

# AGRA in 2008



Building on  
the New Momentum  
in African Agriculture

**Alliance**  
for a Green Revolution  
in Africa

# AGRA Board of Directors (2008)

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for a **Green Revolution**  
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*“[We] will... promote agricultural research and development, and the training of a new generation of developing country scientists and experts focusing on the dissemination of improved, locally adapted and sustainable farming technologies, in particular via the Consultative Group on International Agricultural Research (CGIAR), and through partnerships such as the Alliance for a Green Revolution in Africa (AGRA).”*

G8 Leaders Statement on Global Food Security, July 2008

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# Message from the Board Chair

In 2008, global production of major cereal crops set a world record of about 2.15 billion tons. The harvest was large enough not just to meet world demand for food and feed but also to rebuild dangerously depleted global grain reserves.

And yet Africa still struggles to feed its people. In fact, hunger on the continent has never been more rampant, with nearly 220 million Africans lacking enough food to eat each day. Food prices across Africa rose more than 60 percent in 2008 and, while the global recession contributed to a pull back in commodity prices later in the year, they will undoubtedly rise again as an economic recovery takes hold.

It is a sad fact that Africa has faced widespread hunger for decades. Yet surging fuel prices in 2008, higher demand for food due to rising incomes, the diversion of food crops to biofuel production, and extended droughts in some regions combined to create the crisis we now face.

But there is another, more fundamental cause: the long-term neglect of African agriculture, both nationally and internationally. In part because of the success of the Green Revolution in Asia, the portion of OECD Official Development Assistance for agriculture has declined from 16 percent in 1980 to less than 3 percent in 2008. The financial taps for sustaining agricultural research and development have been running dry.

At the same time, African governments neglected agricultural development, often in an effort to comply with misguided policies of bilateral donors and multilateral financial institutions, such as the structural adjustment programs. This affected every aspect of food production in Africa – from agricultural research and development, to the construction of roads connecting rural areas to markets, to the provision of basic services to farmers.

The cost of this neglect has been high. African food production per person has actually



AGRA Chairman, Kofi A. Annan, discusses new opportunities for maize improvement in West Africa with Professor Eric Danquah, Director, West Africa Centre for Crop Improvement at the University of Ghana.

fallen by 12 percent since 1980, and Africa is the only region in the world where per capita food production is still in decline.

## Africa Must Feed Herself

Clearly, global abundance is not enough to ensure that Africa eats. To feed the continent's 900 million people, Africa must achieve its own food security. To do that requires nothing less than a complete transformation of the agricultural sector. As Asia did in the 1960s and 70s, Africa needs a Green Revolution of its own. But our Green Revolution must be grounded firmly in present-day African realities, while drawing lessons from the positive and negative experiences of the past. It must recognize smallholder farmers as the key to increasing production, promote change across the entire agricultural system, and put equity and protecting the environment at its heart. Indeed, we need a uniquely African Green Revolution.

More so than Asia, Africa has a great diversity of crops and crop varieties, which we must conserve. This diversity is a result of the great variety of landscapes, soils, climates and cultures. Africa needs dozens, if not hundreds, of improved varieties of our indigenous staple foods – crops better able to cope with climate change, and to endure recurrent drought and attacks by insect pests and diseases.

Also unlike Asia, farming in Africa is largely done under rain-fed conditions. Less than 5 percent of our farmland is irrigated, compared to some 40 percent in South Asia. We need to scale up wise water resource management through a variety of innovations and reduce the continent's dependence on increasingly erratic rainfall.

We must also revitalize Africa's soils. Continuous farming, without replenishing nutrients taken up with each crop, has left our soils the poorest in the world. We need to encourage integrated soil management practices and the increased use of fertilizers, which in Africa are scarce and expensive, and we need to ensure that our farmers understand how to deal with soil health problems in efficient and environmentally sound ways.

### AGRA's Evolving Strategy

AGRA is working with its partners to bring about a uniquely African Green Revolution that will unleash the continent's agricultural potential. Towards that end, we are evolving a strategy designed to deliver both near-term and longer-term results. This strategy, which was reviewed by the Board at the end of 2008 and will come fully on line in 2009, rests on the idea that AGRA's resources and its efforts with partners should initially focus on where they will have the highest payoff – in Africa's high-potential 'breadbasket' areas.

These are land areas of significant size with relatively good soil, reliable rainfall, a

basic infrastructure already in place, and active smallholder farmers. They are also located in countries with a commitment to agricultural development. By focusing our investments in these areas, and by taking a comprehensive value-chain approach, we can reverse decades of rising hunger and achieve a 'demonstration effect' that will spur the scaling up of such investments in other countries. Without such concentration, our resources will eventually be spread too thinly and fail to bring about the rapid change that is desperately needed.

As in the rest of the continent, developing Africa's breadbaskets depends on improving the productivity, profitability and sustainability of smallholder farmers. This army of small producers – the majority of them women – grows most of Africa's food. And they do so with limited government support, minimal resources, poor quality seeds and a lack of fertilizer to improve the quality of their soil. They also now have to cope with the emerging impacts of climate change.

### A Global Reawakening

Today, in part because of the global food crisis, the world has reawakened to the importance of agriculture. African governments are reasserting their commitment to agriculture. In 2003, the African Union's New Partnership for Africa's Development (NEPAD) produced a Comprehensive Africa Agriculture Development Program, which aims to achieve a 6 percent annual increase in agricultural productivity. The African Heads of State and Governments endorsed the Program and governments have committed themselves to investing at least 10 percent of their annual budgets in agriculture. AGRA strongly supports the CAADP agenda and will work closely with NEPAD to ensure that Africa's Green Revolution helps to achieve the targets that have been set.

Multilateral funding is increasing from the African Development Bank, the International



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Kofi A. Annan, Chairman



MOU signing between AGRA, WFP, FAO and IFAD at the FAO High-level Conference on World Food Security. In 2008, AGRA established a formal partnership with UN Rome-based agencies working on agriculture. From left to right: Kofi A. Annan, AGRA Chairman; Josette Seeran, Executive Director of the World Food Program; Jacques Diouf, Director General of the UN Food and Agriculture Organization; and Kanayo Nwanze, Vice President, International Fund for Agricultural Development.

Fund for Agricultural Development, and the World Bank. In particular, the World Bank is reappraising its policies, and its *World Development Report 2008* was dedicated to the state of world agriculture and how to move it forward. Yet in many cases, bilateral assistance from developed countries still lags behind. In July 2008, the G8 committed over USD 10 billion to near-term food aid and longer-term agricultural development, and we are hopeful that, despite the global economic downturn, these pledges will become reality. For in truth, government-led farm support is happening in every region of the world – except in Africa.

We must reverse the policies of abandonment. We must help Africa’s smallholder farmers attain what has eluded them for so long – fully productive and profitable farms, adequate food, and a healthy living environment. Feeding the majority of the poor and vulnerable populations in Africa, while preserving the natural resource base

and the environment, is one of the most pressing development challenges of the century.

Resilient and flexible partnerships such as those being developed by AGRA are key to success. Indeed, all of our work is carried out through partnerships: with African governments, universities, scientists, NGOs, civil society, farmers’ organizations, development partners, private companies, and innovators across the food value chain. Together we have begun to make demonstrable progress, and we invite all interested organizations, large or small, public or private, to join us in this endeavor to improve African livelihoods and food security.

Kofi A. Annan, *Chairman*



# Message from the President

Since AGRA's inception in mid-2006, everyone involved with the organization has felt a sense of urgency about the need to transform African agriculture, and to do so in ways that meet not only the immediate needs for reducing poverty and increasing food security, but also the needs of future generations. The food crisis that had been building for several years became fully manifest in 2008, and its impact was severely aggravated by an unprecedented and largely unforeseen global economic recession. These painful realities strongly reinforce both our belief in AGRA's mission, and our sense of urgency about achieving it.

Today's crises underscore the fact that Africa can no longer rely on food imports or food aid to survive. We must grow the food that feeds our people. Today more than ever, we need a uniquely African Green Revolution, one that fundamentally improves the productivity, sustainability and profitability of Africa's smallholder farmers.

Africa's agricultural production falls far short of its potential. Cereal yields are one-quarter the world average. For decades African agriculture has been neglected, and the cost of this neglect is now being borne by her people. Nearly 220 million people are hungry. National grain reserves in most African countries are too low for comfort. And we are beginning to see the negative effects of climate change in the form of prolonged droughts in some areas and deadly floods in others, both of which are leading to increasing vulnerability.

Hundreds of millions of smallholder farmers are responsible for feeding Africa. Yet they do so without access to high quality seed, fertilizer, and financing. They do so without access to reliable water supplies, markets or agricultural extension services. They do so working soils that are depleted of nutrients and organic matter. And they do so within global trade regimes that work against African farmers and narrow their market opportunities.



Dr. Namanga Ngongi, AGRA, and Dr. Maria Isabel Andrade of International Potato Center in Mozambique sampling a variety of sweet potato. The purpose of the research is to increase the consumption of beta-carotene-rich sweet potato varieties by people in drought prone areas of Zambezia, Gaza and Maputo.

We must work to ensure that Africa's smallholder farmers, most of whom are women, are able to access the inputs, financing and market opportunities needed to boost production so that in the months and years to come, they can put food on the tables of their families and communities.

At the same time, we must develop innovative programs and work with governments on policy reforms that will not only ensure food security, but also lay the basis for development and prosperity for Africa. Unless we do these things – and do them soon – we face a serious worsening of Africa's food situation.

## Working to Achieve NEPAD/CAADP Goals

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The New Partnership for Africa's Development (NEPAD) is a program of the African Union designed to meet the AU's development objectives. Agriculture is a top priority for NEPAD and in 2003 it established the Comprehensive Africa Agriculture Development Program (CAADP).

Under the NEPAD/CAADP initiative, African governments have agreed to increase public investment in agriculture to at least 10 percent of their national budgets in an effort to increase agricultural growth by 6 percent per year by 2015.

AGRA fully endorses the goals of the NEPAD/CAADP framework, and is joining with its partners to strengthen support for the established CAADP national-level targets. AGRA will work to buttress the collaborative relationships needed among national and international development organizations, as well as among private sector and civil society entities, and will work creatively with all involved in transforming Africa's agriculture. The partnership with NEPAD-CAADP will be further strengthened in 2009.



## Signs of Change

As noted in the Chairman's Message, however, there are encouraging signs of a turnabout in the neglect that African agriculture has endured for so long. Our challenge – our opportunity – is to work with our partners to nurture and build on that shifting momentum. The African Union's Comprehensive Africa Agriculture Development Program (CAADP) has, for example, set a bold goal of 6 percent annual growth rates in agriculture, and has developed a strategic framework for helping individual countries to achieve it. AGRA strongly endorses the CAADP agenda and we will increasingly align our programs and investments to support CAADP at the national level. This we will do by investing in partnerships with African governments, the private sector, civil society, farmers' and women's groups, national and international research organizations, and bilateral and multilateral donors.

