A photograph of a man and a woman in a lush green cornfield. The man, on the right, is smiling broadly and holding up a stalk of corn. The woman, on the left, is also smiling and looking towards the man. They are surrounded by tall corn plants with green leaves and developing ears. The background is a dense field of similar plants.

AGRA in 2009

Engaging Globally,
Working Locally

Alliance
for a Green Revolution
in Africa

AGRA Board of Directors (2009)



Seated left to right: Strive Masiyiwa, Judith Rodin, Kofi A Annan, Sylvia M Mathews, Mohamed Ibrahim, Moise C Mensah. Standing left to right: Monty Jones, Rudy Rabbinge, Roy Steiner

Kofi Annan, Chair of the Board; Former Secretary General to the United Nations

Moise C Mensah, Chair of the Nominations and Governance Committee; High Commissioner for Consultative Governance, Benin

Monty Jones, Chair of the Grants Review Committee; Executive Secretary of the Forum for Agricultural Research in Africa (FARA)

Judith Rodin, Co-Chair of the Audit and Outcomes Committee; President, Rockefeller Foundation

Sylvia Mathews Burwell, Co-Chair of the Audit and Outcomes Committee; President of Global Development, Bill & Melinda Gates Foundation

Strive Masiyiwa, Chair of the Finance, Budget and Compensation Committee; Chairman and Chief Executive Officer of Econet Wireless International

Roy Steiner, Chair of the Programs and Policy Committee; Deputy Director of Global Development, Bill & Melinda Gates Foundation (appointed June 2009)

Rudy Rabbinge, Board Member; Professor, Wageningen University, The Netherlands

Mohamed Ibrahim, Board Member; Founder of Celtel, Founder and Board Member of the Mo Ibrahim Foundation

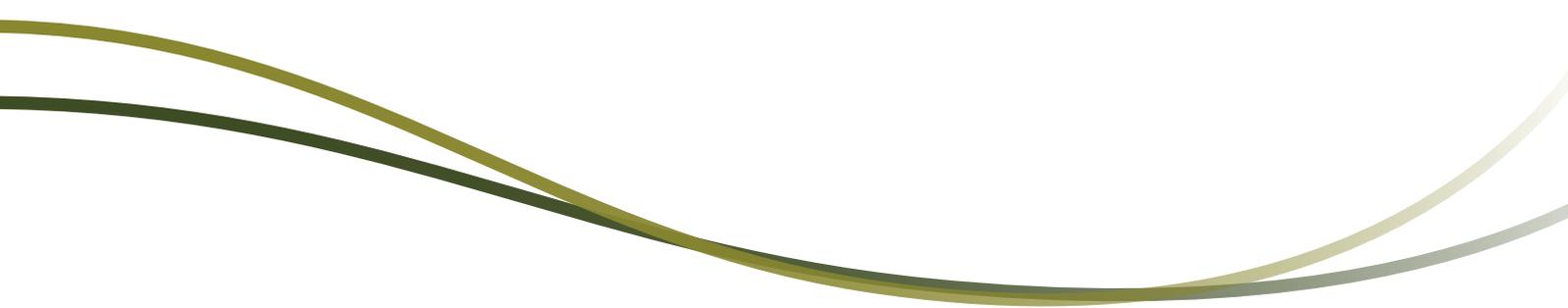
Rajiv Shah, Former Director for Agricultural Development, Bill & Melinda Gates Foundation (resigned May 2009)

Mamphela Ramphela, Executive Chairperson, Circle Capital Ventures (resigned November 2009)

Richard Boadi, Secretary to the Board (appointed May 2009)

AGRA in 2009

Engaging Globally, Working Locally



Alliance
for a Green Revolution
in Africa

“An African strategy that increases the productivity of smallholder farmers is crucial to reaching our goal of 6% annual agricultural growth. Working with AGRA will help speed the attainment of African food security and prosperity.”

Dr Ibrahim Mayaki,
Chief Executive Officer of NEPAD

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Message from the Board Chair

The past year saw a significant improvement in global food security, thanks to record grain harvests and a continued replenishment of global food stocks. Yet movement towards food security at the global level is a poor indicator of progress in different parts of the world. Sadly, in Africa hunger has never been worse. Some 300 million Africans now lack enough food each day, and food prices in most of sub-Saharan countries are higher than a year ago.

Despite a recent reawakening to the importance of agriculture in development, food security in Africa remains a goal – and an elusive one at that. Achieving this goal requires a uniquely African Green Revolution, one that puts smallholder farmers at the heart of the development agenda, promotes change at each step in the agricultural value chain, and emphasizes equity and protection of Africa's biodiversity and other natural resources.

Given the magnitude of Africa's food crisis and the human misery it causes, our Green Revolution must come quickly. The challenge we face today is no less severe than that faced in Asia in the 1960s and 1970s, when Dr Norman

Borlaug brought science-based agriculture to the subcontinent. Celebrated as the “Father of the Green Revolution in Asia”, he worked tirelessly until his death in 2009 to bring similar benefits to Africa. Unfortunately, his work here remains unfinished, but he serves as an inspiration to what can be accomplished when smallholder farmers work with the tools of modern agriculture – robust, high-yielding seed; practical integrated soil fertility management practices; sound water management; affordable credit; and efficient markets. Dr Borlaug will be sorely missed, and his passing serves to remind us of the job left undone, and the urgency of the challenges ahead.

A New Strategy for a New Decade

Africa's continuing battle to achieve food security is at the root of AGRA's new 10-year strategy. It took more than a year of extensive consultation with partners and stakeholders throughout the African and international agricultural development community to produce our new strategy, but the results have been worth the wait. The Board approved the strategy in March 2009 and tasked management with its implementation, beginning with a thoughtful and structured process of engagement with existing partners, with potential new allies, and with leaders at the national and local level in our target countries.

