

Section 1: Key Information and Solution Statement

1.1. Basic Project Data

a. **Title:** Harnessing the Power of Technology to Catalyze Value Chain Efficiency Improvements to Build Resilience, Catalyze Inclusion and Reach Vulnerable Smallholders

b. **Region:** Horn of Africa - Kenya, Uganda and Ethiopia

c. **Lead Organization:** Cafédirect Producers' Foundation

d. **Target start date:** December 2015 **Target Finish Date:** 30 September 2017

e. **Matching Funds:** \$36,000 (from Cafédirect Producers' Foundation, staff time)

f. Designated Problem Statement:

Inefficient and fragmented value chains are preventing vulnerable smallholders in the Horn of Africa from accessing data and information necessary to:

1. Increase efficiency, production and market access to catalyze increased incomes, food security and decreased post-harvest food loss and
2. Build resilience to chronic shocks and stresses, empowering farmers to forecast and manage risks

g. Chart for Team Members (Name, Title, Email, Phone number, Org): Annexed, details on organizations and private sector partners includes:

- Cafédirect Producers' Foundation
- MasterCard Labs Kenya
- Vodafone
- Restless Development Uganda
- WeFarm
- KALRO
- Sireet Outgrowers Cooperative
- Mabale Tea Factory
- Gumutindo Coffee Cooperative

1. Team Members

<u>Name</u>	<u>Nationality</u>	<u>Affiliation</u>	<u>Contact</u>	<u>Website</u>
Sylvia Ng'eno, Alternative Team Lead	Kenyan	Cafédirect Producers' Foundation (CPF) – Kenya, Africa Program Coordinator	sylvia@produc ersfoundation. org	<a href="http://producersfoun
dation.org/">http://producersfoun dation.org/
Katie Messick, Alternative Team Lead	USA	Cafédirect Producers' Foundation (CPF), Business Development & Investments Manager	katie@produc ersfoundation. org	<a href="http://producersfoun
dation.org/">http://producersfoun dation.org/
Claire Rhodes	British	Cafédirect Producers' Foundation (CPF), General Manager	claire@produc ersfoundation. org	<a href="http://producersfoun
dation.org/">http://producersfoun dation.org/
Dennis Lupambo	Kenyan	MasterCard Labs - Head MasterCard Labs for Financial Inclusion	dennis_lupamb o@mastercard .com	<a href="https://www.mastercard.us/
en-us.html">https://www.mastercard.us/ en-us.html
Khalila Salim	Kenyan	MasterCard Labs, Business Leader, Strategic Partnerships		<a href="https://www.mastercard.us/e
n-us.html">https://www.mastercard.us/e n-us.html
Christèle Delbé	French	Vodafone Group Plc, Group Head of Sustainability for Enterprise	christele.delbe @gmail.com	<a href="http://www.vodafone.co.uk/
a-home/index.htm">http://www.vodafone.co.uk/ a-home/index.htm
Benson M. Wafula	Kenyan	KALRO (Kenyan Agricultural & Livestock Research Organization), Agroclimatologist	bensonwafula @gmail.com	http://www.kalro.org
Kuria David Kimani	Kenyan	KENVO (Kijabe Environment Volunteers), Director	davekenvo@h otmail.com	www.kenvokenya.co m
Pauline Jepkorir Boit	Kenyan	Sireet -Outgrowers Empowerment Programme, Director	paulineboittoo@ gmail.com	<a href="http://epkoutgrowers.
co.ke/">http://epkoutgrowers. co.ke/
Joseph Ayebazibwe	Ugandan	Mabale Growers Tea Factory, Environmental Officer	kkyamulesire @mabaletea.c om	<a href="http://www.ugandaec
onomy.com/products
services/products/m abale-
growers-tea- factory">http://www.ugandaec onomy.com/products services/products/m abale- growers-tea- factory
Nakato Phirista Nassala	Ugandan	Restless Development- Uganda, Evaluation Research and Learning Manager	nakato@restle ssdevelopmen t.org	<a href="http://restlessdevelo
pment.org/">http://restlessdevelo pment.org/
Teresa Nekesa	Kenyan	WeFarm, Africa Programme Manager		http://wefarm.info/
Kenneth Ewan	British	WeFarm, CEO	kenny@wefarm .org	http://wefarm.info/
Nimrod Wambette	Ugandan	Gumutindo Coffee Cooperative Enterprise Ltd,	wamnim@gmail .com	<a href="http://www.gumutindocoffe
e.coop/">http://www.gumutindocoffe e.coop/
Victor Kibet Biwot	Kenyan	Sireet -Outgrowers Empowerment Programme, Operations Manager	vbiwot@epkou tgrowers.co.ke	<a href="http://epkoutgrowers.
co.ke/">http://epkoutgrowers. co.ke/

Section 2: Innovation & Impact Pathway

2.1 Solution Statement & Theory of Change (1 page)

The problem our team is addressing is inefficient and fragmented value chains that are not utilizing the power of technology to provide necessary data, tools and information to improve livelihoods, promote value chain inclusion and build resilience for smallholders. The 4 key root causes include:

1. **Production Data** -Lack of data related to production and supply during pre and post-harvest seasons (i.e. yields, quality, weather) which is particularly important to respond to environmental changes including climate change and water scarcity
2. **Logistics Data** -Lack of data visibility related to supply chain management and logistics for producers, suppliers and distribution networks (market prices, access, transport and traceability, packaging), critical to responding to volatile markets and decreasing food waste/loss
3. **Agricultural Information** -Lack of relevant and critical agricultural information (low cost, climate-smart agricultural practices; innovative practices to increase yield/quality; pest management/control; nutritional information about various foods, crowd sourced solutions/answers/innovations amongst farmer networks)
4. **Financial Literacy & Inclusion**-Low financial literacy and business skills, poor access to financial literacy tools/systems, limited access to mobile payment/credit/loan systems -- financial exclusion has further social challenges and barriers for more vulnerable groups including youth and female farmers

Vision of Success: Empowered smallholder households who have access to systems, tools, data, and information that is capable of transforming their livelihoods and building resilience to chronic shocks and stresses, which have unfortunately become the norm for many vulnerable groups in this region. Other key indicators of success include: (1) Provision of digital tools and platforms increasing value chain efficiency and inclusion; (2) Increased market opportunities, economic growth, poverty reduction; and (3) Increased financial inclusion, particularly for youth and female farmers.

Contributing to Systemic Change: Our proposal is focused on changing systems and the entire value chain landscape, contributing to systemic change regionally, and globally. We will work to increase value chains efficiency, engendering systemic change capable of being scaled to benefit smallholders globally. Our solution is in the interest of all stakeholders, incentivizing everyone to work together to guarantee success, at scale, over the long-term.

Influencing factors and barriers/incentives: Barriers: Value chains are embedded in a social context, so key barriers include access and engagement for the most vulnerable groups - women and youth, especially when focused on tech-based solutions and mobile-phone technology, which have the capacity to engage and empower women when facilitated and implemented well, but also the capacity to disengage more vulnerable groups with decreased access to technology, inability to use mobile phones (or other tech) or other challenges such as literacy. **Incentives:** Our proposed solution is mutually beneficial for smallholder farmers and private sector actors. Our solution has the capacity to: 1) increase livelihoods and decrease poverty, 2) improve supply chain efficiencies, decreasing food loss and providing more details for buyers on supply/quality and 3) increase scale and scope of private sector developed technologies for social good.

Creating Change for the Most Vulnerable, Strategies, Partners & Medium/Long-Term Impact Working with private sector leaders globally who also have a strong presence in the Horn of Africa - Vodafone and MasterCard Labs - we will work to up-scale and roll-out solutions providing access and necessary information to hard-to-reach and vulnerable smallholder farmers, equipping them with the knowledge and information necessary to make well informed decisions capable of transforming livelihoods and improving life for this vulnerable cohort. Locally, we will work alongside local women's and young people's farming groups and smallholder farmer associations and cooperatives to reach smallholders. WeFarm's mobile-based technology system will enable us to reach more remote groups of unorganized smallholders via mobile phones and radio, equipping the hardest and most remote populations with key information to improve their life and access markets more efficiently. In the short-term, smallholders will have access to key information and data, immediately having a positive impact on livelihoods. Over the long-term, value chain systems will change, becoming more inclusive, effective and efficient, improving the way business is done, mutually benefiting suppliers and buyers equally.

2.2 Impact Pathway Diagram (Annexed)

2.3 Innovation and Impact (1 page)

Project Impacts

1. 54,000 vulnerable smallholders have improved livelihoods and are more resilient to chronic shocks and chronic stresses
2. Improved supply chain efficiencies leading to increased market opportunities, decreased post-harvest food loss and poverty reduction

Innovative approaches, technologies and/or institutional arrangements we are employing

We are bringing together a unique group of team members and leveraging partnerships in a new way to build resilience and improve life for the poorest of the poor in Kenya and Uganda. Further, we are using innovative technologies:

- **WeFarm** - employing innovative peer-to-peer, mobile-based technology to crowdsource solutions and to share information amongst the most vulnerable smallholders. WeFarm's unique technology will enable us to reach the most rural, vulnerable and unorganized smallholders. Further, we will scale WeFarm to reach an additional 5,000 farmers in Ethiopia
- **MasterCard Labs Kenya** - scaling out MasterCard Labs' innovative technology to expand digital financial services and to promote financial inclusion for the most vulnerable, helping to harness the innovative power of technology to develop financial services
- **Vodafone** - exploring, adapting and scaling Vodafone's innovative solutions using mobile technology - a transformative tool for development with farmers - to improve agricultural productivity in the Horn

Impacts on poor and vulnerable groups: Our key beneficiaries are rural, vulnerable smallholder farmers, knowing that agriculture-focused livelihoods are becoming increasingly precarious, especially for smallholders in the Horn. We plan to have a positive and direct impact on over 60,000 smallholders in Kenya, Uganda and Ethiopia, reaching over 300,000 smallholder family members indirectly.

Scalable & replicable, regionally & globally: Working with key innovators in technology and mobile-based technology, we can scale our solution to reach vulnerable smallholders globally. One of the many benefits of technology and, specifically, mobile-based technology, is that it can be adapted and scaled relatively easily to reach vulnerable groups in other regions. Once our solution is tested and proven in the Horn with our key local partners, we will be in a position to scale more broadly.

Assumptions about achieving impact & causal relationship linking activities to impact:

- **Team Composition:** We offer a dynamic, multi-disciplinary team, capable of having a long-term, sustainable and large-scale impact on vulnerable smallholders. Our team enables us to develop and adapt technology (including mobile-based) and implement planned activities successfully (many technologies have been developed and proven successful already with smallholder groups).
- **Local Partnerships:** Further, we have strong local partners committed to realizing our proposed solution, who have access to over 60,000+smallholder farmers and their families, enabling us to implement activities, reach scale and achieve impact.

Value for money at the economy, efficiency and effectiveness levels

Economy: Our project offers an estimated cost of ~\$18 per person (with an estimated reach of 60,000 smallholders), this is less than \$4 per smallholder household, offering significant value compared with standard in-person agricultural extension services with estimated range of \$40-85 per household, per year, showcasing the benefits of rolling-out a technological solution, supported by peer-to-peer, in-person efforts. Further, we are leveraging existing IP, technologies and infrastructure.

Efficiency: Our solution offers a blend of peer-to-peer and in-person solutions with technologically based, digital solutions, enhancing the overall cost-efficiency relative to models based purely on in-person support.

Effectiveness: Technology - particularly mobile-based technology - has been proven to improve the effectiveness and efficiency of agrifood value chains and agricultural activities (FAO 2013).

2.4 Outcomes (1 page)

We expect the greatest behavior changes to be demonstrated by vulnerable, smallholder farmers, with a specific focus on youth and female farmers. As their access to data and information increases with increased supply chain efficiency, smallholders will be equipped with the necessary knowledge and skills to make more informed decisions on their farm, improving livelihoods and empowering smallholders to have resources and knowledge to adapt and respond to changes and chronic shocks.

Top-line Outcomes - Focused on improving livelihoods and building resilience for smallholders who will have increased knowledge to improve skills and the ways they operate their farms

- Smallholder farmers are equipped with data, information, tools and systems to manage their farms as successful, profitable and sustainable micro-enterprises
- Smallholders farmers demonstrate increased efficiency, resourcefulness and adaptive capacity to adapt and respond to changes and chronic shocks

Production Data – Smallholders will change behavior, making decisions based on key, real-time information. Buyers will also be able to make more informed decisions, with up-to-date information related to production.

- Smallholders have increased access to production data during pre and post-harvest seasons, provided via key private sector actors technology

Logistics Data – As information exchanges increase and value chain information because digitized efficiencies will increase. As a result, buyers and producers will increase communications and make more informed decisions based on new information.

- Increased access to supply chain data for suppliers, producers and distribution networks
- Improved value chain management, efficiency & inclusion, benefiting smallholders producers and buyers
- Increased engagement of private sector, step-changing role of inclusive, base of the pyramid business

Agricultural Information - Smallholders will be able to manage and operate their farms with more confidence as increased knowledge flows via digital/tech-based systems to farmers, who will be empowered to begin managing their farms as micro-businesses.

- Increased access to relevant and critical, low-cost agricultural information for smallholders (including women and youth)
- Increased on-farm productivity demonstrated by smallholders
- Diversified and enhanced livelihood opportunities and income sources for smallholders (including youth and female farmers)

Financial Literacy & Inclusion – Empowering smallholders – especially female farmers with access to financial literacy, technology literacy and mobile based literacy skills will enable farmers to access and utilize tech for the first time. Further, we are creating an enabling environment for financial inclusion and promoting mobile-based payment access as well as other digital services.

- Increased financial literacy and business skills for smallholders, particularly women
- Increased access to tools/systems to support financial inclusion for smallholders (including women)
- Increased access to mobile payment systems for all smallholders (including women)
- Increased economic opportunities for women and youth in agriculture
- Increased adoption of mobile financial services by smallholders (disaggregated by gender)
- Decreased gender gap in mobile phone ownership

Next Users & Use (2 pages)

(Stakeholder Analysis included in annex)

Stakeholders: The collective support of all stakeholders will be a necessity to improve supply chain efficiencies and to achieve sustainable, long-term and systemic change benefitting vulnerable smallholders in this region. As highlighted by Vodafone, “there is a need for close cooperation between mobile network operators, governments, NGOs and the private sector” to realize long-term and sustainable change (Vodafone, Connected Agriculture, 2011). Collaboration among local, regional and international stakeholders and actors from diverse backgrounds is critical to our team’s approach. Mechanisms to ensure ongoing engagement and participation of all team members equally throughout the project will be designed, including both in-person and virtual opportunities to share information and project update, and reflect on lessons learned as the project progresses.

Key stakeholders detailed in our annex include: 1) Smallholder Farmers & farmer groups/associations 2) Private Sector - including buyers/agribusinesses and the technology sector, 3) INGOs, 4) Researchers/Academics and 5) Public sector - local, national, regional and global governments/policy makers. The two key next users of our outputs include: (1) vulnerable smallholderfarmers and (2) buyers of smallholder products/agribusinesses. The

key research users, as mapped out in our annexed stakeholder analysis include local, national and international governments, who will use research and data to inform decision makings and to share lessons learned. Further research users include academics and INGOs working in the Horn of Africa, with smallholders and/or doing research on the effectiveness and efficiency of using ICTs - particularly mobile phones - to reach and build resilience for the most vulnerable. This cohort will be key partners in rolling-out/scaling our solution more broadly and will use the data to inform decision making as well as share lessons learned from their own research.

Evidence of demand for project outputs: Globally, there are 500 million smallholder farmers who are responsible for supporting over 2 billion people, with nearly 80% of the food consumed in the developing world coming from smallholder farms. Further, this cohort is responsible for 97 percent of agricultural holdings globally. In Sub-Saharan Africa, smallholders comprise over 85% of the population. This cohort also reflects one of the poorest and most vulnerable groups, particularly in the Horn of Africa. Many live on less than US\$1.25 a day and although the United Nations and nearly all key development actors has identified smallholder engagement as one of the most effective ways to lift billions out of poverty, a scalable way to engage and reach this cohort capable of responding to systemic challenges has yet to be identified, implemented and scaled. This is where technology comes in and the use of the basic mobile phone, capable of reaching some of the most rural and remote groups in this region. In order to engage this cohort effectively we must be able to: 1) reach and access them and 2) empower them as leaders. To do this, we will reach them using technology, particularly mobile-based technology and we will empower them by providing them with critical data and information necessary to make decisions. High incidences of food loss, poverty, poor communications between producers and buyers, fragmented and inefficient value chains, and growing food insecurity are just pieces of evidence highlighting the unmet demand for our solution.

Assumptions, Incentives, barriers & capacity for next users to understand & use the solution

The below incentives and barriers assume the following is in place: Information, tools, technologies & systems are: useable, understandable, actionable, and accessible to the most vulnerable. we are also assuming that our solution will contribute to livelihoods and resilience improvements and will overcome barriers (listed below) and risks (detailed in later sections, i.e. access, affordability, willingness).

Incentives for Farmers:

- increased incomes, improved livelihoods as a result of increased access to tools, systems and data
- improved access to mobile-based financial systems, particularly payments/loans/credit
- increased access to relevant and necessary information to manage farms, increase productivity and improve quality, leading to increased incomes and resilience
- Increased visibility and management of farmer data

Barriers for Farmers:

- lack of capacity and/or inability to use/access mobile phones (particularly for women)
- capacity challenges related to: technology illiteracy, adoption challenges and development/use
- Capacity challenges related to internet access, mobile networks

Incentives for Buyers/Agribusiness

- Increased access to real-time data and information about yield, quality and any potential challenges
- Decreased food loss (post-harvest)
- Increased visibility and management of farmer data
- increased quality, increased projection security and lower costs for sourcing
- Lower costs for sourcing

Barriers for Buyers/Agribusiness

- Potential challenges connected to developing adequate tech that addresses needs of farmers & agribusinesses
- Capacity challenges related to internet access, mobile networks

Gender & Equity Aspects, specific to gender-related outcomes

One of the key risks and barriers we have highlighted throughout is risks associated with women accessing technology and/or mobile-based technology. Key risks facing women (more than men) include: 1) access to tech/mobile-based tech and 2) technology/mobile illiteracy. Fewer women than men use/have access to mobile-based technology, so we will work with partners, particularly local partners including women's groups and female ambassadors/promoter farmers, to empower and engage girls and women at key stages throughout the project to ensure women are engaged and have equal access to all technology developed and implemented. Further information on engaging and empowering women is detailed in later sections.

Guaranteeing Strategies & Activities will lead to intended Impact & Engagement

- Cafedirect Producers' Foundation is headquartered in London, but we also have an office in Nairobi Kenya, which is responsible for leading and delivering all of our Africa programs. We work directly through a network of 280,000 smallholders globally and over 60,000 in Uganda and Kenya alone, making us a key touchpoint for direct engagement with farmers and strong communications with this key stakeholder group.
- We have 5+ years of experience working with the local partners and farmer cooperative/associations listed as key team members, these cooperatives have direct access to a large network of farmers - including those in their networks and unorganized farmers living in the same area. Further, we have experience rolling out and delivering large-scale projects in partnership with local partners, enabling us to deliver activities, ensuring outputs are used to achieve our outcomes and overall impact/goals.
- Network of Promoter Farmers - we work through Trainers of Trainers (typically agricultural extension workers) and a network of community leaders - Promoter Farmers - who have been trained by local extension workers who will reach harder to reach and unorganized farmers in Kenya and Uganda to ensure activities are implemented and outputs are used and relevant.
- WeFarm will work through its growing network of local ambassadors to reach larger groups of unorganized (farmers not part of cooperatives) farmers in Kenya, Uganda and Ethiopia
- We will share all policy and research pieces with all team members and identified research/academic institutions (highlighted in our stakeholder analysis).
- Vodafone and MasterCard have established networks and success in implementing successful activities throughout this region and have strong communications and engagement strategies to reach policy makers, research institutions and national governments and stakeholders.

2.6 Outputs – Details on 2 types of Outputs (1 page)

1. Databases, Models, Publications & Maps

- Online dashboard built in partnership with WeFarm providing comprehensive data and information databases focused on challenges facing smallholder, solutions identified by smallholders and other key production/logistic data
 - Digital platform for: improved logistics efficiency, mobile payments & receipting for products, product bundling to enhance market access for unorganized farmers, and to support mobile payments and financial literacy and inclusion

2. Next-user Outputs (policy briefs, news articles, decision analysis tools) – We will develop policy briefs to inform researchers, policy makers & partner NGOs focused on:

- Data mapping and visualization of key resilience challenges and solutions
- Research report on opportunities and challenges for digital tools to enhance resilience
- Engaging youth and female farmers in data generation and use
- Suggestions on using technology to create gender equitable value chains
- Engaging women in financial inclusion interventions - impacts and potential unintended consequences
- Reaching unorganized, hard to reach farmers

● General Outputs based on Solution Implementation Plan

Environmental Examination Output

- Tender & commission consultants, undertake IEE & integrate recommendations and actions into work plan

Production Data

- Digital tools to support product bundling to enhance market access for currently unorganized & underserved communities
- Integration and repurposing of existing farmer data registration tools
- Value chain information digitized by adapting and scaling mobile-based tools in partnership with MasterCard Labs and Vodafone

Logistics Data

- Producer-led data system (including generation, analysis and sharing) developed in partnership with WeFarm and Restless Development Uganda
- Establishment of network of lead farmers to support training and scaling of digital tools and data dissemination

Agricultural Information

- WeFarm setup and scaled out to reach additional 5,000 users in Ethiopia and additional users in Kenya and Uganda
- Increased scope of WeFarm to provide relevant and low-cost agricultural information to farmers
- WeFarm content dissemination across radio, reaching most hard-to-reach

Financial Inclusion

- Financial literacy tools mobilized for smallholders in partnership with MasterCard Labs
- Farmers (including youth & female farmers) have access to mobile payment

2.7 Workplan & Timeline (2 pages) (Annexed)

2.8 Questions and Methodologies (3/4 page)

Key Questions & how they link to our ToC:

- **Can technology - particularly mobile-based technology - address value chain inefficiencies? Can mobile technology play a role in increasing farmers' productivity and farmers' incomes? Will increased access to information, data and tools improve resilience for vulnerable smallholders? How can we make tech-based solutions relevant for smallholder farmers, not just commercial farmers?**

Our project log frame and value for money indicators will help us analyze these grouped questions, all results and findings will be shared, linking project inputs (technologies) to our outputs, outcomes and associated impacts. Our hypotheses proposes that by digitizing certain aspects of the value chain, key actors will be more informed to make better decisions, improving overall efficiencies, leading to improved production, trade, catalyzing increased resilience and decreased poverty.

