



Growing Africa's Agriculture

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AGRA IN 2011

INVESTING IN SUSTAINABLE
AGRICULTURAL GROWTH

A FIVE-YEAR STATUS REPORT

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AGRA in 2011

Investing in Sustainable Agricultural Growth

A Five-Year Status Report



“An African Green Revolution, led by smallholder farmers, is now underway. We need to nurture this revolution by sharing knowledge, building partnerships, creating conducive national policy environments, and delivering the increased international and national public and private investment needed in agriculture. Success will rest on scaling up across the continent what we know is working, based on careful monitoring and evaluation of outcomes and impacts.”

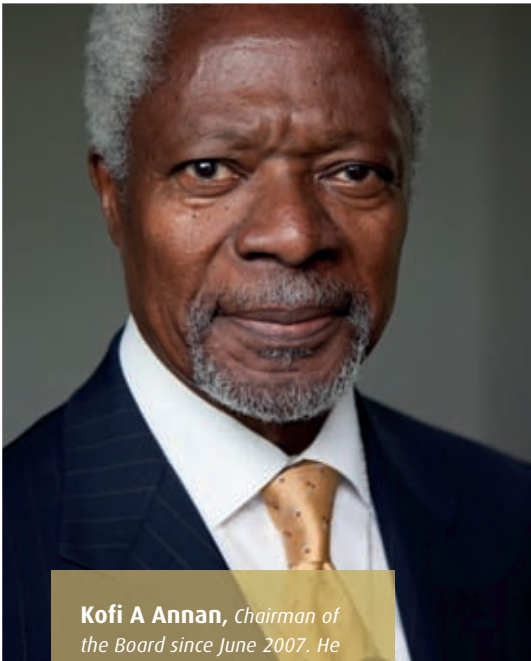
Kofi A. Annan
Chairman of the Board
AGRA

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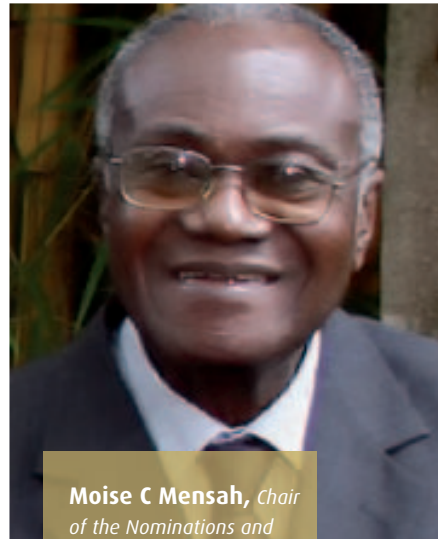
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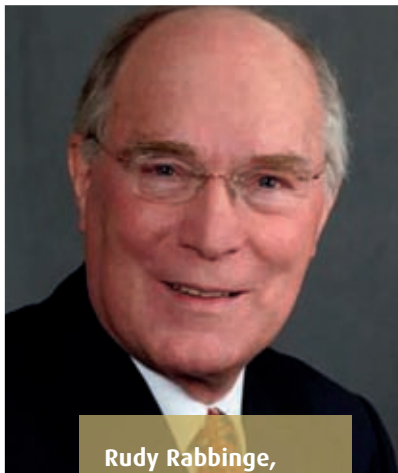
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¹ Left the Board in October 2011 • ² Joined the Board in October 2011



Message from the Chairman

Five years have passed since AGRA was formally established in late 2006 with funding from The Rockefeller and Bill & Melinda Gates Foundations. In that time, a number of others have joined in our efforts, and with our many partners we have accomplished much, as detailed in this Report. Yet the urgency of AGRA's mission has not diminished. Today more than ever we must move forward with catalyzing an African Green Revolution, one that fits the circumstances unique to our continent.

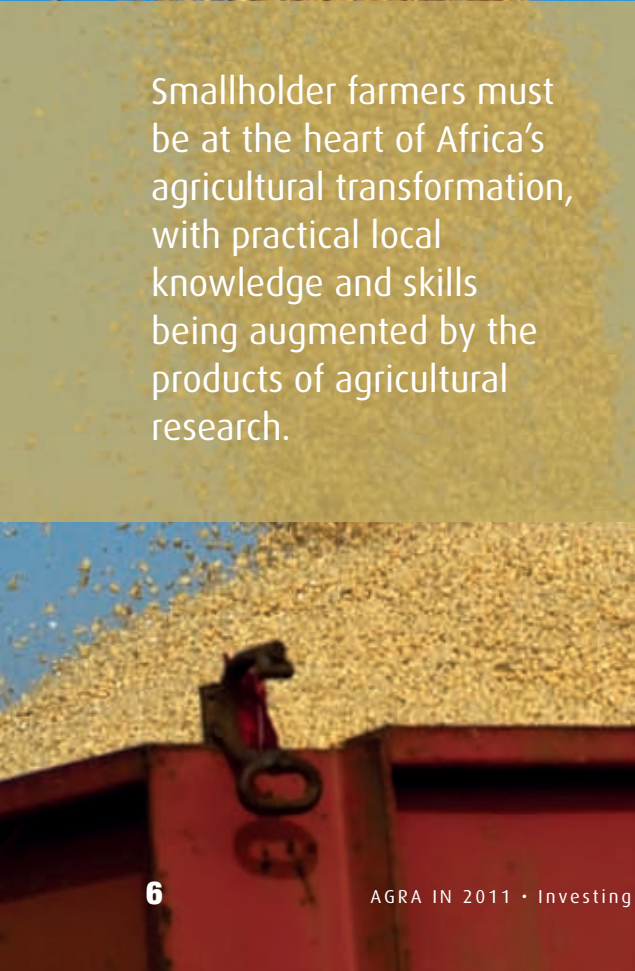
Africa contains a multitude of diverse and often challenging production environments. It is also blessed with a number of large and potentially very productive agricultural areas, and contains 60% of the world's uncultivated arable land. Resource-poor smallholder farmers – about 70% of them women – produce over 80% of Africa's staple foods, and they do so using mainly traditional production methods on all too often degraded soils, applying small amounts of fertilizer if they can afford it, and relying on unpredictably changing rainfall patterns.

They persevere in the face of outdated government policies that limit their access to new, science-based production technologies, affordable credit, risk-reducing crop insurance, effective storage options, and dynamic markets. Africa's rural infrastructure suffers from decades of underinvestment, which has increased transport costs and reduced the profitability of smallholder farming. These challenges are compounded in Sub-Saharan Africa by climate change, an all-encompassing threat to our health, security and stability. Rising temperatures and changing rainfall patterns are already adversely affecting crop yields, and it is the poorest and most vulnerable that will bear the brunt of these changes – which they did little to create, but with which they must cope.

Our ability to achieve food security, both in Africa and globally depends on catalyzing a sustainable Green Revolution across the continent. Even without bringing more land into cultivation, boosting cereal yields to just half of the world's average would turn Africa into a major food surplus region. But ours must be a revolution that draws on the lessons, positive and negative, from past efforts of this kind in Asia and Latin America. We need a "climate smart" transformation of agriculture in Africa, one that increases the productivity of land, labor, and capital invested in farming while avoiding or diminishing negative environmental impacts.

Smallholder farmers must be at the heart of this transformation, with practical local knowledge and skills being augmented by the products of agricultural research. Smallholders need reliable access to improved seed – robust, well adapted and higher yielding varieties. They need integrated soil health

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management agronomic practices to get the most from their improved seed. They need more ready access to efficient markets for their produce. And more affordable credit must be made available to smallholders and the small-scale agribusinesses that add value to their efforts.

AGRA works with a wide range of partners to meet these challenges. We are cooperating closely with governments, UN agencies, financial institutions, foundations, development NGOs and private agribusinesses, both small and large, to develop Africa's breadbaskets and support smallholder farmers.

We are joining with major financial partners in longer-term efforts aimed at creating new risk-sharing facilities that eventually will enable the mobilization of about US\$ 3.79 billion in affordable credit to African agriculture, mainly to smallholder.

An African Green Revolution, led by smallholder farmers, is now underway. We need to nurture

Tanzania President Hon Jakaya Kikwete, AGRA Chairman Kofi Annan, Tanzania Minister for Agriculture, Food Security and Cooperatives Hon Prof, Jumanne Maghembe, AGRA President Namanga Ngongi, AGRA Board Members, Rudy Rabbinge and Roy Steiner, AGRA Directors Anne Mbaabu and Joe DeVries and Special Advisor to AGRA Chair, Tesfai Teclé pose for a portrait at the State House, Dar es Salaam, Republic of Tanzania after a courtesy visit to His Excellency.

this revolution by sharing knowledge, building partnerships, creating conducive national policy environments, and delivering the increased international and national public and private investment needed in agriculture.

Success will rest on scaling up across the continent what we know is working, based on careful monitoring and evaluation of outcomes and impacts. It will also require making farming attractive to young people – those with ambition and drive who can make change sustainable. Their imagination and energy is a source of pride and hope for our future. Africa has the land and the people. We have the potential to feed not just our own citizens but to help create a secure global food system. This is the enormous prize now within our grasp.

Kofi A. Annan
Chairman



Message from the President

For the past 4½ years, it has been my privilege and pleasure to lead AGRA and contribute to laying the foundation for Africa's long-overdue Green Revolution. The dedicated staff and management of AGRA, coupled with its dynamic and forward-thinking Board of Directors, have developed a wide range of innovative public/private partnerships and systems focused on bettering the livelihoods of millions of smallholder farmers across Africa. Working together we have accomplished much, but much remains to be done.

AGRA is now five years old, and it is appropriate that we highlight our major accomplishments to date. AGRA is a more mature and increasingly integrated organization than when I first arrived, and as a result is better equipped to leverage the changes needed to transform Africa's agricultural sector into a driving force for economic growth and development. We have developed and are implementing our unifying breadbasket strategy, under which our programs and partners are investing in large, high-potential areas in Ghana, Mali, Mozambique and Tanzania. We are also working with governments and partners in other countries to prepare the ground for future breadbasket investments, all of which reinforces the need for reliable monitoring and evaluation (M&E) systems.

We continue to invest in Africa's next generation of plant and soil scientists, as well as policy specialists. Nearly 100 MSc and PhD students sponsored by AGRA have so far graduated from African universities in 9 different countries. We have helped establish and strengthen 60 private African seed companies that now produce nearly 40,000 MT of certified seed. Improved seed and other inputs are now reaching almost 2 million smallholder farmers through a network of over 13,500 AGRA-supported agro-dealers. We have also supported over 30,000 on-farm demonstrations that showcase the sustainable productivity of combining improved seed with integrated soil fertility management practices.

Along with several major financial partners, we have established innovative risk-sharing facilities that are on track to leveraging US\$ 160 million in affordable loans to smallholder farmers and agribusinesses in Ghana, Kenya, Mozambique, Tanzania, and Uganda. These initiatives are

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now being rapidly scaled up and extended to other countries, and we are committing to longer-term agreements to mobilize about US\$ 3.79 billion for African agriculture.

Early on in AGRA's brief history, our operational imperative was to set a number of activities in motion. We did not invest heavily in establishing monitoring and evaluation systems, though we did fund several independent baseline studies in our target countries. We are now giving much greater emphasis to M&E. An organization as complex and multidimensional as AGRA must establish clear targets in order to know whether and/or when it achieves its objectives. It is essential that we identify measurable milestones, develop systems that our grantees and we can use to capture relevant data and lessons learned, and then use that information to sharpen decision-making and make necessary adjustments to programmatic investments.

In 2011, we began in earnest to build our M&E systems, and to provide grantees and staff with the tools and training needed for effective M&E. In this Report, we present our overall guiding M&E

principles, and some of the preliminary data and information obtained so far. Going forward, this work will take on ever greater importance, enabling us to more clearly determine: what we have accomplished; the value and impacts generated by our investments; and whether we need to change directions and, if so, to what degree.

Finally, I want to emphasize my firm conviction that a Green Revolution in Africa is not only possible, but already underway. In its first five years, AGRA has provided "proof of concept" in a number of areas that justifies expanded public and private investments in African agriculture. What we need now is an increasingly diverse set of partners to push things forward. We see that happening, and I have every confidence that this strong trend will continue.

Namanga Ngong'i
President

US Secretary of Agriculture Tom Vilsack and AGRA President Dr. Namanga Ngong'i sign a Memorandum of Understanding to facilitate collaboration between AGRA and the US Department of Agriculture (May 26, 2011)

AGRA the Organization

What We Do

AGRA embraces the idea that the “pathway to prosperity” for Africa begins with investments in agriculture, and in particular by improving the productivity with which millions of smallholder farmers produce staple food crops. A large share of our investments is currently being focused on breadbasket areas and, to be most effective, these investments need to be made across the entire agricultural value chain. For this reason AGRA has developed programs that channel resources – often in partnership with governments and other major investors – towards improving Africa’s seed systems, rebuilding its depleted soils, strengthening markets and smallholder access to them, enhancing government policies, and increasing the availability of affordable credit to the agricultural sector.

Where We Work

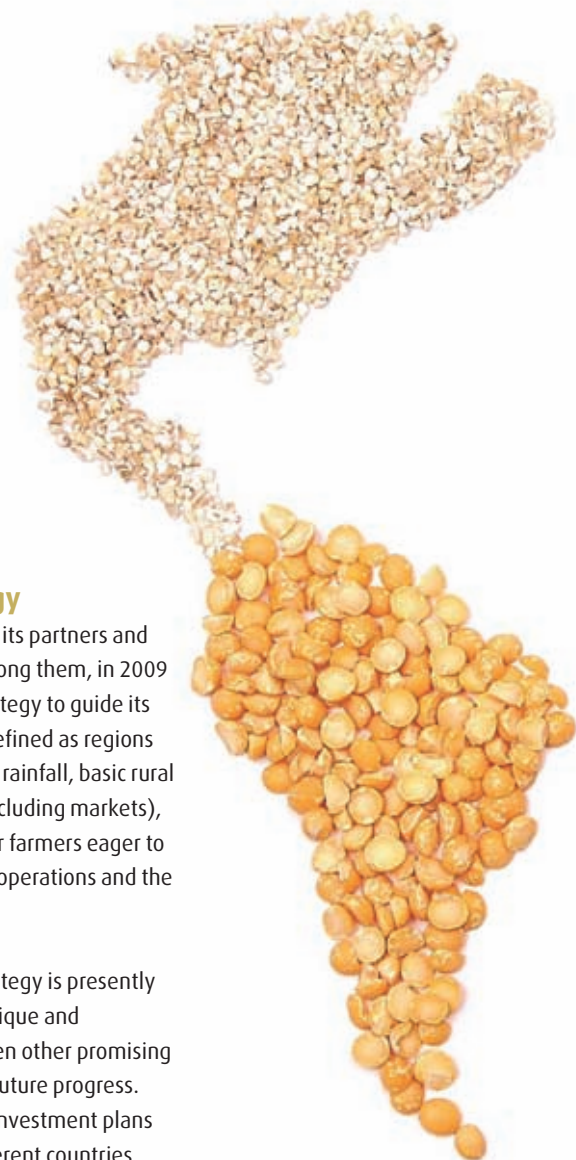
AGRA is currently working in 17 sub-Saharan Africa countries. Five of these are in West Africa; the rest in the eastern and southern regions of the continent (see map page 12). Under our current strategy, four of these countries – Ghana, Mali, Mozambique and Tanzania – are receiving about 40% of our resources. These “Portfolio 1” (P1) countries are blessed with large, relatively well-developed “breadbasket” areas, and have demonstrated a clear commitment to supporting smallholder-based agricultural development. AGRA and its partners are convinced that we can achieve greater impact by concentrating investments in the breadbaskets of these countries, and in doing so demonstrate effective approaches to increasing smallholder productivity that can, over time, be scaled out and up in other countries.

Our Breadbasket Strategy

After extensive consultation with its partners and achieving a strong consensus among them, in 2009 AGRA adopted a breadbasket strategy to guide its investments. Breadbaskets are defined as regions that have good soils, dependable rainfall, basic rural infrastructure already in place (including markets), and large numbers of smallholder farmers eager to improve the productivity of their operations and the wellbeing of their families.

While implementation of this strategy is presently focused on Ghana, Mali, Mozambique and Tanzania, AGRA is working with ten other promising countries to prepare the way for future progress. Implementation of breadbasket investment plans has progressed differently in different countries. Organizationally, significant progress has been achieved in AGRA’s P1 countries. In 2010, AGRA Country Officers were appointed to spearhead strategy implementation in each country, to liaise with government representatives and private sector partners, to interact with relevant development projects funded by others, and to improve on-the-ground integration and coordination of AGRA program activities.

