

# 2018

## ANNUAL REPORT



*Impact, progress, partnerships*



**AGRA**

Growing Africa's Agriculture





*Impact, progress, partnerships*

**Alliance for a Green Revolution in Africa**

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**Cover Photo**

Image by: Mark Irungu  
Caption: Chautundu, a Village Based Advisor in Kagera, Tanzania in his maize farm. He serves 50 farmers, 22 of whom have adopted hybrid maize varieties doubling their yield.

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## Chairman's statement

### Our journey so far

In 2013, I took over the position of Chair of the Board of AGRA from Kofi Annan, who sadly passed away last August. Kofi Annan was a great man and an inspirational leader. His vision for a modern African agriculture inspired us to embrace the potential of the African farmer to lift himself/herself out of poverty and propel our economies along a path to prosperity. He will be much missed, but his legacy will live on for generations to come.

I have been on the AGRA Board since its inception in 2006. This involvement started with the initiative that became AGRA back in 2003 when I joined the Board of the Rockefeller Foundation. Since the beginning, my conviction that we will succeed in achieving full food sufficiency in Africa by 2030 has never wavered. As I approach the end of my tenure at AGRA, this conviction is stronger than ever. Taking stock of our progress to date, I am delighted to report that the journey so far has been one of impressive results, positive impacts and fruitful collaborations. Since its founding in 2006, AGRA and its coalition of partners have driven major innovations in the development of agricultural technologies, with over 15 million farmers accessing seeds of improved crop varieties, markets

opened up for their produce and soil fertility enhanced. With agriculture becoming a viable business, we have seen improvements in the livelihoods of many smallholder farmers and the private sector becoming increasingly engaged. As an institution, AGRA has mobilised resources to finance its work; but more importantly, we have used those resources to leverage increased investments in the sector.

One of the things I am most excited about is AGRA's contribution to the seed sector. To date, we have supported over 110 seed companies to produce around 800,000 MT of seeds. Similarly, we have helped to grow the fertilizer industry, with the agro-dealership model popularized by AGRA reducing the distance to the farmer from 60km in 2006 to 10km today. In some countries, such as Kenya, this figure is as low as 4km. At the same time, the average yield on the continent has also been increasing.

Probably the most rewarding part of my work at AGRA has been leveraging fast-growing technological innovations to help transform people's lives in Africa. Who knew, 10 years ago, that using drones to deliver services to smallholder farmers would be a reality

in our lifetime? AGRA is now working with businesses to find new ways to take a range of innovative financial and technology products to farmers.

Of course, despite the progress we have made, we still face challenges ahead. In fact, our success has defined new challenges. Farmers need better, more functional and more predictable markets, while our public sector system is struggling to stay on top of a fast-growing private sector. Probably the two biggest challenges that will define how we do business in the next decade are youth unemployment and climate change. Seventy-seven per cent of the continent's population is under 35, and less than three in every ten graduates are able to find jobs. Meanwhile the devastating effects of climate change threaten to reverse the gains we have made. So, it is clear we have some serious thinking to do.

However, while these challenges may seem daunting, they do not scare me because we have the means and the will to tackle them. For a start, we are the most educated generation in our history. Across Africa, education has evolved significantly. When I was a boy in Zambia, back in the 1960s, there were just two secondary schools in the



entire country. Today, in Zambia and many other African countries, there is free primary education and 80% of primary-age children are in school.

Technology has also advanced. In my home country of Zimbabwe, I have invested in a tech start-up that has created an Uber-like platform for tractors. The platform enables farmers to link to a central database and order a tractor via SMS; the tractor arrives within 24 hours, paid for using mobile money, freeing the farmer from the drudgery of the hoe. This service is particularly valued by women farmers, as it enables them to circumvent social norms that otherwise hamper their ability to hire a tractor.

From the day the idea to set up AGRA was conceived, I have never doubted our ability to deliver a green revolution in Africa. In many countries, it is already happening. However, we need to look beyond the sector and start thinking and talking about the wider food industry. We need to expand our narrow focus on raw materials and think about what Africa could actually be producing. This is the task that lies ahead for AGRA and for all those who care about African agriculture. Only in this way will we create enough jobs for young people and build resilience to external shocks and stresses. Only through a uniquely African green revolution, one which recognizes the need to feed people and build our economies while saving our environment for future

generations, will we overcome the challenges we face.

### **A compelling vision for our rural communities**

This annual report comes two years into AGRA's five-year strategy, launched across 11 countries in 2017, to improve food security and incomes for 30 million smallholder households.

Within this strategy, AGRA is unlocking scale as a major priority. Seeds that can increase farm yields and withstand drought and flooding need to be in farmers' hands – not featuring in a few pilots or lining a few pockets, but available in abundance across the continent. Our focus is to develop and expand the models – be they technologies or village input shops – that get these seeds, fertilizers and other products to farmers as quickly as possible. We will take those things that work and scale them up through engagement with governments, the private sector and the development community to reach millions. We will also continue to support and work through regional partnerships and programs to achieve continental and global commitments such as the Sustainable Development Goals (SDGs), the Comprehensive Africa Agriculture Development Programme (CAADP) and Africa's Vision 2030.

Through our strategy and beyond, we are working to shape a future

where agriculture is prosperous and rural lives are comfortable. Where there is zero hunger on the African continent and our communities are resilient to drought and climate change. Where technological developments are used to their full capacity; where African products happily compete with global brands; and where people are farmers by choice, not because they got left behind. Taking inspiration from Kofi Annan, we need to continue to create a compelling vision for our rural communities. Because only by creating such a vision will we prevent migration to the city and demonstrate to the younger generation that they can dream big and aspire to a life at the sharp end of agriculture.

*"I would like to thank my fellow Board members, AGRA staff and our committed partners for their dedication and support in helping to make our strategic ambitions a reality, and my term as Chair a deeply enjoyable and fulfilling experience. While I am stepping down as the AGRA Board Chair, I will continue engaging with AGRA because achieving an African green revolution is not a mission one can retire from; it is a life-long commitment. It is the battle of our generation. We must win it."*



**Strive Masiyiwa,**  
Chairman of the Board



## Message from the President

### A year of progress

In 2018, AGRA implemented the second year of its five-year strategy to increase incomes and improve the food security of millions of smallholder farmers – women, men and youth – across Africa. As reflected in the title and theme of this report, it was a year of considerable progress and deepening partnerships.

Within our strategy so far, we have committed \$130 million across the 11 focus countries, aiming to reach 8 million farmers directly and another 30 million indirectly. An analysis of our partner farmers shows that 85% are under the age of 50, of which 50% are below 35. This points to a younger farming population than has been previously reported, emphasizing the importance of agricultural transformation that reaches not just this generation but future generations. It also reinforces the need to incorporate youth forecasting into the design and implementation of our programs.

Our strategic focus is on three key areas: policy and state capacity to strengthen agriculture sector leadership; systems development to ensure functional inputs and off-taker systems; and partnerships to ensure value and alignment with government priorities through improved coordination.

In the area of policy and state capacity, our teams have developed close working relationships and provided consultative and technical assistance to governments. In Kenya, we supported the development, validation and launch of the Agriculture Sector Transformation and Growth Strategy (ASTGS) that will drive sector development for the next ten years, while advising on areas such as food reserves and digital and agriculture data strategies. In Tanzania, we supported the development, launch and implementation of the Agriculture Sector Development Programme (ASDP II), which aims to improve productivity and promote food security and nutrition. We also supported Ghana's flagship Planting for Food and Jobs initiative, provided in-depth analysis on input subsidies in Mali, Burkina Faso and Kenya, and provided tailored support to Ministries of Agriculture in Kenya, Ghana, Ethiopia and Malawi. We also supported policy reforms and the creation of enabling policy environments in several countries. For example, in Ethiopia we helped to secure government approval for an exemption of import duties on selected mechanization equipment

and accessories, irrigation equipment and animal feed ingredients, plus other technologies.

Getting this work done has called for partnership and continued engagement with major institutions, such as the African Union Commission (AUC) and the Regional Economic Communities (RECs), especially on the Africa Agriculture Transformation Scorecard (AATS). The RECs have been particularly dependable in helping to move regional policies forward.

In systems development, our contribution has focused on delivering yield-increasing technologies to farmers via consortia – coalitions of local value chain actors who rely on each other for functioning food systems, with the farmer at the center. Consortia are important as they help to achieve coordination and alignment between local actors, enable the integrated delivery of technologies, services and knowledge, and encourage local government and private sector engagement.

To date, AGRA has invested in 24 consortia across 11 countries reaching 8 million farmers. The consortia provide an avenue through which 1,304 SMEs and 1,970 agro-dealers deliver services to farmers. These groups of local actors are better able to help farmers access improved inputs and markets, while providing a strong voice in policy discussions with local and national governments. This approach is

delivering results. For example, in Tanzania, local government has pushed to abolish the export ban on cereals, while in Burkina Faso the private sector is becoming engaged in marketing inputs and actively reaching out to farmers.

We have also made progress in advancing public-private partnerships to create alignment between government priorities and private sector interest, with the aim of mobilizing investment and driving systemic change in the agricultural landscape. As an example, in 2018 we launched the Deal Room at the annual African Green Revolution Forum (AGRF) where local businesses, looking for \$2 million in investments, were matched with potential investors.

In all our work, we continue to strengthen our operational sustainability and improve our resilience and response to emerging threats. As an example, in 2018 we began to develop a new Environmental and Social Management System (ESMS), which is designed to both mitigate any negative impacts linked to our interventions and increase climate change resilience across our projects and operations.

We also continued our work within the Partnership for Inclusive Agricultural Transformation in Africa (PIATA), enhancing AGRA's capacity and ensuring alignment with country priorities, while improving coordination among partners. Since



its launch in 2017, PIATA has made significant progress in leveraging investments and engagement with the private sector, while its membership has been expanded and strengthened.

Other key successes in the year include the AGRF held in Kigali, Rwanda, which was widely praised as the best forum to date. The forum was attended by 2,700 delegates from 79 countries, making it the pre-eminent platform of its kind. We also addressed vital information gaps on agriculture transformation in the Africa Agriculture Status Report (AARS) 2018. Published each year by AGRA, the AARS serves as a handbook for governments and supporting partners, with the 2018 edition looking at how to strengthen state capacity for implementation.

**Building on lessons learned**  
Through the progress we have made so far, and specifically through our work in 2018, we have learned a number of key lessons that will inform our future direction and priorities.

With AGRA's catalytic support, governments are developing their agricultural strategies and plans and mobilizing resources and investments in the agricultural sector. We are pleased, for instance, to see the strides Ghana continues to make through its Planting for Food and Jobs initiative. Furthermore, our work has shown that in certain

countries, local government authorities and traditional chiefs are as important as central government in driving progress and scaling technologies. We are therefore crafting interventions that engage both levels of government and have, as an example, in Tanzania based some of our Program Officers in local government offices to ensure maximum coordination, alignment and buy-in.

In systems development, we have demonstrated that deeper partnerships, developed through consortia, can mitigate market failures through visibility of shared goals and interests. We are expanding the agro-dealer networks which are critical to reducing the distance to farmers and which offer opportunities to further develop the local private sector.

We know that public extension is not sufficient. On the other hand, we have seen that private extension that is village-based and linked to public extension has a better chance of delivering services and value closer to the farmer. In 2018 we therefore focused on training and integrating VBAs into our agro-dealer networks, increasing the total number of VBAs to 2,187. VBAs will be a key delivery channel going forward; our VBA extension model will provide an important platform for companies to disseminate training and products, while also providing entrepreneurship opportunities for

rural women and youth.

Meeting the challenges ahead AGRA started out as a technology-focused institution anchored in the belief that Africa should achieve a green revolution in our lifetime. As the above lessons illustrate, despite the impact we have made there is still much to be done; progress as usual is not good enough to make this Africa's century. As Strive Masiyiwa, our Chair of the Board, observes, we must remain fully focused on finishing the job and delivering on our mission. Urgency is our currency.

Only by achieving our strategic goals and long-term objectives will we honor the legacy and memory of Kofi Annan, whose rallying cry for a "uniquely African green revolution" led to AGRA's formation in 2006. The word 'unique' was premised on the belief that Africa needed specific technologies to drive agriculture transformation in the continent's agro-ecologies and farming systems. It was also based on the idea that Africa needed to avoid the mistakes of the past by paying greater attention to priorities such as environmental sustainability and gender and youth inclusion.

Thanks to AGRA's efforts, and those of the institutions and governments we work with, we now have a significant bank of technologies, knowledge, practice and relationships to help us achieve





an agricultural transformation in Africa. To date, AGRA has seen over 700 crop varieties developed and about 700 scientists from 18 countries trained at both MSc and PhD level to continue producing new crops suited to local agro-ecological conditions. Our partnerships with the national research centers, seed companies and agro-dealers has enabled us to reach 15 million smallholder households with improved technologies. However, in a continent of 1.3 billion people, 70% of whom are smallholder farmers, this is not yet the scale we want to see.

The task before us is enormous. Building on the lessons we have learned, we will redouble our efforts to remove the structural impediments to investment in and transformation of agriculture. We will also act to drive the implementation of our strategic plan with greater speed and impact.

*“I am confident we have the resources, commitment and capabilities to meet the challenges ahead; to push the continental agenda and global agenda, including the Sustainable Development Goals (SDGs), and achieve inclusive agricultural transformation in Africa.”*



**Dr Agnes Kalibata,**  
President



## **AGRA is catalyzing an inclusive agricultural transformation in Africa by increasing incomes and improving food security for 30 million farming households in 11 focus countries by 2021.**

Since 2006, AGRA and its partners have worked across Africa to deliver a set of proven solutions to smallholder farmers and thousands of indigenous African agriculture enterprises. The alliance has built the systems and tools for Africa's agriculture: high quality seeds, better soil health, access to markets and credit, and coupled by stronger farmer organizations and agriculture policies.