- **Can mobile-based technology decrease food loss and increase food security?**

We will use our impact, outcome and value for money impacts to analyze the impact new technologies have on food loss and food security. We will also analyze the inputs selected and used how various inputs and technologies have different impacts and uptake by various stakeholders. Our hypothesis is that with increased access to real-time information, there will be decreased post-production food loss.

- **Can this kind of technology be scaled and cut across various agricultural sectors?**

As suggested/proposed by the GRP, we are working to 'further develop, apply and scale existing platforms and technologies developed by MasterCard, Vodafone and WeFarm to enhance resilience for the most vulnerable, rather than creating new systems. A large test for our team is to see if we can adapt and scale these technologies and if the costs are lower doing it this way, rather than starting from scratch. We will use value for money indicators against our impact indicators and results from external evaluations to test this hypothesis.

Our impact and outcome indicators alongside external evaluations will share conclusions to this hypothesis.

- **What barriers exist in terms of who (gender/age) has access to mobile phones? What are potential unintended consequences of digitizing systems? How will system changes and improved efficiencies affect gender roles and relations? How can we be sure new technologies engage and empower women and do not add burdens or disengage women? What are key roles and relationships between men and women? How can we ensure men are part of our problem definition and solution? How can we best address the distinctive needs of girls and women? How can we promote gender equitable and market-driven solutions that empower female farmers?**

Our gender specific impact and outcome indicators will help us analyze this information and these key questions. In order to adequately engage and empower women, we will need to engage women and men from the start, to prevent any unintended consequences that have been highlighted by others previously - such as increased gender-based violence and/or decreased time for women to conduct/lead other activities. We will monitor for impact the impacts on both men and women and will share results with key stakeholders and research users, working to adapt and change as needed.

2.9 Measuring Progress Toward Outcomes

2.9.1 Indicators

All indicators are detailed below in our USAID adapted logical framework (at the bottom of this section)

2.9.2 Baselines

Cafédirect Producers' Foundation and WeFarm have a large amount of baseline data collected since 2009 that can be shared with the Partnership and will account for most of the baselines. Additional information and baselines have been collected in partnership with local partners and new partners – Vodafone and MasterCard Labs. Key baseline information related to our impact and outcome indicators includes:

- **Food Loss:** 1/3 of food grown in developing countries is lost or wasted (Rockefeller Foundation), 15% of smallholder farmers income is lost to food waste
- **Financial Inclusion:** In Kenya 85% of people have a bank, mobile, prepaid or other payment product, yet only 2% of payments are made with these tools (MasterCard Labs, 2014). In Uganda ~43% have payment products and less than 1% of payments are made with these tools (non-cash) (MasterCard Labs, 2014)
- **Mobile Phone Access:** 60% of Kenyans at the bottom of the pyramid own a mobile phone, but very few use applications other than M-PESA (MasterCard, 2014); 90% of farmers in CPF's network have access to mobile phones (CPF & WeFarm baselines, 2012), 11% of women phone users in Kenya have never sent an SMS (GSMA)
- **Information needs:** 90% of farmers in our network have reported their key information needs are not being met (baseline data 2012/13) – this includes supply chain information and agricultural information
- **Commitments to building resilience:** 90% of farmers in our network are committed to engaging in activities and programs to build resilience

** We have large amounts of baseline data we are happy to share with the Partnership, there is not sufficient space to do so here. Please advise and we can provide further details!

2.9.3 M&E Plan

CPF and its team members - including local partners, private sector actors and partner NGOs, will undertake monitoring jointly. Further, key beneficiaries - smallholder farmers - will be key actors in data generation/collection, analysis, use, and sharing, which is also a key goal of our project. CPF has developed a participatory and comprehensive Monitoring, Evaluation and Learning (MEL) plan in partnership with its network of 280,000 smallholder stakeholders across Latin America and Africa in the last 18 months. Further, we have extensive experience monitoring with our key partner WeFarm and we have further experience rolling out and conducting baselines with Restless Development Uganda in Kenya and Uganda for a Comic Relief funded project. We will continue to work with key partners and team members listed in this proposal to develop innovative tools based on emerging technologies to collect data in a cost-effective, participatory way, which will complement more traditional data collection techniques. Further, we will hire external M&E specialists to support this process at key stages - particularly the beginning, middle and end to conduct external evaluations. Our annexed logframe will provide further details on what we will be monitoring throughout implementation.

- We will hire external evaluators to conduct a more extensive baseline and endline
- CPF and team members will conduct quarterly monitoring against its logframe and can produce bi-annual reports for the Global Resilience Partnership in addition to sharing of key lessons learned and research/policy pieces

Value for Money Plan

Top-line Value for Money Information: Value for Money will be embedded in all we do and discussed with all team members and actors throughout. Our entire logframe and monitoring, evaluation and learning system will be measured against the 3Es of Value for money (economy, efficiency & effectiveness). We will also share our work, lessons learned and challenges with partners and the Global Resilience Partnership.

Economy: Our project offers an estimated cost of ~\$18 per person (with an estimated reach of 60,000 smallholders), this is less than \$4 per smallholder household, offering significant value compared with standard in-person agricultural extension services with estimated range of \$40-85 per household, per year, showcasing the benefits of rolling-out a technological solution, supported by peer-to-peer, in-person efforts. Further, we are leveraging existing IP, technologies and infrastructure of partners with proven success and effectiveness to adapt each tech to local needs (benefitting our project in the medium-term, but also making it beneficial over the long-term as we scale regionally and globally).

Key VfM Indicator*: (1) Cost per person, cost per household, (2) Cost-benefit analysis (analyzing input, process, output, outcome impact), (3) % administration costs versus program expenditure

Efficiency: Our solution offers a blend of peer-to-peer and in-person solutions with technologically based, digital solutions, enhancing the overall cost-efficiency relative to models based purely on in-person support. As mentioned, many systems have already been developed, our solution focuses on adapting and scaling these systems, making the best use of our investments. Further to this, we already have networks of youth groups and women's groups and Farmer Promoters via CPF's network and WeFarm ambassadors ready to scale our interventions.

Key VfM Indicator: (4) % of adapted/calibrated technologies/platforms versus new build pieces of technology

Effectiveness: Technology - particularly mobile-based technology - has been proven to improve the effectiveness and efficiency of agri-food value chains and agricultural activities (FAO 2013). Research by the FAO and others has demonstrated that using and applying ICTs has the potential to increase the cost-effectiveness of agricultural value chain initiatives.

Key VfM Indicator: (5) # of external reports submitted

*Please note that our Value for Money indicators are in addition to our impact & outcome indicators, which will also demonstrate impact and good value for money. The Indicators listed here are specific for tracking our Value For Money progress against our plan, detailed below.

Value for Money Plan			
	Key Questions We'll Ask Throughout	Tools We'll Implement	Focus Areas & What we Have in Place
Economy	How well do we use money to purchase the inputs we need?	Strong Financial Management System, supplier reviews, internal audits, cost/resource calculations with all partners	<ul style="list-style-type: none"> Working through promoter farmers, ambassadors using already established IPs and technology - as encouraged by the Global Resilience Partnership, we are working to further develop, apply, calibrate and adapt current platforms & technologies, again decreasing costs
Efficiency	How well do we use our inputs to create our outputs?	Cost benefit analysis with partners, output level Monitoring, Evaluation & Learning systems,	Partnership resourcing, delivery mechanisms via partners/farmers and lead farmers - farmer promoters/ambassadors,
Effectiveness	How much impact do our interventions have at the outcome and impact level? How well are	Monitoring, Evaluation & Learning System, external evaluations, Sharing & Learning,	Logframe, programme design, partnership matrix/mapping, stakeholder

	outputs from our proposed interventions achieving desired resilience building outcomes? Are we engendering behavior change? Is knowledge improving? Attitude changes?	Roll-out of farmer/producer-led data generation system	analysis/leveraging partners
Equity	Has our project had any unintended consequences related to age/gender?	External evaluations, surveys including female/youth/disabled farmers	<ul style="list-style-type: none"> ● As highlighted throughout, we will be working to engage and empower women/youth ● We are also conducting numerous research pieces on how to best engage and promote equality amongst these groups

	Logical Framework, Adapted from USAID	
Narrative Summary	Indicators	Data Sources
Project Goal/Impact 1. 60,000 vulnerable smallholders have increased livelihoods and are more resilient to shocks and chronic stresses 2. Improved supply chain efficiency leading to increased market opportunities, economic growth, decreased post-harvest food loss and poverty reduction.	- % Increase in incomes amongst smallholders - % Increase in food secure families - % Decrease in post-harvest food loss - % Reporting increased supply chain efficiency (from buyers and sellers/producers) -# Of farmers reporting increased incomes -# of farmers reporting increased ability to adapt and respond to chronic shock/stresses	- Cafédirect Producer's Foundation data from 2009-present (specific to livelihoods information and poverty data sets) - WeFarm data sets - Data & information from Rockefeller (specific to post-harvest food loss) - World Bank data sources
Project Purpose/Outcomes Production Data: - Increased access to	Production: - Access to production data (weather, yields, quality)	- Cafédirect Producers' Foundation data from 2009-present - Data from local partners (mainly

<p>production data during pre and post-harvest</p> <p>Logistics Data</p> <ul style="list-style-type: none"> - Increased access to supply chain data for suppliers, producers and distribution networks - Improved value chain management and efficiency - Increased engagement of private sector, step-changing role of inclusive, base of the pyramid businesses <p>Agricultural Information</p> <ul style="list-style-type: none"> - Increased access to relevant and critical low-cost agricultural information - Increased on-farm productivity - Diversified and enhanced livelihood opportunities and income sources <p>Financial Literacy & Inclusion</p> <ul style="list-style-type: none"> - Increased financial literacy and business skills - Increased access to tools/systems to support financial inclusion - Increased access to mobile payment systems - Increased economic opportunities for women and youth as leaders in agriculture - Increased adoption of mobile financial services by smallholders (disaggregated by gender) - Decreased gender gap in mobile phone ownership/use 	<p>Logistics:</p> <ul style="list-style-type: none"> - % Increase in smallholders with access to market prices - % Increase in smallholders with transport & traceability data - Increased supply & demand data digitized - Increased flow of data between buyer/sellers - Increased access to and connectivity with markets (for producers & buyers) <p>Agricultural Information</p> <ul style="list-style-type: none"> - % Increase in families growing crops to sell at market, rather than for household consumption % Of food which is grown, not bought - % Increase in access to climate-smart agricultural practices - % Increase in access to innovative practices to improve quality and/or yield - # Of farmers accessing pest management/control data - Increased crop quality - Increased yield - Increased access to agricultural information - # Of income sources - Changes in income for producers of new crops, disaggregated by sex/gender - # of farmers investing money back into their farms (disaggregated by gender) - Number and percentage of producers who adopt new cash crops, disaggregated by gender <p>Financial Literacy/Inclusion</p> <ul style="list-style-type: none"> -% Increase in farmers making mobile payments - # Of farmers accessing basic financial services - # Of women with access to credit - # Of digital payments (disaggregated by gender) 	<p>cooperative-based data sets)</p> <ul style="list-style-type: none"> -Comprehensive WeFarm data sets - Vodafone & MasterCard Lab data (focused on mobile phone use, mobile-based payments, online platforms) - Feed the Future & WEAI baseline information for gender specific indicators - USAID, Rockefeller, World Bank data, IFAD, & FAO research and data (published online)
<p>Outputs</p> <p>Databases/Models</p> <ul style="list-style-type: none"> - Online dashboard built in partnership with 	<p><i>All outputs are also phrased and can be used as indicators we will be tracking; we have included outputs for the outcome and impact level.</i></p>	<p>Same as above sources.</p>

WeFarm providing comprehensive data and information databases focused on challenges facing smallholder, solutions identified by smallholders and other key production/logistic data

**Next-user Outputs
(policy briefs, news
articles, decision
analysis tools)**

- Policy briefs to inform researchers, policy makers & partner NGOs focused on:
- Engaging youth and female farmers in data generation and use
- Suggestions on using technology to create gender equitable value chains
- Engaging women in financial inclusion interventions - impacts and potential unintended consequences
- Reaching unorganized, hard to reach farmers
- General Outputs based on Solution

Implementation Plan

Production Data

- Digital tools to support product bundling to enhance market access for currently unorganised & under served communities
- Integration and re purposing of existing farmer data registration tools
- Value chain information digitised by adapting and scaling mobile-based tools in partnership with MasterCard Labs and Vodafone

Logistics Data

- Producer-led data system (including generation, analysis and sharing) developed in partnership with WeFarm and Restless Development Uganda

<ul style="list-style-type: none">- Establishment of network of lead farmers to support training and scaling of digital tools and data dissemination <p>Agricultural Information</p> <ul style="list-style-type: none">- WeFarm scaled to reach additional 5,000 users in Ethiopia and additional users in Kenya and Uganda- Increased scope of WeFarm to provide relevant and low-cost agricultural information to farmers <p>Financial Inclusion</p> <ul style="list-style-type: none">- Financial literacy tools mobilised for smallholders in partnership with Mastercard Labs- Farmers (including youth & female farmers) have access to mobile payments		
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Section 3: Achieving the Resilience Challenge

3.1 Gender & Equity (3/4 page)

Challenges Women Smallholders Face:

Engaging female smallholder farmers is key to our proposed solution and interventions that engage and empower women, working toward engendering gender equality and empowerment, are paramount to the long-term success of our project. Knowing that although women make up, on average, 50% of the agricultural workforce, there are significant gaps that exist between men and women. Consequently, female farmers face multiple constraints when compared to male farmers and consequently tend to be the most excluded and vulnerable. For instance, women have less access than men to agricultural information and low-cost solutions to improve production, quality and yields due to less opportunities/invitations to participate in trainings. Women are more financially excluded than men and have few opportunities to access emerging mobile-based technologies than men to access necessary inputs, services and/or markets.

How Our Solution Will Close Gaps & Address Needs & Empower Women & Girls

We are promoting gender equitable and inclusive value chains and will be engaging and empowering girls and women throughout our solution implementation by asking the aforementioned learning questions:

- What are key roles and relationships between men and women? How can we ensure men are part of our problem definition and solution?
 - How can we best address the distinctive needs of girls and women?
 - How can we promote gender equitable and market-driven solutions that empower female farmers?
- Further, We will conduct the following research while implementing our solution and share results with all relevant actors/stakeholders and researchers - including trainers and academics.
- Promoting Financial Inclusion & Access to Financial Services for Women
 - Conducting research in the following gender-related areas:
 - How technology can promote gender equitable value chains
 - How to engage female farmers in data generation, use & sharing
 - Analyzing the role of mobile-based payments to foster financial inclusion, particularly for women

How Impact of Proposed Activities will be tracked

We have included numerous indicators (at the outcome and impact level) that track women specifically or disaggregate results based on gender and age (as a focus is also to engage young people), enabling our team to track proposed activities committed to engaging women. For instance, we will be tracking financial inclusion and the use of mobile-based payments for women to guarantee women (as well as men) have access to and are using mobile-based payments. Financial literacy courses will be designed to engage and encourage participation from women. In addition, when we roll out our data systems and new technology, we will create opportunities for female leaders to scale out our projects as Farmer Promoters and Ambassadors, closing the gap between men and women. Finally, we will track the five domains of women's empowerment in agriculture, as suggested by Feed the Future's Women's Empowerment in Agriculture Index (production, resources, income, leadership & time) and we will be using a variety of the suggested indicators to track success and women's empowerment.

3.2 Resilience (3/4 page)

The overarching goal of our proposed solution is to build resilience for 60,000 vulnerable smallholders in the Horn of Africa. Our solution to build resilience is to harness the power of technologies to catalyze value chain efficiency improvements. The rapidly growing and largely pastoral population in the Horn of Africa is increasingly vulnerable to numerous crises and shocks caused by complex challenges such as economic crises, climate change or natural disasters. Engaging smallholder farming communities, including women and young people, as champions of resilience building initiatives is key to our solution. We see local leadership is paramount to strengthening the region's ability to developing sustainable, long-term solutions.

The growing recognition of the impact of shocks and stresses on local livelihoods, has led to an increase in the use of resilience as a term in a wide range of livelihood related interventions. Simply increasing income or food consumption in the short-term has been found to be inadequate to effectively reduce poverty in the long-run. Our solution is therefore committed to engaging key stakeholders not only as beneficiaries, but also as empowered champions and participants. In order to build resilience, we must move the most vulnerable out of poverty. To do this, key information must be made accessible to vulnerable people. This is why we will work to equip smallholder farmers with access to information, tools and systems to increase knowledge and awareness. This will empower smallholders to make well-informed decisions and to become increasingly adaptive and responsive to chronic stresses and shocks. Consequently these communities will build resilience and increase

their capability to mitigate and recover from shocks and stresses, providing space for sustained development and inclusive growth.

Smallholder farmers very rarely own the data or have the capacity to analyze it and inform decision making on long-term resilience strategies. Further, existing data collected by external actors is not available in a format that can be easily understood at a local level. Thus, households are not clear on the root causes driving increased incidences of acute shocks, making it impossible to identify adequate, long-term solutions capable of supporting communities become more resilient. The need for improved access to data is not a new priority, having been highlighted by the World Bank's Open Data for Resilience Initiative, which pushes for "actionable and accountable data". However, we will work with key partners to take this important step further to encouraging initiatives that empower local communities to become leaders in, and owners of data collection, analysis and use. Our solution will equip smallholders with key production, logistics and agricultural data while also providing increased financial inclusion via improved access to mobile-based banking and payments. This information will empower farmers and catalyze increased productivity, leading to increased smallholder incomes and resilience by providing access to information and markets

We will guarantee adoption and use by extending this work to engage with key private sector actors. This will offer a win-win by simultaneously increasing resilience for producers and improving profits and knowledge for the private sector. We live in a data driven world and all actors - even the most vulnerable - need to be able to access and understand data. Thus, our solution builds resilience via its unique solution offering a win-win for all actors and the innovative team it has brought together.

Our team is working to build resilience at 3 core elements:

- **Economic resilience:** this focuses on the extent to which individuals, households, communities or other human aggregates are able to maintain and improve their livelihoods in the face of shocks and stresses.
- **Ecological resilience:** this focuses on the extent to which organisms, ecosystems, bioregions or other natural aggregates withstand or recover from shocks and stresses.
- **Adaptive capacity:** this focuses on the ability of actors in a system to (a) identify the factors that enable or constrain them; and (b) work together collectively to address these issues.

3.3 Sustainability (½ page)

Public and private sector actors are seeking for solutions to build resilience for vulnerable peoples in the Horn of Africa capable of reducing poverty, promoting economic growth, decreasing food insecurity and food loss, and opening up markets and trade across borders. Our solution is a win-win for smallholders - our key beneficiaries - and for the private sector, making it both scalable and sustainable over the long-term. We are working to improve value chain efficiency, which is also a key goal of the public sector (locally, nationally and regionally) to achieve aforementioned goals, guaranteeing our work will build momentum with a broad base of stakeholders, many of whom are already team members in our proposal. Our team offers expertise and technology from key actors in the mobile-phone and innovative technology sector - WeFarm, Vodafone and MasterCard - which will galvanize support and interest in our solution, bringing greater numbers of stakeholders together for increased and sustained impact. In addition, many of our proposed solutions have already been tested or piloted locally and/or regionally and have been proved successful and sustainable, which is why we are now taking this to the next phase to scale this work, with evidenced support and buy-in from the public sector. Once our solution has been proved beneficial to farmers in Kenya, Uganda and Ethiopia, our solution can be scaled to have a positive impact on vulnerable smallholders globally. The benefits of harnessing the power of technology and its capacity to be adapted and scaled easily to create powerful enabling environments catalyzing new patterns of behavior for all actors can not be understated when we look at ways to have the greatest impact and to change systems, improve life and build resilience for the most vulnerable.

