

Annual Report 2016

Towards Africa's Agricultural Transformation





Alliance for a Green Revolution in Africa

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2006 2007 2008 2009

Ten years ago, The Bill & Melinda Gates Foundation and The Rockefeller Foundation, funded the creation of the Alliance for a Green Revolution in Africa (AGRA).

AGRA was set up to work with various partners to bring about a uniquely African Green Revolution to unleash the continent's agricultural potential.

Since inception, AGRA has focused on improving access to inputs, chiefly high quality seeds and properly formulated fertilizers—mineral and organic—that are the foundation of a successful farm.

The US\$150M Program for Africa Seed Systems (PASS) was the first initiative to be launched. PASS had the objective to develop efficient, equitable and sustainable seed systems and varieties for farmers on the continent.

AGRA launches a US\$180 million Soil Health Program (SHP) with the ambitious goal of regenerating 6.3 million hectares of degraded farmland over 10 years through balanced, integrated soil fertility management.

AGRA initiates a 5-year Policy Strategy focusing on supporting the development and implementation of evidence-based enabling policies for Africa's Green Revolution.

Soil Health and Market Access Programs become operational with US\$ 24 million and US\$ 180 million respectively, funded by The Rockefeller Foundation and the Bill & Melinda Gates Foundation.

AGRA launches an Agrifinance Initiative, lining up US\$ 17 million in risk sharing funds to leverage US\$ 160 million from commercial banks in Kenya, Tanzania, Uganda, Mozambique and Ghana.

The African Enterprise Challenge Fund (AECF) is established as one of AGRA's special partnerships to promote private sector investments.

AGRA operationalizes a new 10 year strategy focused on breadbasket areas in Ghana, Mali, Mozambique and Tanzania. This ambitious strategic approach was a transition from a legacy of independent operations to collaboration to trigger changes across the agricultural value chain.



10 Years of AGRA's Shared Success



2010 2011 2012 2013 2014

2010	2011	2012	2013	2014
<p>AGRA raises US\$ 69 million from new donors beyond the founding partners including - DANIDA, IDRC, the Swedish Ministry of Foreign Affairs, and Venture Capital for Africa.</p> <p>The African Green Revolution Forum (AGRF) is launched to identify and unite key decision makers around concrete action steps needed to achieve a uniquely African agricultural transformation.</p>	<p>AGRA commits US\$ 53.92 million in grants to partners, including research and learning institutions, small enterprises, NGOs in priority one countries – Ghana, Mali, Mozambique and Tanzania.</p>	<p>AGRA's Soil Health Program (SHP) makes grants worth US\$ 41 million, surpassing its US\$ 37.7 million target for the year.</p> <p>AGRA's Market Access Program makes grants in 12 countries – Tanzania, Mozambique, Mali, Ghana, Niger, Burkina Faso, Nigeria, Kenya, Uganda, Rwanda, Malawi and Zambia.</p> <p>To improve the formulation and implementation of policy reforms through evidence based policy research and advocacy, AGRA launches 19 Policy Action Nodes.</p>	<p>AGRA launches the 'Scaling Seeds and Technologies Partnership (SSTP), a major 5 year initiative funded by USAID that will fast-track smallholder access to new agricultural technologies.</p> <p>AGRA also launches a 3 year 'Strengthening Agricultural Input and Output Markets in Africa' (SAIOMA) project, with the Swedish government, USAID and the Bill & Melinda Gates Foundation.</p>	<p>AGRA's broadens its work to include initiatives such as strengthening farmer organizations, improving access to markets and affordable financing, and helping governments to design and implement better, more effective agricultural policies and regulations.</p> <p>This opens new opportunities for AGRA to work with a wide range of stakeholders, including smallholder farmers and the groups that represent them, private agribusinesses, African governments, national and international agricultural research institutes, NGOs. and Civil Society Organizations.</p>

2015/16

The 10 year journey of shared success, has provided AGRA with the tools to deploy all its resources—its range of influential partners, its deep technical expertise, and its extensive pan-African experience—to trigger agricultural transformation on a continental scale. AGRA is now evolving into an organization that has a diversified value proposition, playing the role of convener, thought-leader, policy advocate, private sector partner, grantee capability builder, and implementation supporter, in addition to continuing with its vital role as a catalytic grant maker.

With this capability; AGRA is now positioned to become the go-to partner for government and continental bodies seeking to drive agricultural transformation, providing strategy support for development of national plans, creation of bankable investment plans and implementation support to effectively and efficiently deliver results.





AGRA's Core

African Led We are homegrown and we understand that African farmers need uniquely African solutions designed to meet their specific environmental and agricultural needs to sustainably boost production and gain access to rapidly growing agriculture markets.



Farmer Centered AGRA invests in our continent's small holder farmers—millions of hardworking men and women typically farming on less than a hectare of land. They are the heart of African agriculture, our economies and our future.



Partnership Driven All of AGRA's work is conducted through partnerships—with farmers, farmer organizations, agricultural researchers, national governments, businesses, civil society groups, philanthropies and donors



Integrated AGRA is at the center of the continent's growing economy - transforming agriculture from a solitary struggle to survive, into farming as a business that thrives. The alliance has built the systems and tools for Africa's agriculture: high quality seeds, better soil health, access to markets and credit, and stronger farmer organizations and agriculture policies.



AGRA's focus on farmers and enterprise

Improved Agronomy We understand that African farmers need uniquely African solutions designed to meet their specific environmental and agricultural needs to sustainably boost production and gain access to rapidly growing agriculture markets.



Agro-Dealerships AGRA has trained more than 39,900 agro-dealers in technical & business management in 12 countries in Africa.



Farmer Associations 19700 groups have been trained in governance, group dynamics, leadership and business development since 2006.



Entrepreneurship AGRA is dedicated to changing the reality of agriculture in Africa, from farming as a solitary struggle to survive, to farming as a business that thrives.



AGRA's focus on resilience and participation

Resilience AGRA is driving resilience through the development and adaptation of new crop varieties, soil solutions and the promotion of value chain models to build robust national, system and farmer level capabilities to withstand different shocks and stresses that could potentially impact sustainable agricultural transformation.



Access to Markets AGRA is working with partners to provide greater access by small producers to domestic and international markets granting them the ability to reliably sell more produce at higher prices. This in turn encourages farmers to invest in their own businesses and increase the quantity, quality and diversity of their produce.



Women Empowerment The focus of our work is in growing and sustaining the economic potential of family farmer households with women playing important and significant roles as catalysts for the intended transformation.



Youth Participation Unlocking Africa's agricultural potential will also unlock its development. Engaging Africa's youth bulge is integral to this. AGRA is empowering youth involvement in agriculture value chain enterprises to provide markets for farmer produce.



AGRA's focus on an enabling environment

Capacity Development 753 specialists in plant breeding and soil management have been educated at MSc and PhD level to support national research organizations and to build capacity for agricultural systems across countries.



Innovative Technologies We support innovative approaches that connect smallholder farmers to information for production, post harvest management and access to markets. This includes investments in technology enterprises to deliver the necessary solutions..



Inclusive Finance AGRA is committed to unlocking financing for small agricultural businesses and smallholder farmers by pursuing initiatives to overcome financiers' perceptions of risks and returns from agriculture in Africa.



Investment Funding More than 10,000 new agribusinesses have emerged from the support given by the African Enterprise Challenge Fund - a partnership between AGRA, DFID, Australian Aid, SIDA, DANIDA, The Netherlands, IFAD and C-GAP.



2016 ACHIEVEMENTS



CUMULATIVE **812** PROJECTS FUNDED



RESEARCH CAPACITY BUILDING

25 PHD GRADUATES IN CROP BREEDING & AGRONOMY

54 MSc GRADUATES IN CROP & SOIL SCIENCE



RESEARCH DEVELOPMENT

31 NEW SEED VARIETIES

11 SEED VARIETIES COMMERCIALIZED



INPUT PRODUCTION & DISTRIBUTION

6 SEED COMPANIES SUPPORTED

128,939MT TOTAL VOLUME OF SEED PRODUCED



470 PHD and MSc GRADUATES SINCE 2007



562 SEED VARIETIES SINCE 2007



602,734MT VOLUME OF SEEDS PRODUCED SINCE 2007



US\$430m CUMULATIVE VALUE OF GRANTS GIVEN



AWARENESS CREATION ON AG. TRANSFORMATION

186,902

FARMERS TRAINED ON PHH, QUALITY, STORAGE, STRUCTURED TRAINING

311,954

FARMERS WITH ISFM KNOWLEDGE



5.3m FARMERS WITH ISFM KNOWLEDGE



ADOPTION

184,844

FARMERS USING ISFM TECHNOLOGIES

165,604ha

CROPPED WITH ISFM TECHNOLOGIES



1.49m ha CROPPED WITH ISFM SINCE 2007



PRODUCTION, POSTHARVEST & MARKETING

247,125MT

VOLUME OF COMMODITY SOLD TO SMEs AT VALUE OF

US\$112.3m



686,967MT

VOLUME OF COMMODITY SOLD TO SMEs AT A VALUE OF US\$364m




Strive Masiyiwa
Board Chair

Mr. Masiyiwa is from Zimbabwe and is the Founder and Executive Chairman of Econet Wireless International, based in Johannesburg, South Africa. He is also a Trustee of the Rockefeller Foundation. In 2002, Mr. Masiyiwa was feted by the Time Magazine in their list of Most Influential People, and in March 2014, he was selected to Fortune Magazine's list of the "World's 50 Greatest Leaders." He is one of Africa's most influential figures, and a champion for the power of technology to improve the lives of millions of Africa's smallholders.


Kofi A. Annan
Board Chair Emeritus

Mr. Annan is from Ghana and was appointed Chairman of AGRA's Board of Directors in June 2007. Prior to that, he served as Secretary General of the United Nations (1997 to 2006). During his tenure at the UN, he was a resolute advocate for human rights, the rule of law, and the revitalization of the United Nations. He played a key role in mobilizing a global effort to combat malaria and HIV/AIDS; and was instrumental in laying out the Millennium Development Goals, a strategy to meet the needs of the world's poorest by 2015. In December 2001, Mr. Annan and the United Nations received the Nobel Peace Prize.


Dr. Maria Isabel Andrade
Board Member

Dr. Andrade, from Cape Verde, has nearly 30 years of experience in Africa working with root crops. She initiated the root and tuber crops program in Cape Verde Islands in 1984. Before joining FAO in 1994, she was leader of the Cape Verdean roots and tubers program at the National Research institute. From 1996-2001, Dr. Andrade worked as IITA's Regional Agronomist for the Southern Africa Root Crops Research Network (SARRNET), providing overall technical support on plant breeding and agronomy. She also provided leadership to the Mozambican national root crops program in identifying, developing and implementing research and development projects.

Dr. Andrade was a joint winner of the 2016 World Food Prize for her research work with sweet potatoes in Africa


Frank N. J. Braeken
Board Member

Frank N. J. Braeken graduated with a degree in Law and holds an MBA degree in Finance from the University of Leuven (Belgium). He is an alumnus of the Wharton Executive Program, Penn University (Philadelphia / USA). In his professional career, he specialized in finance and in general management. From 1996 to 2013, he held various management functions in different countries for Unilever, including a position as President of Unilever China (Shanghai), President of Unilever Namca (Dubai), and President of Unilever Africa (Dubai / Durban). Subsequent to leaving Unilever, Frank N. J. Braeken has acted as investment advisor and investor for large scale agro and food enterprises on the African continent. He is also a non-executive board member of Buhler, the Swiss engineering group, Marie Stopes International . In 2016 he was elected Chairman of the Board of Feronia Inc, a Toronto listed palm oil producer on the African continent.





Prof. Joachim von Braun

Board Member

Joachim von Braun is an agricultural economist from Germany. He is Director of the Center for Development Research (ZEF), Bonn University, and Professor for economic and technological change. von Braun's main research areas are in economic development, poverty reduction, agriculture, food and nutrition security, trade, science and technology policy. He is chair of the Bioeconomy Council of the Federal German Government; Vice-President of the NGO "Welthungerhilfe", Vice Chair of the Board of Global Alliance for Improved Nutrition (GAIN). He was Director General of the International Food Policy Research Institute (IFPRI) based in Washington, DC, U.S.A. from 2002 to 2009. The International research community of agricultural economists (IAAE) elected von Braun as President in 2000.



H.E. Jakaya Mrisho Kikwete

Board Member

His Excellency Former President Jakaya Mrisho Kikwete served as the President of the United Republic of Tanzania for two terms. He holds a degree in Economics from the University of Dar es Salaam and started his career in the military, where he rose to the rank of Lieutenant-Colonel before retiring from the army in 1992. He joined the Cabinet in 1988 and held several ministerial portfolios including Minister for Finance, Minister for Water, Energy and Mineral Resources and Minister for Foreign Affairs and International Cooperation.

He also Co-chaired the Helsinki Process on Globalization and Democracy with the Foreign Minister of Finland. In 2007, President Kikwete was elected Chairman of the SADC Organ on Security, Defense and Politics.

President Kikwete has been the Chairman of the African Union Assembly of Heads of States and Government, and the East African Community.



L.K. Mohohlo

Board Member

Mrs. Linah Mohohlo is from Botswana, and was the Governor of the Bank of Botswana from 1999 to 2016, following a 23-year career with the Bank, during which she worked in a number of the Bank's operational and policy areas. She has also worked with the International Monetary Fund (IMF) as a Special Appointee. In her capacity as Governor of the IMF for Botswana, she has been a member of the International Monetary and Financial Committee (IMFC: 2000-02), representing the Africa Group 1 Constituency comprising 21 sub-Saharan African countries.



Dr. Kanayo Nwanze

Board Member

Dr. Kanayo F. Nwanze, a Nigerian national, is the immediate former President of the International Fund for Agricultural Development (IFAD) and he began his term as IFAD's fifth President on 1st April 2009. Prior to that, he was Director-General of the Africa Rice Center for a decade. In addition, Nwanze has held senior positions at a number of research centers affiliated with the Consultative Group on International Agricultural Research (CGIAR) in Africa and Asia, and he was instrumental in the establishment of the Alliance of CGIAR Centers. He started his international career as a post-doctoral researcher with the International Institute for Tropical Agriculture (IITA) shortly after his Ph.D. (1975) in agricultural entomology from Kansas State University, Kansas, USA. Nwanze also holds a Bachelor of Science degree in Agricultural Science from the University of Ibadan, Nigeria (1971). He was awarded doctorate degrees honoris causa by McGill University, Canada in 2012 and University of Warwick, UK in 2015. He has published extensively and is author of "A Bucket of Water": Perspectives in Sustainable Rural Development, 2017.

Dr. Kanayo F. Nwanze, was awarded the inaugural Africa Food Prize in 2016 for his outstanding leadership and passionate advocacy in putting Africa's smallholder farmers at the center of the global agricultural agenda.



Dr. Judith Rodin

Board Member

Dr. Rodin, an American, is the immediate former President of The Rockefeller Foundation. Previously she was president of the University of Pennsylvania and the first woman to lead an Ivy League institution. When she joined the Foundation, she re-calibrated its focus to meet the challenges of the 21st century. Today the Foundation supports and shapes innovations to strengthen resilience to risks and ensure more equitable growth around the world. In May 2013, Dr. Rodin was named in the Forbes Magazine's list of the "Worlds 100 Most Powerful Women".



Josette Sheeran

Board Member

Ms. Sheeran, an American, is the President of the Asia Society, as well as the Vice-Chair of the World Economic Forum (WEF). Prior to that, she served as the Executive Director of the United Nations World Food Programme (WFP), the largest humanitarian agency fighting hunger around the globe. Every year, the program feeds more than 90 million people – victims of war and natural disasters, families affected by HIV/AIDS, and schoolchildren in poor communities.



Fred Swaniker

Board Member

Fred Swaniker is a serial entrepreneur and leadership development expert who is deeply passionate about Africa and believes that the missing ingredient on the continent is good leadership.

In line with this, he has successfully founded three organizations that aim to catalyze a new generation of ethical, entrepreneurial African leaders: African Leadership Academy, African Leadership Network, and African Leadership University. Collectively, these institutions aim to groom 3 million leaders for Africa over a 50 year period.

He has been recognized as a Young Global Leader by the World Economic Forum, and was listed by Forbes Magazine among the top ten young 'power men' in Africa in 2011. Fred was also recognized by Echoing Green as one of fifteen "best emerging social entrepreneurs in the world" in 2006.

He was a 2009 TED Fellow and is a Fellow of the Aspen Institute's Global Leadership Network. Fred began his professional career as a consultant with McKinsey and Company and has an MBA from Stanford Business School, where he was named an Arjay Miller Scholar, a distinction awarded to the top 10% of each graduating class at the business school. He was born in Accra, Ghana but has lived and worked in about 10 different African countries.



Rodger Voorhies

Board Member

Rodger Voorhies is Managing Director of the Agricultural Development, Financial Services for the Poor, and Water, Sanitation and Hygiene teams within the Global Development Program at the Bill & Melinda Gates Foundation. In this role, Rodger leads the foundation's efforts to alleviate hunger and poverty for millions of farming families in Sub-Saharan Africa and South Asia by increasing agricultural productivity in a sustainable way; make high quality digital financial services widely accessible to people living in the poorest parts of the world; and bring groundbreaking innovations in sanitation technology and new ways to deliver sanitation products and services to people in the developing world.

Rodger lived for nearly 20 years in emerging markets. He served most recently as the CEO of Opportunity Bank of Serbia. He also founded Opportunity Bank of Malawi, the first commercial microfinance bank in Malawi and grew it to become one of the largest providers of financial services in the country.





