

General Information

Fund	MPTF_00209: UN COVID-19 MPTF						
Title	FUNDING: Supporting Micro-, Small- and Medium-Sized Enterprises in the horticulture sub-sector to build back						
MPTFO Project Id							
Start Date							
End Date							
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Description	<p>The COVID-19 pandemic has essentially brought tourism in Tanzania to a halt. The Tourism and Hospitality sector is a key branch of the Tanzanian economy in its own right, but a range of other sectors and subsectors also depend on it as an outlet of products and services. One such subsector is horticulture, whose 4.4 million workers are predominantly women and youth. The horticulture subsector supplies the tourism industry with food items, arts, crafts and cultural services and products. With tourism at an all time low, the small operators and workers in horticulture have lost their main market.</p> <p>The UN in Tanzania already worked with the Government before COVID-19 on strengthening the horticulture value chains. With the pandemic, the UN has been approached by Government to support recovery efforts within tourism and its associated sub-sectors. The UNCT has held stakeholder meetings with key actors in the industry, and there is a shared recognition that women not only are comparatively more affected by the economic impact of Covid-19 on the horticulture subsector, but also that women-led MSMEs find it more difficult to access the support programmes that authorities have put in place to rescue the sector.</p> <p>The UN will therefore work through UNDP, UNCDF, ILO and UNIDO to assist MSMEs in accessing the available support, to strengthen value chains and gain access to new markets, and to transform their businesses to cope with and recover from the negative impacts on the horticulture sector as a result of the sharp decline in tourism.</p>						
Universal Markers	Gender Equality Marker	Risk		OECD-DAC			
	<ul style="list-style-type: none"> GEM2 - GEWE is a significant objective of the Key Activity's overall intent 	<ul style="list-style-type: none"> Low Risk 					

Fund Specific Markers	Fund Windows	Fund Windows		
		<ul style="list-style-type: none"> Window 3: Recover better 		
	Human Rights Based Approach to COVID19 Response	HRBA integrated		
		<ul style="list-style-type: none"> Yes 		
	Primary Socio-Economic Pillars	Pillars		
		<ul style="list-style-type: none"> Pillar 3: Economic Response and Recovery 		
	Concept Note Type	Type		
		<ul style="list-style-type: none"> Funding 		
Geographical Scope	Geographical Scope	Name of the Region	Region(s)	Country(ies)
	<ul style="list-style-type: none"> Country 		<ul style="list-style-type: none"> Africa 	<ul style="list-style-type: none"> United Republic of Tanzania
Participating Organizations and their Implementing Partners	Participating Organizations	NGOs	New Entities	Implementing Partners
	<ul style="list-style-type: none"> ILO UNCDF UNDP UNIDO 		Other	Tanzania Horticulture Association
Programme and Project Cost	Budget	Agency	Amount	Comments
	Budget Requested		\$800,000	
	Total		\$800,000	
Keywords				
Programme Duration	Anticipated Start Date	Jun 01, 2021		
	Duration (In months)	10		
	Anticipated End Date	Apr 01, 2022		
Comments				

Narratives

Title	Text	Comment:
<p>CN_1. What is the specific need/problem the intervention seeks to address? Summarize the problem. Apply a gender lens to the analysis and description of the problem. Be explicit on who has established the need (plans, national authorities, civil society, UN own analysis, or citizens).</p>	<ul style="list-style-type: none"> The Problem <p>The global pandemic of COVID-19 has had significant negative impacts on key sectors of the Tanzanian economy, with dire socio-economic consequences for millions of people. With global and regional movements in persons, goods and services plummeting, the tourism and hospitality sector – which is one of the most important industries in Tanzania and a key foreign exchange earner – has suffered dearly.</p> <p>Furthermore, the challenges felt by operators in tourism and hospitality are felt far beyond that sector alone. One important example is the horticulture subsector, which employs 4.4 million persons most of whom are women and youth (around 70%). This subsector, whose principal outlets for products and services such as food items, arts and crafts are directly linked to the tourism and hospitality sector, has suffered a severe blow since international travel came to a halt in March. In particular, the micro-, small- and medium-sized enterprises (MSMEs) in this subsector – as well as in most sectors of the Tanzanian economy – have found it particularly challenging to cope with the consequences brought by the pandemic.</p> <p>With women making up a large part of the MSMEs in the horticulture subsector, the consequences hit them particularly hard. Furthermore, the socio-economic impact of COVID-19 on women is amplified considering their roles as caregivers in the community. Women spend much more of their time (13.6 per cent) in domestic services compared to men's 3.6 percent. This disproportionate work burden leads to time poverty and a huge gender pay gap. In the context of the pandemic, the increased demand for care work is deepening already existing inequalities in the gender division of labor. Hence, with negative effects of COVID-19 to the subsector, this huge gender pay gap is likely to increase and reverse the hard-won gains in enhancing women participation in the horticulture subsector.</p> <ul style="list-style-type: none"> Understanding the needs 	<p>Reviewer Total Score</p> <p>Two suggestions to the proposal address: (1) group inputs/activities so they are grouped in response to the output and (2) as of the critical assumptions regarding operation environment, the scenario worsening operation environment prolonging pandemic would the</p>

The UN initiated a socio-economic impact assessment of COVID-19 in Tanzania in April 2020. The assessment highlighted the severe impact on the tourism sector and the ripple effects on associated sub-sectors such as horticulture. As part of the initiative to support the socio-economic recovery process in the country, the UNCT convened a consultative meeting on 17th April 2020 with key representatives from private sector and development partners to discuss the issues which were/are going to face MSMEs involved in the value chains of the major sectors of the economy. The meeting was attended by representatives from the Tanzania Private Sector Foundation (TPSF), Tanzania Association Tours operators (TATO), Tanzania Horticulture Association (TAHA), UN Global Compact Network Tanzania, the Economic and Social Research Foundation (ESRF) and representatives from the embassies of Sweden, Norway, Denmark as well as the European Union Delegation to Tanzania.

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The impact assessment and the stakeholder discussions concluded that there was an urgent need for decisive actions to combat the economic repercussions of the pandemic, particularly in tourism and associated subsectors. In addition, the discussion pointed to the disproportionate adverse negative effects of COVID 19 on women and girls, and it was agreed that the UNCT recovery interventions must deliberately address these effects to protect the hard-won progress made towards economic growth, gender equality and women's empowerment. Furthermore, members agreed that interventions must factor in the post COVID19 recovery plans, noting that the global, regional and national economy will not operate in the same way given the economic adjustments at the global level.

The discussion led to several recommendations on how to rescue the MSMEs in the tourism value chain (especially horticulture stakeholders who supply to the tourism sector) including providing stimulus packages to ensure MSMEs including female-led MSMEs are liquid enough to continue their operations, supporting them to adopt new technologies. More specific interventions suggested by the meeting included the following;

- Support selected MDAs and other key partners to enhance their capacity to design and implement socio-economic stimulus packages, policies and guidelines, that take into account gender perspective, in response to business challenges and opportunities brought by COVID-19.
- Strengthen the capacity of Business Development Services providers and institutions to enhance their support to targeted formal and informal MSMEs to adopt innovative solutions in response to COVID-19 including digital platforms.
- Strengthen the capacity of targeted MSMEs to restructure and diversify their businesses and contribute to economic stability/growth including in the public health response through the production of critically needed health care products and equipment.