The strategy development process added clarity to AGRA's agenda, and produced a consensus that the organization must focus its activities and resources where they will make the biggest difference – in Africa's high-potential “breadbasket” areas. These are large areas of land with relatively good soil, dependable rainfall, a basic rural infrastructure already in place (including markets), and energetic smallholder farmers eager to improve their lives and livelihoods.



AGRA Chairman Kofi A. Annan visiting the Crop Research Institute in Kumasi, Ghana, where he could see first hand the progress being made towards increasing crop yields.

Partnering for Action: NEPAD and AGRA Formally Join Forces

In November 2009, the New Partnership for Africa's Development (NEPAD) and AGRA signed an historic agreement to work together on national and regional agricultural development initiatives across Africa. The two African-led organizations recognize that to achieve food security and spur economic development, African countries need to substantially raise the productivity, incomes and sustainability of millions of smallholder farmers.



NEPAD has mobilized political support among African governments to invest in agriculture. It works through the Comprehensive Africa Agriculture Development Program

(CAADP), which was endorsed by the African Union in 2003. Signatory countries to CAADP pledge to devote at least 10% of their national budgets to agriculture, in pursuit of 6% annual agricultural growth.

For its part, AGRA's integrated seed, soil health, markets and policy programs will help implement CAADP on the ground, starting with high-potential breadbasket areas with relatively good soil, rainfall, infrastructure and large numbers of smallholder farmers.

Specifically, NEPAD and AGRA will work together to:

- Achieve CAADP targets through country-specific roundtable processes that plan strategic investments in agriculture;
- Engage parliaments to mobilize investments in agriculture and implement policies supportive to smallholder farmers;
- Enhance scientific, technical and policy support regarding seed supply systems, land and soil management, and markets and trade, as well as build the capacity of Africa's public and private institutions involved in agriculture;
- Strengthen the policy-making capacity of African governments and institutions;
- Rapidly develop Africa's breadbasket areas, working across the entire agricultural value chain; and
- Work together with civil society and farmers' organizations that are striving to move smallholders from subsistence farming towards commercial agriculture.

The partnership between AGRA and NEPAD – both of which have deep African roots and broad global support – opens a new chapter in African agricultural development.

Initially, AGRA will focus on breadbasket areas in Ghana, Mali, Mozambique and Tanzania – four countries with a clear commitment to supporting smallholder-based agricultural development. At the same time, we will work with other target countries to carefully prepare the ground for future progress.

To develop Africa's breadbaskets requires a comprehensive and highly integrated approach, with all AGRA programs working towards the goals and objectives we share with our many partners. Our new strategy rests on an abiding belief that the whole truly can be greater than the sum of its parts, and that by working together AGRA's programs can achieve far more than is possible working alone.

The key to developing the breadbaskets in AGRA's target countries is improving the productivity, profitability and sustainability of the millions of smallholder farmers who live there. More than 70% of these small producers are women, who together grow most of Africa's food – and with very little support of the kind taken for granted by farmers in developed countries. Our new strategy reflects these realities, and AGRA is working with its partners to develop innovative ways to provide support tailored to the specific needs of women farmers.

Adapting to Climate Change

One of the gender-neutral challenges faced by all African smallholders is climate change. It is predicted that climate change will put up to 250 million people in the semiarid Sahel at increased risk of droughts, while further south a growing incidence of floods is expected. Africa contributes less than 3% of global greenhouse gas emissions – compared to about 40% from the G8 countries – yet it stands to bear the brunt of the economic, human and social consequences of climate change.

As AGRA and its national and international partners move to raise the productivity of Africa's

smallholders, we must do so with an eye on helping farmers adapt to changing agro-ecological environments. Such adaptation must occur in a number of ways, including changing farmer production practices, market-related innovations, and technological and policy improvements. New drought tolerant crop varieties will be needed in some areas, while in other locations the need will be for varieties that can remain productive in waterlogged soils. But in addition to breeding robust new varieties, we need to look across the agricultural value chain and put in place an integrated set of innovations – from better access to affordable credit and weather-indexed crop insurance, to improved crop storage and access to local and regional markets. And beyond that, policymakers should create incentives for African farmers to avoid additional deforestation by intensifying production on existing farmlands, using environmentally sound land use practices that can also capture and sequester carbon.

Ingredients of an African Green Revolution

Achieving an African Green Revolution requires good governance, policy action on fair trade rules, and improved support for smallholder farmers. Increased government investment in roads and infrastructure is also critical, as is increased investment in agriculture by Africa's commercial banks complemented by substantial international financial flows. At the 2009 meeting of the G8, the world's wealthiest countries committed to raising US\$ 20 billion over three years to promote food security and agricultural development in Africa. They also recognized the need to align investments with national-level plans and priorities, particularly through coordination with the Comprehensive Africa Agriculture Development Programme (CAADP). Most African governments have united behind this framework, which commits them to dedicating 10% of their national budgets to agriculture, with the goal of achieving a 6%

annual agricultural growth rate. In 2009, AGRA formally joined forces with the African Union's New Partnership for Africa's Development (NEPAD) to facilitate the realization of CAADP's investment targets (see Box, p. vi).

Towards Unity of Purpose

AGRA's programs and partnerships work toward one main goal: achieving a food-secure and prosperous Africa. Since our founding, we have grown from one program focused on improving Africa's seed systems to four increasingly integrated programs in seeds, soils, market access and policy, as well as a crosscutting initiative on innovative finance for African agriculture.

Today we are working with our partners to catalyze an African Green Revolution that promotes equity, protects the environment, and promotes change across the agricultural value chain. Our new strategy calls for focusing our resources where they will have their greatest impact – in Africa's high-potential breadbasket areas. And it puts Africa's agricultural development where it belongs, at the center of the continent's response to the global food and financial crises.

As in the Asian Green Revolution, science and technology must serve the needs of millions of African smallholder farmers, but in ways that fit our distinctive circumstances. AGRA is working with a rapidly growing number of partners to bring about a uniquely African Green Revolution and unleash the continent's agricultural potential. Success depends on working together towards this shared vision, and we welcome all those who wish to help create a food-secure and prosperous Africa, as well as a more just and food-secure world.