Dr. Usha Barwale Zehr

Board Member

Dr. Usha Barwale Zehr is Director and Chief Technology Officer at Maharashtra Hybrid Seeds Company Private Limited (MAHYCO), India. She received her Ph.D. from University of Illinois at Urbana-Champaign. Subsequent to her formal education, she worked at Purdue University in the Sorghum improvement program. For the last 19 years, she has been utilizing new technologies and tools including biotechnology for improving the quality and productivity of seeds and agriculture. In addition, Dr. Zehr serves as Director of Barwale Foundation (a non-profit Research Foundation). She also serves on the Board of the Donald Danforth Plant Science Center and Alliance for Green Revolution in Africa.

Dr. Zehr chairs the Breeder's Committee of the International Seed Federation.



Dr. Agnes Kalibata

President, AGRA

Dr. Kalibata leads AGRA's efforts with the participation of public and private partners towards ensuring a food secure Africa through rapid, sustainable agricultural growth and improved productivity by empowering millions of smallholder farmers.

She is a former Minister of Agriculture and Animal Resources in Rwanda and is widely considered to be one of the most successful Agriculture Ministers in sub-Saharan Africa. Dr. Kalibata has held several other leadership positions, including Permanent Secretary of Ministry of Agriculture and Deputy Vice Chancellor of University of Rwanda. She has also worked for the International Institute of Tropical Agriculture (IITA) in Uganda, and various other agricultural development organizations. She currently sits on various boards including the International Fertilizer Development Corporation (IFDC), the Sustainable Trade Initiative, the Africa Risk Capacity, and the Global Agenda Council of the WEF.

In 2012 Dr. Kalibata received the Yara Prize, now the Africa Food Prize for transforming Rwanda's Agriculture in a relatively short period of time. She is a distinguished agricultural scientist, policy maker and thought leader and holds a PhD in Entomology from the University of Massachusetts, Amherst.



Victoria Chelangat Sabula

General Counsel & Corporation Secretary

Mrs. Sabula, a Kenyan national, serves as AGRA's in-house legal adviser and manages the affairs of the Board of Directors. Starting her career with KCB Bank Group 10 years ago, she has extensive experience providing in-house legal advisory services across sub-Saharan Africa, structuring and negotiating corporate finance transactions, drafting and negotiation of complex contractual agreements, and advising on governance and multi-country regulatory compliance matters. She is passionate about agriculture and access of the poor to innovative farming solutions that will see them lifted out of poverty.

Mrs. Sabula holds a Bachelor of Law (LL.B) Degree from Moi University, a post Graduate Diploma in Law from Kenya School of Law, a diploma in Human Resource Management from Kenya Institute of Management, and a Masters in Business Administration from Nazarene University. She is an Advocate of the High Court of Kenya, a Chartered Public Secretary and an Associate Member of the Chartered Institute of Arbitrators in Kenya. She was in 2015 named to Legal 500's General Counsel Power List Africa which recognizes the top 100 corporate counsels in Africa.

In Africa, when conditions are right, change can happen fast.

Agriculture forms a significant portion of the economies of all African countries. As a sector it can contribute towards major continental priorities, such as eradicating poverty and hunger, boosting intra-Africa trade and investments, rapid industrialization and economic diversification, sustainable resource and environmental management, and creating jobs, human security and shared prosperity.

It's a question of simple math. Roughly two-thirds of sub-Saharan Africans work in agriculture. Many countries have relied on the service, technology, or industry sectors to stimulate growth, but in doing so they are relying on 20% of their population— or less—for 100% of their growth. The most prosperous African future is one fueled by the energy and resources of all Africans.

African agriculture can become a productive, self-sustaining economy that not only captures the \$1 trillion African food market but also exports food to other regions of the world. The impact will be not just economic growth, but economic growth that reduces poverty in sub-Saharan Africa.

When I founded a telecommunications company in the mid 1990s, nearly three in four Africans had never heard a telephone ring. Now, more than three in four have a mobile phone. In Africa, when conditions are right, change can happen fast.

Everything I have seen over the past 10 years as a member, and then as chair of AGRA's board, proves to me that the conditions are right and African agriculture is poised for a massive breakthrough.

Africa has come a long way since 2003 when the continent's leaders birthed the Comprehensive Africa Agriculture Development Program (CAADP). This shared commitment to agriculture is now spreading across the continent. The 2014 Malabo Declaration and its associated CAADP Implementation Strategy & Roadmap has generated consensus around priorities. Agriculture is one of the few African sectors with a common agenda, results framework, and accountability mechanism for all countries.

Many African leaders are now faced with the opportunity to situate agriculture within the continent's economic transformation and position it right at the front and center of economic development. As the vision gets clearer and powerful partners line up behind it, the multiplier effect from

agriculture to other sectors is increasing, and governments are responding by increasing both the quantity and quality of their spending on agriculture.

In 2016, AGRA commemorated 10 years. Over that period, we now know African agriculture could be more productive and African smallholders more prosperous. These two changes could drive historic progress against hunger and poverty across the continent.

The 2016 Africa Green Revolution Forum (AGRF) provided a glimpse of a new awakening, a surge, a desire to get there faster than ever before. It is noteworthy that the 2016 Africa Agriculture Status Report, launched at the Forum, found that many African economies are undergoing dramatic agricultural transformation—marked by higher agricultural productivity and a shift in the workforce from farming to off-farm sectors—as a result, poverty rates are also falling.

For a long time, we had to make the case for agriculture. Now, the case has been made. In 2016, we had a moment to come together, advance policies and secure the investments to ensure a better life for millions of Africa's farmers and families including women and youth—and realize the vision and goals contained in the National Agricultural and Food Security Investment Plans (NAFSIPs) and in alignment with New Vision of CAADP's Malabo Declaration; the African Union's Agenda 2063 and the Sustainable Development Goals (SDGs)

With the rallying call to "Seize the Moment", governments, development partners, the private sector and the AGRF delegates made inroads towards the necessary financial and policy interventions to raise the profile of African agriculture as an engine of inclusive growth and sustainable economic progress. The level of commitments made was unprecedented not only in Africa but globally as well.

These glimpses of success offer an inspiring new vision of a future Africa in which farming as a struggle to survive gives way to farming as a business that thrives. The process by which an agri-food system transforms over time from being subsistence-oriented and farm-centered into one that is more commercialized, productive, and off-farm centered is taking place in Africa.

The challenge Africa faces right now is less a lack of understanding of 'what' needs to be done - over the decade of AGRA's existence numerous studies have been done and





investments made to create potential solutions, technologies and models that now exist in a number of places. The challenge is rather - 'how' to successfully unlock the potential for a sustainable transformation, and bring the most relevant solutions to scale.

AGRA and its complement of partners now has the knowledge and the tools to catalyze this necessary change. By delivering a comprehensive package of solutions that are sensitive to the realities of smallholders' lives—taking account of the fact, for example, that women do the majority of agricultural labor on the continent—AGRA is helping a targeted set of farmers usher in the rapid advances that have so far eluded African agriculture.

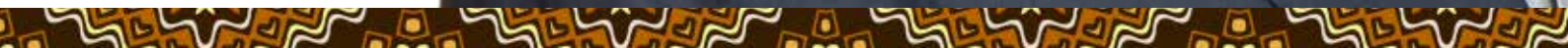
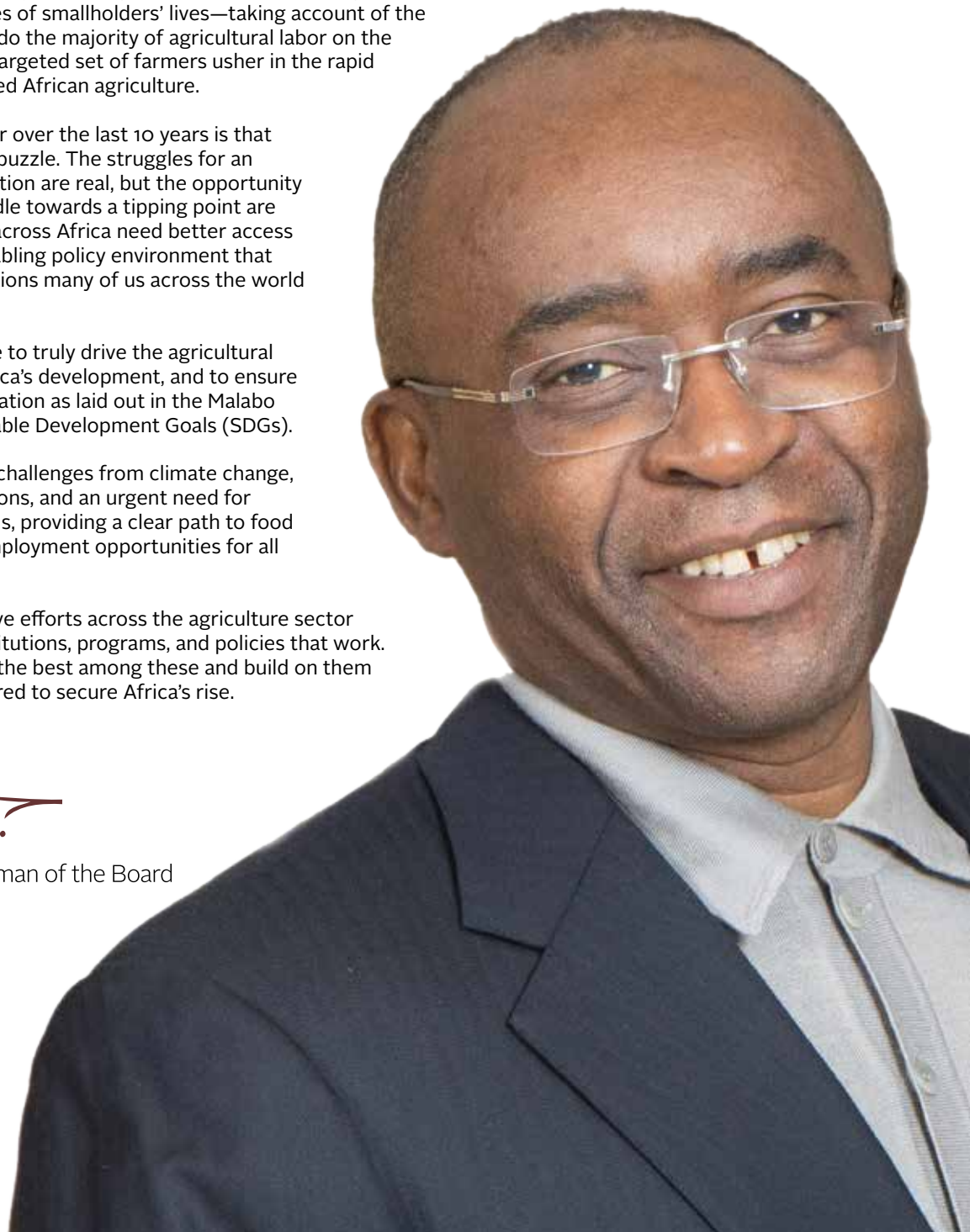
What we have learned together over the last 10 years is that production is one piece of the puzzle. The struggles for an African agricultural transformation are real, but the opportunity to progressively move the needle towards a tipping point are looming and in sight. Farmers across Africa need better access to finance, markets, and an enabling policy environment that affords them the social protections many of us across the world take for granted.

Much more remains to be done to truly drive the agricultural transformation needed for Africa's development, and to ensure a better life for its entire population as laid out in the Malabo Declaration and in the Sustainable Development Goals (SDGs).

As the region faces increasing challenges from climate change, rapidly growing urban populations, and an urgent need for jobs, agriculture offers solutions, providing a clear path to food and nutritional security and employment opportunities for all Africans.

We have seen through collective efforts across the agriculture sector that there are innovations, institutions, programs, and policies that work. We now need to pull together the best among these and build on them with the speed and scale required to secure Africa's rise.

Mr. Strive Masiyiwa, Chairman of the Board



Integration is AGRA's strategy for Africa's agricultural transformation



When I travel across Africa today, I see the biggest gains in food production occurring in response to economic opportunity. That fills me with optimism, and not just because it has major implications for the fight against hunger. It's important because Africans need agriculture to do much more than provide food security: they also need agriculture to provide a strong foundation for generating jobs and income, particularly for impoverished people.

What's encouraging is that if you look around sub-Saharan Africa today, we are seeing a growing consensus that agriculture systems function best when there are strong economic incentives that attract private sector investment. Africa's agriculture is in the midst of transformation.

AGRA's work to date has been an intensive focus on discrete problems related to seed production, soil health, and agriculture markets, profound but neglected for a long time in Africa.

We have recognized that our environment has changed since we were founded. Multinational companies are fast entering African markets, more vibrant local companies are emerging, governments are investing more in agriculture, and many donors have shifted from targeting isolated parts of value chains, to considering the eco-systems as a whole.

Agribusinesses are growing through African small and medium enterprises from seeds to markets to value addition. It's just a glimpse of success. But it offers an inspiring new vision of a future Africa growing ever stronger through farming as a business.

Clearly, if agriculture is to become the engine of economic growth that the continent needs and deserves, all the necessary interventions must act in concert both within AGRA but also externally and in collaboration with all our partners.

Over the last decade, AGRA has worked alongside others to lay the foundation for a renaissance in Africa's agriculture, one powered by the enormous progress increasingly evident in farmers who gain more options in the seeds they plant, in the fertilizers they use, and the markets available to purchase their produce.

Together with our partners, AGRA is putting the smallholder farmer at the center of the continent's growing economy by transforming agriculture from a



solitary struggle to survive into farming as a business that thrives.

AGRA by design has attracted the largest collection of agricultural technical experts on the continent, with areas of specialization extending the full length of the value chain, from developing and delivering seeds, fertilizers, and agronomic best practices, to connecting farmers with markets. Its staff also includes authorities on farmer organizations, agricultural policy, and financial services for agriculture.

Our collective experience has given the organization an unparalleled familiarity with conditions on the ground across the continent, including an understanding of women farmers' needs and the potential offered by Africa's young people. AGRA has collected all these assets under one roof along with the flexibility to bring any of them to bear on smallholders' problems.

Ultimately, we serve as a bridge between problems and solutions. AGRA is now pitted to be a leading and influential catalyst for agricultural transformation in Africa. We have been on a journey steering towards being a preferred partner for agricultural transformation in Africa.

In 2016, we developed a new 5-year strategy to drive our ambition to 2021. A clear break from our posture over the last 10 years is that AGRA's new strategy is fully integrated - internally as we embark on delivering programs and externally as we engage with our partners.

This may sound like jargon, but in fact it is looking at our work from the point of view of smallholder farmers. The strategy takes all the tools and systems and models our partners have developed over the years and integrates them into a single package that has the capability to change the lives of farmers in their fields—and, ultimately, changes the futures of entire countries.

Our goal is to contribute to doubling the yields and incomes of 30 million smallholder households across the continent. That's a significant number in itself, but the indirect impact will be much larger. We hope that by demonstrating the possibilities of a smallholder farmer-centered, African-led, partnership-driven African agriculture, AGRA will help catalyze investments that reach hundreds of millions of people.

AGRA's overall investment is less than 1% of what's required for Africa's agricultural transformation, it is our view that partnerships and leverage are key drivers of scale and sustainability. We seek to be catalytic in that process, choosing to demonstrate to governments possible pathways to transformation and the need for intensive investment in the sector.

As a result, beginning 2017, AGRA is towing a new line of business. We will build on our vast expertise and knowledge of the continent to support governments - particularly ministers of agriculture and related institutions to strengthen capacities to deliver on agricultural transformation for the continent. AGRA's policy and country support will help put in place the right vision, leadership, policies, and implementation capacities. We will use our continental presence to move what works from one country to another. In doing this, we will support countries to strengthen dialogue and engagement within and across sectors to improve coordination and resource allocation while building sector wide delivery and accountability mechanisms.

That's another kind of integration: integrating a large and diverse set of partners around a shared goal. For individual smallholder farmers, that goal is a better life for themselves and their children. For the continent, it is an Africa transformed.

Dr. Agnes Kalibata, President



The Management



Dr. Agnes Kalibata
President



Adam Gestenmier
Chief of Staff & Strategy



Paul Tikani
Chief Operating Officer



Dr. Joe DeVries
Vice President, Innovation & Program Development



Anne Maria Makhulo
Head of Strategy & Analytics and Interim Head of Resource Mobilization



Anne Mbaabu
Head of Markets & Post Harvest Management



Boaz Keizire
Head of Policy & Advocacy



Caroline Njeru
Head of Procurement



Dr. George Bigirwa
Head of East & Southern Africa Region



Hillary Tororey
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John Wakiumu
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Sean De Cleene
*Vice President, Business
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Lilian Nyang'aya
Chief Finance Officer



**Victoria
 Chelangat Sabula**
*General Counsel &
 Corporation Secretary*



David Maingi
Head of Communications



**Elizabeth
 Chemengen Titoo**
*Director of Human
 Resources*



Fadel Ndiame
*Head of West Africa
 Region*



**Dr. Rebbie
 Harawa**
*Head of Soil Fertility &
 Fertilizer Systems*



Dr. Richard Jones
*Chief of Party, USAID's
 Scaling Seeds and
 Technologies Partnerships*



Sylvester Kisonzo
*Head of Information,
 Communication &
 Technology*

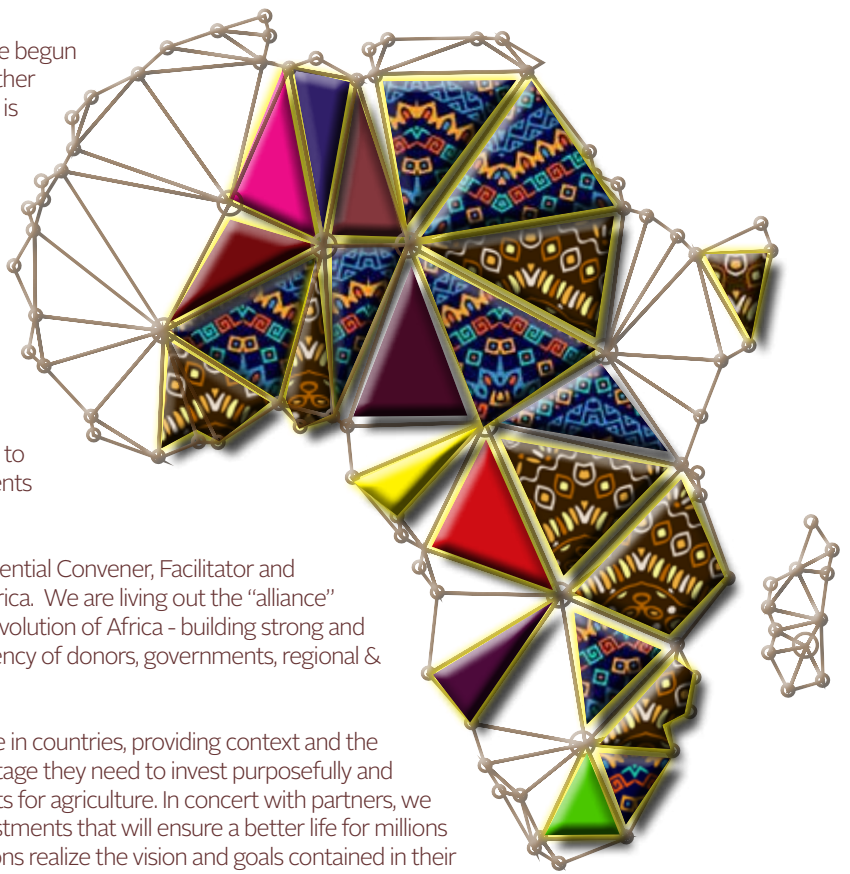


African leaders across every sector have begun to see that smallholder agriculture, rather than being synonymous with poverty, is in fact vital to the future of the continent.