The efforts of these individuals – as well as the Breadbasket Transformation Teams in which they participate – have continued to intensify. All four countries have developed detailed Breadbasket Investment Plans and the AGRA Board has approved a number of specific investments to keep things moving forward, and there are early



Our work rests on four key core beliefs about achieving a uniquely African Green Revolution and our role in helping make it happen.



results and indicators of impact to report. These details are contained elsewhere in this Report (see pages 29-49).

Our Core Beliefs, Goals and Strategic Objectives

AGRA has been working for over five years to achieve a more food secure and prosperous Africa. We believe the best way to do that is to increase the productivity of millions of smallholder farmers who grow staple food crops across the continent. These smallholder farmers – about 70% of them are women – produce most of Africa’s food, and do so with minimal resources and little government support. We strive to ensure that smallholders have what they need to succeed: good seeds and healthy soils; access to markets, information, financing, storage and transport; and supportive policies. Our overall mission is to trigger a uniquely African Green Revolution that transforms African agriculture into

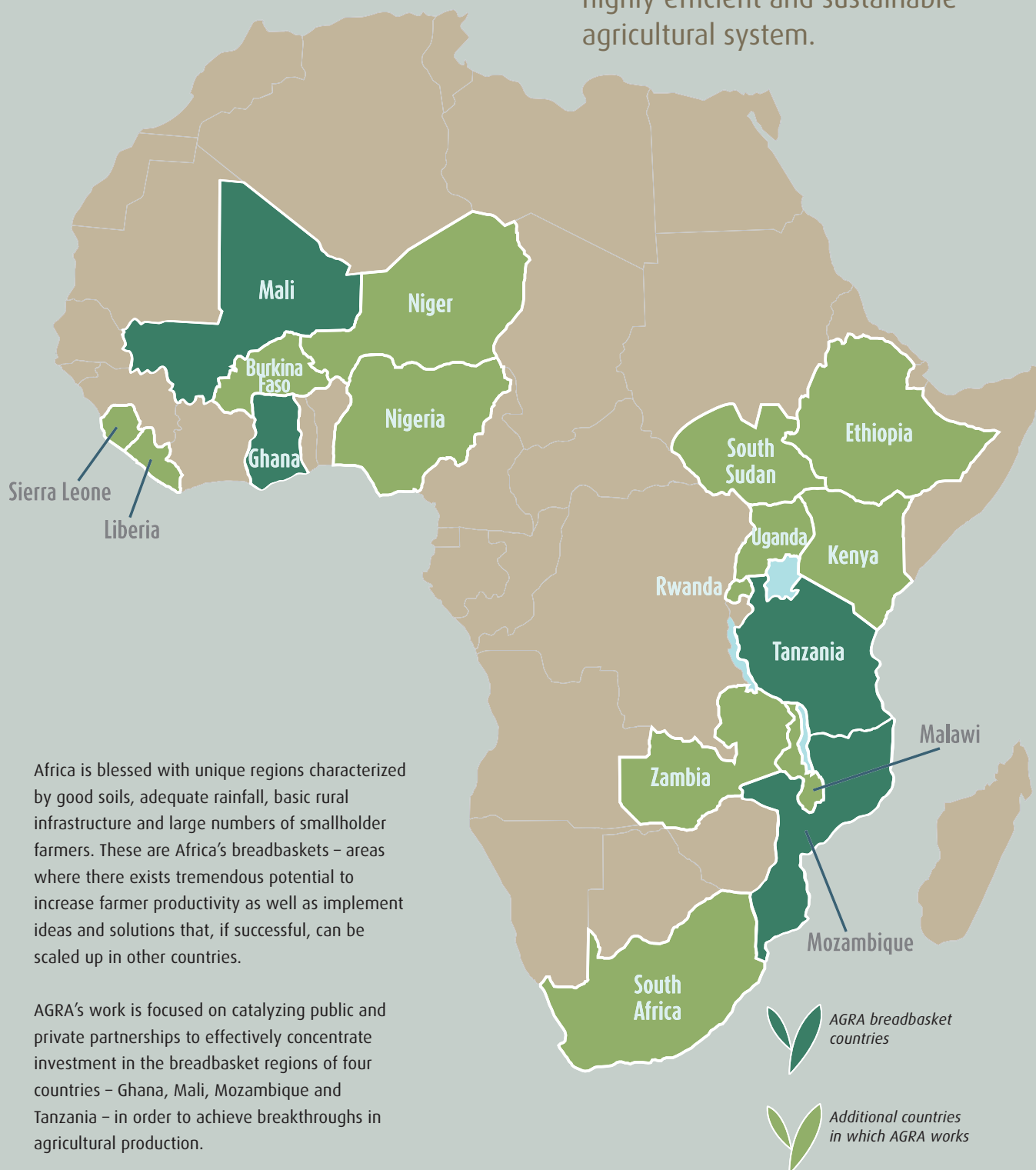
a highly productive, efficient, competitive and sustainable system that assures food security, lifts millions out of poverty, and protects the environment.

Core beliefs – Our work rests on four key core beliefs about achieving a uniquely African Green Revolution and our role in helping to make it happen:

- ✔ In order to have the greatest effect on reducing poverty, Africa’s agricultural transformation should focus on staple food crop productivity and the role of women in farming systems.
- ✔ Transforming African agriculture depends on many things working in harmony across the entire agricultural system. Hence our efforts need to be comprehensive and fully integrated across our major programs, and we must invest at key leverage points all along the agricultural value chain.
- ✔ 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 play a significant role in driving innovation and entrepreneurship, and in

The Potential of Africa's Breadbaskets

Programs in seeds, soils, markets, policy and innovative finance are creating transformational changes across the entire agricultural value chain. The goal is ambitious but achievable: a food-secure and prosperous Africa with a highly efficient and sustainable agricultural system.



Africa is blessed with unique regions characterized by good soils, adequate rainfall, basic rural infrastructure and large numbers of smallholder farmers. These are Africa's breadbaskets – areas where there exists tremendous potential to increase farmer productivity as well as implement ideas and solutions that, if successful, can be scaled up in other countries.

AGRA's work is focused on catalyzing public and private partnerships to effectively concentrate investment in the breadbasket regions of four countries – Ghana, Mali, Mozambique and Tanzania – in order to achieve breakthroughs in agricultural production.

expanding markets and income-earning opportunities for smallholder farmers. Effective public/private partnerships are thus critical to transforming African agriculture.

- ✔ This transformation will happen only if governments, donors, and the private sector join forces to provide strong governance and leadership, comprehensive strategic thinking and planning, and the entrepreneurial energy and political will needed to drive the change process.

Goals – All of AGRA’s activities are designed to help achieve three major goals. As described in our current strategy, the first of these is to reduce food insecurity by 50% in at least 20 sub-Saharan Africa countries. The second is to double the incomes of at least 20 million smallholder farmers across the continent. And the third is to move at least 30 countries onto a path towards attaining and sustaining a uniquely African Green Revolution. These are clearly ambitious targets, but in partnership with others, we believe they can be achieved.

Strategic objectives – All our activities, initiatives and investments are organized around six strategic objectives:

- ✔ Develop technologies to rapidly increase agricultural productivity in environmentally friendly ways;
- ✔ Increase incomes, improve food security, and reduce poverty among smallholder farmers in Africa in an economically and environmentally sustainable manner;
- ✔ 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;
- ✔ Provide a platform for bilateral and multilateral donors, national governments, research entities, farmers’ organizations and others to forge effective alliances for addressing agricultural productivity;
- ✔ Inspire action by demonstrating what is possible; and
- ✔ Identify and fill critical financing and human resource gaps by mobilizing national and international resources in support of an African Green Revolution.

Overview of Major Programs and Initiatives

AGRA effects change across the entire value chain through the integrated efforts of its programs and partnerships. Our programs for improved seed systems, healthier soils, more accessible markets, better policies and more effective partnerships, and innovative finance to make affordable credit available to smallholders, work together to transform subsistence farming into a sustainable, viable commercial activity (see pages 17-37 for details on the

All of AGRA’s activities are designed to help achieve three major goals... to reduce food insecurity by 50% in at least 20 sub-Saharan Africa countries... to double the incomes of at least 20 million smallholder farmers across the continent... and to move at least 30 countries onto a path towards attaining and sustaining a uniquely African Green Revolution.

indicators being used to gauge success, and pages 42-49 for more on specific achievements).

We invest in strengthening agricultural education and extension, training young people, developing rural infrastructure, improving water management and enabling smallholder farmers to adapt to and, in some cases, help mitigate climate change. All of our programs pay special attention to women farmers – the people who produce the majority of Africa’s food. We seek to empower women with full and equal access to finance, land security, extension services and new agricultural tools and technologies.

The Program for Africa’s Seed Systems supports the breeding of improved seed and works to ensure that seed of improved crop varieties gets to farmers. Today, less than 25% of African farmers use high-yielding, locally adapted seed. Poor seeds and depleted soils have kept African farmers’ yields at only one-quarter of the global average.

The Soil Health Program improves farm productivity through increasing farmers’ access to locally appropriate soil nutrients and promoting integrated soil and water management. The Seed Systems and Soil Health Programs work together to raise farmers’ yields. Both are key to environmental sustainability and helping farmers adapt to and mitigate climate change.

The Market Access Program pursues multiple routes to expanding market access for smallholder farmers. The Program works in concert with Seeds and Soils to help make sure their efforts are demand driven and that farmers are able to market their surplus production.

The Policy and Partnerships Program works to strengthen and improve agricultural policies that provide smallholder farmers with comprehensive support at the national, regional and global levels. At the same time, effective partnerships are needed to attract the resources and expertise needed for change to happen.

The Innovative Finance Initiative works with Africa's financial institutions and other partners to increase access to affordable loans for smallholder farmers and agricultural businesses, providing the financial resources required to drive agricultural transformation.

The Farmer Organisation Support Centre in Africa (FOSCA) seeks to strengthen the capacity of farmer organizations to improve access to high quality, demand-driven, and income-enhancing services to their smallholder farmer members.

The Communications Unit strengthens and improves the flow of relevant and timely information to a range of AGRA stakeholders and partners, and in so doing strives to increase the recognition of AGRA as a leader in agricultural development thought and action, and to highlight the results and impacts of its programs and initiatives.

Building Public/Private Partnerships to Catalyze an African Green Revolution

All our work is done in partnership with others. Engaging with partners is the key to success over both the short- and longer-term. We engage in a broad range of partnerships at all levels. Whether with international development agencies, ministries of agriculture and finance, commercial banks, advanced research institutions, national agricultural research and development organizations, development NGOs, farmer cooperatives, or other organizations – public





We seek to empower women with full and equal access to finance, land security, extension services and new agricultural tools and technologies.

or private – our partnerships are a tangible manifestation of our core beliefs and strategic objectives. We have established a number of partnerships since our inception in 2006, and our latest initiatives in this area include building more formal relationships with farmers’ organizations and Civil Society in general.

Virginia Gichuru, PhD student (right) and mentor to Valentine Nakato, MSc student, both of Makerere University. Virginia is about to set up a polymerase chain reaction with pythium DNA from a bean plant fungal disease. Together they are participating in the mentoring process within the Gender and Diversity – Rockefeller Fellowship Program to enhance the careers of women crop scientists in East Africa.

A young farmer inspects his soybean crop in Uganda.



Program Accomplishments and Lessons Learned

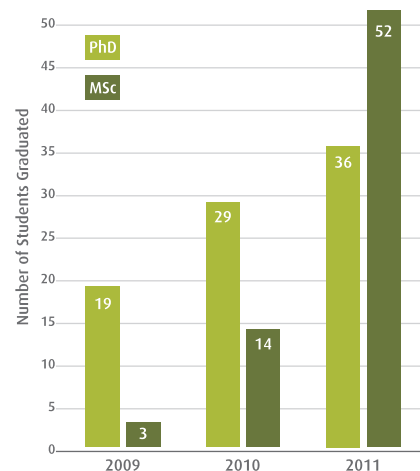


Figure 1. Number of Students Graduated

Program for Africa's Seed Systems

The Program for Africa's Seed Systems (PASS) began operations in March 2007 and in 2010 began its second 5-year phase with funding from a number of sources, including the Bill & Melinda Gates Foundation, the Howard G. Buffett Foundation and USAID, among others.

The primary goal of PASS is to increase African crop yields through the development of new, well-adapted and higher yielding varieties and the commercialization and delivery of improved seed varieties of these to smallholder farmers. The Program has four sub-programs that fund: post-graduate training at both the MSc and PhD levels; breeding programs capable of generating higher-yielding, well-adapted crop varieties; the creation and strengthening of private, independent seed enterprises; and the training

and networking of village-level agro-dealers who market certified seed and fertilizers to smallholder farmers.

Since the Program's inception, 88 post-graduate students have obtained advanced degrees – 52 of them MSc degrees and 36 PhDs – with a total of 274 students being enrolled in advanced training programs. The 10-year targets are 200 MSc plant science graduates and 112 PhD graduates (Figures 1 and 2). The Program will also invest in upgrading the skills of plant breeders currently

New Bean Varieties are Changing Lives in Uganda



Ugandan farmers are yearning for bean varieties that can withstand field production constraints while still having the storage, preparation, taste and other preferred home consumption traits. These are precisely the types of new bean varieties being developed under an AGRA (PASS)-funded project with the Ugandan National Agricultural Research Organization (NARO).

Two early maturing, disease-resistant and high-yielding bean varieties – NABE 15 and NABE 16 – have been released for growing by farmers. These two varieties, and others that are yet to be released, were selected by smallholders because of their higher productivity in the field compared to existing varieties and landraces, coupled with their good taste and ease of cooking.

While working with farmers’ groups and seed companies, the project has also been able to link with individual farmers. One such farmer, Mrs. Harriet Nkiizi, has taken up the growing of newly released bean varieties with zeal. Harriet, a small-scale farmer and mother of six children, lives in Bujumba village in the district of Wakiso, Uganda. She has been growing beans nearly all her life. Recently, however, she has been experimenting with NABE 15, and is quick to sing its praises. She says the new variety is taking up a larger and larger portion of her five-acre garden each season.

Harriet was able to get 1 kg of NABE 15 seed through the Gombe Kuteesa Bean Seed Growers farmer group, of which she is a member. In her first season, she harvested close to 40 kg, most of which she used to help feed her family. However, she saved 8 kg for planting during the next cycle. “I am going to allocate more land to this new variety and reduce the area being taken up by the older varieties,” says Mrs. Nkiizi, with a glow in her eyes. “I know a lot of people will be demanding it in the future because it matures very quickly, yields more and is very sweet to eat. It also cooks quickly compared to existing varieties and this saves on firewood.”

Her only regret, she says, is that she saved only a few kilos of seed, all of which she planted. She plans to save more seed from her next harvest and has also requested NARO for more seed from the research station. By increasing farmer access to improved crop varieties like NABE 15 through sustainable distribution channels, production will increase, food and nutritional security will improve, and household incomes will rise, helping to reduce rural poverty and improve livelihoods.

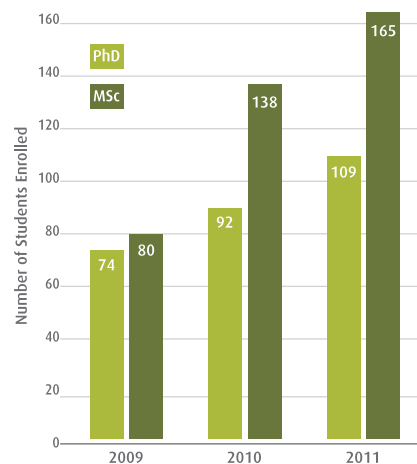


Figure 2. Number of Students Enrolled

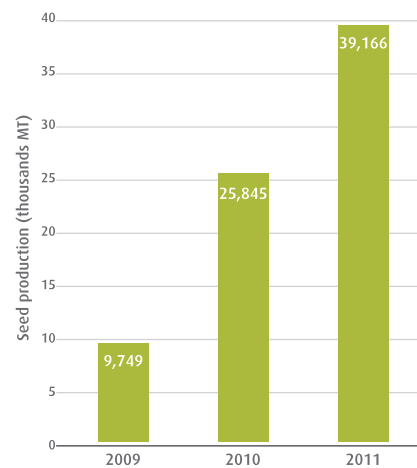


Figure 3. Production of Certified Seed (MT)



Program Accomplishments and Lessons Learned

working in research institutions by supporting participation in short-term in-service training courses, and will work to improve the quality of MSc training offered at nine African universities.

By the end of 2011, the Program had invested in strengthening 60 private seed companies (50% more than its initial 40 company target). Seed production by these groups totalled 39,166 MT, up from 25,800 MT in 2010 (more than a 50% increase), which was only 2.1% short of the 40,000 MT target the Program had established (Figure 3). The shortfall was due to poor rainfall in the Sahel and the costly (but necessary) shift from producing open-pollinated varieties to higher yielding hybrids.

