	<ul style="list-style-type: none"> -FRICH matching grant of \$378,000 (£249,924) to a partnership between Sainsbury's (donor and international buyer), Finlays (roaster and buyer), Twin (donor, implementing partner and local buyer), and two farmers' cooperatives -activities: training for farmers and cooperative management to improve quality, productivity and business practices; - Malawi: trials of new productive and sustainable production systems for one of Mzuzu's zones - DRC: construction of a processing facility and technical assistance on operation. 	<ul style="list-style-type: none"> - Improved income security for and doubled prices received by 3,500 farmers in Eastern DRC; the cooperative made a net profit of \$56,244 in 2010 and \$137,00 in 2011. - Fairtrade Certification. Fairtrade certification achieved in Malawi and DRC cooperative and of organic certification in DRC. - Average yields increased from 300 kg per hectare to 900 kg in DRC project. Production volumes rose from 15 tonnes to 76.8 tonnes in 2010 with estimates of 153 tonnes in 2011. 	North-South Institute (2012) Financial Times (2010)
NetherlandsPS OM/ PSI programme³	Simon Levelt Coffee Roaster, Uganda	<ul style="list-style-type: none"> -PSOM matching grant of \$542,000 (EUR418,193; 60% of project budget) for the establishment of a local processing plant by Simon Levelt B.V. (roaster and seller of coffee) and local partner Kawacom Ltd 	<ul style="list-style-type: none"> -Wet processing plant built, employing 100 people -6,000 farmers trained in good agricultural practices, harvesting and post-harvest handling - 2,000 have been transformed into organic producers through training and certification (in addition to 4,000 who already were certified) -Smallholders have increased their incomes (<i>not quantified</i>) 	UNDP Inclusive Business Finance Field Guide (2012) PSI project summary

³ Note: A worldwide list and summaries of PSI projects is available [here](#); however these only include **anticipated results**.

		(processor and trader of coffee), and farmer training		
Netherlands PSI programme	Organic Sesame Hulling Project, Ethiopia	Matching grant of \$389,000 (300,000 Euro) mainly used for cost-sharing purchase of processing machinery for organic sesame	-Processing fully operational; company has its own farming land (with 20 own staff) and sources from 1500 out-growers and 3000 seasonal workers; farmers have significantly increased their production volume; 5 company extension workers provide advice; international buyer interest increasing	Information provided by Ben van Ampting, Sesame Hulling Factory
GIZ Africa Facility Netherlands PSI programme BMZ/ GIZ Strategic Alliance (<i>just starting</i>)	African Bamboo, Ethiopia	Matching grant (50% of costs) for analysis of supply chains, partner identification Support to collaboration between German company specialised in developing and selling bamboo products, and African Bamboo's mother company Fortune Enterprise; matching grant (50%, \$967,000 (EUR 750,000)); used to cost-share expenses for pilot bamboo panel processing factory, farmer group organisation;	-Market research, equipment and product development studies conducted, long-term purchasing agreement signed with German company - 50-60 local company employees -2000 out-growers have been registered and organised in 31 cooperatives; they receive technical advice from the company's own 15 extension workers -20-25 collection centres with pre-processing plants built near the cooperatives	Information provided African Bamboo staff and GIZ project management
USAID Global Development Alliance	Rwanda Pyrethrum alliance	-USAID contributes a matching grant of \$143,660 (donor), SC Johnson, contributes \$160,404 (donor and international buyer) and Texas Agrilife Research Institute (Texas A & M University) contributes \$23,373 (donor and implementing partner). - aims are to increase pyrethrum production (organic insecticide) by improving and accelerating the training of farmers through 'train the trainer model' in flower production and to improve access to credit for farmers to enable them to purchase equipment to dry flowers -The country's only pyrethrum processing plant, is participating in the design and implementation of a	- 24 farmers' cooperatives were formed (2010) and 4,000 additional farmers are growing pyrethrum. -Production tripled. Planted areas increased from 1750 to 3100 hectares over 2009–11. -Improved quality and higher incomes and yields. Increased quality of dried flowers with higher pyrethrum content (from 0.9 to 1.5); 20–40% higher pay for farmers over 2008	North-South Institute (2012)