01

**AGRA is African-led**

AGRA is an African-led alliance delivering uniquely African solutions that help farmers sustainably boost production and connect to rapidly growing agriculture markets



02

**AGRA is farmer centered**

AGRA is focused on smallholder farmers, millions of whom farm on less than a hectare of land. We have integrated tools, systems and models into a single package that changes the lives of farmers in their fields- and ultimately, changes the futures of entire countries



03

**AGRA is partnership driven**

All of AGRA's work is delivered through partnerships with governments, regional and continental bodies, farmers, community leaders, businesses, civil society groups, researchers, philanthropists and development partners



04

**AGRA is catalyzing Africa's agricultural transformation**

AGRA is working at becoming a partner of choice, the go-to-partner for agricultural transformation for sustainable development in Africa. We want to be sought after for technical and innovative approaches



05

**AGRA is leading a knowledge culture**

AGRA is a thought leader influencing and inspiring the trust of leaders, donors and partners to model better ways to implement, deliver and account for sustainable development in Africa



# 2018 review

This Annual Report marks our second year of activity within the 2017-2021 strategic period. It considers our performance in 2018 towards our strategic targets, looking at the progress made within our thematic focus areas and at an individual country level. In certain sections, for context, it looks at the cumulative results we have achieved since our five-year strategy began.

During 2018, we implemented our planning from the previous year and kicked off our inception and investment activities in earnest. In support of our strategic goals, we also continued to work as a key member of the Partnership for Inclusive Agricultural Transformation in Africa (PIATA), which was launched in 2017 to provide coordinated and aligned support to African leaders to drive progress and development in this space. PIATA members include the Bill & Melinda Gates Foundation, The Rockefeller Foundation and the United States Agency for

International Development (USAID). To date, PIATA has made significant progress in leveraging investments and engagement with the private sector to build sustainable systems for agriculture transformation. The partnership has also grown, with the UK Department for International Development (DFID) recently joining to bring greater focus on regional food markets and food trade through policy predictability and market systems development. Together, these partners have jointly committed up to \$400 million towards agricultural transformation in at least 11 African countries. In turn, this support will help to increase incomes and improve food security for 30 million smallholder households.

In addition, we have supported the establishment of the PIATA Advisory Committee (PAC), which allows for strategic engagement among the key funding partners. This engagement translates into Country Advisory

Committees that have been launched in five countries – Ethiopia, Ghana, Malawi, Nigeria and Tanzania. This ensures strategic engagement, alignment complementarity between AGRA and its partners at the country level.

AGRA has now rolled out its strategy in all 11 countries. We continue to strengthen our capacity to achieve our goals. At country level, we have set up country teams and offices to support and engage agriculture sector leadership, ministries of agriculture, donor and development partners, the private sector and civil community. We have also recruited new staff, welcomed new board members and engaged new partners to help us realize our strategic ambitions.

To optimize the impact of our work, we are taking an adaptive strategy approach. This approach entails reviewing progress to date and assessing lessons learned to inform

future programming and prioritization. It aims to ensure our portfolio of work is aligned and our activities are relevant to emerging issues and needs. In this way, our investments are shaped by rigorous analysis of evidence and country context and by the studies we conduct – for example, our fertilizer study and our ongoing institutional capacity assessment study.

2018 also saw some projects come to a close; for example, our initiative with Canada's International Development Research Centre (IDRC) that rolled out post-harvest management technologies in Burkina Faso and Mozambique, reducing post-harvest losses from 50% to 11%.

More importantly, we initiated projects, made investments and formed key strategic alliances. As a result, we have started to make headway within our strategic focus areas of systems development, state capability and policy engagement, and partnerships.

### Systems development

We focused on strategic investments in consortia, which are the key delivery vehicle for farmer interventions. We also pushed systems development for seeds, fertilizers, extensions, inputs distributions, inclusive finance and market and post-harvest management.

While our investment in consortia has helped us to drive progress and deliver results, we know there are limits to what scale we can achieve through this approach. For this reason, we also continue to focus on major flagship programs at country level, such as Ghana's Planting for Food and Jobs initiative.

### State capability and policy engagement

Our state capability activities mainly involved engaging with governments to develop a vision of what prosperity and sustainable development will look like in their particular circumstances. Through this process, we were able to assess capacity gaps and develop evidence-based and impactful pipeline investments as part of emerging National Development Plans (NDP), Agricultural Sector Strategies (ASS) and National Agricultural Investment Plans (NAIP).

### Partnerships

Our partnership work focused on increasing our leverage. This translated into deepening our strategic engagement with leading agribusinesses, both on a regional and national level, initiating activities to stimulate increased private sector investment in agriculture, and strengthening AGRA's engagement in ecosystems and public-private platforms.

During the year we identified the top 30 agribusinesses in our network with whom we could create strategic partnerships, including companies such as SeedCo, Yara, BASF, John Deere and Diageo, among others. We also strengthened relationships with technical and multi-lateral partners to leverage investment and technical focus, and we currently have 123 investment opportunities at different stages of development. Similarly, AGRA established partnerships to improve access to finance for business development.



**AGRA**

Growing Africa's Agriculture

# 2018 BY the NUMBERS

So far, we have committed **\$130 million in grants** across all **11 priority countries** and in support for continental agencies. This investment has resulted in:



### Financial Leverage

**51:** Financial institutions supported to service farmers  
**\$52 million:** Loans provided to farmers  
**\$37 million:** Private sector investment leveraged

### Technology Access

**35,410 MT:** Improved seeds produced  
**10:** National research stations supported to produce early generation seeds  
**28:** Seed varieties commercialized  
**10:** Fertilizer blends developed & validated  
**3,306 MT:** New fertilizer blends produced



### State capability & policy engagement

**2:** countries supported to design & execute a flagship program & strategy  
**7 countries:** Gap analysis on state capacity in completed  
**\$265 million:** Investments mobilized for agriculture sector in Ghana & Tanzania  
**59:** Policy constraints under reforms.

**247 GRANTS  
 WORTH \$130M  
 IN 11 COUNTRIES  
 THROUGH  
 24 CONSORTIA**

**8M FARMERS  
 TO DATE**

### Local Private Sector Engagement

**1,304 SMEs & 1,970**  
 agro-dealers supported



### Extension Services

**2,187:** Village-Based Advisors (VBAs) recruited & trained  
**601,094:** Farmers trained  
**10,455:** Demonstrations  
**1,286:** Field days  
**350:** TV & radio programs



### Production, Postharvest & Marketing

**376,561 MT:** Produce sold  
**\$64 million:** Value of produce sold  
**134:** Registered off-takers  
**7,532,457 MT:** Purchasing capacity of registered off-takers  
**From 30% to 11%:** Drop in post-harvest losses in Mozambique & Burkina Faso



## Kofi Annan: a tribute

### Vision, leadership & legacy

In August 2018, our founding Chairman, friend and colleague, and former UN Secretary-General, Kofi Annan, died at the age of 80. As António Guterres, the current UN Secretary-General, eulogized: “Kofi Annan was a champion for peace and a guiding force for good”.

When Kofi Annan stepped down from his role as UN Secretary-General in 2006, he quipped that in his next job he might become known as ‘Farmer Kofi’. Despite his ongoing interventions in the world’s most desperate regional conflicts, he maintained an unerring focus on the African smallholder. This focus was underpinned by his firm belief, articulated during an interview in 2013, that “a hungry man is not a free man”.

Kofi Annan’s conviction that agriculture is the key to conflict resolution shaped his global outlook and commitments. It was his vision that led, in 2006, to the creation of AGRA and galvanized leaders to shift their attention to the continent’s most urgent issue: ensuring food security for all. As AGRA Chairman, Strive Masiyiwa, observed:

**“Kofi Annan has left a lasting legacy in the quest for a food self-sufficient continent. We will keep his dream and vision alive.”**





### One world, not two

Shortly after AGRA's inception, Annan also launched another not-for-profit organization, the Kofi Annan Foundation, dedicated to strengthening the capacities of people and countries to achieve a fairer, more peaceful world. Together, AGRA and the Foundation were pivotal to his efforts to transform African agriculture. Mobilizing high-level commitment from the private sector, the political sphere and civil society, he advanced his belief that, with the right technology, smallholders would be at the forefront of Africa's green revolution. It was this belief that fuelled AGRA's ambition to transform Africa from food importer to exporter; from a continent dependent on foreign aid to one that can feed and sustain itself, with agriculture at the heart of economic development and progress.

During his tenure as UN Secretary-General, Annan oversaw the creation of the Millennium Development Goals (MDGs), which many believe to be his greatest contribution to global poverty reduction. He also appointed two World Food Prize Laureates as co-Chairs of the UN Hunger Task Force. The momentum and energy he brought to his role at the UN was palpable. He marshalled an impressive array of global collaborators, and he put Africa center stage before an audience of world leaders and decision-makers.

These efforts resulted in developed countries committing 0.7% of gross national income as official assistance for developing countries. Through the MDGs, Annan highlighted the importance of ending malnutrition in Africa, while paving the way for the UN's current Sustainable Development Goals (SDGs). His assertion that "we live in one world, not two", and that "no one in this world can be comfortable or safe while so many are suffering and deprived", became a driving force and guiding principle for inter-governmental dialogue and partnership.

It came as no surprise that in 2001, in recognition of his global leadership in peacekeeping and food security, Kofi Annan received the Nobel Peace Prize.

### A man for all peoples

Through his work, Kofi Annan left a powerful, lasting legacy. In 2018, his foundations made a record number of new investments and partnership agreements, which currently reach some 21 million households across the continent. His belief in governmental accountability also helped to inspire the Africa Agricultural Transformation Scorecard (AATS), launched in January 2018, and the first biennial review to track progress made by the Comprehensive Africa Agriculture Development Programme (CAADP) towards wealth creation, food security and nutrition.

The son of Ghana, Kofi Annan was also a consummate international diplomat, equally at ease in the American heartland as he was on the African continent. "We the peoples", begins the UN Charter; and in the words of Ambassador Kenneth M. Quinn, President of the World Food Prize Foundation, "**Kofi Annan was truly a man for all peoples**".

**His legacy lives on in the work of AGRA, the UN and in the smallholder farmers of Africa, whose lives and fortunes he worked so tirelessly to transform.**



**2018**  
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## Personal memories and tributes:

At AGRF 2018, Kofi Annan was remembered in tributes throughout the four-day forum, with decisive pledges made to continue his legacy and make his vision a reality:

*“Kofi Annan was the animating force of modern African agriculture. His integrity and vision inspired us to embrace the potential of the African farmer to lift millions out of poverty and propel our economies along a path to prosperity.”*

- Strive Masiyiwa, Board Chair, AGRA

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*“All of us in Africa, including generations to come, owe a deep debt to Kofi Annan for the leadership and inspiration he provided to position agriculture as the key to Africa’s future. AGRA would not have been were it not for his vision.”*

- Dr Agnes Kalibata, President, AGRA

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*“As the first Chair of AGRA, Kofi Annan led the way by helping to drive a new agriculture agenda for the continent.”*

- Bill Gates, Co-Chair, Bill & Melinda Gates Foundation

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*“Kofi Annan was a true partner to people in need around the world. His legacy of service and accomplishment will live on and continue to inspire generations.”*

- Dr. Rajiv Shah, President, The Rockefeller Foundation

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*“Ten years ago, Kofi Annan was in Oslo. He challenged us in Yara to help to start a green revolution for Africa. Now, we have lost a visionary - a true leader. I see it as our duty to continue his work.”*

- Svein Tore Holsether, President and CEO, Yara International

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*“Kofi Annan’s vision in creating the United Nations Millennium Development Goals to ensure global food security for all in the 21st century, will ultimately be seen as his greatest contribution... [and] his leadership role with AGRA will be as consequential as his initiatives while Secretary-General of the United Nations.”*

- Ambassador Kenneth M. Quinn, President, World Food Prize Foundation

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*“ We live in one world, not two. No one in this world can be comfortable or safe while so many are suffering or deprived.”*

Kofi Annan 1938 -2018





# Where We Work

Progress at Country Level



# Burkina Faso

## Country Overview

Between 2008 and 2015, Burkina Faso's GDP grew on average by 5.5 %, with agriculture growing at 3.3% a year and accounting for about 34% of GDP. Key crops include maize, rice, cowpeas and sorghum, with 76% of all farm households involved in rain-fed agricultural production.

Through its revised agriculture strategy and overall economic and social strategy, the government has shown strong commitment to the sector. This commitment is also evidenced by the allocation of approximately 14% of the national budget each year to agriculture between 2011 and 2015, in line with AU Maputo targets.

Despite positive trends, the country still faces significant challenges in agriculture. Staple crop productivity is low at 1MT/ha due to the adverse impacts of climate change, poor soils, limited use of quality inputs and ineffective extension services. Significant gender inequalities also limit women's potential and negatively affect the economic performance of the agricultural market systems.

## AGRA's involvement and impact

Aligning with government priorities and programs, we are working to boost government capacity for strategic planning and implementation. In the field, we are rolling out projects designed to drive value chain development for key crops and address bottlenecks across inputs, extensions, markets and finance systems.

AGRA's is supporting Burkina Faso is to develop a suitable subsidy model that allows better targeting, increased private sector participation. This can only be achieved by building strong partnerships within the country. We are also prioritizing interventions that catalyze and complement funding from the government and donors.

## Key 2018 performance highlights include:

- Six projects started for a total commitment of **\$10.4 million**
- **800,000 farmers** committed to date
- **4,387 MT** of target crops at a value of **\$924,955**
- **1,243 MT** of improved seeds sold as a result of AGRA's support.
- **Eight crop varieties** produced and commercialized
- 909 Village-Based Advisors recruited and trained
- **48,285 farmers** trained on correct agronomic practices through 1,651 demonstrations to popularize hybrid maize-sorghum and improved cowpea varieties
- Approximately **\$1 million** in loan value mobilized as a result of AGRA investment
- Deepening engagement with government and key development players
- Policy support on:
  1. Joint Order on Price and Payment Arrangements for Fixed Inspection Fees and Other Fertilizer Control Revenues passed, April 2018
  2. Agricultural Sector Investment Code passed by House of Assembly, May 2018



## CASE STORY

**Transforming the future of threshing**

Advanced threshing technology can significantly reduce post-harvest losses for smallholder farmers. In 2016, AGRA co-funded the Catalyzing Large Scale Adoption of Cowpea Post-Harvest Innovations for Enhanced Prosperity and Food Security (CLAPHI) pilot project to develop a new multifunctional thresher. With AGRA support, the machine underwent several rounds of modification to improve the threshing of rice, cowpea and sorghum.

