

# Strategy Overview for 2017 - 2021

Inclusive Agricultural Transformation in Africa





I believe the transformation of African agriculture could improve the lives of tens, if not hundreds, of millions of people on our continent. We know that agriculture can create jobs, we know that two thirds of Africans live on the farm and fisheries. We know that it can establish affordable, reliable supply of food, and generate faster, fairer growth across the value chain involving farmers, suppliers, transporters, processors, and a myriad other operators. You can just imagine the jobs that can be created if we went that route.

**Koffi Annan,**  
Chair of the Africa Progress Panel



West End Towers, 4th Floor, Kanjara Road  
P.O. Box 66773-00800, Nairobi, Kenya  
Tel: +254 (20) 3675 000, +254 703 033 000  
[www.agra.org](http://www.agra.org)

**Editorial Team:** Agnes Kalibata  
Adam Gestenmier, Anne Makhulo  
David Maingi

**Concept, Graphics, Layout & Editing:**  
David Maingi

**Photo Credit:** AGRA, and Shutterstock

**Printing:** Smart Printers



## 2006 2007 2008 2009

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

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

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

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

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

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

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

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

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

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

# 10 Years of Shared Success

# 2010 2011 2012 2013 2014

AGRA raises US\$ 69 million from new donors beyond the founding partners including – DANIDA, IDRC, the Swedish Ministry of Foreign Affairs, and Venture Capital for Africa.

The African Green Revolution Forum (AGRF) is launched to identify and unite key decision makers around concrete action steps needed to achieve a uniquely African agricultural transformation.

AGRA commits US\$ 53.92 million in grants to partners, including research and learning institutions, small enterprises, NGOs in priority one countries – Ghana, Mali, Mozambique and Tanzania.

AGRA's Soil Health Program (SHP) makes grants worth US\$ 41 million, surpassing its US\$ 37.7 million target for the year.

AGRA's Market Access Program makes grants in 12 countries – Tanzania, Mozambique, Mali, Ghana, Niger, Burkina Faso, Nigeria, Kenya, Uganda, Rwanda, Malawi and Zambia.

To improve the formulation and implementation of policy reforms through evidence based policy research and advocacy, AGRA launches 19 Policy Action Nodes.

AGRA launches the 'Scaling Seeds and Technologies Partnership (SSTP)', a major 5 year initiative funded by USAID that will fast-track smallholder access to new agricultural technologies.

AGRA also launches a 3 year 'Strengthening Agricultural Input and Output Markets in Africa' (SAIOMA) project, with the Swedish government, USAID and the Bill & Melinda Gates Foundation.

AGRA's broadens its work to include initiatives such as strengthening farmer organizations, improving access to markets and affordable financing, and helping governments to design and implement better, more effective agricultural policies and regulations.

This opens new opportunities for AGRA to work with a wide range of stakeholders, including smallholder farmers and the groups that represent them, private agribusinesses, African governments, national and international agricultural research institutes, NGOs, and Civil Society Organizations.

## 2015/16

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

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

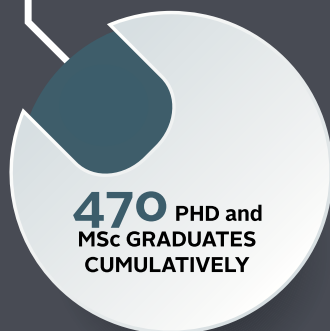
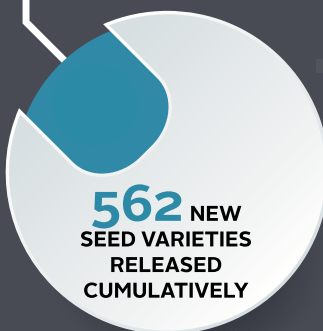
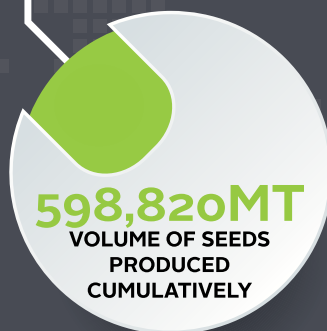


## 2006-2016 ACHIEVEMENTS



812

CUMULATIVE PROJECTS FUNDED

RESEARCH CAPACITY  
BUILDING**106** PHD GRADUATES IN  
CROP BREEDING**26** PHD GRADUATES IN  
AGRONOMY**228** MSc GRADUATES IN  
CROP SCIENCERESEARCH  
DEVELOPMENT**381** SEED VARIETIES  
COMMERCIALIZEDINPUT PRODUCTION &  
DISTRIBUTION**110** SEED COMPANIES  
SUPPORTED**1.5m MT**  
INORGANIC FERTILIZER SOLD  
BY AGRA SUPPORTED AGRO  
DEALERS

