

Global Agriculture and Food Security Program (GAFSP)

September 4-6, 2013

Executive Minutes Joint GAFSP Steering Committee/Private Sector Window (PrSW) Donor Committee Meeting

September 4-6, 2013
World Bank
Washington, DC

GAFSP Steering Committee Chair
Mr. Bob Quiggin
Department of Foreign Affairs and Trade, Australia

GAFSP Private Sector Window Donor Committee Chair
Mr. Marcel Beukeboom
Ministry of Foreign Affairs, Netherlands

Accepted for the Steering Committee
BOB QUIGGIN

SIGNED BQ

Bob Quiggin

Chair, GAFSP Steering Committee

Accepted for the PrSW Donor Committee
MARCEL BEUKEBOOM

SIGNED MB

Marcel Beukeboom

Chair, PrSW Donor Committee

1. The first joint meeting of the Global Agriculture and Food Security Program (GAFSP) Steering Committee (SC) and the Private Sector Window Donor Committee (DC) was convened at the World Bank in Washington, D.C. on September 4-6, 2013. To date, the SC and DC had been meeting separately albeit with some overlapping members, but a decision was taken to convene the meetings jointly to increase coordination and synergy between the public and private sector windows of GAFSP. Participants to the meeting included members or alternates of the SC and DC (see Annex 2 for a list of participants). Mr. Tim Mealey of the Meridian Institute facilitated part of the meeting.

2. Participants recognized recent steps taken to increase coordination between the two windows, namely the simultaneous circulation of the Private Sector Window (PrSW) FY14 Annual Plan to the SC and DC, the simultaneous circulation of the Terms of Reference for the PrSW Advisory Committee, and coordination of Monitoring and Evaluation (M&E) activities for both windows. Participants confirmed that these efforts should continue and be strengthened going forward.

Progress on Implementation of the Public Sector Window and new allocations

3. The Coordination Unit (CU) presented progress on the project portfolio in 18 countries under the PuSW. In general, the portfolio has made significant progress since the last SC meeting in May 2012. The number of effective projects has doubled from 10 to 20, total disbursement amount has more than tripled from \$26 million to \$88 million, and PuSW investments have already reached more than half a million people. The CU also presented on emerging trends in cross-cutting themes that have been prioritized by countries, namely gender, nutrition, and climate smart agriculture. Some Supervising Entities updated the meeting on project delays and reaffirmed their commitment and support for speedy preparation and implementation of GAFSP projects. The SC may decide to ask for written updates from countries and Supervising Entities on projects slowest to disburse, as these projects risk negatively affecting the overall quality of the portfolio.

4. The Trustee informed the meeting that \$273.5 million was currently available for allocation, less administrative fees that will be required for the Supervising Entities of awarded projects.

5. With regards to the submissions for the PuSW Third Call for Proposals, the Chair of the GAFSP Technical Advisory Committee (TAC) noted four points. First, the overall quality of submitted proposals has improved substantially since the last Call. This may indicate more active involvement of potential Supervising Entities in the proposal preparation phase, or a maturing of the program as numerous countries are applying multiple times. Second, that the methodology used in this round ensures an exact 30 percent weight to country need, as previously set by the SC. Third, the scores for countries in the middle range, calculated based on criteria that is spelled out in the Country Guidelines, were tightly bunched. Fourth, for this round of submission only a third of countries complied with the instruction of identifying spending priorities.

6. The Chair of the TAC provided a detailed presentation on their assessment of the technical quality of each country proposal and its subsequent recommendation to the SC. Following a review and due consideration of the TAC recommendations, the SC decided to allocate \$254.5 million to the following eight countries: Burkina Faso (\$37.1 million), Honduras (\$30 million), Kyrgyz Republic (\$21.5 million), Mali (\$37.2 million), Nicaragua (\$33.9 million), Uganda (\$27.6 million), Yemen (\$36 million), and Zambia (\$31.1 million). This would bring the GAFSP PuSW portfolio to \$912.5 million in 25 countries.