In 2018, to extend the reach of these earlier innovations, AGRA provided funding for the BREP project, which initiated a matching grant for the acquisition of the multifunction threshers improved by CLAPHI. Three SME service providers took part in the scheme, ordering three threshing machines for the Bagassi and Samoroguan communes. Six additional machines were then ordered and delivered in January 2019.

Under the guidance of CEAS, an agricultural mechanization specialist, equipment manufacturers were trained in thresher design and production methods in the various project areas. End-users also received training on how to make better and more effective use of the machine. Overall, 14 threshing service providers received training on how to meet producers' needs; three demonstrations were held to facilitate extension and acquisition; and the machines were made widely available for post-harvest operations. The scheme has helped to reduce post-harvest losses, create new jobs and provide quality produce to local processors.

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*“This project has changed my life. Before I received training on thresher operation, my annual revenue was \$514 a year. But now, with the threshing service I provide I can make \$1,286 profit in just two months. This means I can ensure I meet my family’s needs.”*

**Isaie KI, a farmer from Nayala**

# Ethiopia

## Country Overview

Agriculture remains the backbone of the Ethiopian economy. It contributes 36% of GDP, 90% of export revenue and 73% of the population is engaged in the sector. While farming is largely rain-fed and the degree of mechanization remains low, over the last decade agriculture has made significant progress in driving economic growth and poverty reduction. Furthermore, Ethiopia is one of only four countries to have surpassed its CAADP target of committing 10% of annual government expenditure to agriculture between 2003 and 2013.

## AGRA's involvement and impact

AGRA is supporting the Ethiopian government by investing in key catalytic interventions, including strengthening input systems and providing policy and capacity support. We are also helping to drive the market-led, integrated value chain development of key food crops in four regions.

In 2018, AGRA committed a total \$15.5 million in Ethiopia across 10 investments. Three of these investments were focused on policy and state capacity building, three on integrated value chain development (consortia), while the rest were dedicated to system strengthening input systems and markets.



## Key 2018 performance highlights include:

- **\$15.5 million** invested through ten grants
- Input systems developed to alleviate shortage of early generation seed
- **722 MT** of improved seeds produced and sold through AGRA support
- Support for national seed sector policy to establish plant breeder's right and create incentives for R&D initiatives around key sector constraints
- Three professionals, specialising in M&E, ICT and Policy Advisory, seconded to Ministry of Agriculture
- Support to the scaling up of the electronic voucher system to improve efficiency of farm input credit system
- Support to enhanced regulatory capacity for seed quality and validation of new fertilizer blends
- Three value chain consortia approved, with implementation underway



## CASE STORY

**Enhancing wheat and teff value chains**

One of AGRA's major successes in Ethiopia involves the strengthening of wheat and teff value chains through targeted investments. In 2014 we provided a grant of \$1.6 million to the Federal Cooperative Agency (FCA) to build the capacity of wheat and teff farmers' cooperatives in four regions of Ethiopia – Tigray, Amhara, Oromia and SNNPR.

Leveraging AGRA's financial support, the FCA conducted a comprehensive capacity needs assessment of cooperatives and developed training modules in 12 key areas. Based on these modules, the project trained over 33,000 cooperative leaders and members, exceeding its original target. It also conducted awareness raising on the benefits of cooperative membership, leading to a 22% increase in members overall and a 26% increase in women members. Furthermore, the number of women in cooperative leadership roles went up by 70%, while over 700,000 Birr new capital was raised as new members joined and bought shares.

Through improved governance, marketing capacity and financial management, the cooperatives were able to access credit from financial institutions. Enhanced market linkages also resulted in a 22% uplift in the number of members supplying wheat and teff to the cooperatives. Similarly, the amount of members who used improved seed and fertilizer acquired through the cooperatives also went up, again by 22%.

In addition, the FCA built 26 grain storage warehouses to enable the cooperatives to aggregate and collectively market their produce. As a result of the close supervision and support provided by AGRA, the 26 warehouses were built in record time and at minimal cost.

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*“Thanks to this investment, our cooperative has moved into a newly built production facility. We have new baking ovens, computers and a delivery van. The new facility is more hygienic than our previous one and we are able to produce and supply Injera more efficiently.”*

**Maida Women's Cooperative**

# Ghana

## Country Overview

Ghana depends on smallholder farming to feed its 29 million people. Agriculture contributes approximately 21% to the country's GDP and employs around 45% of the population. Recognizing the sector's importance to Ghana's economy, the government has recently unveiled a number of flagship projects designed to increase productivity. These projects focus on a range of areas, including food security, job creation, rural development, livestock production and exports. These commitments, alongside excellent agronomic conditions, a good input base and strong partner support, put Ghana firmly on the path to agriculture transformation.

## AGRA's involvement and impact

AGRA is supporting Ghana by working with the private sector to build systems and investing in technologies that can be scaled. Deploying resources in line with capacity gaps, we are focused on gender-integrated approaches to catalyze and sustain inclusive agricultural development and progress.

Our work involves providing technical assistance to the government to refine and develop its sector strategy; strengthening regional coordination platforms; and enhancing delivery systems for improved productivity and marketing of produce, plus increased access to finance. Through these efforts, anchored in our five-year strategy, we aim to impact incomes and improve food security for at least 1.2 million smallholder households, at a cost of \$26 million targeting two Agro-Ecological Zones (AEZs): the Brong-Ahafo and Northern regions.

## Key 2018 performance highlights include:

- **Ten** projects started for a total commitment of **\$10.2 million**
- **672,000 farmers** committed to date
- Recommendations adopted from AGRA-funded fertilizer validation project, with government announcing that 40% of fertilizer supplied under its subsidy programme will be from validated blends
- Seed (Certification and Standard) Regulation, promoted by AGRA, passed by Ghanaian parliament
- **8,136 MT** of improved seeds produced and sold to farmers
- **14 crop varieties** produced and commercialized
- **2,409 MT** of produce sold valued at **\$706,835**
- Technical assistance provided to help operationalize government's Fertilizer Expansion Programme (GFEP)
- Partnership developed to implement National Rice Development Strategy, which is expected to enhance capacity of over **128,000 farmers**
- Plans developed to train **1,170** agriculture extension officers to improve agent-to-farmer ratio
- Financial and strategic support provided for rollout of Planting for Food and Jobs initiative; evidence-based strategy developed to mobilize buy-in and resources

## CASE STORY

**Eradicating losses from agricultural value chains**

In Ghana, as in other sub-Saharan African countries, grains, tubers, nuts and oilseeds form the basis of the population's diet. The per capita consumption of maize, for example, is estimated at about 45 kg per year. However, the propensity for aflatoxin contamination threatens to undermine this nutritional foundation, damaging efforts to encourage healthy food consumption and trade. The ferocious mold is responsible for about 319,000 tonnes of post-harvest losses for maize, or 18% of the country's annual maize production. This damage is exacerbated by insufficient warehousing facilities, as well as underdeveloped processing methods.

To help overcome this challenge, AGRA has provided funding for a National Steering Committee for Aflatoxin Control. The Committee is tasked with developing a national policy and technical regulation for aflatoxin, raising awareness among relevant stakeholders and ensuring overall implementation.

The project, alongside the National Aflatoxin Sensitization and Management program, is training and linking farmers to agro-dealer networks and promoting the use of all-natural and environmentally friendly products, known as ALFASAFE. With just four kilos of ALFASAFE, a farmer can effectively protect an entire acre of maize, groundnuts or soybean, thereby meeting stringent international and domestic aflatoxin standards. Thanks to these interventions, to date approximately 33,000 farmers in Ghana have been armed with information on aflatoxin control and management.

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*“These combined efforts are geared towards creating high-quality produce from Ghanaian fields, while aligning our policies with international partners to boost our chances for economic expansion through trade.”*

**Forster Boateng, Country Manager, AGRA Ghana**



# Kenya

## Country Overview

Kenya has a vast agricultural sector that contributes 30% to the country's GDP, accounts for 65% of all exports and employs more than 75% of the population. Kenya has recently developed a new strategy to transform its agricultural systems and increase the productivity and income of smallholder farmers, fisher folk and pastoralists. However, growth remains constrained by weak coordination between central government and counties; unstructured value chains; high postharvest losses; poor climate resilience; and limited access to agriculture credit.

## AGRA's involvement and impact

In Kenya, AGRA focuses on improving the government's coordination and implementation capabilities. We are also helping to strengthen delivery systems for improved productivity and the marketing of produce. Through our strategy and business plan, we aim to impact incomes and improve food security for at least 627,000 smallholder households throughout Kenya.

We supported and mobilized all stakeholders towards a shared sector strategy - the Agriculture Sector Transformation and Growth Strategy (ASTGS). We also initiated evidence collection to guide the reform of major problem policies in the sector.

In our work, we have established a strong relationship with the Ministry of Agriculture to help drive the President's vision for 100% food and nutrition security by 2022. We are also working closely with the donor community and deepening our engagement with private sector companies through the Kenya Private Sector Alliance.

## Key 2018 performance highlights include:

- Supported the Kenyan Government in the development of the Agriculture Sector Transformation and Growth Strategy (ASTGS)
- **\$6.4 M** invested through eight grants
- **428,163 farmers** committed to date
- Partnership with Farm to Market Alliance (FtMA) continued, reaching 18,250 smallholder farmers (54% women)
- **\$48 million** in loans provided to farmers by **23 financial institutions** supported by IFAD, AGRA, Government of Kenya and other partners
- **\$6.8 million** worth of private sector investments leveraged.



## CASE STORY

**Building Financial Inclusion to Scale Technologies and Markets: Program for Rural Outreach of Financial Innovations and Technologies (PROFIT)**

Limited access to finance remains a major challenge for smallholder farmers, constraining efforts to improve efficiency and disincentivising production. Facilitating access to capital is a key part of our strategy to improve smallholder yields, livelihoods and food security. To maximise our impact in this area, we have partnered with the Kenyan Government to implement the International Fund for Agricultural Development (IFAD)-funded Program for Rural Outreach of Financial Innovations and Technologies (PROFIT).

PROFIT is an eight-year programme to address crucial gaps and complexities in agricultural financing. It aims to resolve a range of issues for farmers and financing institutions alike. On the supply side, it addresses risk perceptions, lack of relevant training and low liquidity levels. On the demand side, it addresses input costs and access, record keeping and registration, while also providing technical assistance to businesses and SMEs. Through financing and capacity building, the overall aim is to develop models that will incentivise the private sector to lend into agriculture once more.

Since the programme launched in 2010, four microfinance institutions (MFIs) and 53 Savings and Credit Cooperatives (SACCOs) have received support through PROFIT. Each microfinance institution has been granted a credit line to lend into four key agricultural value chains: livestock, horticulture, cereals and dairy. Two financial institutions have received \$7 million as a risk sharing facility designed to increase lending appetite, while other participants have received business support services and training in agricultural finance. In order to encourage lending to 'risky' smallholder farmers, Barclays Bank of Kenya and Agricultural Finance Corporation (AFC) have developed inclusive financing models through partnerships with established SMEs, SACCOS and MFIs.

**PROFIT beneficiaries**

As official partner, AGRA is adding value to the PROFIT programme through our unique ability to leverage private investment and mediate between governments and private sector organisations. To date, over 500 SMEs have benefited from PROFIT initiatives and interventions; SMEs who, in turn, provide value chain services to over 130,000 farmers.

Rosemary Kirika, is a poultry farmer in Thika on the outskirts of Nairobi. She received a vital refinancing package from AFC to help boost egg-laying capacity on her farms. Needing to meet demand for 500,000 eggs per day, she was able to offer input credit to 200 local support farmers to cover the costs of chicks, feed, vaccinations and extension services for six months. Through the farmers' contributions, Rosemary has increased total egg production to 420,000 eggs per day, while recouping the credit she extended through the sale of her produce.

# Malawi

## Country Overview

Agriculture plays a pivotal role in Malawi, providing livelihoods for more than 4.5 million smallholder families and accounting for more than 80% of the country's foreign currency earnings. Annual public expenditure towards agriculture has consistently exceeded 10% of the annual national budget, as per CAADP recommendations. However, agricultural GDP growth averaged only 3.4% in the decade to 2016, lower than the 6% CAADP target, while poverty prevalence remains high at 54%, with disproportionate concentration in rural areas. The sector as a whole operates far below its potential and faces periodic food shortages, with population pressure and climate change constraining further growth and development.

## AGRA's involvement and impact

AGRA has a long history of delivering financial and technical support in Malawi. Over the years, we have provided over \$20.6 million in grants towards capacity building, research and development, input production and distribution, agriculture transformation awareness, adoption and production and post-harvest handling. Through our work we have developed an unparalleled array of value chain networks, ranging from farmers to private sector players through to the highest levels of government.

AGRA Malawi focuses on the use of public-private partnerships (PPPs) to deliver interventions in a range of areas. These include policy support for private sector development; extension services delivery through farmer organizations; support to SMEs; post-harvest management; and productivity and resilience through new crop varieties and soil solutions.