Apart from the stakeholders meeting on MSMEs, the UNCT has supported several interventions which have concluded that there is a need to devise interventions which enhance the liquidity of businesses (especially MSMEs) to maintain or increase production and productivity profitably while retaining workers and catering for their rights. In response to the above challenges and opportunities, UN agencies (UNDP, UNCDF, ILO, UNIDO, and UN Women), in collaboration with private sector actors, development partners and government, are proposing a COVID-19 recovery and resilience initiative for MSMEs (with the focus on the horticulture value chain in relation to the tourism industry) in Northern Tanzania. This proposed initiative will build on other ongoing interventions on horticulture given the strong linkage of the sub sector to tourism and also been the main source of livelihood for many women and youth in the select areas.

The interventions will be geographically limited to Northern Tanzania, where MSMEs in the horticulture sector are highly dependent on the tourism and hospitality sector.

• **Government response**

The government of Tanzania (through the Central Bank) early realized the potential economic impacts of the global pandemic, and has taken steps to address them by introducing relief measures to safeguard businesses continuity by ensuring companies have enough liquidity to sustain the economic shock. The measures include lowering of statutory minimum reserve requirement, reducing the discount rate, commercial banks to borrow from the Central Bank with less collateral, etc. While such measures have played a key role for sustaining many businesses, women-led MSMEs require additional and specific measures to access funds as they are often disadvantaged in terms of collateral. For example, only 12.2 percent of women use bank services (Finscope survey, 2017).

The tourism sector has been given a special attention by the government, whereby several specific measures have been undertaken including introducing standard operating procedures in the sector to guide all players in fighting COVID-19. Also, through the 2020-2021 National budget, the government announced comprehensive structural, monetary and fiscal measures which target to rescue the entire value chain of the sector. For example, the budget statement indicated that the government has negotiated special agreements with some international airlines to export horticulture products (flowers, vegetables) as a countermeasure to rescue smallholder farmers (horticulture farmers) who mostly depend on tourists market, and it will provide financial support (by paying employees' salaries, bailout operational costs and will cover the expenditures for maintaining the infrastructures) to agencies which are overseeing the sector. There is fear, however, that women may be disadvantaged in reaping these benefits, and stakeholder discussions reveal that women need support in order to meet the orders required in those markets in terms of quality and quantity taking cognizant of the already disadvantaged positions they face such as unpaid care work, low access to information and financial services.

- **Role of the UN**

The Government of Tanzania (through the Ministry of Natural Resources and Tourism) has requested for financial and technical support from the United Nations to “develop a comprehensive COVID-19 response plan for the tourism sector” whereby the main objective is to ensure that there is a national response plan and a strategy which is inclusive, has roles of each key player in the sector (UNCT, private sector and government), and which ensures that the entire value chain is building back stronger and better. The development of the plan is in the final stages and soon the implementation will start, and it provides an important entry-point for the UN to expand its existing work in the horticulture sector to address the negative impacts of COVID-19.

The UN agencies that are part of this proposal have different mandates, specializations and comparative advantages. They also have different experiences in supporting MSMEs including in horticulture and tourism. Combining the different strengths of the Agencies will enhance realization of far greater impact than the sum of what could be realized from operations and actions of the individual agencies. They all have long and trusted relationships with the national, regional and district authorities in Tanzania, with the potential of functioning jointly as a link and convener between the Government and development actors in the linked horticulture and tourism industries.

The joint efforts of the PUNs, with their convening power, are better positioned to build confidence among public and private investors, large and small, as well as women and young entrepreneurs, for investing further in the linked horticulture and tourism industries. The already existing good working relations between the UN agencies and other development partners and the financial institutions would enhance realization of such investments.

- **Further information about the impact of COVID-19 MSMEs and on tourism in Tanzania**

In 2019, the MSME sub sector accounted for 99 percent of the manufacturing industries, employed around nine (9) million persons and contributed about 35 percent to GDP, whereby women participation accounted for 54.3 percent (Ministry of Industry and Trade). Furthermore, MSMEs are directly linked and serve as the main source of various domestic supplies to the tourism and hospitality sector in Tanzania. Following the outbreak of COVID-19 pandemic the MSMEs have been adversely hit as a result upstream negative impact to the tourism and hospitality market. As key actors in the lower end of the tourism value chain, there is a need to stimulate key activities and processes to recover to again refloat MSMEs participation in the economy.

The horticulture sub-sector which offers food related supplies to tourism and hospitality chains is among the most impacted followed by non-farm MSMEs like fishing, apiculture and creative industry such as arts, craft, design fashion, music, performing arts. The horticulture sub sector employs about 4.4 million people, 70 percent being women and youth.

Tourism sector contributes significantly to Tanzania’s economy in terms of direct and indirect jobs, government revenues, linkages with other sectors and is the major source of foreign currency to the country. Specifically, tourism contributes approximately 17 percent to GDP and nearly 25 percent of foreign exchange earnings. It is also estimated that tourism is employing over 5.5 million persons of which 623,000 are employed directly. With the COVID-19 threat the number of persons employed directly in tourism could fall to 146,000 in 2020 (2020/21 MNRT Budget Speech). Furthermore, a study conducted by ILO in 2013, indicated that women represent 73.9 percent of employment in hotels and restaurants in Tanzania. The sector is labour intensive and employs millions of poorly paid and low-skilled workers, the majority of whom are women. There is a need for targeted interventions to revamp the tourism sector and related sub sectors that have a direct linkage to the tourism industry.

The cancellation of international and local flights, hotels closure, and governments calling for their citizens to postpone unnecessary travels have caused significant impacts to the entire tourism value chain especially in the regions whose economies are tied with tourism activities. Direct impacts can be spotted in activities such as hotels, tours operators, tour guides, charter flights, transporters, and in the operations of government agencies which are responsible for the management and regulation of Tanzania’s national parks, wildlife, conservation areas, game reserves (GRs) and game-controlled areas. Indirect impacts of tourism sector shutdown are even more and can be spotted in sub-sectors which are dominated by MSMEs such as the horticulture value chain, arts, craft, design fashion, music, performing arts, etc. Most of these indirectly impacted sub-sectors have closed down and gone into bankruptcy causing serious socio-economic impacts to the livelihood of many families especially female headed households. Women are more likely to bear the brunt of job losses due to COVID 19 impacts on tourism and related sub sectors since in Tanzania, women are more vulnerable workers (88.7 percent) compared to males (78.2 percent) which means they are more at risk to effects of economic cycles (ILFS,2014). The decline in tourists flow in the country has not only impacted the value chain of the tourism sector (in terms of jobs and livelihood), but it has significantly reduced the country’s forex earnings and domestic tax revenues. For example, due to COVID-19, estimates for the 2020/21 revenue collection by the four main parastatals under the Ministry of Natural Resources and Tourism (MNRT), including the Tanzania National Parks (TANAPA), Ngongoro Conservation Area Authority (NCAA), Tanzania Forest Services Agency (TFS) and Tanzania Wildlife Management Authority (TAWA) were reduced from TShs 4,011.3 Billion to TShs 265 Billion (MNRT Budget Speech). Hence COVID-19 poses another risk on the ability of the government to provide basic social services to its people. This also may have major negative implications on poverty/inequality (especially to women and youth) and may compromise the hard-won achievements of the country which was recently declared by the World Bank as a Low Middle-Income country.