Over the last 5 years, 332 improved varieties of maize, wheat, beans, banana, sweet potato, cassava, sorghum, millet, cowpea and rice have been released in 13 countries (Figure 4). To date, 183 of these varieties have been commercialized and are being sold through private and public seed companies, agro-dealers, farmer groups and various NGOs. The Program's 10-year goal is to see the release of 750 improved varieties, and to continue the current trend in commercialization (and accelerate it wherever possible).

Working together, PASS and AGRA's Soil Health Program have provided technical training to a total of 14,372 agro-dealers, and about 96% of those have also benefited from business management training (Figure 5, page 20). This constitutes a 54% increase in trained agro-dealers from 2010 to 2011, a change that is giving far more smallholder farmers reliable access to improved seed, fertilizer and other vital agricultural inputs.

These numbers reflect fundamental changes across Africa's agricultural value chain and demonstrate change on a continental scale. Accordingly, with the support of the Howard G. Buffett Foundation, USAID, and the O'Connor and Swedish Funds, in 2011 PASS initiated work in three additional countries (Liberia, Sierra Leone and South Sudan) while continuing its operations in AGRA's original target countries – and especially in the breadbasket areas of Ghana, Mali, Mozambique and Tanzania.

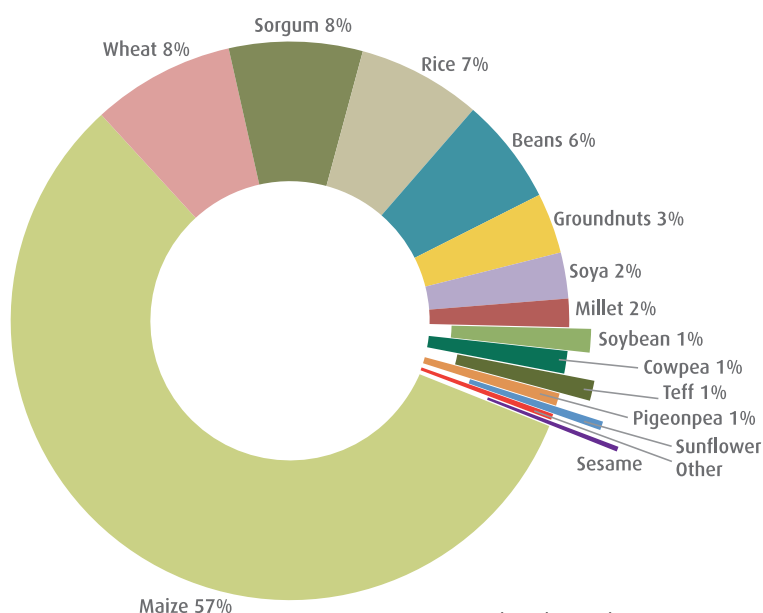


Figure 4. Seed Production by Crop

LESSONS LEARNED

With 242 grants made as of the end of 2011 and with critical outputs now being generated on an almost daily basis, PASS must evolve its management structure in a way that maintains throughput efficiency. Staff members who formerly managed discrete parts of the Program are now managing activities across the seed value chain. Data collection and analysis, done in concert with the AGRA M&E Unit, will become a full-time position within the PASS.

Another important lesson has to do with encouraging linkages and improving the sharing of materials and information between NARS breeders and seed producers, especially in the private sector. In 2012, the Program will deploy "commercialization officers" to facilitate such linkages.

Growth of African seed companies is accelerated by intensive training methods conducted at the Seed Enterprise Management Institute (SEMI) at the University of Nairobi and through site visits by former seed industry executives employed as consultants. To date, a total of 365 seed company managers have been trained.

PASS will also review its targets. In the past, climatic conditions, outdated government seed policies, lack of foundation seed, and lack of sufficient working capital have negatively affected seed production. The environmental forces that can affect whether targets can be achieved need to be reviewed, and appropriate targets will be adjusted to reflect these forces. These issues need to be documented and risk management practices built into the Program's monitoring and evaluation activities.

Above all, as PASS transitions from Phase I to Phase II, the Program must guard against any loss of momentum – 2012 must be another year of exponential growth in outputs and outcomes.

Program Accomplishments and Lessons Learned

Soil Health Program

AGRA's Soil Health Program (SHP) continues to make steady progress. The Program came on line in late 2008, and since then has committed a total of just under US\$ 56 million spread across 75 grants. About 37% of these investments have been made in AGRA's four P1 countries, with a strong emphasis on national agricultural research and extension systems, as well as NGOs.

The Program has helped to establish over 2,500 new agro-dealerships that have so far supplied smallholder farmers with some 82,000 MT of inorganic fertilizers. This amounts to about 44% of the SHP initial target of 187,000 MT by 2014, and translates into an average application rate of about 30 kg of nitrogen per hectare. The Program has also supported the development of three local fertilizer-blending companies in Mali, Tanzania and Zambia, and to date these three companies alone have supplied over 230,000 MT of fertilizer to the market.

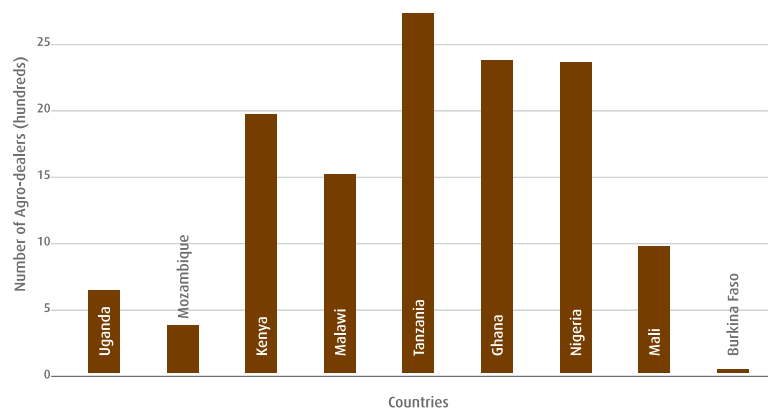


Figure 5. Number of Agro-dealers Trained and Certified

SHP continues to stress the adoption of Integrated Soil Health Management (ISFM) practices, and as farmers learn more about the benefits of improving their soils in various ways, the demand for fertilizer continues to increase. About 62% of the total investments made by the Program during its first three full years of operation have been focused on scaling up ISFM adoption. More than 625,000 smallholder farmers have been reached





Smallholder Farmer in Sahel Recognized by Government of Mali

Mamadou Batougounè Sylla, who lives in the remote Malian village of Baraouili, was awarded the medal of agricultural merit by the government for his efforts to promote fertilizer microdosing, a cost-effective way to increase fertilizer use and help restore soil fertility.

Mamadou Batougounè Sylla, who lives in the remote Malian village of Baraouili, was awarded the medal of agricultural merit by the government for his efforts to promote fertilizer microdosing, a cost-effective way to increase fertilizer use and help restore soil fertility. He learned about the technology by participating in several farmer field days that featured the payoffs associated with fertilizer microdosing, and has followed the practice on his own farm for several years. He is now considered a local champion of the technique in his village.

Poor soil fertility and low rainfall have affected crop production for decades in the Sahel, with food insecurity and recurring food crises contributing to chronically severe malnutrition. Farmers in the region have long planted millet, sorghum, maize, groundnut and sesame, but have not been able to harvest much from their depleted soils.

For African farmers to reverse decades of soil nutrient mining, they need to increase the use of fertilizer on their farms. But fertilizer is very expensive, which has limited its use. Fertilizer microdosing enables farmers to purchase small amounts of the input, making it more affordable.

The microdosing technique involves applying small amounts of fertilizer – often only what a bottle cap will hold – at the base of each plant. Years of testing have proven the viability of the practice, which is currently being

promoted by the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), the government of Mali, and local and international NGOs, with support from AGRA's Soil Health Program.

The use of this technique has greatly changed Sylla's life. He is now able to feed his family of 30 and earn extra income for other investments. Like his neighbors, in the past he harvested very little from his land. Now, however, he is harvesting 0.5 tons per hectare of millet and 2 tons per hectare of sorghum from his 10-hectare farm. The additional income from his increased yields has enabled him to reinvest in his farming operation as well, and he now owns 3 bulls that he uses for timely land preparation.

Sylla combines microdosing with the gradual rebuilding of his soils through the application of organic fertilizers that he collects during the off-season. His farm is now being used as a demonstration site to teach his fellow villagers about the benefits of investing in the health of their soils.

AGRA is supporting a number of projects in West Africa that promote the use of fertilizer microdosing. Together, the projects are targeting about 360,000 smallholder farmers in three countries – Burkina Faso, Mali and Niger. The impacts of these projects are being tracked and results will serve to guide future Soil Health Program investments in the region and elsewhere.

directly by SHP grantees (Figure 6), and as a result about 384,000 hectares have come under ISFM. Another 1.7 million smallholders have been made aware of “best bet” ISFM options through demonstrations, field visits and rural radio programs. Production estimates from the area now under ISFM practices are between 600,000 and 800,000 tons of cereals and 200,000-300,000 tons of grain legumes. These figures reflect yield increases of three to four times higher than normal, with a monetary value conservatively estimated to be more than US\$ 500 million.

The momentum towards scaling up ISFM technologies was given a boost by the Program's flagship initiative, dubbed “Going Beyond Demos”, which takes a value chain approach and thus aims at improving access to inputs (seeds and fertilizers), extension, and markets. A key challenge in this process is access to affordable financing, which is a primary bottleneck to achieving an African Green Revolution. Access to finance is especially important when it comes to the high cost of fertilizers, which cost

over US\$ 1,000/ton in many rural areas. SHP is thus exploring several options (together with AGRA's Innovative Finance Initiative). These include providing credit guarantees with banks, contract farming through smallholder out-grower schemes, and revolving funds operated through farmer cooperatives and savings associations.

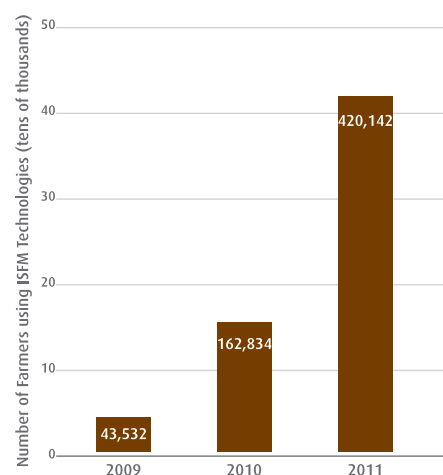


Figure 6. Farmers using ISFM Technologies



Students at the Kwame Nkrumah University in Accra, Ghana, supported the AGRA's Soil Health Program. SHP invests heavily in strengthening human capital for soil health research and extension, primarily by supporting post-graduate degree training as well as vocational training for lab technicians.

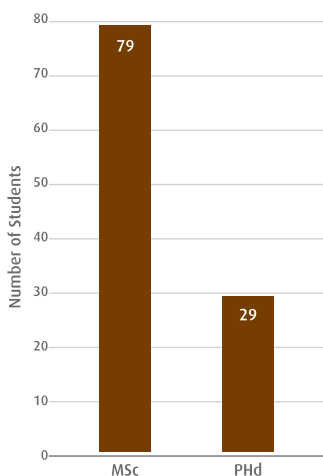


Figure 7. Soil Health Post-graduate Training

A key success factor in the financing arena is strengthening farmer associations and linking them to remunerative markets well before crops are harvested.

Improving fertilizer policy is another essential step towards making fertilizer more affordable for smallholders. So far, evidence-based policy work related to fertilizer has been undertaken in two countries (Ghana and Tanzania) through "Policy Action Nodes" recently established through AGRA's Policy Program. One key recommendation coming from this work is that countries should liberalize their fertilizer regulatory systems so that less expensive traditional fertilizers (i.e., DAP, NPK, and Urea) can be imported, instead of complex and more costly blends, as a way of making fertilizer more affordable for farmers.

Digital soil maps of Africa that reveal soil organic carbon, pH and clay content have been completed in Malawi and Nigeria by the Africa Soil Information Service, a project co-funded by

SHP and the Bill & Melinda Gates Foundation. The maps, currently at 100-meter grid resolution, are being fine-tuned to be used as decision support tools for land and soil fertility management by various stakeholders. Training is underway with national soil laboratory and field staff, and digital mapping techniques are being incorporated into the AGRA-supported MSc and PhD training programs for soil scientists and agronomists.

Investments in post-graduate training comprise another critical Program element. To date, 104 students (out of the 5-year target of 170) have been admitted for MSc and PhD training in 9 universities located in 8 countries. About 50% of the students are women (Figure 7).

LESSONS LEARNED

ISFM projects aimed at scaling up adoption are complex because they take a value chain approach that requires access to inputs, knowledge, financing and markets. This challenges the Program's grant delivery pipeline, but if this approach were not taken, the opportunity to transform livelihoods would be seriously hampered.

The Program's initiative of "going beyond demos" has helped bring ISFM technologies to scale. A key challenge, however, is that most grantees have limited planning and execution skills. To succeed, there is need for close supervision and assistance in planning and monitoring. Institutional bureaucracy with respect to procurement of supplies can also be a hindrance to implementation. Investing in grantee capacity development is absolutely essential, especially in project management to achieve results at scale.

On the grant-making front, a key lesson is that grantees need to be developing proposals on a nearly continuous basis, to keep the proposal pipeline filled. Several proposal-writing workshops are being planned for 2012 in order to help maintain a stream of proposals for funding.

Market Access Program

AGRA's Market Access Program (MAPs) was launched in 2009, and has focused primarily on reducing transaction costs, a key barrier to improving the incomes of smallholder farmers. The Program's work has included reducing post-harvest losses, strengthening farmer organizations, aggregation of produce for collective marketing and access to finance, and strengthening structured trading systems such as inventory credit warehouse receipt systems and warrantage in Ghana, Malawi, Tanzania, Burkina Faso, Mali and Kenya.

Since it began, the program has made grants totaling US\$ 30.9 million and reached more than 1.1 million smallholder farmers directly through training on improved storage systems, better post-harvest handling, and access to structured trading systems, including access to current market prices via cellphones. The profit margins of many of these smallholders have increased significantly, in some cases by as much as 50%. Many of the farmers that have successfully worked with the World Food Programme's Purchase for Progress (P4P) initiative have developed reputations as reliable suppliers of quality produce, and as a result increasingly act as suppliers to larger-scale processors and traders.

In 2011, the Program made 19 grants worth US\$ 10.2 million. All markets projects are fully integrated with other AGRA programs and initiatives. PASS grantees provide the improved varieties of seed or cuttings that input markets demand; at the same time, national research institutions and PASS Program Officers provide technical support in varietal selection by smallholder farmers. This linkage helps to ensure that smallholders respond to market demands and specifications, for example by providing high oil-content soybeans for the cooking oil industry and high-protein varieties for feed manufacturers. SHP works with MAP by providing agronomic support to



Many farmers that have successfully worked with the World Food Programme's Purchase for Progress (P4P) initiative have developed reputations as reliable suppliers of quality produce.

farmers, especially on grain legumes production, to improve smallholder competitiveness by increasing their productivity.

In addition to its work in the breadbasket areas in AGRA's P1 countries, the Program has made notable progress in Kenya and Uganda. Of particular interest is the increased access to structured markets by over 14,000 Kenyan smallholders (operating collectively through 71 farmer organizations) and the sale to larger-scale traders of nearly 24,000 MT of produce, valued at almost US\$ 5.7 million. And in Uganda, the Program has worked with the Innovative Finance Initiative to help 42 small- to medium-scale agribusinesses obtain more than US\$ 17.6 million in affordable loans to upgrade



A Ugandan farmer promotes the sale of her bumper harvest of legumes. AGRA works to increase both the productivity and profitability of smallholder farming operations, and strives to improve the efficiency with which farmers can market their extra produce.

their operations. Together, these agribusinesses have purchased nearly 108,000 MT of produce from more than 131,000 smallholders, valued at almost US\$ 50 million.

Also of special interest is the progress being made in promoting warehouse receipt systems in Tanzania reaching 21,500 smallholder farmers. Over 1,700 MT of paddy rice has been collectively stored through the recently established receipt system. Storing their rice for 2-3 months, rather than selling at harvest time, enabled farmers to fetch an average price that was 50% higher than the farm-gate price.

LESSONS LEARNED

A major lesson learned by MAP so far has to do with identifying strong and reliable local NGOs, farmer organizations and cooperatives with which to work. The Program is working closely with the Farmer Organisation Support Centre in Africa (FOSCA), established by AGRA in 2010, to build a pool of strengthened local farmer-based organizations and cooperatives that can effectively deliver support services to their members.

Another significant lesson was the importance of storage and storage systems to improve interventions along the value chain (from quality improvement to accessing finance).

Cassava Farmers Open the Door to Bigger Markets by Adding Value

Armed with simple technologies adapted for family and community use, cassava farmers in Makueni County, Eastern Kenya, are increasing their access to previously impenetrable markets, attracting buyers from far and wide and making money in the process. By transitioning from subsistence farming to commercial agriculture, the fortunes of once impoverished peasant farmers are being transformed for the better by more streamlined marketing systems and favorable market prices.