AGRA has played an important role in this change. Since inception in 2006, AGRA has built thousands of local partnerships that have brought advanced agricultural knowledge and tools to 15 million farmers in 18 countries. From 2016, AGRA is building on its successes to implement a new five-year strategy designed to initially revolutionize agriculture for 30 million farm households in 11 countries and progressively to other countries that have shown commitments towards agricultural transformation.

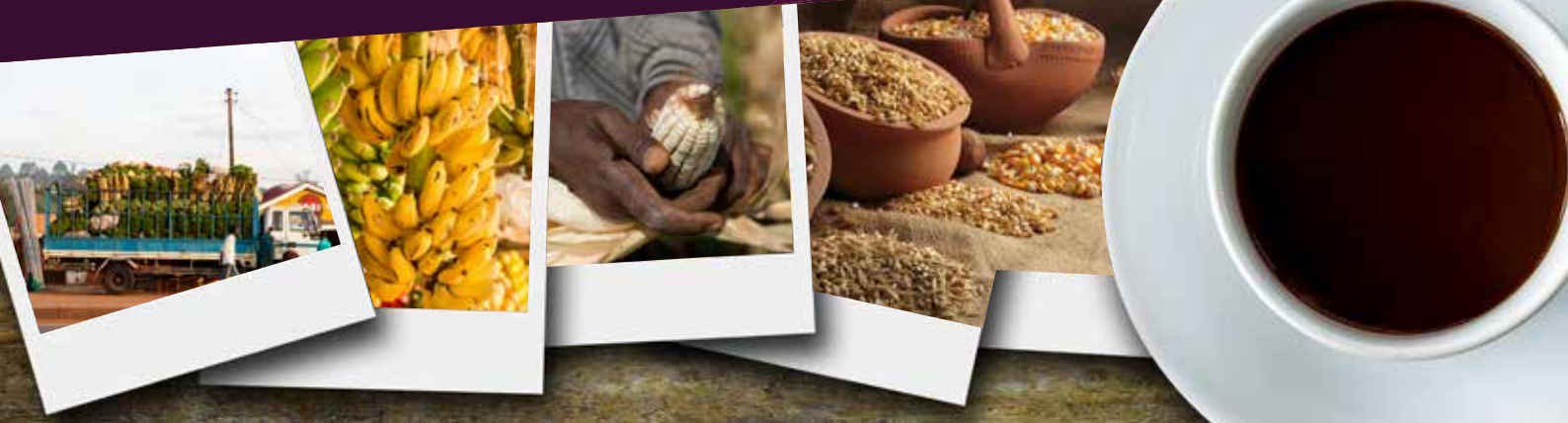
AGRA is now pitted to be a leading and influential Convener, Facilitator and Catalyst for agricultural transformation in Africa. We are living out the “alliance” component of the Alliance for the Green Revolution of Africa - building strong and reliable partnerships with a diverse constituency of donors, governments, regional & continental institutions and grantees.

We are thinking about our role and presence in countries, providing context and the tools that arm African states with the advantage they need to invest purposefully and track progress in line with their commitments for agriculture. In concert with partners, we are catalyzing policies and securing the investments that will ensure a better life for millions of Africa’s farmers and families, helping nations realize the vision and goals contained in their National Agricultural and Food Security Investment Plan(s) (NAFSIP) - initially with 11 countries but also for others that have shown the commitment towards an agricultural transformation.



2016 Progress

By Country



Burkina Faso

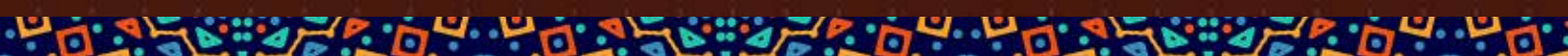
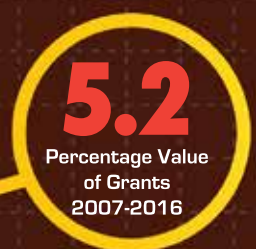
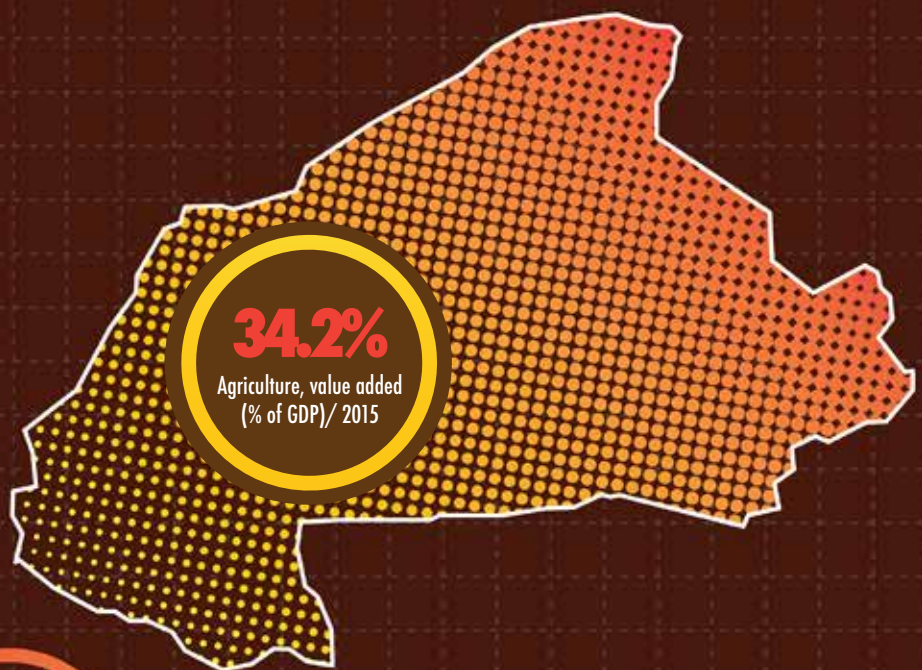


	National Institutions	Technologies	Building Systems
118,152 Farmers using improved seeds	11 PhDs funded in plant breeding and agronomy	95,582 Hectares cropped with ISFM technologies	35 AGRA grants for country programs
59,246 Farmers trained in post-harvest handling, quality standards, storage, structured trading	29 MSc students funded in crop science and soil science	17 Seed varieties released	6 Seed varieties commercialized
			1,379 Agrodealers trained

Burkina Faso has a developed cash crop sector (cotton, sugar) with positive spillover effects on staple crop production by improving the infrastructure and delivery system, including price transparency and fertilizer access. The country is using a resilience and risk mitigation strategy.

AGRA has worked extensively in Burkina Faso and has made investments in different regions of the country by supporting the Government of Burkina Faso in various initiatives including seeds and fertilizer systems development, and the Micro Reforms for African Businesses (MIRA).

In 2016, AGRA provided support to the Government in fertilizer quality control system by strengthening oversight institutions; Supported partners in the private sector working within the seed production and distribution; and facilitated access for smallholder farmers by improving the processing and aggregation.





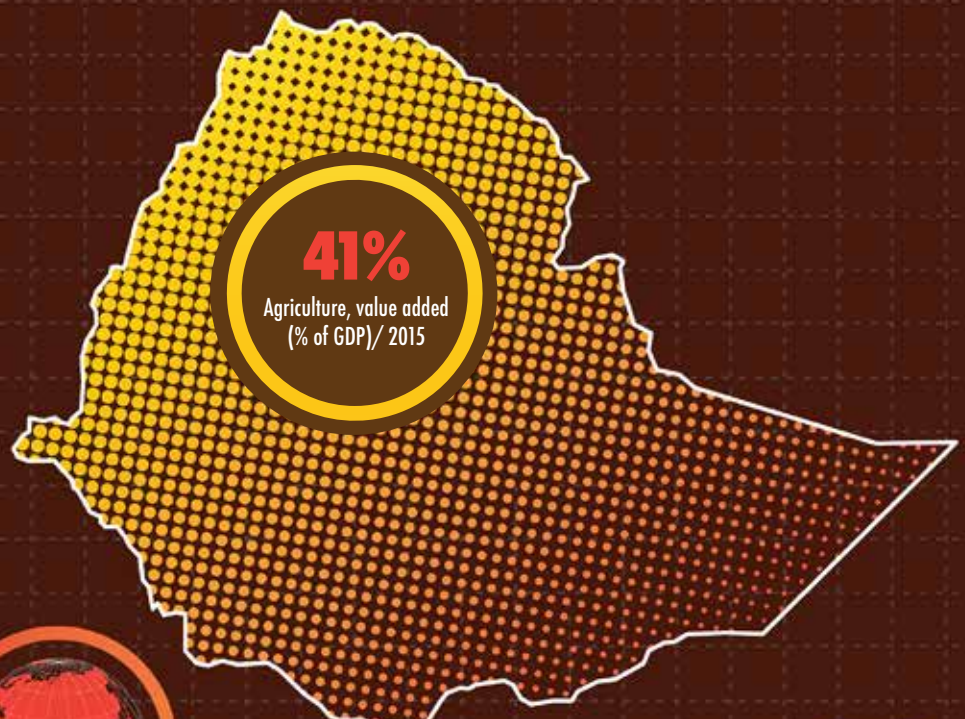
	National Institutions	Technologies	Building Systems
60,945 Farmers using improved seeds	17 PhDs funded in plant breeding and agronomy	25,745 Hectares cropped with ISFM technologies	10 AGRA grants for country programs
81,422 Farmers with knowledge of ISFM	51 MSc students funded in crop science and soil science	23 Seed varieties released	8 Seed varieties commercialized
			1,249 Agrodealers trained

Ethiopia's agricultural sector has grown 29% in value over the last five years, spurred on by strong government leadership and investment in agriculture (over 15% of government expenditure is on agriculture) as well as the efforts of AGRA and other development partners.

AGRA believes it can optimize its impact in Ethiopia by focusing resources and funding on wheat, maize, teff, haricot beans and sorghum in four of Ethiopia's leading regions for agricultural production: Amhara, Oromia and Southern Nations Nationalities People (SNNP) and Tigray.

These crops and regions have been chosen through close examination of the potential for impact and the ease of delivery for AGRA as well as in coordination with Government and partner priorities.

However, Ethiopia still struggles with low yields due to low use of improved seed varieties and poor agronomic practices; and; low prices for farmers due to weak links between farmer organizations and private sector markets and a weak private sector. AGRA is addressing these issues to accelerate the growth of a sector that meets domestic and export demand as well as ensuring that transformation is inclusive of Ethiopia's vast population of smallholder farmers.





	National Institutions	Technologies	Building Systems
261,425 Farmers using improved seeds	21 PhDs funded in plant breeding and agronomy	228,092 Hectares cropped with ISFM technologies	99 AGRA grants for country programs
81,981 Farmers trained in post-harvest handling, quality standards, storage, structured trading	38 MSc students funded in crop science and soil science	46 Seed varieties released	36 Seed varieties commercialized
			5,250 Agrodealers trained

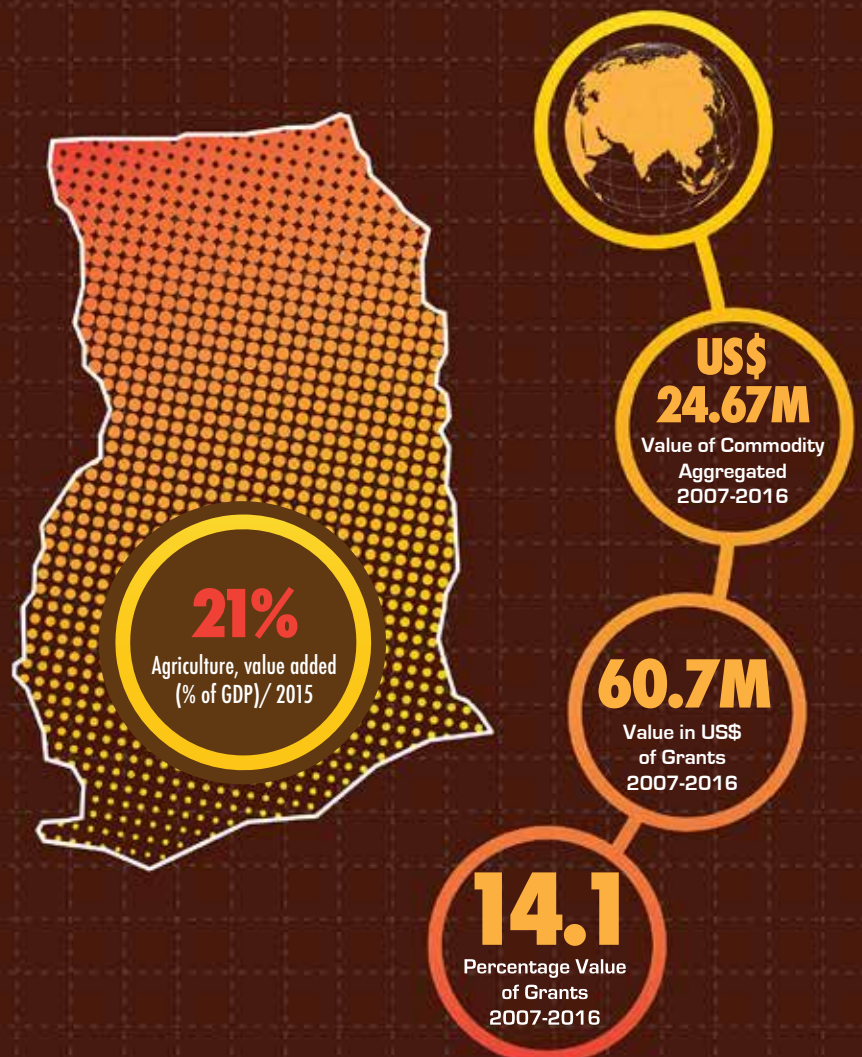
With 50% of exports tied to oil and gold GDP growth has ebbed. Ghana has however been able to simultaneously cut its fiscal deficit. Agriculture has had positive contribution to GDP and is expected to drive growth in 2017.

High inflation of more than 18% is prevalent despite government attempts to tighten monetary policy. This has driven up interest rates, severely tightening credit in the recent past.

Ghana's agricultural sector is characterized by low yields for staple as well as cash crops. Cereal yields are estimated at 1.7t/ha compared to the regional average of 2.0 t/ha with the potential yield in excess of 5.0t/ha (World Development Indicators, WDI, 2016).

The Ghanaian government is committed to agriculture, having recently met the CAADP Maputo target of 10% total government expenditures for agriculture investments. Depressed commodity (i.e., gold and oil) prices will all but ensure that this focus is maintained.

AGRA has developed a reputation as a critical supporter of the private sector seed supply in the country. It has also established its presence regionally through an in-depth understanding of the national and ECOWAS agricultural priorities.