Kofi A. Annan, *Chairman*



BOSMA STORES
MADE IN GOOD TASTE

BOSMA SHOP

LIDO
SAPU
HUMAN FOOD
STORE IN
COOL DRY PLACE
AWAY FROM ANY
CONTAMINATION

Message from the President

More than any other sector, agriculture serves as an engine of economic growth in Africa. Unfortunately, decades of neglect have left this engine in a state of disrepair. Yet we are now witnessing the beginnings of an agricultural renaissance in many African countries, an awakening that holds the potential for giving Africa the greatest advantages it can possibly hope for – a food-secure people, and increased personal and national incomes that can be wisely invested to achieve future growth and sustainable development.

Smallholder farmers, most of whom are women, dominate our agricultural landscape. They are the fundamental force that drives our agricultural engine of growth. AGRA's job is to help empower them, to bring them the fruits of agricultural research and development – better seeds, better agronomy, better markets, and better policies. In a nutshell, these are the main ingredients needed to spark the African Green Revolution AGRA and its partners are working to achieve. Such a revolution can rapidly and sustainably increase the productivity and profitability of millions of smallholder farmers and the many small-to-medium sized agribusinesses that serve them. Success will lead to African food security and prosperity, and it will contribute to a more food-secure and environmentally sustainable world.

Engaging Globally, Working Locally

AGRA's approach is comprehensive, increasingly integrated, and becoming ever more focused. We are engaging with a rapidly growing number of partners and stakeholders at the global level, and working locally to transform national agricultural systems into the highly efficient and productive mechanisms they can become for driving economic growth, providing food security, and protecting the environment.



Dr. Namanga Ngongi, AGRA's President, visiting St. Benedict's Secondary School in Embu, Kenya, where Africa Harvest (an AGRA grantee), has introduced improved maize and banana production techniques.

In 2009, with the approval of our new 10-year strategy, our programs in seeds, soils, market access, policy and partnerships and innovative finance began a conscious effort to transition from a legacy of independent operation to working more closely with each other to trigger needed changes across the agricultural value chain. This growing collaboration within AGRA is another vital ingredient for catalyzing Africa's Green Revolution.

Towards Implementing Our New Strategy

One of our main achievements during the year was putting a new overall strategy in place, one that builds on our past successes and refocuses our energies and resources where they can do the most good. AGRA's definition of success, its mission and its strategic objectives remain essentially unchanged from those we embraced at our inception in late 2006 (see Box, p. 16), but the organization's mode of operation and allocation of resources is changing, and in ways that reflect a strong consensus and shared vision among our partners and key stakeholders.

Progress in AGRA's West Africa Office

AGRA's West Africa Office in Accra, Ghana, began operations in September 2007. The Office has played an essential role in extending AGRA's reach in the region, identifying opportunities to invest in improving seed systems, soil health, markets and the prevailing policy environment. Initial focus was on PASS-related activities – developing agro-dealer enterprises, strengthening private seed companies, and supporting crop improvement work.

In 2009, three soils specialists joined the Accra team and began work aimed at strengthening the fertilizer industry, promoting soil health training, and seeking ways to improve soil health research and extension. The combined efforts of the Accra Office staff have led to a number of achievements. Here are a few of the highlights:

Strengthening agro-dealer networks – A total of 2,382 agro-dealers in Ghana, Mali and Nigeria were trained in business management practices, and over 3,000 participated in various technical training programs. Over 1,000 of the agro-dealers that were trained received certification by the national regulatory authorities. AGRA-supported agro-dealers established over 400 field demonstrations, and sold more than 15,000 mt of improved seed and 118,000 mt of fertilizers in 2009.

Seed production – A total of 13 seed production grants have been made in West Africa (mainly to public-sector seed organizations), and about 4,000 metric tons of additional new seed has been produced as a result. Potential private sector partners in several countries were engaged in exploratory discussions about how they can contribute to the overall goal of establishing an effective

private seed sector in the region. The focus of AGRA's investments has been in the areas of business development and the technical aspects of seed processing and production.

Breeding improved varieties – A total of 17 breeding grants have been made in 5 West African countries, focused on producing better varieties of cassava, cowpea, groundnut, maize, millet, rice and sorghum. Farmer participatory breeding methods are used to ensure that selections suit the needs of local farmers. Eight new rice varieties are being recommended for release in 2010, and significant progress with improving a number of other crops was reported in 2009. Moreover, 18 PhD plant breeding students are enrolled at the West African Center for Crop Improvement (University of Ghana). Thirty MSc students are also being supported by AGRA at three universities in Ghana and Nigeria.

Improving fertilizer use – A proven fertilizer application technique called micro-dosing involves spot placement of small doses of fertilizer rather than broadcasting it all over the field. In 2009, AGRA supported Burkina Faso, Mali and Niger (with technical back-stopping from ICRISAT) to scale up fertilizer micro-dosing to nearly 300,000 smallholders farming at least 150,000 hectares.

Strengthening markets – Improving market access in the region is also a high priority activity, and is currently being done through efforts to improve credit and input supply channels, output markets, and effective monitoring and evaluation to provide a basis for pro-poor policy formulation and investments.

AGRA is shifting to a focus on assembling a critical mass of resources in places that hold the greatest promise of success – the “breadbasket” regions of Africa. With smart planning and investment, these areas can make their latent productive potential a reality. Innovative intervention can help the numerous smallholder farmers who live in these agro-ecological zones to capitalize on the relatively good rains, soils, and infrastructure that characterize a breadbasket area. Such zones can change from being areas of chronic food insecurity to productive breadbaskets bursting with Africa's staple food crops.

As but one example, the Southern Highlands of Tanzania, one of the country's breadbaskets,

produced a record maize harvest in 2008/2009.

This was critical to ensuring food security in a year of serious drought in a large part of the country.