Stakeholder	Engagement/Role to achieve outcomes	Power/Influence to increase supply chain efficiency & build resilience for vulnerable smallholders (high, medium, low)	Attitude/Interest to increase supply chain efficiency & build resilience for vulnerable smallholders (high, medium, low)	Strategies for Engagement & Key Actors already committed
Smallholder Farmers <ul style="list-style-type: none"> • All farmers (general) • Female Farmers & groups • Youth Farmers & groups • Organized farmers associations and technical agriculture extension providers 	Local leadership is paramount to strengthening the region's ability to identify root causes of vulnerabilities and developing sustainable, long-term solutions.	Medium, this cohort is key next users critical to the success of this project, but they have medium power to influence the full supply chain and low influence over the technology developed, yet they will be key once all systems are in place.	High - this cohort has potential to build resilience, increase incomes, and improve livelihoods overall	<ul style="list-style-type: none"> • Local partners - Farmer Cooperatives and Associations will be key next users to roll out the solution • Women's groups female Promoter Farmers from CPF and female WeFarm ambassadors will be key in implementation • Restless Development & youth groups will be key to roll out solution and to promote adoption and use
Private Sector <ul style="list-style-type: none"> • Buyers & Agribusinesses • Mobile, tech, innovation sector 	Key catalysts for change, key developers of technology and adapting current technology, critical for innovation, necessary for buy-in and use (in terms of buyer's), necessary for long-term sustainability and success	High - this sector is critical to engage in new value chain systems (adoption) and the mobile, tech & innovation sector are critical developers for our solution	High - Agribusinesses and buyers have a high interest to improve value chains and to open/improve market efficiency for increased profits and knowledge, while the tech sector is medium/high, as they are in this to provide social good and benefits, as well as to reach increased users	<ul style="list-style-type: none"> • MasterCard Labs Kenya - key to role out their platform, promoting financial inclusion and providing key data and information to farmers • WeFarm - key to increase agricultural information exchanges between farmers and to develop a dashboard of key information and farmer innovations

<p>Public Sector</p> <ul style="list-style-type: none"> • local gov't • nation govt' • regional bodies • global bodies 	<p>Public sector buy-in is key for scale, reach & sustainability over long-term</p>	<p>Low - this sector has low power or influence on our proposed solution, yet they do have high power to halt/prevent the roll-out, which is why it will be key to engage and get buy-in from this sector early on</p>	<p>High - locally and nationally, governments are committed to increasing economic opportunities, reducing poverty and increasing food security; regional and global bodies are also committed to identifying and scaling solutions to build resilience for smallholder farmers and are particularly interested in sustainable systems using technology, which is why our unique team bringing together the private and public sector is key to realizing this vision</p>	<ul style="list-style-type: none"> • We will work with local partners to identify key local and national actors • Once we have conducted further research, we will share this with national and global policy makers and public sector actors, as we work toward scaling globally
<p>Researchers</p> <ul style="list-style-type: none"> • Educators/Academics • Trainers 	<p>Key for lessons-learnt, sharing, analyzing theory vs. practice, knowledge contribution</p>	<p>Low</p>	<p>Medium - researchers are interested in identifying the best ways to build resilience for smallholder farmers in vulnerable regions such as the Horn of Africa - the data and research about how this works in practice (not just theoretically) will be key data for this cohort that can be shared and disseminated broadly</p>	<ul style="list-style-type: none"> • We have plans to share and distribute lessons learnt with educators and academics at universities • Duke University - Team Member Katie Messick has key contacts from graduate studies at Duke who are interested in sharing and learning • Oxford University - Team Claire Rhodes has key contacts at Oxford interested in participating and receiving information • We have also been in conversations with professors at Makerere University in Kampala,

				Uganda and Strathmore University in Nairobi
INGOs <ul style="list-style-type: none"> • Policy advocates • Service delivery partners 	Key players for scale, reach & fostering partnerships, knowledge contribution and testing/piloting interventions	Medium - Although their interest is high, their power/influence is not as high as other actors. In terms of advocacy and presence, INGOs are large players, but they do not have the power to transform value chain systems alone and are dependent on the other key players - private sector buyers and smallholder farmer producers to adopt new systems and use these systems - INGOs have little control over actual behavior change and adoption, yet are key to supporting other stakeholders in getting to this stage.	High - INGOs are critical at building bridges between partners and getting a variety of actors together, further, they are mission-driven to build resilience and improve life for the most vulnerable	<ul style="list-style-type: none"> • Cafedirect Producers' Foundation - Team Lead • Restless Development Uganda • Restless Development International - • Once tested and scaled, we will work actively to identify and engage additional INGOs to deliver project activities for greater impact

Project name: Harnessing the Power of Technology to Catalyze Value Chain Efficiency Improvements to Build Resilience, Catalyze Inclusion and Reach Vulnerable Smallholders

Work plan

Task / activities	Start date	End date	Budget	Responsible	Supported by	Deliverables	Notes or assumptions
1. Mobilisation and planning							
1.1 MOU's signed with team members	14/09/2015	13/10/2015		CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	6 Signed MoUs	
1.2 Team co-ordination (Farmightly, Telconferences; Face-face biannually)	14/09/2015	30/09/2017	157,168	CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	18 Telconferences & 4 Face-face meetings hosted	
1.3 Project and Financial Management and Reporting	14/09/2015	30/09/2017		CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	Quarterly management & financial reports	
1.4 Set-up and run user design committees of farmers', youth & women's groups	28/09/2015	30/09/2017	21,000	CPF	Mabale, Street, KENVO	Committees established & decision to be made	
1.5 Establish network of lead farmers to support training & scale-out digital tools	14/09/2015	30/09/2017	Linked with 3.5 & 3.6	CPF	Mabale, Street, KENVO	Network over 100 farmers established across Kenya & Uganda	
1.6 Design of youth mobilisation process to support tool & data development	02/11/2015	31/12/2015	11,250	Restless	Restless Uganda	Process for young people developed & implemented	
1.7 Quarterly team reporting, sharing & lesson learning	14/09/2015	30/09/2017	above	CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	Quarterly progress report, with lessons learnt consolidated	
2. Initial Environment Examination (IEE)							
2.1 Tender & commission consultants to undertake IEE	28/09/2015	25/10/2015		CPF	Consultants to be hired		
2.2 IEE undertaken	19/10/2015	01/12/2015	5,600	CPF	Consultants to be hired	IEE report commissioned & delivered	
2.3 IEE outcomes & recommended actions integrated into project work plan	01/12/2015	14/12/2015		CPF	Consultants to be hired	Updated project work plan	
3. Scaling-up digital tools for enhanced value chain efficiency, data visibility & financial inclusion (Target audiences: Smallholders, women's groups & youth groups)							
3.1 Prioritise identified opportunities for efficiency improvements in key value chains	14/09/2015	11/10/2015		CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone		
3.2 User-design process to adapt & re-purpose existing eAgri digital tools & modules	02/11/2015	30/09/2016					
- Digital tools & cloud-based platform for improved logistics efficiency across value chain	02/11/2015	30/09/2016		Mastercard Labs	Vodaphone, CPF		
- Digital tools & cloud-based platform for mobile payments & receipting for products sold	02/11/2015	30/09/2016	150,000	Mastercard Labs	Vodaphone, CPF	Digital platform & mobile-based modules developed & tested	
- Digital tools to support product bundling to enhance market access for currently unorganised & underserved communities	02/11/2015	30/09/2016		Mastercard Labs	Vodaphone, CPF		
- Digital tools to support mobile payments & financial literacy	02/11/2015	30/09/2016		Mastercard Labs (MCL)	CPF		
3.3 Server & data platform established to support data storage & aggregation	02/11/2015	30/06/2016	57,900	CPF	Mastercard Labs; Vodaphone	Server in place, storing & aggregating data	
3.4 Pilot testing of digital tools across priority crops & user-groups	10/01/2016	30/09/2016	48,000	CPF	Mabale, Street, KENVO	Tools pilot tested by lead farmers networks across Kenya & Uganda	
3.5 Roll-out across priority cash & subsistence crops & priority vulnerable user-groups	01/10/2016	30/09/2017	224,850	CPF	Mabale, Street, KENVO, Mastercard Labs	Mobile-tools developed & accessible to 60,000 farmers	
3.6 User-group trainings by lead farmers (incl. women & youth) to support tool uptake	01/01/2016	30/09/2017		CPF	Mabale, Street, KENVO		
4. Scaling-up tools for enhanced peer-sourced agricultural information & market access							
4.1 Training of WeFarm promoter Farmers across key user networks (youth, women)	05/10/2015	30/06/2016	70,000	WeFarm	Mabale, Street, KENVO, CPF	At least 10,000 WeFarm users across Kenya & Uganda by end 2017	
4.2 Farmer Training & awareness raising to enhance WeFarm uptake in Kenya & Uganda	05/10/2015	31/06/2015	50,000	WeFarm	Mabale, Street, KENVO, CPF		
4.3 WeFarm content dissemination through rural radio networks	05/10/2015	30/06/2016		WeFarm	CDF	At least 5,000 WeFarm users in Ethiopia by end 2017	
4.4 WeFarm set-up & scale-out in Ethiopia	01/07/2015	30/09/2017	75,000	WeFarm			
5. Data visibility, analysis & application							
5.1 User-centered design process to develop data platform & dashboard	14/12/2015	30/06/2016	above	CPF	Mabale, Street, KENVO, WeFarm	Dashboard to visualise key data trends developed, and integrated within the digital platform (Deliverable 3.2)	
5.2 Integration & re-purposing of existing farmer data registration tools	02/11/2015	30/09/2016		MCL & Vodaphone	CPF, WeFarm		
5.3 Develop & test tools & dashboard to aggregate, analyse & visualise data trends	01/04/2015	30/09/2017	above	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone	Dashboard data aggregated & summarised in multi-media formats (hard copy summaries; research & reports)	
5.4 Design & test tools & processes to share key data with end-users	01/12/2015	30/06/2016	above	CPF	Mabale, Street, KENVO, WeFarm	Network over 100 lead farmers trained to support data analysis & feedback to farmers	
5.5 Network of end-users trained in data analysis and application	01/04/2015	30/09/2017	linked with 3.6	CPF	Mabale, Street, KENVO		
5.6 Scale-out of effective processes to share key data with farmers, women's & youth	10/01/2017	30/05/2017	linked with 3.6	CPF	Mabale, Street, KENVO	Mobile-tools developed & accessible to 60,000	
6. Research & Policy Influence							
6.1 Aggregation & release of key farmer data trends on resilience challenges	10/01/2017	30/09/2017		CPF	WeFarm	Data mapping and visualization of key resilience challenges and solutions	
6.2 Data mapping & visualization of key resilience challenges & solutions	10/01/2017	30/09/2017		CPF	WeFarm	Research report developed, published & disseminated	
6.3 Research report on opportunities & challenges for digital tools to enhance resilience	01/04/2017	30/09/2017	11,250	Restless Development	CPF	3 policy briefs developed & convened; Briefs on outcomes developed	
6.4 Meetings convened to share lessons learnt & project outcomes with key stakeholders	01/07/2016	30/09/2017	7,200	CPF	Mabale, Street, KENVO		
7. Monitoring & Evaluation							
7.1 Baseline data collection, Needs analysis & prioritization	14/09/2015	15/11/2015		CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Baseline completed; priority needs inform work plan for prioritising digital tool development (prioritisation based on crops, geographic regions, gender, age, income)	
7.2 Ongoing project monitoring & data collection	14/09/2015	30/09/2017	72,250	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Data on performance against projected impact & outcome indicators, used to evaluate project success	
7.3 Project evaluation (Mid-Project Internal; End-project Internal & External)	01/07/2016	30/09/2017	32,500	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Mid-project evaluation completed to inform work plan for remaining 12 months; Independent end-project evaluation delivered	

Budget
Total: 995,168.00

Global Resilience Partnership
Stage Three Application Submission - Budget Template

APPLICANT/TEAM LEAD:	Cafédirect Producers' Foundation (Team Lead: Sylvia Ng'eno)			
SECTION A - BUDGET SUMMARY				
Source of Funding	Solution Implementation Plan	Total (USD)	Reference to supporting calculations	Status ¹
GRP Support	\$ -	\$ -		
CPF: In-kind	\$ 36,000	\$ 36,000	o. Indirect Charges	Committed
	\$ -	\$ -		
	\$ -	\$ -		
TOTAL (USD)	\$ 36,000	\$ 36,000		
Please note that any co-funding provided is not subject to cost sharing on the Global Resilience Partnership Stage Three Award.				
<p>Please describe all narrative assumptions related to non-GRP support.</p> <p>¹Status: Please note if Committed, Requested, or Under Discussion</p>				
SECTION B - BUDGET CATEGORIES				
Expenditure by Category	Solution Implementation Plan	Total (USD)	Reference to supporting calculations	Comments (Optional)
a. Personnel (Salaries) - Please see Budget Instructions	\$ 57,600	\$ 57,600	a. Personnel (Salaries)	See 'Supporting Calculations' sheet
b. Fringe Benefits - Please see Budget Instructions	\$ 10,368	\$ 10,368	b. Fringe Benefits	"
c. Travel (please see Section C below)	\$ 47,550	\$ 47,550	c. Travel (please see Section C below)	"
d. Capital Equipment	\$ 5,400	\$ 5,400	d. Capital Equipment	"
e. Supplies and Materials	\$ -	\$ -	e. Supplies and Materials	"
f. Consultancy/Technical Assistance	\$ 374,850	\$ 374,850	f. Consultancy/Technical Assistance	"
g. Training	\$ 215,000	\$ 215,000	g. Training	"
h. Sub awards	\$ 21,600	\$ 21,600	h. Sub awards	"
i. Conferences/meetings	\$ 12,000	\$ 12,000	i. Conferences/meetings	"
j. Communications/ Publications	\$ 51,250	\$ 51,250	j. Communications/ Publications	"
k. Environmental Impact Assessment	\$ 5,600	\$ 5,600	k. Environmental Impact Assessment	"
l. Evaluation	\$ 101,750	\$ 101,750	l. Evaluation	"
m. Other Direct Costs:	\$ 3,000	\$ 3,000	m. Other Direct Costs:	"
n. Total Direct Charges (sum of a-m)	\$ 905,968	\$ 905,968		
o. Indirect Charges (Please see instructions)	\$ 89,200	\$ 89,200		
TOTAL (sum of k and l)	\$ 995,168	\$ 995,168		
SECTION C - TRAVEL				
Travel Expenditure by Category (<i>detailed breakdown of the total under item c. in Section B above</i>)	Solution Implementation Plan	Total (USD)	Reference to supporting calculations	Comments (Optional)
a. Airfare	\$ 25,150	\$ 25,150	c. Travel in 'Supporting Calculations'	"
b. Other Away from Home Transit	\$ 8,000	\$ 8,000	c. Travel in 'Supporting Calculations'	"
c. Local Transit	\$ -	\$ -	c. Travel in 'Supporting Calculations'	"
d. Lodging	\$ 9,600	\$ 9,600	c. Travel in 'Supporting Calculations'	"
e. Meals & Incidentals	\$ 4,800	\$ 4,800	c. Travel in 'Supporting Calculations'	"
f. Other (specify):	\$ -	\$ -		
TOTAL (sum of a-f)	\$ 47,550	\$ 47,550		
<p>Please note that additional detailed information may be required from all selected teams during the Grant Negotiation process.</p> <p>Please provide a description of all narrative assumptions (specify number of travelers, trips (origin/destination), purpose, days, etc. for travel) in developing your travel budget. You may include an additional spreadsheet to complete this information. Also, if International travel is anticipated the additional International Travel Template must be included and reconciled to the travel budget</p>				
SECTION D - CONFERENCE/MEETING/TRAINING				
Conference/Meeting and Training Expenditure by Category (<i>detailed breakdown of the total under item g and i. in Section B above</i>)	Solution Implementation Plan	Total (USD)	Reference to supporting calculations	Comments (Optional)
a. Conference/Training venue	\$ 6,900	\$ 6,900		
b. Materials	\$ 2,100	\$ 2,100		
c. Refreshments	\$ 3,000	\$ 3,000		
d. Per diems	\$ -	\$ -		
e. Other (specify):	\$ -	\$ -		
TOTAL (sum of a-e)	\$ 12,000	\$ 12,000		
<p>Please provide a description of all narrative assumptions (specify number of conferences/meetings/trainings, number of participants per conference/meeting/training, number of days per conference/meeting/training, per person cost of refreshments, etc. Each conference/meeting and training activity should be described in detail separately. Participant and staff travel and lodging (if applicable) should be included in Section C Travel).</p>				
SECTION E - TEAM BREAKDOWN (AS APPLICABLE)				
Team (insert additional rows as necessary)	Solution Implementation Plan	Total (USD)	Reference to supporting calculations	Comments (Optional)
Team Lead: CPF	\$ 370,168	\$ 370,168	Allocation of costs across teams indicated in 'Budget Holder' Column	
Team Member A: WeFarm	\$ 217,500	\$ 217,500		
Team Member B: MasterCard Labs	\$ 165,000	\$ 165,000		
Team Member C: Vodafone	\$ 120,000	\$ 120,000		
Team Member D: Restless Development	\$ 62,500	\$ 62,500		
Team Member E: Sireet Outgrowers Empowerment Programme	\$ 20,000	\$ 20,000		
Team Member F: Mabale Tea Growers Factory	\$ 20,000	\$ 20,000		
Team Member G: Kijabe Environment Volunteers	\$ 20,000	\$ 20,000		
TOTAL	\$ 995,168	\$ 995,168		

Project name: Harnessing the Power of Technology to Catalyze Value Chain Efficiency Improvements to Build Resilience, Catalyze Inclusion and Reach Vulnerable Smallholders

Work plan

Task / activities	Start date	End date	Budget	Responsible	Supported by	Deliverables	Notes or assumptions
1. Mobilisation and planning							
1.1 MOU's signed with team members	14/09/2015	13/10/2015		CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	6 Signed MoUs	
1.2 Team co-ordination (Farmightly, Telconferences; Face-face biannually)	14/09/2015	30/09/2017	157,168	CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	18 Telconferences & 4 Face-face meetings hosted	
1.3 Project and Financial Management and Reporting	14/09/2015	30/09/2017		CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	Quarterly management & financial reports	
1.4 Set-up and run user design committees of farmers', youth & women's groups	28/09/2015	30/09/2017	21,000	CPF	Mabale, Street, KENVO	Committees established & decision to be made	
1.5 Establish network of lead farmers to support training & scale-out digital tools	14/09/2015	30/09/2017	Linked with 3.5 & 3.6	CPF	Mabale, Street, KENVO	Network over 100 farmers established across Kenya & Uganda	
1.6 Design of youth mobilisation process to support tool & data development	02/11/2015	31/12/2015	11,250	Restless	Restless Uganda	Process for young people developed & implemented	
1.7 Quarterly team reporting, sharing & lesson learning	14/09/2015	30/09/2017	above	CPF	WeFarm, Mabale, Street, KENVO, Mastercard Labs, Vodaphone, Restless	Quarterly progress report, with lessons learnt consolidated	
2. Initial Environment Examination (IEE)							
2.1 Tender & commission consultants to undertake IEE	28/09/2015	25/10/2015		CPF	Consultants to be hired		
2.2 IEE undertaken	19/10/2015	01/12/2015	5,600	CPF	Consultants to be hired	IEE report commissioned & delivered	
2.3 IEE outcomes & recommended actions integrated into project work plan	01/12/2015	14/12/2015		CPF	Consultants to be hired	Updated project work plan	
3. Scaling-up digital tools for enhanced value chain efficiency, data visibility & financial inclusion (Target audiences: Smallholders, women's groups & youth groups)							
3.1 Prioritise identified opportunities for efficiency improvements in key value chains	14/09/2015	11/10/2015		CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone		
3.2 User-design process to adapt & re-purpose existing eAgri digital tools & modules	02/11/2015	30/09/2016					
- Digital tools & cloud-based platform for improved logistics efficiency across value chain	02/11/2015	30/09/2016		Mastercard Labs	Vodaphone, CPF		
- Digital tools & cloud-based platform for mobile payments & receipting for products sold	02/11/2015	30/09/2016	150,000	Mastercard Labs	Vodaphone, CPF	Digital platform & mobile-based modules developed & tested	
- Digital tools to support product bundling to enhance market access for currently unorganised & underserved communities	02/11/2015	30/09/2016		Mastercard Labs	Vodaphone, CPF		
- Digital tools to support mobile payments & financial literacy	02/11/2015	30/09/2016		Mastercard Labs (MCL)	CPF		
3.3 Server & data platform established to support data storage & aggregation	02/11/2015	30/06/2016	57,900	CPF	Mastercard Labs; Vodaphone	Server in place, storing & aggregating data	
3.4 Pilot testing of digital tools across priority crops & user-groups	10/01/2016	30/09/2016	48,000	CPF	Mabale, Street, KENVO	Tools pilot tested by lead farmers networks across Kenya & Uganda	
3.5 Roll-out across priority cash & subsistence crops & priority vulnerable user-groups	01/10/2016	30/09/2017	224,850	CPF	Mabale, Street, KENVO, Mastercard Labs	Mobile-tools developed & accessible to 60,000 farmers	
3.6 User-group trainings by lead farmers (incl. women & youth) to support tool uptake	01/01/2016	30/09/2017		CPF	Mabale, Street, KENVO		
4. Scaling-up tools for enhanced peer-sourced agricultural information & market access							
4.1 Training of WeFarm promoter Farmers across key user networks (youth, women)	05/10/2015	30/06/2016	70,000	WeFarm	Mabale, Street, KENVO, CPF	At least 10,000 WeFarm users across Kenya & Uganda by end 2017	
4.2 Farmer Training & awareness raising to enhance WeFarm uptake in Kenya & Uganda	05/10/2015	31/06/2015	50,000	WeFarm	Mabale, Street, KENVO, CPF		
4.3 WeFarm content dissemination through rural radio networks	05/10/2015	30/06/2016		WeFarm	CDF	At least 5,000 WeFarm users in Ethiopia by end 2017	
4.4 WeFarm set-up & scale-out in Ethiopia	01/07/2015	30/09/2017	75,000	WeFarm			
5. Data visibility, analysis & application							
5.1 User-centered design process to develop data platform & dashboard	14/12/2015	30/06/2016	above	CPF	Mabale, Street, KENVO, WeFarm	Dashboard to visualise key data trends developed, and integrated within the digital platform (Deliverable 3.2)	
5.2 Integration & re-purposing of existing farmer data registration tools	02/11/2015	30/09/2016		MCL & Vodaphone	CPF, WeFarm		
5.3 Develop & test tools & dashboard to aggregate, analyse & visualise data trends	01/04/2015	30/09/2017	above	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone	Dashboard data aggregated & summarised in multi-media formats (hard copy summaries; research & reports)	
5.4 Design & test tools & processes to share key data with end-users	01/12/2015	30/06/2016	above	CPF	Mabale, Street, KENVO, WeFarm	Network over 100 lead farmers trained to support data analysis & feedback to farmers	
5.5 Network of end-users trained in data analysis and application	01/04/2015	30/09/2017	linked with 3.6	CPF	Mabale, Street, KENVO		
5.6 Scale-out of effective processes to share key data with farmers, women's & youth	10/01/2017	30/09/2017	linked with 3.6	CPF	Mabale, Street, KENVO	Mobile-tools developed & accessible to 60,000	
6. Research & Policy Influence							
6.1 Aggregation & release of key farmer data trends on resilience challenges	10/01/2017	30/09/2017		CPF	WeFarm	Data mapping and visualization of key resilience challenges and solutions	
6.2 Data mapping & visualization of key resilience challenges & solutions	10/01/2017	30/09/2017		CPF	WeFarm	Research report developed, published & disseminated	
6.3 Research report on opportunities & challenges for digital tools to enhance resilience	01/04/2017	30/09/2017	11,250	Restless Development	CPF	3 policy briefs developed & convened; Briefs on outcomes developed	
6.4 Meetings convened to share lessons learnt & project outcomes with key stakeholders	01/07/2016	30/09/2017	7,200	CPF	Mabale, Street, KENVO		
7. Monitoring & Evaluation							
7.1 Baseline data collection, Needs analysis & prioritization	14/09/2015	15/11/2015		CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Baseline completed; priority needs inform work plan for prioritising digital tool development (prioritisation based on crops, geographic regions, gender, age, income)	
7.2 Ongoing project monitoring & data collection	14/09/2015	30/09/2017	72,250	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Data on performance against projected impact & outcome indicators, used to evaluate project success	
7.3 Project evaluation (Mid-Project Internal; End-project Internal & External)	01/07/2016	30/09/2017	32,500	CPF	Mabale, Street, KENVO, Mastercard Labs, Vodaphone, WeFarm	Mid-project evaluation completed to inform work plan for remaining 12 months; Independent end-project evaluation delivered	

Budget
Total: 995,168.00

Please provide details of your supporting calculations.