Despite its unique qualities and sheer potential, the cassava root is also highly perishable and bulky, becoming unfit for human consumption within 72 hours of being harvested and presenting immense challenges for transportation and marketing. However, farmers in Makueni County were able to make these negatives work in their favor through the adoption and establishment of Village-Based Processing Units (VBPU) promoted by Farm Concern International (FCI). The processing units create avenues for adding value and obtain better prices for the commodity. The result: a US\$ 2.3 million cumulative food security value from cassava in Makueni Country in the first two years of the project.

These small-scale mechanized innovations save time and labor, and reduce uncertainty in processing. The impacts are profound. By chipping and drying the cassava roots locally, farmers are able to extend the shelf life of the root up to 24 months. They no longer have to quickly dispose of the roots at unfavorable farm gate prices.

Working with a total of 15,750 farmers in Makueni, FCI has been promoting the organization of farmers into Commercial Villages (CVs) and constituent Commercial Producer Groups (CPGs) to ensure that sustained large volumes of cassava are produced for the promotion of food security. Through marketing and value addition committees in the Commercial Villages, farmers are able to engage traders and obtain better prices and more favorable modes of payment. Farmers have been able to transform their higher incomes into savings, promoted by FCI's Commercial Village Savings and Investment Schemes that encourage farmers to save, and then use their own savings to reinvest in improved planting materials, asset acquisition, labor and payment of school fees.

With a capacity to process an average of 5,000 to 10,000 kg of cassava per day, the VBPU are saving farmers (especially women) precious time to enable them take up other activities. Traditional processing methods involved the laborious action of peeling and cutting the cassava into chunks using kitchen knives, which effectively limited the commodity to a family subsistence product. The VBPU, however, are hastening the transition of the hardy root into a cash crop.

FCI is a market development agency promoting pro-poor market development initiatives to transform African smallholder farming households into more commercial operations that produce higher incomes and better livelihoods. On the marketing end, FCI is working with traders, wholesalers and various levels of business players, including industrial food processors, animal feed companies, and fresh root traders, to create market linkages with farmers.

Among the difficulties African farmers encounter are the numerous barriers in their quest to access favorable markets for their commodities. On the other hand, various levels of traders and buyers are reluctant to buy commodities directly from smallholder farms due to a wide range of inefficiencies, such as inaccessibility, spoilage, short shelf life and poor packaging among others.

Cassava is a resilient crop, capable of withstanding poor soil and climatic conditions, thus making it a reliable food security crop for millions of African households. Produced in large volumes, it has excellent potential for industrial uses, including as starch, glue, animal feed supplement, and ethanol production. In anticipation of growing cassava demand in Kenya, FCI is engaged in a partnership with the Kenya Agricultural Research Institute (KARI) to train village-level seed multipliers to meet the expected demand, as well as to ensure adherence to stringent quality standards.

Story by Farm Concern International



Farmers commission a motorized cassava chipper



Program Accomplishments and Lessons Learned

Policy and Partnerships Program

The AGRA Policy and Partnerships Program (PPP), which was launched at the end of 2009, and has been working to develop strong national policy support systems that will drive accelerated and sustained adoption of agricultural technologies by smallholder farmers in AGRA's target countries. The Program works closely with AGRA's Seeds, Soils, and Market Access Programs, and with strategic development partners to ensure that relevant policies and regulations that will rapidly reduce constraints to productivity-increasing investments are addressed in a comprehensive, effective, efficient and sustainable manner at national and regional levels.

With the goal of helping create credible, evidence-based and locally-driven policy support systems to drive Africa's Green Revolution at national levels, the Program invests in: 1) improved seed policies to increase adoption of crop varieties; 2) policies that encourage adoption of new soil health technologies; 3) policies that expand national and regional markets for staple food crops; 4) policies that ensure secured land and property rights to accelerate investment in

The Program organized an AGRA Partnership Council (PC) in 2010, which provided an opportunity to engage with a broad array of institutions and individuals.

AGRA and FAO sign a Memorandum of Understanding during the African Green Revolution Forum in 2010, agreeing to join forces in the fight for food security.

sustainable soil, land, and water management technologies; and 5) enhanced environmental and climate change adaptation policies.

The Program strives to ensure strong national ownership and the development and strengthening of local institutional capacity, as well as to build the trust needed between policy analysts and policy decision makers. It does so by supporting governments in policy design and implementation through policy action nodes – groups of institutions with the expertise and willingness to work together to address agricultural policy bottlenecks. With technical and financial support from AGRA, the respective ministries of agriculture engage with senior policymakers; national, regional and international policy research centers; farmers; scientists; regional economic communities; and bilateral and multilateral donors to form these policy action nodes. They are organized along policy thrusts relating to seeds, soil health, markets, land/property rights and environment and climate change. Together, the action nodes constitute the country policy hub. In each target country, a National Policy Advisory Committee – chaired by the



AGRA staff member Itai Makanda (right) examines a maize breeding demonstration site in South Sudan. The use of improved seed by African smallholders has long been hindered by seed policies that limit potential gains from plant breeding research and development.



Permanent Secretary or Chief Director of Agriculture – provides support and expert advice to guide the Policy Program’s in-country activities.

In order to enhance regional capacity in policy analysis and advocacy, the Program is investing in training the next generation of policy analysts. In addition, the Program is implementing a Fellowship Program that attaches experienced policy analysts and advocates and recently graduated doctoral students to policy action nodes. The aim is to enhance the advocacy efforts of the nodes and hubs by providing a stimulating mentoring presence, one that will encourage the high quality research and policy input on which effective advocacy rests. The Program is also championing various Innovative Finance Initiatives in the region to increase the flow of financial resources from commercial and other financial institutions into African agriculture. This initiative is proving to be highly successful and has now taken on a life of its own (see below).

The Program worked with Yara International to organize and hold the first African Green Revolution Forum (AGRF) in Accra, Ghana in September 2010. Previously held by Yara in Oslo as the “African Green Revolution Conference”, the Forum was moved to Africa in order to ensure participation by African-based development partners and help create viable public/private partnerships for agricultural development. The first AGRF brought together about 1,000 stakeholders for three days of intensive discussion designed to develop options for addressing major impediments to agricultural development across the continent. Planning is underway for the next Forum, to be held in Arusha, Tanzania in September 2012.

LESSONS LEARNED

Policy analysis, advocacy and implementation leading to policy change is a protracted process requiring the patience and dedication of all stakeholders, including policymakers.

While participatory policy research and advocacy for policy change is very effective, creating the necessary group cohesion among partners, as well as sustaining such partnerships over time, can be challenging.

The Program organized an AGRA Partnership Council (PC) in 2010, which provided an opportunity to: engage with a broad array of institutions and individuals with expertise, resources, networks, and on-the-ground operations in order to share knowledge and advice regarding its strategic activities and future directions; collaborate in ways that leverage partners’ work and investments in specific countries; and engage in advocacy efforts to increase support for African agriculture. Important issues raised in the PC by bilateral donors and other key partners that have the potential of contributing to and strengthening AGRA’s activities have been addressed by AGRA’s staff and management. Members of the PC have also recently received an update on AGRA’s memoranda of understanding and newly formed collaborations, including progress on all other partnerships activities made since the last PC meeting.

In September 2011, AGRA organized a Civil Society Organization (CSO) strategic planning workshop in Accra, Ghana to “create a common strategic framework that will guide future collaborations between AGRA and civil society organizations at pan-African, sub-regional and national levels”. The workshop attracted 80 participants representing a broad range of CSOs connected to food and agriculture in 12 African countries. AGRA staff, collaborating partners and 13 African journalists who specialize in writing and reporting on African agricultural issues also participated. At the end of the workshop, a Draft Strategic Framework was developed for discussion at the country level beginning in May 2012, after which it will be finalized and adopted as a roadmap for how AGRA will work with CSOs.

Innovative Finance Initiative



At the heart of AGRA's Innovative Finance Initiative is the desire to reduce risks and provide incentives that will leverage commercial investments in agriculture.

Financial services providers, including commercial banks in Africa, generally view financing smallholder farmers as a high-risk investment. Few banks accept farmers' assets as collateral, and those that are willing to provide smallholders with loans charge very high interest rates, making it both difficult and unappealing for farmers to invest in upgrading their operations. In 2008, AGRA began looking for new approaches to address the challenges of availing affordable credit to smallholder farmers and small- to medium-sized agribusinesses across Africa.

In its first Innovative Finance initiative, launched in 2008, AGRA partnered with the Financial Sector Deepening Trust to establish a US\$ 2.1 million risk-sharing fund in the National Microfinance Bank in Tanzania. The aim was to leverage up to US\$ 10 million in affordable loans to agro-dealers in the country. The bank reduced its interest rates from 28% to 15%, and over time expanded the scope of the program from 5 districts to 38 districts nationwide. By the end of 2011, a total of US\$ 9.36 million had been provided to over 1,055 agro-dealers, each serving 800 to 1,000 smallholder farmers. The National Microfinance Bank in Tanzania experienced a low default rate of only 3%.

Program Accomplishments

In 2008, AGRA, IFAD and the government of Kenya joined together to establish a US\$ 5 million risk-sharing facility with Equity Bank of Kenya. The goal of this program is to leverage and make available about US\$ 50 million of financing to small- and larger-scale farmers, as well as agribusinesses. By the end of 2011, about US\$ 27 million had been disbursed, of which 60% has gone to nearly 45,000 smallholder farmers and over 1,500 larger-scale farmers. In addition, 451 agribusinesses, each linked to about 1,000 smallholder farmers, have so far benefitted from the Equity Bank financing initiative.

A further scaling up of AGRA's innovative financing work was achieved in 2009 with the launch of a US\$ 10 million risk-sharing facility with Standard Bank (Africa's largest commercial bank). Three strategic partners joined with AGRA in establishing this facility – the Millennium Development Authority, Ghana; the Millennium Challenge Account, Mozambique; and Kilimo Trust. The goal is to leverage US\$ 100 million financing, especially to smallholder farmers and small- to medium-sized agribusinesses in four countries: Ghana, Mozambique, Tanzania and Uganda. By the end of 2011, the total value of approved loans was US\$ 42 million, made to more than 117,000 smallholder farmers.

In addition to these three initiatives, AGRA has been actively engaged in several other financial innovations. Since 2010, it has been working with a number of partners to facilitate establishment of the Impact Investing Fund for African Agriculture, which is now in the final stages of becoming operational. The aim is to attract donors to the Fund, with the goal of achieving US\$ 300 million in capitalization – which will eventually help leverage up to US\$ 3 billion in lending from commercial banks to agriculture in several countries.

In partnership with the Central Bank of Nigeria, as well as the Nigerian Federal Ministry of Agriculture and Rural Development and other stakeholders, AGRA has been helping to design a revolutionary program to transform agricultural development in Nigeria, referred to as the Nigerian Incentive Risk-based System for Agricultural Lending (NIRSAL). Funded at US\$ 500 million, the program is aimed at reducing the risk of agricultural lending in Nigeria.

The government of Kenya has approached AGRA for assistance in designing a similar US\$ 65 million fund, known as the Kenya Incentive-based Risk-Sharing System for Agricultural Lending (KIRSAL). Once operational, the initiative is expected to leverage at least US\$500 million of financing to more than 1.5 million smallholder farmers, as well as to over 10,000 agribusinesses.

AGRA is working with IFAD in Kenya to assist in the implementation of IFAD's Program of Rural Outreach for Financial Innovation and Technologies (PROFIT). PROFIT will avail an additional US\$ 10 million to be used in the form of risk-sharing instruments. The money is expected to scale up financing by a number of Kenyan banks and microfinance institutions, with the aim of leveraging close to US\$100 million of new credit financing mainly targeting smallholder farmers. AGRA is also partnering with IFAD to facilitate further development of risk-sharing facilities in Tanzania.

In Ghana, AGRA has joined with the Development Agency of the Danish Ministry of Foreign Affairs (DANIDA) to develop a US\$ 3 million risk-sharing fund under the Agricultural Value Chain Facility sub-component within DANIDA's Support to Private Sector Development Programme, Phase II. The component will address the term financing challenges faced by smallholder farmers, and upstream and downstream actors within selected agricultural value chains, and are expected to leverage at least US\$30 million in long-term loans.

Clearly, there is a strong upward trend in the search for innovative solutions to the credit crunch limiting smallholder agriculture in Africa and the development of efficient and sustainable agricultural value chains. AGRA sees the limited availability of affordable credit as one of the greatest impediments to achieving a Green Revolution in Africa, and together with its partners, will continue to build on successful current initiatives and explore new ways to address this critical issue in the years ahead.



Program Accomplishments

Farmer Organisation Support Centre in Africa

The Farmer Organisation Support Centre in Africa (FOSCA) was established by AGRA in 2010, with funding from the Bill & Melinda Gates Foundation. Its overall goal is to strengthen the capacity of farmer organizations (FOs) to enhance access to high-quality, demand-driven and income-enhancing services to their members (smallholder farmers). FOSCA is pursuing this goal by engaging FOs to improve their ability to respond to the agriculture-related needs of their members, improving the supply of services available to FOs, and building a knowledge base to improve services to FOs and inform policy discussions.

FOSCA's main strategy is to link selected FOs with service providers that can build their managerial, organizational, and technical capacity. This in turn is expected to translate into stronger FOs capable of providing more effective service delivery to their members.

AGRA has set up a 9-member Advisory Group for FOSCA. The majority of its members are from farmer organizations located in different regions across the continent. The AG also includes representatives from the private sector, support organizations, academia and donors. Its mandate is to

champion and support FOSCA in its work with its primary clients. The AG has contributed to the overall design of FOSCA's strategy and its implementation, as well as outreach and communication activities based on their experience and knowledge of the needs of FOs.

FOSCA's core staff was recruited in 2011: a Lead Coordinator was brought in and three Program Officers were then hired, along with a program assistant. The POs specialize in three areas. Two focus primarily on identifying and catalyzing the development of a wide range of accredited service providers that can meet FO needs, and on facilitating the demand-driven delivery of services to FOs in West Africa and Eastern and Southern Africa; and a third is concentrating on monitoring and evaluation and knowledge development.

In 2011, outreach and learning activities were conducted in Mali and Tanzania, where the FOSCA team interacted with AGRA and BMGF Grantees and beneficiaries of innovative programs supported by the World Food Programme's Purchase for Progress (P4P) initiative and the ILO's Coop Africa programs in Tanzania and Mali, respectively. These activities also involved visits to selected villages in Segou



and Sikasso in Mali and Morogoro in Tanzania. By engaging with the stakeholders, FOSCA has been able to identify high-priority areas for future collaboration.

In order to establish the needs of FOs, FOSCA is undertaking organizational assessment and profiling of FOs and service providers. This will provide insights into the current capacities of FOs and service providers and identify their needs for development. This activity will help FOSCA establish databases for FOs and service providers in target countries, which will be used to inform FOSCA's programming work.

In 2011, FOSCA joined with other AGRA programs in a joint effort, funded by the Swedish government, to scale up investments in Malawi, Rwanda and Zambia. The FO component of this effort, which amounts to US\$ 500,000 over two years, is supported by FOSCA. An additional US\$ 1.5 million was raised by FOSCA to strengthen FOs development work in Ghana and Nigeria, specifically in partnership with the Yam Improvement for Incomes and Food Security in West Africa (YIISFWA) project. The project is being implemented as a joint initiative with IITA, BMGF and the National Research Institutes of Ghana and Nigeria. FOSCA's role is to strengthen

the capacity of smallholder farmers in the yam value chain, including strengthening the capacity of farmers in management, business, and market linkages. It is also developing a demand-driven model for providing services to FOs, including an ICT-based enterprise management system for smallholder farmers.

During its first year, FOSCA contributed a total of US\$ 1,163,859 to eight grants made by other AGRA programs (Markets and Soil Health). These co-financed grants aim to improve the prospects for smallholders to improve their incomes and food security by investing in a number of crucial areas. They prioritize the delivery of support services to farmer organizations involved in market-led operations with AGRA's Market Access and the WFP's Purchase for Progress operations. FOSCA's interventions focus on building the technical, managerial and organizational capacity of smallholder farmers and their organizations.

FOSCA is now developing its M&E strategy, which will provide the guidelines against which the impacts of its efforts will be measured over time.



Resource Mobilization

AGRA was launched with generous funding from The Rockefeller Foundation and the Bill & Melinda Gates Foundation. Since that time, AGRA has broadened and diversified its funding base through relationships with new donors and development partners in the public and private sectors. Aligning respective objectives and strategies, AGRA and its partners work in highly collaborative implementation and accountability frameworks.