The call for a sustainable, uniquely African Green Revolution is resonating across the continent. African governments from Ghana to Mozambique are implementing plans for rapid agricultural development, and global leaders are now putting sustainable agricultural growth for African smallholder farmers at the top of the development agenda.

## Progress within AGRA

In its second full year of operations, AGRA has made notable progress on a number of fronts. Our efforts to support African agricultural research continued apace, especially the breeding of higher-yielding and well-adapted crop varieties. Eighteen new varieties were released during the year, and 24 new breeding programs were also initiated.

Eleven additional commercial seed companies received support from AGRA, bringing the total to 19, and we began to broaden our seed production investments to include farmers'

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Namanga Ngongi, Director

associations, 4 of which received funding in 2008. Together with the 5 public sector seed production organizations that have received support, a total of 3,103 metric tons of locally adapted improved seed was produced during the year. Work on agro-dealerships was also accelerated, and in many countries smallholder farmers benefited from increased physical access to improved seeds, fertilizers and other inputs, thanks to a higher density of agro-dealers. Our work on innovative financing gained strength and visibility during the year, and many previously excluded smallholder farmers and small-scale agribusinesses were able to gain access to much needed credit.

During the year two new programs – Soil Health and Market Access – became operational. Dr. Bashir Jama joined AGRA in mid-2008 as the Director of the Soil Health Program. The Program’s business plan received provisional approval, allowing the soils team to move forward with its needs assessment work and investment planning. Once the needs assessment work is completed, the Program will quickly expand its investment portfolio. Ms. Anne Mbaabu was appointed Director of the Market Access Program and came on board in the last quarter of the year. The Markets Program received a joint learning grant from the Bill & Melinda Gates Foundation and The Rockefeller Foundation, enabling activities that will facilitate the preparation of its strategy and business plan in 2009. And, in November 2008, the Board approved a 5-year Policy Strategy for AGRA that focuses on supporting the development and implementation of evidence-based enabling policies for Africa’s Green Revolution.

To further sharpen our work at the national level, we held a series of consultations with key

partners and stakeholders throughout the year. Our staff also contributed to this highly participatory process, which was designed to produce an overall, integrative AGRA strategy. I feel very encouraged that this consultative process will enable us to better address Africa’s complex, multi-dimensional agricultural development problems. The Board provided an enormous amount of guidance and support in the shaping of our strategy, for which we are extremely grateful. I want to take this opportunity to thank our Board of Trustees, and of course our principal financial backers and our many partners, for their continuing confidence in, and support for, our efforts.

In early 2009, our new strategy will become fully operational, and we will continuously build broader and more effective partnerships that will assure success. And succeed we must. Improving the wellbeing of literally hundreds of millions of poor and food insecure people – whether they live in Africa’s vast rural areas or in her rapidly growing cities – depends to a large extent on achieving our shared vision of a uniquely African Green Revolution.



Namanga Ngongi, *President*



# AGRA Highlights for 2008

AGRA made considerable progress in a number of areas during 2008. Highlights are provided here both programmatically and as a brief list of major events for the year.

## Program for Africa's Seed Systems (PASS)

In 2008, the program supported 47 MSc and 42 PhD Fellows hosted by nine African universities. About 20 percent of the PhD students are women, as are nearly 30 percent of the MSc students. PASS made 24 crop improvement grants during the year, and 18 new varieties were released for use by farmers. The Program sponsored 2,506 on-farm trials and 780 farmer field days to demonstrate the benefits of using improved seeds and better agronomic practices. Grants were made during the year to 11 additional small- and medium-sized seed companies, 4 seed-producing farmers' associations/cooperatives, and 2 public seed production organizations. This brought the total number of seed production grantees, private and public, to 28 by the end of the year: 19 private companies, 4 associations, and 5 public seed producers. The support provided to these organizations has resulted in an increase in the production of improved seed from 2,656 mt in 2006 to 5,759 mt in 2008. Training support for agro-dealers continued throughout the year, and in 2008 alone AGRA-supported agro-dealers sold US\$ 45 million worth of improved seeds, fertilizers and other inputs to farmers.

## Soil Health Program (SHP)

AGRA's new Soil Health Program (SHP) got off to a good start in 2008. The Program's Director was recruited by mid-year, and once that vital post was filled, SHP focused on establishing relations

with key individuals and agencies involved with soil health issues in a number of countries, conducting needs assessments as part of the preparation of its business plan, and helping to establish the African Soil Information System, which was officially launched in January 2009. The AGRA Board gave provisional approval of the SHP business plan, paving the way for a rapid expansion of SHP activities and investments in 2009.

## Market Access Program (MAP)

AGRA's new Market Access Program (MAP) also got off to a strong start in 2008. Its Director and a Senior Program Officer were recruited, and comprehensive needs assessments were undertaken in 21 countries to identify potential investment opportunities. A draft strategic framework was developed that gives initial priority to reducing transaction costs and creating enabling policy environments that support market development. A preliminary business plan was developed and will be further refined in 2009 in advance of Board approval. Some US\$ 9 million in existing grants were transferred from The Rockefeller Foundation Market Program as continuing grants under MAP, and a US\$ 15 million grant was received from the Bill & Melinda Gates Foundation for bridging funding as MAP develops its business plan.

## Oversight Functions

AGRA established two critical oversight functions in 2008 – its Internal Audit Unit and its Monitoring and Evaluation Unit.

*Internal Audit* – As the extent and complexity of AGRA's operations increases, it is vitally important that the organization consistently employs best

## Faso Kaba – Seeding the Malian Countryside

Ms. Coulibaly already had good business skills and experience building farmer organizations when she created Faso Kaba, a private seed company in Mali that is supported by AGRA. Her goal was to help fill the large unmet demand among farmers for good varieties of local crops like sorghum, maize, cowpea, rice and vegetables.

To produce and market its seed, Faso Kaba uses farmers as contract seed growers, and sells the seed through company shops and some 40 village-based seed merchants. The company works closely with Mali's national agricultural research institute, its seed certification laboratory, the extension service, local seed and fertilizer merchants, and several farmers' organizations.

Eighteen months after receiving its first bit of assistance from AGRA, Faso Kaba had already produced and sold more than 300 metric tons of certified seeds. For the first time ever, poor farmers in Mali can purchase high quality seed of local food crops through a responsive, independent seed company.

AGRA's support for Mali's fledgling private seed sector is part of its comprehensive approach to catalyzing change. In Mali, this includes: supporting the national agricultural research organization, l'Institut d'Economie Rurale (IER), to develop improved varieties of Guinea-race sorghum hybrids, rice adapted to various ecosystems, drought- and disease-tolerant maize, disease-resistant millet hybrids, and Striga-resistant cowpea. It is working to improve farmers' and farm business access to affordable credit, and is supporting a network of 820 agro-dealers to reach 995,000 farm families. AGRA is also partnering with the Millennium Challenge Account-Mali to build market infrastructure, post-harvest systems and value-added processing.



practices in all key operational areas, and that management and the Board have an independent office engaged in monitoring and assessing core procedures and calling attention to potential problem areas. For this reason, an independent internal auditor's office was set up in 2008 to evaluate and advise management on procedural issues, and report to the Board on any significant deviations from generally accepted operational norms and practices.

### *Monitoring and Evaluation Unit (M&E) –*

Similarly, AGRA is acutely aware of the importance of effective monitoring and evaluation, and in late 2008 brought on board a Director to guide the expansion and consolidation of its various M&E efforts. The new M&E Unit developed its operational framework, through which it will establish benchmarks against which to measure progress, conduct rigorous monitoring and evaluation of programmatic results, assess what is working and what is not, and share information about best practices with AGRA decision makers. The Unit also developed plans for training AGRA staff, both as to the importance and benefits of M&E and how to more effectively participate in the process.

### *Policy and Partnerships (P&P)*

In 2008, AGRA initiated an extensive consultative process to inform the design of its policy program. This included a major policy conference that brought together senior African policy makers, and leaders from the private sector, civil society, farmers' organizations, African regional institutions (such as NEPAD and the United Nations Economic Commission for Africa), Consultative Group on International Agricultural Research (CGIAR) centers, and regional policy networks. This consultative process played a vital role in shaping the AGRA Policy Strategy that was presented to and approved by the Board in late



*“We support the call for a uniquely African Green Revolution to help boost agricultural productivity, food production and national food security. We support all efforts to achieve a sustainable Green Revolution.”*

Declaration on African Agriculture in the 21<sup>st</sup> Century,  
African Ministers,  
Windhoek, Namibia,  
February 2009

2008. In addition, several key partnerships were established during the year, and two innovative financing initiatives were established – one with the Financial Sector Deepening Trust and the National Microfinance Bank of Tanzania, and another involving the International Fund for Agricultural Development (IFAD) and Equity Bank of Kenya – both of which aim to increase the availability of much needed credit to smallholder farmers.

## Strategic Planning

Throughout the year, AGRA's growing cadre of partners and its staff engaged in a highly participatory planning process designed to produce a new comprehensive organizational strategy. The original business plan for the Alliance served to get it off the ground and guide initial programmatic activities. But after two years in operation, it was clear that AGRA could be more effective in addressing Africa's complicated agricultural development problems if it takes a more integrated approach in making its investment decisions. Moreover, it became clear that resources and partnership activities should be focused primarily on selected 'breadbasket' areas in a fewer number of priority countries – at least initially – where they can have the greatest impact and provide an important demonstration effect to encourage scaling up in other countries. The Board made important contributions to the planning process, which will facilitate its finalization in early 2009.

## Major Events During the Year

### Programmatic Highlights

- In January, AGRA launched its 5-year, US\$ 180 million Soil Health Program, which plans to work with some 4.1 million farmers to regenerate and restore the fertility of more than 6 million hectares of degraded farmland

through the use of balanced, integrated soil management practices.

- The AGRA Market Access Program was officially launched in June with US\$ 24 million in funding from The Rockefeller Foundation and the Bill & Melinda Gates Foundation. The Program aims to, among other things, reduce marketing transaction costs for smallholders and encourage policy changes in support of market development.
- AGRA formally established its Monitoring and Evaluation Unit in October 2008, and by the end of the year the new Unit had hired key staff and established its operational framework for initiating its work in 2009.
- The end result of an extensive consultative process with numerous stakeholders, AGRA's new 5-year Policy Strategy was presented to and approved by the Board in November 2008. This strategy will guide the development of evidence-based policies in support of Africa's Green Revolution.

### New Partnerships

- A Memorandum of Understanding was signed in June between AGRA, the Food and Agriculture Organization of the United Nations (FAO), IFAD and the World Food Programme (WFP) at the FAO High-level Conference on World Food Security. The partnership aims to significantly boost staple food production in Africa's 'breadbasket regions', link local production to local food needs, and work across Africa's major agro-ecological zones to create new opportunities for smallholder farmers.
- AGRA and the United States Millennium Challenge Corporation launched a

collaborative initiative in June to help African countries reduce poverty and hunger through innovative and sustainable technologies that improve the productivity and incomes of smallholder farmers and poor rural households.