# 10 Years of Shared Success

## US\$430m CUMULATIVE VALUE OF GRANTS MADE



**AWARENESS CREATION  
ON AG. TRANSFORMATION**

**873,238**

FARMERS TRAINED ON  
PHH, QUALITY, STORAGE,  
STRUCTURED TRAINING

**640,205**

FARMERS TRAINED IN  
GOVERNANCE, GROUP  
DYNAMICS AND LEADERSHIP



**ADOPTION**

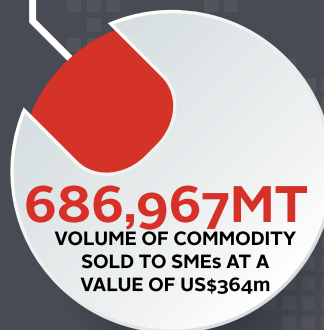
**1.86M** FARMERS  
USING ISFM TECHNOLOGIES



**PRODUCTION,  
POSTHARVEST & MARKETING**

**600,361MT**  
COMMODITY AGGREGATED  
AT A VALUE OF

**US\$177m**



FOs - Farmer Organizations  
PHH - Post Harvest Handling  
ISFM - Integrated Soil Fertility Management

## BY The NUMBERS

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

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

### AGRA is catalyzing Africa's agricultural transformation

AGRA is a partner of choice, the go-to-partner for agricultural transformation for sustainable development in Africa. We are sought after for our technical and innovative approaches

### AGRA is African-led

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

### AGRA is farmer centred

AGRA invests in Africa's family farmers - Millions of hardworking men and women typically farming on less than a hectare of land. They are the backbone of Africa's agriculture, economies and future.

### AGRA is partnership driven

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

### AGRA is leading a knowledge culture

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



# Package of Interventions



## Input Systems

### Strengthening agricultural input systems, technology & adoption

AGRA is supporting and partnering with both the public and private sectors to develop the systems that ensure sustained availability, delivery and adoption of improved seed and fertilizers, with a particular focus on getting these inputs into the hands of women farmers. AGRA believes that once a farmer can profitably invest in seeds, fertilizers and associated good agronomic practices, the market becomes the real driver of agricultural transformation.

Through our work in seeds and soil health, AGRA is building on its experience, expertise and partnerships to take innovative crop varieties and soil and crop management techniques to scale, to help farmers confront local constraints to production and emerging threats such as climate change.



## Agribusiness Development & Innovation Finance

### Strengthening business growth and finance & risk management

AGRA is working to develop the capacity of local agri-businesses to access markets, support local and national financial institutions. This includes providing affordable financing to smallholder farmers and local SMEs in a bid to transform farms and businesses into sustainable and profitable enterprises. In its interventions AGRA catalyzes public investments impact in supporting farmers and leveraging private sector investment in agriculture to build sustainability and contribute to overall economic development.

Critical to this is the participation of both in providing solutions for Public Private Partnerships in the agriculture sector. AGRA has a clear role in catalyzing and facilitating the realization of public and private investments in specific value chains where the private sector has shown interest by helping to get these value chains functioning efficiently.



## Resilience Building

### Growth for structured markets for quality produce & operational capacity of output systems

AGRA is promoting interventions that enhance the resiliency of the production system to climate change and climate variability. This includes developing more efficient marketing systems, introducing post-harvest technologies to close yield gaps and ensure farmers can sustainably sell quality product to consumer markets.



## Policy & Country Support

### Strengthening national and regional level systems and reducing impact of agricultural volatility

AGRA has been and will continue to shape the continent's CAADP implementation through support to the African Union Commission for country National Agricultural Investment Plan (NAIPS) review as well as playing a critical role in supporting the biannual review process through technical assistance. We are building government capacity to strategize, fund and deliver on agricultural strategies while supporting sector coordination and accountability.

As agricultural development is significantly influenced by national level policies, investments, and institutional arrangements, AGRA has developed custom-tailored business plans for individual countries and within each agro-ecology. By analyzing and advocating for critical policy reforms, AGRA is working with governments to strengthen national capacities to deepen and sustain the gains made through policy decisions and encourage significant investments of public resources into the agriculture sector.



# Overview

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

Everything I have seen over the past 10 years as a member, and then as chair, of AGRA's board proves to me that the conditions are right and African agriculture is poised for a massive breakthrough. It has long been a means of mere survival. It can become an engine of inclusive economic growth. The lives of 1 billion Africans will never be the same. When I joined AGRA's board in 2005, we had a vision. We believed that African agriculture could be more productive and African smallholders more prosperous, and we theorized that these two changes could drive historic progress against hunger and poverty across the continent.

Now, the vision has gotten clearer and powerful partners are lining up behind it. At the country level, governments have designed national agriculture and food security plans with robust goals and targets. In most countries on the continent, the multiplier effect from agriculture to other sectors is increasing, and governments are responding by increasing both the quantity and quality of their spending on agriculture.

This shared commitment to agriculture has spread across the continent. The 2014 Malabo Declaration and its associated CAADP Implementation Strategy & Roadmap has generated consensus around priorities. Agriculture is one of the few African sectors with a common agenda, results framework, and accountability mechanism.

The private sector has steadily increased its investment in agriculture, slowly strengthening value chains around the continent with smallholders at their center. There is strong global support. With the food crisis in 2008, agriculture regained prominence in the development agenda. The Sustainable Development Goals, ratified in 2015, demonstrate how seriously the global community takes agriculture as a solution to many of the challenges of development.