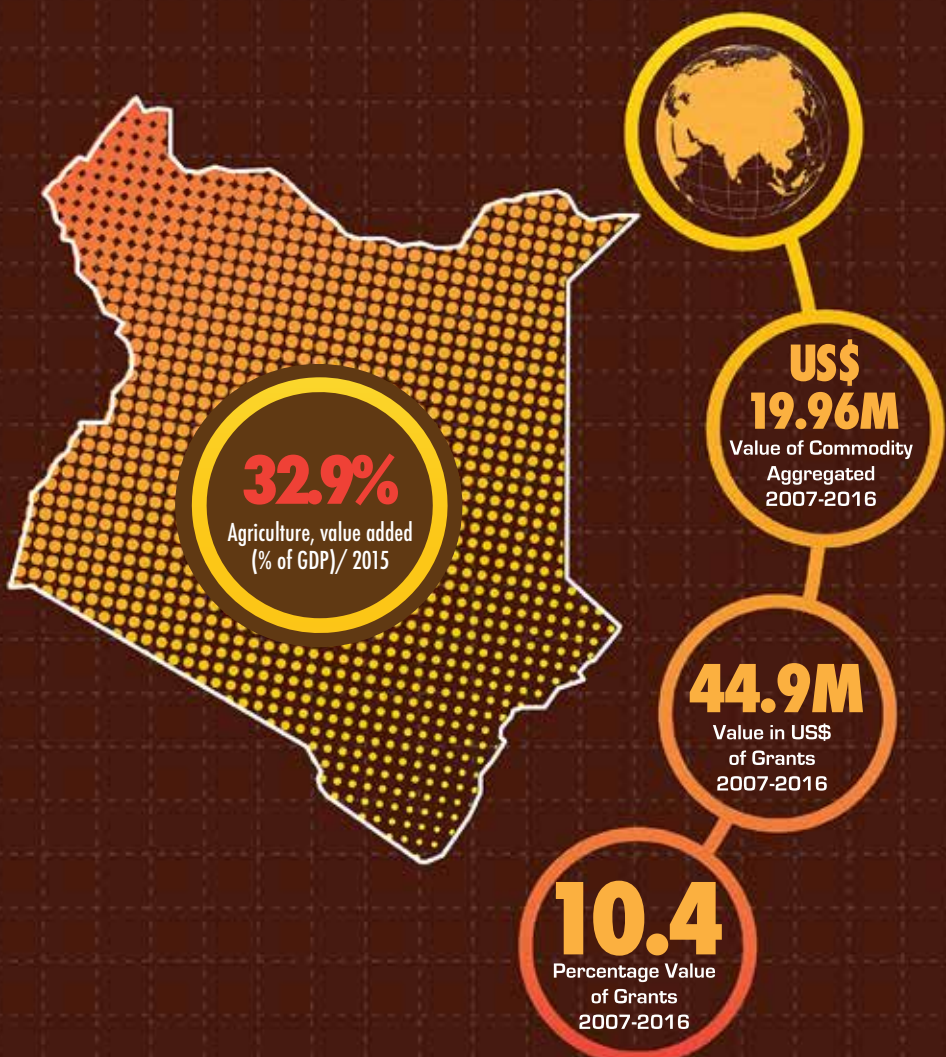


	National Institutions	Technologies	Building Systems
181,173 Farmers using improved seeds	24 PhDs funded in plant breeding and agronomy	116,190 Hectares cropped with ISFM technologies	89 AGRA grants for country programs
164,651 Farmers trained in post-harvest handling, quality standards, storage, structured trading	31 MSc students funded in crop science and soil science	98 Seed varieties released	71 Seed varieties commercialized
			147 Aggregation centres supported

AGRA is focusing on supporting initiatives that use market pull to sustain an agriculture transformation by strengthening private sector investment in staple crops. This focus is informed by a well-developed private sector and enabling environment in Kenya, improved marketing opportunities and greater marketing efficiencies to provide the impetus for smallholder farmers to increase production and correctly invest in yield-enhancing technologies.

AGRA's comparative advantage for the delivery interventions, lies in a long history of providing grants and supporting initiatives in Kenya. AGRA has delivered over US 40 million in grants in Kenya.

AGRA has developed an unparalleled array of networks from farmers through to private sector actors along the value chain to the highest levels of government. This have provided AGRA with a strong understanding of models that work and therefore apt for growth and scale up.





	National Institutions	Technologies	Building Systems
80,528 Farmers using improved seeds	9 PhDs funded in plant breeding and agronomy	55,446 Hectares cropped with ISFM technologies	50 AGRA grants for country programs
44,891 Farmers trained in post-harvest handling, quality standards, storage, structured trading	31 MSc students funded in crop science and soil science	33 Seed varieties released	20 Seed varieties commercialized
			70 Aggregation centres supported

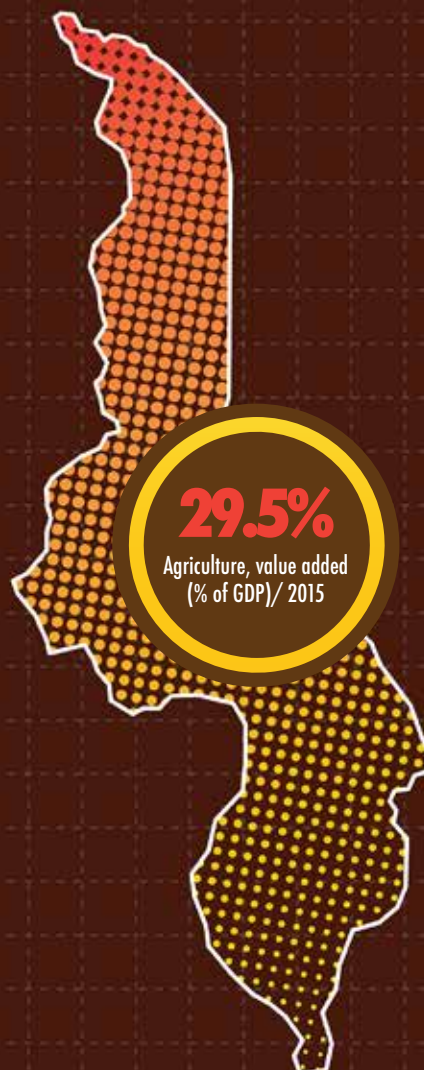
Agriculture is the undisputed cornerstone of the Malawian economy accounting for 30% of gross domestic product (GDP), over 90% of foreign exchange earnings and an estimated 80% of employment.

Malawi's Farm Input Subsidy Programme (FISP) has shown positive impacts on maize production and net crop income but has challenges in relation to its financial sustainability and to identification and targeting of beneficiaries.

Malawi is one of 13 African countries that met the agreed 10% target of CAADP commitments.

Malawi has erratic weather patterns that fluctuate between low rainfalls and floods. It experienced drought between 2014 – 2016 and in 2016, the President declared the drought a national disaster.

AGRA's interventions in Malawi are premised on enhancing a demand pull that responds to market needs while leveraging on past investments that have provided key lessons in accelerating results.



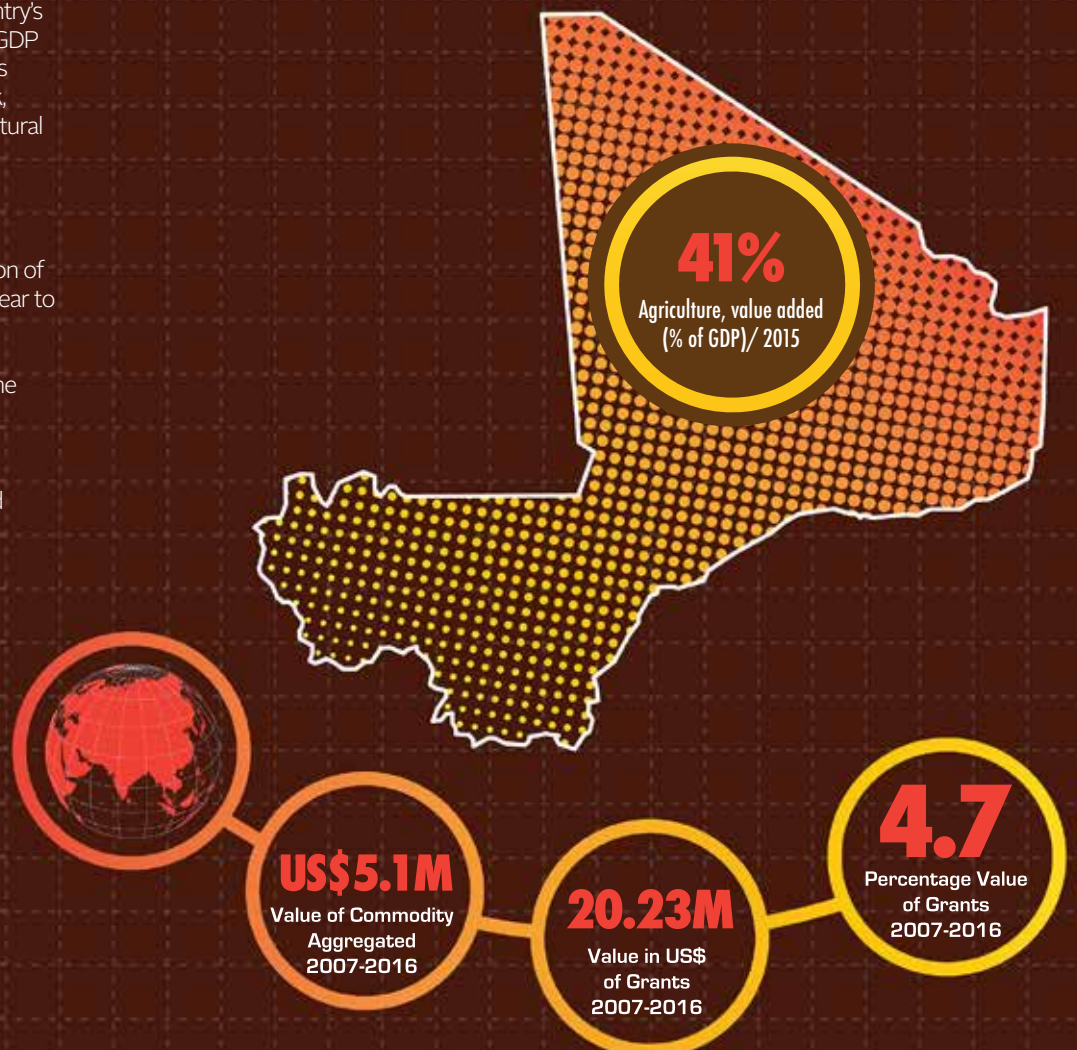


	National Institutions	Technologies	Building Systems
178,886 Farmers using improved seeds	11 PhDs funded in plant breeding and agronomy	271,990 Hectares cropped with ISFM technologies	47 AGRA grants for country programs
37,773 Farmers trained in post-harvest handling, quality standards, storage, structured trading	29 MSc students funded in crop science and soil science	77 Seed varieties released	28 Seed varieties commercialized
			4,689 Agro-dealers trained

Agriculture employs 80% of the country's population, accounts for 42% of the GDP and generates about 75-80% of Mali's export earnings. Cotton and livestock, rather than cereals, dominate agricultural export earnings and volume.

Malian leadership has demonstrated a commitment to agricultural transformation through their allocation of 16% of the national budget year on year to agriculture since 2008.

Millet, sorghum, maize, and rice are the basic staple crops produced across breadbasket regions. 90% of Malian farmers produce these grains for subsistence. The average overall yield for these crops stands at 70% of the potential.



Mozambique

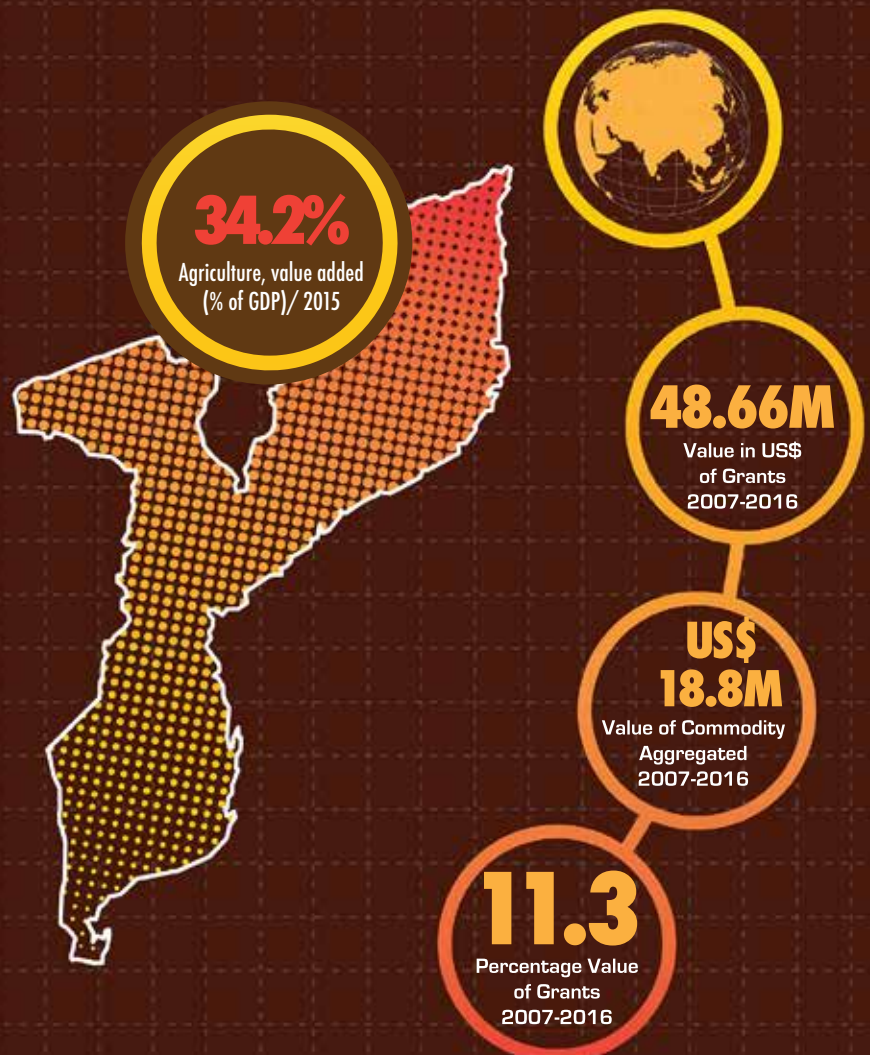


	National Institutions	Technologies	Building Systems
191,354 Farmers using improved seeds	6 PhDs funded in plant breeding and agronomy	166,976 Hectares cropped with ISFM technologies	57 AGRA grants for country programs
135,140 Farmers trained in post-harvest handling, quality standards, storage, structured trading	42 MSc students funded in crop science and soil science	45 Seed varieties released	37 Seed varieties commercialized
			1,193 Agro-dealers trained

Mozambique is a food deficit country with significant private sector interest and favorable agro-ecologies across the country. This, in itself, makes Mozambique prime for increased food production and in response to market signals – a market demand-driven agricultural transformation.

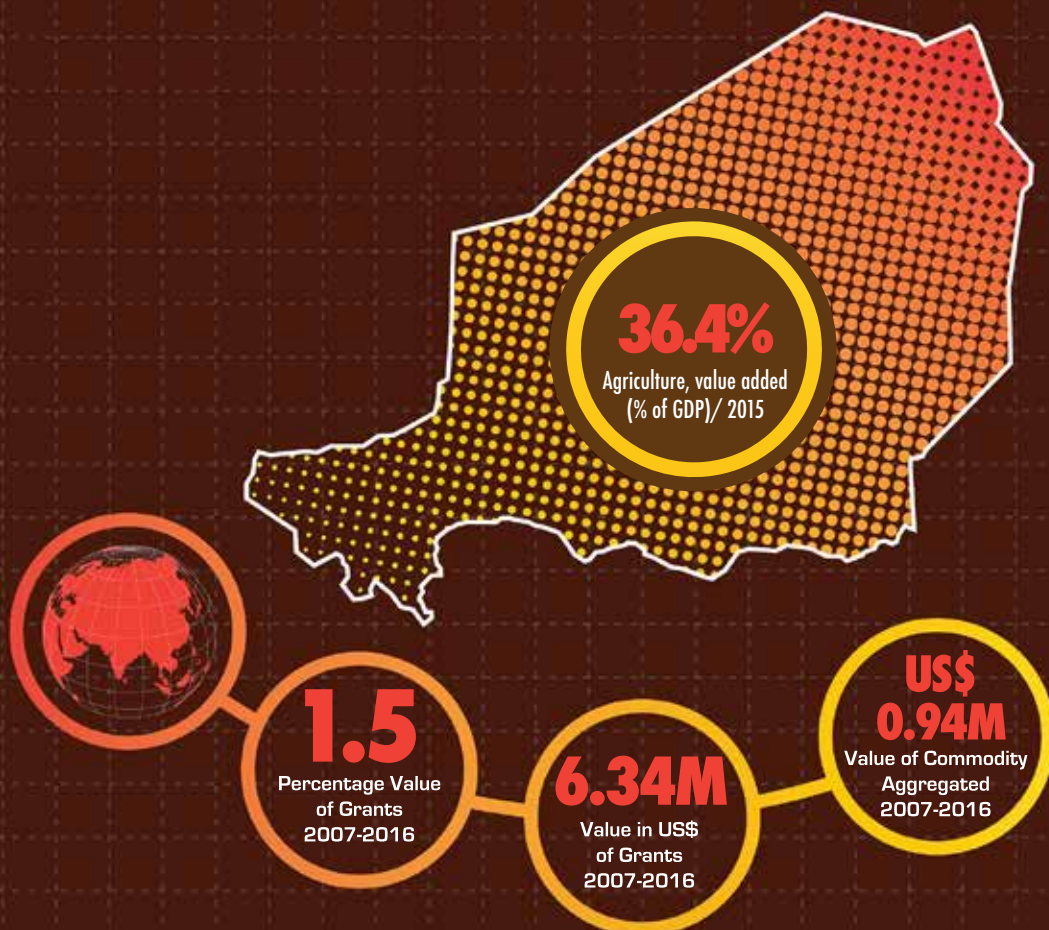
Out of eight development corridors, in the country, AGRA has set to focus on Nacala and Beira Corridors, and The Zambezi Valley.

AGRA is providing a mix of direct grants and technical assistance, while convening partnerships between farmers, value chain actors and financial service providers.