- In January, AGRA joined with the Tanzanian Financial Sector Deepening Trust (FSDT) and the National Microfinance Bank (NMB) of Tanzania to release US\$ 10 million for use by small-scale agro-dealers in the country. AGRA and FSDT provided a US\$ 2.1 million loan guarantee to leverage US\$ 5 million from NMB.
- A major new partnership involving AGRA, Equity Bank Ltd, IFAD and Kenya's Ministry of Agriculture was launched in May, creating a US\$ 50 million loan facility to provide access to affordable financing for 2.5 million farmers and 15,000 value chain members such as rural input dealers, fertilizer and seed wholesalers and importers, grain traders and food processors.
- Japan, NEPAD and AGRA launched the Coalition for African Rice Development (CARD) in May, which aims to double Africa's rice production in 10 years and drastically reduce expensive rice imports.
- AGRA joined with the Africa Enterprise Challenge Fund (AECF) in June to launch a special partnership initiative to promote increased private sector involvement in transforming Africa's agriculture. AECF is a US\$ 50–100 million private sector fund, whose goal is to accelerate pro-poor growth in Africa.

### Major Conferences

- AGRA also convened a June meeting in Nairobi of more than 90 senior policy makers and leaders from the private sector, academia, civil society and farmers' organizations to identify priority policies and institutions needed to achieve a uniquely African Green Revolution. Representatives from 15 African countries, as well as from Europe, Asia and the United States attended. They addressed policies in four critical areas: seed and fertilizer markets;

finance and risk management; product markets, strategic grain reserves and regional trade; and land tenure and other social issues.

- In June, the Alliance convened a meeting of top agricultural regulatory agencies from across Africa to explore ways to revitalize critical seed production systems and ensure that smallholders have access to high quality improved seed.
- An inaugural meeting of the AGRA-sponsored African Rice Breeders Network was held in April in Kampala, Uganda, bringing together eminent rice breeders, researchers and seed companies from more than ten African countries to share results of recent rice productivity research, much of which was funded by AGRA. Plans were also announced to support the development and release of new rice varieties in Kenya, Malawi, Mali, Mozambique, Nigeria and Uganda.

### Representative Grants

AGRA invests all along the agricultural value chain, and is increasingly broadening its grants to include not only crop breeding programs, agro-dealers and seed companies, but also a growing number of farmers' associations. Investments in building the next generation of agricultural scientists and policy analysts are also bearing fruit. Representative examples follow here. For a full list of 2008 AGRA grants, see pp 30–32.

- US\$ 2.8 million in grants were made in 2008 to support educational activities. During the year, eight AGRA-sponsored PhD students began their studies aimed at developing new, innovative ways to improve the major staple crops grown across the region, and the second group of agricultural PhD students sponsored by AGRA graduated from the University of KwaZulu-Natal in South Africa.
- US\$ 4.4 million in relatively small but highly targeted grants were made during the year to support a number of crop improvement activities in a dozen African countries.



Dr. Bino Teme, Director General of the Institut d'Economie Rurale, Mali, examines an experimental sorghum hybrid variety.

- US\$ 17 million in grants were provided in 2008 to strengthen a large number of agro-dealers and the networks in which they operate. For example, together with the International Fertilizer Development Center (IFDC), AGRA launched an ambitious US\$ 3.5 million national agro-dealer support project in Nigeria to bulk credit and provide support to 1,400 rural agro-dealers. A US\$ 2.5 million project was launched in Mali to support 820 rural agro-dealers who will serve the needs of nearly one million Malian farmers. And AGRA again joined with IFDC to launch a US\$ 2.5 million Ghana Agro-Dealer Development project to support over 2,000 agro-dealers.
- US\$ 3 million in small grants were made in support of strengthening selected seed companies and farmers' associations engaged in seed production. In Uganda, for example, the Busia Women Producers Association was provided a grant to produce and disseminate improved groundnut seed and cassava cuttings to smallholder farmers in the Busia District. And in Nigeria, JIRKUR Seed Producers Cooperative Society Ltd received support to produce and disseminate improved maize, rice, cowpea and soybean seed for smallholders in southern Borno State.
- Grants were also made to better link banana smallholder farmers in eastern and central Kenya to markets, and to support the development of the first integrated African Soil Information System.



# AGRA in Perspective

**A**GRA is a young organization. It was formally established in the fall of 2006, and since then has grown rapidly and pursued its mission with considerable vigor. While it is still too early to clearly identify the impact of its presence on the African agricultural development landscape, it has made progress in a number of areas (see highlights, pp 1–5). AGRA understands fully that the challenge of transforming African agriculture is immense – well beyond the capabilities of any one organization. Effective, value-adding partnerships are the only way to bring about needed changes. AGRA is thus constantly seeking to partner with other agents of change. Indeed, AGRA’s distinguishing feature is reflected in its name. It is, in the true sense of the word, an ‘Alliance’, made up of likeminded institutions and individuals whose shared purpose is to increase the productivity of smallholder agriculture in Africa, and in so doing increase the incomes and food security of millions.

## Vision, Mission, Goals, Objectives, Core Beliefs

**AGRA’s Vision** – A food secure and prosperous Africa through rapid smallholder agricultural growth and transformation.

**The AGRA Mission** – To trigger a uniquely African Green Revolution that will transform African agriculture into a highly productive, efficient, competitive and sustainable system that assures food security and lifts millions out of poverty.

**Goals of the Alliance** – AGRA’s mission translates into three overarching goals:

1. Reduce food insecurity by 50 percent in at least 20 countries by 2020;
2. Double the incomes of 20 million smallholder families by 2020; and

3. Put at least 15 countries on a pathway towards achieving and sustaining a Green Revolution.

**AGRA’s Strategic Objectives** – To achieve its goals, AGRA has identified six strategic objectives that will guide activities and investments:

1. Develop technologies to rapidly increase agricultural productivity in environmentally friendly ways;
2. Increase incomes, improve food security and reduce poverty among smallholder farmers in Africa in an economically and environmentally sustainable manner;
3. Develop an evidence-based policy environment and incentive system for improving farmers’ access to new technologies, knowledge and other resources needed to transform smallholder farming – with special attention given to women farmers;
4. Provide a platform for bilateral and multilateral donors, national governments, research entities, farmers’ organizations and others to forge effective alliances for addressing agricultural productivity;
5. Inspire action by demonstrating what is possible; and
6. Identify and fill critical financing and human resource gaps by mobilizing national and international resources in support of an African Green Revolution.

**Core Beliefs** – The work of the Alliance is guided by key core beliefs about an African Green Revolution and AGRA’s role in helping to make it happen:

1. In order to have the greatest immediate effect on reducing poverty, Africa’s agricultural transformation should start with improving staple food crop productivity and focus on the role of women in farming systems. Women make up about 70 percent of all

*“Thanks to AGRA’s work, aided by government policy support, 700,000 farmers in the Southern Highlands of Tanzania have produced five million tons of maize. This has been a major contribution to food security in Tanzania.”*

Hon. Steven Wasira, Minister of Agriculture, Tanzania

African farmers, and their needs have all too often been overlooked or marginalized in agricultural development agendas.

2. Transforming African agriculture depends on many things working across the entire system. Hence a comprehensive systems approach must be taken in order to effect change at key points all along the agricultural value chain.
3. Africa’s Green Revolution must take root at the national level. Success depends on governments acting boldly and decisively, and taking ownership of the change process. The private sector must also play a significant role in driving innovation and entrepreneurship, and in expanding markets and income opportunities for farmers. Effective public–private partnerships are critical to transforming African agriculture.
4. Africa’s Green Revolution will happen only if governments, donors, and the private sector

join forces to provide the strong governance and leadership, comprehensive strategic thinking and planning, entrepreneurial energy and the determination needed to drive the change process.

Convincing demonstrations of success in a few key ‘breadbasket’ areas will help catalyze a continent-wide Green Revolution. The role of the Alliance is to drive innovation, to fund demonstration, and to engage with partners to scale up successes across staple food-producing breadbasket areas and countries. Major contributions are being made to African agriculture by many other organizations, and AGRA will collaborate with them whenever possible in order to add value to their efforts.

AGRA’s vision, mission, goals and objectives rest on the principles embraced when the Alliance first came into being – that African agricultural problems require African solutions, and that the



Kenya’s President, H. E. Mwai Kibaki launches the AGRA/IFAD/Government of Kenya/Equity Bank Innovative Financing ‘Kilimo Biashara’ program. From left: IFAD Vice-President, Kanayo Nwanze (partially shown); next to him Prime Minister of Kenya, Hon. Raila Odinga; and in the foreground AGRA Vice President, Dr Akin Adesina and President of Kenya, H. E. Mwai Kibaki.

Green Revolution so badly needed must, in the end, be driven by 'home grown' technologies, by the widespread adoption of evidence-based enabling policies, and by Africa investing in its own future. With the generous support of The Rockefeller Foundation, the Bill & Melinda Gates Foundation, and the UK's Department for International Development (DFID), AGRA was established in 2006 as an African-based and African-led institution whose purpose is nothing less than changing the course of African history by creating a more prosperous and food secure future for the hundreds of millions now mired in hunger and poverty.

### AGRA's Programs and Initiatives

To do this, AGRA is implementing a series of carefully selected programs that are working together to offer practical solutions to the problems facing Africa's farmers, especially smallholders. As of the end of 2008, AGRA had three interrelated programs in place dealing with seeds, soils and markets, all supported by various policy initiatives and its monitoring and evaluation unit. Its technical specialists are working hand-in-hand with knowledgeable individuals and agencies that are active at the national level, ensuring that they have the resources needed to achieve impact. AGRA is building on the lessons learned through many attempts – some successful, some not – that have been made to improve the productivity of Africa's smallholders. And the Alliance is investing in the work of Africa's most promising scientists and agricultural entrepreneurs, and helping to create many more by supporting practical training and education.

**PASS** – The Program for Africa's Seed Systems (PASS) was the first AGRA initiative and was formally launched in 2007. The purpose of PASS is to promote the development of seed systems that deliver improved crop varieties to smallholder farmers in an efficient, equitable and sustainable

## Innovative Financing to Spur Agricultural Growth

AGRA is working to unlock millions of dollars of credit for smallholder farmers and small agricultural businesses previously considered too risky for loans, giving them unprecedented opportunities to grow. It works like this: AGRA and other partners assemble 'loan guarantee funds' that are used to leverage much larger loans from commercial banks. The loan guarantee funds protect the banks against a proportion of potential loan defaults. In pilot programs, default rates have been less than 2 percent. Two programs were launched in 2008, with others planned for 2009 and beyond.