<p>P_I. Immediate Socio-Economic Response to COVID19 and its impact</p>	<p>The UNCT Socio-Economic Recovery Framework (SERF) is anchored in Tanzania United Nations Development Assistance Plan 2016–2022 (UNDAP II): https://unitednations.sharepoint.com/sites/DCO-WG-UNSDG_CF/COVID19/Tanzania%20U.R%20SE%20Recovery%20Framework%20Final%2031%20August%202020.docx. The SERF has five pillars to address the socio-economic aspects of COVID-19.</p> <p>These include: 1) Health First through ensuring all essential health services are still available and protecting health systems; 2) Protecting People - helping people cope with adversity through social protection and basic services; 3) Economic Response - protecting jobs, supporting small- and medium-sized enterprises, and informal sector workers through economic response and recovery programmes; 4) Macroeconomic Response - supporting fiscal and financial stimulus to make macroeconomic policies work for the most vulnerable and strengthening multilateral and regional responses; and 5) Social Cohesion - promoting social cohesion and investing in community-led resilience and response systems. The proposed solution forms part of the SERF Economic Response stream and directly contributes to UNDAP II Outcome on Economic Growth and Employment.</p> <p>The UN country team has been monitoring the SERF implementation using its existing UNDAP mechanisms. Progress updates for the last three quarters of 2020 (April-June; July- September and October-December 2020) are available through the central information management system – UN INFO: https://data.uninfo.org/results/economic-response-and-recovery.html?iso=TZA</p> <p>The Country Team has also undertaken a self-evaluation exercise on the SERF implementation, and once the evaluation report is finalized it will be shared with DCO to support knowledge sharing across the UN system.</p> <p>Currently, the UNCT is in the process of developing its new generation Common Country Analysis (CCA) that once finalized will be available online. From the beginning of May, the UN Country Team is holding consultations with the Government and other stakeholders on CCA preliminary findings to jointly turn the analysis into evidence-based opportunities to accelerate progress towards SDGs and Covid-19 recovery and resilience strengthening. Some key relevant data extracted from the current CCA draft is captured below:</p> <p>According to the Tanzania Chamber of Commerce, Industry and Agriculture, 95 percent of businesses in Tanzania are micro, small and medium size enterprises engaged in non-farm activities (MSMEs). They represent approximately 35 percent of GDP and account for 23.4 percent of total employment. Estimates from 2012 indicate that approximately three million SMEs on the mainland employed more than 5.2 million people, with an urban/rural split of 45 to 55 percent. The majority (66 percent) of micro and small enterprises have an annual turnover of less than USD 2,000 and have been established as a survival strategy. Women-owned or -run businesses dominate: 64 percent of informal sector activities in small-scale manufacturing and food services are run by women. Key challenges identified for MSMEs include low levels of education and technical/business development skills; lack of access to credit; regulatory constraints to formalisation (often a gateway to support); poor infrastructure; high dependence on imported intermediate goods. With less than 40 percent of MSMEs surviving beyond the first five years of operation already in pre-Covid time, MSMEs in Tanzania have been hit hard by the pandemic. The Business Pulse Survey (COV-BPS) undertaken by Work Bank between April and August 2020 covering 1,000 small and medium enterprises in Tanzania indicated that about 140,000 formal jobs were lost in June 2020 and another 2.2 million non-farm informal workers suffered income losses. This is in turn affected daily consumption levels and further weakened domestic demand; an average decline in sales was reported at around 36 percent. (World Bank (2021, March) Tanzania Economic Update, p. 12: http://documents1.worldbank.org/curated/en/803171614697018449/pdf/Tanzania-Economic-Update-Raising-the-Bar-Achieving-Tanzania-s-Development-Vision.pdf</p> <p>For additional info on the state of micro, small and medium-size enterprises in Tanzania during COVID-19 please also refer to:</p> <p>Taking the Pulse of Small Businesses in LDC markets during COVID-19 (2020): https://www.uncdf.org/sme-survey/tanzania</p> <p>Country profile on the COVID-19 data portal: https://data.uninfo.org/Home/CountryProfile/Tanzania,%20United%20Republic%20of</p>	
<p>CN_II. Results expected to be achieved and a clear explanation of tangible results or changes that will be achieved through this collaborative programme Describe the results</p>	<p>The initiative aims to assist recovery and improve the resilience of MSMEs involved in the horticulture value chain (farmers, processors and related service providers) especially those with linkages to the tourism industry.</p> <p>At present, the economy of both Tanzania mainland and Zanzibar depends largely on agriculture, tourism and travel-related industries but with strong backward and forward linkages with processing and manufacturing industries. Tourism contributes approximately 17 percent to GDP and nearly 25 percent of foreign exchange earnings. It is also estimated that tourism is employing over 5.5 million persons of which 623,000 are employed directly. The sector is labour intensive and employs millions of poorly paid and low-skilled workers, the majority of whom are women. With the COVID-19 threat this number could fall to 146,000 in 2020. Meanwhile, smallholder farmers contribute nearly 85 percent of horticultural production with over 4.4 million persons (women make up around 70 percent), being currently employed across the value chain. In Tanzania MSMEs are estimated to account for nearly 99 percent of the manufacturing industries, employ around nine (9) million persons and contribute about 35 percent to GDP in 2019. Notwithstanding their contributions are still below the potential compared with developed countries for example in the USA where MSMEs account for about 50 percent of all jobs in the job</p>	<p>Overall sc 21.</p> <p>Overall comment Well formulate concept n which cle: identifies problem f in TZ and economic impact. Tf</p>

expected to be achieved and how it contributes to the Covid-19 response and the SDGs. Describe programme approaches, methods, and theory of change, and explain why they are the appropriate response to the problem. Please highlight a) how the solution(s) is data driven (especially on population being targeted) b) if and how it employs any innovative approaches; c) if and how it applies a human rights-based approach and how it is based on the principle of “recover better together” d) if and how the theory of change reflects the Gender Equality Marker score selected in this solution

market. There is potential to safeguard the livelihoods of members and employees of the MSMEs involved in the horticulture sector by enhancing their capacity to supply products to a broader range of markets, including the tourism sector for which government is already taking relevant measures to rescue from effects of COVID-19.

This joint programme will adopt a three-pronged approach, focusing on strengthening the capacity of the MSMEs to restructure and diversify their businesses; improving business development services for enhanced delivery of innovative COVID-19 responses, and ensuring that socio-economic stimulus packages address the needs of MSMEs, particularly those led by or employing significant numbers of youth and women. The approach draws on the principle of building back better together to advance the 2030 Agenda by promoting multi-stakeholder partnerships between government, the private sector and relevant private sector associations and by providing the space and opportunity for women’s participation to create innovative solutions in response to the challenges they face.

The joint programme expects to contribute to the following mutually reinforcing results:

1. Targeted youth and women MSMEs in horticulture restructure and diversify their business
2. Business development services support youth and women MSMEs in horticulture to adopt innovative solutions in response to COVID-19
3. Selected MDAs and private sector institutions design and implement gender responsive socio-economic stimulus packages in response to business challenges and opportunities brought by COVID 19.