For a long time, we had to make the case for agriculture. Now, the case has been made. What's more, the partners are aligned and the knowledge is in place. The final step is translating these commitments into concrete business opportunities for everyone from individual smallholder farmers to local seed companies to multinational agricultural companies. This activity on the ground is what will eventually make the vision a reality.



**Mr. Strive Masiyiwa**, Chairman of the Board



If there is one word to describe AGRA's new strategy, it is "integration." This may sound like jargon, but in fact what it means is looking at our work from the point of view of smallholder farmers. In the agricultural development community, there are good reasons to divide our work up into categories like inputs, markets, and public policy. But farmers don't live their lives in categories. To a farmer, it doesn't matter if she can buy locally adapted seeds if she can't also buy fertilizer and receive training to manage her soil.

As far as she's concerned, a bumper crop from healthy soil doesn't do her any good if that crop rots because she can't store it or transport it. And even if she has access to a market where she can sell her produce for a good price, she needs access to financial services to buy her inputs in the first place.

The list goes on and on. So we have to take all the tools and systems and models our partners have developed over the years and integrate them into a single package that changes the lives of farmers in their fields—and, ultimately, changes the futures of entire countries. That is what AGRA's new strategy aims to do.

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

In collaboration with several development partners, we are working with governments to develop and advance national agriculture plans as synergize our support for country priorities across the continent. At the ground level, we help farmer organizations and small businesses working directly with farmers to do the day-to-day work described in those national plans. At the global level, we help research institutions, foundations, and donor governments support those plans in the most effective and efficient ways possible.

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

Dr. Agnes Kalibata, AGRA President



# Who we are

**A**GRA has spent the past decade developing the tools to catalyze a farmer-centered, African-led, partnership-driven African agriculture. It is able to deploy all its resources—its range of influential partners, its deep technical expertise, and its extensive pan-African experience—to trigger agricultural transformation on a continental scale.

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

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

AGRA has made a strong contribution to agriculture development and built a significant asset base of technologies, competencies and partnerships that can be leveraged and scaled up to optimize impact.

AGRA is now evolving into an organization that has a diversified value proposition, playing the role of convener, thought-leader, policy advocate, private sector partner, grantee capability builder, and implementation supporter, in addition to continuing with its vital role as a catalytic grant maker.

With this capability AGRA will position itself as the go-to partner for government and continental bodies seeking to drive agricultural transformation, providing strategy support for development of national plans, creation of bankable investment plans and implementation support to effectively and efficiently deliver against plans.

Through its partners at all these levels, AGRA is close both to farmers' problems and to the best solutions available. It can take a bird's eye view of African agriculture, moving ideas and resources around the continent to support key priorities. The organization connects farmers with cutting-edge agricultural research on things like seeds, soil health, and agronomic best practices, when farm-level interventions are called for. However, when a larger-scale intervention is more appropriate, AGRA can also connect local and national governments with world-class policy advice, so that the best models inform the policies that determine the conditions under which African smallholders labor.

Ultimately, AGRA serves as a bridge between problems and solutions. It works with partners to accelerate and align their activities so that together they bring health and prosperity to farmers across the continent.



# Our Focus

## 30 Million Households



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

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

## Transformation Agenda



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

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

## Private Sector Focus



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

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

## SDG & CAADP Centric



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

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

## AGRA's Core

### African Led

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



### Famer Centered

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



### Partnership Driven

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



### Integrated

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



## AGRA's focus on farmers and enterprise

### Improved Agronomy

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



### Agro-Dealerships

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



### Farmer Associations

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



### Entrepreneurship

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



## AGRA's focus on resilience and participation

### Resilience

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



### Access to Markets

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



### Women Empowerment

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



### Youth Participation

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



## AGRA's focus on an enabling environment

### Capacity Development

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



### Innovative Technologies

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



### Inclusive Finance

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



### Investment Funding

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



## Investing in Africa's future means investing in its smallholder farmers.

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

Most regions of the world have used smallholder agriculture to drive broad-based economic development that reduces poverty and promotes growth. Africa has yet to achieve this transformation, which helps to explain why economic and social development on the continent has lagged. However, it also gives cause for optimism: supported by the right investments and policies, smallholders will have the power to usher in a stable, prosperous future for themselves, their families, and Africa.

# Africa's Agricultural Transformation Agenda

Over the last decade there has been steady but slow progress in the growth of African agriculture and it could be said that the process of agri-food systems transformation – from subsistence-oriented and farm-centered into more commercialized, productive and off-farm centered – is beginning to happen.

## Investment and inclusive agricultural transformation

Central to the concept of agricultural transformation is that of a transition of an agricultural system from one state to another. At farmer level, this implies an exit from subsistence, low-input/low-output approaches of farming to the production of marketed surpluses.

Likewise, the term agricultural transformation implies that not one or only several portions of the agricultural system are undergoing change, but that the entire sector has been altered in fundamental ways, beginning with the farmer and extending to input and output markets and ultimately to the level of the state, which plays critical roles in establishing favorable policies, regulating industries, and coordinating public and private investment.