Progress on Implementation of the Private Sector Window

7. The PrSW Secretariat presented progress on PrSW activities. The GAFSP PrSW Second Call for investment proposals launched in October 2012 generated 89 proposals thanks to increased outreach through various investment channels. In terms of portfolio, five investment projects and one investment program were approved in FY13 for a total GAFSP PrSW investment funding of \$41.4 million. The GAFSP PrSW also approved 11 advisory service activities for commitments totaling \$3.2 million. GAFSP PrSW projects follow the principle of minimizing concessionality by deploying blended finance.

8. DC members supported the general direction of investments under the PrSW, and acknowledged the value addition of GAFSP PrSW investments compared to standard IFC operations. The PrSW Secretariat presented the FY2014 Annual Plan that outlined an investment pipeline with 15 projects totaling \$ 170 million and an advisory service pipeline of over 20 projects with high probability projects valued at \$1 million in total. The PrSW Secretariat indicated its intention to continue business development efforts in further strengthening the pipeline while exploring opportunities for increased synergy with the PuSW.

9. The SC and DC endorsed the FY14 PrSW Annual Plan as presented by the PrSW Secretariat with the caveat that the final version incorporate key comments raised during the meeting. These include (i) having a stronger emphasis on addressing gender; (ii) considering a stronger emphasis on food security and nutrition, i.e. a stronger focus on staple foods as opposed to export-oriented cash crops such as coffee. The PrSW Secretariat agreed on the emphasis but indicated that it will continue to support the development of both staple foods and cash crops to address food security since supporting the development of export oriented cash crop has the potential to enhance livelihood and reduce poverty through the income pathway; (iii) including embassies of DC member countries based in eligible countries in outreach efforts for PrSW project sourcing; and actively seeking partnerships with CSOs to reach farmer communities (for advisory services); and (iv) better and uniform outreach, with special attention to communication with firms and institutions that have forwarded a proposal under the PrSW. The importance of secondment/exchange of staff between IFAD and IFC was also emphasized. The Netherlands representative circulated a proposed approach to gender in the PrSW. This was approved, subject to a definite green light by IFC in relation to its capacity to train staff in order to undertake the requested approach.

10. The PrSW Secretariat presented the M&E Framework for the PrSW based on three pillars: 1) regular IFC results framework; 2) project monitoring specific to GAFSP supported investment through income tracing tools such as poverty scorecards; and 3) a ten-year evaluation strategy to assess selected individual projects. The meeting agreed that the DC and SC postpone the decision on the PrSW M&E Framework till October 15, 2013 and request that the the PrSW Secretariat explore further cost efficient options for M&E work. In addition there was a request to assess other potential indicators measuring production and to report on the PrSW financed projects addressed by blended finance solutions, which may have higher financial risks compared to from regular IFC agribusiness investments. The PrSW Secretariat agreed to re-present the proposed M&E Framework to the DC and SC by the agreed deadline. Donors of the PrSW will indicate which part of their funding can be allocated for M&E expenses before the same deadline.

11. Reflecting discussions undertaken during the three days on the expected role, value-added, and accountability of the proposed PrSW Advisory Committee, the DC agreed to postpone the establishment of the Advisory Committee until the next meeting. The meeting concluded that there was insufficient consensus on the exact modality of the proposed committee at this time, and that the previously agreed Terms of Reference had since become outdated in the context of the evolving programmatic approach for GAFSP. Secondly, upon suggestions by the meeting, the PrSW Secretariat agreed to continue efforts to identify common investment opportunities with IFAD and to explore modalities of closer collaboration.

CSO Outreach and Consultations

12. The three Civil Society Organization (CSO) representatives (Africa, Asia, North) presented on their outreach and consultation efforts in their respective constituencies. They noted mixed reception to their visits by government officials, project office staff, and Supervising Entity staff. The meeting expressed appreciation for their efforts, welcomed further collaboration, and affirmed that strong engagement with well-informed CSOs lead to higher quality project implementation. The meeting suggested that the CSOs, CU, and the PrSW Secretariat consider systematic ways of coordinating their monitoring efforts, and its dissemination. The CSO representatives presented a joint report as part of the SC's continuing process to improve GAFSP's overall value proposition. The report summarizes the CSO perspective based on consultations and outreach activities that have been undertaken. The main recommendations from the report are as follows and they were discussed although consensus was not achieved on them at the meeting.