	National Institutions	Technologies	Building Systems
103,453 Farmers using improved seeds	12 PhDs funded in plant breeding and agronomy	100,437 Hectares cropped with ISFM technologies	15 AGRA grants for country programs
12,175 Farmers trained in post-harvest handling, quality standards, storage, structured trading	22 MSc students funded in crop science and soil science		1,726 Agro-dealers trained



Nigeria

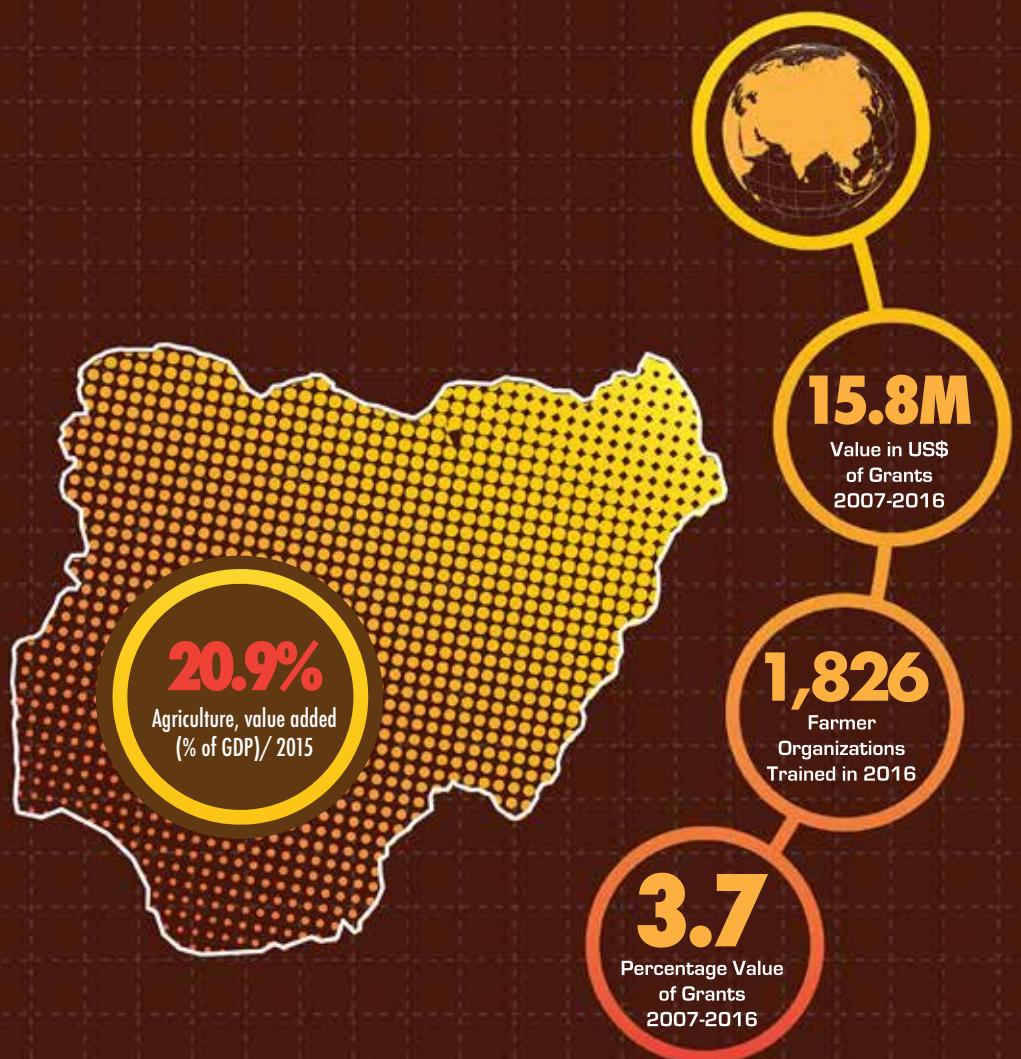


	National Institutions	Technologies	Building Systems
60,945 Farmers using improved seeds	20 PhDs funded in plant breeding and agronomy	25,745 Hectares cropped with ISFM technologies	43 AGRA grants for country programs
145,480 Farmers with knowledge of ISFM	27 MSc students funded in crop science and soil science	19 Seed varieties released	11 Seed varieties commercialized
			4,132 Agro-dealers trained

AGRA's theory of change for Nigeria is that supporting the Government of Nigeria's Agriculture Policy Promotion in areas that catalyze and leverage private sector investment at strategic stages of the agricultural value chains will both scale up and reduce the time required for benefits to be realized by smallholder farmers. This should increase food and nutrition security, boost economic growth, propel job creation and youth employment, reduce poverty, and support socio-economic and demographic stability.

Nigeria has unique advantages that make it poised for rapid impact and agricultural transformation, specifically: Several private sector off-takers with the capacity to purchase and process grains at scale; A negative trade balance in focus crops (e.g., rice, maize) that allow for immediate import substitutions; and A national risk sharing mechanism (NIRSAL) to more readily provide access to credit for farmers and actors across the value chain.

However significant Institutional challenges arising from execution and coordination of policy implementation across federal, state and local government departments and agencies of the governments exist.





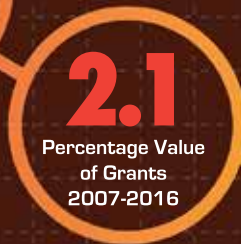
	National Institutions	Technologies	Building Systems
86,756 Farmers using improved seeds	8 PhDs funded in plant breeding and agronomy	56,130 Hectares cropped with ISFM technologies	29 AGRA grants for country programs
71,642 Farmers trained in post-harvest handling, quality standards, storage, structured trading	29 MSc students funded in crop science and soil science	46 Seed varieties released	42 Seed varieties commercialized
			440 Agro-dealers trained

With more than 70 % of population in the agricultural sector and with a consistent GDP growth of 7%, agriculture is the driver of Rwanda's economic growth and poverty reduction at more than 45 %, and contributing 32.7% of GDP. Rwanda is now well positioned to close the yields gap and move agriculture to the next level of transformation from subsistence to a more professional and commercial oriented mode of farming.

The national government plays a key role in driving this progress, channeling approximately 10.2% of the national budget into the agricultural sector.

Despite the progress made in the agricultural sector, there are still factors impeding a sustained agricultural transformation due to limited private sector participation and investment in the sector .

AGRA will sustain the progress towards Rwanda's agricultural transformation with targeted interventions geared at optimizing the yields of small holder farmers in strengthening the private sector in selected value chains.



Tanzania



	National Institutions	Technologies	Building Systems
782,839 Farmers using improved seeds	14 PhDs funded in plant breeding and agronomy	170,884 Hectares cropped with ISFM technologies	105 AGRA grants for country programs
193,663 Farmers trained in post-harvest handling, quality standards, storage, structured trading	32 MSc students funded in crop science and soil science	48 Seed varieties released	37 Seed varieties commercialized
			7,066 Agro-dealers trained

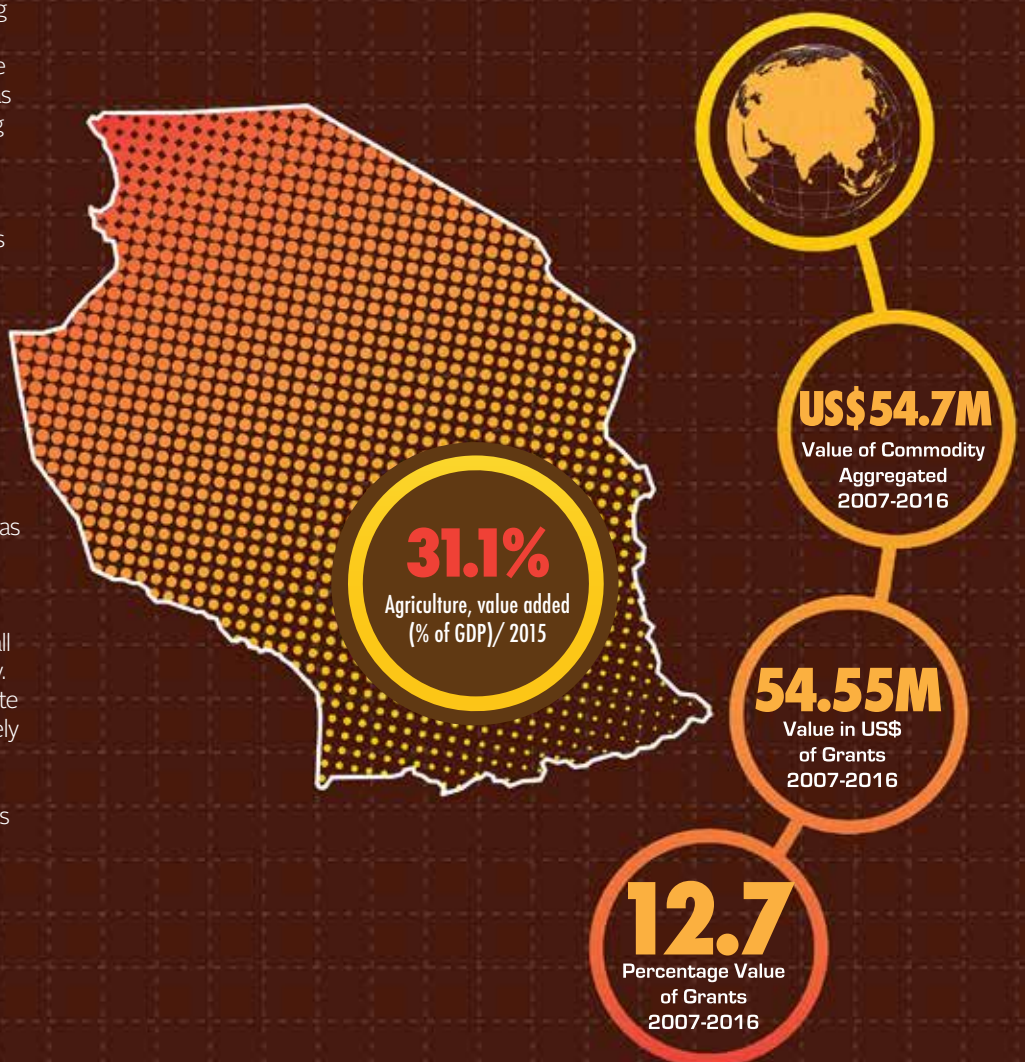
Tanzania has recently experienced strong economic growth and a low rate of inflation, with GDP growing ~7% over the past several years. Agricultural growth has remained below 4%, despite contributing ~29% to national GDP.

The country's 5th President was elected in October 2015 and has chosen to focus on agricultural industrialization. Some of the country's biggest challenges lie in infrastructure constraints, particularly electricity, irrigation, roads, and ports.

65%+ of Tanzanians are employed in agriculture. The country's annual production exceeds domestic consumption. Exports are traded across borders into Kenya and Southern Africa, as well as via ports in Dar Es Salaam

Going forward, market-led agricultural development has become a mantra for all agriculture-related discussions and policy. However, recent export bans demonstrate that the policy environment is still relatively unstable.

Donor (and AGRA) focus on Tanzania has been strong. AGRA has past and current programs in Southern and Northern Highlands, with expertise across inputs and markets, as well as pre-existing relationships with grantees and major partners.





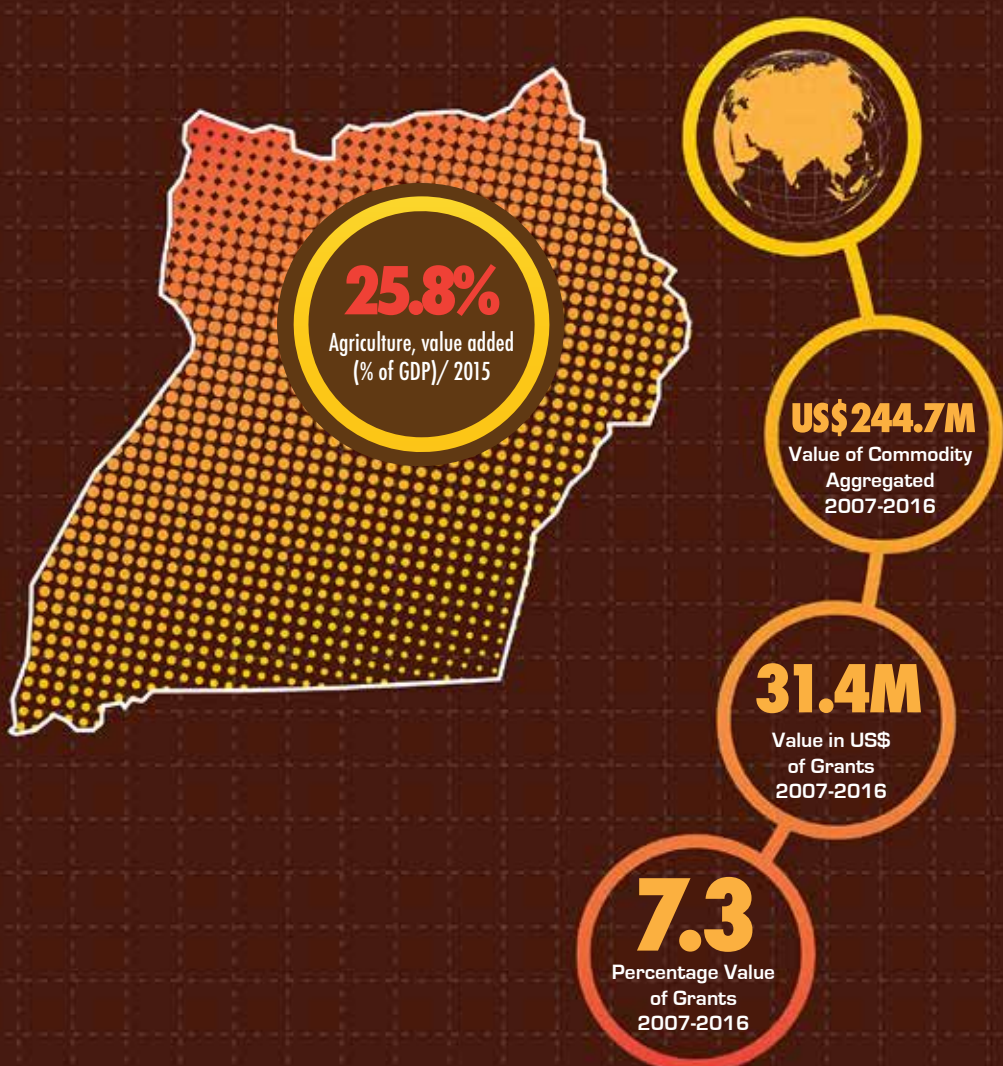
	National Institutions	Technologies	Building Systems
141,569 Farmers using improved seeds	20 PhDs funded in plant breeding and agronomy	82,327 Hectares cropped with ISFM technologies	58 AGRA grants for country programs
45,280 Farmers trained in post-harvest handling, quality standards, storage, structured trading	38 MSc students funded in crop science and soil science	59 Seed varieties released	56 Seed varieties commercialized
			1,405 Agro-dealers trained

Agriculture accounts for 25.3% of GDP and employs around 72% of the population, of which 77% are women and 63% are youth, mostly in rural areas

Leveraging Excellence in Agricultural development Project; brings together Uganda's most powerful leaders to provide solutions for agriculture. This initiative is important to AGRA's work as it provides evidence that is critical in advocacy.

Uganda Commodity production and Marketing Activity has invested in four SMEs in the maize, coffee and beans value chains. The initiative has also lead to the development of the "OBAMA Drier" to reduce Post-Harvest Losses and an ICT platform for VC integration. AGRA initiatives in Uganda are a good platform to raise awareness and use of the technologies developed under this initiative.

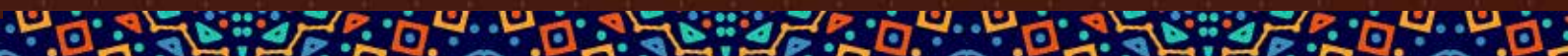
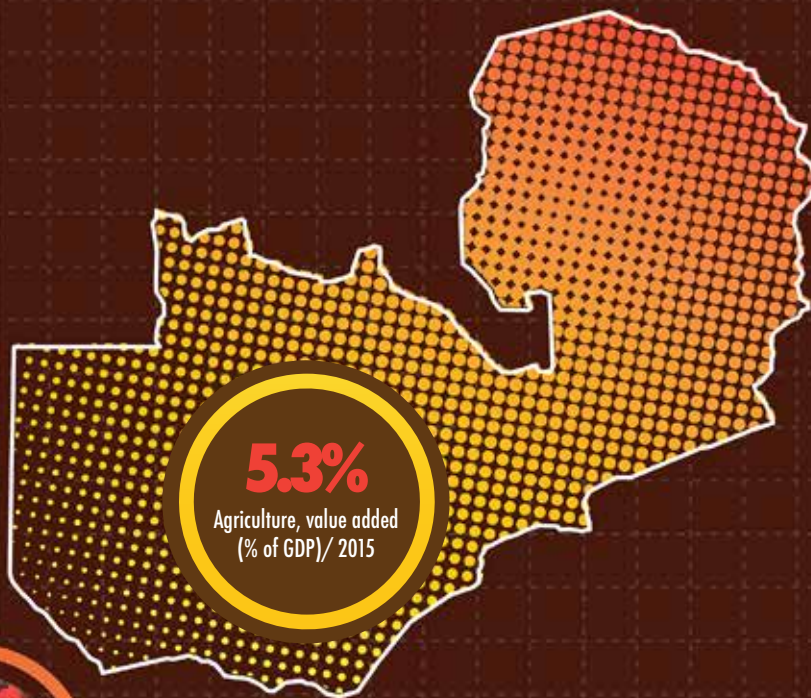
Uganda Incentive based Risk Share for agricultural lending (UIRSAL) provided AGRA with an opportunity to work with the Ministry of Finance to set up an incentive based risk share facility expected to increase the amount of credit and reduce costs in the agricultural sector.