### **Agricultural transformation carries a connotation of change that is irreversible, and therefore must be systemic and sustainable.**

Because investment has been so minimal, however, there is huge potential in African smallholder agriculture to improve both crop yields and livelihoods while nourishing the land so that it remains fertile enough to feed future generations. With strategic intervention, African agriculture can become a productive, self-sustaining economy that not only captures the \$1 trillion African food market but also exports food to other regions of the world. The impact will be not just economic growth, but economic growth that reduces poverty; in sub-Saharan Africa, in fact, according to the landmark 2008 World Development Report, agricultural development does 11 times more to reduce poverty than development in any other sector.

Over time, African nations will follow the pattern of economic transformations elsewhere: a more productive, more profitable agricultural sector that diversifies and, eventually, shrinks. As fewer farmers grow more food, others will leave their farms to create a thriving rural economy that moves beyond primary production to add value to harvests. Eventually, some people will leave the rural sector altogether and contribute to growth and innovation in other sectors.

This is the model that the world's emerging economies have all followed, and African countries are poised to move next. Food security and a healthy, nourished population. Agriculture is an economic activity, and the more people treat it that way (and treat smallholders as businesspeople), the better off Africa will be. But agriculture is first and foremost a means to grow the food on which we all depend for survival. It is not just the beginning of economic development; it is the end of hunger and malnutrition.



**AGRA is towing a new line of business. We are building on our vast expertise and knowledge of the continent to support governments - particularly ministers of agriculture and related institutions to strengthen capacities to deliver on agricultural transformation for the continent.**



**AGRA's policy and country support is helping put in place the right vision, leadership, policies, and implementation capacities. We are using our continental presence to move what works from one country to another.**



**In doing this, we will support countries to strengthen dialogue and engagement within and across sectors to improve coordination and resource allocation while building sector wide delivery and accountability mechanisms.**



# Our Work in Africa

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

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

AGRA is now pitted to be a leading and influential Convener, Facilitator and Catalyst for agricultural transformation in Africa. We are living out the

"alliance" component of the Alliance for the Green Revolution of Africa - building strong and reliable partnerships with a diverse constituency of donors, governments, regional & continental institutions and grantees.

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



While AGRA works across the entire continent, our program presence is focused on Nigeria, Mali, Rwanda, Ethiopia, Malawi, Uganda, Burkina Faso, Ghana, Tanzania, Kenya and Mozambique.

# AGRA's Strategy

## 2017-2021

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

To do this, strategy development was carried out through a five step process that entailed:

- Top-down crafting of a strategy framework that outlined the impact goals, focus countries and agro-ecological zones and was informed by AGRA's 10-year 18-country track record on the continent with reference to top thought leaders in Agriculture development;
- In-country ground-truthing studies as well as review of government sector strategies to analyze local context and establish country needs and priorities;
- Development of country plans aligned to the strategy framework and responsive to country needs;
- Validation of country plans with experts and key stakeholders in-country; and,
- Development of operational plans including a mapping of key sector potential partners to guide execution

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

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

### Our Strategy's Scope and Approach

AGRA's overall goal is to catalyze and sustain an Inclusive Agricultural Transformation in Africa to increase incomes and improve food security. In service of our goal, the impact AGRA aims to achieve on the continent is:

- To support 11 African countries on a pathway to create and sustain agricultural transformation. The investment will empower AGRA to work through an ecosystem of public and private partners to work with government and private sector to overcome bottlenecks and unlock

transformation. As part of this effort, AGRA will work to generate evidence and follow up with targeted technical planning and coordination support to government.

To increase the incomes and food security for at least 30 million farm households.

- For 9 million households, this will be done through the direct action of AGRA, grantees, and partners to increase productivity and access to markets and finance in countries where it is seeking to catalyze an agricultural transformation. At this level, AGRA wants to help smallholder farmers adopt an integrated package of technologies—improved seeds, fertilizers, and agronomic practices that have the capability to close the yield gap among key staple crops, and consequently enable smallholder farmers to support and improve their families' well-being—through increased food security and additional income.
- For 21 million households, this will be done indirectly by AGRA working through partnerships and support to government, other partners and by investing in mechanisms that unlock the engagement and power of private sector. This investment will further enhance productivity gains, access to markets and finance in a few countries where an agricultural transformation is already under way, but needs to be sustained.

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

## Objective 1: Increased staple crop productivity for smallholder farmers

Increased smallholder productivity is absolutely critical to achieve AGRA's goal to improve food security and also to generate a surplus that can be sold to increase incomes. AGRA will work at national, farmer and systems levels to achieve this objective: at national level to drive an enabling policy environment and investments that accelerate development of input markets, at systems level to drive strengthened technology development and supply chains, and at the farmer level to drive adoption of productivity-enhancing technologies.

An initial systems-level intervention will include supporting the development and release of higher-yielding crop varieties, followed by activities aimed at raising farmer awareness of the value of this new technology in combination with fertilizers and other improved crop management practices. To improve access to these technologies, AGRA will provide targeted support to local seed companies, fertilizer blenders, and agro-dealers to scale-up production and marketing of the inputs at smallholder farmer levels.

## Objective 2: Strengthened and expanded access to output markets

As farmers begin to achieve higher yields and are able to sell a portion of their harvests into local markets, AGRA will intervene with a series of market development initiatives aimed at building farmers' access to markets with the right quality and quantity of outputs and supporting the development of sustainable private sector led structured markets that feed growing demand from urban and rural-urban populations, processing and feed industry and other institutional buyers.