- 1) Seek new Supervising Entities, such as IFAD/FAO, with more experience with smallholders, to manage the remaining PrSW funds.
- 2) Continue to substantially redesign the PrSW in discussion with smallholder organizations to ensure that it meets their needs.
- 3) Improve coordination between the Public and Private Sector Windows, including by mandating one Steering Committee to oversee both.
- 4) Allocate a portion of GAFSP funds to specific activities that will build the capacity of smallholders and their cooperatives.
- 5) Invest in national and regional small and medium enterprises, cooperatives and collectives and in national and regional financial institutions with experience working with farmer organisations and their economic entities.
- 6) Systematically incorporate in the design and operation of GAFSP programmes (both windows) the guidance emerging from the CFS regarding supporting smallholder agriculture and attaining food security and nutrition goals and the right to food, with particular attention to women.

Working Group Recommendations and Decisions

13. Four working groups had been established to take forward and address issues raised by a report prepared by the Meridian Institute summarizing stakeholder interviews and observations (December 2012). The working groups presented their findings and recommendations to the SC.

Working Group 1 – Governance and structure

14. As an outcome of the Working Group 1 meeting held in April 2013, the CU and the PrSW Secretariat prepared a memo identifying actions to move GAFSP forward in a more integrated fashion to explore new ways to achieve synergies between the investments made under each window (included in meeting binder under tab 2). All of the actions were either already taking place, or if not, adopted by the SC and DC. The SC further requested the CU and the PrSW Secretariat to prepare a short memo of how the two windows could coordinate action at the country level to identify opportunities for collaboration, common branding etc. The Netherlands representative agreed to prepare a proposal on what should be covered under this country-level coordination memo.

15. Also as an outcome of the Working Group 1 meeting of April 2013, the CU presented a paper outlining a three-pronged approach to improve access to finance for smallholder farmers' organizations, small and medium enterprises, and smallholder cooperatives (included in meeting binder under tab 2). The paper articulated a significant unmet need for access to finance for the "missing middle" currently not adequately addressed by either window. The three prongs consisted of (i) being more explicit about the possibility of supporting Public-Private Partnerships (PPPs) through PuSW financing, (ii) continuing the blended finance and advisory approach of the PrSW, and (iii) exploring alternative conceptual approaches and operational modalities for a new component of the GAFSP aimed at more directly benefitting smallholder farmers.

16. In discussing the third prong of the CU conceptual proposal, the SC and DC purposely did not attempt to resolve whether any new component should be part of the existing GAFSP public or private sector windows, or whether it might constitute a new window. However, it was noted that any new component of the GAFSP that aims to provide more direct financial support and capacity for smallholder farmers will need to have clear and strong governance arrangements. Finally, it was accepted that if a new component of the GAFSP is proposed, it would be financed by new contributions to the GAFSP.

17. Building on these points, the meeting agreed on the following points outlined below. A full document summarizing the points of consensus for issues under the remit of Working Group 1 is attached as Annex 1. This document was discussed at the meeting and the final text was negotiated and agreed to by the SC and DC.

- 1) The CU should explore mentioning in the Country Guidelines that country-led proposals which include PPPs are permitted under the PuSW;
- 2) The IFC should continue to move forward with innovative approaches to use blended concessional and commercial finance and advisory services that are emerging from the PrSW to meet the needs of smallholder farmers; and
- 3) A joint SC/DC working group should be established with diverse participation from GAFSP stakeholders. The charge to this work group is to:
 - Undertake an assessment of the need for any additional innovations within the GAFSP to address the needs of the "missing middle" described in the conceptual paper from the CU. This assessment should include the identification of lessons learned from past efforts to more directly address the needs of smallholder farmers as well as an examination of current aid efforts active in the area to ensure additionality and avoid duplication.
 - Based on this assessment, the working group may develop a proposal (or proposals) for GAFSP to more directly address the needs of smallholder farmers that takes into account alternative conceptual approaches and operational modalities. This work will include:
 - Pros and cons of alternative conceptual approaches and operational modalities; and
 - Recommendations on the governance arrangements for any new components of the GAFSP to more directly address the needs of smallholder farmers.

Working Group 2 – Steering Committee membership, composition, and rotation

18. Following a meeting of this working group on April 23, 2013, the Meridian team and the CU developed a background paper for informational purposes only, which compiled all pertinent information on the membership, composition, and rotation of the SC (included in meeting binder under tab 2).