The Minister of Agriculture attributed this success in part to Tanzania's partnership with AGRA, and a coordinated and comprehensive effort to increase the availability of fertilizers and good seeds, unlock affordable credit for agriculture, and open new markets for smallholder farmers.

Breadbasket development will rest on careful planning and determining which investments will be most effective in releasing their potential. In 2009 AGRA began to formally engage with governments and other stakeholders in four of its target countries – Ghana, Mali, Mozambique and Tanzania – to

identify their breadbasket areas and plan for their development. Under our new strategy, these four countries are considered to be the most ready for change. About 40% of our resources over the next 3 years will be invested in these “Portfolio 1” countries, and in 2012 AGRA’s Board and management will evaluate the effectiveness of our approach.

Progress within AGRA

While this formal process of engagement was underway in 2009, AGRA’s programs continued to register significant achievements (see AGRA Highlights, pp. 1–7). In the three years since our founding, we have supported the advanced studies of 137 crop scientists (74 MSc and 63 PhD students), and 100 students have graduated from an advanced program related to improving the skills of the next generation of African agricultural policymakers. Sixty-five new crop varieties developed by AGRA-sponsored plant breeders have been released for multiplication by private and public seed companies. Over 12,000 mt of certified seed have been produced, and nearly 7,000 small-scale agro-dealers have been strengthened through business management and technical training funded by AGRA and linked to financial institutions.

We have now made a total of 192 grants, worth just over US\$ 174 million across our seeds, soils, market access, and policy programs. As our internal collaboration progresses, a growing number of these grants is drawing on resources from more than one program. Our Soil Health Program has launched an aggressive effort to revitalize 6.3 million hectares of African farmland, and initiated country-level consortia of like-minded partners to help to implement and sustain impacts. And our Market Access Program is moving quickly to fund interventions designed to improve the effectiveness and efficiency of markets for Africa’s staple crops.

Our policy work has moved forward quickly as well, with additional funding for this work

received in 2009 from the Bill & Melinda Gates Foundation, and with on-the-ground support to Ghana and Tanzania to improve their seed policies. And as part of our innovative finance initiative, AGRA signed an agreement with Standard Bank Group that is expected to leverage some US\$ 100 million for agricultural entrepreneurs in Ghana, Mozambique, Tanzania and Uganda. Since the innovative finance work began in 2008, AGRA and its partners have established “risk-sharing funds” totaling US\$ 17 million, funds that are leveraging the availability of US\$ 160 million in more affordable loans from local commercial banks.

In 2009, we established several new formal partnerships aimed at furthering efforts to add momentum to Africa’s Green Revolution (see AGRA Highlights, pp. 1–7). Principal among them is our partnership with NEPAD, which will enable us to work together in creative ways to help facilitate achievement of agricultural investment and growth targets. AGRA is committed to a partnership mode of operation, and is constantly seeking new opportunities to work with public and private organizations that share its vision and goals for a food-secure and prosperous Africa.

By almost any standard, 2009 was an exceptional year for AGRA. With our new strategy firmly in place and a growing number of formal partnerships that extend our reach and multiply our effectiveness, we look forward to even greater success in the years ahead. Our programs will continue their efforts to bring about a uniquely African Green Revolution, and they will increasingly do so in collaborative and coordinated ways. It is said that “success breeds success” and AGRA will build on its past successes and lessons learned to help ensure a brighter future for all Africans.



Namanga Ngongi, *President*



AGRA Highlights for 2009

AGRA's third full year of operations produced significant progress on a number of fronts. While each individual program area has much to report, it is AGRA's rapidly coalescing internal integration and collaborative approach that made 2009 a banner year for the organization. The highlights presented here are organized by program area, but achieving cross-program synergies through joint action with a growing number of partners is a major management goal that underpins implementation of the AGRA strategy.

Program for Africa's Seed Systems (PASS)

In 2009, the effectiveness of the strategic approach being used by PASS to improve Africa's seed systems was reinforced by progress on the ground. The Program's approach entails investing in strengthening the whole seed value chain, right to the farmer's doorstep. It starts with supporting public sector research to develop improved staple crop varieties that fit Africa's diverse agro-ecological zones, and investing in educational programs that are producing the next generation of African plant breeders. Proven, newly released varieties feed into private sector seed companies, a growing number of which are being strengthened by Program investments, training and technical assistance. As improved seed is multiplied for commercial sale and distribution, these seed companies work with a rapidly growing contingent of private agro-dealers to deliver the new seed – along with needed fertilizers and other agro-chemicals – into the hands of hundreds of thousands of smallholder farmers. Highlights from 2009:

- The Program significantly ramped up its technical backstopping to local seed companies, and invested more heavily in the development of private agro-dealer enterprises (see 2009 Grants, pp. 32-36).
- It joined with Soil Health Program specialists to ensure the use of new legume crop varieties in integrated soil fertility management trials that more clearly demonstrate crop responses to different agronomic practices.
- Program staff worked with the Market Access Program to ensure farmers involved in Markets activities have access to higher yielding and higher quality crop varieties that will increase production and incomes.
- The Program also worked with the Policy and Partnerships staff to identify and begin to address “legacy policies” hindering seed production and distribution in high-priority countries.
- In 2009, 3 MSc and 6 PhD students funded by the Program completed their studies. It supported a total of 71 MSc and 62 PhD Fellows, hosted at 9 African universities. Twenty-five percent of the PhD students are women, as are a third of the MSc students.
- PASS made a total of 15 crop improvement grants during the year, and 47 new varieties were released for use by farmers. The Program directly sponsored 66,470 on-farm demonstrations, and participated in a number of demonstrations sponsored by the Soil Health Program. Over 500 farmer field days were conducted by PASS grantees to demonstrate the benefits of using improved seeds and better agronomic practices.
- Grants were made during the year to 8 additional small- and medium-sized seed companies, 5 seed-producing farmers' associations/cooperatives, and 3 public seed production organizations. This brought the total number of seed production grantees to 43 by the end of the year: 27 private companies, 8 associations/cooperatives, and 8 public seed producers.
- The greater emphasis given to technical backstopping of seed producers helped generate

Strengthening Africa's Agro-Dealer Networks

Africa's smallholder farmers living in remote areas are on the front lines of the continent's Green Revolution, but they are not alone. Thousands of small-scale agro-dealers are there with them, and these small farm supply retailers – most of whom are women – are becoming increasingly reliable partners in boosting yields of staple food crops.