## Key 2018 performance highlights include:

- **\$1.6 M** invested through nine grants
- Approximately **200,000 farmers** reached
- Continued support for National Agriculture Investment Plan (NAIP) to drive agriculture commercialization
- Supported the Ministry of Agriculture to develop a flagship program focusing on youth
- Provided catalytic grants to private sector for strengthening the seed system
- Grant of **\$240,998** awarded to Ministry of Agriculture to help create an enabling business environment
- Collaboration with Ministry of Trade to unlock private sector investments into agriculture sector



## CASE STORY

**Strengthening seed producers through PPP**

Access to quality seed is a challenge for farmers in Malawi, restricting productivity to around 60% of yield potential and leading to widespread food insecurity. However, thanks to a partnership between AGRA and IFAD, the situation is changing. Together, AGRA and IFAD have launched a new PPP involving seed companies, agro-dealers and the Ministry of Agriculture. The program is designed to strengthen the capacity of seed out-growers and link them to emerging private seed companies, thereby creating a stable and sustainable seed system. This work builds on AGRA's 20 million investment in Malawi's seed sector.

Within the PPP, Chitedze Research multiplies breeder seed, while private company MUSECO multiplies basic seed for distribution through an agro-dealer network established by RUMARK. MUSECO provides seed on loan to the farmers, registers their farms with the Seed Services Unit (SSU) and pays for their inspection services.

To date, out-grower farmers have received over 126 MT of newly released varieties of basic and pre-basic seeds. The PPP has also provided additional seed varieties (which were previously inadequately cultivated) worth \$177,143. The project is helping to re-invigorate smallholder businesses and open up new market opportunities.

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*“When our cooperative was weaned by SAPP, we thought that would mark the end of our seed production business. However, with the coming of MUSECO things have changed for the better. As a result of the partnership, we have increased the acreage of our seed fields by 25%, from 120 acres last year to 150 acres this year.”*

**Yesani Manjawira,  
President of Kasipa Seed Producers' Cooperative, Mtosa EPA, Nkhotakota District**

# Mali

## Country Overview

Agriculture is a key pillar of Mali's Strategic Plan for Poverty Reduction. In the south, the country's breadbasket regions have a relatively stable political climate with strong support from the private sector and development partners. However, food security is a major concern for the Malian government, as much of the country faces high incidences of malnourishment and limited production capacity. Staple yields remain low, with yield gaps of more than 60% and the vast majority of farmers producing crops for subsistence, with little or no surplus outputs. Despite a gradual increase in production, the total harvested volume of dry cereal (maize, millet, sorghum) and cowpea is still significantly below levels required to stimulate growth and achieve food security.

## AGRA's involvement and impact

In Mali, AGRA works to support the government in developing and implementing robust national agricultural strategies. At the same time, we are attempting to drive change at the system and farmer levels across the maize, sorghum, millet and cowpea value chains. Our strategy draws heavily from the lessons learned from our past investments – totalling around \$20 million – in the development of Mali's agriculture market, input systems and post-harvest management.

Specifically, we are supporting the government to improve sector coordination, develop a new agricultural investment plan and address market access, gender gaps and production issues that constrain performance. We are also looking at options to reignite our previously unimplemented breadbasket strategy, while helping to reform the input subsidy program and provide an evidence base for policy making. Through these initiatives, AGRA is positioned to impact approximately 940,000 farmers with a budget estimate of \$36 million.



## Key 2018 performance highlights include:

- **\$7.5 M** invested through ten grants
- **720,000 farmers** committed to date
- **2.139 MT** of improved seeds sold
- **197,358** Village-based Advisors recruited and trained
- **11,882 MT** of crops sold for a value of \$3.4 million
- 97,626 farmers reached with extension system training via **3,624 events**
- Support to input subsidy reform
- Support to designing the strategic direction of the sector
- Support to enabling business in agriculture





## CASE STORY

**Expanding input distribution networks through private sector-led seed extension**

In Mali, AGRA has promoted and enabled the adoption of a new extension approach among three consortia in the Koulikoro, Sikasso and Segou regions.

The program aims to increase access to improved seed and fertilizer, engage farmers with good agricultural practices and strengthen input distribution networks. This process was facilitated by VBAs who were trained and supervised by EUCORD, AMDD, Mission Sahel and Faso Jigui and regional extension service staff. To date, as a result of these efforts local input businesses have dispensed several hundred thousand small packs of seed and fertilizer throughout the regions.

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*“This approach has reinforced proximity outreach and technology transfer. It has helped to incorporate women and young people into the distribution network, while stimulating demand for and supply of improved seed and fertilizer.”*

**Program Coordinator**



# Mozambique

## Country Overview

The Mozambique agricultural sector has been growing at 6% a year on average since 2005, although the main growth driver has been the expansion of land under cultivation rather than productivity increases. In support of its agricultural objectives, the government has implemented several strategies, including the **Strategy and Plan for Agricultural Development** (PEDSA, 2010-2020); the **National Agricultural Investment Program** (PNISA, 2014-2018); and the **Operational Plan for the Development of the Agricultural Sector** (PODA). The country is highly vulnerable to floods, droughts and cyclones, all of which have a major impact on smallholder farmers. Strengthening resilience to shocks and stresses is therefore crucial to the overall sustainability of the sector.

## AGRA's involvement and impact

Our strategy in Mozambique builds on a decade of targeted sector support. It prioritizes initiatives that complement the work of other individuals and organizations to significantly increase smallholder farmers' income and food security. It aims to do this through an improved enabling environment and stronger links between market and production systems. We are also working with the government to implement PEDSA and harness the dynamism of the private sector to promote sustained production. Building market systems that provide opportunities to smallholder farmers is another core focus area.

During our five-year strategic period, AGRA's targeted investments in Mozambique are expected to directly reach 1.84 million smallholder farmers and indirectly impact another 1.2 million. The estimated cost of the strategy is \$26 million.



## Key 2018 performance highlights include:

- **\$4.4 million** invested in **23** grants
- **235,000 farmers** reached to date
- **987** Village-Based Advisors recruited and trained
- **68,472 MT** of produce sold at a value of **\$12.2 million**
- **303 MT** of improved seed produced and sold to farmers
- Six crop varieties commercialized



## CASE STORY

**A transformative rural partnership**

**Murrepetho & Filhos** is a small rural enterprise located in Namiconha Village, Ribáuè district, in the Nampula province of Mozambique. The business was funded in 2013 and is owned by 31-year-old Antonio Murrepetho. **Murrepetho & Filhos's** core business is aggregation, although in some instances it also distributes inputs to farmers. To help build trust, the enterprise also aggregates outputs from farmers and a network of secure agents in the villages it serves.

What started as a simple rural shop model was transformed when AGRA's Otumiha consortia introduced Mr. Murrepetho to the local Community Ag-Entrepreneurs (CAE/VBA). By working with these entrepreneurs, Mr. Murrepetho has been able to save approximately \$3,225 per marketing season from posting just three agents of his own, while also reducing his marketing transaction costs. With these savings, Mr. Murrepetho has now expanded his assets and increased his volume, which should provide a guarantee for a loan from the local bank.

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*"I am now working with 33 VBAs. I have agreed an aggregation model by which I pay them 1 MZN per kilogram, on top of the market price for the produce they are able to aggregate. This translates into good savings, converting my rural shop into a bankable venture."*

**Mr. Antonio Murrepetho**

# Nigeria

## Country Overview

In Nigeria, agriculture accounts for about 22% of GDP and 42% of the labour force. Around 95% of the country's agricultural production comes from smallholder farmers cultivating on average 0.5-0.7 hectares of land. Major crops include maize, rice, soybean, cassava and sorghum. Despite the key role they play within the agricultural sector, Nigerian smallholders remain stuck in a cycle of poverty due to poor sector coordination, low productivity levels, significant gender gaps and limited access to finance and markets. However, the potential for agricultural development is immense; the Agricultural Promotion Policy 2016-2020 aims to achieve food security, import substitution, job creation and economic diversification.

## AGRA's involvement and impact

AGRA's work in Nigeria focuses on Kaduna and Niger States, where we are prioritizing three key value chains; maize, rice and cassava. We are working with partners on government support and policy engagement at the state and federal level, in parallel with systems and farmer development.

Our current five-year strategy targets 1.5 million smallholder farmers, with a budget of approximately \$19 million. Within the strategy, we have rolled out eight projects and grants worth \$9 million in Kaduna and Niger State. This investment is expected to impact over 800,000 of the 1.5 million target households, with a core focus on seed systems, extension services and access to inputs and markets.

## Key 2018 performance highlights include:

- **\$9 million** invested in eight grants
- **856,250 farmers** committed to date
- **987** Village-Based Advisors recruited and trained
- **164 MT** of foundation seeds and 7,367.4 MT of certified seed produced; 106,804 seed packs distributed to farmers
- **534 MT** of produce valued at \$27 million sold
- **8,255 MT** of improved seeds produced and sold to farmers

## CASE STORY

**Improving uptake of new seed technology through consortia partnership**

The major challenges affecting smallholder productivity in Nigeria include the recycling of farmers' own seed, low levels of awareness and inadequate financing. In Nigeria, these challenges have created a major gap between actual and potential yields.

The dissemination and use of new or improved seed technology is one of the key factors in overcoming these challenges and stimulating agricultural growth. To this end, in April 2018 AGRA launched an initiative to promote small packs of hybrid seed in Kaduna State, using field demos, GAP training, field days and radio broadcasts to boost awareness and education.

Hajia Salamatu was one of the farmers supported by AGRA through the Kaduna Consortia. Hajia received soybean and maize seed from the Premier and Seedco companies respectively, along with quality fertilizers and instruction in good agricultural practices. Following these interventions, Hajia was able to boost her maize yield from 2 MT/ha to 4.8 MT/ha, and her soybean yield from 0.8 MT/ha to 2.4 MT/ha. These enhanced outputs have increased her confidence in new seed technologies and she is now helping to spread awareness in her community. As a result, demand for improved seed is growing by the day.

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*“Thanks to AGRA, I’ll be able to take my surplus yield to market. This will improve things for me and my family and help to expand my farm for the next growing season.”*

**Hajia Salamatu, farmer and VBA, Kaduna State**

# Rwanda

## Country Overview

Rwanda is a model for effective implementation and coordination of national agricultural programs. Its sector strategy responds well to international compacts, such as the Sustainable Development Goals (SDGs), and regional compacts such as the Comprehensive Africa Agriculture Development Program (CAADP). There is also effective coordination between different ministries and donor agencies. Consequently, tangible progress towards economic and agricultural transformation is evident. In 2017, Rwanda emerged as the best performing country in the implementation of commitments set out in the Malabo Declaration, scoring 6.1 out of 10 in the AU's Biennial Review Report. Overall, Rwanda's agriculture sector employs 71% of the population and contributes on average 33% to GDP. In the last five years, the sector grew by an average of 7%, surpassing CAADP's 6% target.

## AGRA's involvement and impact

AGRA's involvement in Rwanda is primarily focused on support to developing a functional seed system. This entails strengthening private sector capacity to produce seed while working with Rwanda Agricultural Board (RAB) to improve its capacity to provide early generation seed.

AGRA is working with the Government to strengthen the policy and regulatory environment for seed and the ease of doing business in agriculture.

## Key 2018 performance highlights include:

- **2.2 million** invested in eight grants
- **69,739 farmers** committed to date
- **18,964 farmers** equipped with knowledge and skills in yield-raising technologies
- **28,798 farmers** trained in post-harvest handling and storage
- More than **11,705 MT** of blended fertilizers processed, packaged and sold by local blenders
- **25 MT** of certified bean seed and **27 MT** of certified soybean seed produced by local companies
- Support for government and private sector to produce commercial seed locally, reducing the need for imports
- Commitment to increase the number of active agro-dealers to **2,000 by 2022**
- Ongoing support for Twigire Muhinzi network to increase demand for high-quality seed

## CASE STORY

**Increasing purchase from local communities**

Africa Improved Foods (AIF) is Rwanda's leading manufacturer of premium baby food. In recent years, the company faced a raw materials shortage, with limited availability of vital crops such as high-quality, aflatoxin-free maize. This situation prompted AIF to import produce from other African countries. In 2017, for example, AIF purchased only 20% of its maize from within Rwanda, with the remaining 80% coming from Zambia, Uganda and South Africa. This process resulted in high import costs, driving up prices for customers.

To overcome this challenge, in February 2019, with AGRA's financial support AIF purchased a state-of-the-art sheller. This equipment has enabled the factory to purchase maize locally on the cob. Maize cobs require minimal post-harvest handling in the field, thereby reducing the crop's exposure to conditions – such as moisture – which encourage aflatoxin.

Since the acquisition of the new equipment, the company has purchased 2,578 tonnes of Rwandan maize, with plans to procure 50% of its maize locally in 2019. This will reduce AIF's reliance on expensive maize imports, enabling a reduction in product prices. In addition, following AGRA's investment, the rate of rejected grain has decreased from 30% to less than 10% and there has been a 5% increase in the number of farmers selling through structured markets.

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*“Before AGRA’s involvement, AIF faced challenges of limited capacity for drying and shelling grain, especially when the shelling machines would break down and there was no backup equipment. With this support, we have increased our purchase volume from local Rwandan farmers, reduced our costs and lowered aflatoxin levels in our maize.”*

**Thompson Paradzai, Sourcing Manager Agricultural Commodities, AIF**

# Tanzania

## Country Overview

In Tanzania the agricultural sector remains the foundation of the economy, accounting for 29.1% of GDP, 30% of traditional export earnings and meeting 95% of the country's food requirements. The sector employs 65.5% of the population, of which the majority comes from rural households. It also helps to control inflation, since food contributes about 55.9% to the country's 'basket of goods'. Moreover, agriculture contributes 65% of total industrial manufactured products, meaning it has the highest multiplier effect in the economy.

While its economic contribution is significant, numerous challenges currently prevent the agricultural sector from reaching its potential. These challenges include low productivity, limited market access, insufficient infrastructure and an unpredictable policy environment, among other factors. Tanzania's use of productivity enhancing agricultural inputs is also one of the lowest in the region. If productivity and marketing constraints are addressed, the food crops expected to drive agro-industrial growth include paddy, maize, cassava, pulses and potatoes.