Specific recommendations on these issues were not put forward at this time, as they are dependent on the outcome of Working Group 1.

Working Group 3 – Fundraising

19. A succinct GAFSP PuSW business case document was prepared to assist in fundraising effort (included in meeting binder under tab 2). The document highlights the key value added elements of GAFSP, lays out a strong value proposition and calls for an additional \$575 million in new commitments from donors which would unlock the full \$475 million from the US pledge challenge announced in October 2012.

20. Following additional discussion on the value of preparing a longer-term GAFSP vision paper that helps to position the program in the context of the existing aid architecture and post-2015 agenda, the SC requested that as a first step, a small working group be formed to identify key questions to guide the scope of this work. This working group will be formed virtually by volunteers from the SC and DC. The CU and PrSW Secretariat should include this paper as an agenda item for their next joint retreat to be carried out in advance of the next SC/DC meeting.

Working Group 4 – Public sector window improvement

21. The recommendations of the working group were presented to the SC (included in meeting binder under tab 3). Following the Terms of Reference of the working group circulated to the SC on April 29, 2013, recommendations were made in four areas: (i) the time between the call for proposals and deadline for proposal submissions; (ii) project preparation speed to first disbursement; (iii) composition of country need and its implicit weight in the overall assessment; and (iv) regional proposals.

22. On the first three areas, the working group had 15 specific recommendations for the SC of which 7 were adopted (recommendations 1, 2, 3, 12, 13, 14 and 15). The six recommendations on additional information to be requested in the country guidelines (recommendations 4-9) will be taken up by the CU working with TAC, to integrate the recommendation by TAC on the country guidelines. Recommendation 10 on project size was not explicitly adopted but the administrative cost implication of different project sizes was viewed as something to consider in allocation decisions. Recommendation 11 on additional financing was not adopted, with the view that the choice of financing instrument (e.g. additional financing or stand-alone project) should be driven by the objectives of GAFSP (raising incomes of the poor and reducing hunger), rather than speed of preparation.

23. The meeting also discussed possible improvements to the current country guidelines based on a memo that was prepared by the TAC. The SC discussed the importance of balancing the need to improve the guidelines to help achieve GAFSP's twin focus of supporting the neediest countries and those with the best chance to have an impact, and the risk of unduly burdening countries by asking for too much information upfront. The discussion on these aspects concluded that some changes could help to better differentiate country readiness scores but the exact nature of the changes needed to be further refined, and should integrate recommendations 4-7 (see para. 24). The SC requested the CU to work with TAC and interested Supervising Entity representatives to revise the country guideline and prepare a short note detailing the proposed changes. To prepare this paper, the group may need to consult a sample of GAFSP eligible countries.

24. The recommendations on regional proposals were also presented. The meeting discussed whether GAFSP should establish a funding window for submissions from regional economic organizations, as was initially envisioned in the GAFSP Framework Document. To date, the SC has focused funding of the PuSW to country proposals. The SC recognized the importance of multi-country or regional investments

whose benefits spill over national boundaries. However, given the scarce resources available to the GAFSP PuSW, the SC decided to not move forward with the establishment of a separate funding window for regional proposals at this time. Instead, SC members were requested to send any specific comments with regards to the regional proposal to the CU. These could then be incorporate into any further development of the proposal.

Monitoring and evaluation

25. The CU presented the overall FY14 M&E work plan for the PuSW. This was accompanied by presentations from a representative of the Development Impact Evaluation Initiative (DIME) and the World Bank Institute Open Data and Mapping team (WBI). The SC endorsed the Work Plan with the following modification: the inclusion of a proposed coordination activity of the various M&E systems established under GAFSP (including those undertaken by GAFSP supported projects, DIME, WBI, the Civil Society Organizations, and the CU). The proposed coordination activity aims to increase the sharing of results and methodologies, avoid duplication among participating parties, and raise the cost-efficiency of GAFSP's M&E program. In addition, the CU and the PrSW Secretariat agreed to seek ways to enhance coordination of the M&E reporting of activities under each window during the coming months. The SC also concluded that the current process and activities by PuSW for building M&E capacity in the recipient countries be more clearly described in future GAFSP progress reports.