A strong agro-dealer system is crucial to catalyzing an African Green Revolution because it is through these networks of local retailers that smallholders obtain the inputs they need (seed, soil nutrients and other agro-chemicals),

as well as information and knowledge about how to use them safely and efficiently. These same input retailers can also begin to serve a vital function as marketers of increased smallholder production.

In its new strategy, AGRA fully recognizes the importance and potential roles of agro-dealers and is investing significant resources in strengthening them. To date, it has invested US\$ 32.2 million to provide established agro-dealers with training, capital and credit, and has promoted government certification in several countries of agro-dealers that received such support. In Ghana, for example, the Ministry of Food and Agriculture, the Environmental Protection Agency of Ghana, and the International Fertilizer Development Center (IFDC) certified over 500 agro-dealers in 2009. This stamp of approval assures farmers that the retailers they are dealing with have the capacity to provide quality inputs and agronomic advice.

AGRA has already supported business management and technical training for over 5,000 agro-dealers in 8 countries, and it plans to fund training and other support activities that will strengthen at least 9,000 agro-dealers across Africa by the end of 2012.

Investments are also being made to expand the number of operational agro-dealers – identifying and nurturing new entrepreneurs as they establish retail farm supply outlets in areas that are underserved at present. AGRA is funding work to identify such areas and prepare Internet-accessible maps that show where gaps exist in market penetration. It is also supporting a growing number of agro-dealer associations that provide their members with current information about product prices, sources of supply, product performance, and the availability of credit.

an increase in the production of improved seed from 5,759 mt in 2008 to well over 8000 mt in 2009 – more than a 40% increase, but still far short of the approximately 500,000 mt that will be needed to support a true Green Revolution in Africa.

- Training support for agro-dealers was increased significantly throughout the year as well. An additional 2,370 individual dealerships were supported in 2009, bringing the total of AGRA-supported agro-dealers to 5,925 (see Box, page 2).
- The Program sponsored a 4-day conference in Bamako, Mali, which drew over 300 participants from across Africa, many of them PASS grantees who presented the results of their work and shared lessons learned.

Soil Health Program (SHP)

The first full year of SHP operations led to a number of significant accomplishments. The Program is organized into four sub-programs: Research, Extension, Training, and Fertilizer Supply, each of which makes highly targeted investments designed to achieve the overall Program goals and objectives (see AGRA in Perspective, p. 15). Highlights for the year:

- The AGRA Board approved the Soil Health business plan in March 2009, which enabled a very active staff recruitment effort that led to the assembly of an experienced and talented group of nine soil health professionals (in addition to the director).
- The Program worked with AGRA's Seeds and Market Access Programs to strengthen agro-dealers as input providers and as output marketers (see Box, p. 2).
- Together with Policy and Partnership staff, the Program began work aimed at identifying and overcoming existing policies that drive up the cost and reduce the availability of fertilizer to smallholder farmers.

“As Mozambique embarks on a 5-year strategy to revamp agriculture, AGRA’s support of our Green Revolution efforts – especially in the areas of soil fertility, improved seed, and credit – is greatly appreciated. We look forward to a strong and lasting partnership focused on improving the productivity of our High Potential Agricultural Zones.”

The Honorable Mr Soares B. Nhaca,
Minister of Agriculture, Mozambique

- As part of its fertilizer policy work, the Program joined with other AGRA programs and the African Development Bank to convene a ministerial-level meeting in Nairobi, Kenya, to address constraints to fertilizer availability in Eastern and Southern Africa and to move forward the establishment of an innovative Africa Fertilizer Financing Mechanism. This was done in collaboration with AfDB, which has established the Mechanism.
- A total of 36 Soil Health grants worth US\$ 36.4 million were made during the year. The bulk of this funding (58%) went to extension work that targets a total of 1.1 million farmers.
- Investments made to support the scaling up of fertilizer micro-dosing – a proven and practical agronomic practice – in three West African countries (Burkina Faso, Niger and Mali) produced significant initial results (on average a 3-fold increase in sorghum yields), as did investments to promote the liming of acidic soils and the use of legumes where appropriate.
- Good agronomy (including the benefits of using good seed) is being demonstrated to smallholder farmers in a rapidly growing number of field trials.
- Significant investments are being made in education and institutional capacity building in order to build an effective cadre of national-level soils specialists, technicians and laboratories using training institutions in Africa (see 2009 Grants, pp. 32–36).

Market Access Program (MAP)

The Market Access Program completed its first full year in 2009. A fundamental operational principle of the Program is that increased food security, higher incomes for smallholder farmers and stronger regional trade can be achieved through: 1) improved crop storage; 2) increased

aggregation of smallholder producers into farmers’ groups and associations (to reduce transaction costs); 3) the removal or reduction of barriers to markets related to poor infrastructure, a lack of timely and accurate market information, and limited access to financial resources; and 4) the development of alternative uses for staple crops.