1) Breakdown of co-funding

CPF

		Year 1	Year 2	Total
1) Time inputs from key team members:				
Business Development and Investments Manager	12%	18000	18000	36000

Total

18000 18000 **36000**

2) Other budget categories

(personnel, fringe benefits, travel e.t.c.)

Detailed breakdown of costs for the other budget categories:

	Unit Cost (\$USD)	Unit	Year 1	Year 2	Total	Budget holder	Notes
a. Personnel (Salaries)							
Project Management time: CPF Africa Programme Manager							6 days per month over the duration of the project; 24 months; \$250 per day
	250	Per day	18,000	18,000	36,000	CPF	
Project Management time: CPF Africa Programme Assistant							6 days per month over the duration of the project; 24 months; \$250 per day
	150	Per day	10,800	10,800	21,600	CPF	
b. Fringe Benefits							
Payroll tax on budgeted Project Management time: CPF Africa Progarmme Manager							Payroll tax calculated as 18% of salary cost
			5,184	5,184	10,368	CPF	
c. Travel							
Airfare: UK - Nairobi	1250	Per international flight	10,000	11,250	21,250	CPF	Year 1 = 8 flights; Year 2 = 9 flights
Airfare: Within East Africa	300	Per international flight	1,800	2,100	3,900	CPF	Year 1 = 6 flights; Year 2 = 7 flights Average # of days per trip = 5; Estimated 12 trips to local partners during Years 1 & 2; 1 traveller per Average # of days per trip = 5; 1
Other Away from Home Transit	80	Car hire & fuel per day	4,000	4,000	8,000	CPF	Average # of days per trip = 5; 1 traveller per trip
Local Transit	100	Car hire & fuel per day				CPF	Average # of nights per trip = 4; Accommodation rate per night: \$100; Estimated 12 trips; 1 traveller per trip
Lodging	100	Per trip	4,800	4,800	9,600	CPF	

								Average # of nights per trip = 5; Total meal costs per day: \$40; 1 traveller per trip
Meals & Incidentals	50	Per trip per day	2,400	2,400	4,800	CPF		
Other								
d. Capital Equipment								
Equipment to support project monitoring data collection	200	Per tablet	2,000	2,000	CPF		10 tablets to support data collection	
Equipment to support project monitoring data collection	100	Per handset	1,000	1,000	CPF		10 mobile handset to support testing of tools by project team	
Laptops to support design & testing of data dashboards	1200	Per laptop	2,400	2,400	CPF		2 laptops, to be purchased during Year 1	
e. Supplies and Materials								
f. Consultancy/Technical Assistance								
Time of Restless Development to advise on youth-led digital data tools & processes for scaling-upake	750	Per day	7,500	3,750	11,250	Restless	Year 1: 25 days; Year 2: 5 days	
Time of technology developer to adapt existing mobile-based receipting, record keeping & product payment systems	1,500	Per day	135,000	15,000	##### ne	Vodapho	Year 1: 3 Developers; 30 days time	MasterCa rd Labs & Vodapho
Cloud-based, secure data storage	200	Per month	1,200	2,400	3,600	CPF	Developer; Year 2: Month 6	Developer; Year 2: rd Labs & 1 Developers; 10 days (ongoing tech support)
Time of technology developer to adapt existing data aggregation & storage for mobile-based modules	1,500	Per day	45,000	45,000	ne	Vodapho	Year 1: 3 Developers; 30 days per Developer	Data storage planned to be required from
Consultancy time for WeFarm Manager to oversee set-up in Ethiopia	750	Per day	11,250	11,250	22,500	WeFarm	30 days of time over Years 1 and 2	30 days of time over Years 1 and 2
Time of technology developer to adapt & strengthen existing tools to support improved financial inclusion	1,500	Per day	45,000	45,000	90,000	MasterCa rd Labs	support set-up and roll-out in Ethiopia Year 1: 3 Developers; 10 days per Developer; year 2: 3 Developers; 10 days per Developer	support set-up and roll-out in Ethiopia Year 1: 3 Developers; 10 days per Developer; year 2: 3 Developers; 10 days per Developer
Time of technology developer to develop & test software for integrating data from different digital tools, & developing data dashboard	1,500	Per day	37,500	15,000	52,500	CPF	Year 1: 25 days; Year 2: 10 days	Year 1: 25 days; Year 2: 10 days
g. Training								
Trainings to support youth & women's ambassador networks to enhance access & use WeFarm in Kenya and Uganda			35,000	35,000	70,000	WeFarm		
Trainings to support youth & women's ambassador networks to enhance access & use WeFarm in Ethiopia			35,000	35,000	WeFarm			

Training to support a wider network of Ethiopian smallholder farmers, youth & women to access and use WeFarm							Smallholder training costs to learn about and use WeFarm: \$5,000 per training; Anticipated 10 trainings & awareness raising activities during Year 2
Time for end-users to support tool adaptation & user testing of mobile-based tools for record keeping, financial receipts & payments & value chain logistics			50,000	50,000	WeFarm	Sireet Outgrowers Empowerment Programme; Tili Self Help Group	Sub-grants to support end-user testing, and scaling of successful tools for each project partner with their network of smallholder beneficiaries
Time for end-users to support tool adaptation & user testing of mobile-based tools for record keeping, financial receipts & payments & value chain logistics			10,000	10,000	20,000	KENVO	Sub-grants for end-user testing for each project partner with their network of smallholder beneficiaries
Time for end-users to support tool adaptation & user testing of mobile-based tools for record keeping, financial receipts & payments & value chain logistics			10,000	10,000	20,000	Mabale Tea Growers	Sub-grants for end-user testing for each project partner with their network of smallholder beneficiaries

h. Sub awards

Stipend to support the time investment of the smallholder representatives on the User-Design Project Committee			10,800	10,800	21,600	CPF	10 Steering Committee members; \$30 per day; 3 days per month for project duration

i. Conferences/meetings

Team Planning & Coordination meetings (excluding travel costs): Venue Hire	200	Per meeting day	1,200	1,200	2,400	CPF	2 face-face meetings per year; Anticipated meeting length: 3 days per meeting. All team members represented
Team Planning & Coordination meetings (excluding travel costs): Materials	75	Per meeting day	450	450	900	CPF	2 face-face meetings per year; Anticipated meeting length: 3 days per meeting. All team members represented
Team Planning & Coordination meetings (excluding travel costs): Refreshments	125	Per meeting day	750	750	1,500	CPF	2 face-face meetings per year; Anticipated meeting length: 3 days per meeting. All team members represented
Mid- and end-project stakeholder engagement workshop: Venue Hire	750	Per meeting day	2,250	2,250	4,500	CPF	1 meeting in year 1 of 3 days; 1 in year 2 of 3 days; Estimated 25 pax per workshop

Mid- and end-project stakeholder engagement workshop: Materials								1 meeting in year 1 of 3 days; 1 in year 2 of 3 days; Estimated 25 pax per workshop
	200	Per meeting day	600	600	1,200	CPF		
Mid- and end-project stakeholder engagement workshop: Refreshments		Per meeting day	750	750	1,500	CPF		1 meeting in year 1 of 3 days; 1 in year 2 of 3 days; Estimated 25 pax per workshop
	250							
j. Communications/ Publications								
Development and publication of research study on opportunities & challenges for digital data & ICTs to enhance resilience	750	Per day		11,250	11,250	Restless	Year 2: 15 days	
Purchase of short-code for WeFarm launch in Ethiopia			20,000	20,000	40,000	WeFarm	Annual cost of establishing and running a short-code in Ethiopia	
k. Environmental Impact Assessment								
Consultancy support to undertake IEE	800		5,600		5,600	CPF	7 days consultancy time @ \$750 per day	
l. Evaluation								
M&E consultant to ensure data & process quality	750	Per day	7,500	3,750	11,250	CPF	10 days at project start; 5 in year 2	
End-user Focus groups convened to support ongoing project monitoring		Per focus group session	7,500	7,500	15,000	CPF	30 focus groups in Yrs 1 & 2 (6 partners; 5 focus groups per partner?)	
Time for youth teams to support routine monitoring & data collection processes to inform mid- and end-project evaluation			20,000	20,000	40,000	Restless		
Project data collection, including SMS costs for mobile-based questionnaires & paper-based surveys			1,500	1,500	3,000	CPF		
Mid-project internal evaluation, &			7,500	25,000	32,500	CPF		
m. Other Direct Costs:								
Legal costs: Advice on user data protection	1000	Per day	3,000		3,000	CPF	3 days of legal advice on data protection during Year 1	
o. Indirect Charges (Please see instructions)								
Management & Co-ordination time: CPF General Manager	350	Per day	12,600	12,600	25,200	CPF	3 days per month during Years 1 and 2	
Management & Co-ordination time: CPF Business Development and Investments Manager	300	Per day	18,000	18,000	36,000	CPF	5 days per month during Years 1 and 2	
Proportion of CPF UK operational costs attributed to project activities	2000	Per month	5,000	5,000	10,000	CPF	\$2,000 per month	
	750	Per month	9,000	9,000	18,000	CPF	\$750 per month during Years 1 and 2	

543,834 451,334 #####

Section E: Team Breakdown

CPF	370,168
WeFarm	217,500
Mastercard Labs	165,000
Vodaphone	120,000
Restless	62,500
KENVO	20,000
Mabale Tea Growers	20,000
Sireet	20,000
Total	995,168

0

Global Resilience Partnership
International Travel Template

Grantee	Itinerary	# of trips	# of persons	Total Number of Individual	Grand Total Number of Individual	Purpose
Cafédirect Producers'	London - Nairobi Nairobi-Entebbe	4 4	2 1	8 4	12	Team Planning Face-face meetings (2 per year) Working with farmer, women and youth groups in Uganda

Grantee	Itinerary	Number of trips	Number of Persons	Total Number of Individual	Grand Total Number of Individual	Purpose
WeFarm	London - Nairobi	4	1	4	10	Team Planning Face-face meetings (2 per year)
	London - Addis Ababa	2	1	1		Set-up of WeFarm operations in Ethiopia
	Nairobi - Entebbe	4	1	4		Support training of WeFarm farmer promoters in Uganda
	Nairobi - Addis Ababa	2	1	1		Set-up of WeFarm operations in Ethiopia

Grantee	Itinerary	Number of trips	Number of Persons	Number of Individual Trips	Number of Individual Trips	Purpose
Vodafone	London - Nairobi	4	1	4	4	Team Planning Face-face meetings (2 per year)

Grantee	Itinerary	Number of trips	Number of Persons	Number of Individual Trips	Number of Individual Trips	Purpose
Mabola Taa	Entebbe - Nairobi	4	1	4	4	Team Planning Face-face meetings (2 per year)

Sylvia Ng'eno

Physical address: Nairobi, Kenya (+254 724068469) w Email: chepkoechmail@gmail.com

SKILLS AND COMPETENCES SUMMARY

- ❖❖ Programme Management and Coordination
 - ❖❖ Strategic planning and management of projects
 - ❖❖ Strategic Marketing
 - ❖❖ Programme Monitoring and Evaluation
 - ❖❖ Data Management
 - ❖❖ Workshops and meetings facilitation
 - ❖❖ Excellent knowledge on use of Microsoft Office softwares
-

WORK EXPERIENCE

December 2010 to Date

Employer: Cafédirect Producers' Foundation

Position: Africa Programme Coordinator:

Responsibilities

- Day to day management of Africa programmes (including existing and any other programmes to be launched in Africa .
- Strategic programme planning and management
- Fundraising liaison lead for programmes
- Represent Programmes for CPF generally
- Manage East Africa Operations

Sylvia Ng'eno

April 2010 – November 2010

Employer: Qurus Management Consultants

Position: Breadth Partner Accounts Manager (for Microsoft East and Central Africa) Responsibilities:

Team Supervisor for market survey project for Microsoft ESA. Handled Microsoft partners in all realms of business receiving calls, offering customer support.

July 2009 – August 2009

Employer: Kenya National Bureau of

Statistics Position: Census Supervisor

Responsibilities:

Trained Census Enumerators on the conduction of the nationwide exercise, focusing on their roles and responsibilities, potential problem scenarios and developed strategies to ensure the success of the exercise.

Education

JULY 2012

KENYA INSTITUTE OF SOCIAL WORK AND DEVELOPMENT

Detail of award:

CERTIFICATE IN STRATEGIC PLANNING AND MANAGEMENT OF PROJECTS

JUNE 2012

KENYA INSTITUTE OF SOCIAL WORK AND DEVELOPMENT

Detail of award:

CERTIFICATE IN PARTICIPATORY MONITORING AND EVALUATION

JANUARY 2006 - JULY 2009:

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

Detail of award:

BACHELOR OF SCIENCE DEGREE IN INFORMATION TECHNOLOGY

SECOND CLASS HONORS (UPPER DIVISION)

Katie Messick

223c Queenstown Road, London, UK SW1P 3QB • katie.messic@gmail.com • +44 7885 625 079

Experience

Business Development & Investments Manager CAFÉDIRECT PRODUCERS' FOUNDATION

May 2014 – Present

Developing global fundraising strategy and leading stewardship with all partners for international NGO committed to improving livelihoods for smallholder farmers in Latin America and Africa.

Director of Operations & Development MANNA PROJECT INTERNATIONAL

July 2013 – June 2014

Led organization's operational growth and development for grassroots initiatives in livelihoods, health and education. Developed innovative global fundraising strategy to drive head office and country program expansion, providing operational support and leadership for Country Directors and 130 program staff and volunteers in Nicaragua, Guatemala, Ecuador, and the United States.

Deepened partnership with Wal-Mart Central America, initiated in 2012 when I was Country Director in Nicaragua, to receive repeat funding in 2013 and expected increased, multi-year funding in 2014. In November 2013, Wal-Mart Nicaragua won first Corporate Social Responsibility award (CSR) for support of the successful women's livelihoods project I designed.

Led successful 8-week 2013 holiday giving campaign, using innovative messaging and creative social media, video, online, and mailed donor appeals, resulted in a 55 percent increase in unrestricted funds raised and over 100 new individual donors.

Led stewardship of top donors and cultivation of new partners to secure increased and diversified funding. Overhauling system for communications with individual and new donors to increase retention and unrestricted funding. Developed, managed and analyzed donor and grant databases. Managed international fundraising team and providing trainings on partner stewardship, development of grant proposals, donor reporting and compliance, and monitoring and evaluation.

NICARAGUA COUNTRY DIRECTOR MANNA PROJECT INTERNATIONAL, NICARAGUA

June 2011 – July 2013

Directly managed 60 program staff and volunteers to deliver participatory livelihoods, education, health, youth leadership, and women's empowerment programs across 3 communities in Nicaragua. Responsible for program quality and evaluation.

Led fundraising for all Nicaragua programming and organizational growth. Increased annual turnover by 160% and diversified funding streams through effective cultivation, successful articulation of MPI's unique niche in grassroots development and innovative grant proposals. Developed strategic partnerships with public and private sector actors, increasing local and international partnerships.

Managed subcontract to local NGO and diversified funding allowing for programmatic growth and decreased donor dependency. Collaborated with NGO executive to manage health clinic staffed by 7 local clinicians serving 2,000 individuals and providing 20,000 medical treatments annually for marginalized families living in Managua's municipal dump. Increased scope of health programs to include a comprehensive nutrition component serving 90 malnourished and neglected children and mothers.

Designed and implemented successful women's economic empowerment program leading to the development of a women's cooperative that has earned over \$17k to date, providing economic independence for at-risk women who previously earned \$2/day sorting and selling trash as their livelihood.

Managed a \$170,000 budget. Improved financial and legal status of MPI in Nicaragua and developed improved reporting and accountability systems for government ministries and partners.

YOUTH PROJECT DESIGN CONSULTANT RESTLESS DEVELOPMENT, UGANDA

July 2010 – September 2010

Led the development of an innovative, regional youth development program designed to empower young people and strengthen their communities. The program was launched September 2010 and expanded into post-conflict regions in 2011.

**Graduate Intern, Office of the President & Corporate Partnerships
Save the Children, USA**

March 2010 – July 2010

Collaborated in the creation of a Children's Emergency Fund. Analyzed emergency donations and set targets for future partnerships with corporations donating over \$500,000. Supported production of grant proposals, due-diligence reports and account briefs on top companies committed to CSR.

Collaborated directly with the President/CEO of Save the Children, UN Special Envoy for Malaria, and CEO of InterAction to design and execute a conference to identify action-oriented recommendations for 50 private sector members and the UN Secretary General to achieve the Millennium Development Goals.

**Urban Youth Development Volunteer
Peace Corps, Paraguay**

February 2007 – May 2009

Increased youth engagement in civil society through building the capacity of 2 youth groups, engaging local government and stakeholders in support of young adults, mobilizing funds, and mentoring local youth to lead these processes.

Formed successful partnership with the World Wildlife Fund for in-kind donation and project support. Led fundraising initiatives with local volunteer groups to fund projects; designed and drafted successful proposal for local municipality to fund a university scholarship program.

Facilitated participatory analysis to identify community needs, resources, and strengths to design, monitor, and evaluate projects. Projects included: first annual university/job fair for 250 students, leadership development course for 40 young adults, and HIV/AIDS prevention. Employed interactive teaching methods to design and teach reproductive health course with 25 girls, the first in school's history. Taught courses on literacy and health to 300 students.

**Travel Consultant
Education First, USA**

October 2005 – December 2006

Collaborated with sales and marketing team for international educational travel. Recognized for surpassing sales goals during tenure. Recruited and coached 50 University Campus Managers.

**Youth Program Leader
YMCA – USA, Australia & New Zealand**

May – October 2004 & 2005 & June - August 2006

Leader for a pilot youth development and leadership program to New Zealand; developed partnerships with local YMCA in 2006 for collaborative program delivery that continue to date. Led 13 youth on a service-learning program to Australia in 2005.

**Research & Publications Intern
Cultural Survival, USA**

August 2004 – May 2005

Conducted research and authored 13 articles advocating the rights and visions of indigenous peoples. Publications: Messick, Katie. "Expanding Fair Trade Market for Dine Wool & Weavings." Cultural Survival Quarterly. Volume 28.4.2005. (www.cs.org for further online publications).

Education **Duke University**

August 2009 – June 2011

Sanford School of Public Policy, Duke Center for International Development

Master of International Development Policy, Specialization in Development Management.

Master's Project – "Innovative Solutions for Restless Development Uganda to Reach More Ugandan Youth"

- Returning Guest Lecturer, Project Design & Management - March 2012
- Selected to present Master's Project to the Sanford School Board of Trustees in May 2011
- Graduate Teaching Assistant, Policy Analysis for Development - August 2010 – December 2010
- Volunteer – John Avery Boys & Girls Club

University of Mary Washington

August 2000 – May 2004

Bachelor of Arts, Sociology & Anthropology, cum laude.