The programme contributes to SDG 1 on reducing poverty (SDG target 1.2) by providing MSMEs with high numbers of youth and women with alternative livelihood options. It contributes to SDG 8 by increasing MSMEs productivity through diversification, technological upgrading and innovation (SDG target 8.2), and by generating productive and decent employment, especially for women and youth (SDG target 8.5). It also contributes to SDG 5 by addressing discrimination against women, ensuring that their needs and interests are integrated in COVID-19 response packages (SDG target 5.1) and by promoting the empowerment of women through use of enabling technologies such as mobile phones for online delivery of trainings (SDG target 5b).

The joint programme is anchored in a Theory of Change (ToC) which has been driven by a gender analysis of the socio-economic impacts of COVID-19 in Tanzania and especially on women businesses. In their choice of implementing partners, the involved UN Agencies will also prioritise women led organisations, women leader and women business umbrella organisations.

The ToC argues that if youth and women in horticultural MSMEs are successfully capacitated to restructure and diversify their business, supported with innovative business development services in the context of COVID-19 and broader gender-responsive socio-economic stimulus packages are in place that address business challenges engendered by COVID-19, then youth and women in horticultural MSMEs will be able to respond to the short-term impact of COVID-19 and have strengthened resilience to withstand future economic shocks.

Given the immediate need to prevent women and youth from losing their jobs and livelihoods, the programme will provide direct support to relevant MSMEs to restructuring their business towards the tourism market, improving product quality, adopting innovative solutions for business continuity, accessing finance, and identifying new markets. This will be coupled with support to strengthening their resilience to withstand future shocks, for example by forming clusters and formalizing their businesses. The programme will apply innovative approaches to reducing costs and opening up new livelihood opportunities. This includes digitalizing entrepreneurship trainings for online delivery through radios and mobile devices and promoting online marketplaces, where buyers and sellers can connect and do business. The programme will also promote the use of mobile money among women MSMEs as a means of increasing financial inclusion.

In addition to support at the enterprise level, the programme will work to strengthen the capacity of business development service providers to deliver innovative solutions in response to COVID-19, adapted to the needs of women and youth. This will contribute to ensuring greater outreach and sustainability of interventions beyond the programme lifespan.

The programme will also play an important role in ensuring that the needs of women and youth MSMEs are integrated in socio-economic stimulus packages by supporting the collection of sex-disaggregated data and facilitating multi-stakeholder consultations. This will contribute to catalyzing further support and resources.

Theory of Change:

Key inputs & activities

- Train women and youth MSMEs in horticulture on entrepreneurial skills and restructuring their business and adopting innovative solutions (UNDP, UNIDO)
- Support women and youth MSMEs in horticulture to form clusters to ease access to capital, equipment and advisory services (UNIDO, UNCDF, UNDP)
- Support youth and women MSMEs in horticulture in the transition to formalization to strengthen their resilience (UNDP)
- Provide technical support to MSMEs in horticulture to improve productivity and working conditions (ILO, UNIDO)

response supported an evidence backed SEI well as an Impact Assessment strong alignment across all documents (concept, and impact assessment) There is a strong an data back focus on women. T concept p to address of the req criteria.

- Support MSMEs in horticulture to access finance and markets through establishment of gender inclusive financial products and facilities (UNCDF, UNIDO, ILO, UNDP)
 - Support MSMEs in horticulture to enhance product quality and standards (UNIDO)
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- Train BDSPs to support MSME recovery and resilience and provide them with relevant equipment and technology (ILO)
 - Support selected institutions to facilitate licenses, inputs, production standards and collective marketing (UNIDO)
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- Support MSME in horticulture sector to link and connect with Tourism sector (ILO, UNDP, UNIDO)
 - Convene multi-stakeholder dialogue sessions to discuss issues pertain Horticulture sector
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- Provide technical support to relevant MDAs and other key actors on design of gender responsive socio-economic stimulus packages including generation and use of sex-disaggregated data (UNDP)
 - Support access to information on productivity, markets, access to finance to women and youth MSMEs Living with disabilities and HIV (UNDP)

Outputs

1. Targeted youth and women MSMEs in horticulture have strengthened capacity to restructure and diversify their business
2. Business development services are enhanced to support MSMEs in horticulture to adopt innovative solutions in response to COVID-19
3. Selected MDAs and private sector institutions have enhanced capacity to design and implement gender responsive socio-economic stimulus packages in response to business challenges and opportunities brought by COVID 19.

Outcome

Youth and women horticulture MSMEs in the Northern part of Tanzania and Zanzibar have restructured and diversified their businesses enabling each to withstand the short-term impact of COVID-19 and have strengthened resilience against future economic shocks

Critical assumptions underlying the TOC include:

- Women and youth MSMEs in horticulture are willing to adopt new business models
- Chosen markets are assured of the consistent quality and quantity of MSMEs produce and willing to buy from them
- The tourism industry maintains sufficient client levels to ensure demand for products
- Financial Institutions are prepared to offer gender responsive services to MSMEs in horticulture
- Government continues to prioritize efforts to stimulate the economy to safeguard livelihoods, jobs, and businesses
- Government mobilizes & allocates resources for implementation of gender responsive socio-economic recovery plans
- Government continues to provide an enabling environment for the horticulture and tourism sectors
- The operational environment of COVID-19 (restrictions on movements, cuts in supply chains etc) does not worsen.