## AGRA's involvement and impact

AGRA's approach in Tanzania involves the implementation of four consortia projects in Kagera, Kigoma, Sumbawanga/Katavi and Ihemi/Ludewa. In addition, we are also implementing thematic projects in the areas of financial access and post-harvest management, while looking to support an enabling policy environment.

Through the consortia program, we have successfully integrated core agricultural systems that previously operated in silos. The program has established strong coordination and collaboration mechanisms with local governments, enabling consortia to connect with government extension services and link farmers to input and output markets. To date, AGRA Tanzania has invested close to \$20 million for the implementation of the current country strategy. About \$16 million of this investment has been channeled through the consortia model.



## Key 2018 performance highlights include:

- **\$11.3 million** invested in **31** grants in
- **742,865 farmers** committed to date
- Supported the implementation of the Agricultural Sector Development Program Phase II with a grant **\$1.672 million**
- Grain export ban lifted
- Umbrella contract farming legislation approved
- **\$250,000** awarded to help enhance Tanzania's scorecard on Malabo/CAADP mutual accountability targets
- Revolving Fund Facility established for SMEs, with AGRA contributing **\$400,000**
- Grant of **\$610,000** disbursed to up to 14 rural SMEs to help reduce postharvest losses
- **\$2.5 million** approved to fund a component of the Tanzania Potato Seed Improvement initiative
- Through FtMA, **42,000 farmers** (42% women) reached; **\$1.6 million** generated in crop sales; **34,000 farmers** trained in good agricultural practices





## CASE STORY

**Enhancing market access for KAKOMA AMCOS**

For many years, the farmers of the SuKA consortium found themselves with unsold produce at the end of each season. Having boosted their yields through the adoption of improved seeds, fertilizers and good agricultural practices, market access bottlenecks still frustrated their efforts. In the Rukwa Region, for example, poor-quality maize being presented for sale was one of the major stumbling blocks, with buyers such as the National Food Reserve Agency (NFRA) overlooking local produce in favor of high-quality maize from Zambia.

To help improve crop quality and market access, AGRA devised a targeted intervention through the TIJA program. The intervention focused on training farmers in business skills, contract negotiations, aggregation and, critically, post-harvest management techniques. We also made investments in warehouse improvements and quality control equipment for Agricultural Marketing and Cooperative Societies (AMCOS). Specifically, our investments enabled KAKOMA AMCOS to purchase maize shelling machines, moisture meters, pallets and tents, all of which helped to address the quality issues that were constraining market access.

In 2018, thanks to AGRA's support and investment, the quality of KAKOMA AMCOS farmers' produce was significantly improved, leading to purchasing agreements with NFRA and Musoma Food Company. The cooperative was able to sell 140 MT of maize in total, with quality improvements also leading to price improvements – 380TZS/kg compared to the prevailing market price of 150-180TZS/kg.

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*“Previously, local farmers had little knowledge of post-harvest handling and management. Through AGRA’s involvement, we have enhanced crop quality and improved market access, meeting our buyers’ requirements. It has been a successful intervention all-round.”*

**Mr. John Kazembe, Member of KAKOMA AMCOS**

# Uganda

## Country Overview

Agriculture in Uganda is a key driver of economic growth, contributing 23.4% of overall GDP and employing over 70% of the population. The sector has been growing between 1-3% since 2010 as a result of private sector support and robust local demand for crops. Challenges persist, with yield gaps ranging from 50-75% for many commodities and low uptake of improved seeds and fertilizers. Approximately 83% of the population is reportedly food insecure and 26% is malnourished. The government is focused on delivering its Agriculture Sector Strategic Plan 2015-2020 through the value chain development of 12 priority and four strategic commodities.

## AGRA's involvement and impact

AGRA's strategy aims to significantly increase smallholder farmers' income and improve food security and nutrition. We are working to achieve these goals by driving productivity, strengthening linkages between markets and leveraging investments, while supporting the government to deliver on its priorities. Our strategy draws heavily on lessons learned from past investments totalling approximately \$31 million in capacity building, input systems, market development and post-harvest management.



## Key performance highlights include:

- **\$2.7 million** invested in five grants
- **105,000 farmers** committed to date
- **504 extension workers** and **358 agro-dealers** trained in use of crop-specific fertilizers
- Produce worth **\$1 million** sold
- Strategy for Agricultural Finance drafted and presented to Ministry of Finance, Bank of Uganda and Ministry of Agriculture; the new policy is designed to benefit **130,000** farmers
- Fertilizer blends for 15 crops developed through AGRA-funded project.



## CASE STORY

**Delivering transformation through fertilizer blending**

Low awareness and use of fertilizer products restricts smallholder productivity. To address this problem, in January 2018, AGRA provided \$0.24 million to private company Grain Pulse Ltd. The aim of the funding was to develop fertilizer blends specific to crops grown for trade within and beyond Uganda's borders. With the collaboration of scientists from the National Agricultural Research Organization, these blends were developed and popularized in 14 districts using farmer-led trials and demonstrations. After a couple of seasons, a preliminary assessment revealed yield increments for the maize and bean crops that were targeted in the project area. These results helped to educate farmers not only on the overall advantages of using fertilizer, but on the need for balanced, crop-specific fertilizer products.

Another success arising from this project was the eventual buy-in from an investor. Worth \$2 million, the investment was obtained by Grain Pulse to expand the fertilizer blending plant to help meet increased demand. Furthermore, Grain Pulse integrated its operations with its sister companies to allow for the direct purchase of commodities from farmers. As a result, farmers now have a stable market for their produce. Reaping the benefits of blended fertilizer adoption, they have taken a crucial step towards agricultural transformation.

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*“This project is a simple demonstration of how a small catalytic investment can bring about a transformation in agricultural-dependent livelihoods, also creating employment opportunities for young people and women in the downstream functions of the value chain.”*

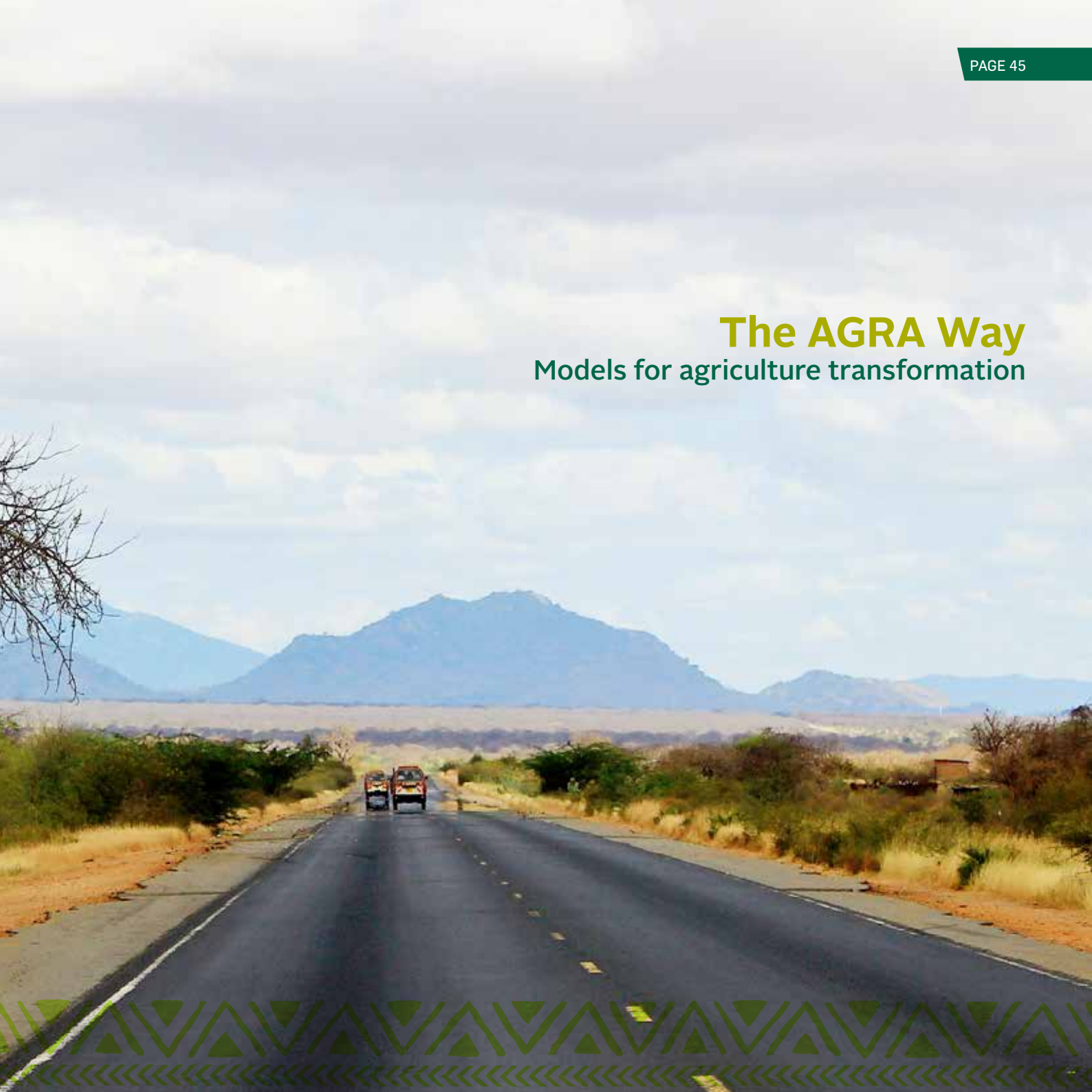
**Hannington Karuhanga, Managing Director, Grain Pulse Ltd.**





# The AGRA Way

Models for agriculture transformation



AGRA has developed a unique model for agriculture transformation in Africa. Drawing on the lessons learned from our first ten years as an organization, we are delivering results and making progress through a synthesis of innovative and replicable approaches. These are:



## O1

### Building State Capability & Policy Engagement

AGRA provides financial and technical support to governments to strengthen the capacity of the agriculture to increase income and improve food security for smallholder farmers.

We understand the competing priorities faced by governments with limited resources and capacity. Our aim is to help governments marshal their agriculture sectors and the key players within them.

Our key areas of support include:

- Galvanizing political will to advance the agriculture sector
- Support to prioritization, coordination and execution of plans and flagship programs by the Ministries of Agriculture
- Supporting policy reform and implementation to promote private sector participation in African agriculture
- Strengthening accountability systems
- Support to resource mobilization, planning and utilization

To achieve our goals, we support governments in the development of the agriculture sector strategies and the National Agricultural Investment Plans (NAIP). We also follow up to strengthen execution capacities of priority programs and flagships.

We started this work in 2018 and have since set up teams in the eleven countries. These teams have several roles. The most important of which are:

1. Support the ministries of agriculture to identify capacity gaps and understand what AGRA and partners can do to support them address these gaps. We also support countries to articulate their development plans and funding gaps with their donors through plans, strategies and face-to-face meetings. This function also covers support to the ministries of agriculture to improve sector-wide coordination and improvement.
2. Based on need and country requirements, act as a neutral broker to help the development community, private sector and other partners to understand individual country development needs versus delivery capacity and execution challenges and identify ways of addressing



them. This also includes supporting countries in the review of their policies and regulatory environment to ensure that the agriculture sector can attract investors

3. Work with each country to produce evidence and advocate for the renewal and reform of policies in the agriculture sector.

### **Progress in 2018**

In 2018, we focused on working with governments to understand the strategic support required to achieve agricultural transformation. We then co-designed investments to enhance state capability in those areas.

Specific support requirements identified in 2018 include: strengthening implementation capacity; promoting coordination among key sector stakeholders; institutionalizing mutual accountability mechanisms; enhancing the use of data and analytics; and developing flagship programs. By the end of the year, project proposals to address these needs were approved for Burkina Faso, Nigeria, Ghana, Malawi, Mozambique and Tanzania.

On the policy engagement side, we prioritized national and regional interventions to advance the reform of 59 policies and regulations across our 11 focus countries and two regional blocks – the East Africa Community (EAC) and the Economic Communities of West African States (ECOWAS). The majority of these reforms aim to increase the private sector's distribution of quality seed and regulate the importation, registration and distribution of fertilizer.

We also worked in collaboration with the African Union Commission and the Bill & Melinda Gates Foundation to popularize the use of the Africa Agriculture Transformation Scorecard (AATS), as part of the CAADP Biennial Review (BR) process, to push for evidenced-based policy and development outcomes

Based on evidence of studies across all 11 countries, we are working on improving current fertilizer subsidies to ensure they are structured, more productive and contribute the growth of the agriculture sector.

### **Export ban lifted in Tanzania**

In May 2018, Tanzania's Minister of Agriculture lifted the country's export ban. The decision to lift the ban was informed by an economic impact assessment of export restrictions (mainly affecting maize) and legal analysis of the laws governing export trade and food security, both supported by AGRA. AGRA presented the analytical findings and recommendations to senior government officials in Dodoma, helping to advocate for the removal of the ban. AGRA also

engaged the Minister of Agriculture on this issue. This led to the creation of a task force to prepare a concept note on the removal of exports bans without endangering the country's food security. AGRA's work and contribution through the taskforce played an important role in getting the export restrictions lifted.





## 02

### Partnerships for Delivery

In our work on partnership development, we aim to create stronger alignment between different actors within the stakeholder landscape. This involves aligning government priorities and private sector interest, but also creating synergies among value chain actors in order to increase our impact. Our efforts are designed to improve the integration and coordination of investments and mobilize private sector support for local farmers, agribusinesses and public sector institutions.

In recent years, we have taken a holistic approach to our partnership work; one which considers the investment needs of the entire food and agriculture system. Building bigger, more strategic relationships across the value chain, this approach enables us to avoid low-impact, piecemeal solutions and unite a range of stakeholders towards a common goal. From consortia in the field through to large agribusinesses, we aim to leverage the expertise and influence of partners to help deliver lasting benefits to smallholder farmers. As such, we are also strengthening AGRA's position as the go-to broker for transformative partnerships in African agriculture.