In order to ensure adequate growth of the agri-businesses involved in the marketing of both inputs and outputs, AGRA's innovative finance team works to secure access to affordable finance for both farmers and SME agri-businesses. Partners in innovative finance have included government agencies (e.g., the Nigeria Incentive-Based Risk Sharing System for Agricultural Lending- NIRSAL), impact investment managers, commercial banks, value chain financing from large off takers, and ICT and telecommunications companies that drive innovation (e.g., through mobile money).

### Objective 3: Increased capacity of smallholder farming households and agricultural systems to better prepare for and adopt to shocks and stresses

Any increases in income and food security achieved through inclusive agriculture transformation interventions can be wiped out by shocks and stresses whose impact is most keenly felt by the rural poor, a large portion of whom are smallholder farmers. Sustainably increasing productivity in the face of erratic weather patterns, pests, diseases and soil degradation poses a significant challenge and calls for not only productivity enhancing technology but technology that enhances resilience to drought, pests and diseases. AGRA will support efforts to reduce vulnerability and increase ability to reduce, mitigate, adapt to, manage and recover from shocks at farmer, system and national level. AGRA will seek to build absorptive, adaptive and transformative resilience capacity at household, system and national level:

- Absorptive capacity: AGRA will seek to build the ability of farmers to minimize exposure to shocks and stresses through preventative measures and appropriate coping strategies to avoid permanent, negative impacts. Activities will include training on various risk management strategies either through rural advisory services or other delivery channels. At a system level, AGRA will also support for development and use of products through which individuals and/or households can moderate or cope with the impacts of shocks on their livelihoods and basic needs
- Adaptive capacity: AGRA—whether through support to government or interventions directly supporting farms—will seek to build smallholders capacity to make proactive and informed choices about alternative livelihood strategies based on an understanding of changing conditions. Through pro-active training and information sharing to leverage benefits from AGRA's inclusive transformation work, as well as build access to business development and

finance, AGRA beneficiaries will build a 'capacity to learn, combine experience and knowledge, adjust responses [in a pro-active way] to changing external drivers and internal processes, and continue operating'.



Transformative capacity: AGRA will work with local and national government to build the capacity to create an enabling environment through investment in good governance, infrastructure, formal and informal social protection mechanisms, basic service delivery, and policies/regulations that constitute the necessary conditions for systemic change.

### Objective 4: Strengthened continental, regional, and government multi-sectoral coordination and mutual accountability in the agriculture sector

The centrality and significance of government and continental bodies in setting the agenda for and driving sustainable transformation cannot be overstated. AGRA's continental, regional and government engagement will take the form of high level engagement with senior leadership to support strategic planning, resource mobilization for bankable investment plans and better sector coordination.

AGRA will establish itself as a thought partner based on analytical capability and a delivery partner who can show results on the ground through downstream delivery interventions. At continental level, AGRA will work with partners such as the AUC and NEPAD to support achievement of CAADP goals through support to countries for strategic planning through the NAIP refresh process and accountability through the biennial review.

At a country level AGRA will not only support the planning process but will also work with and through major multilateral and bilateral funding mechanisms e.g., TAAT, ISDB and others to unlock maximum investments into 'investment ready' countries. Through country engagement, AGRA will build government capacity to secure and execute on these funding mechanisms. Where the opportunity exists and AGRA has a comparative advantage, AGRA will provide support to government to design delivery and leadership of large projects when funding is granted.

## Funding

Over its history, AGRA has made more than 600 grants and disbursed more than \$500 million. Under its new strategy, AGRA will make fewer, larger, more integrated grants, while providing more support for grantees and their partners.

AGRA has put together detailed plans based on the conditions on the ground in our target countries, so while the goal is the same for each country, the strategy is tailored, as is the budget. Where AGRA is making intensive investments to build up the basic agricultural infrastructure, the budget ranges from \$23 million to \$38 million per country over the life of the strategy.

Where AGRA aims to accelerate a transformation in progress, the budget is \$14 or \$15 million per country.

For maintaining the pipeline of solutions to be deployed across Africa, the budget is \$68 million. The total funding over the next 5 years is \$500 million. Ninety percent of this is dedicated to program and delivery costs.

Of course, AGRA works within a much larger ecosystem, and our goal is only to help align resources to the greatest effect. Estimates suggest that an \$11 billion investment is needed every year simply to expand African agricultural output sufficiently, and that doesn't include post-harvest improvements.

AGRA's five-year budget, while a significant sum in itself, amounts to a tiny fraction of what African agriculture needs. That is why the strategy AGRA created with its partners depends on those partners, including governments, donors, and agribusinesses, and financial institutions that will invest considerable resources in agriculture and smallholders whose investments in their own farms will make them sustainable businesses.

Ultimately, it is the funding AGRA's partners provide that will fuel a smallholderfarmer-centered, African-led, partnership-driven agriculture.

## The tipping point as an exit strategy

Agricultural development has a discrete endpoint, because properly functioning agriculture is a business that generates profits. The level of subsidy necessary now is geared toward eliminating the need for future subsidy altogether: once smallholder agriculture reaches a tipping point, it will can sustain itself. This is critical to the organization's exit strategy.