Other business

26. It was agreed to launch a single coordinated Public Sector Window (PuSW) /PrSW Call for Proposals around January 2014. It was confirmed that the due diligence performed for investment decisions under each window for the joint Call will remain autonomous as is the case now.

27. The current Chair, Mr. Bob Quiggin of Australia, announced his decision to step down from the position of SC Chair as he has served out his term. SC and DC members expressed appreciation for Mr. Quiggin's leadership and chose Mr. Dan Peters of the United States, as the new incoming Chair of the SC.

28. The Chairs concluded the meeting and indicated that the next joint SC/DC meeting will be held in May 2014.

Annex 1: Points of Consensus for Issues under the remit of Working Group 1 (final text)

SUMMARY

POINTS of CONSENSUS and OTHER OUTCOMES

Regarding Issues addressed under the Remit of Working Group 1 (WG1)

GAFSP Steering Committee (SC) and GAFSP Private Sector Window (PrSW) Donor Committee (DC)

1. **Joint Meetings:** The SC and DC endorse the proposal to continue to conduct joint meetings of the SC and DC. Currently, the next joint meeting is planned for May 2014.
2. **Circulation of PrSW Annual Investment Plan:** The SC and DC endorsed the recommendation to continue the recent practice of simultaneously circulating the International Finance Corporation (IFC) PrSW Annual Investment Plan to the DC and SC.
3. **Combined Annual Plans:** A proposal was advanced to develop a combined Annual Plan for the future programs of work of the GAFSP PrSW and Public Sector Window (PuSW). This could be a further stimulus for coordination between both windows and facilitate future discussion on (potential) coordination by the Steering/Donor Committee. Concern was expressed about the ability to produce a forward-looking Annual Plan for the PuSW given the fact that the investment decisions are reactive in response to demand-driven, country-led proposals reviewed and approved by the SC on a competitive basis based on the recommendations of the PuSW Technical Advisory Committee (TAC). It was also noted that the Country Guidelines for submitting proposals under the PuSW, along with the TAC and SC procedures for reviewing and approving PuSW proposals, are the proper documents to provide an indication of the potential direction of the PuSW, but it is not possible to develop a functional equivalent to the PrSW Annual Plan. Discussion focused on the strategic nature of a combined annual plan and the desirability to develop a combined PrSW and PuSW strategic plan. Further analysis and consideration of the opportunities and challenges associated with these ideas will be required before a final decision can be made by the SC in particular.
4. **Improving Access to Private Finance for Smallholder Farmers:** In a paper that was distributed in advance of the September 4-6, 2013 Joint Meeting of the SC and DC the GAFSP Coordination Unit (CU) advanced a proposal for a three-pronged approach to “improve access to private finance for smallholder farmer’s organizations, small and medium enterprises, and smallholder cooperatives.” This paper articulated a significant unmet need for access to finance for the “missing middle” (please refer to the paper for background information on this unmet need). At the Joint Meeting the CU provided a graphic depiction of the “missing middle” (see Figure 1).