In our formulation of partnerships, we prioritize partners in line with AGRA's overall strategic objectives. We base our assessments and decisions on five critical outcomes that align with our ambition to impact 30 million smallholder farmers. These outcomes are:

- **Scale:** increase farmer reach
- **Transformation:** increase farmer income
- **Synergies:** accelerate delivery towards our targets
- **Leverage:** unlock additional resources from public and private actors
- **Systems development:** achieve sustainable and widespread impact by ensuring strong engagement from the private sector

By following this approach, we expect that by 2021 our partnership activities will have:

- Created **53** new strategic partnerships
- Facilitated at least **\$1.3 billion** of inclusive investment opportunities
- Facilitated **200** new investment opportunities
- Impacted **2.1 million** farmers

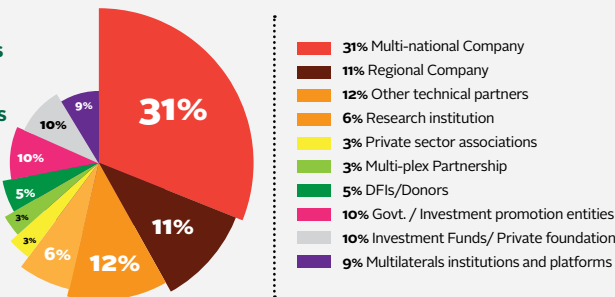


## Our partners

AGRA now has a strong network of strategic partners pursuing co-investment opportunities across our portfolio. Combined, our relationships are enabling us to provide a range of catalytic opportunities to around 3,600 private sector partners across our 11 focus countries. These include over 3,300 SMEs in various parts of the agriculture value chain, and 300 leading agribusinesses and service providers.

### AGRA has a strong network of partners who are pursuing co-investment opportunities across our portfolio

We have initiated conversations with 93 companies/Institutions, pursuing 123 relevant opportunities at different stages



Building on our local partnerships, we have initiated conversations with 93 prominent companies/institutions, identifying 123 initial partnership opportunities at different stages of development across our 11 countries. So far, we have prioritized 30 top global and regional agribusinesses with whom to deepen our engagements. These include input companies, such as SeedCo, Yara and UPL and Corteva, as well as mechanization firms such as John Deere and Mahindra; agtech and financial services providers such as IBM and Rabobank; and large buyers and traders such as Nestlé, Africa Improved Foods and Olam.

We are also building and strengthening relationships with multilateral technical partners and platforms to leverage investment and technical expertise. These include research institutions such as the China Academy of Agriculture Science and the African Seed Trade Association; specialists such as Mercy Corps; development partners such as World Bank, IFAD, WFP and UNEP; and investment funds and private foundations such as Mastercard Foundation, Syngenta Foundation and the Ikea Foundation.

AGRA has also expanded its ecosystem partnerships. We have developed a strategy to help guide our China-Africa collaboration, built new partnerships

with the Israeli Start-up Nation ecosystem, and participated in the Farm to Market Alliance (FTMA). In addition, through our inclusive finance team we have established partnerships with a range of national champions, investors, funds and financial institutions.

### Seedco: scaling up hybrid seeds supply from Kaduna state to the rest of Africa

In Nigeria, regional seed company SeedCo supplements AGRA's provision of hybrid seeds to farmers in the Kaduna State Maize and Soybean Consortium, targeting 270,000 smallholder farmers. By providing seed samples for Mother and Baby demonstration plots, as well as inputs such as fertilizer, crop protection and herbicides, they help to promote best farming practice and enhance productivity. AGRA is expanding the partnership with Seedco to explore other AGRA countries and will roll out this new partnership in 2019.



## 03

### Integrated Programming at the Farm-level: Investment in consortia

Through past experience, AGRA has learnt that technologies (such as quality seed and fertilizers) are best delivered to farmers if packaged as a suite of services from local businesses for the farmer to experience transformative capacity. Consortia have therefore become a key delivery vehicle in our efforts to strengthen systems and farmer interventions. Within our five-year strategy, consortia deliver value by helping farmers gain access to inputs, markets and financial services and achieve increased productivity and food security. They also provide a platform for SMEs and other local 'actors' to work together in the agricultural landscape. We define a consortium, or 'integrated consortium', as a group of affiliated rural organisations, agencies and businesses who work together within a defined geographical area. Collaborating to achieve mutually agreed objectives, they help to deliver the critical components of agriculture transformation.

To date, AGRA has organized and funded 24 integrated consortia targeting six million farmers across eight African countries. The 24 consortia comprise 126 grantees, or an average of about five members per consortium. The map below depicts our consortium activity in the eight countries:

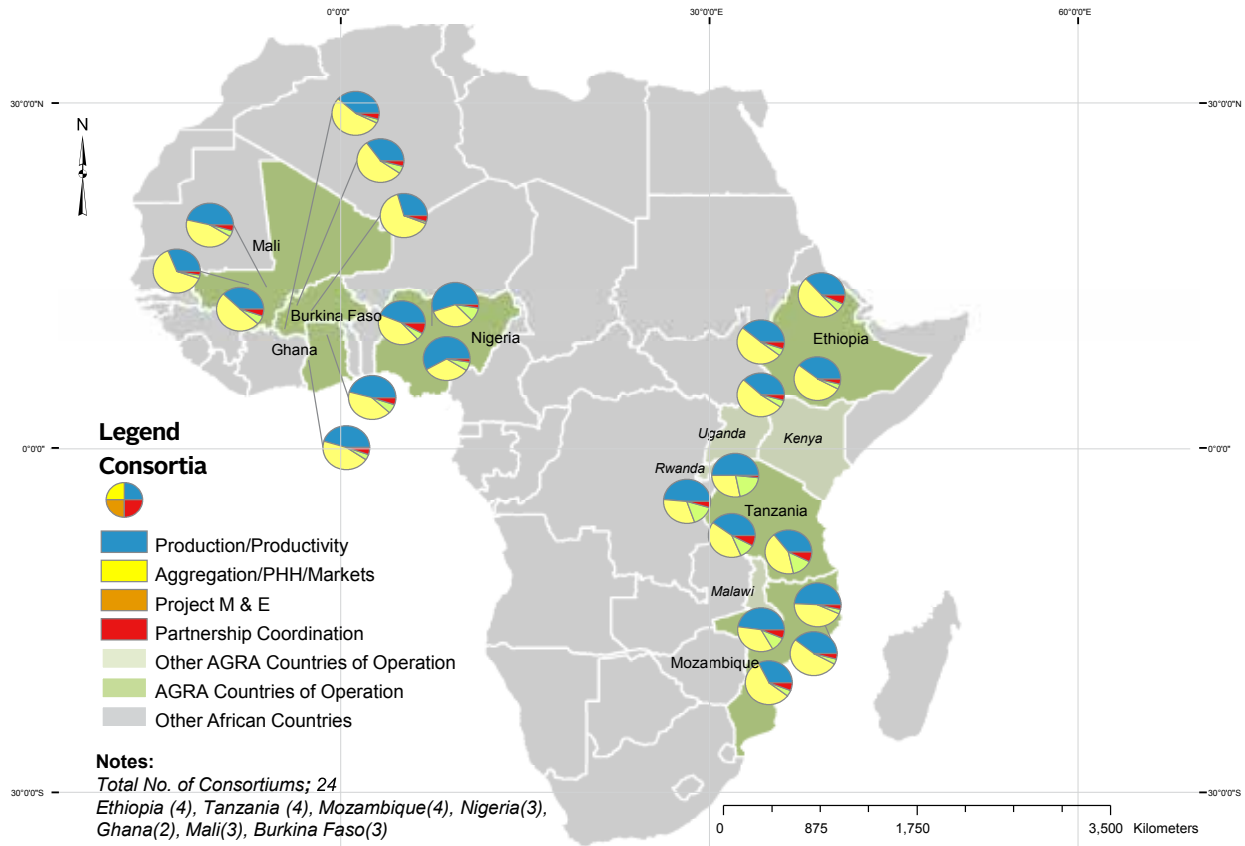
#### **Bringing our core systems together**

Through our investment in consortia, we are able to facilitate the integration of our six core agricultural systems: seeds; fertilizers; extensions; input markets; inclusive finance; and output markets. The interaction between these systems enables key players and service providers to work together to deliver value to smallholder farmers.

This consortia approach complements our 'agricultural corridor' and 'cluster' strategies in countries such as Mozambique, Tanzania and Burkina Faso. As a model, it is rooted in the understanding that, in order to deliver relevant, high-quality goods and services to farmers, specialized teams need to focus on the challenges that have restricted progress in the past. Helping farmers access and understand the value of high-quality seeds and fertilizers, achieve higher yields, take advantage of market opportunities and protect harvests from degradation are just some of the issues we address through the consortia approach.



Through a combination of funding, technical input, coaching and convening, AGRA and our partners bring together the goods and services necessary for rapid agricultural development. In addition to core consortium members, our consortia link to private agribusiness and government bodies which are charged with driving these processes over the long term.





## 04

### Strengthening the Sustainability of Extension Services: The Village-Based Advisors (VBAs) Model

In our work on partnership development, we aim to create stronger alignment between different actors within the stakeholder landscape. This involves aligning government priorities and private sector interest, but also creating synergies among value chain actors in order to increase our impact. Our efforts are designed to improve the integration and coordination of investments and mobilize private sector support for local farmers, agribusinesses and public sector institutions.

Agricultural technologies and practices can only have a positive effect if they are communicated and implemented by farmers and end-users. Extension is the mechanism by which this process is achieved. Within our five-year strategy, one of the biggest challenges is how to further the reach and impact of government extension agents and create demand for improved seeds, fertilizers and other yield-enhancing inputs. The ratio of extension staff to farmers in most of our target countries is 1:5,000. Our aim is to improve this ratio to 1:500

Recognizing the growing role of the private sector in the lives and livelihoods of Africa's farmers, our extension approach involves identifying and training self-employed village-based advisors (VBAs). VBAs are 'lead farmers' who are selected to share technologies and knowledge locally with fellow farmers. With connections to input companies, they help to promote quality seeds and fertilizers, together with good agricultural practices. Specifically, they are

trained on how to teach crop and soil management, post-harvest crop protection and the maintenance of grain standards. They show local farmers how to make money from input supply and product aggregation, while acting as a conduit for additional services, such as crop insurance. They also provide vital links to markets and help with farmer-buyer negotiations.

Across our focus countries, VBAs use the 'Mother-Baby' demonstration method to create demand for inputs. Within this process, farmers are taught about good agricultural practices via a Mother demo, which serves as a focal point for a Farmer Field Day later in the season. After being trained, 200 or more farmers each receive a small 50g pack of seed, together with a 200g pack of blended fertilizer, enabling them to conduct a Baby demo on their own farms with little risk. Experience shows that, once they have succeeded with their sample packs, farmers tend to buy more seed and fertilizer from their VBAs in subsequent seasons. In addition to aggregating demand for inputs, these VBAs also played a key role in aggregating produce for off-takers.

#### **Example: implementation of VBA model in Kiambu County, Kenya**

In February 2018, AGRA began providing technical advice to help deliver extension services in Kiambu County, Kenya. Looking to enhance maize crop yields, we helped county government extension staff select



VBA to teach farmers about improved early-maturing maize varieties and good agronomic practice. We also arranged for partner seed and fertilizer companies to provide inputs for demonstrations and deliver products to agro-dealers for sale to farmers.

Between February and December 2018, 115 self-employed VBAs in three sub-counties (Kikuyu, Githunguri and Gatundu South) were selected and trained on improved maize varieties, seed spacing, fertilizer application and Fall Armyworm control. During the year, VBAs conducted 138 Mother demonstrations in partnership with nine seed companies and one fertilizer company. They also distributed 28,000 small packs of seed for Baby demonstrations. In these counties, about 16,000 farmers were trained in good agronomic practice and experimented with early-maturing maize varieties. While a formal impact assessment has yet to be carried out, informal surveys indicate that more than 10,000 farmers have increased their maize crop productivity by up to 100%.



## 05

### Reducing Distance to the Farmer: Agro-dealer Development

Agro-dealer development is critical to agriculture transformation. In the countries where we operate, we support agro-dealers to extend the distribution of improved technologies by reducing the distance farmers have to travel to buy inputs.

Typically, an agro-dealer is a rural shop owner who is trained in business skills, product knowledge and the safe handling and use of modern technology. Using credit guarantee schemes, they are often linked to major input supply companies, helping to bring seeds, fertilizers and crop-protection products closer to the farmer.

By expanding agro-dealer numbers and networks in our focus countries, our goal is to reduce the distance farmers travel to access inputs from the current average of 11km to 3-5km. In particular, we want to reach farmers in hard-to-reach areas. We also want to ensure that agro-dealers sell enough volume and offer them training to become sustainable businesses.

Our approach is to build stronger business linkages between input supply companies, hub agro-dealers and retail agro-dealers (including VBAs). We address the key challenge of limited start-up capital among these rural entrepreneurs. Having reviewed the requirements for agro-dealers across consortia in all countries, we are now providing additional gap-filling grants in Ethiopia, Mozambique and Tanzania to increase agro-dealer networks. During our forthcoming annual outcome surveys, AGRA will track changes in this distance in every country as more agro-dealers are developed.

#### Progress in 2018

In 2018, we trained and supported a total of 1,970 new agro-dealers out of a targeted 4,018, which represents progress of 49%. These new agro-dealers are in addition to the 19,302 already supported by AGRA. We pursue a number of initiatives to improve access to finance and inputs for these shops. Key activities included agro-dealer

network expansion, management of demonstration farms and field days, as well as monitoring input sales and other farmer services.

We engaged 11 business advisory service providers to deliver a range of services to 15 AGRA-funded projects in seven countries. These efforts helped to build the capacity of existing agro dealers, while identifying new ones to facilitate effective input distribution and delivery. These projects will enhance rural employment, farm productivity and incomes by increasing last-mile access to improved agricultural inputs.