These efforts produced significant results in 2010, with the addition of DANIDA, IDRC, the Swedish Ministry of Foreign Affairs and New Venture Fund for Africa to the organization's list of financial partners. Approximately US\$ 69 million was raised in 2010.

In 2011, an additional US\$ 76.4 million was mobilized (including US\$ 56 million from the Bill & Melinda Gates Foundation, US\$ 5 million from the Rockefeller Foundation, and US\$ 4 million from the Swedish Government). New donors included USAID – US\$ 5.2 million, The Howard Buffet Foundation – US\$ 5.2 million and Econet Wireless Global – US\$ 1 million.

As AGRA celebrates its 5th anniversary, it is increasingly becoming the partner of choice for many donors and development organizations. Food security and the need to transform smallholder agriculture in Africa are now major priorities for many donors. In 2012, AGRA will continue to play a critical leadership role in advising and supporting donors working to achieve a food-secure and prosperous Africa.

Program Accomplishments

Gender

Initiated in late 2010, AGRA's Gender Unit works with programs in the organization to provide recommendations for gender integration in grantees' projects, and in collaborative activities with other partners. The Unit also helps identify and assess gender knowledge gaps relative to program activities.

The centrality of women's roles across agricultural value chains makes the removal of gender barriers a critical crosscutting priority for all programs. Working closely with the Grants Administration and M&E Units, gender dimensions have been integrated into AGRA's grant-making guidelines to make sure that explicit consideration is given to the heterogeneity among Africa's smallholders and agri-entrepreneurs as projects are designed, implemented, monitored and evaluated. This will ensure that impacts on gender equality are effectively captured in audits and assessments, and that feedback to programs is reflected in future decision-making.

To strengthen gender competence in the organization, the Unit is developing a gender policy and mainstreaming strategy to guide investments and capacity building for gender integration. The aim is to promote gender-equitable participation and help AGRA measure gender-disaggregated impacts on food security and poverty reduction.

However, the mainstreaming of attention to gender in program activities and institutional policies is not an end in itself. Rather, it is a process of learning and of building gender insights into the complex process of implementing effective agricultural programs. This learning process has already begun in the organization, with several gender training events involving program officers and AGRA grantees being held in 2011.



Communications

Since its inception, the Communications Unit has focused on deepening public understanding and appreciation for AGRA's role in catalyzing an African Green Revolution. The Unit supports and strengthens AGRA's external positioning and advocacy, helps to document its experiences, successes, and lessons learned, and improve internal communications practices within the organization.

The Unit provides strategic support to the Board and Management in fine-tuning key messages, producing press releases and ensuring appropriate media coverage of important events. These efforts have led to increased coverage and visibility in both international and pan-African media, as well as in national and online outlets.

Team members have participated in a number of strategic media-related events at the regional and international levels, using these opportunities to position AGRA as a major source of information on emerging issues in African agriculture. In addition, the Unit has organized a number of capacity building activities to enable AGRA staff and selected partners take better advantage of communications opportunities when they arise. Building the communications capacity of selected grantees is also an important activity.

The Communications Unit has and continues to produce a number of products in various languages, including AGRA's annual report series, various corporate brochures, internal and external newsletters, content for the AGRA website (www.agra-alliance.org), and several program-specific and overall institutional videos.

The Unit is also taking on leadership in organizing the African Green Revolution Forum (AGRF) for 2012 and beyond, and – working with members of the AGRF Partnership Council – will help ensure that the Forum realizes its potential both as an on-going framework within which strong public/private partnerships are formed and as a high-



AGRA works in partnership with media groups to inform and teach the public about better agricultural practices. The AGRA Communications Unit uses high-visibility platforms for advocacy and the exchange of ideas related to Africa's Green Revolution.

visibility platform for advocacy and the exchange of ideas related to Africa's Green Revolution.

In 2011, Communications staff provided support to all AGRA programs:

- ✔ It mobilized media coverage of the launching of Market Access projects in Ghana and Malawi;
- ✔ The Unit supported the launch of Policy Hubs in Ghana and Tanzania, promoting the events in national and regional media;
- ✔ The Soil Health Program sought assistance in raising the visibility of its efforts through interviews and media tours, as well as short videos about work in Malawi, Tanzania and West Africa; and
- ✔ Field visits by donors, journalists, and partners to various projects funded by PASS were facilitated by the Unit, increasing the visibility of the work and leading to additional requests for information and visits by others.

In all of its program-specific work, the Unit highlights the integration among and between AGRA's programs, how the breadbasket strategy serves as a unifying investment framework, the importance of investing at key leverage points across the agricultural value chain to catalyze change, and the vital roles played by partners and grantees in achieving success on the ground. The Unit also gives high priority to capturing the human side of Africa's agricultural transformation – to telling the stories of smallholder farmers and agri-entrepreneurs as they strive to improve their lives and livelihoods.

Program Accomplishments

Hosted Organizations

AGRA hosts two independent, but related, organizations – the African Enterprise Challenge Fund (AECF) and the Coalition for African Rice Development (CARD). Both AECF and CARD were established in 2008.

AECF works to promote private sector investments aimed at transforming Africa's rural environment. AGRA and AECF efforts are highly complementary, with each engaged in activities that improve the effectiveness of investments made by the other. Since AECF began, its capitalization has grown rapidly, reaching about US\$ 140 million by the end of 2011. By the end of that year, it provided competitive loans and grants in support of 89 projects, funding innovations in agribusiness, rural financial services, and activities pertaining to renewable energy development and adaptation to climate change.

It is estimated that AECF investments are now benefiting about 4 million Africans (especially through its support of rural financial services), and that at least 70% of the funded projects will become profitable after 36 months in operation. This is a critical indicator of success, one that will become more visible in 2012 and beyond. Another important indicator is the extent to which private investments are leveraged by AECF activities. The initial expectation was a leverage effect of at least 1.5 dollars for every dollar invested by AECF. To date, however, the leverage effect has been double that – about 3 to 1 – and if this trend continues, AECF investments could lead to an additional US\$ 540 million of investments by the private sector over the next 4-5 years (visit www.aecfafrica.org for more information).





CARD was established through a high-level partnership involving the Japan International Cooperation Agency (JICA), the New Partnership for Africa's Development (NEPAD), and AGRA. CARD comprises a network of partners that includes 23 sub-Saharan Africa governments, several bilateral and multilateral donors and a number of African and international rice development institutions. Its goal is to help double African rice production in 10 years in Sub-Saharan Africa. CARD's role in achieving this goal is to motivate and provide expert support to member governments as they develop and implement action-oriented National Rice Development Strategies. It does not invest directly in raising rice yields and production through, for example, setting a new funding mechanism, but instead facilitates the high-caliber national strategic planning needed to attract donor investments on the scale required to transform African rice production. The countries that are the most advanced in this planning process include Cameroon, Ethiopia, Ghana, Madagascar, Rwanda, Senegal, Tanzania and Uganda, followed closely by Benin, Mali, Nigeria and Togo. CARD was officially recognized in 2011 by the G20 for its growing contributions to food security in Africa, and continues to forge essential linkages with African institutions – relationships that are enabling the provision of technical information and more informed policy recommendations and decision-making (see www.riceforafrica.org for more information).



Program Accomplishments





Strengthening Monitoring & Evaluation

Organizations need quality data in order to make informed decisions. For an organization to accurately determine whether it is heading in the right direction, data has to be collected routinely and analysed in the course of program implementation.

For this reason, AGRA has recently strengthened its Monitoring and Evaluation Unit (M&E) by recruiting additional staff and has adopted a systematic and harmonized approach to data collection and analysis. The Unit has worked with each of AGRA's major programs and initiatives to develop tailored M&E plans, including regular data collection. Multiple approaches are being used to help ensure the timely collection of high-quality data relevant to agreed indicators of progress and success. In addition, the M&E Unit continues to work with the programs to provide training – to both AGRA staff and grantees – that enhances their understanding and implementation of M&E methodology, data management and quality assurance.

The M&E Unit is involved in the proposal development process, from conceptualization to the approval stage. This includes proposal review to ensure that appropriate theories of change are used, and that clear and measurable indicators and data sources are included.

AGRA's M&E Unit provides internal data quality reviews to verify performance data received from grantees and other partners. These reviews enable impartial assessment of the consistency and quality of performance data. The M&E Unit

ensures that data collection tools, methodologies, sampling processes, and data analysis reporting in relation to output, outcome and impact indicators meet professionally acceptable standards (relevance, validity, accuracy, reliability, timeliness, precision and integrity).

M&E Unit Accomplishments

The M&E Unit conducts periodic evaluations and special studies of the programs. As of the end of 2011, the Unit had undertaken the following:

Baseline Studies, 2010

Baseline studies were conducted in twelve countries: Burkina Faso, Ghana, Kenya, Malawi, Mali, Mozambique, Niger, Nigeria, Rwanda, Tanzania, Uganda, and Zambia. The findings from these studies are available to the programs for use in obtaining baseline indicators for projects, and for other purposes as well.

Results-based Monitoring and Evaluation Training, 2009 –2011

In 2009 and 2010, the Unit organized a 5-day results-based monitoring and evaluation training course, both for staff and selected grantees from different countries. The training was conducted by a consultant from the World Bank. In 2011, the same training was conducted for selected grantees, along with a 2-day refresher course for AGRA Program Officers. This was extended to prospective grantees of the Policy and Partnership Program in P1 countries.

Country-level Training on Results-based Monitoring and Evaluation for Grantees

Country-level training on results-based monitoring and evaluation for grantees was conducted in twelve countries in 2010 and 2011; 355 grantees were trained in planning, data collection, and reporting for their projects.

PASS Mid-Term Review, 2010

In 2010, a PASS Mid-Term Review was conducted. Some of the key recommendations were to: modify grant making procedures; integrate planning, monitoring and evaluation processes selecting targets for which data can be easily collected; appoint full-time country coordinators; and facilitate and strengthen the establishment of in-country seed chain innovation platforms.



The M&E Unit has developed an Indicator Performance Tracking Table (IPTT) for grantees to facilitate the collection and reporting on key performance indicators associated with their grants.

Country Case Studies in West Africa and East Africa, 2011

Country Case Studies on the PASS Value Chain Strategy/Approach and its Impact/Effect on Smallholder Farmer Yields in Africa were conducted in West Africa (Burkina Faso, Ghana and Mali) and in East Africa (Kenya, Uganda and Tanzania). The overall conclusions of the studies were that: the AGRA PASS interventions have been very relevant in all the countries; have been effective though so far limited; have been quite efficient, since several milestones have been achieved; there are indications of very positive effects and impacts on small farmers and households in the three countries.

The key findings were:

- ✓ In Burkina Faso, seed companies and input dealers supplied improved seed to over 20% of farmers, and farmer-to-farmer seed sourcing declined to less than 1% from a baseline level of 40%. Also, such maize varieties as Massongo, Wari and FBC6, which are supported by AGRA, yielded more than other varieties (such as Banka) under farmer conditions.
- ✓ In the case of Ghana, the use of improved seed showed great diversity. The majority (55.2%) of maize farmers in the three northern regions kept their own seeds for planting during the next season; 40% of cowpea farmers did the same. Over 75% of cowpea farmers in the Upper East Region used improved seed, while over 83% of maize farmers in the same region use their own seed.
- ✓ The trend in all the countries showed a high positive correlation between adoption of improved varieties and fertilizer use. While 96.2% of farmers who purchased improved maize seed in 2010 used some inorganic (chemical) fertilizer, and about 90% of farmers who recycled improved maize used chemical fertilizer, only 65.2% of farmers who planted local varieties used this input.
- ✓ Farmers that cropped improved varieties of maize reported yields of about 1.6 tons per hectare, which is 14% more than local varieties (which produce average yields of 1.2 tons per hectare).
- ✓ In Mali, the analysis indicated an appreciable increase in the use of improved seeds of maize, sorghum and rice, as well as increased fertilizer use on the improved varieties. Also, more women than men used improved seed. Limited access to and the high price of fertilizer were reported by farmers as some of the constraints.

- ✔ In Tanzania, 26% of farmers reported an increase of 50% in fertilizer use; 43% reported usage increased by more than 50%.
- ✔ In Uganda, NERICA 4 achieved the highest yield (1,574 kg/ha), higher than the other rice varieties (which averaged 933 kg/ha).

PASS “End of Completed Projects Evaluation”, 2011

A total of 55 PASS-funded projects across 13 countries expired in December 2010. Forty expired projects in five countries (Ghana, Nigeria, Uganda, Tanzania and Malawi) were randomly selected and evaluation of these projects was done in 2011. The key evaluation objective was to provide PASS management with the performance status of these projects, as well as key information for strategic decision making in terms of project extension, scalability and replicability.

The Kilimo Biashara Credit Scheme, 2011

The Kilimo Biashara Credit Scheme evaluation was conducted in 2011. This program was a pilot partnership between AGRA, Equity Bank and the government of Kenya. The program aimed at availing credit at 10% interest rate per annum to smallholder farmers and agribusinesses and capacity building for agricultural sector value chain players in Kenya.

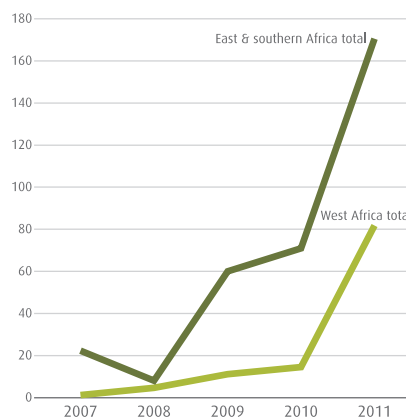


Figure 8. Increased releases of new varieties from 2008-2011 reflect investments made by AGRA/PASS in varietal development; this trend is expected to continue in 2012.

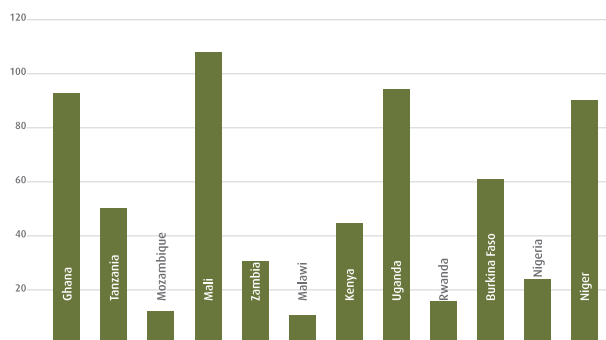


Figure 9. Number of farmers (by country) now using integrated soil fertility management technologies



Farmers from the Malgretenga area in Burkina Faso apply fertilizer using the microdosing method. Across the drylands of Burkina Faso, smallholder farmers are combining the use of fertilizer microdosing and techniques such as crop rotation with legumes to improve yields by up to 130%.



Soarej Almeida Zerinda, an AGRA Grantee who is a soil and water management expert for the Mozambique National Institute for Agronomic Research (IIAM) evaluates agronomy trials on rice crop at Chokwe Agricultural Research Station.

Some 625,000 smallholders, of which 135,484 live in breadbasket areas in P1 countries, have adopted appropriate ISFM practices

Strategic-level Indicators

Higher level (strategic) indicators will rest on data extracted from significant secondary sources and will involve desktop reviews of country-specific reports developed by partner institutions. The data and information derived from these reviews will provide a general context for our work. Such data include changes over time in: total and rural population levels; prevalence of child malnutrition (percent of underweight children under age 5); levels of poverty; agriculture's contribution to GDP; net per capita production and consumer price indices; and yields per hectare of major staple food crops (see Table 1). Because many factors affect such indicators, it cannot be inferred that the work of AGRA and its partners and grantees has a direct impact on them. Instead, the broad trends reflected by changes in strategic-level indicators provide insights into the magnitude of the challenges Africa faces, and serve as a general guide as to where investments need to be made to meet them.

Program-level Indicators

At the programmatic level, data reported in Tables 2-6 on the following pages are more specific and indicative of program achievements. While all the data in these tables are presented by country, those provided by the Seeds, Soils and Markets Programs are further disaggregated to reflect efforts and accomplishments in specific breadbasket areas. Program Directors and their staff have drawn on reports from grantees, Excel datasheets maintained by Program Coordinators, and other such sources, and have crosschecked the data presented. While there are still a number of gaps to fill moving forward, it is important to

take note of the indicators being tracked. These have been selected to reveal and measure the effectiveness of activities being funded by each program.

As of December 2011, the Seeds Program had provided support to 27 seed companies in AGRA's four P1 countries; 8 of these companies are located in breadbasket areas. The 27 seed companies that have benefitted from AGRA support have produced a total of 18,921 MT of certified seed; of that, 1,969.2 MT were produced by the 8 AGRA-supported companies in breadbasket areas. Also, as of the end of 2011 agro-dealers accessed US\$ 14 million in loans to sustain and grow their businesses, enabling them to sell 63,320 MT of certified seed and 666,215 tons of fertilizer. Since 2008, there has been a strong upward trend in the release of new crop varieties in Africa, a trend associated with PASS investments (Figure 8, page 41), and the Program also continues to invest in building the skills and capacity of the next generation of plant scientists (Table 2).