Zambia



	National Institutions	Technologies	Building Systems
65,603 Farmers using improved seeds	11 PhDs funded in plant breeding and agronomy	46,038 Hectares cropped with ISFM technologies	24 AGRA grants for country programs
95,100 Farmers trained in post-harvest handling, quality standards, storage, structured trading	24 MSc students funded in crop science and soil science	13 Seed varieties released	8 Seed varieties commercialized
			1,797 Agro-dealers trained



AGRA's 2017-2021 Strategy

AGRA's strategic approach is based on a rigorous strategy development and country planning process undertaken in consultation with partners to design a highly relevant and pragmatic approach to catalyzing an inclusive agriculture transformation. AGRA's definition of and approach to agriculture transformation is strongly aligned to well-researched and commonly held theories advanced by leading experts, it draws from AGRA's 10-year on-the-ground experience working to catalyze an agricultural transformation and is crafted with support from strategy experts and benefits from validation by country stakeholders and continental experts.

30 Million Households



AGRA's 2017-2021 strategy builds on both the accomplishments and the lessons of the past decade to deliver sweeping results for Africa's smallholder farmers.

AGRA's plan is ambitious: to contribute to doubling the yields and incomes of 30 million targeted smallholder households in targeted countries. That's a significant number in itself, but the indirect impact will be much larger. By showing the possibilities of a smallholder farmer-centered, African-led, partnership-driven African agriculture, AGRA will help catalyze investments that reach hundreds of millions of people.

11 Countries +



AGRA will support initially 11 African countries (and others - based on readiness for transformation) on a pathway to create and sustain agricultural transformation.

The investment will empower AGRA to work through an ecosystem of public and private partners to work with government and private sector to overcome bottlenecks and unlock transformation. As part of this effort, AGRA will work to generate evidence and follow up with targeted technical planning and coordination support to government.

Transformation Agenda



AGRA's overall goal is to catalyze and sustain an Inclusive agricultural transformation in Africa to increase incomes and improve food security. For 9 million households, this will be done through the direct action of AGRA, grantees and partners, to increase productivity, access to markets and finance in countries where it seeks to catalyze an agricultural transformation.

AGRA will help smallholder farmers adopt an integrated package of technologies-improved seeds, fertilizers, and agronomic practices that have the capability to close the yield gap among key staple crops and consequently improve smallholder farmers' well-being

Private Sector Focus



For 21 million households, this will be done indirectly by AGRA working through partnerships and support to government, other partners and by investing in mechanisms that unlock the engagement and power of private sector.

This investment will further enhance productivity gains, access to markets and finance in a few countries where an agricultural transformation is already under way, but needs to be sustained.

CAADP Centric



AGRA's goal and objectives are well aligned with the CAADP objective of agriculture led economic development, inclusive agriculture growth and strengthened system capacity to deliver results. It is also aligned to the Sustainable Development Goals (SDGs) vision for poverty eradication, food security, inclusive and sustainable growth and resilience to climate change.

AGRA's objectives are well aligned to individual country objectives.



2016 Milestones



AGRA@10: Shared Success



The Shared Success photography collection offered a genuine insight into the diverse range of farming communities and institutions that have been supported by AGRA and Rockefeller Foundation over the past decade. The collection captures the triumphs of men, women and communities that have benefitted from the steady transformation taking place in Africa's agricultural sector

Ten years ago, The Rockefeller Foundation and The Bill & Melinda Gates Foundation, funded the creation of the Alliance for a Green Revolution in Africa (AGRA) to deliver a uniquely African Green Revolution.

During the past decade, AGRA has strengthened Africa's agriculture sector, improving the lives of millions of smallholder farmers and growing economies in over 18 African countries. AGRA works to integrate, seeds, soil management, financial services, post-harvest management, and market access to transform agriculture on the continent.

Today, across Africa, significant milestones are being achieved on the millions of small family farms that are Africa's main source of food, employment, and income.

For its 10th Anniversary, AGRA in partnership with Rockefeller Foundation hosted a standing exhibition - a unique anthology of photographs capturing moments in the 10 year journey towards

Africa's agricultural transformation. The exhibition, dubbed - Shared Success offered real insights into the continent's diverse range of farming communities and institutions supported by both AGRA and Rockefeller Foundation and captured in a moment their stories, struggles and triumphs.

The photo exhibition depicted AGRA's impact on the continent and its people, with a focus on five areas of accomplishment: reducing food waste and spoilage; farmer training; seed production; improved market access and innovation.

Captured by photographer Kate Holt and her team comprising: Mwangi Kirubi, Karel Prinsloo and Sam Wolson, they offered a vision of transformation, hope, and the promise of resilience and continued progress for farmers and for food security in the next decade and beyond as communities seize this unique moment to secure Africa's rise through agricultural transformation.



In the past year, we have been on a journey to steer AGRA towards being a preferred partner for agricultural transformation in Africa. We have developed a new strategy and 11 country business plans in line with this ambition. We are now executing a new business model and processes to achieve our ambition over the next five years.

This reorganization has been themed **'Tuned to Transform'** and provides for new integrated and automated operational plans and revamped organizational capabilities, AGRA corporate culture and change management for success.

Firstly, we will continue to be focused on catalyzing the agricultural transformation of Africa. That is our lifeblood; it is the reason we exist.

Secondly, we aim to be the partner of choice, the go-to-partner for our technical and innovative approaches to transformation by governments, private sector and influencers on the continent and beyond.

This means that we are living the "alliance" component of the Alliance for the Green Revolution of Africa. We are building strong and reliable partnerships with a diverse constituency of donors, governments, regional & continental institutions and grantees.



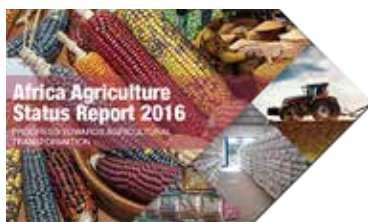
The 2016 African Green Revolution Forum (AGRF) hosted in Nairobi by the Government of Kenya, AGRA and its partners, delivered a massive infusion of both financial, political and policy commitments to African farmers and agriculture businesses on a continent eager for new, more inclusive opportunities for economic growth.

The Forum attracted more than 1,500 delegates from 40 countries, including African Heads of State, global business leaders, government ministers, farmers, agribusiness firms, financial institutions, NGOs, civil society groups and scientists, as well as international development and technical partners.

They pledged more than US \$30 billion dollars in investments over the next 10 years to increase production, income and employment for smallholder farmers and local African agriculture businesses.

This is the largest single package of financial commitments ever delivered to African agriculture. It is backed by the broadest coalition ever assembled to support a transition from subsistence to income-earning agriculture in Africa.

The AGRF partners concluded the meeting by embracing a detailed action plan that commits them to achieving specific milestones over the next 16 months as part of the “Seize the Moment” campaign that also served as the theme for AGRF 2016.



A decade of intense domestic attention to farmers and food production has generated “the most successful development effort” in African history, with countries that made the biggest investments rewarded with sizeable jumps in both farm productivity and overall economic performance. This is according to the 2016 Africa Agricultural Status Report released by the Alliance for a Green Revolution in Africa (AGRA) at the 2016 Africa Green Revolution Forum (AGRF) in Nairobi.

The document provides an in-depth and unsparing review of an incredibly active ten-year period for African agriculture — one that AGRA frames as a prelude for potentially big things to come. The analysis served as a curtain raiser for AGRF, which attracted heads of state and high-level officials from around the world.

The report finds that “after decades of stagnation, since 2005 much of Africa has enjoyed sustained agriculture productivity growth,” and as a result, poverty rates have declined in places like Ghana, Rwanda, Ethiopia and Burkina Faso. The report notes that agriculture has had its biggest impact in countries that moved quickly to embrace the African Union’s Comprehensive African Agriculture Development Plan (CAADP)



The campaign, “Seize the Moment” was first launched in April 2016 at the Comprehensive African Agriculture Development Plan (CAADP) Partnership Platform in Accra, Ghana. It has quickly become a rallying point for accelerating work around the African Union’s 2014 Malabo Declaration on Accelerated Agricultural Growth and the United Nations’ Sustainable Development Goals (SDGs).

The campaign is a moment for private sector to unite key stakeholders in the agricultural landscape around a common agenda of stimulating the acceleration of agriculture-led structural transformation at country and regional level that would ensure better lives for millions of farmers and families especially women and the youth.

It is a moment for governments to strengthen execution; to move beyond bold strategies, reforms and policies and focus on stronger implementation and accountability mechanisms that can drive investments, partnerships and actions to catalyse an inclusive agricultural transformation.

It calls on Non-State Actors to unite and convince African governments, regional institutions, development partners and other key stakeholders that our future lies in the speedy transformation of our nations’ agricultural sectors through the commitments agreed to under the 2014 CAADP Malabo Declaration.

2016 Africa Food Prize



Securing our future

That agriculture is Africa's largest source of income and the biggest opportunity to eliminate poverty across the continent cannot be over-emphasized. Neither is there any doubt that the sector requires increasing technical solutions and motivation of key players along the value chain, to make it attractive enough to benefit of millions of vulnerable groups.

The launch of the Africa Food Prize (AFP) in 2016, previously known as the Yara Prize, cannot have come at a better time, with the agriculture sector in Africa requiring more investment, innovation, and motivation to achieve an agricultural transformation that creates a new era of food security and economic opportunities for all Africans.

The Africa Food Prize began as the Yara Prize, and was established in 2005 by Yara International ASA in Norway to honor achievements in African agriculture. Moving the Yara Prize to Africa in 2016 and rechristening it the Africa Food Prize gave the award a distinctive African home, African identity and African ownership.

The significance of the Prize borders on the recognition of outstanding efforts by individuals and institutions at transforming people's lives through agriculture.

What is fundamental is that: "The Africa Food Prize seeks to encourage, inspire, reward, and celebrate excellence to bring about transformation in the agriculture sector in Africa," says H. E. Olusegun Obasanjo, Chair of AFP.

The US\$100,000 prize is awarded annually at the African Green Revolution Forum (AGRF).



Dr. Kanayo F. Nwanze, the immediate former President of the Rome-based International Fund for Agricultural Development (IFAD), was awarded the inaugural Africa Food Prize at the 2016 African Green Revolution Forum in Nairobi.

The Africa Food Prize Committee, chaired by Olusegun Obasanjo, former President of Nigeria, selected Dr. Nwanze for his outstanding leadership and passionate advocacy in putting Africa's smallholder farmers at the center of the global agricultural agenda.

"Dr Nwanze is a model for how a great leader can make a difference in the lives of people on the ground," said Obasanjo. "Whether that leader is the head of a global institution, a head of state or a head of small organization, Dr Nwanze's accomplishments on behalf of African farmers are a reminder of what's possible when you combine passion, good ideas, commitment, focus, hard work and dedication".

Alongside his tireless advocacy, Dr. Nwanze is credited with reorienting IFAD's work to focus more on making small-scale farming a viable business, as well as expanding IFAD's presence in developing countries to increase the organization's effectiveness. The Prize also acknowledges Nwanze's courage in reminding African leaders to go beyond promising development and change to delivering it.

"I would like to dedicate this award to the millions of African women who silently toil to feed their families," said Dr. Nwanze. "No nation has been able to transform itself without giving women the same rights and opportunities as men. Our hope for future generations rests with African women who bear and raise our young people who will shape the African continent in the years to come."



Emime Ndiokubwayo,
Program Officer, Policy & Advocacy

I am privileged to work for AGRA and contribute to the achievement of Africa's agricultural transformation - raising incomes and driving food security for many people on the continent. To do this we must double our efforts with our partners to catalyze resources and capabilities for transformation to happen.

I am not a farmer but I grew up in a farming family and all my education came from my parents' resources in addition to Government support. I grew up farming as well but that was the last part I enjoyed in my life as it was tough except in some instances. I never thought I would be doing agriculture in my life. But with many years in human rights field and policy advocacy, I promised myself to fight for socio-economic human rights.

The right to food and development for many vulnerable groups in Africa, women, children, youth, etc. must be realized and someone has to contribute to that. I am that person who feels the responsibility to work with others to advocate for food security rights.

I am Tuned to Transform!





Ghana

The Seed Policy Node and Hub program worked on the harmonization of seed regulations across the Economic Commission of West Africa States (ECOWAS) including commissioning studies on review of quality assurance manual, adoption rates of improved seeds by small scale farmers, seed certification manual, review of the national seed quality and certification manual and national seed plan in 2015.

The Council of Agricultural Ministers of ECOWAS had earlier agreed to gazette the ECOWAS seed regulation in 2008 to harmonize the rules governing quality control, certification and marketing of plant seeds and seedlings in region.

In Ghana, the legislative framework requires ECOWAS gazettelements be approved by Parliament before implementation.. This requirement stalled the process due to a lack of fundst o bring Parliamentary Select Committee on Agriculture, Food and Cocoa affairs together. The Micro Reforms for African Agribusiness (MIRA) Coordinators visited the Ghana Attorney General to restarted the legislative process,, worked with the Director of Crop Services and supported a parliamentary concensus workshop. The Parliament finally ratified the ECOWAS harmonized Seed Regulations in July 2016.

Similarly, the Seed Health Node and Hub worked on the harmonization of fertilizer regulations across ECOWAS including commissioning studies on fertilizer price build-up to provide evidence for engaging government in their intervention to mitigate price hikes.



Tanzania

AGRA Soil Health Policy Node commissioned policy analysis study in 2015 to assess feasibility for increased local fertilizer production and blending in Tanzania. The Study recommended reforms on fertilizer laws and regulations which hinder progress on fertilizer blending and detailed soil mapping to determine limiting nutrients and inform the manufacturing of appropriate blends. The MIRA initiative supported fertilizer industry stakeholder convenings through the Fertilizer Society of Tanzania and Tanzania Fertilizer Regulatory Authority (TFRA) to review and amend the fertilizer regulations of 2011.

The new fertilizer regulations that include reforms on fertilizer registration are awaiting the Minister's approval.

AGRA Soil Health Policy Node commissioned a policy analysis study in 2014 that developed an electronic monitoring and tracking mechanism for National Agricultural Input Voucher Scheme (NAIVS) to improve targeting and efficiency of fertilizer subsidy program. However, the Government abandoned NAIVS in 2014/15 and replaced it with a loan

facility given to farmers in credit groups. in 2016, MIRA supported the drafting of a cabinet paper that made a case for re-introduction of the NAIVS. This drew on previous fertilizer subsidy study commissined by Soil Health Node.

As a resut of this effort, the Government re-introduced NAIVS in 2015/2016 This reform is MIRA first successful change in Tanzania.

In 2011 the Minister of Agriculture issued a circular on licensing private seed firms to deal in public seed varieties. With support from AGRA's MIRA, Southern Agricultural Growth Corridor of Tanzania (SAGCOT) and Tanzania's Policy Process - SERA and the Tanzania Seed Trade Association (TASTA) organized a seed industry stakeholder meeting in 2015 to seek for clarity from Ministry of Agriculture on the circular. These regulations were resubmitted to stakholders at meeting organized by the Ministry. In 2016, the regulations were presented to the Minister of Agriculture for review and signature. The Regulations are planned for commissioning in 2017.



Nigeria

The MIRA Nigeria project plays a significant role in strengthening the capacity of Nigerian Agribusiness Group (NAGB) to lead the coordination and facilitation of MIRA activities. NAGB organized a public-private platform in Nigeria through the Fertilizer Producers and Suppliers Association of Nigeria (FESPAN), the Seed Entrepreneurs Association of Nigeria (SEEDAN), other private sector organizations, and the Federal Ministry of Agriculture and Rural Development (FMARD).

The NAGB led the planning, coordination and management of the reform options through the various administrative and legislative processes and stages of government approval prior to implementation. The key policy recommendations of the NAGB Presidential Presentation Committee are underpinned by MIRA reforms in agri-inputs and services and market price stabilization mechanisms. The MIRA Nigeria reforms focus on the Fertilizer Quality Control Bill and the Revised Seed Act.

The NAGB presented the agri-inputs and market price stabilization

reform options targeted under the project during the Federal and State government-led National Council on Agriculture and Rural Development (NCARD) Conference in Kano.

The Fertilizer Quality Control Bill went through the House of Representatives' first reading in December 2015; second reading in January 2016; and third hearing in June 2016. However, it has not yet been debated in the Senate. This Bill is currently at the concurrence stage in the National House of Assembly.

The Revised Seed Bill reform progressed in the House of Representatives from the stage of Second Reading that was conducted on 28 April 2016 to Committee Stage and Public Hearing but has not been debated in the Senate. The Committee Stage and Public Hearing had been scheduled between September and October 2016, although this was postponed to the first quarter of 2017.

A presidential committee on gas and fertilizer was inaugurated by the President in November 2016 with a mandate to ensure that fertilizers were affordable and available throughout the country. This committee is chaired by the Executive Governor of Jigawa State. It draws membership from the relevant ministries, department and agencies.



Ethiopia

Reforms were initiated on the Directive/Guidelines for streamlining of policy processes and procedures for cereals export restrictions. Amongst the reforms introduced were the comprehensive legal framework governing contract farming to support agro-processing and value addition. It included reducing the burden on players within the sector by reviewing import duties on agricultural machinery spare parts, irrigation and drainage equipment, animal feed as well as the ingredients incorporated into compound feeds. A review was initiated

of existing best practices on mechanisms to ensure that export restrictions were implemented in a predictable and transparent manner.

The Agricultural Transformation Agency's progress on the Transformation Agenda, focused on Agribusiness, Markets and Enhanced Implementation Capacity Verticals.

MIRA policy outputs were instrumental in persuading the Government of Ethiopia to lift the export ban on maize. The State Minister for Trade publicly announced this decision at the 4th National Cooperatives Bazar and Symposium.



Fadel Ndiame
Head, West Africa Region

I am participating in a once-in-a-life-time agricultural transformation agenda being pursued in Africa. I am proud to be identified with AGRA because of its vision - that Africa can feed itself and the world and transform agriculture from a solitary struggle to survive to a business that thrives. Being an African farmer's son who grew up to become an agricultural development professional. It is good news for me that AGRA is charting the path to increase prosperity in Africa, by helping to grow more inclusive economies and creating viable jobs for women and youth through agriculture.