In Tanzania, AGRA and the Financial Sector Deepening Trust (FSDT) provided US\$ 1 million and US\$ 100,000, respectively, in 2008 for a loan guarantee fund to secure a \$5 million line of credit from the National Microfinance Bank (NMB). These funds are available to farmers, agro-dealers and other agricultural businesses. NMB agreed to lend to agro-dealers at a rate of 18 percent, compared to the typical rate of 46 percent charged by microfinance institutions. So far, loan applications of nearly 2.9 billion Tanzania Shillings have been received from agro-dealers, and about 2 billion has been approved (about US\$ 1.5 million). FSDT has increased its share of the loan guarantee from US\$ 100,000 to US\$ 1 million, and the bank has expanded the funds available under the program to US\$ 10 million.



In Kenya, AGRA and IFAD provided \$2.5 million each as a loan guarantee to Kenya's largest financial institution, Equity Bank. The guarantee fund leveraged US\$ 50 million for farmers and the agricultural value chains that support them across the country. Interest rates on the small loans made by the program have been dropped from the usual 18 percent to 12 percent, and the initiative is anticipated to reach about 2.5 million farmers and 15,000 agri-businesses. So far, 284 million Kenya shillings (about US\$ 4 million) have been borrowed by some 7,000 smallholder farmers. Commercial farmers have borrowed 80 million shillings and about 8 million shillings in loans have been taken out by agro-dealers.

Based on the success of these initial efforts, AGRA will expand its innovative financing initiative, and has set a goal of leveraging US\$ 4 billion for agriculture by 2012.

manner. The Program focuses on supporting crop genetic improvement and seed supply for Africa. It takes a value chain approach, starting with training new scientists and ending with putting improved seed on the shelves of village-level agro-dealers.

The Program thus has four key components:

- The Education for Africa Crop Improvement (EACI) component, which supports training for a new generation of crop breeders and agricultural scientists;
- The Fund for the Improvement and Adoption of African Crops (FIAAC), which supports breeding work to improve African crop varieties and their adoption by smallholder farmers;
- The Seed Production for Africa (SEPA) component, which aims to strengthen private and public seed production and distribution channels; and
- The Agro-Dealer Development Program (ADP), which provides training and credit to establish and support the growth of small-scale agro-dealers.

**Soil Health** – While obviously important, the value of good seed is much diminished without fertile soils, and Africa’s soils are among the most depleted in the world. For this reason, major investments were made by The Rockefeller Foundation (US\$ 50 million) and the Bill & Melinda Gates Foundation (US\$ 130 million) to create, under AGRA’s leadership, a comprehensive Soil Health Program (SHP). By the end of the year, the Program had developed a business plan, engaged in a number of country-specific needs assessments, and approved funding for the first integrated African Soil Information Service, launched in January 2009, which will draw together highly fragmented data and information about African soils and, over time, provide precise knowledge about soil conditions, trends and the best ways to improve soil health.

**Market Access** – Working together, PASS and SHP can do much to increase the productivity and production of smallholder farmers. But without better ways to market the anticipated



Soil technicians at the Kenya Agricultural Research Institute (KARI) evaluate the acidity and other properties of soil samples from western Kenya in order to develop appropriate soil treatment recommendations, such as liming, that will improve farm productivity and raise household incomes.



*The African continent must play a role – with our support – and implement a Green Revolution to reduce its dependency on the international market.”*

Hon. Louis Michel, European Union Commissioner for Development

surplus production, smallholders may not be all that much better off. They may indeed be worse off. The history of African agriculture is rife with examples of excessive staple food production that, because there are few options for adding value and effectively marketing it, led to collapsing prices and huge economic losses. Like farmers everywhere in the world, Africa’s smallholder producers need to be responsive to market signals. They need to produce the right products in the right amounts and with the right quality characteristics if they are to profit in the marketplace and move beyond mere subsistence agriculture. However, access to market information, as well as to markets themselves, is a significant barrier to smallholder farmers. For this reason, in the fall of 2008 AGRA established a Market Access Program (MAP) that is now working with PASS and SHP to bring about an integrated and truly complementary set of investments by the Alliance that will address key challenges all along the agricultural value chain.

**Monitoring and Evaluation** – In 2008, AGRA put in place a robust monitoring and evaluation system that will ensure data and information are routinely used to inform decisions and practice, for AGRA, its partners and its funders. Baseline studies are underway, and the M&E team is working closely with all program staff to set performance targets, identify milestones, and establish expected outcomes and impacts from Alliance investments. The M&E system is AGRA’s main lever for assuring accountability, as well as for capturing and sharing lessons learned in support of continuous improvement.

**Policies** – In addition to these programs and activities, the AGRA Board approved a 5-year Policy Strategy late in the year, and a Policy Action Plan is being prepared for Board review in 2009. Supportive policies are critical to drive agricultural technology adoption, market development, and income growth for farmers. However, decades of neglect and misguided decision making has

led to policies that are, at best, not especially supportive of smallholder agriculture, and at worst clearly biased against it. AGRA and its partners are working together with governments to assess existing policies, identify elements that need to be changed, and develop options for national policy makers to consider.

### Current Staffing

AGRA has grown quickly since its inception. By the end of 2008, the total number of staff (international and national) had grown to 50 professionals representing a range of disciplines, backgrounds and nationalities. AGRA’s staffing profile as of December 31, 2008, is shown in the table below.

### Working with Partners

AGRA is an African-led partnership whose purpose is to help millions of smallholder farm families lift themselves out of poverty and hunger. Its programs are increasingly integrated. They work in tandem, and with the Alliance’s many partners, to develop practical solutions to boost farm productivity and incomes while safeguarding the environment. AGRA is now a reasonably well-established organization, and is increasingly gaining recognition across Africa and in the international development community.

#### AGRA staffing profile (December 31, 2008)

	Nairobi Office	Accra Office	Total
International Staff	20	4	24
National Staff	21	5	26
Total	41	9	50

## Doubling Africa's Rice Harvest

Today, less than half of rice consumed in sub-Saharan Africa is supplied locally, resulting in the expenditure of a large and increasing amount of scarce foreign exchange.

In 2008, in hopes of doubling Africa's rice harvest within the next decade, the Japan International Cooperation Agency (JICA), NEPAD and AGRA joined forces to launch the Coalition for African Rice Development (CARD). CARD aims to drastically reduce Africa's reliance on expensive rice imports through the development and distribution of new, resilient and higher yielding rice varieties for the Africa's smallholder farmers.



CARD is a consultative group of major donors, rice research organizations and a number of other development entities, which

together are working with 21 African countries to strengthen their ability to produce this valuable commodity. Current CARD Steering Committee members include AGRA, FAO, the Forum for Agricultural Research in Africa (FARA), IFAD, the International Rice Research Institute (IRRI), JICA, the Japan International Research Center for Agricultural Sciences (JIRCAS), NEPAD and the Africa Rice Center (WARDA).

The new initiative is building on successful programs in countries like Uganda and Nigeria, where governments have cut rice imports in half over a few short years through investments in high-yielding New Rice for Africa (NERICA) rice varieties that require little or no irrigation and are capable of growing in upland and lowland environments. CARD will invest in training African rice breeders, seed production and multiplication, integrated soil fertility management, and new post-harvest technologies to improve rice processing.

In 2008, CARD focused on supporting the efforts of 12 countries to develop more effective National Rice Development Strategies. With the support of the CARD Secretariat, which is hosted by AGRA, all 12 countries produced the first versions of their strategies, which are now being refined in anticipation of funding.

Achieving the shared vision of transforming Africa's agriculture will require tremendous progress in many related areas. Some of those are within the AGRA domain of action and some lie further afield. Hence the vital need for an open and participatory approach to development, and for partners who share in that transformative vision. As of the end of 2008, AGRA was working with a number of key partners, including but not limited to the following:

- The African Union's New Partnership for Africa's Development (NEPAD), as well as its Comprehensive Africa Agriculture Development Program (CAADP);
- The national governments in AGRA's target countries;
- The African Development Bank (AfDB);
- The Food and Agriculture Organization of the United Nations (FAO);
- The International Fund for Agricultural Development (IFAD);
- The World Food Program (WFP);
- The United States' Millennium Challenge Corporation (MCC);
- The Japan International Cooperation Agency (JICA);
- The Coalition for African Rice Development (CARD);
- The African Enterprise Challenge Fund (AECF); and
- Private African financial institutions (the National Microfinance Bank of Tanzania and Equity Bank of Kenya).

The Alliance is always seeking opportunities to work with others who share its vision – large or small – public or private. Achieving a Green Revolution in Africa is a daunting challenge, one that will require the efforts of many people and organizations.

## Funding an African Green Revolution

Catalyzing Africa's Green Revolution will require substantial funding. The International Food Policy

*“Investing in an African Green Revolution will serve not just food security but progress across the Millennium Development goals, including environmental sustainability.”*

Hon. Ban Ki-Moon,  
United Nations Secretary-General,  
May 2009

Research Institute (IFPRI) estimates that success will require between US\$ 32 billion and US\$ 39 billion each year (not counting investments in infrastructure). To effectively play its part, AGRA will itself need to raise significant resources.

Our approach to resource mobilization rests on an assessment that such levels of funding appear within reach, based on a combination of African government funding, Overseas Development Assistance (ODA), Foreign Direct Investment (FDI), philanthropic contributions from within and outside Africa, and Africa’s domestic private sector. Furthermore, the US\$ 2.4 billion of ODA flowing into agriculture in sub-Saharan Africa is set to increase substantially.

To date, the majority of funding for AGRA’s core programs has come from the Bill & Melinda Gates Foundation, The Rockefeller Foundation, and DFID. Significant additional support from the Netherlands Ministry of Foreign Affairs, IFAD and the World Bank’s Consultative Group to Assist the Poor has been provided to the AECF. Going

forward, the Alliance will seek to further diversify its funding base and increase its level of public support. AGRA will focus on building funding partnerships with traditional bilateral donor organizations. In 2008, the basis for significant financing from other sources was established, including private sector and philanthropic institutions. In addition, AGRA will continue its groundbreaking work to leverage the private sector to invest in African agriculture, with an emphasis on the smallholder farmer.

In addition to fundraising for its own work, AGRA will advocate for African Green Revolution funds as a whole, working broadly through several channels, including advocating for increased African government funding to agriculture in line with the Maputo Declaration, advocating for more global investment in African agriculture, and working with commercial banks to stimulate local financing.



AGRA supports AGMARK, an organization which provides financing and training to farmers and agro-dealers in western Kenya. It helps them add value to staple foods, for example by milling maize grain to commercial standards and packaging the flour for sale in local markets.



# Building on the New Momentum in African Agriculture

In 2008, the World Bank dedicated its *World Development Report*<sup>1</sup> to Agriculture, a significant acknowledgment of agriculture's central role in fighting poverty in poor countries. The last time agriculture had been featured was in 1982, and at that time the main question was whether the world was going to be able to feed its rapidly growing population. A quarter of a century later, it is clear that – globally at least – advances in agricultural productivity have kept ahead of the demand for food. Rising per capita production and two decades of declining commodity prices attest to this fact.