- Undergraduate Publication: Messick, Katie, review of The Decline of American Power, by Immanuel Wallerstein, Great Plains Sociologist. Volume 16, Number 1. 2004.
- Research Grant awarded for, "Oglala Sioux Sundance Ritual".
- Study Abroad University of Seville (Fall 2002) & University of Limerick (Spring 2003)



15 July 2015
Sylvia Ng'eno
Nationality – Kenyan
Cafédirect Producers' Foundation
25 Parklands Road,
P.O Box 66765-00800 Westlands

Dear Global Resilience Partnership Coalition,

I am writing as the Team Lead for the leading team organization, Cafédirect Producers' Foundation. We are excited to have convened and organized a diverse and multi-disciplinary team for the 'Wild Card' Element of the Global Resilience Challenge. We offer you a solution that focuses on the Horn of Africa and have put forth a sustainable and scalable solution that focuses on both innovative financing and the use of technology, including mobile-based technology. As highlighted by this round of the Challenge, mobile devices and network technologies are transforming the way resources flow, people connect, and information is circulated. Our team is ready to empower and build resilience for the most rural and vulnerable smallholder farmers in the Horn, with support and necessary funding from the Global Resilience Partnership through this Challenge.

As Team Lead, I understand my responsibilities are:

- Entering into an agreement with the Global Resilience Partnership on behalf of our team
- Dispensing and Managing Funds to Team Members as per the sub-agreements between Team Lead and each Team Member
- Convening and organizing our team to fulfill any and all obligations set forward by the Partnership

As Team Lead, I am supported by two others from Cafedirect Producers' Foundation - Claire Rhodes and Katie Messick. In addition to their support, I offer over 5 years experience in the NGO/non-profit sector across countries in Africa and working internationally (UK and Latin America), designing, coordinating and implementing programmes with smallholder farmers with some focus in women empowerment, leadership and youth development for sustainable livelihoods, managing and leading partnerships with international donors: Comic Relief, SIDA, and Google developing massive programmes; with successful award winning programmes like WeFarm (www.wefarm.info). I have the leadership skills, knowledge and experience to be a key team member to support the implementation and roll-out of our solution in the Horn. Further, I manage and lead all partnerships with local cooperatives, youth groups, women's farming groups, and local Civil Society Organizations working with 200,000 + smallholders across Kenya, Tanzania and Uganda and am lead liaison and partner with WeFarm's Program Manager in Kenya.



I was born into a smallholder tea farming community in the highlands of Kenya and I have worked in my previous jobs in the farmer extension services at the communities local tea factory and later at a Farmers savings and credit cooperative (SACCO) and in this regard i have a great deal of understanding on smallholder farming livelihoods.I also have additional skills and knowledge in accounting and Information and system audit.

In my current role, I am leading all of Cafédirect Producers' Foundation's Africa Programme activities and am responsible for successfully leading programs in partnership with diverse actors. I also manage all Africa programme budgets and I have lead in development of a monitoring and evaluation framework and communications deepening our partnerships in Africa to have an even greater impact on the 280,000 smallholder farmers across the globe who are in our network.

As Team Lead, I am thrilled about the opportunity to partner with the Global Resilience Partnership and we are all eager to begin working in the fall to improve life and build resilience for smallholder farmers in the Horn of Africa.

Best,

A handwritten signature in black ink that appears to read "Sylvia".

Sylvia Ng'eno



15 July 2015

Katie Messick

Nationality – USA/American

Cafédirect Producers' Foundation

Unit 4F Zetland House,

5-25 Scrutton Street, London, EC2A 4HJ

Dear Global Resilience Partnership Coalition,

I am writing as a Team Member from the leading team organization, Cafédirect Producers' Foundation. We are excited to have convened and organized a diverse and multi-disciplinary team for the 'Wild Card' Element of the Global Resilience Challenge. We offer you a solution that focuses on the Horn of Africa and have put forth a sustainable and scalable solution that focuses on both innovative financing and the use of technology, including mobile-based technology. As highlighted by this round of the Challenge, mobile devices and network technologies are transforming the way resources flow, people connect, and information is circulated. Our team is ready to empower and build resilience for the most rural and vulnerable smallholder farmers in the Horn, with support and necessary funding from the Global Resilience Partnership through this Challenge.

With over ten years' experience in the NGO/non-profit sector, focused primarily on leadership, organizational growth and strategy, partnership development, program design and development for livelihoods, women's empowerment, health/nutrition, leadership, resilience building, and youth development programs in Africa and Latin America, and a Master's in International Development Policy from Duke University's Sanford School of Public Policy, I have the leadership skills, knowledge and experience to be a key team member to support the implementation and roll-out of our solution in the Horn.

I have spent much of my career working at the grassroots level to design and develop participatory programs with local actors – particularly young people and women – in Latin America (Nicaragua and Paraguay) and East Africa (Kenya and Uganda) with various organizations including Cafédirect Producers' Foundation, Restless Development Uganda, Manna Project International, and the United States Peace Corps. I have led partnerships with the United States Embassy in Nicaragua, Wal-Mart Mexico and Central America, numerous U.S. based Foundations, the Big Lottery Fund, Google, Comic Relief, and numerous others and will be a key player in reporting and providing timely technical reports to the Global Resilience Partnership. I also have experience managing large grants and multiple partners.

In my current role, I am leading Cafédirect Producers' Foundation's Business Development and Investments team and am responsible for managing our fundraising, investments and communications and fostering and deepening our partnerships globally to have an even greater impact on the 280,000 smallholder farmers across the globe who are in our network.

We are excited about the opportunity to partner with the Global Resilience Partnership and are eager to begin working in the fall to improve life and build resilience for smallholder farmers in the Horn of Africa.

Best,



Katie Messick

Katie Messick

CURRICULUM VITAE – CLAIRE RHODES

Address:	Flat 8, Liverpool House Liverpool Road London, N7 8QB UK	Date of Birth:	25/11/1977
Telephone:	+44 7790 641499	Nationality:	British

EDUCATIONAL QUALIFICATIONS:

2001	MSc Environmental Technology, University of London – Distinction
	Subjects covered: Environmental Economics, Law & Policy; Climate Change; Ecosystem Management; Statistical analysis & data modelling
1999	BA Biological Sciences, University of Oxford – Class 1

KEY COMPETENCIES:

Organisational Development and Project Management	Experience supporting the establishment and development of a non-profit organisation; Facilitation of multi-stakeholder consultations and strategy development; Coordination of concurrent projects, working within tight timelines; Fundraising, including with bi- and multi-lateral donors and private foundations; Development and oversight of grants, financial reporting systems, monitoring and impact evaluation methods; Demonstrated ability to work effectively and take leadership roles within culturally diverse teams.
Supporting Farmer-led Capacity Development	Work with farmer- and community-based groups in East Africa (Kenya, Uganda), Asia (India, Philippines, Sri Lanka) and Central America (Costa Rica, Panama) to support farmer-led capacity development, leadership and knowledge-sharing initiatives; Familiarity with diverse knowledge-sharing tools, including community radio, video documentation and farmer-researcher innovation platforms.
Policy Analysis and Advocacy	Synthesis and analysis of policy trends within environmental and rural development sectors; Facilitating dialogues and policy events to enhance the representation of farmer- and rural community leaders in international policy processes; Presenting to diverse public and private sector audiences within international and national fora; Distilling and articulating key messages and research findings for policy and press briefs, baseline studies and best practice dissemination.
Communication and Partnership Development	Developing and coordinating multi-stakeholder Communities of Practice, communication strategies, networks and partnerships; Capacity in the use of on- and off-line tools to facilitate knowledge sharing and collaborative learning; Online debate moderation; Basic facilitation skills; Full computer literacy.
Language Skills:	English: Fluent Spanish: Basic French: Basic German: Basic
Publications:	Co-Author: <i>Community Leadership in Ecoagriculture</i> . In <i>Farming With Nature</i> (Scherr & McNeely, 2007). Contributing Author: Millennium Ecosystem Assessment: Chapter 6 – Biodiversity Responses.

EMPLOYMENT

Oct. 2009 – Current	General Manager, Cafédirect Producers' Foundation
Objective:	Set-up and on-going strategic, and day-to-day management of the Cafédirect Producers' Foundation - a UK-based charity that supports smallholder tea, coffee and cocoa farmers and their organisations located across East Africa, Latin America and Asia. CPF currently works with ~38 smallholder organizations across 12 countries, reaching over 250,000 farmers.
March 2009 – Sept. 2009	Programme Consultant, Local Capacity Development, UNDP
Objective:	Consultancy contract to support the development of UNDP's engagement in the Community Knowledge Service partnership, and broader work to develop a strategy for investment in Local Capacity Development across UNDP's Energy and Environment Group.
March 2009 – Sept. 2009	Programme Consultant, Research Into Use (RIU), DFID
Objective:	Consultancy to undertake a learning study for DFID's Research Into Use program on 'Monitoring and Learning from Processes.'

Aug. 2005 – Sept. 2009: Program Coordinator, Community Knowledge Service, Ecoagriculture Partners

Objective:	Work with farmers' and rural community groups internationally to develop the Community Knowledge Service – a partnership program to strengthen farmer-led capacity development and knowledge-sharing processes, enhancing farmers' access to the support services they need to address poverty alleviation, environmental management, market access and rural enterprise development challenges.
Responsibilities:	<ul style="list-style-type: none"> • Manage Community Knowledge Service program development internationally. • Develop regional implementation programs in East Africa, Asia Pacific, Latin America & the Caribbean. • Oversight of small-grants, financial reporting and outcome evaluation. • Coordinate international and regional fundraising and partnership development strategies. • Convene dialogues and workshops to enhance the voice of local leaders in international policy processes.

Dec. '03 - Aug. 2005 Program Associate, Ecoagriculture Partners, Washington DC, USA

Objective:	Support the organisational development of Ecoagriculture Partners.
Responsibilities:	<ul style="list-style-type: none"> • Support the establishment and development of Ecoagriculture Partners' Board of Directors, governance structure and operational guidelines. • Co-coordinate the organisation's strategic planning process, consulting with diverse stakeholders in agriculture, rural development and conservation working in different locations and sectors worldwide. • Develop collaborative projects and financing proposals, working with smallholder farmers groups, NGOs, food industry leaders, researchers and policy makers on initiatives that included direct investments in sustainable agriculture practices, integrated monitoring and evaluation systems, market and policy analysis. • Co-design and coordinate the 2004 International Ecoagriculture Conference & Practitioners' Fair, including a placement in Nairobi leading the Conference organising team.

Dec. '02 - Dec. 2003 Sustainable Agriculture Project Co-ordinator, Bayer CropScience, Monheim, Germany

Objective:	Design and implement a multi-stakeholder process for developing Bayer CropScience's corporate Sustainable Agriculture strategy.
Responsibilities:	<ul style="list-style-type: none"> • Drafting the corporate strategy paper, through research and consultation with BCS employees and diverse external stakeholders. • Forming and coordinating an internal Sustainable Agriculture advisory team, comprising company representatives from worldwide. • Developing an internal communication strategy, building support through presentations to senior management and regional offices. • Creating and managing an on-line Sustainable Agriculture resource centre.

April - Nov. 2002: Food Security Coordinator, Stakeholder Forum for Our Common Future, London, UK

Objective:	Manage the Food Security program for Stakeholder Forum's Implementation Conference – an event immediately preceding the 2002 World Summit on Sustainable Development (WSSD) in Johannesburg, designed to facilitate stakeholder engagement in the Summit process and follow-up action.
Responsibilities:	<ul style="list-style-type: none"> • Working with a diverse network of stakeholders and facilitators to develop 6 multi-stakeholder partnerships on key food security issues, including ecoagriculture, land access and smallholder irrigation. • Leading the Food Security team, including six facilitators and three interns. • Preparing Food Security Background Papers, Newsletters and press releases.

P R O F E S S I O N A L A C T I V I T I E S I N T E R N A T I O N A L L Y

2004-Current:	UNDP Equator Prize: Technical Advisory Committee Member for the Equator Prize Award (2006, '08, '12, '14)
2004-2008:	Convention on Biological Diversity (CBD): Facilitation team member for International Community Dialogue spaces hosted during the CBD's 7 th , 8 th and 9 th Conference of the Parties, 2004-2008.
2005:	UN General Assembly 2005 World Summit , New York: Co-ordinator of local community input into Civil Society Hearings for the World Summit; Agenda Co-ordinator for High-Level Policy Dialogue on Environment and the MDGs, hosted by the inter-governmental 'Poverty and Environment Partnership'.



15 July 2015

Claire Rhodes

Nationality – British

Cafédirect Producers' Foundation

Unit 4F Zetland House,

5-25 Scrutton Street, London, EC2A 4HJ

Dear Global Resilience Partnership Coalition,

As the General Manager of the Cafédirect Producers' Foundation (CPF), I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge.

For over a decade, my professional experience and personal interest has been focussed on mechanisms for promoting the leadership of rural communities in designing long-term interventions that deliver sustainable improvements to their livelihoods. This has included work with a diverse range of stakeholders, including NGOs such as Ecoagriculture Partners, mutli-laterals including the United Nations Development Programme and the World Bank, and public institutions including the UK Department for International Development (DFID)'s Research Into Use Programme. Most recently, my work with the Cafédirect Producers' Foundation has given me first-hand experience of the resilience challenges experienced by rural smallholder communities in the face of climate change, as well as the opportunity of grassroots-solutions to deliver sustained impacts at scale. I am also keen to bring a range of other skills to support this process, including experience in multi-stakeholder process facilitation, project management, and the management of public funds.

We are excited about the opportunity to partner with the Global Resilience Partnership and are eager to begin working in the fall to support the development of new opportunities to empower farming households and communities across the Horn of Africa.

Yours sincerely,

A handwritten signature in black ink that reads 'Claire Rhodes'. The signature is fluid and cursive, with 'Claire' on the top line and 'Rhodes' on the bottom line.

Claire Rhodes

08 July 2015

To Global Resilience Partnership Coalition,

Re: Commitment as a Member

On behalf of MasterCard Innovation Lab, I confirm we will be working with Cafédirect Producers Foundation as part of the consortium that will look at identifying innovative, low cost, geographically and culturally relevant adaptations to mitigate the impacts of climate change and build resilience for the most vulnerable populations in the Horn of Africa.

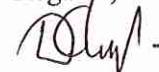
As a team member in the Global Resilience Challenge, MasterCard Innovation Lab will:

1. Leverage existing relations with Financial Institutions and Mobile Network Operators across Africa, thereby facilitating interoperable and supplier agnostic solutions
2. Will facilitate access to specialist world class development team to deliver the technology solutions required for this work.
3. Leverage brand to access different markets in Africa and scale innovations of meaningful impact.

The Global Resilience Challenge is in line with MasterCard Innovation Lab objectives of addressing sustainable financial inclusion services that help the poor manage risk better, plan for the future and lead a better life. The lab is presently working actively with a series of partners across East Africa to link financial inclusion and wealth creation efforts to Agriculture, Health, Education, Trade, and conservation related (Water, Sanitation, Energy and Environment).

MasterCard is a technology company in the global payments industry that connects consumers, financial institutions, merchants, governments, and businesses worldwide, enabling them to use electronic forms of payment.

Regards,



Dennis Lupambo

Head MasterCard Labs for Financial Inclusion

MasterCard

MasterCard East Africa | 2nd Floor, Tsavo Wing, Eldama Park,
Eldama Ravine Rd, Off Peponi Road | P.O. Box 2194 Nairobi 00606 Kenya

tel +254 702 283 917 (Kenya) | fax +254 719 041 016

other +27 712 424 396 (South Africa)

dennis_lupambo@mastercard.com

CV FOR DENNIS LUPAMBO

1 April 2015 – present: Head MasterCard Labs for Financial Inclusion

Launch and establish the innovation Lab, with responsibility for driving strategy, as well as overall management of the Lab

Dramatically improve the lives of over 100m people in the next 5-7 years

- Increase the rate of & use cases for digital payments
- Increase the number of the poor with access to savings, credit & insurance

Through its influence and innovation, the lab will contribute to the creation of 100m new BoP (Bottom of the Pyramid) customers as a portion of MasterCard Worldwide's aspiration for 500m overall new customers. It will endeavor to do so through the following intermediate outcomes

- Launching and scaling commercially viable products
 - Scaled with a range of MasterCard Worldwide partners
 - Independent business
- Advanced the knowledge assets of the field through
 - Publication of open IP
 - Filing of patents

Enhance the innovation ecosystem through

- Convening conferences and events for financial innovators
- Enhancing the business skills and scalability of local entrepreneurship

10 May 2011 – 28 March 2015: Senior Group Manager, Alternative Channels (ATMs, POS terminals, Retail Internet Banking) & Projects (in Cards and Electronic Banking), Ecobank Transnational Incorporated

Senior Group Manager within Domestic Bank responsible for growing and developing Alternative Channels and managing Cards and Electronic Banking projects across the entire Ecobank Group

January 2010 – 10 May 2011

Developed a Business Plan to bank the unbanked in Southern and Central Africa for consideration by some American investors

April 2010 – December 2010: Consultant to Stanbic bank and Brandtöne. Also, Director of Telemechanics (Startup)

Consultant to Stanbic bank. Analysed the mobile payments landscape in seven southern African countries and designed a launch strategy for Stanbic bank. The context is the Mobile Money initiatives that Mobile Network Operators are launching and the negative impact they might have on Retail banking. Also, designed the Mobile Money Agent value proposition for the MTN / Stanbic bank Mobile Money implementation in Uganda

Consultant to Brandtöne. Brandtöne is a pioneering mobile marketing company headquartered in Dublin, with operations in Ireland, the United Kingdom and South Africa. It was funded by Unilever Ventures. The Company focused on high-growth emerging markets where the cell phone is a ubiquitous part of everyday life. The Company's lead customer was Unilever South Africa, where Brandtöne was working with a number of the leading brands in their brand portfolio. Brandtöne also worked with a number of other leading brands in South Africa. Brandtöne developed a unique "pinpoint" mobile marketing solution which enabled companies to market to millions of customers on a one-to-one basis. Brandtöne has achieved significant success since.

Director of Telemechanics. Telemechanics (Pty) Ltd is a start-up that rolled out Point of Sale devices to Spaza shops located in Townships and rural areas across South Africa. Telemechanics sold prepaid airtime and electricity to merchants through these Point of Sale devices. In addition, the Point of Sale devices were enabled to do RICA registrations (mobile number registration) and thus enabled merchants to sell SIM cards. In some Spaza shops, Telemechanics also installed Point of Sale devices which were configured as Mini ATMs and switched through Nedbank

October 2008 – March 2010: MTN South Africa

Dennis Lupambo 8 July 2015

Head of Consumer Channels. Led and managed MTN South Africa's sales and service activities across all Consumer channels (Retail, MTN branded shops, Independent Cellular Service Providers (ICSPs), Informal and Online and Telesales) driving customer acquisition, servicing development, retention and managing relationships with all distribution partners. MTN SA was a R33bn revenue company as at 31 December 2009. Consumer channels accounted for roughly 80% of sales.

November 2006 – July 2008: Standard Bank

Director Home Loans. Business owner of the R1.7bn headline earnings (for the year ended 31 December 2007) mortgage lending business of Standard Bank South Africa

September 2004 – October 2006: Standard Bank

Director Self-service banking. Business owner of the electronic banking channels of Standard Bank. The channels were: ATM, Internet Banking, Web, Telephone, Cell phone and Messaging

September 2001 – August 2004: Standard Bank

Director, ATM Channel. Business owner of the ATM channel. Provided strategic direction and guided the processes that encompassed all activities performed around ATM distribution, customer interface, marketing and servicing. Translated the strategy into action and delivered measurable results

June 1996 – August 2001: Gemini Consulting

Managing Consultant in Operations. Led teams to deliver significant financial benefits from issue analysis to solution design and implementation

July 1993 - May 1996: ESKOM

Jan 1995 – May 1996: Production Manager at Kendal Power Station (World's largest coal-fired power station)

Feb 1990 - June 1993: SASOL Synthetic Fuels (SASOL 3)

Electrical / Instruments & Control Systems Engineer

Aug 1989 - Jan 1990: Running a chauffeur business in Lusaka, Zambia

Feb 1988 - July 1989: KPMG Peat Marwick, Lusaka, Zambia

Audit Assistant

Oct 1987 - Jan 1988: Zambia Consolidated Copper Mines

Graduate Electrical Engineer

EDUCATION: 1984 - 7: B.Sc. (Hon) in Electrical Engineering, University of Southampton (England)

AWARDS

- February 2013: Excellence in execution of Group Domestic Bank initiatives (Internet Banking) award for launching across 30 countries in one year (2012)
- 2006: Finalist in the national "Boss of the Year" competition held in October 2006
- 2003: Selected as a "Star" and one of the Top 60 Managers in Retail bank for 2002 and awarded an overseas trip to London (September 2003)
- 2002: Nominated to attend the prestigious Standard Bank Wings 2002 program whose objective was to provide delegates with a high level strategic focus to prepare for more significant roles. The CEO sponsored Wings 2002
- 1998: Mr. Enthusiasm for Gemini Consulting
- 1994: Attended Eskom's prestigious "The Manager's Challenge" management training
- 1981: Mining industry (Zambia) scholarship to study "A" levels at Derby College of Further Education (England) leading to a degree in Electrical Engineering at the University of Southampton in England

GENERAL: Interests include reading various subject matters for continuous growth, travel and training in the gym.

Shy' . 8 July 2015

08 July 2015

Khalila A. A. Salim,
Kenyan – African
MasterCard Innovation Lab (Financial Inclusion)
Ground Floor, Eaton Place,
Gigiri, Nairobi

Dear Global Resilience Partnership Coalition,

I am writing to confirm my support and intent to participate as Team Member in the Global Resilience Challenge led by the Cafédirect Producers Foundation (CPF), as the team lead organization.

As a team member, my role would be to:

1. Bring key expertise of linking innovations to agriculture sector drawing from experience in leading different aspects integrated community development solutions.
2. An advisory role in advising on scale of innovations that involve cross sector partners and diverse user base
3. Supporting strategic project management efforts joint with Cafédirect to achieve required targets and milestones.