<p>CN_III. Catalytic impact and nexus Describe how the intervention is catalytic by mobilizing or augmenting other financial or non-financial resources including from IFIs, foundations, the private sector. Describe how the proposed intervention supports medium to long-term recovery for example by enabling other actors to engage, generates an enabling environment for longer-term development.</p>	<p>The government, private sector, and development partners recognize that the revitalization and stimulation of the MSME sector are critical for the country's economic post-COVID-19 recovery, and agree on the need to find ways to innovatively support MSM, not only for the immediate revival but also to help MSM enterprises to meet new challenges concerning business resilience, security, and risk management.</p> <p>Support for the MSME recovery will have broad catalytic effects beyond just income and employment generation, especially for women in Tanzania. The proposed interventions focusing on providing access to advisory services, transfer of knowledge, and trainings for MSMEs concerning business continuity, emergency and crises management will likely generate a greater appetite for the digitalization of procedures and smart technologies for private enterprises; and the need to increase productivity, reduce operational costs and improve the efficiency of inputs can lead to a significant optimization of water and energy consumption, and interest in generating energy from alternative sources.</p> <p>Under the proposed partial MSMEs Credit Guarantee Scheme (P-MSME-CGS), the grant money of about USD 100,000 to 200,000 will be used as a seed fund to unlock similar financing from the government, Tanzania Private Sector Foundation (TPSF), Development Agencies, and other key partners in the tourist and horticulture sub-sector. It is estimated that this first level unlocking may result in ten times or more in the first twelve months. The demand for credit by micro, small, and medium-sized enterprises (MSMEs), especially horticulture, has been overlooked by financial institutions, due to perceptions of high risk and/or low profitability of involvement in these sectors. But as the default risk of eligible MSMEs under the proposed scheme will be guaranteed up to 50%, more lending institutions will be encouraged to put the credit to productive use, which will increase their economic activity too. Replicating similar intervention, which has been very successful in Bangladesh, the P-MSME-CGS will promote scalability, sustainability, and potential for replication in other sectors and subsectors of the economy.</p> <p>The proposed initiatives will be used and seek to promote closer collaboration and coordination on broader issues among national regulatory bodies, business support organizations, corporate and MSME sectors, and development partners, including IFIs, to create a more favorable and fair business environment for speedy post-COVID recovery.</p> <p>Moreover, by putting women at the center of recovery efforts through the inclusion of women and women's organizations at the heart of the COVID-19 response, the suggested interventions will help to transform [ZB1] the inequities of unpaid care work into a new, inclusive care economy that works for everyone.</p> <p>These proposed interventions form part of the UNCT COVID-19 Socio-Economic Recovery Framework and are anchored in the Tanzania UNDAF II Outcome on Economic Growth and Employment. As such, the planned interventions will contribute to the achievement of the Economic Growth and Employment outcome, ensuring that underserved populations in Tanzania benefit from a more gender-responsive, conducive business environment, with improved opportunities for decent and productive employment. The proposed programme will strengthen the capacity of micro, small, medium and large enterprises, in particular those led by women and youth, to increase productivity, add value to their products and access markets. Moreover, it will also support longer-term recovery and resilience by strengthening the capacity of relevant institutions to provide gender-responsive, market-oriented, quality products and services, and creating an enabling business environment. The programme is very closely aligned with the Country's Five Years Development Plan II (FYDP II), which envisions to transform MSMEs to have a sizeable and sustainable impact on poverty reduction and improvement in the quality of life (trickle-down) by linking them to large-scale enterprises in manufacturing, construction, tourism, and other priority areas of FYDP II. The proposed initiative is also well-aligned with the 2020/2021 budget, outlining the government's priorities for post-COVID recovery.</p> <p>[ZB1]Am not clear how but leave it here, shortened</p>	<p>Overall sc 19.</p> <p>Overall comment The prop clearly proposes solutions problem t on needs, well as solutions upscaling should be noted tha SERP whic proposal i based on some substance</p>
<p>CN_IV. Who will deliver this solution List what Recipient UN Organizations (no less than 2 per concept note) and partners will implement this project and describe their</p>	<p>This programme will be implemented by UNDP, UNIDO, UNCDF and ILO in the following capacities.</p> <p>1. UNDP – Proposes interventions to scale up production and market systems for horticulture farmers in Northern of Tanzania</p> <p>Since April 2019, UNDP has been implementing a project namely "Connecting Youth and Women to Sustainable Agriculture" through support to the Tanzania Horticulture Farmers Association (TAHA), the government of Tanzania and other partners. The main objective of the project is to support horticulture farmers, particularly youth and women, to tap into opportunities in the global markets by strengthening the quality of their production, market systems and structures. The project is currently implemented in seven districts namely: Same; Arumeru; Siha; Moshi rural; Bunda; Busega; Njombe.</p>	<p>...</p>

capacities to do so. Include expertise, staff deployed, as well as oversight mechanisms that determine the monitoring and evaluation (M&E) arrangements and responsibilities. Use hyperlinks to relevant sites and the current portfolios of RUNOs so the text is short and to the point.

UNDP proposes to scale up these interventions while addressing the gendered impacts of COVID-19. Thus, the interventions will focus mainly on building capacities of farmers to produce good quality products with a view of mobilizing volumes for the identified markets and generating higher margins. Good Agricultural Practices (GAPs) and horticultural technologies will be supported and the operationalization of collection centres facilitated.

Proposed solutions:

- **Scaling up nutrition led productivity and technology adoption** - the project will seek to upscale the technologies and GAPs for increased production of targeted, quality horticultural products for the tourism sector
- **Address gender productivity gap and technology adoption** - the project will seek to work with women led organisations to address barriers facing women horticulture farmers
- **Building market access systems and infrastructure with a view of facilitating access to markets and reducing post-harvest loss** – UNDP will work with TAHA to build on market intelligence on buyer preferences for transactions, aggregation, and demand volumes. Phase I of the project secured reliable market contacts in the domestic, East Africa, Comoros, Mayotte, Middle East and Europe for a number of products, and by scaling up this intervention more opportunities will be generated in terms of foreign currencies, direct and indirect employment connected to the tourism industry.

1. UNCDF proposes interventions to stimulate and revitalize horticulture farmers and businesses in Same and Arusha

BECL is an SME engaged in horticultural activities with farming operations in Kilimanjaro (Same) and Arusha. Established in 2009, the business owns 250 acres of farmland and grows a variety of crops. In addition, BECL works with small holder farmers utilizing out-grower schemes/contract farming. BECL has more than 1,000 farmers in more than 25 groups under its network of contract farmers in Arusha and Same where the enterprise provides capacity building on Good Agricultural Practices (GAP), supports the farmers in accessing good quality seeds and inputs, and linking the farmers off-take markets. More than 70% of BECL's out-growers are women. BECL is a member of the Tanzania Horticulture Association (TAHA).

BECL serves both domestic market, regional and export. 50% of the company's revenues are derived from domestic sales, 30% from Kenya and 20% from international markets (Netherlands). The company has been significantly impacted by COVID19, mostly been due to the grounding of air travel, limited cargo travel, importation and border restrictions in the Kenyan market and its other international markets. The lack of liquidity has forced the company to sell some of its produce in Tanzania (which is oversupplied) where the price per kilo and other payment terms are not as favourable.

Proposed solutions:

- **Support to BECL to honour its contracts with farmers:** BECL needs funds to pay contract farmers for their crops which were produced on the understanding that BECL will purchase the crops. These payments are needed urgently if BECL is to maintain a good relationship with its out-growers and their livelihoods are to be protected.
- **Final support to contract farmer groups:** As the buyer of produce (BECL) has become cash-strapped due to the impact of COVID19, it can no longer offer any financial assistance to its contract farmers in terms of pre-financing the purchase of seeds or in farm preparation activities for the next planting cycle. To sustain farming activities and fulfil new contracts, contract farmers are thus forced to borrow from informal lenders/loan sharks at a high cost. A cash injection to BECL will refloat its activities and safeguard the incomes of contract farmers.

1. ILO Experience in MSMEs development, target sectors and proposed interventions

The activity builds on-going interventions by UN agencies, and adds value to the adjustments adopted on the delivery modalities following the Covid-19 pandemic to ensure continuity of support and business performance.

The International Labour Organisation (ILO) has extensive experience in MSME development in Tanzania, focusing on women and youth, and drawing on international best practices and tested entrepreneurship tools and programmes, adapted to the local context. Currently, the ILO is participating in the Kigoma UN Joint Programme (UNJP), where it is supporting youth and women's economic empowerment in varied sectors including agriculture. ILO's role in the UNJP is to strengthen business management skills and enhance access to finance for young women and men entrepreneurs for small-scale investments. This is done through entrepreneurship training and mentoring support using the ILO business management training programme (Start and Improve Your Business-SIYB), and through provision of grants to facilitate small business investments. The ILO is also implementing an enterprise development programme (Sustaining Competitive and Responsible Enterprises) focusing on increasing productivity and improving working conditions through training and implementation of enterprise improvement projects. In the horticulture sub-sector, the ILO is implementing a Green Jobs Programme to help catalyse a just transition to environmental sustainability while safeguarding social justice. The project focuses on the horticultural sub-sector

and aims to promote sustainable enterprise development using a market systems development approach, leveraging market incentives to advance both decent work objectives and greening of the economy. The project targets youth and women entrepreneurs and is implemented in Zanzibar and the Northern part of the country.