## Trends in Agricultural Growth

On average, developing countries achieved faster agricultural growth than industrialized nations (2.6 percent and 0.9 percent per year, respectively), and they accounted for a remarkable 79 percent of overall agricultural growth between 1980 and 2004. The Bank points to rapidly increasing cereal yields and the adoption of more supportive government policies in many developing countries as the main drivers of this growth process.

Unfortunately, agricultural growth across regions and countries has been very uneven. Asia accounted for two-thirds of the growth achieved since 1980, due primarily to intensification (the use of higher yielding varieties, fertilizers and irrigation). Agricultural growth in sub-Saharan Africa is also impressive, but was achieved mainly by bringing more land into cultivation. Still, growth in the region averaged almost 3 percent per year over the past 25 years, which is in fact close to the average for all developing countries. But Africa has a much larger agricultural population, and when growth is measured in that context, Africa

doesn't fare nearly so well. Growth per capita of agricultural population in sub-Saharan Africa has averaged only 0.9 percent per year – less than half of any other region and well below Asia.

By 2008, only six African countries had achieved a growth rate per capita of agricultural population of 2 percent or more. Another seven had growth rates below 1 percent, and the rest had negative per capita growth. According to the World Bank, Africa's average growth in agricultural GDP per capita of agricultural population was close to zero in the 1970s, and fell into negative territory during the 1980s and early 1990s. But the Bank also notes there has been a resurgence in growth over the past decade, strongly suggesting a brighter future for sub-Saharan African agriculture.

## Stagnant Crop Yields

Despite an apparent revival of African agriculture in recent years, yields of food staples remain generally poor. The Green Revolution breakthroughs in cereal yields that propelled agricultural and overall economic growth in Asia have yet to take hold in most African countries. There are many reasons for this, including the continent's very diverse agro-ecologies; its highly degraded soils; its reliance on rainfed agriculture; the limited use of modern varieties and fertilizers; the largely undeveloped state of Africa's rural infrastructure; a lack of access to markets; and a history of poor macroeconomic policies and low public investment in agriculture. The World Bank states that "The challenge is how to achieve productivity gains in diverse rainfed systems by coordinating investments in technology with investments in institutions and infrastructure to promote development of input and output markets". In other words, the challenge is how to encourage a uniquely African Green Revolution.

1 *World Development Report 2008: Agriculture for Development*. World Bank. 2007.

## Surging Food Prices

The urgency of this challenge has been driven home by recent increases in food prices. In 2008, prices for staple foods in Africa rose by a staggering 60 percent before being partially pushed back down towards the end of the year by the global economic crisis. The underlying causes of this surge were many, and comprised something of a 'perfect storm' in Africa's agricultural sector.

Fuel prices rose rapidly in 2007, with oil reaching close to US\$ 150/barrel before dropping back. This led to a spike in the price of chemical fertilizers and a consequent drop in its use, especially in Africa where fertilizer use is already less than one tenth of the global average. Transportation costs also rose as a result of higher fuel prices, making imported food less affordable to many Africans.

The high price of oil has encouraged production of biofuel alternatives (ethanol and biodiesel). Huge quantities of maize and other staple grains produced in developed countries – food that is normally exported to food-deficit

countries – was instead used to produce biofuels, contributing to higher grain prices and shortages of grain for export.

With the declining availability of grain imports, Africa has had to rely more heavily on feeding her people with locally produced staple foods. But some of Africa's key food-producing regions have been subjected to extended droughts of varying intensity – what many experts consider to be an emerging effect of climate change. Yields on rainfed farms have dropped precipitously, and this has pushed food prices higher still. The Horn of Africa has been particularly hard hit, but other regions have also suffered. WFP estimates that, in part because of drought, some 20 million Africans – most of them living in remote rural areas – are on the verge of outright starvation, and millions more are seriously undernourished.

Outdated policies that constrain advances in smallholder agricultural productivity across Africa have also conspired to raise the cost of food produced locally. Farmers face serious barriers to selling their produce in local and regional markets, and as a result they lack the incentives needed to



Children in a village in Bamako, Mali sharing a meal. Many African farm households purchase food to supplement what they grow for themselves. As a result, surging food prices have had a negative effect on the diets of the poor across Africa.

adopt more modern – and more expensive – production practices. Even if access to markets was easier for these farmers, financial credit to support the modernization of their small farming enterprises is both expensive and hard to obtain. The result is that most smallholders continue to farm using traditional, low-input/low-output practices.

Finally, rising incomes over the last decade, especially among Africa's growing urban populations, have led to increased demand for meat and other animal products, as well as for more processed foods, and this too has contributed to higher food prices in Africa's marketplaces.

The global financial crisis that began in late 2008 has reduced the pressure on food prices, but they still remain high, especially for the poor who spend much of their income on food. Yet as a global recovery takes hold, food prices are expected to start going up again. There are indications that the cost of energy will continue to trend upward. Policies in industrial countries that encourage biofuel production remain in place and there are few signs that they will be changed in the foreseeable future. Moreover, the effects of climate change will continue to plague many African farmers, and are predicted to get worse in the coming years. And putting pro-smallholder agricultural policies in place that encourage modernization and commercialization of African agriculture will take time.

### From Crisis to Opportunity

As noted in the Chairman's message (see pp v–vii), there is now a global reawakening to the importance of agriculture for Africa's development. Most importantly, as a result of the African Union's 2003 meeting of Heads of State and Government, held in Maputo, African governments have committed to significantly increasing their investments in agriculture. The agreed target is at least 10 percent of national budgets, and while most countries still fall well short of that goal, six have reached it and

## Encouraging Private Sector Innovation

In 2008, AGRA joined with the Africa Enterprise Challenge Fund (AECF) in a special partnership initiative to promote increased private sector involvement in transforming Africa's agriculture. AECF is a US\$ 50–100 million private sector fund whose goal is to accelerate pro-poor growth in Africa.

After its official launch in June, private sector companies quickly began submitting innovative business ideas for the Fund's consideration. Within 5 months, AECF had received and assessed more than 400 full applications and approved its first 13 projects for funding. While it is too early to see any real impact of these projects on the rural poor, together they comprise a commitment of US\$ 10.8 million from AECF, which is expected to leverage an additional US\$ 16 million from the private sector and benefit over 1.2 million rural poor in 9 different countries over a period of 3 years.

While AECF is open to proposals from all countries in Africa, it is concentrating its efforts in 13 countries – Burkina Faso, Burundi, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, South Africa, Tanzania, Uganda and Zambia – all countries in which AGRA currently has investments..

The initial financial backers of AECF include the World Bank's Consultative Group to Assist the Poor (CGAP), DFID, IFAD, and the Netherlands Ministry of Foreign Affairs (NMFA).



*“Africa is the world’s final frontier of agriculture, a rare place with room to dramatically increase production and meet rising demand.”*

Roger Thurow and Scott Kilman



Improved maize seed ready for packing at the Tanseed production facility in Morogoro, Tanzania. Tanseed, an AGRA grantee, provides high quality maize, sesame, and sunflower seed, as well as training in proper agricultural techniques, to small-scale farmers in over a dozen surrounding districts.

others are making notable progress. Under the NEPAD/CAADP framework, the added investment is aimed at generating an average annual growth in agriculture of 6 percent per year by 2015. In addition, the 2008 meeting of the G8 led to a commitment of US\$ 10 billion to supporting activities related to agricultural development in Africa. This is on top of the G8’s 2005 commitment to double ODA for Africa to US\$ 25 billion by 2010.

Agriculture is clearly moving to the centre of Africa’s development agenda, a movement that is being reinforced almost daily by news of increasing public and private sector investments in development projects that support agricultural modernization across the continent. AGRA is working with its many partners to drive and build on the new momentum in African agriculture.

**Better Seeds and Access to Needed Inputs –**  
AGRA’s initial activities focused on meeting the

needs of smallholder farmers for higher-yielding varieties of key food staples that have genetic resistance to prevalent diseases and insect pests. By the end of 2008 AGRA had provided 73 small grants through its Program for African Seed Systems (PASS) in support of specific research activities aimed at breeding locally adapted, high-yielding varieties. As a result 47 new commercial varieties of staple crops had been released by the end of the year. But developing and releasing new varieties is just part of what needs to be done. To sustain agriculture’s new momentum requires a new generation of African agricultural scientists. Towards that end, PASS has established Fellowship Programs in plant breeding at nine African universities, which are now hosting 47 MSc and 42 PhD Fellows. AGRA’s goal is to train 250 plant breeders in five years and as graduates return to their home countries, the rigor and effectiveness of plant breeding across Africa will begin to rise



dramatically. Importantly, some 20 percent of the PhD students are women, as are nearly 30 percent of the MSc students. These female scientists will bring added insights to plant breeding regarding the specific concerns of women farmers, such as traits related to harvesting and cooking.

Moving forward along the supply chain, PASS is investing in promising small- and medium-sized seed companies in order to bolster Africa's long-neglected seed industry. As a result of these investments, the production of improved seed has more than doubled in the last two years, to 5,759 mt in 2008. The Program is also helping to rapidly scale up the number of rural agro-dealers whose job it is to get the improved commercial seed and other vital inputs into the hands of farmers. By the end of 2008, AGRA had trained and supported nearly 4000 existing or new agro-dealers in Ghana, Kenya, Malawi, Nigeria, Tanzania and Uganda, and invested in several agro-dealer associations and networks. In 2008 alone, these agro-dealers supplied US\$ 45 million worth of improved seeds, fertilizers and other inputs to farmers.

**Restoring Soil Health** – Poor soil fertility is one of the major reasons why yields are low on smallholder farms across Africa. About 75 percent of Africa's farmlands are degraded, and restoring soil fertility is a necessary first step in transforming smallholder farming. These lands lack soil nutrients and organic matter, and they have a limited capacity to hold water and are prone to massive erosion. Their poor productivity also exacerbates deforestation as farmers clear forests in hopes of increasing their yields on richer soils.

In early 2008, AGRA launched a US\$180 million Soil Health Program (SHP) with the ambitious goal of regenerating 6.3 million hectares of degraded farmland over 10 years through balanced, integrated soil fertility management. Over 4 million rural households (about 24 million people) are projected to benefit from this effort.

By mid-2008, the SHP director was in place and several key activities were underway (see Box).

## New Initiatives of the Soil Health Program

AGRA's Soil Health Program has moved quickly in its first year to begin its grant-making work. In November 2008, a grant of US\$ 18 million was awarded to the Tropical Soil Biology and Fertility Institute of CIAT for the development and implementation of a new, integrated African Soil Information System (AfSIS). The funds are being provided by the Bill & Melinda Gates Foundation (US\$ 15.1 million) and AGRA (US\$ 2.9 million). AfSIS combines the latest soil science and technology with remote satellite imagery and on-the-ground efforts to analyze thousands of soil samples from remote areas across the continent in order to provide solutions for poor farmers. The System will provide precise knowledge of soil conditions, trends



and the best means to improve soil fertility. Regional soils labs in Malawi, Mali and Tanzania, and 60 sentinel sites to be set up across sub-Saharan Africa will be key partners. AfSIS uses techniques such as digital soil mapping, infrared spectrometry,

remote sensing and integrated soil fertility management to improve the way that soils are evaluated, mapped, monitored and managed.