As an African institution, AGRA is able to support African governments to prioritize agriculture in their investment plans, set favorable policies to attract private sector investments, and promote win-win partnerships with other key stakeholders and smallholder farmers. A key dimension of AGRA's role is to enable these partnerships by providing customized support to the different partners along the agriculture value chain.

I am Tuned to Transform!





Burkina Faso

The Direction Générale pour la Promotion de l'Economie Rurale (DGPER), Ministère de l'Agriculture et des Aménagements Hydrauliques (MAAH) led the planning and coordination of agricultural policy and regulatory reform options and necessary stages of government approval prior to implementation.

The reforms focused on the Agricultural Sector Investment Code, Warehouse Receipt System (WRS) for agricultural products, marketing regulations to prioritize procurement of domestic agricultural staple products and domestication of ECOWAS harmonized seed and fertilizer laws, and regulations.

A technical committee led by DGPER revised the Agricultural Sector Investment Code document, which was approved by the MAAH and other relevant Ministries. MIRA facilitated the approval of the document, which was submitted to the General Secretariat of the Government for review and approval by the Technical Committee for the Consideration of Draft Bills (COTEVAL) before it was introduced to the Council of Ministers. The decrees for the application of the Code were developed in December 2016.

A technical committee was set up to draft the national strategy for the development of a warrantage and warehouse receipt system. The document was validated by stakeholders and a new draft of the strategy was produced. This now awaits the signature of the Minister of Agriculture.

The reforms on agricultural marketing regulations were

presented to the incoming Minister of Agriculture. To make the case for market reforms, the DGPER made a presentation at the national meeting of rice value chain actors to illustrate how Burkina Faso could successfully market domestic rice production. Consequently, contracts were signed between ministry departments, agencies and local rice suppliers to procure 15,000 tons of domestic rice. A circular was developed and signed by the Secretary-General of MAAH, directing government departments to use domestic products in the meals served during official ceremonies and meetings.



Mali

In Mali the policy and advocacy work was executed through the Observatoire Malien du Marche Agricole, (OMA). Through a series of advocacy meetings, OMA helped to fast-track the approval and adoption of the Warehouse Receipt System law in a bid to pave the way for value chain actors to access finances, warehouses and markets for agricultural products in the region. Other sensitization meetings and broadcasts on key findings of their assessment on the lack of enforcement of ECOWAS laws and regulations on inputs are still on-going.



Most of the macro level policy interventions, focused on strengthening implementation of the CAADP framework in partnership with the AUC/NPCA, IFPRI, AfDB, COMESA/ACTESA, EALA and Non State Actors (NSAs). A number of meetings and working groups were convened to frame the tools to strengthen mutual accountability in delivering agricultural transformation in Africa.

Two important tools, the CAADP Score Card and the Agricultural Policy Practice Index (APPI) were framed with stakeholders' support in the sector including donors, government's practitioners, NSAs, Academia, and think-tank.

The CAADP score card will support the monitoring and evaluation of the National investment plans, measure progress made on implementing the CAADP frameworks and commitments from the Malabo Declaration while the APPI will focus on detailed aspects of Policy formulation and implementation for agricultural transformation.

AGRA, Policy and Advocacy team also contributed to shaping the vision and mandate of ACTESA/COMESA at the second Advisory Committee meeting chaired by AGRA.

AGRA has engaged with AUC/NPCA to define key areas and value chains to contribute to in the implementation of CAADP in AGRA countries and shaping national investment plans.

AGRA in collaboration with AUC/NEPAD/AfDB successfully started off the Seize the Moment Campaign under the theme "Seize the Moment,- Securing Africa's Rise through Agricultural Transformation".

AGRA Agreements



Immediate former USAID Administrator Gayle Smith (L) and Dr. Agnes Kalibata (R), President, AGRA, signed an agreement to deepen ongoing coordination between the two organizations.

The agreement strengthens USAID's ongoing coordination and through it, the U.S. Government and AGRA will work together in a range of areas relevant to achieving food security in Africa, such as local and regional policy, agricultural market development, and improved seed systems.



Mr. William Asiko, Executive Director, Grow Africa and Dr. Agnes Kalibata, AGRA President signed a collaboration agreement that will guide cooperation in the implementation of projects including the East African potato value chain consortium.

This commitment will help to unlock much-needed investment in the regional potato value chain to achieve its production potential and benefit thousands of smallholder farmers. The market opportunity for potato processing in the East African Community (EAC) is estimated to represent up to US\$1.2bn by 2025.



Dr. Kanayo Nwanze, immediate former President, IFAD and Dr. Agnes Kalibata, President AGRA signed an MoU which builds on cooperation between the two organizations, particularly in support of improving smallholder farmers' access to markets.



Johnson Bor (JB)
Communications Assistant

It is a great opportunity to work with AGRA at this time. I have had the privilege to be part of AGRA as it developed over the years - from its inception as an agriculture program to a fully developed full-fledged independent organization. The enthusiasm from different players is a joy. It is the hope in the faces of different actors, each playing their part to ensure the small holder farmer has enough to feed the family and take the rest to the market for a just price.

Agriculture transformation, has played a part in what I did as a farmer in Nairegia- Enkare, Narok in Kenya. I was farming on about 300 acres of leased land. I did manage farm machinery and implements (Tractors, Plough, Harrows, Planters, Sprayers, Combine Harvester). The repackaging of seeds/fertilizer, in small, two kgs packets, that suits small kitchen gardens has assisted smallholder farmers change and adapt.

AGRA is an important organization; it has the reach to lift small holder farmers. It addresses the concerns of farmers at source. AGRA has changed how farmers get crucial information from farm to market.

I am Tuned to Transform!





AGRA Joins Public-Private Partnership to Develop New Income Opportunities for African Farmers

A consortium of leading public and private sector organizations formally announced a new initiative, the Patient Procurement Platform, to unlock income opportunities for smallholder farmers in the developing world. Consortium members who signed a Memorandum of Understanding in Davos yesterday included AGRA, Bayer, GrowAfrica, the International Finance Corporation, Rabobank, Syngenta, the World Food Programme and Yara International.

AGRA's participation in the partnership is part of its broader effort to harness the power of private sector ventures to become a force for social change for Africa's smallholder farmers.

The Patient Procurement Platform complements and helps expand AGRA's existing work with African governments and organizations, including small-to-medium sized enterprises and farmers organizations. The platform offers a number of ways for farmers to boost their income and increase food security through planting, harvesting and selling high-quality crops. It facilitates access to fair harvest contracts before planting begins, helps farmers obtain the agricultural inputs they need to increase yields, and offers other support, including trainings from consortium members and other providers.

Inclusive Green Growth of the Smallholder Agriculture (IGGSAS) Launched in Tanzania

The initiative, which is supported by the Norwegian Ministry of Foreign Affairs, has an overall goal of increasing incomes and food security of at least 30,000 farming households in Mbeya region by the year 2020.

This programme will focus on strengthening at least six crop value chains to operate more efficiently while increasing access to inputs and knowledge of agronomic practices among smallholder farmers.

The programme also aims at improving access to markets. In July 2015, The Norwegian Ministry of Foreign Affairs awarded a grant of NOK 9,000,000 (US\$ 1.2M) to AGRA. This was to fund a one-year inception phase of the IGGSAS Programme in the SAGCOT with YARA.

During this period, AGRA has put in place the systems and structures (human capital and resources) and piloted a public-private-partnership (PPP) model as anticipated in the grant.

AGRA has also conducted the necessary environmental and ecological assessments, and developed a result tracking and impact measurement system. Following this success, the event marked the launch of a second four year implementation and upscaling phase starting July 1, 2016 to June 30, 2020.

Major Initiative to Boost Cold Storage Capacity in Africa Launched at World Economic Forum in Rwanda

Post-harvest losses, accounting for more than 40 per cent of potatoes, fruits, vegetables and other perishables lost before reaching the consumers are a major impediment to the development and transformation of the African agricultural sector into the motor of economic growth that it should be.

These losses do not only amount to wasted resources and reduced returns on investment but also impact negatively on food and nutrition security of many communities across the continent.

To address this problem, AGRA and UPL Limited, through a major Public Private Partnership launched the "Million Tons of Cold Storage in Africa Initiative". The initiative aims to mobilize USD 2 Billion in the next decade to set-up cold storage facilities with a capacity of a million tons across Sub-Saharan Africa.

The partnership aims to revolutionize African agriculture and bring it to par with the rest of the world through the creation of innovative supply chains and energy efficient cold storage systems.

Work on setting up three cold storage projects has already started in Kenya, Rwanda and Uganda. These projects—which are expected to be constructed and fully functional by the end of 2017, will be presented as a proof of concept and successful case examples of the proposed multi-partner consortium approach in setting up of viable cold storage chains across Sub-Saharan Africa.



AGRA and IDRC Scaling up post-harvest management innovations for grain legumes in Africa

A 36-month project to scale up the use of post harvest technologies across sub-Saharan Africa was launched in 2016. Financed by the International Development Research Centre (IDRC) and implemented by the Alliance for a Green Revolution in Africa (AGRA), the CAD 2.889 million (USD 2.155 million) project will support applied research to bring effective, field-tested innovations for reducing post-harvest loss of soybeans and cowpeas to thousands of smallholder farmers in Mozambique and Burkina Faso.

Both organizations believe that reducing post-harvest losses, increasing the quality of produce and improving access to agricultural markets are key to sustaining the productivity-driven transformation of the agricultural sector.

In the short term, the innovations will benefit at least 10,000 smallholder farmers, with up to 60,000 farmers being involved by 2020.

Reducing these losses is increasingly becoming important as the demand for food increases with population rise; as part of the push to strengthen farmers' resilience in the face of a changing climate; and to take full advantage of the continent's food demand, which the World Bank projects will triple from \$313 million in 2010 to \$1 trillion by 2030.

Soybean and cowpeas were selected for this project as they are a critical secondary food, providing essential affordable proteins as well as calories to the diets of the poor. The market opportunities for both crops are also growing, offering prospects to increase income for those farmers producing a marketable surplus.

Renewed Push to Boost Agriculture Investments in Kenya

The Kenyan Government launched a critical phase of its ambitious agriculture development strategy and agreed on a roadmap for making crop and livestock production a powerful engine for economic growth in Kenya.

Organized in partnership with the AUC and the New Partnership for Africa's Development (NEPAD) Agency, AGRA & Africa Lead—the Government evaluated and refined Kenya's National Agriculture Investment Plan (NAIP), the core blueprint for revitalizing crop, livestock and fisheries production in Kenya. Agriculture employs 75 percent of Kenyans but has yet to reach its potential to boost food security, nutrition and incomes—particularly for the country's poorest people. This process is one of a series of meetings being held over the next 12 months across Africa to revamp national agriculture investment plans linked to the CAADP process.

Informing the discussion for the investment strategy is a soon to be released assessment of Kenya's progress to date that finds increased spending in agriculture is clearly boosting production and profits. But the analysis also finds that public sector investments in Kenya are still short of the commitment by CAADP signatories to allocate 10 percent of national budgets to agriculture. It also shows that while the annual growth in agricultural productivity has reached 4.8 percent in Kenya, that's still below the 6 percent CAADP target.



Mumbi Maina,
Grants Officer

It is such an exciting time to work at AGRA, as we take on an ambitious yet achievable strategy – Transforming agriculture in Africa – being part of the change that is going to re-define agriculture into a vehicle for micro-economic and macro-economic growth across the continent.

We have to changing the agriculture narrative, if we want to change the sector's prioritization. Agricultural transformation means a shift from subsistence production towards focused economic production. To get to this tipping point, Africa needs a systemic change through the concerted effort of the various players. This includes; government working to providing an enabling environment for private sector; service providers delivering an integrated package of solutions to the farmer and development partners working together to strengthen agricultural systems. Africa also needs a paradigm shift towards embracing innovative techniques such as mechanization, the use of ICT enabled technologies and finally promoting farming as a business.

I am Tuned to Transform!





Delegates at the 2016 AGRF adopt the Nairobi Communiqué identifying critical commitments for Africa

At the 2016 AGRF, important commitments were ratified to act as medium-term objectives to realize the ambitious goals laid out in the 2014 Malabo Declaration and the United Nations' Sustainable Development Goals (SDGs). During the next 16 months before the African Union Heads of State and Government Summit and CAADP biennial review in January 2018, the AGRF partners pledged to: pursue a political, policy and business agenda intended to accelerate smallholder-inclusive agricultural transformation in at least 20 countries; unlock at least US \$200 billion in investment in African agriculture; and develop a concise agricultural transformation scorecard for accountability and action under the leadership of African Union institutions.

They are captured in the following nine action points:

Refresh investment plans to unlock 10 percent of public expenditure on agriculture that can be clearly leveraged to attract significant additional resources from private sector and other partners.

Actualize commitments made by the private sector through platforms such as Grow Africa or others to bring at least US \$20 billion of private investment into African agriculture and galvanize broader investment.

Develop and launch innovative financing mechanisms, including small and medium-sized enterprise (SME) agricultural financing mechanisms such as incentive-

based risk-sharing facilities for agricultural lending, social impact bonds, catalytic financing facilities and agriculture-relevant e-wallet and digital financing mechanisms.

Support at least 20 countries to develop their agriculture transformation agenda, including identification and significant scaling up of five priority value chains per country with strong links to smallholder agriculture, strong focus on youth employment and a commitment to building resilience to shocks to the agriculture system.

Identify and unlock five main policy and regulatory bottlenecks per country that are inhibiting agriculture sector growth.

Establish and support agriculture transformation delivery mechanisms appropriately tailored to the national context and needs in at least 10 countries.

Support countries to strengthen capacities, including the cultivation of a new wave of public and private sector agriculture transformation leaders.

Produce and use an agriculture transformation scorecard at the heart of the CAADP biennial review process, including a one-page snapshot for Heads of State.

Hold at least two Ministerial peer review roundtables prior to the 2018 African Union Heads of State and Government Summit to challenge and validate emerging biennial review reports and actions.

More than US \$30 Billion Committed to African Agriculture

It was a blockbuster moment for African agriculture as African leaders, businesses, and major development partners pledged more than US \$30 billion dollars in investments to increase production, income and employment for smallholder farmers and local African agriculture businesses over the next ten years. The collective pledges at the 2016 AGRF are perhaps the largest package of financial commitments to the African agricultural sector to date, backed by the broadest coalitions ever assembled in support of food production on the continent.

The commitments were made at the official opening of the sixth African Green Revolution Forum (AGRF) that brokered new agricultural initiatives. The historic investments represent just the first wave of support for the "Seize the Moment" campaign, one backed by the African Union Commission, the New Partnership for Africa's Development (NEPAD), the African Development Bank (AfDB), the Alliance for a Green Revolution in Africa (AGRA), key NGOs, companies and donor countries.

Agriculture investors and development partners that announced new financial and policy commitments included: The African Development Bank, Bill & Melinda Gates Foundation, The Rockefeller Foundation, Kenya Commercial Bank (KCB) Group, OCP Africa, World Food Programme, Yara International ASA, and the International Fund for Agricultural Development (IFAD).



AGRA President Tops 2016 African Women of the year in Agriculture, Mining and Architecture

AGRA's president Dr. Agnes Kalibata topped the list of 2016's African Women of the year in Agriculture, Mining and Architecture.

The recognition, made by the readers of the New African Woman Magazine, is a great validation of Dr. Kalibata's efforts towards a food secure Africa. The magazine has described Dr. Kalibata as a "Rwandese Phenomenon" who has revolutionized African Agriculture over the last decade.

Dr. Kalibata leads AGRA's efforts with the participation of public and private partners towards ensuring a food secure Africa through rapid, sustainable agricultural growth and improved productivity by empowering millions of smallholder farmers.

In 2012, Dr. Kalibata received the Yara Prize, now the Africa Food Prize for transforming Rwanda's Agriculture in a relatively short period of time. She is a distinguished agricultural scientist, policy maker and thought leader and holds a PhD in Entomology from the University of Massachusetts, Amherst.

The YieldWise Initiative - Reducing post-harvest waste in sub-Saharan Africa

Farm by farm, truckload by truckload, shelf by shelf: As food makes its way from farm to market to table, a substantial portion of it goes bad or gets thrown away before it can be eaten. On a worldwide scale, the waste adds up to a significant amount. As much as one-third of all food produced is lost after harvest.

In 2016, The Rockefeller Foundation launched YieldWise, a \$130 million initiative, with the goal of demonstrating how the world can halve food loss by 2030, one of the UN's sustainable development goals. We will initially focus on fruits, vegetables, and staple crops in Kenya, Nigeria, and Tanzania, where up to half of all food grown is lost.

Rockefeller has partnered with AGRA, to reduce waste throughout the food value chain—targeting maize in Tanzania. By reducing waste, the 470 million smallholder farms in the region can directly feed more people, and we can help extend economic benefits beyond farmers to traders, distributors, sellers, and consumers.

YieldWise seeks to Fix broken links in the chain from farms to markets in African communities; Help farmers access technologies and solutions to curb preventable crop loss; Invest in financing models and technology innovations that drive mutual economic growth; and Engage global businesses in accounting for the food lost and wasted in their supply chains, beyond their own factories.

Nyasha Mhosva, Program Officer, Monitoring & Evaluation

Working for AGRA means I have an opportunity to work with colleagues with vast experience and expertise in agriculture and development; this is also an opportunity for me to contribute to the Agriculture landscape through the work that I do in monitoring, learning and evaluation.

In my view agriculture transformation means that there will be increased incomes from agriculture and greater availability of food across Africa leading to reduction in number of months with inadequate food provisions.

I come from a farming community and my country was once the breadbasket of Africa and growing up at that time gave me lasting impression on how Agriculture can transform lives. I believe in AGRA's agenda that seeks to trigger an agriculture transformation in Africa that transforms smallholder agriculture to be productive, efficient, and sustainable.