I have over ten years experiences of working in large scale Information and Communications Project (the largest covering 62 countries); in leading projects in Livelihoods/Agriculture; Health, Education, Child Protection and Disaster Risk Reduction; and in leading and executing large scale innovations spanning private sector, governments and donors – amongst them a Maternal, Newborn and Child Health innovation targeting 6 million mothers; key work in disease surveillance and response systems; and linking innovations to large scale humanitarian disasters at a global level. I have solid understanding of the development sector and innovations and what it takes to bring partners together to deliver on similar projects – skillsets that would add value to this coalition. I have also undertaken critical works with Private Sector on training senior leaders on management and leadership skills in collaboration with a UK based firm; including initiating leadership programs to support organizational transformational processes as well as innovations and change management.

I work as Business Leader, Strategic Partnerships, at the MasterCard Labs with the core responsibility of building meaningful cross sector partnerships across Africa. We are excited about the opportunity to partner with Global Resilience Partnership and the potential change it will impact on farmers in Africa.

Best Regards,



Khalila Salim



Khalila has over 14 years' experience in strategic leadership; steering innovation projects to fruition; developing and nurturing cross sector partnerships; and working with cross cultural teams. Khalila has led successful innovation programs both in ICT and in application of mobile phone solutions to development – notable projects being Jamii Smart (focusing on maternal, newborn and child health with Safaricom, Ministry of Health, African Medical Research Foundation, World Vision, Care Kenya and Aga Khan Foundation); Young Africa Live, Peace Txt and Political Opinion Polls (with Praekelt Foundation); mHealth and mAgriculture projects with Avallain Africa as well as Disease surveillance work and application of innovations in drug sensitivity and susceptibility with Ministry of Health/USAID/ICFI. Based on merit, Khalila was invited by US Military in conjunction with Miami University to join a team of international experts (only two were selected from Africa) to look at application of innovations in handling large scale humanitarian disasters.

Khalila was instrumental in setting up the National mHealth and eHealth forum that looks to promote strategic innovations and partnerships jointly with the Ministry of Health, Kenya – she onboarded over 350 organizations from private, academic, public and development sector; including critical players from East and Southern Africa (putting Kenya on international map by connecting with players in Europe and America) – and strategically initiating critical national working groups that were subsequently officially mandated by Ministry of Health Kenya to address health economics of innovations, research parameters to inform government on what solutions to scale, link of health demand and supply amongst other areas.

Khalila has also supported Kids Internet Security Network in collaboration with Canadian Metropolitan Police, retired FBI experts and Norwegian Army in delivering trainings in innovations to combat human trafficking across the South African Countries; and participated at the South African Police Detective Academy in similar works. Khalila has unique sets of skills and competencies that combine innovation with strategic management, business development and scale. Through work with Corporate Learning Solutions, a UK based firm that delivers leadership solutions and soft skills trainings; Khalila has been key in working with senior private sector team in Africa to promote leadership in innovations and instituting culture of innovations.

Khalila holds a BSC in Information Sciences/Information Technology from Moi University Eldoret; and also holds an MBA (Strategic Management) from United States International University. Khalila has undergone a series of management, human rights, community development and ICT trainings in the course of her career.

Previously, Khalila has worked with Plan International on multiple strategic management positions and with Praekelt Foundation as the Regional Program Manager, East Africa. She has also worked for Corporate Learning Solution as their Africa Representative on a consultancy basis.

Khalila is a Board Member to an East Africa Social Justice Fund and she was also nominated by African Media Initiative (Umbrella body of all media owners in Africa) as a steering committee member on selection and development of Journalists for tobacco free children campaign. Khalila also sits on a series of working committees at Ministry of Health, Kenya.

Khalila currently works as Business Leader, Strategic Partnerships with MasterCard Labs where she is charged with the responsibility of building cross sector partnerships towards strategic realization of financial inclusion for the poor – in a social enterprise approach geared at enabling wealth creation while availing affordable and relevant financial services.

14 July 2015

Name: Teresa Nekesa
Nationality: Kenyan
Principal Place Of Business: WeFarm
Title at WeFarm: Africa Programme Manager
Wayra Academy, Shropshire
2-10 Capper Street,
London WC1E 6JA

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafedirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is offer my on the ground ability to scale out across the Horn including into Ethiopia.

WeFarm is the Internet for people without Internet. We are proud winners of the 2015 Google Impact Challenge. We are a pioneering social enterprise, launching a peer-to-peer knowledge-sharing platform for small-scale farmers in rural communities in Africa and Latin America. We are providing a service to ask questions addressing anything from farming techniques to business ideas that can improve lives and build resilience for some of the most vulnerable. In the last 6 months since our launch in Kenya we already have more than 4,000 active users and are shared more than half a million pieces of knowledge in June alone.

Our team is eager to participate and support communities to become more resilient in the Horn of Africa.

Please be in touch with any questions.

Sincerely,



Teresa Nekesa

Africa Programme Manager

14 July 2015

Kenneth Ewan
Nationality: British
WeFarm
Chief Executive Officer
Wayra Academy, Shropshire House,
2-10 Capper Street,
London WC1E 6JA

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafedirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer and ensure the full support of WeFarm to the team. WeFarm will provide access to vital peer-to-peer agricultural knowledge and information to a wider group of users in Kenya in Uganda, as well as launching in Ethiopia. We will specifically seek to provide access to otherwise marginalised populations, such as women and youth in these countries. I will also provide expertise and knowledge on approaches that best facilitate access to information to marginalised and un-organised communities in the Horn of Africa.

WeFarm is the Internet for people without Internet. We are proud winners of the 2015 Google Impact Challenge. We are a pioneering social enterprise, launching a peer-to-peer knowledge-sharing platform for small-scale farmers in rural communities in Africa and Latin America. We are providing a service to ask questions addressing anything from farming techniques to business ideas that can improve lives and build resilience for some of the most vulnerable. In the last 6 months since our launch in Kenya we already have more than 4,000 active users and are shared more than half a million pieces of knowledge in June alone.

Our team is eager to have the opportunity to increase the scale and scope of our innovative technology with support from the Global Resilience Partnership to increase resilience for vulnerable smallholders in the Horn of Africa.

Our team is eager to participate and support communities to become more resilient in the Horn of Africa.

Please be in touch with any questions.

Sincerely,

Kenneth Ewan



Chief Executive Office

WeFarm Limited

Kenneth M. Ewan

E-mail: kennyewan@gmail.com

Phone: +44 0(1)369 703097

Home Address:

17 Wellington Street

Dunoon, Argyll

PA23 7LA

MY PERSONAL STATEMENT

Having directed and supervised in excess of fifty successfully completed development projects, and the Latin American operations of an international NGO, I am an assertive, supportive and experienced project manager and programme coordinator. In 2008 I designed and oversaw the creation of a centre to teach marketable artisan skills, and bring employment opportunities, to victims of sexual abuse. The project has, so far, changed the lives of more than eighty teenage mothers.

EMPLOYMENT HISTORY

WeFarm CEO and Founder

October 2014 – Present (10 months) London, United Kingdom

Founder and CEO of the pioneering start-up, social enterprise WeFarm.

WeFarm is 'The internet for people with no internet': A peer to peer knowledge sharing platform for small-scale farmers located in rural communities in Africa and Latin America addressing anything from farming techniques to business ideas that can improve their lives - then making it available to anyone, anywhere, and on any device (even the most basic mobile phone).

We won the 2014 Google Impact Challenge, and are currently scaling out across Africa and Latin America. (<https://impactchallenge.withgoogle.com/uk2014>)

WeFarm recently acquired 1,000 users in its first week after launch in Kenya

Programme Manager: Cafédirect Producers' Foundation

October 2009 – December 2014 (5 years 3 months) London, United Kingdom

- Responsible for all CPF in-country programme and project activity, including coordinating individual projects with 36 organisations in 12 different countries and designing and managing large donor funded projects, with a programme budget of more than £500,000 in 2013. Managing a programme team based in London, Nairobi and Haiti
- Co-founded and designed WeFarm (www.wefarm.info), a ground-breaking worldwide project that seeks to create 'the internet for people with no internet', and has been successfully piloted in Africa and Latin America. WeFarm won a \$260,000 News Challenge award from the Knight Foundation in January 2013

ProWorld Service Corps

Executive Director of ProPeru SC and Regional Director, Latin America of ProWorld SC, Latin America

April 2007 – May 2009

- Oversaw the management and supervision of thirty-five staff, six offices in four countries, and more than six hundred volunteers a year. Allocated a budget of \$400,000 a year into volunteer resources and development projects, resulting in the construction of five school buildings, nine hygienic bathroom blocks, two fish farms, the installation of one thousand three hundred clean burning stoves, the planting of more than ten thousand endangered indigenous trees, and the continued support of multiple care homes, orphanages, schools and women's shelters. Culminating in a "best Adventure Travel Companies on Earth" award from National Geographic for the volunteer programme.

Site Director, Cusco, Peru

April 2004 - April 2007

- Gained management training and experience as director of 8 staff from diverse, multi-cultural backgrounds
- Created new NGO volunteer program in Cusco. Developed and maintained relationships with community leaders and other NGOs in the Cusco area

- Set-up of Cusco semester abroad program and led negotiations with university professors. Established curricula and protocols for all classes.
- Coordinated and managed fifteen completed volunteer projects in diverse regions and conditions, from the Amazon rainforest to high Andean Communities. Including the designing and building of three innovative eco-friendly fish farms in isolated communities
- Wrote the ProWorld Staff Training Manual, and was directly responsible for training twenty five new staff members

Finance and Project Coordinator, Urubamba, Peru

September 2003 - April 2004

- Responsible for accounting for a monthly budget of \$10,000, creating new accounting systems and improving efficiency
- Community involvement leading to the successful completion of 5 primary schools in the Sacred Valley

Volunteer Affairs Coordinator, Urubamba, Peru

February 2003 – September 2003

- Researched and planned weekend activities for volunteers
- Responsible for liaising with parents, volunteers and colleges
- Coordinated and supervised local home-stay families

VOLUNTEER EXPERIENCE

English Teacher, Urubamba, Peru

September - December, 2002

- Taught 180 children English in a rural high school in Peru, Creating lesson plans and curricula
- Continued learning opportunities resulting from working with little or no support or system in basic conditions

Jungle Conservation project, Amazon Rainforest

December 2002 – March 2003

- Worked with indigenous peoples on conservation projects
- Learned about working in isolation as part of a small team

HIGHER EDUCATION

University of Dundee, United Kingdom

1999-2002

- BSc in Architecture

SECONDARY EDUCATION

Dunoon Grammar School, United Kingdom

1993-1999

- **Highers:** English, Mathematics, Geography, Modern Studies, Graphic Communication and Craft + Design
- **Standard Grades:** English, Mathematics, Physics, Chemistry, Geography, French, Graphic Communication and Physical Education

ADDITIONAL INFORMATION

- **Fluent Spanish speaker**
- **Young Enterprise Scotland** Finance Director for award winning young enterprise Company
- **Community Service Certificate** Reading and literacy program for children with learning difficulties
- **Co-founded the Cusco Exchange Project** designed to promote language capabilities and cultural understanding between local youth and ex-pats
- **Achieved long term contract and promotion to director position with ProWorld** within fourteen months, and after starting with a three month temporary contract
- **Participated in successful bid to the Pan-American Health Organization** to receive funding and accreditation for ProWorld's clean burning stove project

P.O. Box 27
Embu, Kenya

Tel. 254 068 31873
Cell. 0721-718582
bensonwafula@gmail.com

Benson M. Wafula (MAgrSc), Melbourne, Australia

Objective Consultancy/Research

Experience 2011 to present

Principal Research Scientist

- KARI Coordinator, Climate Change Research, Central and Eastern Kenya.
- Country Coordinator and Principal Investigator (Kenya): Adapting agriculture to climate change: "*Developing promising strategies using analogue locations in eastern and southern Africa.*" Funded by ICRISAT.
- Regional Coordinator and Principal Investigator (East and Central Africa), ASARECA-funded, Response Farming Project: "*Enhancing the Adaptive Capacity of Smallholder Farmers to Climate Variability through Response Farming.*"
- Country Coordinator and Principal Investigator (Kenya), Agriculture Model Intercomparison and Improvement, (AgMIP) funded project: "*Assessing the impacts of climate variability and change on agricultural systems in Eastern Africa while enhancing the region's capacity to undertake integrated assessment of vulnerabilities to future changes in climate.*"
- Principal Investigator (Team Leader), National Council for Science and Technology funded project: *Integrated sorghum and livestock production technologies for adaptation to climate change in eastern and southern Kenya.*

2004 to 2010

Senior Research Scientist

- Evaluated two research projects supported by the Commission for Higher Education:
 - α *Simulation of Rainfall Onset, Cessation and Length of Growing Period for Enhanced Agricultural Productivity in Western Kenya.* (Moi University)
 - α *Station Specific Downscaling Climate Outlook Forecasts for the Enhancement of Food Security in Kenya.* (Nairobi University)
- Co-investigator on the ASARECA-funded project: "Integrated technologies for Drought Mitigation for Adaptation to Climate Change and Improved Smallholder Sorghum Productivity."

Scientific Publications 1988-2000

- Authored 11 papers, three book chapters and second author on eight papers and third Author on four papers.

Education	1989	Melbourne University, Australia
	○	MAgrSc. (Agroclimatology)
	1983	Texas Tech University Texas, USA
	○	BSc.Agr. (Honors)
	○	Several management courses with the International Service for National Agricultural Research (ISNAR) and Perdue University, USA.
Interests	Member of Kenya Meteorological Society Executive Committee, member of Rotary International, computer applications, reading and travel.	

SCIENTIFIC PUBLICATIONS

1. Jesse Naab, Andre Bationo, **Benson M. Wafula**, Pierre S. Traore, Robert Zougmore, Mamadou Ouattara, Ramadjita Tabo, and Paul L. G. Vlek (2012). African Perspectives on Climate Change and Agriculture: Impacts, Adaptation, and Mitigation Potential. In: Daniel Hillel and Cynthia Rosenzweig (Eds.). Handbook of Climate Change and Agroecosystems: Global and Regional Aspects and Implications — Joint Publication with the American Society of Agronomy, Crop Science Society of America, and Soil Science Society of America, pp. 103 – 124.
2. Wafula, B.M., and Nyongesa, M.D., 2010. The effect of sugarcane trash management options on soil fertility. Proceedings of the 26th Soil Science Society of East Africa. November, 2010, Moshi, Tanzania.
3. Wafula, B.M. and Okwach, G.E., (2003). Modelling Applications and Data Availability For Soil and Water Management In Kenya. In: Hatibu, N. and Rao, K.P.C. System Databases and Simulation Models as Tools for Soil and Water Management in East and Central Africa: Towards Increased Research Efficiency and Impact. SWMnet Discussion Paper No. 2.
4. Wafula, B.M., (2000). Modelling within Kenya. In: Durand, W. and du Toit, A.S. (Eds.). Methodology and Strategy Development Using Systems analysis for sustainability in the South African Highveld Ecoregion. Proceedings of the Highveld Ecoregion Workshop. ARC - Grain Crops Institute, Potchefstroom, South Africa.
5. Wafula, B.M., (2000). Meteorology and Agriculture. In Proceedings of the Fourth Kenya Meteorological Society, Workshop on Meteorological Research Applications and Services. September, 1-11, 1998. Mombasa, Kenya.
6. Wafula, B.M., (2000). Modelling within Kenya. In: Durand, W. and du Toit, A.S. (eds.). Methodology and Strategy Development Using Systems analysis for sustainability in the South African Highveld Ecoregion. Proceedings of the Highveld Ecoregion Workshop. ARC - Grain Crops Institute, Potchfstrom, South Africa.
7. Wafula, B.M., 2000. Meteorology and Agriculture. In Proceedings of the Fourth Kenya Meteorological Society, Workshop on Meteorological Research Applications and Services. September, 1-11, 1998. Mombasa, Kenya.
8. Wafula, B.M., 1999. The Role of Meteorology in Agricultural Production. In Proceedings of Workshop on climate Change, Egerton University, July 1999.

13 July 2015

Benson M. Wafula
Kenya Agricultural and Livestock Research Organisation (KALRO)
Food Crops Research Institute (FCRI)
P.O. Box 450
Kitale
KENYA

Dear Global Resilience Partnership Coalition,

Re: Commitment as Team Member

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge led by the Cafédirect Producers' Foundation (CPF), as the Team Lead Organisation.

My role on the team is to offer expertise and experience on developing and testing of forecasting tools and dissemination for adoption of viable climate-smart options, for farmers to apply on-farm and in the surrounding landscape.

We are encouraged by the challenge put forward by the Rockefeller Foundation, USAID and SIDA and anticipate unlocking new ways to empower farming households and communities across the Horn of Africa.

Sincerely,



Benson M. Wafula
Agroclimatologist, KALRO-FCRI

FIRST NAME: **JOSEPH**
OTHER NAME: **AYEBAZIBWE**
SEX: **MALE**
MARITAL STATUS: **MARRIED**
NATIONALITY: **UGANDAN**
DATE OF BIRTH: **9TH OCTOBER 1978**

Contact Information.

Tel: +256701400374 /+256781016520

Email: josephayebazibwe@ymail.com /jayebazibwe@mabaletea.com

My Vision:

To increase stakeholders' value and maximize company's/organization's profit by improving the operational efficiencies and maximum utilization of the available resources, and adapting to change.

Keys to success :

- 1 Integrity & Ethics
- 2 Leadership
- 3 Teamwork
- 4 Adaptation
- 5 Training
- 6 Recognition
- 7 Communication
- 8 Continual improvement

Carrier Objective:

To always aim higher and be a good team leader

To always confront dynamic challenges on job and life meet my competencies, capabilities, skills, education and experience.

LANGUAGES

LANGUAGE	SPEAKING	WRITING	READING
ENGLISH	FLUENT	FLUENT	FLUENT
KISHWALI	Good	Fair	Good

EDUCATION BACK GROUND

YEAR	INSTUTION	AWARD
To date	Mountains of the Moon university - Uganda	<ul style="list-style-type: none"> Bachelors of management studies
2001	Makerere international institute of environmental education development and practical skills - Kamapala - Uganda	<ul style="list-style-type: none"> Diploma In environment Science Certificate in Microfinance
2003	Fort Portal Institute of Management	<ul style="list-style-type: none"> Diploma in Project Planning and management

WORKING EXPERIENCE

2002 – 2005 Rwenzori Commodities - Assistant Estate Manager

2006 - 2008 Tooro Tourism and Hotels Group - Hotel and Tour Supervisor

2008 To date Environment Officer – Mabale Growers Tea Factory Ltd.

Duties, obligations & responsibilities:

- To act as a link between the Board of Directors and the Management of the Tea Factory Company and implementation of Board policies.
- To interpret Board policies to all employees.
- Work with Management team in developing corporate plans, annual operating plans and budgets as well as developing various strategies that will enable the achievement of targets.
- To develop company environmental Targets and objectives, define performance standards those standards are achieved with precision.
- To ensure and foster good public relations with both internal and external company

- Ability to observe and understand business processes ensuring processes are documented completely and accurately.
- Demonstrated ability to lead a small and large team and ensure successful results.
- Ability to give and follow instructions accurately and efficiently.
- Strong organization and follow up skills including the ability to handle competing Excellent financial risks management skills for effective utilization of resources.
- Excellent analytical and organizational skills to help in managing all the management documentations for the organization.
- Good written and oral communication skills.
- Listening and learning skills.
- Coordination, judgment and decision making skills

Sort Courses Attended: (some)

- **Climate change adaptation**
- **Project management**
- **Monitoring and evaluation**
- **HIV AIDS**
- **Community Health**
- **Water resource management**
- **Sustainable agriculture**
- **Cooperative Governance**
- **Customer care and ethics**
- **Cleaner production and resource efficiency**
- **Record keeping and management**
- **Land management and soil conservation**
- **Pollution control**
- **Chemical safety and management**
- **Occupational Health and safety**
- **Conflict management and negotiation**
- **Gender mainstreaming**
- **Contact negotiation and management**

REFEREES

1 Mr. Silver Sebagala – Managing Director

Uganda Cleaner Production Center

Tel:+256774647363

Email: silverbms@ucpc.co.ug

2. Kenneth Kyamulesire

General Manager – Mabale Growers Tea Factory Ltd

P.O.BOX 354 Fort Portal Uganda Email; **Kkyamulesire@mabaletea.com**

clients.

- To carry out and/or perform any other duties/responsibilities as may be assigned by the Board or its agency from time to time
- Plan, develop and disseminate strategies, annual action plan sand contingencies basing on the strategic business plans; ensuring that the organization is steered to achieve the targets defined
- Establish linkages with comparable organizations to but networking, share information and keep in tune with the Resource environment and best practices.
- Implementation of Mabale Environment Plan
- Oversee Company projects
- Manage and implement cooperate social responsibility
- Train and inform all the company members and community members on all areas of interest as environment, disease prevention, Poverty alleviation and health within the districts of Mabale's operation
- Be the focal person for Fair-trade communications, projects and obligations
- Implement and manage all Trade, safety and improvement standards in the organization.

CAPABILITIES AND EXPERIENCE

While working with Rwenzori Commodities, I was exposed to a number of activities including Labor recruitment, training and leadership which sharpened my labour management.

The time I spent working with the Hotel and Tourism Industry at Hilton Tours Inn, coupled within job training and skill development helped interface with people from different walks of life with varying cultures, likes and preferences, requiring different personal approach listening customer care and customer service. This cast rays of proper community and individual communication skills into the web of my carrier.

At Mabale Growers Tea Factory Ltd where am working currently, I were assigned to handle responsibilities of managing filed extension in general agronomic practices and handling environmental aspects for the Field while coordinating Fair-trade standard requirements at the organizational level.