The Program also made great strides in preparing for investments in scaling up fertilizer micro-dosing in West Africa's millet-, sorghum-, and maize-based cropping systems. Also known as the 'Coca-Cola technique' because a soda bottle cap is used to apply the fertilizer, micro-dosing is a proven success in Africa. It involves point placement of fertilizer at the base of each plant, and because of its precision the technique uses relatively low quantities of fertilizer (<20 kg/ha). Farmers adopting this technology can increase their yields two- to three-fold while at the same time gradually increasing their fertilizer use. AGRA plans to initiate micro-dosing technology projects in Burkina Faso, Mali and Niger at a cost of about US\$ 9 million. These projects will also promote soil conservation practices such as minimum tillage and crop rotations involving various legumes (soybeans, pigeon peas, cowpeas and agroforestry trees). They will also include the use of farmyard manure and the increased recycling of crop residues. At least 295,000 farm households will be involved in these projects and about 150,000 hectares of land will be placed under micro-dose technology.

## Improving Market Access for Smallholder Farmers

In addition to conducting country-specific needs assessments, developing an initial operational strategy, and starting to put together its draft business plan for Board consideration in 2009, AGRA's new Market Access Program took on several grant-making activities. Most of these are small 'learning grants' that continue market-related initiatives established by The Rockefeller Foundation. The most effective of these will be scaled up, beginning in 2009.



One of the more promising Rockefeller market initiatives is the Kenya Agricultural Commodity Exchange (KACE). AGRA's support of KACE, and a similar exchange in Malawi, link smallholder farmers with vital market information through local kiosks, radio broadcasts, email, and mobile phone messaging. Three-quarters of the farmers tapping into the KACE information network report getting better prices for their produce.

Also building on earlier investments by Rockefeller in Uganda, AGRA is supporting the NGO Technoserve, whose work has enabled some 12,000 banana farmers – 4,600 of them women – to increase their farm gate prices by about 30 percent. Technoserve teaches banana growers about market functions, grades and standards. The farmers can then more effectively negotiate prices with buyers, whom they contact via mobile phones. A similar program in Central and Eastern Kenya has given another 12,000 farmers, about one-third women, better access to markets. An example of the impact: 100 members of the Kamahua Farmers Group were able to command ten times more for their produce than before the training.

In late 2008 – and as part of the Market Access Program's business plan development process – planning began for a major international conference, to be hosted by the International Livestock Research Institute in Nairobi during the second quarter of 2009. The conference will bring together some 150 of Africa's and the world's leading market and development experts to clarify priority market-related actions that must be taken to unleash the potential of the continent's smallholder agricultural sector.

The Program's business plan, which received provisional approval from the AGRA Board towards the end of the year, rests on a strategy of scaling up selected soil health activities that have already been shown to work in Africa, such as fertilizer micro-dosing, while supporting innovative approaches to sustainable soil, land and water management by farmers. SHP believes that an integrated soil fertility management approach, which combines the use of organic and inorganic fertilizers and environmentally sustainable farming practices such as minimum tillage, is essential for success.

The Program will also base its work on the recommendations of the landmark 2006 Africa Fertilizer Summit, at which 40 African governments agreed to raise the average use of fertilizers from about 5 kg/ha to 50 kg/ha – a level still well below the global average. Strategies for reaching that goal include the establishment of one or more regional fertilizer procurement facilities, which will allow for bulk purchasing and make fertilizer more affordable and accessible for smallholder farmers, and the use of various rich deposits of natural phosphates to produce locally manufactured phosphate fertilizer. SHP staff have begun exploring how AGRA can best support such efforts.

**Improving Markets for Smallholders** – For smallholder farmers to move beyond subsistence and into the realm of farming as a profitable business, they must have access to well-functioning markets. Today, African farmers receive only 10 to 20 percent of the final prices commanded by their products, with the rest being eaten up by various marketing costs. To address this critical area, in mid-2008 AGRA launched its Market Access Program (MAP). The Program director was brought on board in October 2008 and MAP has moved quickly in several areas (see Box).

In general terms, MAP strives to promote more efficient and profitable markets for smallholders by: reducing transaction costs (for example, by setting up rural market places,

commodity exchanges, and market information systems, as well as warehouse receipt systems); supporting programs that add value to farmers' crops (such as small-scale milling or food processing operations); supporting efforts to expand regional trade; and by developing alternative uses for staple crops (such as the industrial use of maize to produce corn starch, or processing cassava for use as animal feed).

**Promoting Better Policies** – Also since its inception, the Alliance has worked to promote pro-poor agricultural policies. Decades of externally driven policies gutted public support for agriculture and created a vacuum in Africa's agricultural policy capacity. External policies imposed through structural adjustment programs left millions of smallholder farmers mired in poverty, unable to invest in their farms or to access markets. AGRA believes that

these 'policies of abandonment' must be replaced with evidence-based and locally relevant policies that provide comprehensive support for smallholders, and that are designed to transform African agriculture into a sustainable, competitive and highly productive system.

There is no 'one-size-fits-all' policy option for African countries. Circumstances differ and policy changes must reflect local realities. Many countries have planning units in their Ministries of Agriculture to help develop the policies they need to achieve the NEPAD/CAADP goals, but these units are often understaffed and lack sufficient analytical capacity. As in agricultural research, there is a need to build the next generation of African policy analysts. AGRA has been doing just that by providing individual fellowships for advanced training and curriculum development support to 16 universities in 12 African countries.



Chwele market is Kenya's second largest open-air market, and here Joan Mabuka (left) sells beans she produced on her farm using an improved, higher yielding variety that suits the preferences of local consumers like Alice Waliaula (right).



Crop by-products such as fodder for livestock are often transported by foot over long distances to local markets in order to augment household incomes. Government policies and investments that improve rural infrastructure and facilitate access to markets are essential for catalyzing Africa's Green Revolution.

Students earn a Master of Science in Agricultural and Applied Economics, through a Collaborative Masters Program. The graduates have begun to provide national and regional leadership in creating an enabling policy environment for Africa's Green Revolution.

AGRA has supported governments in the design and implementation of inputs support programs. Many of these governments (Kenya, Malawi, Tanzania) implemented targeted voucher schemes that relied on private sector delivery systems operated by agro-dealers. It has helped to design effective country-specific systems and worked with governments and donors to increase their comfort with this approach. In most cases, this activity has been connected to parallel efforts to build input markets by strengthening national networks of agro-dealers, and been complemented

by initiatives to unlock financial resources for agriculture.

AGRA has established an innovative financing initiative to unlock millions of dollars in credit for farmers, agro-dealers and small- to medium-sized agricultural enterprises all along the value chain. In 2008, AGRA and its partners provided US\$ 7.1 million in loan guarantee funds in order to leverage the availability of US\$ 60 million in affordable loans in Kenya and Tanzania (see Box, p. 9). By the end of the year negotiations were underway with Africa's largest financial institution, Standard Bank, to open access to US\$ 100 million in agricultural loans in four countries – Ghana, Mozambique, Tanzania and Uganda. Interest in this approach is growing quickly and it is leading to a fundamental shift in thinking about how to free up essential credit for agriculture. AGRA's current goal is to work with a variety of partners to leverage up to US\$ 4 billion in lower interest agricultural loans by 2015.

## What Governments Should Do

In a recent book by Roger Thurow and Scott Kilman<sup>2</sup>, they note "Africa is the world's final frontier of agriculture, a rare place with room to dramatically increase production and meet rising demand". AGRA agrees with that idea, and with the notion that transforming African agriculture will require the combined efforts of a diverse array of public and private sector organizations. Private donors like the Bill & Melinda Gates Foundation, The Rockefeller Foundation, and a host of others can accomplish a great deal through targeted investments, but the bulk of the resources and actions needed must come from governments – both within Africa and around the world. A partial list of high priority actions:

<sup>2</sup> *Enough: Why the World's Poorest Starve in an Age of Plenty*. Roger Thurow and Scott Kilman. PublicAffairs Publishing. 2009.

*“Agriculture is clearly moving to the centre of Africa’s development agenda, a movement that is being reinforced almost daily by news of increasing public and private sector investments in development projects that support agricultural modernization across the continent.”*

- Governments should meet the financial commitments they have already made. The global financial crisis has led many countries to re-evaluate their investment priorities, but even before the financial crisis hit, the G8 had fallen well behind on their 2005 pledge to double ODA for Africa. As of 2008, only US\$ 3 billion in additional funding had been forthcoming. African governments must deliver on their promises, too, especially those made in the 2003 Maputo Declaration to invest at least 10 percent of national budgets to promote agricultural growth.
- Governments (and large development institutions like the World Bank and the African Development Bank) need to increase their investments in Africa’s rural infrastructure, including roads, rural electrification and irrigation. Only about one-third of the people in sub-Saharan Africa live within two kilometers of a paved road; less than 5 percent of the region’s farmland is irrigated; and less than 10 percent of rural households have electricity.
- Governments in industrialized countries need to review their policies regarding biofuels, especially as they affect food security. At a minimum, they should seek alternatives to turning food into fuel, and support research into making biofuels from plants that people and livestock do not eat. African governments need to safeguard the interest of smallholder farmers to produce food instead of using good agricultural lands for biofuels.

- African governments should put in place comprehensive policies of support, including subsidies where appropriate, for smallholder farmers. Farm support programs have been essential ingredients in the development of modern agriculture in other parts of the world.

The sun is rising on African agriculture. Public and private investments in projects related to increasing agricultural growth are mounting rapidly, and there is a growing sense of optimism in many quarters that, finally, African agriculture is emerging from years of neglect. There is indeed a new momentum that is propelling agriculture to the heart of the continent’s development agenda.

AGRA and its many partners are building on that momentum, and giving voice to the needs and concerns of Africa’s resource-poor smallholder farmers. For in the longer term, Africa’s economic future rests on bringing about a long-delayed Green Revolution of her own. That transformation in turn depends on providing smallholder farmers with new and affordable agricultural technologies, rebuilding their depleted soils, unlocking much needed credit, facilitating access to local and regional markets, and putting in place supportive policies that recognize the fundamental importance of smallholder agriculture. These are the essential ingredients for catalyzing a uniquely African Green Revolution.



# 2008 Financials

## ALLIANCE FOR A GREEN REVOLUTION IN AFRICA REPORT OF THE DIRECTORS FOR THE YEAR ENDED DECEMBER 31, 2008

The Directors have pleasure in submitting their report together with the audited financial statements for the year ended December 31, 2008, which disclose the state of affairs of the organisation.

### 1. 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.

### 2. AGRA's MISSION

AGRA's mission is to catalyze 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.

### 3. RESULTS

The results for the year ended December 31, 2008 are set out on Page 8.