The Program is actively seeking resources to support its efforts and achieve its ambitious goals for the next five years (see AGRA in Perspective, p. 15). The Program made notable headway in 2009:

- The AGRA Board approved the Market Access strategy in March, which led to development of the Program’s business plan (approved in December 2009).
- The Program made 14 grants with a total value of US\$ 12.3 million. Five of these are “continuation grants” based on previous Rockefeller investments to improve African markets for staple foods; nine are new grants, two of which involve co-funding with the Soil Health Program.
- Support provided to the NGO TechnoServe has so far helped in the formation of 15 banana and dairy associations in Uganda, involving more than 20,000 smallholder farmers. This aggregation helped more than 17,000 Ugandan banana farmers to more effectively market their produce. Sales in 2009 rose to US\$ 7.3 million, an increase of over 140%. About 3,000 dairy farmers are also members of the new associations, and they saw their milk revenues rise to about US\$ 650,000 in 2009, about a 50% increase.
- AGRA is partnering with the World Food Programme (WFP) to promote its Purchase for Progress (P4P) initiative in Africa, and Markets Program grants are supporting efforts to educate farmers on how to improve their access to P4P markets, including options for

improving the storage of their produce, the use and implications of binding trade contracts, and how to gain access to affordable finance and better market information.

- In 2009, a group of 86 widowed women farmers in Kenya sold about US\$ 34,000 worth of maize to P4P – a huge amount of money for these farmers – with the promise of future contracts worth even more. In addition, a Markets grant made in 2009 to the Cereal Growers Association in Kenya will ultimately link 38,000 smallholder farmers to the P4P initiative.
- Also in Kenya, Program support to the Kenya Agricultural Commodity Exchange (KACE) enabled an expansion of their SMS market information service from 5 to 20 different commodities during the last quarter of the year. During this period, some 83,000 “hits” (offers and bids) were recorded by the service, a notable increase, and for the year service transactions were valued at about US\$ 4.7 million. The work with Technoserve, P4P, and KACE comprise small but important initial steps towards the goals of the Program, and are indicative of what can be accomplished through scaling up with additional funding.

Policy and Partnerships (P&P)

Significant progress in 2009 by P&P was achieved in three major areas: 1) empowerment of national agricultural policy development; 2) innovative financing for smallholder farmers; and 3) the engagement of new partners in the pursuit of an African Green Revolution. Efforts in all three areas complement the technical interventions being made by PASS, SHP and MAP, and in 2009 P&P joined with these programs to identify and address policies that are limiting the effectiveness of seed systems, soil management, and markets in AGRA's Portfolio 1 countries. Highlights from 2009:

- In October, AGRA launched the Policy Advocacy Initiative – supported by a

US\$15 million grant from the Bill & Melinda Gates Foundation – to strengthen the ability of African governments to shape agricultural policies that provide comprehensive support to smallholder farmers. Five countries – Ethiopia, Ghana, Mali, Mozambique and Tanzania – provide the initial focus for the initiative.

- P&P has long invested in advanced policy education. As a part of that continuing effort, the Unit made a US\$ 1.5 million grant in support of the Collaborative Masters in Agricultural and Applied Economics program that draws students from 16 universities in 12 countries in Eastern and Southern Africa. Now in its fifth year, 93 students have graduated from this program and are working on policy development in their home countries.
- In the area of innovative financing – a cross-cutting initiative managed by P&P – AGRA and several key partners teamed up in 2009 with Africa's largest private financial institution, Standard Bank Group, to create a US\$ 100 million fund for financing Africa's smallholder farmers and the small-to-medium sized agricultural businesses that serve them. The fund will operate in Ghana, Mozambique, Tanzania and Uganda, and will become fully operational in early 2010.
- Significant progress was also achieved during the year with the Equity Bank initiative begun in 2008. About US\$ 13 million in smallholder loans have been disbursed, with an impressive repayment rate of 95%. Similarly, the National Microfinance Bank of Tanzania – AGRA's first innovative financing partnership – has now disbursed over US\$ 4.2 million to some 420 agro-dealers across the country.
- In 2009, AGRA partnered with Denmark's Danida-funded initiative in Ghana to encourage private Ghanaian banks to be more involved in supporting smallholder agriculture in the country, as well as building capacity of farmers and others along the agricultural value chain.



The Koptigei Widows Group in Kenya is one of the first beneficiaries of a three-year AGRA grant to the Cereal Growers Association. CGA works with such groups and the WFP's Purchase for Progress (P4P) initiative to help ensure smallholder farmers have better access to top-of-the-supply-chain buyers such as P4P. Here the Koptigei Widows Group celebrates the sale of 100 metric tons of maize to P4P. "I cannot believe we have just been issued with a bank transfer slip of Kenyan Shillings 2.45 million!" exclaims Lucy Chepngeno (center, red sweater), the Group's Treasurer.

- A number of new partnerships were established in 2009. Especially notable is the partnership established with NEPAD (see Box, p. vi). Additional new partnerships were formalized in 2009, including with WFP, the World Bank's International Finance Corporation (IFC), the Japan International Cooperation Agency (JICA), Columbia University's Earth Institute, the Standard Bank Group, the West Africa Seed Alliance (WASA), and the Association of European Parliamentarians with Africa (AWEPA).
- The SM&E strategy and implementation plan was developed and submitted to the Board for approval (expected in 2010);
- The Unit completed its staff recruitment process, and now has a total of six professional staff (the Director plus five Program Officers), as well as two support staff;
- Results-based M&E training was conducted with most of AGRA's staff and with 20 grantees;
- Baseline studies were initiated in 13 countries using 4 different consulting firms, and a methodology workshop was held in October 2009 to harmonize the approaches and instruments to be used;
- An independent, external mid-term review of PASS was initiated, with results expected by mid-2010;
- The Unit worked with AGRA programs to standardize the format of M&E sections to be included in all grant proposals, adding

Strategy, Monitoring and Evaluation Unit (SM&E)

Established in late 2008, AGRA's SM&E Unit pushed forward with important activities throughout 2009. Highlights include:

clarity on inputs, activities, outputs, outcomes, milestones, and the means of verifying progress; and

- Support was also given to the programs to help provide consistency in their work plans and budgets for 2010.

Internal Audit Unit (IA)

Also established in late 2008, AGRA's IA Unit had an active agenda for 2009. Major highlights for the year:

- The Unit developed a 3-year business and operational work plan, which was approved by the Board in March 2009;
- An organization-wide risk management review was undertaken on behalf of AGRA management;
- Support was provided in assessing 1) the management of operating funds at headquarters, 2) AGRA's overall financial management system, and 3) the procurement processes being used; and



Kenyan farmers living in the Kakamega area of Western Kenya thresh finger millet using traditional processing methods.