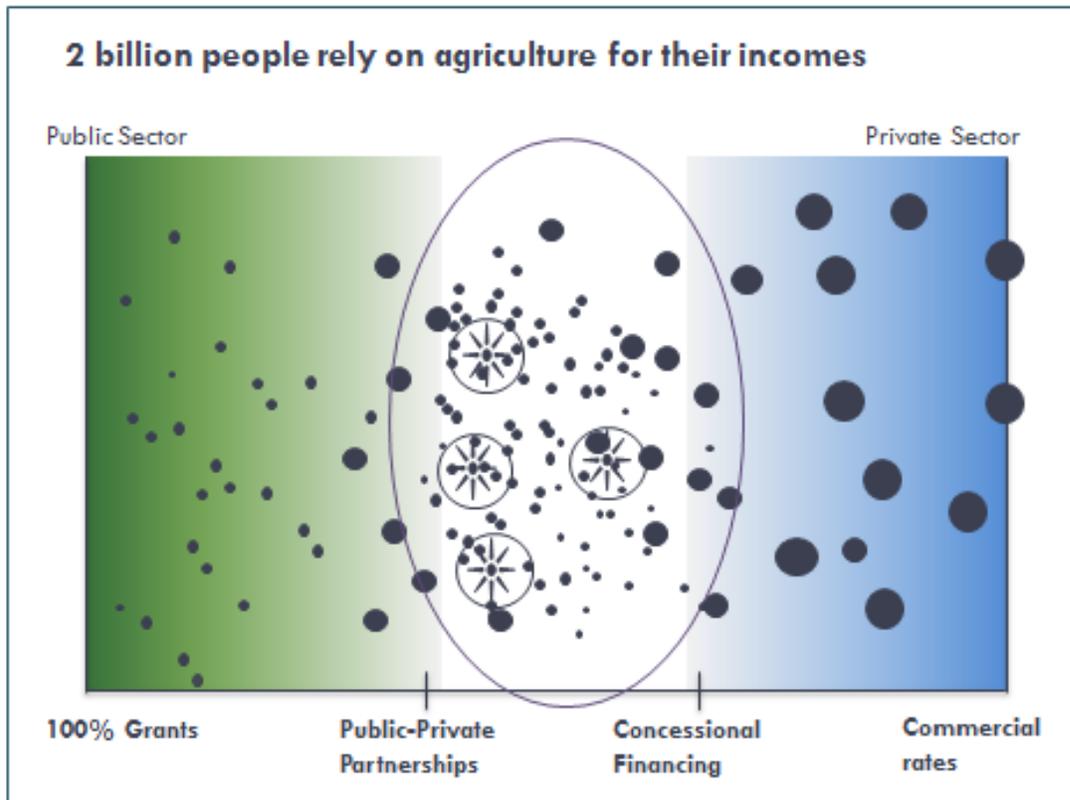


Figure 1

The three prongs of the CU proposal included:

- a) Expand the PuSW to Include PPPs

Make it clear that country-led proposals can include the establishment of new public-private partnerships (PPPs) or the strengthening of existing PPPs. This prong builds upon the ideas included in the proposal from the International Fund for Agricultural Development (IFAD) that was considered in the WG1 deliberations, but will be open to country-led proposals for PPPs developed in collaboration with other PuSW Supervising Entities.

- b) Continue with the work for the GAFSP PrSW

The GAFSP PrSW investments are aimed at benefiting smallholder farmers through investments in larger companies active in agricultural value chains, financial intermediaries (e.g., commercial banks and technical service-oriented CSO/NGOs such as the recent investment in Root Capital), as well as a variety of other private sector entities. In addition, the PrSW advisory services provide direct support to a variety

of organizations that are also aimed at benefiting smallholder farmers. The second prong of the CU proposal was to continue with this program of work.

- c) Explore alternative conceptual approaches and operational modalities for a new component of the GAFSP aimed at more directly benefitting smallholder farmers.

A number of important considerations were raised during the discussion of this part of the CU proposal including the importance of having the proper enabling policy environment to enhance the likelihood of success of investments in PPPs and/or direct grant awards and/or other forms of financial support to smallholder farmer oriented organizations. It was suggested that it may be worth considering the possibility of pre-selecting entities that are qualified to submit proposals and/or preselecting countries (based on existing enabling policies and/or expressed intentions of the country to put in place the enabling policies in the case of investments made under the first prong). Another key point was to identify and apply lessons learned by a variety of institutions that have been active in this area and from prior GAFSP PuSW and PrSW proposals to determine the particular added value GAFSP can make to increase access of smallholder farmers to private finance.

Some SC/DC members expressed a need to determine the extent to which the PuSW and PrSW are currently meeting the needs of smallholder farmers and whether there is a need for new GAFSP solutions in addition to items (a) and (b) above. Other SC/DC members believe there is a manifest need for new GAFSP activities that more directly benefit smallholder farmers. Some potential elements of new GAFSP activities that were suggested include:

- i. Grants and other financial arrangements aimed at supporting entities that work directly with smallholder farmers through farmer organizations (FOs), producer organizations (POs), and/or farmer cooperatives (FCs);
- ii. Such entities could including but are not limited to
 - social impact investment entities;
 - technical service-oriented CSO/NGOs;
 - regionally and/or nationally-oriented commercial banks; and
 - direct awards to smallholder FOs, POs, and FCs.
- iii. The types of entities described above could choose to either submit their own independent proposals or to submit proposal in collaboration with any of the GAFSP Supervising Entities (i.e., the SEs for both the PuSW and PrSW);
- iv. Grants and other financial instruments that are of a size of up to \$2m with a time period of performance of between 5-7 years duration;
- v. Proposals that include elements that contribute to building the capacity and empowering smallholder FOs, POs, and FCs; and
- vi. Impact-oriented evaluation criteria in the review and approval of proposals such as number of smallholder farmer beneficiaries reached, expected increase in income, and proposed linkage to sustainable finance and the associated exit strategy.