Similarly, the Soils Program is using indicators that measure the effectiveness of its investments in organizations whose purpose is to contribute to improving the fertility and health of Africa's soils. The Program provides data on the sale of inorganic fertilizers by AGRA-supported suppliers, but more importantly emphasizes progress in encouraging the adoption by farmers of Integrated Soil Fertility Management (ISFM) practices. By the end of 2011, 2.19 million smallholder farmers had been exposed to the benefits of ISFM practices; 986,472 of those reside in breadbasket areas.

Over 1 million smallholder farmers were reached via market information systems, including radio and SMS

Some 625,000 smallholders, of which 135,484 live in breadbasket areas in P1 countries, have adopted appropriate ISFM practices (Figure 9, page 41). In addition, the Soils Program continues to invest in strengthening soils laboratories, providing farmer training, and the advanced education of the soil scientists and agronomists who will be involved in scaling up soil health interventions in the future (Table 3).

The Markets Program is tracking indicators that reflect reductions in transaction costs, improvement in storage, enhanced access to market information, alternative uses of crops that can increase smallholder incomes, and efforts aimed at creating enabling market environments. The Markets Program reached 335,187 smallholder farmers through market-related training and linkage to markets in Ghana, Tanzania, Malawi, Kenya, Uganda and Burkina Faso. These farmers were able to sell 416,629 MT of produce valued at US\$ 89,512,908; they sold at 20-50% above farm-gate prices.

Over 1 million other smallholder farmers were reached via market information systems, including radio and SMS. In Uganda, the Program has reached a total of 163,403 farmers. Training in marketing, record keeping and negotiation skills was provided to 25,874 banana farmers to help them commercialize their farming and they sold 168,158 MT of produce valued at US\$ 21,777,820.

Twenty-eight SMEs received business development services and were able to obtain loans from Standard Bank totaling US\$ 17,615,600. Due to availability of credit, the SMEs were able to purchase 107,733 MT of produce from smallholder farmers valued at US\$ 40,980,324. The farmers gained 20-30% relative to farm gate prices. Selling to SMEs not only guarantees premium prices, but also reliable markets, and most of the SMEs offer crop finance to the farmers, e.g., seeds, fertilizer and training.

In Eastern and Central Kenya, 30,486 banana farmers were reached. Tissue culture bananas

were adopted by 14,815 farmers, whose yields were 2.2 times higher than the average yield of non-tissue culture bananas. The other 15,671 banana farmers were trained on collective marketing and post-harvest handling, and sold 7,900 MT of banana valued at US\$ 15,011,277 (Table 4).

The Innovative Finance Initiative, begun in 2009, has provided data that in most cases reveals steady progress towards the goal of increasing the availability of affordable loans to farmers and the small- to medium-sized agribusinesses that serve them (Table 5). And the Policy and Partnerships Program, which launched its new strategy in 2011, is so far tracking progress in Ghana and Tanzania in establishing policy action nodes focused on improving fertilizer supply, seed, and markets policies (Table 6).

By the end of 2011, 2.19 million smallholder farmers had been exposed to the benefits of ISFM practices

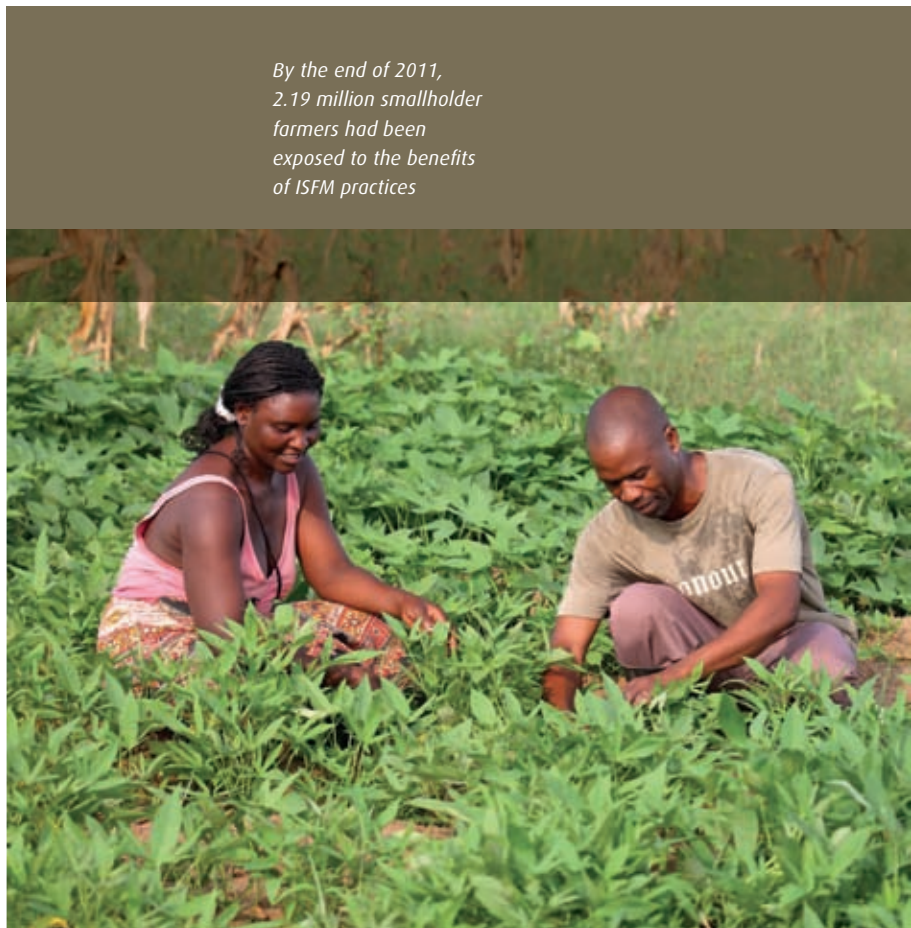


Table 1 STRATEGIC-LEVEL INDICATORS		Total Population (millions)	Rural Population (millions)	Poverty headcount ratio at \$1.25 a day (PPP) % of population	Prevalence of child malnutrition ^a	Consumer Price Index	Agriculture value added annual % growth	Net Per Capita Production Index	Yield per hectare (disaggregated by crops) in metric tonnes ^b											
									Maize	Millet	Sorghum	Rice, paddy	Beans, dry	Cow peas, dry	Groundnuts	Pigeon peas	Soybeans	Cassava	Sweet potatoes	
P1 COUNTRIES																				
Ghana	2009	23.8	11.7	24.6	14.3	170.7	7.6	110.2	1.7	1.3	1.3	2.4	1.4	13.8	1.6	
	2010	24.4	11.8	188.9	4.8	111.2	1.9	1.2	1.3	2.7	1.5	15.4	1.8	
	2011								1.8	1.8	1.8	3.0	0.0	1.9	0.0	0.0	2.0	13.3		
Tanzania	2009	43.5	32.2	66.8	..	142.0	3.2	..	1.1	0.8	0.8	1.7	0.9	1.8	0.8	1.1	3.0	5.5	2.2	
	2010	44.8	33.0	..	16.2	150.8	5.4	..	1.6	1.2	1.3	2.3	0.7	0.6	1.0	0.9	0.9	5.2	4.2	
	2011																			
Mozambique	2009	22.9	14.3	59.6	18.3	139.5	10.7	100.3	1.2	0.4	0.6	1.0	0.2	6.0	7.1	
	2010	23.4	14.4	157.2	8.5	102.1	1.2	0.5	0.6	1.0	0.2	6.0	7.1	
	2011								1.4				0.6			0.1	0.7			
Mali	2009	14.9	10.0	51.0	27.9	114.9	3.2	0.9	1.3	2.3	..	0.4	0.9	..	0.6	18.1	19.1	
	2010	15.4	10.3	116.2	2.7	0.9	1.0	3.4	..	0.4	0.9	..	0.7	15.4	18.8	
	2011								1.5	0.4	1.3	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
P2 COUNTRIES																				
Zambia	2009	12.7	8.2	66.3	14.9	153.8	-0.1	114.5	2.1	0.9	0.7	1.6	0.6	..	1.3	5.8	15.4	
	2010	12.9	8.3	166.9	0.1	125.0	2.6	0.9	1.0	2.0	0.6	..	1.2	5.8	16.9	
	2011								2.0	1.0	1.0	2.0	1.0	1.0			1.0			
Malawi	2009	14.4	11.7	67.3	7.0	145.0	14.4	138.4	2.2	0.6	0.8	2.1	0.6	0.8	1.0	1.0	1.0	20.3	..	
	2010	14.9	12.0	..	13.8	155.8	1.5	142.0	2.3	0.7	0.8	2.5	0.7	0.7	0.9	0.8	0.7	22.9	..	
	2011								1.6	0.7	0.8	1.7	0.5	0.4	0.6	0.7	0.7	17.3		
Kenya	2009	39.5	30.8	40.6	16.4	173.2	-2.4	103.1	1.3	0.5	0.6	1.9	0.5	0.5	1.0	0.4	0.7	11.6	12.0	
	2010	40.5	31.5	180.1	2.0	108.8	1.6	0.5	0.7	4.0	0.6	0.4	1.0	0.7	0.9	5.3	9.1	
	2011								1.8	0.4	0.4	1.3	0.1	0.1		0.1	0.2	0.8		
Uganda	2009	32.4	28.1	44.9	16.4	144.2	3.5	94.4	1.4	1.8	1.5	1.5	0.5	1.1	0.7	1.0	1.2	12.6	4.5	
	2010	33.4	29.0	150.0	0.3	92.2	1.5	1.8	1.5	1.6	0.5	1.1	0.7	1.0	1.1	12.7	4.6	
	2011								1.8	2	1.5	2.6	0.7				0.4	13.2		
Rwanda	2009	10.3	8.4	67.6	18.0	151.3	..	116.3	1.9	1.3	1.2	7.7	0.9	..	0.7	..	1.7	11.2	6.5	
	2010	10.6	8.6	154.8	..	119.5	2.3	1.3	1.2	5.2	1.0	..	0.7	..	0.8	12.0	7.5	
	2011								1.2	0.0	0.7	0.7	0.74	3.1	0.1			0.5		
Ethiopia	2009	81.2	67.1	16.0	34.6	206.0	..	112.7	2.2	1.4	1.8	1.9	1.1	..	1.1	..	1.2	..	13.6	
	2010	82.9	68.4	223.0	..	112.3	2.5	1.5	1.9	1.9	1.1	..	1.3	..	1.5	..	7.5	
	2011								2.1	0.9	1.3	2.9	0.8	2.4	0.0	0.0		0.0		
Burkina Faso	2009	16.0	12.8	45.0	26.0	115.9	0.2	0.8	0.9	2.3	..	0.5	0.7	..	1.5	1.3	12.7	
	2010	16.5	13.1	115.0	1.4	0.8	1.0	1.8	..	0.6	0.8	..	1.3	1.4	10.3	
	2011								1.2	1.2	1.3	0.7	1.0	0.8	0.0	0.0	0.0	0.0		
Nigeria	2009	154.5	78.7	65.9	26.7	142.0	..	82.7	2.2	1.3	1.1	1.9	..	0.9	1.1	..	1.0	11.8	2.9	
	2010	158.4	79.5	161.4	..	80.6	2.19	1.1	1.0	1.8	..	0.9	1.1	..	1.4	12.0	2.9	
	2011								1.6	1.1	1.2	2	0.6	0.5	1.1	0	1.2	13.1		
Niger	2009	15.0	12.5	39.5	39.9	116.2	..	104.8	0.9	0.4	0.3	1.4	0.5	0.2	0.4	16.9	16.0	
	2010	15.5	12.9	117.1	..	131.2	0.8	0.5	0.4	1.5	0.5	0.3	0.5	16.9	16.6	
	2011								0	0.4	0.3	0.7	0	0.2	0	0	0	0		
Sierra Leone	2009	5.7	3.6	44.7	21.3	140.1	6.6	94.2	0.9	0.8	1.0	1.5	0.7	5.4	2.5	
	2010	5.9	3.6	163.4	..	101.2	1.0	0.9	1.1	1.7	0.8	5.5	2.0	
	2011																			
Liberia	2009	3.8	1.5	83.7	20.4	150.9	..	80.2	1.2	0.7	..	0.4	7.8	10.9	
	2010	4.0	1.5	80.9	1.2	0.7	..	0.3	8.0	8.5	
	2011																			

Fc=Calculated data. NB: yield into metric tonnes from hectogram/hectare
Source: FAOSTAT | © FAO Statistics Division 2012., Africa Development Indicators (ADI), World Development Indicators (WDI), PovcalNet/World Bank (2008 data), ReSAKSS/IFPRI
Source: Tanzania data on yield from Statistics Unit-Ministry of Agriculture, Food Security and Cooperatives
Source: Yield data for 2011 from SHP
^aData in italics is the latest data available, (..) Means data is missing, () Means data is not available

Table 2 PROGRAM FOR AFRICA'S SEED SYSTEMS		Number of new varieties released by AGRA supported breeders	Number of new released varieties being disseminated by seed companies	Quantity of breeder seed/foundation seed produced by AGRA supported breeders (Metric tonnes)	Number of farmers aware of improved varieties in AGRA target areas	Number of seed companies supported by AGRA	Quantities of seeds produced by AGRA supported seed companies (Metric tonnes)	Number of female AGRA dealers trained by AGRA	Number of male AGRA dealers trained by AGRA	Number of agro-dealers accessing loans for inputs (in millions)	Total value of loans (US\$) accessed by agro dealers	Quantities of seeds sold by agro-dealers (Metric tonnes)	Quantities of fertilizers sold by agro-dealers (Metric Tonnes)	Average distance travelled by farmers to access improved seed(km)	Number of female PhD students enrolled	Number of male PhD graduates in crop breeding	Number of female MSc students enrolled	Number of male MSc graduates in crop science
BREAD BASKET AREAS																		
Northern Region of Ghana																		
	2009	1	263	14
	2010	0	50	20	214,765	59	3,442
	2011	1	288	28	193	4	96,875	158	13,532	14
Sikasso of Mali																		
	2009	1	87
	2010	1	135
	2011	16	..	5.2	20,000	1	135
Southern Highlands and Kilombero Region																		
	2009	6	..	0	..	0	46	64	96	..	700,000	9,000	19,700
	2010	3	..	0	2775	1	520	644	965	..	2,000,000	5,700	95,500
	2011	3	..	5.3	..	2	446	644	965	..	2,000,000	7,500	110,000	15	..	1
Beira Agricultural Growth Corridor of Mozambique																		
	2009	2	..	0	226	0
	2010	0	3	3.8	338	0	..	155	232	100
	2011	0	5	0	158	268,722	3,250	3,700	50	1	1
P1 COUNTRIES																		
Ghana																		
	2009	2	2	3	811	2	1	0	3
	2010	12	12	2	431	78	958,620	245	7,984	..	0	2	3	5
	2011	5	999	27	625,000	297	20,269	0	1	1	0	5
Tanzania																		
	2009	18	16	2	2922	544	817	..	0	0	0	0	4	4
	2010	6	6	4	3096	1050	1576	..	0	0	0	1	0	0
	2011	3	0	3	3677	1104	1657	2295	111,800,000	61,602	596,512	8	..	1	2	5
Mozambique																		
	2009	7	7	3	1109	2
	2010	1	1132	4
	2011	34	20	1	1523	1	5	5	5
Mali																		
	2009	11	4	2	943	42	0	256	8,283	2	0	1
	2010	0	1	873	162	186,635	652	6,489	0	1	3
	2011	54	6	0	1403	230	435,000	268	26,678	1	0	0
P2 COUNTRIES																		
Zambia																		
	2009	1	1327	90	135	0	0	0	0	..	0	1	..	2
	2010	4	4	1	1601	205	308	0	0	0	0	..	0	0	..	0
	2011	1	1917	250	376	43	43,000	9,000	27,000	..	1	0	..	1
Malawi																		
	2009	2	2	1	1515	469	703	10	..	0	0	0
	2010	2	2	0	1548	603	904	1	3	4
	2011	19	3	1	1869	603	904	161	848,389	10,908	18,071	5	..	0	0	0
Kenya																		
	2009	41	34	0	806	409	613	7	2	2	1	4
	2010	20	16	2	3095	790	1186	1	1	..	0
	2011	1	0	0	6428	790	1186	1595	31,402,500	83,286	86,448	3	2	0	..	0
Uganda																		
	2009	8	8	1	140	120	180	0	2	..	0
	2010	7	7	0	6997	181	272	1	1	3	3
	2011	15	7	1	6865	261	391	431	1,974,505	2,707	0	0	0	0
Rwanda																		
	2009	0	0	0	701	0	0	0	0
	2010	15	15	1	194	0	1	2	1
	2011	10	7	1	191	0	0	0	1	0	0
Ethiopia																		
	2009	2	2	3	1734	3	0	8	11
	2010	5	5	3	1454	1	1	4	11
	2011	2	1	5419	0	1	2	0	0
Burkina Faso																		
	2009	2	1686	1	1	0	0
	2010	0	2004	0	1	2	1
	2011	10	0	1300	0	0	0	1	0	0
Nigeria																		
	2009	0	2	1023	1	1	7	6
	2010	1	2	1	1225	1	1	0	0
	2011	3	1	1	786	352	745,000	4,515	50,600	..	2	0	0	0
Niger																		
	2009	1	1	1	638	0	1	1	3
	2010	0	0	0	826	0	1	1	3
	2011	1	715	0	1	0	0
Sierra Leone																		
	2009	0	0	0	0	0	0
	2010	0	0	0	0	2	0
	2011	17	0	3	89	2	1
Liberia																		
	2009	0	0	0	0	0	0
	2010	0	0	0	0	1	1
	2011	0	0	2	42	1	1	2