In the course of 2018, our agro-dealers supplied approximately 4.6 million farmers with inputs, including over \$222 million worth of fertilizer. As part of this effort, we facilitated linkages between Indorama Nigeria, a 1.5 million MT urea production plant at Port Harcourt in Nigeria, and the North Central Agro Input Dealer Association (NOCAIDA), an AGRA grantee, as key distributor. This arrangement will enable the reduction of fertilizer prices for smallholder farmers in Niger State.

Linkages between VBAs and agro-dealers are crucial. As the key extension agents within communities, VBAs aggregate demand for agro inputs among farmers and connect them with agro-dealers. In 2018, we therefore continued to train and integrate VBAs into the agro-dealer network.

In Mali, for example, MaliMark trained 140 agro-dealers (old and new) alongside 48 VBAs from the Segou and Koulikoro consortia in agro input management, enterprise management, business planning and safe handling. Meanwhile, in Ghana and Burkina Faso, two agro-dealer service providers, the African Fertilizer and Agribusiness Partnership (AFAP) and Association des Grossistes et Détaillants d'Intrants Agricoles du Burkina Faso (AGRODIA), began training 150 VBAs and 60 VBAs respectively, with a view to linking them to hub agro-dealers.





## 07 Aligning with Country Strategies and Improving Partners Coordination: Partnership for Inclusive Agricultural Transformation in Africa (PIATA)

PIATA is a unique strategic partnership, launched in 2017, that enables key agricultural stakeholders to do business differently as they support leaders to drive an inclusive sectoral transformation. The partnership is aimed at strengthening the institutional capacity of African institutions including AGRA. It also aspires to reduce resource fragmentation, ensures better alignment to country priorities and improves coordination among partners. The in-country coordination it delivers leads to the leverage of wider investments and engagement with the private sector. Its ultimate aim is to build sustainable systems that will transition farming from a struggle to survive to a business that thrives.

All the PIATA partners recognize the role AGRA plays in supporting country-led initiatives in strengthening country capacity to articulate their vision and mobilize resources while ensuring the execution and accountability capacity. The partnership is designed to work towards reduced fragmentation of resources.

The partnership works to increase complementarity with and alignment to country priorities as a key precursor to the transformation of Africa's agriculture sector. The PIATA partnership continuously challenges itself to evolve and be responsive to the country needs.

We work alongside other PIATA members, including the Bill & Melinda Gates Foundation, the Rockefeller Foundation and the United States Agency for International Development (USAID). The UK Department for International Development (DFID) has recently joined the partnership, bring greater focus on regional food markets and food trade through policy predictability and market systems development. The German Federal Ministry of Economic Cooperation and Development, BMZ, is currently a non-voting member and a resource partner, co-financing AGRA's strategy in Burkina Faso and Ghana.

Under PIATA, partners commit to a shared results framework aligned to CAADP, with country operations aligned to their own overall vision and national agriculture planning.







# 2018 Highlights

The moments that defined our year



Throughout 2018, AGRA continued to innovate, collaborate and convene as we furthered our efforts to deliver an inclusive agricultural transformation in Africa. Through partnerships, conferences, project launches and prizes, we engaged a wide range of stakeholders across Africa and internationally, building momentum, securing commitments and driving progress.

**Key highlights and milestones include:**

## O1

### **A milestone in African Agricultural Accountability: Launch of Biennial Review**

In January 2018, the inaugural Biennial Review Report on the implementation of the 2014 Malabo Declaration was presented to Heads of State at the African Union (AU) Summit in Addis Ababa, Ethiopia.

As the first attempt to gather agricultural data across Africa, the Report constitutes a major milestone in agricultural policy and accountability. Forty-seven Member States out of 55 helped to inform the report, which captures the continent's agricultural progress based on a pan-African data collection exercise led by the AU Commission, NEPAD and regional economic communities, in collaboration with AGRA and other technical partners.

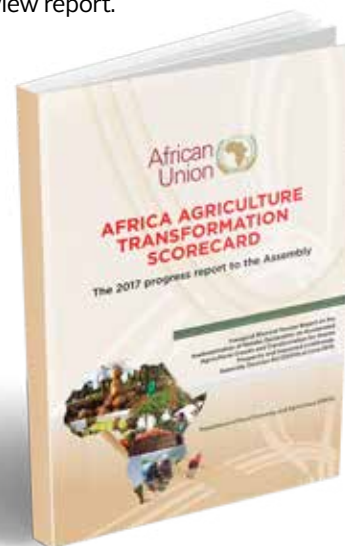
Countries were assessed on the seven commitments enshrined within the Malabo Declaration, across 43 separate indicators. The report revealed that only 20 of the 47 Member States that reported are on track towards achieving these commitments. Rwanda led the top 10 best performers with a score of 6.1, followed by Mali (5.6), Morocco (5.5), Ethiopia (5.3) and Togo (4.9).

At the heart of the Report is the Africa Agriculture Transformation Scorecard (AATS). Designed to guide Heads of State in their journey towards transformation, the AATS provides a primary tool for directing and recording the economic and social change achieved from growth in the agricultural sector.

Together, the Biennial Review process and AATS are intended to inspire greater action from governments to implement their Comprehensive Africa Agriculture Development Program (CAADP) and Malabo Declaration pledges,

providing a platform for national pride in agricultural transformation performance.

These continental frameworks provide the basis for our work and our programs are designed to enhance their delivery. We supported the African Union Commission in training countries on data collection. At the AGRF 2018, we worked with over 20 ministers of agriculture to develop action plans to implement the recommendations of the biennial review report.





## 02

### World's Premier Platform for African Agriculture: AGRF 2018

The Africa Green Revolution Forum (AGRF) 2018, held from 5-8 September in Kigali, Rwanda, was widely praised as the best forum to date by AGRA's AGRF partners and other participants. Organized by AGRA, the forum was attended by 2,700 delegates from 79 countries, making it the pre-eminent platform for driving action agendas to advance agricultural transformation in Africa. Political leaders, research institutions, development agencies, funders, farmer organizations, green start-ups and agribusinesses came together for the latest edition of the event, whose theme was **"Lead. Measure. Grow"**.

During the forum, key participants discussed and agreed on a range of actions related to evidence-based leadership, agribusiness investment, intra-regional trade and south-south cooperation. In addition, several timely commitments were made around key priorities such as farmer-led irrigation and research on Fall Armyworm – an insect native to tropical and subtropical regions that can cause significant damage to over 80 species of crop.

Agriculture ministers also made various commitments based on individual country priorities and needs. AGRA continues to build on the momentum generated at AGRF by supporting countries to implement these commitments, particularly those that align with AGRA's strategy.

One notable innovation at the forum was the launch of the Deal Room, a transaction and deal-making platform that connects agricultural companies

and projects to investors and partners. Through the Deal Room, around 20 high-growth SMEs seeking an average of \$2 million were matched with potential investors. Fifty-eight successful meetings and connections were made, with seven follow-up meetings and two follow-up site visits scheduled.

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03

### Catalyzing Government Capacity: Africa Agriculture Status Report 2018

Across Africa, governments are beginning to put reforms in place to unlock agricultural potential. These measures include enabling access to land, markets and finance, new technologies, extension services and private sector investment. To deliver meaningful change in these areas, the building of state capacity is vital, particularly with the continent's population set to double in the coming decades.

The Africa Agriculture Status Report (AARS), coordinated and published each year by AGRA, addresses the tough questions that accompany the challenge of delivering inclusive growth and enhancing government capacity. It serves as a handbook for governments and their supporting partners to deliver agricultural and economic transformation in Africa.

The AARS 2018, published and launched in September 2018, covers a range of key topics, from fostering political will to securing a strong country vision to enhancing coordination within the agriculture sector. One of the key findings of the report is that African countries understand what should be done to trigger transformation, but face constraints that limit their ability to implement the required policies and initiatives. Filling a gap in available published information on this subject, the report sheds light on what governments could do to strengthen their capacity for implementation.

In particular, the report emphasizes mutual accountability, recognizing that holding all stakeholders (including governments) accountable for implementation and delivery is central to agriculture sector performance.

In the words of AGRA's President, Dr. Agnes Kalibata:

*“This publication is a product of profound scholarly and scientific work that I hope will stimulate intense discussions, agreements, criticisms and productive synthesis of ideas that will lead us forward.”*





## 04 Putting Agriculture at the Heart of National Development: Strategies and Flagships

Throughout 2018, AGRA continued to support major agriculture transformation initiatives and state capability programs within its priority countries.

In Tanzania, we assisted the development and implementation of the second phase of the Agriculture Sector Development Program (ASDP II). The Program aims to create a sustainable agricultural environment to help improve productivity and promote food security and nutrition. As an official partner, AGRA is fully aligned with ASDP II objectives and supported the program's development and launch.

In Kenya, we supported the development of the new Agricultural Sector Transformation and Growth Strategy (ASTGS), which aims to address the primary challenges facing the country's smallholder farmers and rural communities. ASTGS integrates and mainstreams the principles of the UN SDGs, tenets of the NEPAD/CAADP Malabo commitments and the constitutional obligations of a devolved governance system. It aligns with the President's focus areas and identifies nine priority flagship programs for implementation.

Providing vital technical support during the strategy development process, we generated evidence to guide focus area prioritization, facilitated stakeholder engagement and oversaw the strategy's structure and implementation plan. Presenting a draft strategy within 100 days, we also helped the Government to develop its National Agriculture Investment Plan (NAIP). Together, the ASTGS

and NAIP will guide Kenya's agriculture transformation over the next ten years.

Meanwhile, in Ghana, we continued to work with the Ministry of Food and Agriculture (MoFA) on the country's flagship Planting for Food and Jobs (PFJ) initiative. Through PFJ, the Ghanaian Government aims to enhance agricultural productivity and catalyze a structural transformation in the economy through increased farm incomes and job creation.

Our work has included generating a robust evidence base while developing broad stakeholder consensus and support for PFJ implementation and rollout. In this way, we have also equipped the Government with a resource mobilization tool that can be applied to support PFJ's wider medium-term strategy. By the end of 2020, PFJ is expected to have reached about 1.7 million households and a total crop cover from targeted value chains of about 2 million hectares.





## 05

### Rewarding Innovation: IITA wins the Africa Food Prize

The 2018 Africa Food Prize was awarded to the International Institute of Tropical Agriculture (IITA), based in Ibadan, Nigeria, in recognition of the multiple agricultural innovations it has overseen since 1967.

For over 50 years, IITA scientists have developed hundreds of improved, high-yielding crop varieties. These include close to 400 new varieties of cassava that have transformed it into one of Africa's most diverse and lucrative farm commodities. IITA has also led efforts to breed new varieties of banana, cowpea, maize, soybean and yam that are suited to a wide range of growing conditions and dietary preferences.

In recent years, IITA's work has focused on connecting crop science to job creation for Africa's youth; enabling African farmers to adapt to climate change; and addressing the growing threats from crop pests and plant diseases. Altogether, IITA has helped to revolutionize the nutrition and income of millions of people across the African continent. In fact, the overall value for Africans of the crops developed by IITA and its partners now stands at \$17 billion and counting, underscoring its significant contribution not only to Africa's agriculture but to its economy as well.

The \$100,000 Africa Food Prize, hosted by AGRA and Yara International, celebrates Africans who are taking control of the continent's agriculture agenda and changing the reality of farming from a struggle to survive to a business that thrives. It shines a light on bold initiatives and innovations that can be replicated across the continent to create a new era of food security and economic opportunity for all Africans.

IITA was selected for the Prize by the independent Africa Food Prize Committee under the chairmanship of H.E. Olusegun Obasanjo, former President of Nigeria. In the words of Obasanjo,

*"IITA "stood out...for its steadfast and inspiring commitment to...research. Our diets and our agriculture business would be much poorer today without IITA's leadership."*





The 2018 Africa Food Prize was awarded to The International Institute of Tropical Agriculture (IITA) for its leadership in generating agricultural research and technologies that have improved food security, nutrition, and incomes for millions of people across Africa; and for its consistent innovation to find new solutions to the continent's most pressing challenges of youth unemployment, climate change, and pests and diseases.





## 06

### Partnerships for Africa's century: Addressing Late-comer's Disadvantage in Agriculture

In December 2018, the AGRA Board convened in Berlin, Germany, for its end-of-year meeting, following an invitation from Germany's Federal Ministry of Economic Cooperation and Development (BMZ). The location was chosen in recognition of the significant leadership role the German government, private sector and civil society have played in supporting Africa's agricultural development in recent years.

Germany is one of Africa's key partners. Prioritizing food security and rural development, Germany invests around €1.5 billion annually in the ONEWORLD Without Hunger program, making it the world's most important bilateral donor. Through its 'Marshall Plan with Africa', BMZ has recently galvanized new and important initiatives that go far beyond traditional, project-based cooperation.

Looking to reaffirm its partnership with key German stakeholders, the AGRA Board attended a number of events in Berlin. These included a public lecture and youth town hall meeting at Humboldt University, meetings with African youth and professionals and the German Farmers' Association, and a high-level assembly at the German Ministry of Development.

During the visit, AGRA's Chairman, Strive Masiyiwa, highlighted the importance of German investment in Africa:

"We are grateful to partners like Germany, through BMZ, for lending their support to our efforts. Your methodical approach will greatly enhance our delivery to ensure investments in agriculture drive inclusive economic growth and continue to generate wealth and jobs."

Dr Maria Flachsbarth, Germany's Parliamentary State Secretary to the Federal

Minister for Economic Cooperation and Development, echoed Mr Masiyiwa's message:

*"Our experience here in Germany has shown that the agricultural sector can be a source of jobs. We are proud to partner with Africa and its institutions like AGRA to deliver on this promise. While development partners have a role to play, strong African partners who assume responsibility... are the first and most important prerequisite."*

Overall, AGRA's Board meeting and engagements in Berlin served to strengthen our relationship with Germany and BMZ, reconfirming our mutual commitments to agriculture transformation.