In discussing the third prong of the CU proposal, the SC and DC purposely did not attempt to resolve the important question of whether any new component should be part of the existing GAFSP public or private sector windows, or whether it might constitute a new window. However, it was noted that the governance arrangements for any new component of the GAFSP that aims to provide more direct financial support and capacity for smallholder farmers will need to have clear and strong governance arrangements. Finally, it was understood and generally accepted that if a new component of the GAFSP is proposed, it would be financed by new contributions to the GAFSP.

Building on these points, the SC and DC agree that:

- a) The CU should explore publishing the fact that country-led proposals which include PPPs are permitted under the guidelines;
 - b) The IFC should continue to move forward with innovative approaches to the use blended concessional and commercial finance and advisory services that are emerging from GAFSP PrSW to meet the needs of smallholder farmers; and
 - c) A joint SC/DC working group should be established with diverse participation from GAFSP stakeholders. The charge to this work group is to:
 - i. Undertake an assessment of the need for any additional innovations within the GAFSP to address the needs of the “missing middle” described in the paper from the CU. This assessment should include the identification of lessons learned from past efforts to more directly address the needs of smallholder farmers as well as an examination of current aid efforts active in the area to ensure additionality and avoid duplication.
 - ii. Based on this assessment, the working group may develop a proposal (or proposals) for GAFSP to more directly address the needs of smallholder farmers that takes into account alternative conceptual approaches and operational modalities. This work will include:
 - Pros and cons of alternative conceptual approaches and operational modalities; and
 - Recommendations on the governance arrangements for any new components of the GAFSP to more directly address the needs of smallholder farmers.
5. Coordination of Administrative Functions: The SC and DC endorsed the joint recommendation from the GAFSP Coordination Unit and IFC-PrSW Secretariat to improve coordination of the administrative functions of both the Public and Private Sector Windows, including endorsement of the following recommendations:
- Monitoring and Evaluation - Current status: There has been a concerted effort to identify shared indicators that can be reported on and monitored, and to align the PrSW M&E plan with the PuSW outcomes.

Recommendation: Continue this activity with increased flow of information as projects come on line from the Private Sector Window.

- Reporting- Current status: Every year the Coordination Unit, with inputs from the Private Sector Window, publishes two Progress Reports that track, in detail, the progress of the GAFSP

portfolio, project status and indicators. In addition, there is a bimonthly newsletter program updates.

Recommendation: Continue this activity with increased (bi-monthly) disclosure from the Private Sector Window, namely disbursements, allocations, and project milestones.

- Information Sharing– Current Status: Communication between windows on an ad-hoc basis. Recommendation: Improve communication via regular (monthly) team meetings between the Coordination Unit and the PrSW Secretariat to provide internal updates and to discuss operational issues with a programmatic lens, as well as a facilitated retreat once a year in Washington.
- Common External Face - Current Status: It is challenging to balance speed/efficiency with regular communication, however it is necessary. Both windows work with overlapping partners – GAFSP SEs, CSOs, and donors- in different capacities and on different projects which can cause confusion.

Recommendation: Consistently work to promote the “GAFSP brand” at meetings, events, and other public facing activities. This will be assisted by improving information through regular (monthly) team meetings, but moves beyond information sharing and into actually ensuring that the Public and Private Sector Windows activities with donors are coordinated.

6. Single Coordinated Call for Proposals: The CU and IFC-PrSW Secretariat recommended that the GAFSP hold a single coordinated call for proposals (CfP) in January 2014 for proposals submitted under the existing GAFSP PuSW and PrSW. SC members raised questions about how the single coordinated CfP process will be operationalized. It was clarified that the due diligence performed for investment decisions, as well as the decision-making approval processes under the existing programs of work for the PuSW and PrSW, will remain autonomous, as is the case now. In addition, the discussion of the other elements of the WG1-related proposals have raised the distinct possibility of publishing the fact that country-led proposals that include PPPs are permitted under current guidelines, as well as the possibility of establishing a new component of the GAFSP (as described in item #4 above).