AGRA focuses on tipping points at three levels.

The first comes at the level of the individual farmer, when her yields and market access have increased enough to earn her a profit—a profit she can then invest into improvements on her farm. At this point, she is no longer a subsistence farmer; she is a businessperson. Of course, this point varies by crop and region, but a yield of 3 metric tons per MT/hectare in maize, for example, is enough to create a self-sustaining farm that invests in inputs year after year. Once she reaches this yield volume, a maize farmer should be able to operate a profitable business without subsidy, and she often wants to see how she can do even more.

The second tipping point works at the level of the system. When there are enough farmers in a given area with enough income to buy improved seeds and fertilizer, enough surplus to require postharvest storage, and enough interest in accessing credit, then there is also a market strong enough for entrepreneurs to thrive without subsidy.

AGRA predicts that these two tipping points can be achieved or nearly achieved in several of its target countries during the five years of the 2017- 2021 strategy .

The third tipping point, the national or regional, is a 10- or 20-year proposition. It arrives when productivity is high enough, and market opportunities ample enough, that some farmers start leaving primary production for other businesses related to food processing—and, eventually, businesses completely separate from agriculture—to serve the expanding needs of an increasingly prosperous population. At this point, agriculture becomes the key to broader economic development, as nearly every developed country has

shown in its path to improving its citizens' lives: agriculture's contribution to GDP is optimized, the proportion of workers in the sector falls, and agriculture's contribution to GDP per worker increases.

In the last decade, the share of the African labor force in smallholder agriculture has declined significantly; Africa is on its way to this tipping point as well.

## Monitoring and Evaluation

To ensure that AGRA is achieving its goals, the organization has implemented a rigorous monitoring and evaluation (M&E) plan that focuses on three goals:

- To inform AGRA's management decisions with real-time data.
- To evaluate AGRA's impact at four levels: the farmer level, systems level, national level, and strategic level.
- To add to the knowledge of what works in agricultural development by capturing successes and failures. AGRA realizes that it success will not be determined by how well plans are laid and how well programs and grants are designed, but by how well AGRA and its partners manage for results. It will be continually tracking progress and learning lessons so that every dollar invested into the organization and complementing its efforts are used as efficiently and effectively as possible for transformation.

### Bukina Faso

AGRA will catalyze a market-led agricultural transformation to address the issues of low farmer productivity and low incomes. AGRA will follow an integrated approach for interventions focusing on increasing farmers' access to quality inputs and reducing post-harvest losses while advocating for an enabling policy environment.

In line with the Government's priorities as defined in the "Programme National du Secteur Rural" or PNSR, AGRA will focus on four crops – white sorghum, maize, rice and cowpeas – in five regions. AGRA will target approximately 1.3 million farmers in the five regions of Centre-Est, Centre-Ouest, Boucle du Mouhoun, Hauts-Bassins and Cascades.

### Ghana

The Ghanaian government is committed to agriculture, having recently met the Maputo target of 10% total government expenditures for agriculture investments.

AGRA continues to be a critical supporter of the private sector seed supply in the country.

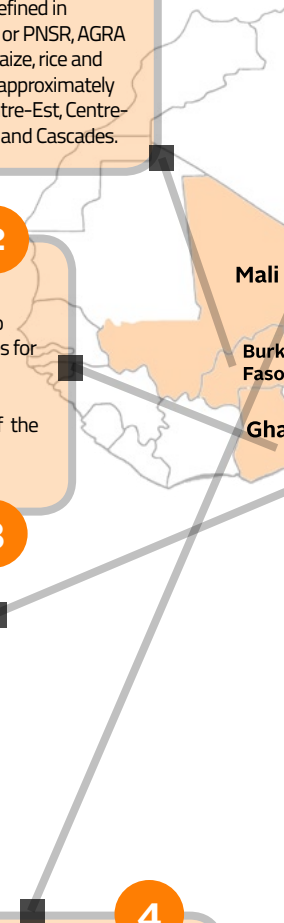
### Nigeria

New AGRA strategy focuses on how the Alliance can utilize its asset base of technologies, capabilities, in-depth knowledge, experience and networks to connect private and public sector investments with smallholder farmers in mutually beneficial partnerships. AGRA's goal is to unlock the economic potential of Nigerian agriculture and ensure sustainability and scaling up of agricultural transformation over time.