AGRA is important because its work is centered around working in partnership with others in the agriculture space,

I am Tuned to Transform!





State of Art Seed Management Facilities Open at the University of Nairobi

Africa's capacity to produce seed of high-yielding varieties of staple food crops received a major boost with the launch of a modern seed processing facility and a seed laboratory at the University of Nairobi in Kenya.

The seed processing unit will be used as a training resource for local seed companies and for processing seed from the University Seed Company (UNISEED). It will also offer processing services for local seed companies that do not have adequate internal capability.

These new facilities form part of the Seed Enterprise Management Institute (SEMIs), a training facility for managers of seed companies from around the region. Availability of high yielding and quality seed remains low in sub-Saharan Africa where, on average, only 20 percent of the farmers use improved seeds. This greatly affects productivity, economic growth and the attainment of food and nutrition security targets.

The new facilities will enable the institute to train more seed specialists from across the continent. So far, SEMIs has trained close to 850 specialists including personnel from over 100 seed companies from 16 African countries since its inception in 2011. Postgraduate students pursuing plant breeding and seed related

disciplines who train at the institute will also benefit from the facilities.

In addition, the facility will be used in the multiplication of seed of high-yielding bean varieties bred at the University's 13-acre breeding station. Currently, the institute is multiplying foundation seed of six recently-released bean varieties that have been licensed to the Kenya Seed Company. This has been a major success with, for instance, over 2.5 tons of breeders' seed produced and handed over to Kenya Seed Company for further multiplication and production of certified seeds for the mass market.

About SEMIs

The Seed Enterprise Management Institute (SEMIs) is a collaborative project between the University of Nairobi's College of Agriculture and Veterinary Sciences (CAVS), the Alliance for a Green Revolution in Africa (AGRA), the International Maize and Wheat Improvement Centre (CIMMYT), Iowa State University (ISU), the Kenya Plant Health Inspectorate Services (KEPHIS), the Kenya Agricultural and Livestock Research Institute (KALRO), the Kenya Seed Company, a host of agricultural consultants, and private and public institutions involved in seed production.

AGRA/SSTP Master Farmer Gets Innovation Award in Malawi

Keledoniya Nkhonyo, a farmer from central Malawi has been recognized as part of the Malawi Broadcasting Corporation's Annual Innovation Awards, for her efforts in encouraging her local community to adopt technology and practices that transform smallholder agriculture.

Keledoniya received her award in recognition of her work with the 'Master Farmer' series, where farmers are trained in how to adopt improved seeds for varieties including Maize, sweet potato and beans and better farming practices. She is one of the 120 farmers involved in the Master Farmer project, an edutainment multimedia campaign implemented by Story Workshop, a local development communications NGO, promoting the adoption of improved seeds and their associated technologies among smallholder farmers in Malawi.

Workshop Education Trust is funded by Scaling Seeds and Technologies Partnership in Africa (SSTP) an initiative between the Alliance for a Green Revolution in Africa (AGRA) and USAID that is working to deliver improved seed and technologies to farmers.

Master Farmer helps guide Malawians into conceptualizing the effective use of science and technology, innovative approaches in farming to address the bottlenecks of low productivity in the system by promoting improved practices.



Financial Inclusion through technological innovations driving Africa's agricultural transformation

Financial inclusion is a key enabler to reducing poverty and boosting prosperity on the continent. Access to finance enables businesses to expand, creating jobs and reducing inequality. Financial inclusion is the bridge between economic opportunity and outcome.

Rural smallholder families remain the most financially excluded households in the world. Affordable financial products and services that make smallholder farmers' lives less risky need to be developed, promoted and offered in a timely and affordable manner

In 2016, AGRA developed and closed 10 partnership contracts in Ghana, Kenya and Tanzania with a total value of USD 5 million. As a result of these partnerships, 500,000 smallholder farmers are expected to access newly developed financial services including: Buying inputs through a 'lay away' scheme using mobile money; Ordering inputs at discounted prices and selling produce through the mobile phone; Accessing mechanization services through 'Uber for tractors'; and Insurance against risks such as drought, through scratch

cards in seed packages; Receiving 'cash on delivery' through their mobile phones while selling to professional buyers; Benefiting from mobile money advances based on produce stored; and Receiving and making payments at vicinity shops operating as mobile money agents. Farmers will also be able to make interest bearing investments with the proceeds of the sales of their produce through the mobile phones and opening and operate a bank account from the shops cum bank agent outlets.

FISFAP funded by the MasterCard Foundation is a US\$15million, five-year project that aims to improve food security and incomes by 2019 to over 700,000 farmers in Ghana, Kenya and Tanzania. FISFAP seeks to enable partnerships between financial service providers, value chain actors such as agro dealers and aggregators, and mobile network operators to develop appropriate and affordable (digital) products and services for smallholders.

Some of FISFAP's partners include KCB Group and Umati Capital in Kenya, First Allied Savings & Loan in Ghana and ETC Agro and Positive International Ltd both in Tanzania.



Annie Wakanyi,
Resource Mobilization Officer

To work for AGRA at this time means you have to be the best that you can be. We have committed to increase the incomes and food security of at least 30 million farmers, to do this we all have to be at our absolute best, individually and collectively as staff and with our partners. It's a great and exciting challenge to work for AGRA at this time; it's the kind of challenge that keeps you awake at night but that is worth it in every way.

Four out of six members of my nuclear family have earned their living from agriculture and I therefore know first-hand that farming is an important source of employment – it has fed, clothed, educated and nourished me and my loved ones in so many other ways. To me, agriculture transformation signifies hope. Agriculture offers the greatest opportunity for Africa to sustainably feed itself, to reduce inequalities and to spur economic growth. My late father loved farming, if he were still alive I would have so many great tips that I gain from working in AGRA. I believe that my being in AGRA is not a coincidence; I am blessed to make a contribution to this transformation.

I am Tuned to Transform!





AGRA's Program Securing Africa's Seed Technology and Soil Management Research Capacity

For the farmers to fully harness this potential, concerted efforts must be made to optimize their yields. Key to increasing yields is access to good quality seeds of improved varieties of a wide range of priority staple crops.

Although the continent has made major strides in the production of such seeds, these efforts are hampered by the acute shortage of world-class plant breeding specialists. At the moment, the continent has less than 500 active crop breeders working in the public sector, which is about a tenth of the recommended number. Unlike the Developed World, in Africa the generation of improved crop varieties by plant breeders is still the preserve of the public sector.

Unfortunately, the capacity to substantially increase the numbers of scientists remains low as most universities only have one to two academic plant breeders which limits the numbers of people that can be trained. Training of Plant Breeders is also done by public universities, with little government funding necessitating the need for other players to fund this.

Bridging this gap for trainers and funding calls for innovative approaches that leverage existing opportunities. One model that AGRA and its partners have pioneered involves funding training programs in universities that collaborate with the extensive network of research institutions that exist on the continent including the National Research Systems (NARS) and the Consultative Group for International Agricultural Research (CGIAR) centers, international universities and private seed companies.

Through the Education for Africa's Crop Improvement (EACI) programme,

AGRA funds PhD and MSc training in partnership with 14 universities in 10 countries across the continent. The programme also offers short-term training of plant breeding technicians in partnership with regional research centres. By 2016, a total of 480 post graduate students – 152 PhD and 330 MSc and 152 plant breeding technicians (from mostly NARS) from 20 countries have been sponsored since inception of the program.

These students have greatly benefited from the partnership. The courses are presented by university lecturers and industry specialists while practical training is provided by the attachment of the students to the research centres and private seed companies. This affords them an opportunity to interact with and learn directly from experienced specialists.

The students also conduct their research embedded in the NARS and CGIAR research programs ensuring effective training and immediate utilization of their research results into relevant on-going research, with a clear goal of delivering new crop varieties. The research centers provide the students with the ideal working environment for research. Senior scientists at these research centres also, co-supervise the students.

Scientists trained in this programme have developed over 130 improved varieties of a wide range of crops including maize, rice, finger millet, sorghum, cowpeas, groundnuts, beans, cassava and sweet potato in 15 countries in the continent. These varieties have been licensed to and commercialized by private seed companies, making them accessible to smallholder farmers by a network of agro-dealers – who were also trained by AGRA – and are helping farmers to multiply their yields.

Brewing Up Cassava as a Cash-Crop in Mozambique

Today there are thousands of smallholder farmers in northern Mozambique who previously grew the hardy tuber cassava mainly as food for their families—with many routinely falling short of achieving even that goal. Now they are producing a significant surplus of cassava and selling it for a profit to a national brewery that developed the world's first commercial cassava beer.

The work started a few years ago, when AGRA-supported scientists at Mozambique's Institute of Agricultural Research (known by its Portuguese acronym IIAM) developed a new variety of cassava that offers improved starch qualities and the ability to withstand the brown streak virus that had been devastating cassava crops across the region.

Because cassava is propagated with plant cuttings, not with seed, they needed to produce enough cuttings to cover thousands of smallholder farmers. Adding an incentive was the prospect that the Mozambique brewing company Cervejas de Moçambique (CDM), a division of SAB Miller, would work with smallholder farmers to serve as suppliers for Impala, the world's first commercially made cassava beer.

Ultimately, all of these elements came together to create a supply network of thousands of farmers for Impala beer, which was developed to provide an alternative to home-brewed cassava beers that had a dangerous tendency to become toxic and deadly.



Improved Crop Varieties Released in the DRC

Farmers in the Democratic Republic of Congo (DRC) are reaping the benefits of extensive evaluations of improved crop varieties in North and South Kivu that culminated in the release of 14 new and improved varieties of three critical food crops in 2016. Agricultural authorities from DRC's "Service National des Semences" (SENASEM) have announced that 3 new varieties of maize, 1 variety of cassava, and 10 varieties of an assortment of both climbing beans and bush beans will be available to farmers immediately. They will also be listed in the national crop variety catalogue.

The release of these seeds marks a landmark moment in the country, as it is, for example, the first time a hybrid maize variety has been released and commercialized for use by farmers in the DRC. The released cassava variety is likewise the first ever available to farmers with resistance to the devastating cassava brown streak disease. These varieties were tested and proposed for release by DRC's national agricultural research institute, INERA. This work was sponsored by Partners for Seed in Africa (PASA), implemented by AGRA with funding from the Howard G. Buffett Foundation

The newly-available seeds will not only benefit the farmers but also the country's nascent private seed sector, as private seed companies operating in DRC will now be allowed to fully commercialize and produce certified seeds of these varieties for sale to farmers. PASA has also supported the establishment of five local private seed companies in the DRC.

GIRSAL to Boost Economic Growth and Development

The statistics indicate that even though, on average, the agricultural sector accounts for about 22 per cent of Gross Domestic Product (GDP), the sector receives an average of only 4.0 per cent of bank lending, due to the perception that lending risk is too high to motivate financing by the private financial sector.

Expansion in agricultural production can only become possible with the availability of more financing— and using the value chain approach to financing agriculture is regarded as an important innovation.

The Bank of Ghana (BoG), with technical guidance and support from the Ministry of Food and Agriculture (MOFA) and the Alliance for a Green Revolution in Africa (AGRA), has, therefore, initiated a vehicle to leverage lending for agriculture and agribusiness through a risk-sharing scheme.

The initiative, an innovative model of financing dubbed: "Ghana Incentive-Based Risk-Sharing System for Agricultural Lending" (GIRSAL) was designed by AGRA, and has been successfully implemented by the Central Bank of Nigeria.

Under the scheme, BoG will facilitate the process of encouraging private financial sector financing of the full agricultural value chain by stimulating the desire of banks to finance agriculture and agribusiness in Ghana. The GIRSAL model has six pillars that, together, seek to reduce both the potential and real risks associated with lending to agriculture and agribusiness.

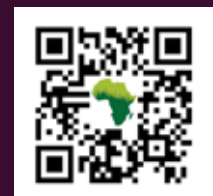
These pillars are the Risk-sharing Facility, Technical Assistance Facility, Agribusiness insurance, Bank Rating Scheme, Bank Incentive Mechanism and Digital Finance.

Kehinde Makinde, Country Lead, Nigeria

Africa's agriculture is making exciting turn around at this moment and it is quite exciting to be a part of an organization contributing to the transformation occurring in the continent. Over the past decade of AGRA's engagement, there has been steady and noticeable progress in Africa's ag transformation and food security. There is a clear evidence of increased productivity, improved nutrition, increased private sector investments alongside increased awareness of the value of agriculture to broader economic growth by national governments. It is both exciting and humbling to see that sustained efforts on development of Africa's agriculture is translating to greater confidence by stakeholders in the future of agriculture in Africa.

Working across West African countries since AGRA's inception gives me a positive feeling that AGRA is going in the right direction. I feel the work I do provide more options to farmers and make a difference to their well-being.

I am Tuned to Transform!





2016 Financials



Financial Statements

Report of the Directors For The Year Ended December 31, 2016

The Directors have pleasure in submitting their report together with the audited Financial Statements for the year ended December 31, 2016, which disclose the state of affairs of the organization.

Organisation and nature of activities

Alliance for a Green Revolution in Africa (AGRA) is an international non-profit, Non-Governmental Organization committed to ending hunger and promoting economic growth in Africa by improving the productivity and profitability of small scale farmers. The activities of AGRA which are predominantly providing grant support to smallholder farmers are funded primarily through donor contributions.

AGRA's Mission

AGRA's mission is to catalyse an African-led green revolution that will transform African agriculture into a highly productive, efficient, competitive and sustainable system which drives development and enables millions of rural poor to emerge from poverty and hunger.

Incorporation

AGRA was incorporated in the state of Washington, United States of America on August 31, 2006 as a Not-For-Profit corporation.

Legal Form:

Alliance for a Green revolution in Africa (AGRA) was registered on December 19, 2006 under Section 366 of the Kenyan Companies Act (Cap 486) as a branch of a foreign company registered in the United States of America as a Not-for-Profit Corporation.

Results

The results for the year ended December 31, 2016

Board of Directors

Strive Masiyiwa	Chairman	August 2006
Moise C. Mensah	Member	August 2006
Judith Rodin	Member	March 2008
Jeff Raikes	Member	January 2013
Linah Mohohlo	Member	October 2012
Maria Andrade	Member	October 2012
Usha Zehr	Member	October 2012
Rodger Voorhies	Member	January 2016
Josette Sheeran	Member	October 2012
Joachim von Braun	Member	April 2015
H.E. Jakaya Kikwete	Member	May 2016
Frank Braeken	Member	December 2016
Fred Swaniker	Member	December 2016

By order of the Board of Directors



Chairman

7th April 2017

Statement of Director's Responsibilities For the Year Ended December 31, 2016

The accompanying financial statements and all the information in this financial report are the responsibility of management and are approved by the Board of Directors.

The directors are responsible for ensuring that AGRA keeps proper accounting records that are sufficient to show and explain the transactions of AGRA; disclose with reasonable accuracy at any time the financial position of AGRA; and that enables them to prepare financial statements of AGRA that comply with prescribed financial reporting standards. They are also responsible for safeguarding the assets of AGRA and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors accept responsibility for the preparation and presentation of these financial statements in accordance with Accounting Principles Generally Accepted in the United States of America (US GAAP). They also accept responsibility for:

- i. Designing, implementing and maintaining internal control as they determine necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error;
- ii. Selecting suitable accounting policies and then apply them consistently; and
- iii. Making judgements and accounting estimates that are reasonable in the circumstances

In preparing the financial statements, the directors have assessed AGRA's ability to continue as a going concern and disclosed, as applicable, matters relating to the use of going concern basis of preparation of the financial statements. Nothing has come to the attention of the directors to indicate that AGRA will not remain a going concern for at least the next twelve months from the date of this statement.

The directors acknowledge that the independent audit of the financial statements does not relieve them of their responsibility.

Approved by the Board of Directors on **Friday, 7th April 2017** and signed on its behalf by:



Chairman

7th April 2017

Consolidated Financial Statements of Financial Position As At December 31, 2016

In Thousands	2016 US\$	2015 US\$
Assets		
Current Assets		
Cash and cash equivalents	20,787	31,251
Accounts receivable and prepaid expenses	4,048	3,017
Contributions receivables	227	194
Investments	39,516	74,814
Total current assets	64,578	109,276
Non-Current Assets		
Intangible assets, net	288	161
Property and equipment, net	1,550	1,530
Total non-current assets	1,778	1,691
Total Assets	66,356	110,968
Liabilities And Net Assets		
Accounts payable and other liabilities	6,321	4,797
Contributions payable and program grants payable	7,648	3,099
Program grants payable	1,679	1,949
Total liabilities	15,648	9,845
Net assets		
Unrestricted	10,361	7,578
Temporarily restricted	40,347	93,544
Total net assets	50,708	101,122
Total liabilities and net assets	66,356	110,967

The financial statements were approved by the Board of Directors on **Friday, 7th April 2017** and signed on its behalf by:



Chairman

**Consolidated Financial Statements of Activities
For The Year Ended December 31, 2016**

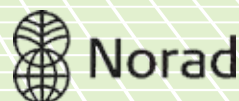
In Thousands	2016 US\$	2015 US\$
Revenue		
Contributions received	47,305	69,273
Net investment income	203	1,056
Other income	2,351	2,333
Total revenue	49,859	72,662
Expenditure		
Grants	54,217	61,986
Program Management	19,024	15,611
Program Management - AECF Program	8,913	10,392
Monitoring and Evaluation	3,278	2,965
Program support	4,074	2,163
Resource mobilization expenses	1,125	440
Institutional and Administrative support	9,642	8,211
Total expenditure	100,273	101,768
Change in net assets	(50,414)	(29,106)

AGRA's Funding Partners in 2016

BILL & MELINDA
GATES foundation



Everett O Connor



Alliance for a Green Revolution in Africa (AGRA)

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