N.B. The figures for the quantity of seed produced in 2009, includes seed production figures for 2008 except the Breadbasket areas

Table 3
SOIL HEALTH PROGRAM

		Volume (tons) of inorganic fertilizer sales by AGRA supported suppliers (agro-dealers and private institutions)	Number of farmers with knowledge of integrated soil fertility management technologies (yet to use)	Number of SHP-supported farmers using appropriate integrated soil fertility management technologies.	Cropped area (ha) with improved integrated soil fertility management technologies (grain legumes, use of rhizobium inoculum, fertilizer application, farm yard and compost manure)	Quantity (tons) of improved grain legume seeds distributed through the SHP supported projects	Annual quantity (tons) of rhizobium inoculum used by SHP supported projects	Number of on-farm demonstrations on integrated soil fertility management established to create awareness	Number of "functional" soil science laboratories run by national research and educational institutions.	Number of agro-dealers dealing in inorganic fertilizers.	Amount of credit (\$) leveraged through Soil Health Program-supported projects	Number of farmers trained in integrated soil fertility management technologies	Number of extension workers trained (lead farmers and agricultural extension officers)	Number of farmer associations trained in the use of integrated soil fertility management technologies	Number of laboratories at national agricultural research and training institutions upgraded with program support	Number of soil and plant laboratory technicians trained in soil analysis at national agricultural research and training institutions	Number of soil laboratories (including those of the private sector) that are facilitated by SHP to commercially produce rhizobium inoculum	Number of Msc. students enrolled for courses in soil science and agronomy with SHP support	Number of PhD students enrolled for courses in soil science and agronomy with AGRA support
BREAD BASKET AREAS																			
Northern Region of Ghana																			
	2009	..	0	0	0	..	0.00	0	2	0	0	2	..	2
	2010	..	18,000	9,000	8,500	..	0.00	120	2	60	140	1	..	1
	2011	..	27,000	84,695	81,500	..	25.60	0	2	..	188,350	250	9	1	..	1
Sikasso Region of Mali																			
	2009	..	65,848	3,533	1,060	255	..	40	0	2130	39
	2010	..	197,544	10,600	3,180	1,876	..	60	59,406	5700	49
	2011	..	658,480	21,200	10,600	380	..	50	11,000	10000	50
Southern Highlands and Kilombero Region of Tanzania																			
	2009	..	800	78	40	0	..	36	0	0	0	78	14	..	0
	2010	..	2,300	200	100	9	..	167	0	0	0	1,781	12	..	0	7
	2011	..	6,500	178	90	12	..	170	0	2	7,177	2,150	57	48	0
Beira Agricultural Growth Corridor of Mozambique																			
	2009	10	1,000	600	350	12	..	122	1	0	0	..	50	..	0
	2010	25	3,000	1,800	1,050	36	..	86	0	0	0	..	150	..	0	7
	2011	30	6,000	3,600	2,100	72	0.02	91	0	2	23,600	..	150	..	0
P1 COUNTRIES																			
Ghana																			
	2009	30	0.00	0
	2010	0.00	2
	2011	0.03	3
Tanzania																			
	2009	12	9,000	3,209	1,500	0	0.00	..	0	1,000	0	0
	2010	30	27,880	17,200	7,500	4	0.00	..	0	0	2
	2011	35	59,925	33,541	15,550	13	0.00	..	0	0	0
Mozambique																			
	2009	5	1,500	500	250	13	0.00	300	1	0	0
	2010	20	4,500	1,500	750	38	0.00	150	0	17	..	1	6
	2011	30	9,000	3,000	1,500	76	0.00	161	0	0	5
Mali																			
	2009	7,067	3,533	0
	2010	21,200	10,600	2
	2011	42,400	24,027	1
P2 COUNTRIES																			
Zambia																			
	2009	11	6,400	3,057	1,520	11	0.00	..	1	0	0	1	0
	2010	32	19,200	9,172	4,560	34	0.60	..	0	0	0	0	7	5
	2011	64	38,400	18,345	9,120	67	1.30	..	0	0	151,505	0	0
Malawi																			
	2009	0	..	952	0	0	0.00	0	0	0
	2010	10	..	2,857	1,337	10	1.00	0	0	7	2
	2011	30	..	5,713	3,119	33	1.44	3	168,308	4
Kenya																			
	2009	54	9,975	4,212	2160	4	0.00	36	2	6	0	1,500	6	10	1	..	1	..	0
	2010	162	29,924	12,635	6480	11	0.20	150	0	15	0	3,000	10	30	0	9	2
	2011	324	59,847	26,833	12960	23	0.20	200	0	15	0	4,500	20	100	0	2
Uganda																			
	2009	21	18,818	8,889	6,294	25	2	1	0
	2010	63	56,455	26,666	18,881	75	0	1	7	3
	2011	127	112,910	53,332	37,762	149	0	0	5
Rwanda																			
	2009	19	2,750	1,585	109	19	0.00	..	0	1	0
	2010	57	8,250	4,755	327	57	0.20	..	2	825	0	7	9
	2011	114	16,500	9,510	654	115	0.48	..	0	0	3
Ethiopia																			
	2009	..	0	0	0	..	0.00	0	0	0	0	0	0	0	0	0
	2010	..	0	0	0	..	0.00	0	1	0	0	0	0	0	1	11
	2011	..	0	0	0	..	0.00	0	0	0	0	0	0	0	0
Burkina Faso																			
	2009	..	36,650	4,550	3365	1,145	1	28	0	..	0	30	0	0
	2010	557	109,950	13,649	10095	19,855	0	300	46,512	..	693	50	1	..	1	4	3
	2011	2,195	219,900	42,296	20189	21,000	0	107	222,222	37	0	4
Nigeria																			
	2009	100	5,800	3,800	2,500	..	0.00	57	0	0	0	95	0	0	0	0
	2010	200	14,200	6,600	3,500	..	0.00	80	0	56	0	513	133	30	0	3
	2011	300	18,000	12,000	2,800	..	0.00	220	2	219	0	385	270	60	0	2
Niger																			
	2009	..	6,000	1,500	1,200	..	0.00	70	0	24	18,000	600	104	0	1	0
	2010	..	50,000	25,000	25,000	..	0.00	150	1	60	0	1,200	105	15	0	2
	2011	2,836	260,000	63,500	69,184	..	0.00	280	0	0	300,000	2,380	78	35	0	2

(..) N/A

Table 4
**MARKET ACCESS
PROGRAM**

	Ghana		Tanzania		Malawi			Kenya			Uganda		Burkina Faso
	2010	2011	2010	2011	2009	2010	2011	2009	2010	2011	2010	2011	2011
Number of aggregation centres supported/identified by AGRA	..	5	36	60	2
Capacity of aggregation centres MT	..	200	121,800	12,470	80
Number of farmers trained	1,974	16,955	1,454	1,766	32,742	35,575	5,257	26,964	..	5,858
Other outdoor outreach to farmers e.g. video	5,000
Volume aggregated by farmers (MT)	..	95,274	5,250	6,328	8676	10,993	11740	168,153	..	655
Value of produce sold by farmers aggregating (\$)	..	15,011,277	1,933,275	2,169,019	2,112,111	1,172,750	3,253,618	2,777,820	..	240,000
Number of WRS stores supported by AGRA	4	8	4
Number of farmers trained/reached on WRS	9563	12007	140
Volume of commodity stored in stores in MT	600	1591	389
Volume of commodity sold through WRS	600	1142
Value of commodity sold through WRS in \$	234000	502480
Average farm gate price for farmers in \$/kg	0.13	21
Selling price for farmers in \$/kg	0.39	0.44
Number of farmers profiled	..	23,043
Number of warehouses profiled	..	148
SMS hits	4,276	..	205,842	437,010	150,533
Value of bids and offers on the service	1,407,609	..	2,816,009	2,273,844	2,303,427
Number of farmers reached under alternative use	1500	1500	8,065	13,565	1206	5101	..
Volume of commodity sold to industries for alternative use MT	5	50	..	30	..
Value of commodity sold to industries for alternative use \$	3,330	76,815	..	46,089	..
Number of farmers selling to SMEs	81,192	50,030	..
Volume of commodity sold to SMEs	61,680	46,053	..
Number of SMEs accessing finance from banks	13	15	..
Value of loans received from banks	8,908,931	8,706,669	..
Value of commodity sold to SMEs	12,994,352	27,985,972	..
Price advantage to farmers by selling to SMEs in %	25%	30%	..

(..) No project as yet

Table 5 POLICY AND PARTNERSHIP	Indicator	Ghana			Tanzania		
		2009	2010	2011	2009	2010	2011
	Improved seed policies to increase adoption of crop varieties						
	New or amended seed policies approved			1			1
	Harmonized seed policies at the region level approved			0			0
	Approved seed policies being implemented			1			1
	Capacity building sessions held on seed policy						
	Policy Action Nodes established			1			
	Local institutions involved in policy action nodes			9			
	Improved policies for adoption of soil health technologies						
	New or amended fertilizer policy approved			1			
	Harmonized fertilizer policy at the region level approved			1			
	Approved fertilizer policy being implemented			1			
	Policy Action Nodes established			1			
	Local institutions involved in policy action nodes			9			
	New fertilizer legislations or regulations formulated as result of AGRA interventions			1			
	Expanded national and regional markets for staple food crops						
	New or amended market access related policy						1
	Policy Action Nodes established						1
	Local institutions involved in policy action nodes						8
	Study reports completed						3
	Policy dissemination workshops held						2
	Partnerships (not specific to any country)	2009	2010	2011			
	Partnerships established (eg. NEPAD, CAADAP, IFAD, AfDB,	20	19	16			
	Memorandum of understanding (MoU) signed between AGRA and other stakeholders in agricultural development	7	2	1			

Number



Table 6
**INNOVATIVE
FINANCE**

		Number of credit guarantee schemes financed ^a	Total amount of money provided under guarantee schemes (\$) ^b	AGRA Portion of guarantee(\$)	Number of banks providing credit to smallholder farmers ^c	Number of farmers accessing credit from banks	Number of SME accessing credit from banks	Number of agro-dealers accessing credit from banks	Volume of funds accessed by farmers from banks (\$ millions)	Volume of funds accessed by agro-dealers from banks (\$ millions)	Volume of funds accessed by SMEs from banks (\$ Millions)
P1 COUNTRIES											
Ghana	2009	0	0	0	0
	2010	1	2,500,000	500,000	1	16,499	5.1
	2011	1	2,500,000	500,000	1	12,226	5.7
Tanzania	2009	1	2,100,000	1,000,000	1	0	..	700	..	4.4	..
	2010	2	4,600,000	3,000,000	2	21,086	..	966	3.6	8.4	..
	2011	2	4,600,000	3,000,000	2	56,099	..	1055	4.2	9.4	..
Mozambique	2009	0	0	0	0.0
	2010	1	2,500,000	1,000,000	1	2,060	1.5
	2011	1	2,500,000	1,000,000	1	2,454	1.7
P2 COUNTRIES											
Kenya	2009	1	5,000,000	2,500,000	1	27,816	220	..	12.2	..	0.8
	2010	1	5,000,000	2,500,000	1	38,838	325	..	20.3	..	1.4
	2011	1	5,000,000	2,500,000	1	46,414	451	451	27.1	..	2.1
Uganda	2009	1	2,500,000	1,500,000	1	0	0.0
	2010	1	2,500,000	1,500,000	1	23,012	6.0
	2011	1	2,500,000	1,500,000	1	46,612	11.3



2011 Financial Report



ALLIANCE FOR A GREEN REVOLUTION IN AFRICA
REPORT OF THE DIRECTORS
FOR THE YEAR ENDED DECEMBER 31, 2011

The Directors have pleasure in submitting their report together with the audited financial statements for the year ended December 31, 2011, 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 catalyse an African led green revolution that will transform African agriculture into a highly productive, efficient, competitive and sustainable system which drives development and enables millions of rural poor to emerge from poverty and hunger.

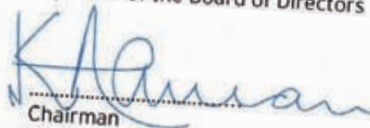
3. RESULTS

The results for the year ended December 31, 2011 are set out on Page 7 to 48.

4. BOARD OF DIRECTORS

Kofi A. Annan	Chair
Monty Jones	Member
Strive Masiyiwa	Member
Sylvia Mathews Burwell	Member (Up to 27 th October 2011)
Moise C. Mensah	Member
Judith Rodin	Member
Mo. Ibrahim	Member
Rudy Rabbinge	Member
Roy Steiner	Member
Nadya Shmavonian	Member
Sam Dryden	Member (Since 27 th October 2011)

By order of the Board of Directors


Chairman

Date: 03/05/2012



Ernst & Young
Certified Public Accountants
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Nairobi GPO - Kenya
Tel: +254 20 2715300
Fax: +254 20 2716271
E-mail: info@ke.ey.com
www.ey.com

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

We have audited the accompanying financial statements of the Alliance for a Green Revolution in Africa (AGRA), which comprise the statement of financial position as at December 31, 2011, the statement of activities, statement of changes in net assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information as set out on pages 7 to 48.

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 about whether the financial statements are free from 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 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.

Other Offices: NAKURUL MOMBASA.
P.M. Kamau, G.G. Katuu, J.K. Cheboror, A.S. Giani,
P.N. Anchiaga, C.O. Alinda, H.C. Wasike, G. Gitahi

Please find the complete audited 2011 Financial Statements on the website at www.agra-alliance.org

Statement of the Financial Position

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2011

ASSETS	Note	2011 US\$	2010 US\$
Current Assets			
Cash and cash equivalents			
Accounts receivable	2	45,238,747	42,747,225
Investments	3	1,612,229	2,209,405
	4	<u>41,251,285</u>	<u>33,469,086</u>
		<u>88,102,261</u>	<u>78,425,716</u>
Non-Current Assets			
Investments			
Intangible assets	4	80,677,348	78,486,546
Property and equipment	5	44,328	45,137
	6	1,534,650	1,641,609
		<u>82,256,326</u>	<u>80,173,292</u>
TOTAL ASSETS		170,358,587	158,599,008
NET ASSETS AND LIABILITIES			
Current Liabilities			
Accounts payable and accruals			
Grants approved and due within 12 months	7	3,215,537	1,637,036
	8	<u>68,253,614</u>	<u>56,349,373</u>
		<u>71,469,151</u>	<u>57,986,409</u>
Non-Current Liabilities			
Grants approved and due after 12 months	8	<u>19,367,252</u>	<u>24,115,243</u>
Net Assets			
Unrestricted		6,930,900	9,076,493
Temporary restricted		<u>72,591,284</u>	<u>67,420,863</u>
		<u>79,522,184</u>	<u>76,497,356</u>
TOTAL NET ASSETS AND LIABILITIES		170,358,587	158,599,008

The financial statements were approved by the Board of Directors on 23/3/2012 2012 and signed on its behalf by:

Director

Director

Please find the complete audited 2011 Financial Statements on the website at www.agra-alliance.org

Statement of Management responsibilities

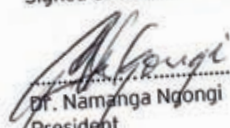
ALLIANCE FOR A GREEN REVOLUTION IN AFRICA STATEMENT OF MANagements' RESPONSIBILITIES FOR THE YEAR ENDED DECEMBER 31, 2011

The Management is required to prepare financial statement and the results of activities of each financial year which gives a true and fair view of the state of affairs of the organisation. Management is also required to ensure the organisation keeps proper accounting records, which disclose with reasonable accuracy the financial position of the organisation and are also responsible for safeguarding the assets of the organisation.

Management accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with United States Generally Accepted Accounting Principles (US GAAP). Management is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the organisation and of its results of activities. Management further accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of Management to indicate that the Alliance for a Green Revolution in Africa will not remain a going concern for at least the next twelve months from the date of this statement.