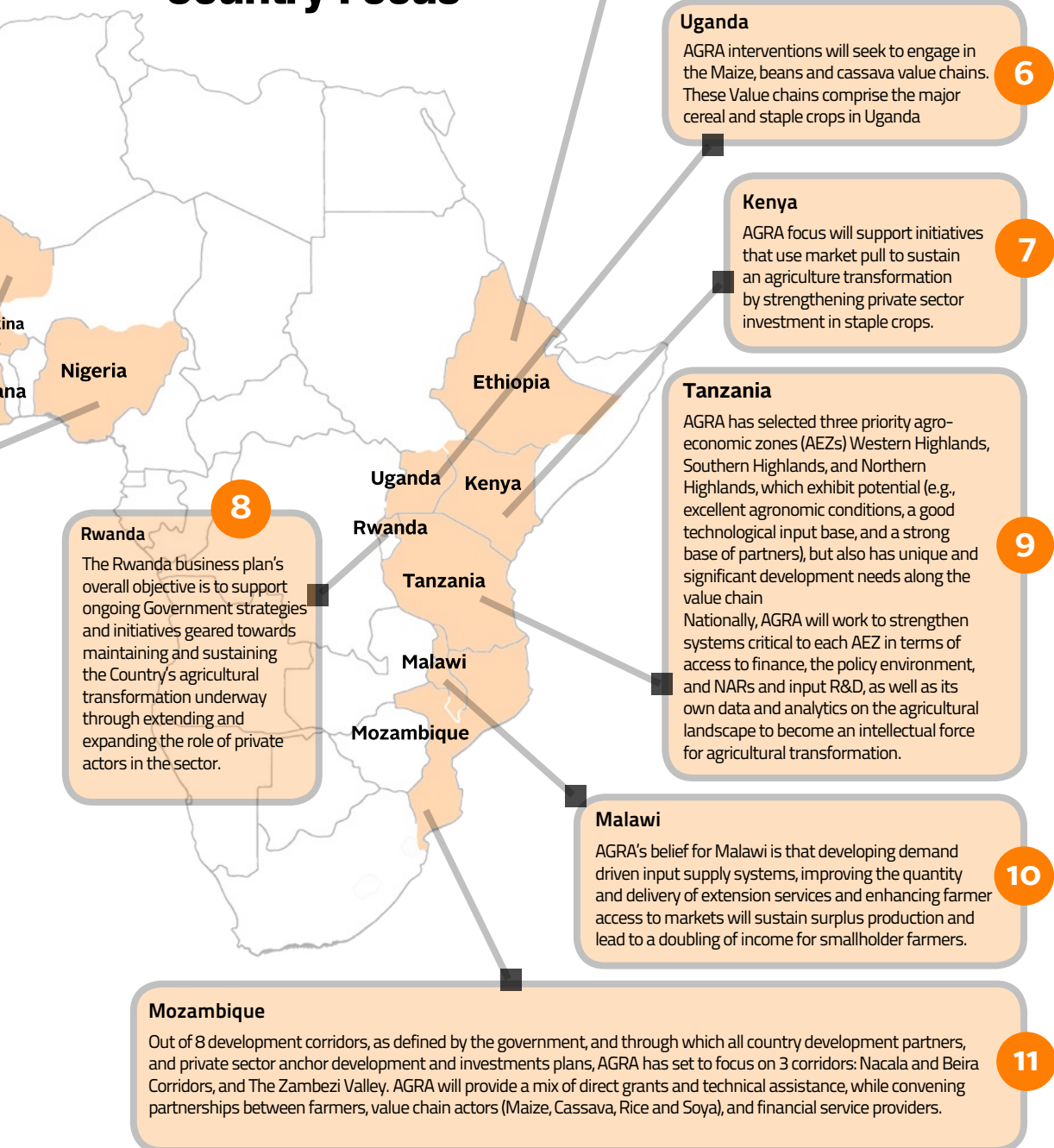
### Mali

Malian leadership has demonstrated a commitment to agricultural transformation through by allocating ~16% of the national budget to agriculture since 2008.

Millet, sorghum, maize, and rice are the basic staple crops produced across breadbasket regions. 90% of Malian farmers produce these grains for subsistence. Despite their importance, the average overall yield for these crops is just 70% of the potential.



# AGRA's Country Focus



**AGRA is an alliance and together with our partners, we are putting the smallholder farmer at the center of the continent's growing economy by transforming agriculture from a solitary struggle to survive into farming as a business that thrives.**

AGRA by design has attracted the largest collection of agricultural technical experts on the continent, with areas of specialization extending the full length of the value chain, from developing and delivering seeds, fertilizers, and agronomic best practices, to connecting farmers with markets.

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

Ultimately, we serve as a bridge between problems and solutions. AGRA is now pitted to be a leading and influential catalyst for agricultural transformation in Africa. AGRA and its complement of partners now has the knowledge and the tools to catalyze this necessary change.

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

By delivering a comprehensive package of solutions that are sensitive to the realities of smallholders' lives, AGRA is helping a targeted set of farmers usher in the rapid advances that have so far eluded African agriculture.