### 4. BOARD OF DIRECTORS

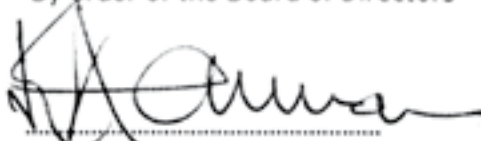
The Directors who served during the period and to the date of this report were:

Kofi A. Annan	Chairperson
Monty Jones	Member
Strive Masiyiwa	Member
Sylvia Mathews Burwell	Member
Moise C. Mensah	Member
Mamphela Ramphele	Member
Rajiv J. Shah	Member
Nadya K. Shmavonian	Member, Resigned on September 15, 2008
Judith Rodin	Member, Appointed on March 3, 2008
Mohamed Ibrahim	Member, Appointed on March 3, 2008
Rudy Rabbinge	Member, Appointed on March 3, 2008

### 5. AUDITORS

Ernst & Young have expressed their willingness to continue in office.

By order of the Board of Directors

  
Chairman

Date 19<sup>th</sup> March 2009



**REPORT OF THE INDEPENDENT AUDITORS  
TO THE DIRECTORS OF  
ALLIANCE FOR A GREEN REVOLUTION IN AFRICA**

We have audited the accompanying financial statements of Alliance for a Green Revolution in Africa (AGRA), set out on pages 7 to 21 which comprise the statement of financial position as at December 31, 2008, the statement of activities, statement of changes in net assets, statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

**DIRECTORS RESPONSIBILITY FOR THE FINANCIAL STATEMENTS**

The directors are responsible for the preparation and fair presentation of these financial statements in accordance with United States Generally Accepted Accounting Principles (US GAAP). This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

**AUDITOR'S RESPONSIBILITY**

Our responsibility is to express an independent opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**OPINION**

In our opinion, proper books of account have been kept and the accompanying financial statements give a true and fair view of the state of affairs of Alliance for a Green Revolution in Africa as at December 31, 2008 and of the results of its activities and statement of cash flows for the year then ended in conformity with United States Generally Accepted Accounting Principles (US GAAP).

Nairobi

27<sup>th</sup> March 2009

Other Offices: NAKURU, MOMBASA.



ALLIANCE FOR A GREEN REVOLUTION IN AFRICA  
 STATEMENT OF FINANCIAL POSITION  
 AS AT DECEMBER 31, 2008

	Note	2008 US\$	2007 (16 months) US\$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	2	60,507,602	84,231,723
Accounts receivable	3	<u>726,088</u>	<u>229,634</u>
		<u>61,233,690</u>	<u>84,461,357</u>
<b>Non-Current Assets</b>			
Investments	4	148,877,501	107,097,289
Intangible assets	5	65,975	58,720
Property and equipment	6	<u>1,375,505</u>	<u>759,223</u>
		<u>150,318,981</u>	<u>107,915,232</u>
<b>TOTAL ASSETS</b>		<u><b>211,552,671</b></u>	<u><b>192,376,589</b></u>
<b>NET ASSETS AND LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts payable and accruals	7	512,458	922,203
Grants approved and due within 12 months	8	<u>23,072,827</u>	<u>11,869,254</u>
		<u>23,585,285</u>	<u>12,791,457</u>
<b>Non-Current Liabilities</b>			
Grants approved and due after 12 months	8	<u>26,002,766</u>	<u>15,264,452</u>
<b>Net Assets</b>			
Unrestricted		26,374,554	18,324,231
Temporary restricted		<u>135,590,066</u>	<u>145,996,449</u>
		<u>161,964,620</u>	<u>164,320,680</u>
<b>TOTAL NET ASSETS AND LIABILITIES</b>		<u><b>211,552,671</b></u>	<u><b>192,376,589</b></u>

The financial statements were approved by the Board of Directors on 19/3/2009 and signed on its behalf by:

Director

Director

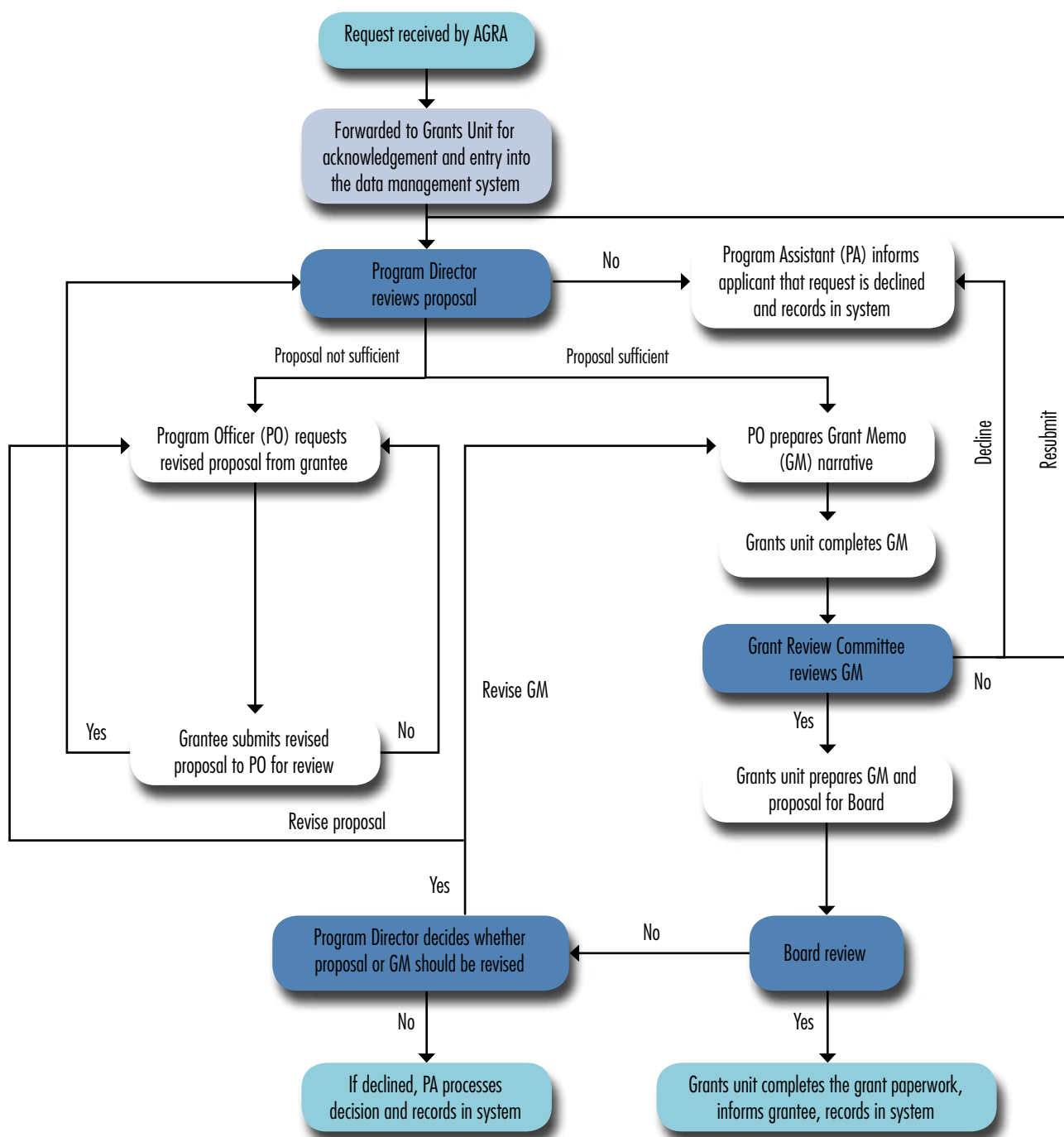
ALLIANCE FOR A GREEN REVOLUTION IN AFRICA  
 STATEMENT OF ACTIVITIES  
 FOR THE YEAR ENDED DECEMBER 31, 2008

	Note	2008 US\$	2007 (16 months) US\$
<b>INCOME</b>			
Grant income	9	51,109,388	77,455,000
Other income	10	<u>3,945,430</u>	<u>1,556,188</u>
<b>TOTAL INCOME</b>		<b><u>55,054,818</u></b>	<b><u>79,011,188</u></b>
<b>EXPENDITURE</b>			
Grants approved	8	<u>45,420,383</u>	<u>2,696,623</u>
Other Expenditure			
Monitoring and Evaluation costs	11	820,793	395,469
Program and General Support costs	11	<u>11,169,702</u>	<u>1,394,671</u>
Sub total		<u>11,990,495</u>	<u>1,790,140</u>
<b>TOTAL EXPENDITURE</b>		<b><u>57,410,878</u></b>	<b><u>4,486,763</u></b>
<b>CHANGE IN NET ASSETS</b>		<b><u>(2,356,060)</u></b>	<b><u>74,524,425</u></b>

# Grants Approval Process

During 2008, AGRA made a total of 63 grants (valued at US\$ 43,320,383) aimed at facilitating agricultural research and development

in Africa. The review and approval process followed for making these grants is depicted below, and recipients are listed in the subsequent table.



# Grants Approved in 2008

Program	Grantee	Amount (USD)	Purpose
ADP	Cooperative for Assistance and Relief Everywhere – CARE	3,053,362	To provide 91,000 smallholder farm households in remote rural Zambia with agricultural inputs by extending a network of agro-dealers through community agents and service providers
ADP	Uganda National Agro-input Dealers Association	1,295,800	To facilitate the development of a viable agro-input dealers' association with strong linkages to private sector importers, input suppliers and smallholder farmers
ADP	AT Uganda, Ltd.	1,296,323	To facilitate the development of a viable agro-input dealers' association with strong linkages to private sector importers, input suppliers and smallholder farmers
ADP	International Fertilizer Development Center	3,500,000	To strengthen the existing agro-dealer network in Nigeria and to create a new cadre of agro-dealers in the country
ADP	CNFA	2,515,734	To provide Malian smallholder farmers with increased access to agricultural inputs and new technologies
ADP	Equity Bank, Ltd.	2,500,000	For a guarantee fund to facilitate access by smallholder farmers, agro-dealers and other players in the smallholder farming value chain in Kenya
ADP	Tanzania Ministry of Agriculture, Food Security and Cooperatives	246,046	To develop a national strategy for streamlining and developing an agro-dealer distribution system
ADP	International Fertilizer Development Center	2,500,000	To create a well-functioning and sustainable input supply system in Ghana
EACI	Cornell University	399,719	To enhance the capability of plant breeding PhD students of the African Center for Crop Improvement by providing technical assistance for thesis proposal review and library and technological services
EACI	Makerere University	400,000	To support advanced plant breeding training for 10 Ugandan and Rwandan MSc students, and to establish required facilities for such training at Makerere University
EACI	University of Ibadan	394,042	To support training of 10 crop sciences MSc students
EACI	Kwame Nkrumah University of Science and Technology	387,000	To support 10 West Africa MSc students in plant breeding and seed science
EACI	Sokoine University of Agriculture	401,945	To support advanced training of Tanzanian MSc level students in plant breeding and related crop improvement fields
EACI	Ahmadu Bello University	363,390	To support 10 West African plant breeding MSc students
EACI	Haramaya University	443,410	To support MSc level training in plant breeding and seed science and technology
FIAAC	Ghana Council for Scientific and Industrial Research – Crops Research Institute	184,480	To develop new maize varieties for smallholders in the Guinea and Sudan savannah zones of Ghana
FIAAC	Ghana Council for Scientific and Industrial Research – Crops Research Institute	179,845	To develop improved cassava varieties
FIAAC	Ghana Council for Scientific and Industrial Research – Crops Research Institute	185,000	To develop improved hybrid maize varieties for the forest and forest transition zones of Ghana
FIAAC	Farm Input Promotions Africa, Ltd.	238,600	To facilitate the promotion and dissemination of improved seed to smallholder farmers in western Kenya and eastern Uganda
FIAAC	Institut des Sciences Agronomiques du Rwanda	139,836	To facilitate the promotion and dissemination of improved maize varieties to smallholder farmers in the mid- and high-altitude areas of Rwanda