		credit scheme for farmers.		
USAID Global Development Alliance	AMARTA Sulawesi Kakao Alliance (2007-ongoing)	<p>USAID (funder), Blommer Chocolate Company, and Olam International, (buyers, implementing partners), work with the Government of Indonesia to promote Sulawesi's cocoa industry</p> <p>-In 2005, Olam and Blommer established the Sulawesi Alliance of Farmers, Olam and Blommer (SAFOB) which sought to provide farmers with training, quality improvement programs, market access and quality premiums. The USAID provided funding to scale up this initiative (\$US 2.5 mio; in-kind company contribution)</p>	<p>- Between 2007-2009, 20,683 farmers, representing 820 farmer groups, have increased their yields between 50 and 100%. In 2010, a review of the project revealed increases in average yields from 760kg per hectare to 1,100kg per hectare over 2006-2010.</p> <p>- Olam and Blommer have set up 11 rural buying stations, which pay a premium price for high quality cocoa of 200 Rupiah (US \$0.21) per kilogram.</p> <p>- Farmers participating in the program have seen increased income of between 75 and 117%.</p> <p>- Over 2005-2012, the SAFOB program procured nearly 80,000 million tons of cocoa, improving farmers' incomes by nearly US \$16.1 million compared to what they would have received selling to the local supply chain.</p> <p>-Over 67% of farmers have reported having direct access to exporters versus 15% prior to the program</p>	<p>North-South Institute (2012)</p> <p>Blommer (2011)</p>

Results of multi-stakeholder (public-private) coalitions (co-funding and –implementation of a variety of public and private partners)

Name of Initiative	Sub-project (if applicable)	Activities	Key results reported/ identified	Source
Dutch Sustainable Trade Initiative	Better Cotton Fast Track Programme (2011-2015)	<p>-partnership between: the Dutch Sustainable Trade Initiative (IDH, funded by the Dutch government), Rabobank Foundation and ICCO (donors); private sector actors that participate in the cotton supply chain (funders and international buyers); and non-governmental organizations (implementing partners) and other supply chain partners</p> <p>-IDH and other donors contribute to a fund that matches up to 100% of private sector contributions. Over 2010–12 private contributions totalled approximately €3 million. Private sector partners also advocate the Better Cotton Standard (BCS).</p>	<p>-As of 2011, 124,825 producers are part of the initiative. 89,959 farmers are licensed to produce Better Cotton.</p> <p>- Farmers in Mali and India saw on average 20% and 37% higher yields respectively compared to farmers without Better Cotton support</p>	North-South Institute (2012)
African Cashew Initiative (Ghana, Benin, Cote d'Ivoire,		Funded through matching grants by the German Federal Ministry of Economic Cooperation and Development (BMZ; US\$5	<p>- 240,000 farmers trained in all five ACi countries (e.g. 37,000 farmers in Ghana) in good agricultural practices</p> <p>- improved quality and higher yields</p> <p>- overall increase in income of \$5 million for participating farmers in all countries</p>	GIZ Website DCED (2012)

Mozambique, Burkina Faso)		<p>mio), the Bill & Melinda Gates Foundation (BMGF; US\$25 mio); USAID and national ministries; and currently nine business contributors, including international food companies such as Kraft Foods, Intersnack, and Olam; GIZ is the lead management agency responsible for overall coordination of the ACi, alongside its role as implementing agency of specific activities. It subcontracts three further implementing partners: the American NGO Technoserve (TNS), the Dutch NGO FairMatch Support (FMS), and an association of African cashew businesses</p>	<ul style="list-style-type: none"> - creation of 3100 jobs in the processing industry in all countries - increase in productivity of processing firms of more than 100% 	
Cocoa Livelihoods Programme		<p>Partnership between: the Bill & Melinda Gates Foundation (\$23 Million, donor); 16 private sector cocoa industry partners, 1 that contribute \$17 million in cash and in-kind support (international buyers); national governments and NGOs such as SOCODEVI (implementing and technical partners).</p> <p>-Actors work together on a steering committee which sets targets and provides technical advice and oversight for the program.</p>	<ul style="list-style-type: none"> -36 farmer organizations, representing 12,500 members and growing, were trained in good governance practices, financial recordkeeping, expansion of membership, and strengthening commercial relationships. -Farmers have increased access to improved varieties and better quality agro-inputs and have seen higher profits from cocoa and other diversified crops.<i>(not quantified)</i> • Over 151,000 farmers have been trained in good agricultural practices, farm management and annual household budgetary planning and nutritional needs. Over 6,100 farmers have received access to credit to purchase agricultural inputs. 	<p>North-South Institute (2012)</p>