## **AGRA's Partners are at the centre of what we do.**

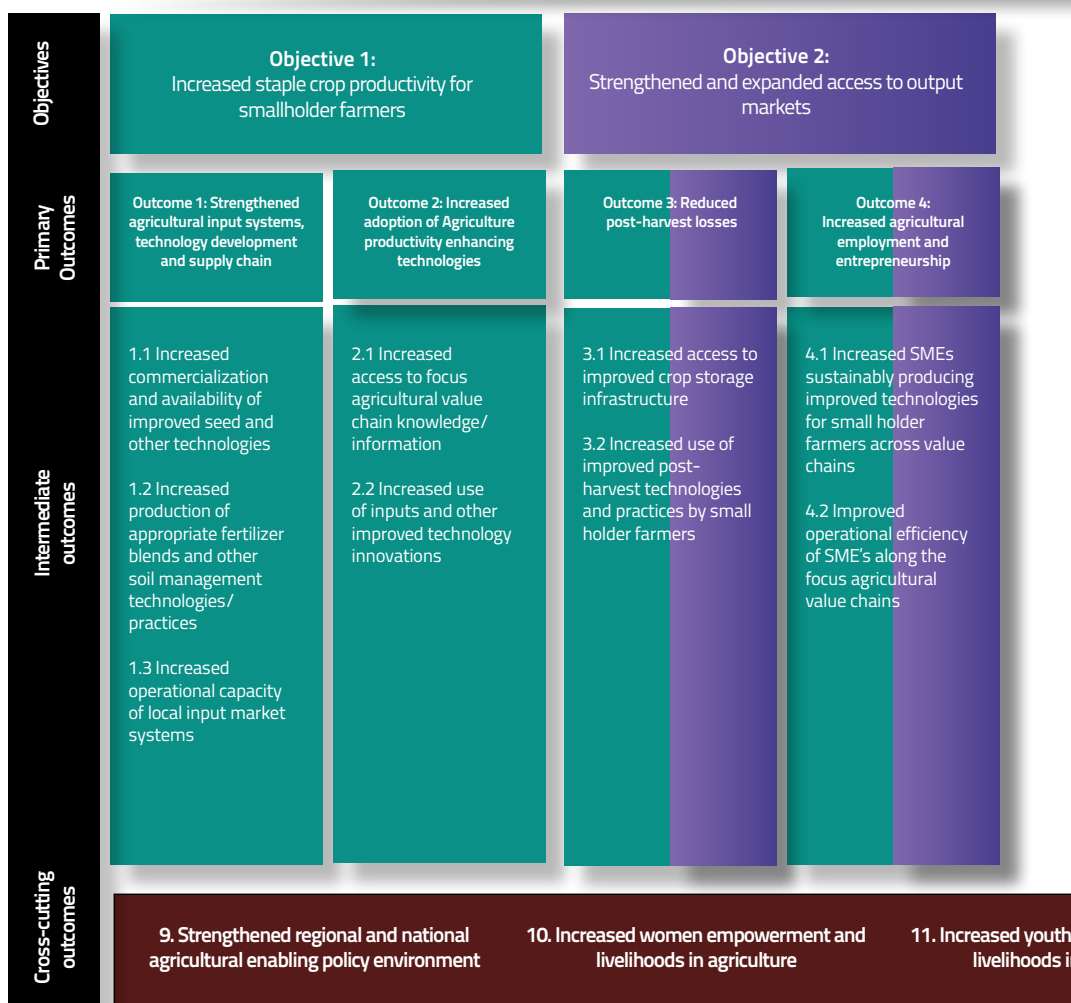




# AGRA's Results Framework

Sustainable Development Goals (SDGs)

Goal: Catalyze and Sustain an Inclusive Agricultural Transform



Comprehensive Africa Agriculture Development  
Programme (CAADP)

...nation in Africa to increase incomes and improve food security

**Objective 3:**

Increased capacity of small holder farming households and agricultural systems to better prepare for and adapt to shocks and stresses

**Objective 4:**

Strengthened continental, regional and government multi-sectoral coordination, and mutual accountability in the agricultural sector

**Outcome 5:**  
Increased use of  
structured markets

**Outcome 6:** Strengthened  
and expanded business  
development, financial  
and risk management  
services in agriculture

**Outcome 7:**  
Reduced impact of  
agricultural volatility

**Outcome 8:** Strengthened  
national and regional level  
agriculture sector system  
functioning

5.1 Expanded access  
to structured markets  
for value chain actors

5.2 Increased quality  
of produce by small  
holder farmers

5.3 Increased capacity  
of SMEs and FOs  
to meet market  
requirements

5.4 Reduced  
transaction costs for  
actors within focus  
value chains

5.5 Increased  
transparency of  
markets

6.1 Increased supply of  
sustainable financial  
services

6.2 Increased demand  
for financial services in  
focus value chains

7.1 Increased use  
at scale of climate  
smart agricultural  
technologies and  
practices

7.2 Increased use of  
early warning systems  
and other absorptive  
technologies

8.1 Improved planning,  
coordination, execution  
and performance  
of government  
agriculture programs

8.2 Increased funding  
from donors, public  
and private sectors  
in priority areas of  
agriculture

8.3 Increased mutual  
accountability in the  
agriculture sector

empowerment and  
in agriculture

12. Strengthened capacity for farmers and  
other focus agricultural value chain actors

13. Strengthened Public and Private  
Partnerships in agriculture





“  
Less than two decades ago, 70 percent of Africans had never heard a telephone ringing, let alone use it. Today 70 percent have a telephone. How do we take inspiration from such a revolution, making it happen also for food security and nutrition and increasing the prosperity of our continent?”

**Strive Masiyiwa, Chairman, AGRA**



**Alliance for a Green Revolution in Africa (AGRA)**

Head Office, West End Towers, 4th Floor, Kanjata Road.  
P.O. Box 66773 - 00800, Nairobi, Kenya.  
Tel: +254 (20) 3675 000, +254 703 033 000

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