Name: Pauline Jepkorir Boit

Email: paulineboitto@gmail.com

Postal Address: Tilil Women's Self Help Group, Nandi Hills, Kenya

Personal details:

Nationality : Kenyan

Profession : Promoter Farmer

Languages : English, Kiswahili

Professional skills and experience

I am a well-respected leader at Street Outgrowers Empowerment Programme, and was re-elected onto their Board of Directors. I lead a number of initiatives to empower women within the organisation, and have trained over 200 women to-date on how to improve their farms and kitchen gardens.

I am a lead farmer, and the leader of the Tilil Women's Self Help Group, as well as the overall coordinator of women's groups within the Nandi Hills region, representing over 200 women.

Roles/Positions

Promoter Farmer, Street – OEP, Kenya

Director, Tilil Women's Self Help Group, Kenya

Director/Trustee, Cafédirect Producers Foundation UK

14 July 2015

Name: Pauline Jepkorir Boit

Organisation: Tilil Women's Self Help Group

Nationality: Kenyan

Principal Place Of Business: Tilil Women's Self Help Group, Nandi Hills, Kenya

Title: Chairlady of Tilil Self Help Group

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafédirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer expertise and experience on women's empowerment, and effective ways to enhance the resilience of women smallholder farmers. I am a lead farmer myself, and am the leader of the Tilil Women's Self Help Group, as well as the overall coordinator of women's groups within the Nandi Hills region, representing over 200 women. I therefore have directly experienced the livelihood challenges experienced by smallholder farmers, and have accumulated a wealth of knowledge and experience of which strategies have proven effective, and which have not.

During the project, my role to be to provide expertise on the tools and processes developed, specifically focussing on value, usability and effectiveness for rural women. I have worked closely in partnership with the Cafédirect Producers' Foundation since 2010, and have together have demonstrated our success in improving smallholder' livelihoods through the establishment of lead farmer networks and digital tools. This has included pilot testing and scaling-out WeFarm, to enhance smallholders information access, skills development and livelihood resilience. I currently serve as a WeFarm lead farmer and community Ambassador.

I am encouraged by the Challenge put forward by the Rockefeller Foundation, USAID and SIDA and anticipate unlocking new ways to empower farming households and communities across the Horn of Africa. I am eager to participate in the team and support communities to become more resilient across the Horn of Africa.

Please be in touch with any questions.

Sincerely,



Name: Pauline Jepkorir Boit

Title: Chairlady, Tilil Women's Self Help Group

CURRICULUM VITAE

KURIA DAVID KIMANI

PERSONAL DETAILS

ADDRESS	East African Wild Life Society P.O BOX 20110-00200, Nairobi Tel: 254-0722-438518/0712603251(mobile), Email: david.kuria@eawilfe.org / davekenvo@hotmail.com
NATIONALITY	Kenya

SHORT PROFILE

I am an environment and community development expert with an MSc, research skills and experience including environmental conservations, community mobilisation, environment, conflict resolutions and partnership development. For more than ten years, I have worked in environment field designing, development and implementation of projects geared toward environmental conservation, community empowerment while contributing to the improvement of the local livelihoods. I have acquired and trained on facilitation and adult training skills, proposal development, fundraising skills, public speaking experience to a variety of audiences. I have the ability to work independently and as part of a team with planning, problem solving and management skills obtained through a number of project leadership and expeditions. Apart from Bsc and Msc certificates, I have taken a number of post graduate courses leading to award of several certificates. I am a part time PhD Student at Kenyatta University

EDUCATION

2010 to date: **Ongoing PhD studies (sandwich) in Kenyatta University** on Community Development and Environment studies. My research is on impact of Climate Change on Ecosystem Services and Food Security in Lari Landscape, Kiambu County. I am also enrolled in Master of Law in Environment-University of Nairobi

2009-2010: **A fellowship on climate change** with Birdlife International that looked at local communities' adaptation and mitigation on climate in rural Kenya. I also assessed how the government and NGOs are partnering in addressing environmental issues particularly in Climate Change and Food Security.

2003-2004: MSc in Applied Ecology and Conservation University of East Anglia-UK

- Courses taken: Research Skills, Climate Change, Advanced Statistics, Understanding Environmental Change, Community Development, Proposal writing and Practical Conservation.
- Dissertation: 15,000 report based on research on community perception and attitudes towards natural resources conservation in Kenya.

1990-1996: BSc (Natural Resource Management) Egerton University- Kenya

- Courses taken; Principal of wildlife management, Wildlife Biology, Community Conservation, Rural Sociology, Forest Ecosystem Management, Environmental Impact Assessment, Research Methodology, Report Writing Skills, Communication Skills and a number community Conservation courses.

Employment history and work experience

Jan 2008 to April 2012: National Coordinator-Reforestation Facility of East African Wild Life Society

- I am in charge of a Forest Rehabilitation Facility by UNEP through Kenya Forests Working Group, East African Wild Life Society and Nature Kenya. The Initiative is aim at building partnerships between private sector and local communities in conservation of natural resources conservation particularly the forest rehabilitation. We currently have work in Mau, Aberdare and natural forests in Kenya.
- I was the lead person for East African Wild Life Society on Upper Mara Project by USAID. My main responsibilities included identification of critical areas for conservation, community partnership and stakeholders' engagement. I trained communities on a number of activities including project development and implementation, governance issues, biodiversity threats analysis among others. I also established local partnerships that are needed for the project implementation. I worked closely with local groups including Community Forest Associations and Water Resources Users as well as Kenya Forest Services, Kenya Wildlife Services and other local and national organizations.
- I am one of the community representatives in the Forest Conservation Committee (FCC) for the Central Highland Conservancy.

2002 to date: Nature Kenya-Kijabe Environment Volunteers

- I founded a very vibrant and successful community institution by the name (Kijabe Environment Volunteers-KENVO) in Central Region. KENVO is in partnership with Nature Kenya- a national NGO involved in environmental education and conservation in Kenya. It has played a central role in empowerment of the local community (particularly) the youths in forest management and conservation, environmental governance and nature based entrepreneurship. It has attracted a lot of awards including the Equator Initiative Award for 2008.
- Under partnership with Nature Kenya and other organisation, I am in charge of managing of a number of small and large conservation and development project. I have been seconded to the national team on Participatory Forest Management. This position involves training on advocacy for community participate in natural resource management. I have been in charge of training community, government representatives and civil societies in environmental governances, negotiation and partnership development and designing and implementation of joint projects.
- Under KENVO, I have managed to undertake several medium and larger projects in Kiambu County on Environment and Community Development. Some include;
 - **2012-14 EU** Funded project that is working with more than 5,000 farmers in Lari district to protect local forest and improvement of local livelihoods.
 - **2002 to date; CIDA** Funded project on International Youth Exchange and Leadership (Canadian and East African Youths). Under this programme, I have been a Program Manager for an International and Local Youths Environmental Leadership Exchange program. The Program involves recruiting and engaging youths in a number of leadership and development projects. Through this programme, I have reached more than 5,000 youths,. We have established a Foundation (EDUCATION is Power) for the needy students that are working in Environment and Community Development.

Publications and Reports include:

Kuria David, 2010. *Coping with Climate change: Understanding local communities' knowledge and their coping strategies to climate change: SysTem for Analysis, Research and Training (START)* and BirdLife International Africa Secretariat, Nairobi

**The Kijabe Environment Volunteers P.O.
Box 49, 00221 Matathia, Kenya Tel: 254
721 980 908/020 231 4383 Email:
keenvo@yahoo.com**



14th July 2014

Dear Global Resilience Partnership Coalition,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge led by the Cafédirect Producers' Foundation (CPF), as the Team Lead organization.

As the founder of the community-based conservation forum, Kijabe Environment Volunteers (KENVO), over a decade ago, I have gained extensive knowledge and experience on the areas of community awareness and education, as well as community-led research and information dissemination initiatives. I am delighted to contribute this knowledge and expertise to the team, and provide strategic advice on community-led development initiatives, and best practice in engaging the most vulnerable in initiatives to enhance their resilience. My work with KENVO has focused on the improvement of livelihoods and the environment within the Kijabe landscape, particularly through inclusive approaches that engage the participation of traditionally marginalised groups, including women and youth. I am also to share my experience to-date on the scaling-up of community-led initiatives, gained through my current role developing a forest and environment conservation facility in partnership with East African Wild Life Society in Partnership,

UNEP and Nature Kenya and Kenya Forests Working Group – a facility designed to support other communities to establish similar models to KENVO throughout the country.

I am excited by the Challenge put forward by the Rockefeller Foundation, USAID and SIDA and look forward to joining the team to support the development of new opportunities to empower farming households and communities across the Horn of Africa.

Please be in touch with any questions.

Yours sincerely,

A handwritten signature in black ink, appearing to read "David Kuria".

David Kuria Director, KENVO

Christèle DELBE

<https://uk.linkedin.com/in/christeledelbe> - @Tchad39
christele.delbe@gmail.com - +44(0)7771 774420

PROFILE

Commercially focussed sustainability leader with a 12 year corporate experience at international and country level. Great track record in making sustainability commercially relevant. Good experience of the food and beverage sector through customer engagement and thought leadership. A proven ability to influence across functions, geographies and at senior level.

CAREER HISTORY

2010 to present England	Head of Sustainability for Enterprise Vodafone Group Developing, leading and embedding a thought leading sustainability programme within the enterprise marketing and sales function; Turning sustainability into an innovation, customer engagement, brand enhancing and revenue generating vehicle; Reporting to the Group EA Director, Seconded to Enterprise Marketing function with a dotted line into the Group Enterprise CEO. <u>Highlights:</u> <ul style="list-style-type: none">• Commercial imperatives: Successfully understood the commercial imperatives of the enterprise business unit and developed a strategy and programme which in 2014/15: Built a pipeline worth €5M; generated €250K of IYR; Supported over 80 commercial bids worth over €1.5B with an estimated €150M; Facilitated 80 stakeholder introductions, 70 customer meetings and 15 innovation workshops.▪ Value chain innovation: Targeted 30 blue chip companies including 10 companies in the food and beverages sector including SAB Miller, Nestle, Unilever, and PepsiCo. Launched 2 innovative projects addressing livelihood, food security and distribution challenges and submitted another 5 commercial proposals.• Cross functional buy in: The programme has received endorsement at senior level across the enterprise function including marketing, innovation, product and sales. See stakeholder quotes in the Annex. The programme is sponsored by the Enterprise CEO is now being embedded within the business function.▪ Thought leadership: Led the publication of 3 thought leading reports quantifying the socio economic and environmental impact of mobile and data services in emerging markets (Connected Agriculture, Connected Workforce, Connected Women). Led sustainability input for spectrum bid in Myanmar.▪ Presence on the global stage: Articulated the case for the socio impact of mobile on numerous international platforms including TEDx, WEF New Vision for Agriculture the WBSCD and the Sustainable Business Summit.
2012 to 2013 England	Sustainability Director (interim) Vodafone Group Leading the implementation of the Group Sustainability strategy; £1M budget, team of 9, 21 countries; Reporting to the External Affairs Director. <u>Highlights:</u> <ul style="list-style-type: none">▪ Engaging NGOs: Led an NGO consultation exercise on tax which has helped our senior leaders to move towards a more transparent approach to tax disclosure.▪ Business case for sustainability: Engaged with the Group Technology function to make the case for a £5M investment into solar energy into our network.
2006 - 09 England	Head of Sustainability Orange UK Reshaping the sustainability and community strategies to align with the business strategy and culture; Setting of the first climate change strategy; Protecting and enhancing the brand through targeted initiatives; Setting a sustainability committee; £1m budget, team of 7; Reporting to the Communication Director.

Highlights:

- **Business case for sustainability:** Obtained board approval and a budget of £250K for a new climate change and community engagement programmes.
- **Building stakeholder trust:** Developed an award winning school education packs on safe internet use which reached over 70% penetration one year after launch and enabled the business to build strong relationships with key stakeholders.

2002 - 06
England

Sustainability Manager (02-04)/ Head of Sustainability (04-06)

Orange Group

Developing and implementing an international sustainability programme including the development of policies, reporting, and visual identity frameworks; Leading quarterly workshops; Managing a global community programme in partnership with UNICEF; Delivering all online and off line communications; £1m budget, one direct report; Reporting to the External Communication Director.

Highlights:

- **Senior level engagement:** Successfully influenced key Group functions and market CEOs across seven countries to gain buy in over policies including Orange Ethics Guidelines and Business Principles.
- **Stakeholder trust:** Initiated and delivered a customer education platform addressing the safe use of mobile and internet by children. This initiative positively influenced members of the EU Parliament and became a benchmark in the industry.

2001 - 02
England

Consultant

Ethics Quality Management (EQM)

Challenging senior management to develop long term strategies on child labour in the tobacco value chain through a series of workshops delivered in Kenya, Nigeria and Uzbekistan. The workshops resulted in a concrete action plan.

2000 - 01
England

Company Analyst

Pensions Investment Research Consultants (PIRC)

Researching and rating the sustainability and governance performance of companies quoted on the London Stock Exchange.

1997 - 00
England

Researcher

SustainAbility

Drafting leading edge sustainability publications; Advising on best practice reporting; managing a sponsorship programme.

1994 – 97

**Researcher for Stockholm Environment Institute (SEI), Sweden (4 months),
Assistant for Association for Colloquia on the Environment, France (4 months),
Researcher, Greenpeace, Sweden (2 months)**

EDUCATION

1995 – 96
Sweden

MSc in Environmental Management and Policy

International Institute for Industrial Environmental Economics, Lund.

1993 - 95
England

BA (Hons) in Business Administration (2.1)

South Bank University, London.

1991 - 93
France

Diplôme Universitaire de Technologies – Techniques de Commercialisation

Institut Universitaire de Technologies, Paris.

LANGUAGES

Languages French (Mother tongue); English (fluent); Spanish (conversational); Swedish (basic)

14th July 2015

Christèle Delbé

Group Head of Sustainability for Enterprise

Vodafone Group Plc, Vodafone House
The Connection, Newbury, Berkshire, RG14 2FN
England

Dear Global Resilience Partnership Coalition,

Re: Commitment as a team member

I am writing to confirm my support and intent to participate as a team member in the Global Resilience Challenge led by Cafédirect Producers Foundation (CPF), as the team lead organisation.

My role on the team is to share what Vodafone has learnt to date through the Connected Farmer Alliance and assess how to best use mobile and data to engage smallholding farmers with the view to meet the objectives met by the programme.

Vodafone is also looking forward to enhancing its own capability to support smallholding farmers by learning from Cafédirect and its partners.

Yours sincerely,



Christèle Delbé

Wambette Nimrod

Mobile Numbers: +256 (0) 772 595 738/701 595 738

Email: wamnim@gmail.com

Postal Address: P .O. Box 2198, Mbale



Personal details:

Nationality : Ugandan

Date of Birth : February 12th 1955

Marital status: Married, 7 children

Profession : Teaching-Retired

Languages : English, Kiswahili, Luganda, Lumasaaba

Professional skills and key competences

Organizational and team leadership skills.

Analytical report writing.

Training, development and presentation skills.

Forty years of teaching/lecturing and administrative experience, managing educational institutions on daily basis.

Thirty five years of social enterprise/community leadership.

Organizational evaluation and strategic plan formulation.

Management of Human resources and information.

Research, problem analysis, objective setting, proposal writing and training

Competency in using Ms Office package (word, Excel, PowerPoint), and data base management systems.

Educational/Professional Achievements

1. Master of Public administration, IUIU) Mbale, 2010
2. Bachelor of Education, MUK, (Hons) 1998
3. Diploma in Teacher Education, ITEK, 1990

4. Uganda Certificate of Education, 1983
5. Certificates in teaching (Grade II, III) 1975 - 1983

Short courses Attended

Teacher Workshops Management ,1979
Gender Responsive Pedagogy ,2004
HIV/AIDS Workplace policy ,2000
Street Children's Education and Community Awareness ,2005
Cooperative Human Resource and Finance Manual Development
Planning, 1989
Coops in a liberalized environment, 2006

Hobbies

Farming
Watching football
Listening to Afro Latin (Rhumba) music

Social Enterprise/Community Work

Director Bugisu Cooperative Union – 1986 – 1997
Director and Chair – Uganda Cooperative Insurance 1990 - 1996
Chair/ Director – Gumutindo Coffee Cooperative Enterprise Ltd 2004-
Feb 2015
Chair Uganda Cooperative Alliance, 2010- 2012
Vice Chair –ICA Africa Region Board 2011-2013
Vice Chair- International Cooperative Agricultural Organization
(Geneva) 2011-2013
Vice Chair/Director –Fairtrade Africa (EA), 2010-2014
Member –Government of Uganda/Coop revival consultative Forum
2010-2012
Chair Planning, Finance and Development Committee – Namaitsu
Church of Uganda
Director/Trustee Cafédirect Producers Foundation UK, (2012-2016)

CURRICULUM VITAE

A. PERSONAL DETAILS

Name: Victor Kibet Biwot

Address: P.o Box 218, Nandi Hills

Tel No: +254 (0)208013476, +254 (0)717631746

Email: v.biwot@yahoo.com, vbiwot@epkoutgrowers.co.ke

Year of birth: 25 – 09 – 1970

Nationality: Kenyan

Tribe : Nandi (Kalenjin)

Home District: Nandi South – Nandi Hills division

ID No. 9991704

Marital Status: Married

Religion: Christian

B. EDUCATION BACKGROUND

- | | | | |
|--------------------------------|-------------|--|-----------------|
| 1. Primary Education | 1976 – 1983 | Ibanja Primary School | CPE |
| 2. Secondary Education | 1984 – 1987 | Kapsabet Boys High School | KCSE |
| 3. A – Level Education | 1988 – 1989 | Kaptumo High School | K.A.C.E |
| 4. University | 2011 – 2013 | Catholic University | B.COM - FINANCE |
| 5. Professional qualifications | | CPA Section II | |
| 5. Other Trainings Attended | | 1. Corporate Governance and Strategic Management
2. Strategic Planning and Implementation
3. Management Training Courses
4. Integrated Management Systems
5. Climate Change Training | |
| 6. Other Qualifications | | - Proficiency in Microsoft Office Applications
- Worked with Scala Accounting Systems for 2 years
- Worked with Sage Pastel Accounting System
- Worked with Navision Management System | |

C. WORKING EXPERIENCE

1990 – 1992: Administration Clerk – Lake Basin Development Authority

1993 – 1997:	Accounts Clerk – Eastern Produce Kenya Limited – Kibwari
1997 – 2006:	Estate Accountant – Eastern Produce Kenya Limited – Kepchomo & Administration Division
2006 – 2007:	Area Accountant – Eastern Produce Kenya Limited Administration Division
2007 – 2011:	Accountant/Administrator – Street Out growers Empowerment and Producer Co. Ltd.
2012 – 2013	Finance and Administration Manager – Street Outgrowers Empowerment and Producer Co Ltd
2013 – To date	Operations Manager- Street Outgrowers Empowerment and producer Company Ltd

D. DUTIES AT EASTERN PRODUCE (K) LTD

Eastern Produce Kenya Ltd is a British Multinational tea company. It owns and manages over 4,000 hectares of tea estates and 7 tea factories in Rift Valley, Nandi County in western Kenya.

1. Budget preparation and control
2. Expenditure allocations, analysis and control.
3. Analysis and reporting on General Ledger accounts.
4. Personnel management, i.e. Staff Supervision, Job allocations, wages preparation and payment.
5. Compiling of all weekly/monthly/annual financial returns and submitting to head office.
6. In charge of office petty cash receipts and payments recording and preparation of bank reconciliation statements.
7. Responsible for all company cash receipts and banking.
8. Processing of supplier invoices and payment of creditors/contractors.
9. Responsible for all tea sales at factories and coordination of all tea transportation to Mombasa warehouses/port.
10. Coordination of all company legal suits and workmen's compensation issues.
11. Designing and implementation of office administration procedures.
12. Coordination and purchase of company/estates tea packages, stationery, building materials etc.
13. Coordination of group estates wages and other cash requirements, organizing security, liaising with banks regarding collection and delivering the same to paying points.
14. Maintenance of fixed assets records – additions/disposals.
15. Preparation and forwarding of departmental activity monthly reports.
16. Preparation of statutory returns and submitting the same to relevant government departments e.g. T.B.K, N.S.S.F, N.H.I.F and P.A.Y.E - also liaising with these departments on behalf of the company.
17. Coordination of Company tender issues.
18. Overall general office administration duties – telephones, faxes, photocopiers, guest houses etc - control of use and maintenance

14 July 2015

Name: Nimrod Wambette

Organisation: Gumutindo Coffee Cooperative Enterprise Ltd

Nationality: Ugandan

Principal Place Of Business: Gumutindo Coffee Cooperative Enterprise Ltd,

Title: Director of Gumutindo Coffee Cooperative Enterprise Ltd
Director of the Cafédirect Producers' Foundation

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafédirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer expertise and experience on community development and livelihood diversification for smallholder farmers in Uganda, and to support our network of over 9,000 smallholder farmers and their families to learn about and support the scaling up of effective digital tools developed during the project with demonstrated effectiveness in enhancing the resilience of smallholder farmers.

I have worked closely in partnership with the Cafédirect Producers' Foundation since 2009, and have together have demonstrated our success in improving smallholder' livelihoods through the establishment of lead farmer networks and digital tools, including WeFarm, to enhance information access, skills development and livelihood resilience.

I am encouraged by the Challenge put forward by the Rockefeller Foundation, USAID and SIDA and anticipate unlocking new ways to empower farming households and communities across the Horn of Africa. I am eager to participate and support communities to become more resilient across the Horn of Africa.

Please be in touch with any questions.