- Auditing services were also provided to PASS project management for some 20 different grantees.

Strategic Planning

With formal approval of AGRA's strategy by the Board in March 2009, the organization launched the complicated process of moving from planning towards implementation. In 2009, the focus was on engaging with a large number of key stakeholders in target countries and on promoting internal integration of program activities.

During its first two years, AGRA moved quickly on a number of fronts to build its programs and to capitalize on a growing momentum in African Agriculture (see AGRA in 2008). Its new strategy is meant to bring greater clarity and coherence to AGRA's work, and explicitly recognizes the need for unified, cross-program activities that will lead to greater operational impact. Moreover, the strategy calls for coalescing resources and partnership activities around selected breadbasket areas in a fewer number of priority countries – at least initially – where they can have the greatest impact and provide an important demonstration effect to encourage scaling up by other countries. AGRA's strategic approach is summarized in the following section of this Report (pp. 9–14).

Other Major Events

- In early January, AGRA joined with the International Center for Tropical Agriculture and the Bill & Melinda Gates Foundation to announce the launch of an innovative effort to produce the first ever detailed soil map for all 42 countries in Sub-Saharan Africa. The African Soil Information System (AfSIS) – which is initially focused on Kenya, Malawi, Mali, Nigeria and Tanzania – will combine the

latest soil science and technology with satellite imagery and on-the-ground verification to help provide better-integrated soil fertility management guidance to farmers;

- Later in January, AGRA formally established a 5-year partnership with the Earth Institute (Columbia University of New York, USA) aimed at delivering the best science, technologies and policies to sustainably improve the productivity of Africa's smallholder producers;
- A formal partnership was established in February with the World Bank's International Finance Corporation (IFC) to augment AGRA's innovative finance initiative. The specific focus of the partnership is on developing market-based incentives and tools to increase agricultural productivity, and to unlock credit for small-scale farmers and agribusiness across Sub-Saharan Africa;
- AGRA and AfDB convened a Ministerial-level meeting in Nairobi to further develop an innovative financing mechanism for making much needed fertilizer more readily available at affordable prices to smallholders in Eastern and Southern Africa. Over 40 participants (including 8 ministers) from 9 countries attended the March planning event, which focused on harmonizing various proposals that have been put forward for establishing an Africa Fertilizer Financing Mechanism;
- AGRA and the African Agricultural Capital (AAC) group launched the African Seed Investment Fund (ASIF) in early April. Over the next five years, ASIF will invest in at least 20 small- and medium-sized seed companies in Eastern and Southern Africa, paving the way for raising the productivity and incomes of some one million small farm households;
- A major international symposium sponsored by AGRA and the International Livestock Institute was held in Nairobi during May, and brought together 150 market specialists from across Africa and around the world. The symposium focused on generating specific recommendations for improving the efficiency and effectiveness of African agricultural markets, with an emphasis on improving access by smallholder farmers;
- AGRA and the Japan International Cooperation Agency (JICA) entered into a formal long-term partnership in early June aimed at sustaining efforts to double Africa's rice production by 2018, a goal that was announced a year earlier when JICA, NEPAD and AGRA together launched the Coalition for African Rice Development (CARD), whose Secretariat is hosted by AGRA;
- A major policy forum was held in June just before the World Economic Forum on Africa, convened in Cape Town, South Africa. AGRA joined with the African Monitor, the Forum for Former African Heads of State and Government and WFP (Southern Africa) to host the event, which focused on the need for developing "home grown", practical solutions to combating poverty and hunger in Sub-Saharan Africa;
- AGRA and the Association of European Parliamentarians for Africa (AWEPA) entered into a formal partnership in early October, aimed at supporting African parliamentarians as they promote policies to help smallholder farmers make the transition from subsistence to commercial, market-oriented agriculture; and
- AGRA entered into a new public/private partnership committed to raising the yields and incomes of smallholder farmers in West Africa by increasing their access to improved, locally adapted varieties of major food crops. The partnership is intended to significantly reinforce the effectiveness of the West African Seed Alliance (WASA), and involves commitments from AGRA, the African Seed Trade Association (AFSTA), the Economic Community of West African States (ECOWAS), and the United States Agency for International Development (USAID).



Engaging Globally, Working Locally

In March 2009, the AGRA Board approved the organization's strategy for catalyzing a uniquely African Green Revolution across the continent. Under development for about a year, this strategy embodies the outcomes of an extensive consultative process involving numerous stakeholders and partners. The starting point for that process was AGRA's original business plan, but the knowledge and experience gained by the organization and its partners during AGRA's first two years in operation weighed heavily in shaping the overall strategic approach to be taken, as well as many of the specific actions now being implemented.

Two central operating principles characterize AGRA's strategy. The first is that success requires the organization to be fully engaged at the global level, while at the same time working at the local level to effect substantive improvements all along the agricultural value chain. The second principle is that AGRA must work in an increasingly integrated way. The organization must identify and bring to fruition the potential synergies among its programs and initiatives in order to leverage its resources as much as possible – as well as the resources of its many development partners.

AGRA has set out to support the transformation of Africa's agricultural sector – the economic mainstay of the continent – and in so doing, improve the lives and livelihoods of millions of smallholder farmers. Underpinning this bold effort are AGRA's vision, mission, goals and strategic objectives, as well as the organization's basic core beliefs. AGRA embraced these founding principles when it was just getting started back in 2006, and they remain as relevant today and for the future as they were then (see Box, p. 16).