The ILO will build on this expertise and these experiences to support youth and women MSME in horticulture to prepare business continuity plans, restructure their business and adopt innovative solutions. Entrepreneurship training will be digitalized for online delivery. The ILO will also support the MSMEs to improve productivity and working conditions and facilitate their transition to formalization, thereby strengthening their resilience to future economic shocks. Additionally, the ILO will train BDSPs on Business Continuity Management and Planning to enhance their capacity to support MSMEs to manage risks and deal with contingencies. The ILO will leverage its unique tripartite structure of Government, Employers and Workers associations to convene multi-stakeholder consultations and thereby ensuring buy in and catalysing implementations and achievements.

1. UNIDO – Supporting Recovery and Resilience of MSMEs Serving the Tourism Sector with Horticulture Products

UNIDO, being a member of the United Nations Inter-Agency Cluster on Trade and Productive Capacity, which includes ILO, ITC and UNCTAD, collaborated with the Ministry of Industry and Trade (MIT) to implement the Trade Sector Development Programme: Market Value Chains Relating to Horticultural Products for Responsible Tourism Market Access Project, funded by the Swiss State Secretariat for Economic Affairs (SECO) Trust Fund from 2014 - 2019. The focus of UNIDO support was on the following:

- With the understanding that the tourism sector in Tanzania use limited quantities of locally produced products due to quality and standards reasons, UNIDO supported improvements for processed horticultural products to meet national and international requirements including through the following ways:
- UNIDO provided the Arusha based National College of Tourism (NCT) with technical assistance to conduct a feasibility study for installation of a biogas plant to enable the college to switch to cooking with biogas instead of charcoal, which is costly and has several negative environmental consequences.
- Supported compliance to Quality Management Systems by taking selected horticultural processors through the *Hazard Analysis Critical Control Points (HACCP)* process leading selected horticulture processing SMEs to acquire ISO 22000. With this certification, and UNIDO's facilitation to establish linkages, the processors were not only able increasingly to sell their products to tourist hotels and leading supermarkets in Tanzania but also to access international markets. With broadened markets, the processors increased the quantities of raw materials procured, which increased the farmers' market and raised both the firms' revenues and the taxes they pay to the government. One of the beneficiaries is Darsh Limited with headquarters in Arusha.
- Supported improvements of the Food Analytical Services offered by the Tanzania Industrial Research and Development Organization (TIRDO) by providing laboratory equipment and reagents as well as training staff in the use and maintenance of the equipment. The improvements enabled food processors, particularly the MSMEs including those producing horticultural products, to have their products analysed at relatively low cost and confirm that they satisfy standards requirements before the firms apply for products certification from the Tanzania Bureau of Standards (TBS).
- Enhanced capacity of the Tanzania Engineering and Manufacturing Design Organization (TEMDO) by providing it with a wide range equipment including a computerized material analyzing machine, spot welding machine, high precision metal (or metal plates) cutting machine and a computerized tensile and compression testing machine. Staff were also trained on the use and maintenance of the equipment. The support enhanced the capacity of TEMDO to design and manufacture more efficiently and competitively high quality (world class standards) machines, including those for processing horticultural products. Although TEMDO is serving the entire country, processors in Arusha where it is based, and particularly those operating from its premises and most of which are women led and employ a significant number of women, enjoys services of TEMDO than entities located far from it.
- Since cultivation and post-harvest handling impacts on food safety, and usually compliance to environmental and food safety and standards including on pest and disease control (for example in organic farming) raises production costs, UNIDO conducted a study on the impact of compliance to Food Standards on Livelihoods of players in the horticulture value chain. The study established that the related cost increases would not negatively impact the livelihoods of the key players at various points of the horticulture value chain because, at the end, earnings from the products are usually high enough to offset the cost increases.

Based on previous experiences and the established current needs, the interventions proposed for UNIDO support include:

- Supporting horticulture processing MSMEs to formalize, and form clusters, to ease access to suitable processing premises, capital equipment, advisory services and price competitiveness through economies of scale.
- Promoting digital platforms for linking horticulture processing MSMEs to suppliers of raw materials (mainly farmers but also other traders) and equipment on one hand and the tourism (and other) market(s) for their products on the other hand.
- Assisting horticulture processing enterprises to acquire appropriate processing equipment and training them on equipment use and maintenance.

	<ul style="list-style-type: none"> • Training horticulture processing MSMEs on Good Manufacturing Practices for products to meet desirable quality and standards and obtaining certification. This will synergize with investments which public and private partners as well as sister UN agencies will provide on Good Agricultural Practices (GAP) to ensure food quality and safety at all stages of the horticulture value chain. • Supporting enterprises to raise their entrepreneurial skills (through training, coaching and mentorship) and acquisition of business plans and tools.
P_V. Target population	<p>Women and youth who make a larger part (around 70%) of the horticulture subsector have been disproportionately affected by adverse economic and social consequences of the pandemic.</p> <p>The proposed interventions will focus on strengthening the capacity of micro, small, medium enterprises in horticulture, in particular those led by women and youth, to sustain their operations, restructure and/or diversify their business (Output 1). Direct users of the solution are estimated to exceed 1,000 farmers with women and youth MSMEs making at least 70%. But the impact will go beyond the enhanced capacities of targeted MSMEs to respond to the short-term impact of the pandemic. Income and employment sustained and generated by direct beneficiaries will contribute to economic stability in broader communities. Improved productivity, adoption of new technologies, enhanced resilience will directly affect the value chains for tourism and other related sectors and help to accelerate economic recovery in the country.</p> <p>Strengthened collaboration between public and private sector actors on MSME support and enhanced capacity of MDAs & other key actors to design gender-responsive socio-economic stimulus packages, including generation and use of sex-disaggregated data will help to protect hard-won progress made towards women's economic participation and empowerment in the broader economy. At least 200 key actors in the public and private sector will be capacitated under Output 3.</p> <p>Under Output 2, more than 40 Business Development Services providers and institutions will have enhanced skills and improved technologies to support MSMEs in horticulture in the context of the pandemic. These BDSPs will be available to provide quality support to formal and informal MSMEs beyond the direct users and the duration of this programme, helping MSMEs to strengthen resilience to respond to future challenges, opportunities and shocks.</p>

SDG Targets

Target	Description
Main Goals	
Goal 1. End poverty in all its forms everywhere	
TARGET_1.2	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
TARGET_1.5	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
Goal 5. Achieve gender equality and empower all women and girls	
TARGET_5.1	5.1 End all forms of discrimination against all women and girls everywhere
TARGET_5.b	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
TARGET_8.10	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
TARGET_8.2	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
TARGET_8.5	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
Contributing Goals	
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	

Target	Description
TARGET_9.2	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

SDG Indicators

Indicator Code	Description
No data available.	