Signed on behalf of Management by:


Dr. Namanga Ngongi
President

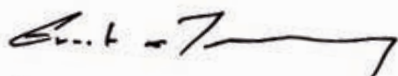

Mr. Kwame Akuffo-Akoto
Chief Finance Officer

23/03/2012
Date

 ERNST & YOUNG

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Alliance for a Green Revolution in Africa as at December 31, 2011 and its financial performance, net assets and cash flows for the year then ended in accordance with United States Generally Accepted Accounting Principles (US GAAP) and applicable laws.



Nairobi

18th May 2012

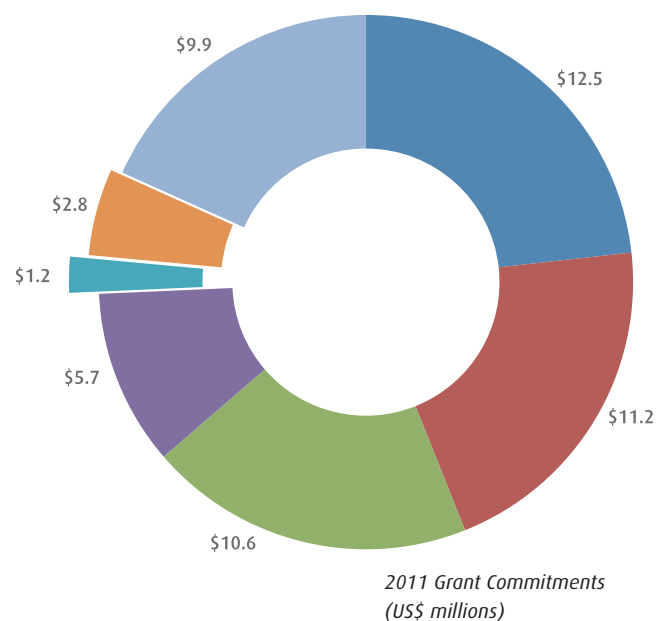
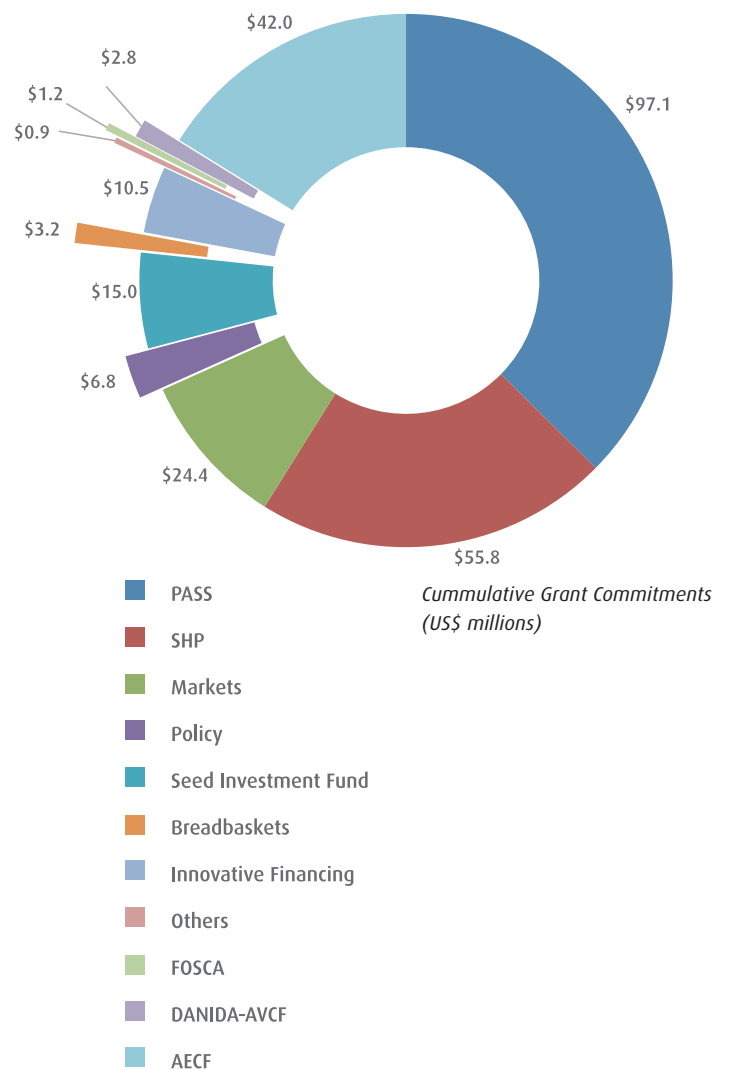
Please find the complete audited 2011 Financial Statements on the website at www.agra-alliance.org

AGRA Grant Commitments

AGRA's primary investment activity involves making grants to partners across the entire agricultural value chain to improve the livelihoods of smallholder farmers. In 2011, we committed US\$ 53.92 million in grants to partners, including research and learning institutions, small enterprises, NGOs and investment funds, among others. Over 40% of our 2011 grants were made to organizations in AGRA's priority one countries – Ghana, Mali, Mozambique and Tanzania. Grants made under the Africa Enterprise Challenge Fund (AECF), as well as through the PASS and Soil Health Programs, made up over 62% of AGRA's 2011 commitments.

Our cumulative grant commitments total just under US\$ 259.7 million through the end of 2011. The PASS program began its grant making in 2007 and has so far committed about US\$ 97.0 million, or 37.4% of AGRA's investments to date. These investments span the seed value chain, from training future breeders and developing and releasing new varieties to increasing the number and capability of seed companies and agro-dealers. Grants made by the Soil Health Program total some US\$ 55.8 million to date (about 21.5% of the AGRA cumulative total) and include investments to scale out Improved Soil Fertility Management (ISFM) technologies, enhance adaptive research, and improve supply and quality of fertilizers available by strengthening agro-dealer networks and quality control systems, as well as training soil scientists. The Market Access Program has committed US\$ 24.4 million, or 9.4% of the grants made by AGRA through 2011. These investments have been concentrated around reducing post-harvest losses and improving storage facilities, strengthening farmer-based organizations and linking purchasers to smallholder farmers. The Policy and Partnerships Program has made grants of about US\$ 6.8 million so far, and we expect its grant making activity will increase over the coming years.

AGRA's Innovative Finance investments consist of funds to support risk-sharing facilities that are encouraging banks to lend to the agriculture sector, and are designed to leverage ten dollars for every one dollar invested by AGRA. AECF investments consist of challenge grants and repayable commitments to private sector actors with unique business solutions for improving markets in ways that benefit smallholder farmers. Total AECF investments to date are just under US\$ 42.0 million, or 16.17% of AGRA's cumulative grant commitments. In addition, in 2011 AGRA channeled slightly more than US\$ 2.8 million in DANIDA funds to activities in Ghana, and the Farmer Organisation Support Centre in Africa (FOSCA), a relatively new entity within AGRA, invested about US\$ 1.2 million in strengthening several farmers' organizations.



Principal Staff

as of December 31, 2011

CHAIRMAN'S OFFICE

Tesfai Teclé (Eritrea), PhD *Advisor to the Chair (Geneva Office)*
Li Ling Low (Malaysia) *Administrative Officer (Geneva Office)*

OFFICE OF THE PRESIDENT

Namanga Ngongi (Cameroon), PhD *President*
Franck Attere (Benin), PhD *Special Assistant to the President, until 30/06/2011; became Country Officer, Francophone West Africa on 01/07/2011*
Richard Boadi (Ghana), LL.M. *General Counsel and Secretary to the Board*
Isaac Gichohi (Kenya) *Driver, President's Office*
Amanda High (USA), MSc *Head, Resource Mobilization, joined on 01/11/2011*
Edwin Kamar (Kenya), MBA *Internal Auditor*
Margaret Kamau-Biruri (Kenya), MPA *Program Officer, Resource Mobilization*
Pauline Kamau (Kenya), MBA *Executive Officer, President's Office, moved to FOSCA as Program Officer on 01/11/2011*
Diana Kimeria (Kenya), LLB *Executive Assistant, Internal Audit Unit*
Margaret Kroma (USA), PhD *Program Officer, Gender*
Dora Lumasia (Kenya), MBA *Executive Assistant, President's Office*
Akim Mbeche (Kenya) *Graphics & Publications Assistant, Communications Unit*
Wambui Musalia (Kenya) *Program Assistant, Resource Mobilization & Innovative Finance*
Ann Mureithi (Kenya), BA *Executive Assistant, Communications Unit*
Richard Mwanza (Malawi), MA *Program Officer, Program Support Unit*
Sylvia Mwachuli (Kenya), MSc *Director of Communications and Public Affairs*
Judith Naibei (Kenya), BSc *Librarian, Communications Unit*
Alma Redillas-Dolot (Philippines), BSc *Head, Internal Audit Unit*

OFFICE OF THE VICE PRESIDENT, POLICY AND PARTNERSHIP

Akinwumi Adesina (Nigeria), PhD *Vice President for Policy and Partnerships (P&P), left on 28/07/2011*
Nixon Bugo (Kenya), MBA *Program Officer, Innovative Finance*
Joan Kagwanja (Kenya), PhD *Program Officer, Policy, left on 20/12/2011*
Augustine Langyintuo (Ghana), PhD *Program Officer, Policy*
Eva Maina (Kenya), BA *Executive Assistant, to Vice President Policy & Partnerships, left on 10/06/2011*
Maria Mulindi (Kenya), MA *Associate Program Officer*
Linda Mwakugu (Kenya), MA *Program Assistant*
Leon Konan N'Dri (Ivory Coast), PhD *Program Officer, Policy, joined on 07/11/2011*
Grace Obuya (Kenya), MA *Executive Assistant, Africa Green Revolution Forum*
John Wakiumu (Kenya), MBA *Program Officer, Innovative Finance*
Nega Wubeneh (Ethiopia), MSc *Program Officer, Policy, seconded to ATA, Addis Ababa on 01/12/2011*

MONITORING AND EVALUATION

David Ameyaw (Ghana), PhD *Director, Monitoring & Evaluation (M&E)*
Samuel Amanquah (Ghana), MSc *Program Officer*
Barbara Bamanya (Uganda), MSc *Program Officer*
Seth Abu-Bonsrah (Ghana), MPH *Program Officer, joined on 07/11/2011*
Susan Ndung'u-Mugo (Kenya), BA *Executive Assistant to M&E Director*
Josephine Njau (Kenya), BA *Program Assistant*
Jane Njuguna (Kenya), MSc *Program Officer, joined on 14/11/2011*
Emmanuel Rutsimba (Rwanda), MA *Program Officer*

PROGRAM FOR AFRICA'S SEED SYSTEMS (PASS)

Joseph DeVries (USA), PhD *Director, Program for Africa's Seed Systems (PASS)*
Everlyn Anfu (Ghana), BA *Program Assistant*
George Bigirwa (Uganda), PhD *Program Officer, Seed Production & Dissemination*
Jane Ininda (Kenya), PhD *Program Officer, Crop Improvement & Farmer Variety Adoption*
Issoufou Kapran (Ghana), PhD *Program Officer, Seed Production & Dissemination*
Sheila Keino (Kenya), BA *Executive Assistant to PASS Director*
Rufaro Madakadze (Zimbabwe), PhD *Program Officer, Education & Training*
Mulemia Maina (Kenya), BEd *Program Coordinator*
Itai Makande (Zimbabwe), PhD *Program Officer, Field Services*
Kehinde Makinde (Nigeria), PhD *Program Officer, Agro Dealer Development*
Fred Muhhuku (Uganda), MSc *Program Officer, Agro Dealer Development; Country Officer, Tanzania*
Susan Mwachi (Kenya) *Program Assistant*
Regina Richardson (Ghana), MBA *Program Assistant*
Aboubacar Toure (Mali), PhD *Program Officer, Crop Improvement & Farmer Variety Adoption*



MARKETS ACCESS PROGRAM

Anne Mbaabu (Kenya), MSc	Director, Markets Access Program
Emma Kambewa (Malawi), PhD	Program Officer
Matiyéédou Konlambigue (Togo), MA	Program Officer
Wanjiku Njugi (Kenya), BA	Executive Assistant to Markets Director
Stephen Njukia (Kenya), MSc	Senior Program Officer
Mellyne Ongang'ó (Kenya), MBA	Program Coordinator

SOIL HEALTH PROGRAM (SHP)

Bashir Jama (Kenya), PhD	Director, Soil Health Program (SHP)
Caroline Adala-Oremo (Kenya), MEd	Executive Assistant to SHP Director
André Bationo (Burkina Faso), PhD	Senior Program Officer and Director of Accra Office; moved to Resource Mobilization as Sr. Resource Mobilization Officer on 14/04/2011
Argent Chuula (Zambia), MBA	Program Officer, Fertilizer Business Development
Rebbie Harawa (Malawi), PhD	Program Officer, Soil Health Research & Extension
Laetitia Ako Kima (Cameroon), PhD	Program Officer, Extension Support Function, left on 30/09/2011
Abednego Kiwia (Kenya), MPhil	Program Coordinator
Amatévi Klutse (Togo), MSc	Program Officer, Fertilizer Business Development
Marie Rarieya (Kenya), PhD	Program Officer, Soil Health Training
Dorothy Shivere (Kenya)	Program Assistant – Soil Health & Markets Units
Mary Tekyi-Ansah Yaodze (Ghana), MA	Program Assistant

FARMER ORGANISATION SUPPORT CENTRE IN AFRICA (FOSCA)

Fadel Ndiame (Senegal), MSc	Lead Coordinator, joined on 15/02/2011
Olive Mogire (Kenya)	Program Assistant, joined on 01/09/2011
Mary Njoroge (Kenya), MEd, MSc	Program Officer (M&E), joined on 29/11/2011
Samuel Sey (Ghana), MSc	Program Officer for Service Providers, joined on 01/09/2011

OPERATIONS DEPARTMENT

Kwame Akuffo-Akoto (Ghana), BSc, FCCA	Chief Operating Officer (COO)
Pamela Abuoga (Kenya)	Human Resources Assistant
Victor Agasiba (Ghana)	General Services Assistant
Beryl Ageng'o (Kenya)	Administrative Assistant
Francis Amoah (Ghana), BCom	Administrative & Finance Officer, left AGRA on 28/01/2011
Irene Amoh (Ghana), BSc	Assistant Administrative Officer
Vuhya Amulyoto (Kenya), MBA	Human Resources and Administration Manager
Peter Boakye-Oduro (Ghana)	Driver/Office Assistant
Ebenezer Nii Amoo Bonney (Ghana)	Assistant Finance Officer, joined on 01/07/2011
Johnson Bor (Kenya)	Communications Assistant
Esther Daud (Kenya)	General Services Assistant
Genevieve Deamesi (Ghana), BSc	Executive Assistant
Esther Gepi-Attee (Ghana)	Communications Assistant
Eunice Kagiri (Kenya), BA	Grants Assistant
Nancy Kedogo (Kenya)	General Services Assistant
Bridget Kiptanui (Kenya), BA	Financial Accountant
Sylvester Kisonzo (Kenya), MSc	Information Technology Services Manager
Angela Maina (Kenya), BSc	IT Support Technician
Salome Mirenja (Kenya)	Communications Assistant
Peter Muigai (Kenya)	Driver/Office Assistant
Emmy Mukhebi (Kenya), BCom	Financial Accountant, joined on 01/08/2011
Ignatius Mutula (Kenya), MBA	Grants Manager
Jacinta Mwithaga (Kenya), BA	Grants Associate
Caroline Njeru (Kenya), BEd	Executive Assistant to the COO
Loice Njiru (Kenya), BEd	Systems Accountant
Duncan Obudho (Kenya)	Driver/Office Assistant
Jared Odhingo (Kenya)	Finance Manager
Kofi Osei-Bonsu (Ghana)	Driver/Office Assistant
Everlyn Owendi-Ezeoha (Kenya), BA	Administrative Officer
Viscard Ronoh (Kenya)	Protocol & Liaison Assistant
Benard Siro (Kenya), MBA	Accountant
Alex Frempong Tabi (Ghana), BA	Accra Office Manager, joined on 18/07/2011

SPECIAL INITIATIVES

André Dellevoet (The Netherlands), MSc	Executive Manager – Africa Enterprise Challenge Fund (AECF)
Joan Abila-Oballa (Kenya), MBA	Executive Officer, AECF Unit
Wilson Doku (Ghana), MDM	Associate Program Officer, DANIDA Project, joined on 01/09/2011
Hiroshi Hiraoka (Japan), PhD	Coordinator, Coalition for African Rice Development (CARD)
Caroline Bwire (Kenya), BA	Executive Assistant, CARD Unit, moved to President's Office on 15/11/2011





Alliance for a Green Revolution in Africa

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