With due consideration of these potentially complicating factors, the SC and DC direct the CU and IFC-PrSW Secretariat to continue to move forward with developing the operational modalities of using a coordinated approach to issuing a CfP for both of the existing windows and any new components of the GAFSP; and the SC and DC will consider this more detailed proposal in the context of the consideration of the other topics addressed above.

Annex 2: List of Participants

Name	Organization
Ali, Makkah	Meridian Institute
Atheeq, LK	South Asia
Badiane, Ousmane	Africa (via VC)
Bagna, Djibo	ROPFA (African CSO)
Banzuela, Soc	AFA (Asian CSO)
Beukeboom, Marcel	MoFA Netherlands
Bor, Simon	United Kingdom
Bora, Saswati	GAFSP Coordination Unit
Browning, Brantley	Bill & Melinda Gates Foundation
Campbell, Katie	ActionAid (North CSO)
Cassidy, Neil	Ireland
Cebotari, Alex	Trustee
Chery, Jean Marie Robert	Latin America and the Caribbean
Cleaver, Kevin	IFAD
Crivelli, Pamela	Trustee
Delgado, Chris	World Bank
DeMaio, Giammichele	WFP
Ding, Shannon	US Treasury
Dominguez Pabon, Rafael	MFAC Spain
Evers, Guy	FAO
Farenholtz, Philipp	GAFSP PrSW
Ferrero, Gabriel	UN
Ghaffar, Jeehan	Middle East
Haggblade, Steve	GAFSP Technical Advisory Committee
Hamilton, Andrew	IFC
Ho , Melissa	USAID
Hong, Esther	MOSF Korea
Htenas, Aira	GAFSP Coordination Unit
Jeong, Mihyeon	MOSF Korea

Name	Organization
Kato, Yuri	Japan
Keita, Dougou	AfDB
Kodjo, Apelete	ROPPA (African CSO)
LePoole, Peter	Netherlands
Lozman, Josh	Bill & Melinda Gates Foundation
Mealey, Timothy	Meridian Institute
Mecagni, Laura	GAFSP PrSW
Mehta, Atul	IFC
Min Bui, Giap	ADB
Mostafa, Iftikhar	GAFSP Coordination Unit
Munoz, Jorge	World Bank (observer)
Oe, Toru	Ministry of Finance Japan
Pan, Sopheap	AFA (Asian CSO)
Parent, Kimberly	GAFSP Coordination Unit
Pesek, Tom	IFAD
Peters, Dan	US Treasury
Pouliot-Cotnoir, Isabelle	Department of Finance Canada
Quiggin, Bob	Department of Foreign Affairs and Trade, Australia
Roberts, Brad	GAFSP PrSW
Robles, Nenuca Munoz	GAFSP Coordination Unit
Romeu, Jorge	MFAC Spain
Ron, Juan Francisco	GAFSP PrSW
Sethi, Geeta	GAFSP Coordination Unit
Shah, Niraj	GAFSP PrSW
Shankar, Srilatha	GAFSP Coordination Unit
Spencer, Dunstan	Africa
Spezowka, Andrew	DFATD Canada
Solano, Pilar	GAFSP PrSW

Name	Organization
Sylla, Kalilou	ROPPA (African CSO)
Tanimichi Hoberg, Yurie	GAFSP Coordination Unit
Townsend, Robert	GAFSP Coordination Unit
Trinidad, Rosalie Quong	GAFSP Coordination Unit
Tripathi, Ruchi	ActionAid (North CSO)
Truitt Nakata, Ginya	IDB
Tumurbaatar, Erdenejargal	MoFALI Mongolia
Tyler, Natsuki	ADB
Uon, Sophal	AFA (Asian CSO)
Van Nieuwkoop, Martien	World Bank (observer)
Vegarra, German	IFC
Wang, Linda	GAFSP PrSW
Williams, Matt	Department of Foreign Affairs and Trade, Australia
Yanagimoto, Yoshinobu	GAFSP PrSW
Zhong, Yin	GAFSP PrSW