Contribution to SDGs

Participating Organization	% TARGET_5 .b	% TARGET_8. 10	% TARGET_8 .2	% TARGET_1 .5	% TARGET_8 .5	% TARGET_5 .1	% TARGET_1 .2	% TARGET_9 .2	% Total
UNDP	15	5	35	10	5	15	15	0	100
UNCDF	20	5	30	15	5	20	5	0	100
ILO	10	0	20	20	30	10	10	0	100
UNIDO	10	0	10	10	10	10	20	30	100
Total contribution by target	55	10	95	55	50	55	50	30	
Project contribution to SDG by target	13.75	2.5	23.75	13.75	12.5	13.75	12.5	7.5	100

List of documents

Document	Document Type	Document Source	Document Abstract	Modified By	Modified On
Theory of Change.docx	Other Docs	Concept Narrative	Theory of Change	helge.flard@one.un.org	Aug 31, 2020
3. Tanzania Score Card - Assessment of Proposals by WFP_RW.xlsx	Other Docs	Concept	Scorecard WFP	romina.woldemariam@wfp.org	Sep 09, 2020
Reviewer_3_Tanzania_MPTF_00209_00289.xlsx	Other Docs	Concept		kristoffer.tarp@undp.org	Sep 09, 2020
Reviewer1_Tanzania_Supporting_Micro_Small_Medium.xlsx	Other Docs	Concept Narrative	Two suggestions for the proposal to address: (1) group inputs/activities so they are grouped in responding to the outputs; and (2) as one of the critical assumptions is regarding the operational environment. In the scenario of worsening operational environment or prolonging pandemic, how would the project address the market volatility and vulnerability of MSME.	priya.alvarez@unwomen.org	Sep 10, 2020

TOC figure_revised 05052021.pdf	Other Docs	Project	Theory of Change-revised	zhanara.bakauova@un.org	May 06, 2021
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Project Results

Outcome	Output	Description																									
MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock																											
	Targeted youth and women MSMEs in horticulture have strengthened capacity to restructure and diversify their business																										
	<p>Activities</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Description</th> <th>Lead Participating Organization</th> <th>Participating Organization</th> <th>Other Organizations</th> </tr> </thead> <tbody> <tr> <td>Train women and youth MSMEs in horticulture on entrepreneurial skills and restructuring their business and adopting innovative, sustainable solutions and support access to information on productivity, markets and finance to women and youth MSMEs</td> <td></td> <td>UNDP - UNDP(MDTF/PUNO only).</td> <td> <ul style="list-style-type: none"> ILO - International Labour Organisat UNCDF - United Nations Capital Develop UNIDO - UN Industrial Development Orga </td> <td>TAHA, DMA, TAFOPA</td> </tr> <tr> <td>Support women and youth MSMEs in horticulture to form clusters to ease access to capital, equipment and advisory services</td> <td></td> <td>UNCDF - United Nations Capital Develop</td> <td> <ul style="list-style-type: none"> UNIDO - UN Industrial Development Orga UNDP - UNDP(MDTF/PUNO only). </td> <td>BECL, Same District Council, Digital Mobile Africa, TAFOPA</td> </tr> <tr> <td>Support MSMEs in horticulture to access finance and markets through establishment of gender inclusive financial products and facilities</td> <td></td> <td>UNCDF - United Nations Capital Develop</td> <td></td> <td>TAFOPA, TBS</td> </tr> <tr> <td>Support women and youth MSMEs in horticulture to enhance product quality and standards</td> <td></td> <td>UNIDO - UN Industrial Development Orga</td> <td></td> <td>TEMDO</td> </tr> </tbody> </table>	Title	Description	Lead Participating Organization	Participating Organization	Other Organizations	Train women and youth MSMEs in horticulture on entrepreneurial skills and restructuring their business and adopting innovative, sustainable solutions and support access to information on productivity, markets and finance to women and youth MSMEs		UNDP - UNDP(MDTF/PUNO only).	<ul style="list-style-type: none"> ILO - International Labour Organisat UNCDF - United Nations Capital Develop UNIDO - UN Industrial Development Orga 	TAHA, DMA, TAFOPA	Support women and youth MSMEs in horticulture to form clusters to ease access to capital, equipment and advisory services		UNCDF - United Nations Capital Develop	<ul style="list-style-type: none"> UNIDO - UN Industrial Development Orga UNDP - UNDP(MDTF/PUNO only). 	BECL, Same District Council, Digital Mobile Africa, TAFOPA	Support MSMEs in horticulture to access finance and markets through establishment of gender inclusive financial products and facilities		UNCDF - United Nations Capital Develop		TAFOPA, TBS	Support women and youth MSMEs in horticulture to enhance product quality and standards		UNIDO - UN Industrial Development Orga		TEMDO	
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	Business development services are enhanced to support MSMEs in horticulture to adopt innovative solutions in response to COVID-19																										

Outcome	Output					Description
	Activities					
	Title	Description	Lead Participating Organization	Participating Organization	Other Organizations	
	Train BDSPs to support MSME recovery and resilience and provide them with relevant equipment and technology		UNIDO - UN Industrial Development Orga	<ul style="list-style-type: none"> ILO - International Labour Organisat UNCDF - United Nations Capital Develop 	BECL, Same District Council, Commercial banks, TAFOPA	
	Support selected institutions to facilitate licenses, inputs, production standards		UNIDO - UN Industrial Development Orga		TBS	
	Support MSME in horticulture sector to identify new markets and market linkages		UNDP - UNDP(MDTF/PUNO only).	<ul style="list-style-type: none"> ILO - International Labour Organisat UNIDO - UN Industrial Development Orga 	TAHA, TAFOPA	
	Selected MDAs and private sector institutions have enhanced capacity to design and implement gender responsive socio-economic stimulus packages in response to business challenges and opportunities brought by COVID 19					
	Activities					
	Title	Description	Lead Participating Organization	Participating Organization	Other Organizations	
	Provide technical support to relevant MDAs and other key actors on design of gender responsive socio-economic stimulus packages		UNDP - UNDP(MDTF/PUNO only).		MIT	
	Convene multi-stakeholder dialogue sessions to discuss issues pertaining to Horticulture sector		UNDP - UNDP(MDTF/PUNO only).		TAHA	

Signature Indicators

Indicator Title	Component Title	Description	Categ ory	Cy cle	SCO pe	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
No signature indicators available.											

Imported Fund Outcome / Output Indicators

Indicator Title	Component Title	Description	Categ ory	Cy cle	SCO pe	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
No fund indicators available.											

Project Indicators

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	B a s e l i n e V a l u e	B a s e l i n e Y e a r	Targ et Valu e	T a r g e t Y e a r	Linked Outcome / Output
Number of MSMEs engaged in horticultural production supported		total number (inc women and youth MSMEs)	Capacity	At closure	Others	Number	0	0	1085	0	
	number of women MSMEs supported	women	Capacity	At closure	Others	Number	0	0	670	0	
	number of youth MSMEs supported	youth	Capacity	At closure	Others	Number	0	0	150	0	
Number of MSMEs with enhanced knowledge on in General Agriculture Best Practices (GAPs)		total number	Capacity	At closure	Others	Number	0	0	700	0	Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock Output: Targeted youth and women MSMEs in horticulture have strengthened capacity to restructure and diversify their business
	women MSMEs	women	Capacity	At closure	Others	Number	0	0	525	0	

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	B a s e l i n e V a l u e	B a s e l i n e Y e a r	T a r g e t Y e a r	Linked Outcome / Output	
Number of youth and women in horticultural production who report the increased income		women and youth	Other	At closure	Others	Number ra	0	0	245	0	Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock
No components available.											
Number of MSMEs who received access to financial services and additional working capital		total number	Other	At closure	Others	Number ra	0	0	535	0	Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock Output: Targeted youth and women MSMEs in horticulture have strengthened capacity to restructure and diversify their business
No components available.											