Program	Grantee	Amount (USD)	Purpose
FIAAC	Ugandan National Agricultural Research Organization	169,500	To improve groundnut yields of smallholder farmers in north and north-eastern Uganda
FIAAC	Ethiopian Institute of Agricultural Research	240,000	To develop and disseminate improved hybrid sorghum varieties to Ethiopian smallholder farmers and to foster linkages between EIAR, farmers and private seed companies
FIAAC	Ethiopian Institute of Agricultural Research	244,000	To develop and disseminate improved wheat varieties for Ethiopian smallholder farmers in marginal, moisture-stressed areas
FIAAC	Kenya Agricultural Research Institute	188,697	To improve irrigation facilities at KARI-Katamani in order to improve the efficiency of crop improvement research
FIAAC	Zambian Seed Control and Certification Institute	185,000	To facilitate dissemination of improved maize varieties with tolerance to drought and low nitrogen to Zambian smallholder farmers
FIAAC	Forum for Organic Resources Management and Agricultural Technologies	79,666	To exploit the use of ICT to communicate information about agricultural research, products, technologies and policy for the improvement of agriculture in sub-Saharan Africa
FIAAC	Institute of Rural Economy	185,000	To develop improved hybrid millet varieties for smallholder farmers in the Sahelian and Sudanian zones of Mali
FIAAC	Instituto de Investigação Agrária de Moçambique	188,050	To develop improved maize varieties resistant to downy mildew and maize streak virus for Mozambican smallholder farmers
FIAAC	Kenya Agricultural Research Institute	182,600	To develop improved mid-altitude maize varieties for smallholder farmers in western Kenya
FIAAC	Institute of Rural Economy	185,000	To develop and evaluate improved rice varieties adapted to Mali's irrigated agro-ecological zones
FIAAC	Instituto de Investigação Agrária de Moçambique	185,000	To develop and promote improved sorghum varieties for Mozambican smallholder farmers
FIAAC	Institut des Sciences Agronomiques du Rwanda	151,725	To develop and promote improved varieties of bush and climbing beans for Rwandan smallholder farmers
FIAAC	Ghana Council for Scientific and Industrial Research – Crops Research Institute	184,860	To develop improved cowpea varieties for Ghanaian smallholder farmers
FIAAC	Instituto de Investigação Agrária de Moçambique	185,000	To develop improved rice varieties for smallholder farmers in southern Mozambique
FIAAC	Malawi Ministry of Agriculture and Food Security	177,320	To develop improved bean varieties for Malawian smallholder farmers
FIAAC	Institut de l'Environnement et de Recherches Agricoles	184,993	To develop and promote improved pearl millet varieties for smallholder farmers in the arid and semi-arid zones of Burkina Faso
FIAAC	Division of Research and Training – Tanzania Ministry of Agriculture, Food Security and Cooperatives	192,860	To develop improved soybean varieties for smallholder farmers in the southern highlands of Tanzania
FIAAC	Institut National de la Recherche Agronomique du Niger	184,764	To accelerate the development and dissemination of drought-tolerant sorghum hybrids to smallholder farmers in Niger
FIAAC	Instituto de Investigação Agrária de Moçambique	183,500	To develop and disseminate improved rice varieties adapted to the lowland ecosystem in central and northern Mozambique
MAP	International Livestock Research Institute	449,545	Conference aimed at synthesizing lessons learned on market development for poor farmers in Africa
MAP	TechnoServe, Inc.	896,033	To enhance food security and increase incomes of smallholder banana farmers in eastern and central Kenya by linking them to markets
SEPA	Cooperatives des Agriculteurs des Maïs dans la Région des Volcans	102,300	To produce and disseminate improved seed to poor farmers in the Northern Province of Rwanda
SEPA	Krishna Seed Company, Ltd.	151,000	To support the multiplication and distribution of improved seed to Tanzanian smallholder farmers
SEPA	Anno Agro-Industry P. L. C.	157,600	To increase the production and dissemination of improved seed to Ethiopian smallholders

Program	Grantee	Amount (USD)	Purpose
SEPA	Zanobia Seeds, Ltd.	154,100	To produce and disseminate improved seed of orphan crops to Tanzanian smallholders
SEPA	Ugandan National Agricultural Research Organization	156,341	To improve smallholder access to high-yielding bean varieties through farmer-led community seed enterprises
SEPA	Market Matters, Inc.	209,220	For use by the Seeds of Development Program to enhance the capacity of private seed companies for product development, strategic marketing and management
SEPA	Rwanda Seed Company, Ltd.	121,900	To produce and disseminate improved seed of maize, beans, sorghum, cassava and soybean to smallholder farmers in the Eastern Province of Rwanda
SEPA	Alpha Seed Enterprise	150,000	To support the promotion and production of improved seeds for smallholders in the Forest and Forest-Transition zones of Ghana
SEPA	Kenya Agricultural Research Institute	183,316	For the multiplication, promotion and dissemination of improved cassava planting material to smallholders in the Coastal Province of Kenya
SEPA	JIRKUR Seed Producers Cooperative Society Limited, Biu	172,000	To produce and disseminate improved maize, rice, cowpea and soybean seed for smallholders in southern Borno State
SEPA	Neema Agricole Du Faso	143,632	To support the production and dissemination of improved seed to smallholder farmers in western and south-western Burkina Faso
SEPA	Savanna Seed Services Company, Ltd.	149,973	To support the production and dissemination of improved seed to smallholder farmers in northern Ghana
SEPA	Busia Women Producers Association	152,073	To produce and disseminate improved groundnut and cassava seed to smallholder farmers in the Busia District of Uganda
SEPA	Kamano Seed Company, Ltd.	166,300	To produce and disseminate improved maize, bean, sorghum, groundnut and cowpea seed for Zambian smallholder farmers
SEPA	Societe Agro-Productions	137,340	To produce and disseminate improved maize, rice, sorghum and cowpea seed to smallholder farmers in the central and southern regions of Burkina Faso
SEPA	Association of smallholder Seed Multiplication Action Groups	163,450	To facilitate dissemination of improved seed to Malawian smallholder farmers
SEPA	Manoma Seeds, Ltd.	148,023	To produce and disseminate improved maize, rice and soybean seed to smallholder farmers in five north-western Nigerian States
SEPA	Entreprise Semencière ALHERI	139,984	To produce and promote smallholder use of improved seed
SEPA	African Agricultural Capital	12,000,000	To support the African Seed Investment Fund, established to provide investment capital at below-market rates for the production of large quantities of improved commercial seed
SEPA	Dr Robert Tripp	31,176	To analyze the overall structure, strengths and weaknesses of formal seed delivery systems in Kenya, Uganda and Ghana
SEPA	Aline Funk	152,680	To provide business development services to SEPA grantees and assist start-up and small- to mid-sized seed companies with financial planning and the development of management, operations and marketing strategies
SHP	Centro Internacional de Agricultura Tropical	2,930,330	To develop an integrated, dynamic African Soil Information System

**Total Grants** **43,320,383**

**PASS Program Administration** **300,000**

**SHP Program Administration** **1,800,000**

**Grand Total** **45,420,383**

# Principal AGRA Staff

(December 31, 2008)

## Management

Namanga Ngongi (Cameroon), PhD  
Akinwumi Adesina (Nigeria), PhD  
Kwame Akuffo-Akoto (Ghana) BSc, FCCA  
Joseph DeVries (USA), PhD  
Bashir Jama (Kenya), PhD  
Eric McGaw (USA), BEd  
Anne Mbaabu (Kenya), MSc  
Tobias Takavarasha (Zimbabwe), PhD

President  
Vice President for Policy and Partnerships (P&P)  
Chief Operating Officer  
Director, Program for Africa's Seed Systems (PASS)  
Director, Soil Health Program (SHP)  
Head of Communications  
Director, Market Access Program (MAP)  
Director, Strategy, Monitoring & Evaluation (M&E)

## Internationally Recruited

Franck Attere (Benin), PhD  
Barbara Bamanya (Uganda), MSc  
Andre Bationo (Burkina Faso), PhD  
George Bigirwa (Uganda), PhD  
Andre Dellevoet (The Netherlands), MSc  
Jane Ininda (Kenya), PhD  
Issoufou Kapran (Ghana), PhD  
Laetitia Ako E. Kima (Cameroon), PhD  
Rufaro Madakadze (Zimbabwe), PhD  
Kehinde Makinde (Nigeria), PhD  
Fred Muhhuku (Uganda), MSc  
Stephen Njokua (Kenya), MSc  
Barbara Noseworthy (USA), BSc  
Alma Redillas-Dolot (Philippines), BSc  
Tesfai Teclé (Italy), PhD  
Aboubacar Toure (Mali), PhD

Special Assistant to the President  
Program Officer (M&E)  
Senior Program Officer (SHP) and Director of Accra Office  
Program Officer (PASS) – *(Seed Production & Dissemination)*  
Executive Manager – Africa Enterprise Challenge Fund (AECF)  
Program Officer (PASS) – *(Crop Improvement & Farmer Variety Adoption)*  
Program Officer (PASS) – *(Seed Production & Dissemination)*  
Program Officer (M&E) – *(Proposal Development Group)*  
Program Officer (PASS) – *(Education & Training)*  
Program Officer (PASS) – *(Agro-dealer Development)*  
Program Officer (PASS) – *(Agro-dealer Development)*  
Senior Program Officer (MAP)  
Senior Resource Mobilization Officer (P&P)  
Head – Internal Audit Unit  
Advisor to the Chairman (Geneva Office)  
Program Officer (PASS) – *(Crop Improvement & Farmer Variety Adoption)*

## Nationally Recruited

Vuhya Amulyoto (Kenya), MBA  
Kenneth Amunga (Kenya), BA  
Wanjiku Kiragu (Kenya), MBA

Human Resources and Administration Manager  
Finance Manager\*  
Grants Manager

---

\* Left December 18, 2008



# Alliance

for a **Green Revolution**  
in **Africa**

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**[www.agra-alliance.org](http://www.agra-alliance.org)**



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