Sincerely,



Name: Nirmod Wambette

Title: Director of Gumutindo Coffee Cooperative Enterprise Ltd

TERESA NEKESA CV

PERSONAL INFORMATION

Name:	TERESA NEKESA	Nationality:	Kenyan
ID Number:	25376373	Gender:	Female
Date of Birth:	5 TH MAY 1986	Marital Status:	Single
Place of Birth:	Uasin Gishu	Religion:	Christian
Language:	French, English, Kiswahili, Luhya, Japanese (basic)		

CONTACTS

Current Address:	P.O. BOX 141-20107 NJORO
Mobile:	0725 725 038/0715293864
E-mail:	terrynekesa@yahoo.com

PERSONAL PROFILE

I am a hardworking, innovative, honest, result driven and optimistic individual who is flexible and Can work in any environment with minimal or no supervision to deliver positive output.

CAREER OBJECTIVE

To work in a challenging environment which will help develop strong corporate, technical and Managerial skills necessary for organizational development and to reach out to my community in a manner that will contribute to their welfare.

EDUCATIONAL BACKGROUND

- **2012-2014:** Kenyatta University, Masters in Arts (Peace and Conflict Studies)
- **2006-2010:** Kenyatta University; Bachelor of Education (Arts) French and Geography 2nd class Honors upper division
- **2001 -2004:** Mary Mount Secondary School; KCSE B+
- **1993-2000:** Kilimo Primary School; KCPE 535/700 marks

TERESA NEKESA CV

WORKING EXPERIENCE

Date	Institution	Position	Tasks Involved, Achievements And Skills Gained
2011 July-Date	African Biodiversity Network (ABN)	Programs Assistant	Assisted in logistics that involved organizing conferences, booking relevant facilities such as hotels, air tickets among others. Translation of French abstracts and communicating to the French partners. Prepare and monitor requisitions for project coordination and management, Maintain office filing system writing and preparing minutes of the meetings. Answering, screen and transfer inbound phone calls. Update contents in ABN website Gained Administrative and office management skills
2010 Oct-2011 July	Kenya Commercial Bank (KCB)	Micro Banking Sales Representative	Opening business related accounts, doing visits that would culminate on giving Micro and SME loans. Conducting training on financial management for the small business person. Doing market surveys. Gained customer care skills, sales and marketing skills, communication skills as well as financial management skills.
Aug 2010-Oct 2010	ANEW Africa (An African Civil Society Network on Water and Sanitation	Admin Assistant (Intern)	Assisted in logistics that involved organizing conferences and booking of venues. Editing of the ANEW voice newsletter and writing minutes and reports. Doing translations. Gained Office management skills
September, 2008	Trier University Germany project in Kenya	Research Assistant	Assisted in research project on “the role of sports in community empowerment and development” I did analysis of data collected. Acquired interpersonal skills and communication skills and Improved on my ability to complete tasks within tight deadlines

SKILLS

- Customer Care Management and Back office Management skills
- Planning and Management
- Organizational skills
- Teaching, Training and Capacity building skills

TERESA NEKESA CV

- Translation skills and good Command of English, Swahili and French
- Communication, Interpersonal and Team Building skills

RESPONSIBILITIES

July 2008-September2009 Kenyatta University French Club-La Pleiade Secretary

INTERESTS

- Participating in youth outreach programmes.
- Reading self-development literature.
- Participating in community service programmes.
- Playing netball during free times.

REFEREES

Anne Wanjiku Maina
Advocacy Coordinator
African Biodiversity
Network(ABN)
P.O. Box 6271 - 01000 Thika,
Cell Phone: +254 722386263
Tel: +254 202 675 043
Email:anne@africanbiodiversity.org
Skype: annemaina

Judy L. Mputhia
Operations manager,
KCB Gikomba-Branch,
P.O Box 48400-00100,
Nairobi.
+254728804336
jjlimo@kcb.ac.ke

Esbon Kiunjuri
Finance and Administration
Officer
Institute of Culture and Ecology
P.O. Box 6270- 01000 Thika,
Cell Phone: +254 735 136 299
Tel: +254 202 675 043
Email:esbonkiunjuri@yahoo.com

14 July 2015

Name: Phirista Nakato Nassali

Nationality: Uganda

Principal Place Of Business: Restless Development Uganda

Title at Restless Development: Monitoring Evaluation Research & Learning Manager
Restless Development Uganda

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafédirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer consultation, expertise and experience on mobilizing and engaging youth and young people to develop long term solutions to development problems and lead accountability over decision makers. Restless Development is the global leader in youth-led development whose mission is to place young people at the forefront of change and development; we have trained and supported over 17,000 young Volunteer Development Professionals, predominately in rural communities in Africa and South Asia, who lead development projects on civic participation, livelihoods and youth employment as well as sexual and reproductive health.

In my role at Restless Development Uganda, I am responsible for strengthening quality implementation across all projects. This is through development, review and implementing appropriate systems, tools that track progress, in addition to generating and documenting learning and best practices through progress reports, research and evaluations among others. As a country program, to date we have empowered over 700 young people through our peer-peer educator model since 2010, who have reached over 72,000 young people with livelihood, civic participation and sexual reproductive health trainings. These have led to increased youth employment, participation in community development activities, improved sexual reproductive health, reduced HIV/AIDs as well as increased income and livelihoods for young people among others. These have been across Karamoja, Eastern, central and northern regions of Uganda.

Restless Development's methodology values the lived experience of young people and our work is grounded in young people's daily realities. We impart skills and knowledge using a peer-to-peer model adopting a non-formal approach, which ensures young people are active in their own learning and development and able to translate theory into practice. Our approach is collaborative, bringing together young people and other stakeholders to facilitate dialogue and collaboration. Having youth playing a leading role in problem solving and developing long term solutions will ensure this project is more inclusive, participatory and sustainable and we work to reach youth farmers.

Our team is eager to participate and support communities to become more resilient in the Horn of Africa.

Please be in touch with any questions.

Sincerely,



Phirista Nakato Nassali

Monitoring Evaluation Research & Learning Manager

NAKATO PHIRISTA NASSALI

P.O. Box 25673, Kampala

Cell Phones: +256-700-541-473

E-mail: phirina3@gmail.com

Career Objective: Nakato Phirista Nassali is a contemporary Demographer, with 7 years extensive experience/ expertise in program development, Strategic development and reviews, Organizational capacity assessment, fundraising and resource mobilization, M&E systems designs and reviews, M&E capacity building, Evaluation, Research & Learning as well as project coordination in health, livelihood, governance, grant management, Business Development Services (BDS) and education related programs. She has previously built capacity of CBOs/NGOs in M&E, strategic planning and fundraising from East and Southern African countries. Phirista is currently working as a Monitoring, Evaluation, Research and Learning Manager, with Restless Development International in Uganda country office. Phirista currently oversee M&E for 6 programs including undertaking Research and knowledge management. She is an enterprising, flexible-self driven and multi-skilled demographer, with an exceptional track record of performance, and a high sense of management and integrity, aiming at achieving results that lead to timely evidence based decision making.

Education Background and Specialized Skills

- Postgraduate diploma in Monitoring and Evaluation, Uganda Management Institute (2014)
- Master of Science in Population and Reproductive Health, Makerere University, Uganda (2012)
- Bachelor of Science in Population Studies, Makerere University, Uganda (2006)

Work Experience

Restless Development International-Uganda

March 2014-To date

Monitoring Evaluation Research and Learning Manager

ACHIEVEMENTS:

- Oversee design of organizational M&E systems and all 6 program monitoring and reporting systems and tools in line with internal and external grant management requirements
- Oversee development, support and maintenance of relevant programme databases in line with the appropriate information needs
- Support programme teams through coordination of data collection and analysis processes as required
- Compile and present monthly, quarterly, bi-annual and annual progress reports to the Donors, Senior Leadership Team, International head office and the Board on progress against targets across all programmes. Lead the compilation of internal National Programme Reports for submission to the International Head Office in UK and India. Provide M&E guidance and expertise to the Senior Leadership Team
- Lead the bi-annual and annual reviews for Restless Development Uganda's programmes as well as review of performance against the National Strategy including review of the National Strategic Framework
- Line manages and performance manages the M&E Unit of 6 staff, serving as a role model at all times. Conduct bi-monthly line management meetings with staff as well as bi-annual staff performance reviews, and ensure organizational policy is adhered to by the M&E Unit
- Design and lead regular capacity-building initiatives across the organization and ensure that programme staff are able to use M&E systems to assess progress, identify challenges and opportunities and take action
- Design and oversee data collection, analysis and report writing processes for internal reviews/ baselines and annual evaluations of programme, impact evaluations and organizational performance. Act as the focal point for coordination of all external evaluations, including developing Terms of References and managing consultants as appropriate
- Support programme teams to design and lead participatory research initiatives. Manage the organisation's research partnerships, including identifying new opportunities that align with the national strategy and continue to position the organization as the "go to" on youth-led research
- Contribute to the monthly internal Programme Quality Group meetings with a focus on ensuring data collected through M&E systems and research initiatives is used to inform programme decisions and new programme design
- Act as a the focal person for the International Head Office in the UK on the design, development and roll out of new M&E tools and approaches
- Lead on packaging and disseminating programme learning to external audiences to ensure accountability to partners and drive improved practice across the youth sector
- Represent Restless Development Uganda to donors, partners and other stakeholders as required, including participation in relevant research networks and working groups like Nation Youth working group in Uganda, Research Evaluation Learning Monitoring Group in Uganda, participate Research group in London

Private Sector Foundation Uganda

Oct 2012 -Mar 2014

Head, Monitoring and Evaluation

ACHIEVEMENTS

- Designed and implemented the BUDS-DFID M&E plan/ strategy

- Identified planning and M&E information requirements for the PSFU and its projects including; BVLF, DFID, CBL.
- Took lead in the development of performance frameworks used by different stakeholders; ensured consistency with the definition and methodology of collection by keeping an M&E plan for each indicator.
- Designed M&E guidelines and Standard Operating Procedures (SOPs)
- Prepared periodic program and project reports such as key performance indicator reports, donor quarterly, bi-annual and annual reports
- Developed and implement capacity building plans and ensure continuous mentorship for project staff and implementing partners
- Streamlined PSFU organizational information needs including for donor funded projects such as; European Union, DFID/UK Aid, aBi trust and Netherlands funded project
- Coordinated data collection for PSFU's projects and activities both internally and externally with support from program staff
- Established operational systems for collecting, analyzing, and reporting program related data. Developed data collection tools including Research and Evaluation tools.
- Provided technical support to Project Managers and directors in preparing periodic reports on all activities in progress, non-performed and completed during the projects' lifespan with emphasis on donor standards
- Prepared quarterly and annual M&E reports showing progress against the targets of each output indicator, and supported preparation of the annual work plans.
- Conducted Evaluations for different projects activities (ALREP, BVLF and PSFU activities) and prepared TORs for special studies when necessary
- Conducted situation analysis with stakeholders involved in targeted project sites as well as through available literature
- Assessed M&E capacity and staffing needs & developed a capacity building plan as well as capacity building of the team
- Undertook technical support and supervision for staff with M&E roles as well as several part-time data entry clerks
- Tracked performance against supported activity budgets and carried out due diligence work on implementation status.
- Established and maintained networks with targeted project district leadership, implementing partners and donors
- Supported proposal writing process for grants including TMEA and continuation applications including; BvLF projects. Supported development of CEDP workplans for the different partners.

Marie Stopes Uganda

2007 – 2012

Research, Monitoring and Evaluation Specialist, Mbarara Uganda

ACHIEVEMENTS

- Coordinated the development of MSU's annual work plan & budget
- Developed performance monitoring frameworks for the MSU's four channels of Health service delivery including social franchise, MSU centres/Clinics, Social marketing and Voucher Project funded by USAID and DFID/UK Aid.
- Developed the key performance reporting templates for the different MSU departments & projects.
- Prepared periodic Performance reports; quarterly, Annual & Bi-annual projects reports
- Undertook data quality assurance for all program data that was reported to the M&E unit for the compilation of the organizational quarterly reports.
- Took lead in the development of MSU's Monitoring and Evaluation guidelines & SOPs.
- Developed Monitoring & Evaluation strategies for the Safe delivery and Family Planning projects
- Coordinated the SMS – Mobile phone program monitoring system for the family planning project
- Assessed M&E capacity and staffing needs for MSU & developed a capacity building plan
- Developed a monitoring & Evaluation plan for MSU's projects
- Designed and implemented project evaluations; baseline surveys, process evaluations and end of project evaluation using the most suitable approaches such as LQAS.
- Jointly with the Senior Research M&E Manager, coordinated proposal writing for safe delivery and FP project



14 July 2015

Name: Joseph Ajebazibwe

Organisation: Mabale Growers Tea Factory

Nationality: Ugandan

Principal Place Of Business: Mabale Growers Tea Factory, P.O. Box 354, Fort Portal, Uganda

Title: Field Operations Manager

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafédirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer expertise and experience on community development and livelihood diversification for smallholder farmers in Uganda, and to support our network of over 3,800 smallholder farmers and their families to pilot test and support the scaling up of effective digital tools developed during the project with demonstrated effectiveness in enhancing the resilience of smallholder farmers.

Mabale Growers Tea Factory was established in 1995, and has a membership of 3,800 smallholder farmers. We have worked closely in partnership with the Cafédirect Producers' Foundation since 2010, and have together have demonstrated our success in improving smallholder' livelihoods through the establishment of lead farmer networks and digital tools, including WeFarm, to enhance information access, skills development and livelihood resilience.

We are encouraged by the Challenge put forward by the Rockefeller Foundation, USAID and SIDA and anticipate unlocking new ways to empower farming households and communities across the Horn of Africa. Our team is eager to participate and support communities to become more resilient across the Horn of Africa.

Please be in touch with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph Ajebazibwe". The signature is fluid and cursive, with a horizontal line above it.

Name: Joseph Ajebazibwe

Title: Field Operations Manager

CURRICULUM VITAE

PERSONAL /BIO DATA

NAME : Wanzala Richard
DATE OF BIRTH : 5th December 1980
NATIONALITY : Uganda
E-MAIL : richard.wanzala@yahoo.com

ACADEMIC QUALIFICATIONS

YEAR	INSTITUTION	AWARD
2004	Makerere University Kampala	Bachelor of Arts (Social Sciences) CGPA: 4.20
2004	Source Café Computer Training Centre	Certificate in Computer Applications MS Word, MS Excel, MS Access, MS PowerPoint, MS Outlook
1999 – 2000	Jinja Senior Secondary School	Uganda Advanced Certificate of Education (UACE)
1995-1998	Jinja Senior Secondary School	Uganda Certificate of Education (UCE)
1988 – 1994	Naggalama Mixed Primary School	Primary Living Examinations

DEVELOPMENT WORKING EXPERIENCE

Restless Development (Uganda) www.restlessdevelopment.org

November 2012 – to date – Programme Coordinator - Youth Sexual Reproductive Health and Rights

Main responsibilities

- Leading on the following components of the unit
 - Programme design, Preparation , implementation, and monitoring
 - Networking, fundraising and partnership development
 - People Management and development
 - Programme Financial planning and management

Key achievements

- I have supported the successful roll out of the dance4life programme in over 75 primary and secondary schools per year in the districts of Jinja, Iganga and Luuka. The dance4life is a volunteer led HIV and AIDS and sexual reproductive health (SRH) education project that seeks to engage young people and teachers in the HIV and AIDS response.
- I have successfully led on capacity building training for teachers and health workers in Jinja and Iganga districts around youth friendly service provision and how to support young adolescents.
- I have successfully supported the implementation of the International Citizen Service (ICS) project that is led by Ugandan and UK volunteers in the districts of Jinja and Iganga. The ICS project is implemented in 10 schools in Jinja and Iganga with volunteers delivering in school sessions and of school focused SRH and livelihoods sessions for young people
- I have been able to cultivate an effective working relationship with the District officials of Iganga and Jinja like the District Education Officers (DEOs), District Health Officers (DHOs) among others.

Restless Development (Uganda)

October 2009 – September 2010 – Advocacy and Campaigns Coordinator

Key achievements

- Drafted the organisation's national advocacy agenda and strategy
- Developed three position papers for engagement with Ministries of Education and Sports, Health and Gender, Labour and Social Development
- Trained a group of 40 young people as youth led advocates

Restless Development (Uganda) –

October 2010 – September 2011 – Assistant Programme Coordinator – Partnerships, Advocacy and Capacity Building

Main responsibilities

- To lead the design, implementation and evaluation of capacity building programmes
- To lead the design, implementation and evaluation of capacity building advocacy programmes
- To support the development of Generation of Leaders, Sharing & Learning, and local partnerships
- To lead the development of a National Advocacy Agenda
- To support Volunteer Peer Educator training
- To ensure cost-effective and transparent management of Restless Development funds in accordance with organisational policies

Restless Development – Uganda**October 2007 – September 2009: Assistant Programmes Coordinator - Full time****Main responsibilities:**

- Supporting programme preparation through development of an effective training package, community sensitisation and recruitment of volunteers
- Identifying training needs and delivering an effective training package to Restless Development young volunteer peer educators and other young people in the rural areas.
- Overseeing programme implementation, management and monitoring to achieve Restless Development Uganda's strategic objectives
- Ensuring the safety and welfare of volunteer peer educators
- Ensuring cost-effective and transparent management of Restless Development funds in accordance with Restless Development policies
- Building and developing relationships with District Government representatives as necessary to support implementation of the Youth Empowerment Programme
- Building and maintaining relationships with potential partners and donors at local, national and international level
- Line managing and building the capacity of programme staff

Key achievements and transferable skills

- Successfully mentored and supported volunteers and programme staff to meet the annual targets.
- Led the process of developing an annual programme implementation work plan for 2009/2010
- Led on designing and broadcasting of quarterly radio talk shows aimed at young people's sexual and reproductive health.
- Developed an Restless Development – specific Abstinence, Be faithful and Condom use (ABC) policy in alignment with the national policies of Uganda
- Supported the development and rolling out of a Sexual and Reproductive Health and Rights manual for implementation with in school youth, out of school youth and the adult community in the programme target areas.
- Played a lead role in the capacity building trainings of health centre staff, teachers and CBOs in Jinja, Kamuli and Mayuge Districts

Restless Development - London UK.**September – November 2006: Speaker Tour Representative****Part time****Main responsibilities:**

- Reached out to 20 Universities in the United Kingdom advocating for increased involvement of University students in the UK to lobby their government to deliver the promise of universal access to AIDS treatment by 2010.
- Addressed the UK parliament in October 2007 on their need to deliver the promise of Universal access to AIDS treatment by 2010.

Key achievements and transferable skills

- The UK Secretary for International Development promised to push our issues to the development agenda.

Restless Development - Uganda**November 2006 – March 2007: Team Leader USAID- UPHOLD funded project****Part time****Main responsibilities:**

- Leading the implementation of an abstinence and beyond abstinence project to young people in school and out of school youth in the districts of Mayuge and Kamuli
- Line managing 3 other team members to successfully deliver the project.
- Liasing with community, sub county and district leaders in the districts of Mayuge and Kamuli to identify target areas for the project.
- Effective management and utilization of project finances.

Key achievements:

- Overshot the project target by reaching out to more youths than proposed

Restless Development - London UK**March – October 2007: 6 Months internship as Advocacy Programme Coordinator****Main responsibilities:**

- Coordinating and facilitating the project leaders' group to effectively deliver the project.
- Assisting in the organization and coordination of meetings with key decision makers in the UK.
- Supporting the development of literature and materials for the advocacy programme.
- Leading a successful implementation of the advocacy programme and line managing an advocacy intern
- Promoting Restless Development with partners, schools and university groups in the United Kingdom.

Key achievements:

- Recruited and supported a group of youths to implement the advocacy project as project leaders.
- Held several fruitful meetings with the UK Department for International Development (DfID) officials.
- Line managed an advocacy intern to successfully develop an advocacy tool kit for young people's sexual and reproductive health and rights.
- Instrumental in writing a successful funding proposal on advocacy for young people's sexual and reproductive health.

- Wrote the script and supported a video producer to film a video on the state of young people's sexual and reproductive health in developing countries.

14 July 2015

Name: Wanzala Richard
Nationality: Ugandan

Principal Place Of Business: Restless Development Uganda
Title: Programme Manager
Restless Development Uganda

Dear Global Resilience Partnership,

I am writing to confirm my support and intent to participate as a Team Member in the Global Resilience Challenge with Cafedirect Producers' Foundation as the lead partner on our Wild Card Team.

My role on the team is to offer consultation, expertise and experience on mobilizing and engaging youth and young people to develop long term solutions to development problems and lead accountability over decision makers. Restless Development is the global leader in youth-led development whose mission is to place young people at the forefront of change and development; we have trained and supported over 17,000 young Volunteer Development Professionals, predominately in rural communities in Africa and South Asia, who lead development projects on civic participation, livelihoods and sexual and reproductive health.

In my role at Restless Development Uganda, I am responsible for overseeing all activities relating to our new exciting regional youth engagement programme implemented in partnership with a major international donor, which will support the establishment of a regional Youth Think Tank. .

Restless Development's methodology values the lived experience of young people and our work is grounded in young people's daily realities. We impart skills and knowledge using a peer-to-peer model adopting a non-formal approach, which ensures young people are active in their own learning and development and able to translate theory into practice. Our approach is collaborative, bringing together young people and other stakeholder to facilitate dialogue and collaboration. Having youth playing a leading role in problem solving and developing long term solutions will ensure this project is more inclusive, participatory and sustainable and we work to reach youth farmers.

Our team is eager to participate and support communities to become more resilient in the Horn of Africa.

Please be in touch with any questions.

Sincerely



Wanzala Richard

Programme Manager