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	B a s e l i n e V a l u e	B a s e l i n e Y e a r	Targ et Valu e	T a r g e t Y e a r	Linked Outcome / Output
Number of youth and women MSMEs with enhanced business skills and ability to adopt innovative solutions		women and youth MSMEs	Capacity	At closure	Others	Number	0	0	625	0	<p>Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock</p> <p>Output: Targeted youth and women MSMEs in horticulture have strengthened capacity to restructure and diversify their business</p>
No components available.											

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	B a s e l i n e V a l u e	B a s e l i n e Y e a r	Targ et Valu e	T a r g e t Y e a r	Linked Outcome / Output
Number of BDS providers and institutions with enhanced skills & improved technologies to support MSMEs in horticulture		total number	Capacity	At closure	Others	Number ra	0	0	45	0	Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock Output: Business development services are enhanced to support MSMEs in horticulture to adopt innovative solutions in response to COVID-19
No components available.											

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	B a s e l i n e V a l u e	B a s e l i n e Y e a r	Targ et Valu e	T a r g e t Y e a r	Linked Outcome / Output
The Farmers Digital Platform that links small holder farmers, input suppliers, financial services providers, and buyers is developed and operationalised		Status of the platform	Other	At closure	Others	Yes/No ra	0	0	yes	0	Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock Output: Selected MDAs and private sector institutions have enhanced capacity to design and implement gender responsive socio-economic stimulus packages in response to business challenges and opportunities brought by COVID 19
No components available.											

Indicator Title	Component Title	Description	Category	Cycle	Scope	Value Type	Baseline Value	Baseline	Target Value	Target Year	Linked Outcome / Output
Number of MDAs and private sector actors capacitated to design gender responsive socio-economic stimulus packages including generation and use of sex-disaggregated data		Total number	Capacity	At closure	Others	Number	0	0	200	0	<p>Outcome: MSMEs in the Northern part of Tanzania and Zanzibar, engaged in horticultural production for the tourism industry, have enhanced capacity to respond to the short-term impact of COVID-19 and strengthened resilience to withstand future economic shock</p> <p>Output: Selected MDAs and private sector institutions have enhanced capacity to design and implement gender responsive socio-economic stimulus packages in response to business challenges and opportunities brought by COVID 19</p>
No components available.											

Risks

Event	Category	Level	Likelihood	Impact	Mitigating Measures	Risk Owner
Lock down measures preventing implementation	<ul style="list-style-type: none"> Social and Environmental 	Low	Unlikely	Minor	Remote working modalities in place ready to be activated; Adherence to UN health measures / staff protection measures	moshy@ilo.org

Implementation: Slow delivery and inability to implement within timeframe	<ul style="list-style-type: none"> Operational 	Low	Unlikely	Moderate	1)Agency to fast track procedures 2)adjustments to program design; match between work planning and resources available	immanuel.muro@uncdf.org
Conflicts between community groups i.e. farmers and livestock keepers	<ul style="list-style-type: none"> Social and Environmental 	Low	Unlikely	Moderate	1)Community - Beneficiary feedback 2) Building water troughs for livestock keepers	immanuel.muro@uncdf.org
Reprioritization of government/partner activities away from project focus and needs	<ul style="list-style-type: none"> Political 	Low	Unlikely	Major	Foresight analysis on political trends; Advocacy with relevant ministries to continue to invest in issues / sectors covered by project	moshy@ilo.org
Unavailability of additional funding to meet full results	<ul style="list-style-type: none"> Financial 	Low	Unlikely	Moderate	1)Active communication with partners 2) Engagment with commercial lenders 3) Contract farming 4) Enhancement of member SACCOS and AMCOs	immanuel.muro@uncdf.org
Evolution of the pandemic	<ul style="list-style-type: none"> Social and Environmental 	Medium	Likely	Moderate	Foresight analysis on the pandemic trends	zhanara.bakauova@un.org
Unavailability of additional funding to meet full results	<ul style="list-style-type: none"> Financial 	Low	Unlikely	Moderate	Proper planning and budgeting with partners and beneficiaries	g.runyoro@unido.org
Heavy reliance on partners who fail to deliver	<ul style="list-style-type: none"> Operational 	Medium	Unlikely	Major	Active communication with partners; Information-sharing between agencies on partners (ex. shared database on partner due diligence information)	immanuel.muro@uncdf.org
Lack of data / limited understanding of the situation	<ul style="list-style-type: none"> Operational 	Low	Possible	Moderate	Conduct a quick baseline to understand the current situation	godfrey.nyamrunda@undp.org
Limited understanding of what works/what doesn't	<ul style="list-style-type: none"> Operational 	Low	Unlikely	Moderate	Continue engaging with key stakeholders	godfrey.nyamrunda@undp.org

Budget by UNSDG Categories


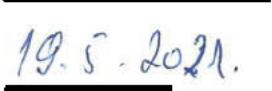
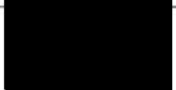


Budget Lines	Description	ILO (7%)	UNCDF (7%)	UNIDO (7%)	UNDP (7%)	Total
1. Staff and other personnel		28,000	35,000	40,000	35,000	138,000

2. Supplies, Commodities, Materials		0	5,000	41,000	5,000	51,000
3. Equipment, Vehicles, and Furniture, incl. Depreciation		0	0	60,000	0	60,000
4. Contractual services		60,000	21,316	20,000	23,000	124,316
5. Travel		15,000	9,600	15,000	6,646	46,246
6. Transfers and Grants to Counterparts		75,000	105,000	0	109,270	289,270
7. General Operating and other Direct Costs		8,916	11,000	10,916	8,000	38,832
Sub Total Project Costs		186,916	186,916	186,916	186,916	747,664
8. Indirect Support Costs		13,084	13,084	13,084	13,084	52,336
Total		200,000	200,000	200,000	200,000	800,000

Country: United Republic of Tanzania

Programme Title: Supporting Micro-, Small- and Medium-Sized Enterprises in the horticulture sub-sector to build back

Signature Page

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Recipient UN Organization: ILO Name of Signatory: Wellington Chibebe Title: Director, Country Office Email: chibebe@ilo.org	Signature:  Date: 21/5/21
Recipient UN Organization: UNCDF Name of Signatory: Peter Malika Title: Head of Office Email: peter.malika@uncdf.org	Signature:  Date: 24/5/2021
Recipient UN Organization: UNDP Name of Signatory: Christine Musisi Title: Resident Representative Email: christine.musisi@undp.org	Signature:  Date: 20.5.2021
Recipient UN Organization: UNIDO Name of Signatory: Stephen Kargbo Title: Representative Email: S.KARGBO@unido.org	Signature:  Date: 20/05/2021