## 07

### Shaping the China-Africa Strategy on Agriculture

Over the past 40 years, China has pursued a path of agricultural development that has lifted 700 million people out of poverty. During this period, the smallholder farmer has remained at the heart of China's socioeconomic transformation.

With much to learn from China's agricultural modernization, in 2017 AGRA launched the China-Africa Agricultural Cooperation Strategy. Under the leadership of the AGRA Board and PIATA, the strategy aims to leverage China's funding and knowledge to catalyze agriculture transformation in Africa. In return, AGRA is helping China understand the needs of African countries, while strengthening African governments' capacity and de-risking private funding to make Chinese aid and investment more effective, sustainable and inclusive.

As part of this strategy, we have established close working partnerships with more than 25 key organizations, institutions and private companies. We have signed MOUs with the Center for International Agriculture Research of China Academy of Agricultural Sciences (CAAS) to promote agricultural technology transfer, and with CGCOC Agricultural Development Co. to drive value chain development in West Africa. Other key partners include the China International Development Cooperation Agency (CIDCA), Ministry of Commerce, Peking University, IFPRI East and Central Office among others.

In 2018, we continued to drive progress and strengthen partnerships in this space, overseeing one project launch and developing a robust pipeline for the next two years. We also successfully hosted a Chinese delegation at AGRF 2018, led by Hon. Hongyao Wu from the Ministry of Agriculture and Rural Affairs (MARA). On the final day of the summit, Hon. Wu delivered a key

speech to heads of state, ministers and delegates, in which he proposed future priority areas for China-Africa agricultural cooperation.

During the year, we also developed plans to support a south-south knowledge sharing, such as developing knowledge products on China's innovative rural solutions in partnership with IFPRI. We also organized a learning tour to China in partnership with MARA in 2019 that will aim to strengthen the state capacity of four African countries. We will continue to elevate the south-south cooperation agenda through global fora and events. We will also contribute to influential Chinese platforms such as the China-Africa Economic and Trade Expo (CAETE) in June 2019, and the Conference on China-Africa Agricultural Cooperation (CCAAC) in September 2019.





## 08

**Strengthening our Commitment to Sustainability:**

In all our work, we continue to strengthen our operational sustainability and improve our resilience and response to emerging threats. On one level, we do this through our programs and partnerships. For example, our continued work within the Partnership for Inclusive Agricultural Transformation in Africa (PIATA) enhances our capacity and that of other African institutions, ensures alignment with country priorities, reduces resource fragmentation and improves coordination among partners – all of which are critical to building sustainability and resilience in our priority countries.

Our Village-Based Advisor (VBA) model also supports the strengthening and sustainability of extension services. Through linkages with private input companies, our VBAs become vital business actors within their communities creating a robust input delivery and distribution mechanism, support agro-dealer network expansion, and lead to sustainable local private sector and community development.

On another level, we also demonstrate our commitment to sustainability by managing our own social and environmental risks. In 2018, with technical support from the German Development Bank, AGRA began to develop a new Environmental and Social Management System (ESMS). Following a range of consultations to ensure alignment with best practice, by the end of the year a draft ESM policy was cleared by senior management for presentation to the AGRA Board.

Through the development of the new ESM policy and system, we are committing to mitigate any potential negative impacts linked to our

interventions. We are guided in this area by a set of core principles, such as preserving biodiversity and sustainably managing natural resources; protecting land tenure and enhancing living conditions and livelihoods; and ensuring the health and safety of our employees, subcontractors and partners. We also condemn forced and child labor, prohibit discrimination and harassment, and support the freedom of association and right to collective bargaining. Furthermore, we comply with all relevant laws and regulations of the countries in which we operate.

These principles and commitments are now enshrined in our new ESM policy. Once approved by the Board, our focus will be on rollout and implementation through the ESMS at country level, with the aim of minimizing our own impacts and increasing climate change resilience across our projects and operations.





## 09

### The Agri-Business Capital Fund:

AGRA, in partnership with IFAD, the EU, the African, Caribbean and Pacific Group of States (ACP) and the Government of Luxembourg, launched the Agri-Business Capital (ABC) Fund to spur economic and social development in rural areas.

The purpose of this innovative impact fund is to boost investments in rural and agricultural micro, small and medium-sized enterprises (MSMEs) and farmer organizations. The end-goal is to help create jobs and opportunities for rural young people in developing countries, who are two-to-three times more likely than adults to be unemployed.

Aiming to raise €200 million over the next ten years, the ABC Fund will provide loans adapted to the needs of MSME farmer organizations and agripreneurs. AGRA is committing €4.5 million to help de-risk investments into the fund and mobilize additional resources from private sector investors.

*“In Africa, small rural agri-businesses are critical to agricultural transformation by delivering unavailable, inaccessible and unaffordable services to millions of smallholder farmers. AGRA is delighted to work on this game-changing fund that will provide loans below €4.5 million, which is what most agri-businesses need to grow.”*

**Dr Agnes Kalibata, AGRA President,**



*“Producing enough food to feed our present and future generations is no longer the issue. The real challenge now is to produce food in a way that is sustainable and creates lasting value for the continent as a whole.”*

Strive Masiyiwa, AGRA Board Chair







# Our Leadership

## The AGRA Board

AGRA's Board of Directors is a governing body with legal duties and responsibilities. As the governing body for AGRA, the Board is legally accountable for the organization and is required to act in the interests of AGRA's stakeholders, employees and the public good.

In support of these goals, the Board provides strategic guidance to the organization, maintains independent oversight of its financial and programmatic performance, and ensures effective management and governance. In carrying out its mandate, the Board is supported by several internal committees. These include:

### **Audit Committee**

Provides AGRA's Board of Directors, donors and stakeholders with assurance that AGRA's financial reporting, internal controls and risk management meet the highest standards, and that AGRA is in compliance with all relevant laws and regulations.

### **Finance and HR Committee**

Responsible for safeguarding AGRA's financial assets and ensuring the effective and transparent use of AGRA's financial and human resources.

### **Nominations and Governance Committee**

Responsible for maintaining the quality and effectiveness of AGRA's Board of Directors, and ensuring that the Board fulfils its legal responsibilities and adheres to guidelines and standards of practice in corporate governance.

### **Program Committee**

Advises the AGRA Board and program leaders on AGRA's strategic direction, recommends program investments and monitors results.





**Strive Masiyiwa**  
Board Chair



**Nick Austin**  
Board Member



**Frank N. J. Braeken**  
Co-Chair, Finance & HR Committee



**Prof. Joachim von Braun**  
Co-Chair, Programs Committee



**H.E. Hailemariam Desalegn**  
Board Member



**Christina Duarte**  
Board Member



**Dr. Agnes Kalibata**  
President, AGRA



**H.E. Jakaya Mrisho Kikwete**  
Board Member



**L. K. Mohohlo (nee Tsiako)**  
Board Member







**Dr. Kanayo F. Nwanze**  
Co-Chair, Programs Committee



**Hixonia Nyesulu**  
Board Member



**Dr. Rajiv Shah**  
Board Member



**Josette Sheeran**  
Co-Chair, Finance & HR Committee



**Fred Swanika**  
Board Member



**Rodger Voorhies**  
Board Member



**Dr. Usha Barwale Zehr**  
Chair, Audit Committee



**Lionel Zinsou**  
Board Member



**Victoria Sabula**  
General Counsel & Corporation  
Secretary



## Our Team

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.

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.

AGRA is 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 positioning to be 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 against plans.





# 2018 Financials



## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA

### Organization Information

For the Year Ended December 31, 2018

#### **Principal Place of Business**

West End Towers, 4th Floor  
P O Box 66773 -00800  
Westlands, Nairobi  
Kenya

#### **Registered Office**

CT Corporation System (Registered Agent)  
1801 West bay Drive NM, Suite 206  
Olympia Washington  
USA

#### **Principal Bankers**

Citibank, N.A.

Citibank House  
Upper Hill Road  
P O Box 30711-00100  
Nairobi, Kenya

State Street Corporation  
Non Profit Services  
12 Avenue de Lafayette  
Boston MA 0211  
USA

Standard Chartered Bank Kenya Limited  
Stanbank House, Moi Avenue  
P.O. Box 30003-00100  
Nairobi  
Kenya

Barclays Bank of Kenya Ltd,  
Barclays Westend Building,  
Off Waiyaki Way PO Box 30120 – 00100,  
Nairobi Kenya

Commercial Bank of Africa  
Ragati Road Upper Hill  
P O Box 30437-00100  
Nairobi, Kenya

Ecobank Ghana  
Ground Floor Silver Star Tower  
Airport City PMB KA 92  
Kotoka International Airport  
ACCRA, Ghana

#### **Legal Consultants**

Caplin & Drysdale, Chartered  
One Thomas Circle NW Suite 1100  
Washington DC 2005 USA

Coulson & Harney  
5th Floor, West Wing, ICEA Lion Centre,  
Riverside Park, Chiromo Road,  
P. O. Box 10643-00100, Nairobi  
Kenya

#### **External Auditors**

PricewaterhouseCoopers Certified Public Accountants  
PwC Tower  
Waiyaki Way/Chiromo Road  
Westlands, Nairobi, Kenya

## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA

Organization Information

For the Year Ended December 31, 2018

The Directors have pleasure in submitting their report together with the audited Consolidated Financial Statements for the year ended December 31, 2018, 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.

These consolidated financial statements include AGRA which is the main entity and for its subsidiaries, Africa Enterprise Challenge Fund (AECF) and African Seed Investment Fund L.L.C. (ASIF).

### **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, 2018 are set out on pages 80 & 81.

## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA

### Organization Information

For the Year Ended December 31, 2018

#### Board of Directors

1. Strive Masiyiwa – Chairman
2. Maria Andrade
3. Nick Austin – Appointed in January 2018
4. Frank Braeken
5. Joachim von Braun
6. H.E. Hailemariam Dessalegn – Appointed in August 2018
7. Cristina Duarte – Appointed in January 2018
8. H.E. Jakaya Kikwete
9. Linah Mohohlo
10. Kanayo Nwanze
11. Hixonia Nyasulu – Appointed in January 2018
12. Judith Rodin
13. Josette Sheeran
14. Fred Swaniker
15. Rodger Voorhies
16. Usha Zehr

#### Auditors

The group auditor, PricewaterhouseCoopers (PwC), has expressed willingness to continue in office.

By order of the Board of Directors.



**Mr. Strive Masiyiwa**  
Board Chairman, AGRA

17<sup>th</sup> June, 2019

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 consolidated 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 consolidated financial statements in accordance with Accounting Principles Generally Accepted in the United States of America (US GAAP). They also accept responsibility for:

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

Having made an assessment of AGRA's ability to continue as a going concern, the directors are not aware of any material uncertainties related to events or conditions that may cast doubt upon AGRA's ability to continue as a going concern.

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

Approved by the board of directors on 17<sup>th</sup> June, 2019 and signed on its behalf by:



**Mr. Strive Masiyiwa,**  
Board Chairman, AGRA

17<sup>th</sup> June, 2019

## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA

### Organization Information

For the Year Ended December 31, 2018

In Thousands	Note	2018 US\$	Restated 2017 US\$	Restated 2016 US\$
<b>Assets</b>				
<b>Current Assets</b>				
Cash and cash equivalents	3	43,859	25,888	21,139
Receivables and prepaid expenses	4	3,547	3,140	4,454
Contributions receivable		-	-	227
Investments in BlackRock	5	27,050	36,482	39,516
		<b>74,456</b>	<b>65,510</b>	<b>65,336</b>
<b>Non-Current Assets</b>				
Investments in Injaro	6	2,065	1,788	1,306
Investments in Financial Assets	7	2,143	3,719	3,888
Intangible assets, net	8	118	144	228
Property and equipment, net	9	1,056	1,132	1,550
		<b>5,382</b>	<b>6,783</b>	<b>6,972</b>
<b>Total Assets</b>		<b>79,838</b>	<b>72,293</b>	<b>72,308</b>
<b>Liabilities</b>				
Accounts payable and other liabilities	10	7,570	7,519	6,336
Contributions payable	11	6,821	4,952	4,998
Repayable Loans	12	9,135	3,892	2,650
Program grants payable	13	-	711	1,679
		<b>23,526</b>	<b>17,074</b>	<b>15,663</b>
<b>Net assets</b>				
Without donor restrictions	14	8,122	14,608	10,362
With donor restrictions	14	48,190	40,611	46,283
		<b>56,312</b>	<b>55,219</b>	<b>56,645</b>
<b>Total liabilities and net assets</b>		<b>79,838</b>	<b>72,293</b>	<b>72,308</b>

The consolidated financial statements were approved by the Board of Directors on 17<sup>th</sup> June, 2019 and signed on its behalf by:



Chairman



## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA

Organization Information

For the Year Ended December 31, 2018

In Thousands	Note	2018 US\$	Restated 2017 US\$
<b>Revenue</b>			
Contributions received	15	94,858	89,021
Net investment income	16	1,030	793
Other income	16	226	82
<b>Total revenue</b>		<b>96,114</b>	<b>89,896</b>
<b>Operating Expenditure</b>			
Grants	13/17	48,458	44,907
Direct Program	17	10,913	17,885
ASIF Investment	17	(53)	650
AECF Program	17	8,853	10,247
Monitoring and Evaluation	17	1,433	2,025
Program support	17	15,729	5,135
Development Cooperation	17	655	651
Administration and support	17	9,033	9,822
<b>Total expenditure</b>		<b>95,021</b>	<b>91,322</b>
<b>Change in net assets</b>		<b>1,093</b>	<b>(1,426)</b>

# Select 2018 Partners

## Partnership for Inclusive Agricultural Transformation in Africa (PIATA) Partners



## Other Partners



Knowledge grows







**2018**  
**ANNUAL REPORT**

Alliance for a Green Revolution in Africa (AGRA) | West End Towers, 4th Floor Kanjata Road,  
off Muthangari Drive, Off Waiyaki Way | P.O. Box 66773, Westlands 00800 | Nairobi, Kenya

[www.agra.org](http://www.agra.org)