Activity Portfolios

AGRA realizes that it cannot do everything everywhere all at once. Instead the organization must focus resources and activities where it can have the greatest near- and longer-term impact. Different countries are at differing levels of readiness for change, and the organization's strategy recognizes this reality in terms of the kinds of investments it makes and the timeframe over which they are made. Thus, AGRA has established three distinct activity portfolios:

Portfolio One activities concentrate on change ready countries within their breadbasket areas. Breadbaskets are large geographic areas with sizeable concentrations of smallholder farmers, relatively good soils, and basic infrastructure already in place. Portfolio One (P1) countries also have policy environments that favor rapid improvements in agriculture. AGRA's P1 countries are Ghana, Mali, Mozambique and Tanzania, and about 40% of the organization's resources were allocated to these countries during 2009. This level of investment will continue through 2012, and activities and outcomes will be monitored closely to evaluate the potential for scaling up after 2012.

Portfolio Two activities are focused on laying the foundation for a Green Revolution in nine additional countries. The breadbasket areas that most of them have are generally less clearly defined and developed than in P1 countries, and hence less amenable to change. Still, in 2009 40% of AGRA's resources were allocated to P2 countries, and the plan is to continue laying the foundations for success. Work will focus on strengthening smallholder productivity, developing markets for staple crops, and improving the marketing capabilities of small-scale producers and agribusiness.



At a roadside market in Namialo, Mozambique, trader Antonio Marcos sells cassava flour to Catarina Calavete. Mozambique is one of four countries in which AGRA is investing to accelerate productivity gains in key breadbasket areas.

Portfolio Three activities involve coordinating regional initiatives and advocacy to establish a supportive environment, whether through developing policies or raising funds for rural roads and power lines. AGRA will allocate about 13% of its resources to this portfolio.

Work in all three portfolios is being implemented through AGRA's four programmatic areas: seed systems, soil health, market access, and policy and partnerships. In addition, the Innovative Financing Initiative begun in 2008 is opening up large amounts of previously untapped financial resources within Africa itself to help fund agricultural development work (see Box, *Unlocking Affordable Credit for African Agriculture*, p. 20). At the same time, AGRA's resource mobilization efforts are focused on attracting traditional sources

of bilateral and multilateral funding, as well as funding from private foundations and individuals that are increasingly attuned to the transformative potential of African agriculture.

In Order to Succeed

For a uniquely African Green Revolution to occur at national and regional levels on the continent, AGRA must work across its activity portfolios to put in place the basic elements for success:

- Higher-yielding, drought- and pest-resistant crop varieties that are well adapted to Africa's varied agro-ecological environments;
- Integrated soil fertility management technologies designed to overcome Africa's soil

fertility challenges and help ensure sustainable agricultural growth;

- More efficient and effective domestic and regional markets that are accessible to smallholder farmers;
- Information and knowledge management systems that facilitate farmer access to technologies and markets;
- Stronger national research and training institutions to better develop and disseminate technologies to farmers;
- Enabling policy environments that are supportive of smallholder market oriented agriculture;
- Close coordination with NEPAD to facilitate CAADP processes and achievement of agreed investment and growth targets, as well as the alignment of other donors and stakeholders;
- Significant public sector investments in agricultural research, extension, roads, irrigation, rural market infrastructure and energy; and
- Substantial international financial flows that complement national financing initiatives for agriculture.

Transforming Africa's agricultural sector will require investments all along the staple food value chain. The best science and technology is needed to improve smallholder productivity, and effective post-harvest processing and efficient markets are required to convert additional production into higher incomes for farmers. A lot of moving parts must mesh in the right places and at the right times across the agricultural system for Africa's Green Revolution to be set in motion.

Coordinated action will be needed among governments, civil society, private firms, farmers, scientists and agro-entrepreneurs. In the P1 countries, AGRA will work with governments to set up "transformation engines," groups that will identify needed technological, market and policy innovations; develop comprehensive national agricultural strategies; build detailed national investment plans; and establish national

Strengthening Agricultural Policy Making in Africa

In October 2009, AGRA launched a Policy Program – supported by a US\$15 million grant from the Bill & Melinda Gates Foundation – to strengthen the ability of African governments to shape agricultural policies that provide comprehensive support to smallholder farmers.

With an initial focus on five countries (Ethiopia, Ghana, Mali, Mozambique and Tanzania), the initiative will strengthen African agricultural policy-making capacity through training agricultural policy analysts, boosting policy think tanks, establishing data banks to support evidence-based policy development, and



coordinating the work of national policy hubs.

Africa's smallholder farmers badly need supportive agricultural policies. Decades of externally driven policies gutted public support for

agriculture and created a vacuum in Africa's agricultural policy development capacity.

The goal of the Initiative is not to set policy for African countries, but rather to empower national policy makers, and move beyond the realm of policy analysis into the domain of policy action. The main objectives of the Initiative include:

- Helping target countries to develop improved seed policies;
- Assisting in the development of policies that encourage the use of technologies for improving and sustaining soil health;
- Promoting the development of policies that will expand national and regional markets for staple food crops;
- Encouraging policies aimed at accelerating investments in sustainable soil, land, and water management technologies; and
- Working with policy makers to develop policies that enable smallholder farmers to more quickly and effectively adapt to agro-ecological challenges related to climate change.

To ensure that new policies benefit smallholders, the Initiative will strengthen farmers' policy advocacy platforms – with a special focus on women farmers – to help them gain full and equal access to land security, farm technologies, markets, finance, and extension services.

Key partners in the Initiative include the Economic Commission for Africa, African Development Bank, Africa Union-NEPAD, Regional Economic Communities, the African Economic Research Consortium, and the International Food Policy Research Institute.

“AGRA’s financial support and technical assistance to Mali are important complements to our own investments under the Project for Economic and Social Development, spearheaded by President Toumani. Together we will improve the livelihoods of 900,000 farm households by increasing the productivity and market linkages of smallholders growing staple foods.”

The Honorable Mr Aghatan Alhassane,
Minister of Agriculture, Mali

implementation teams. These teams will set plans, track progress and clear road-blocks. They will include national Green Revolution champions, cross-disciplinary experts, and respected leaders.

Monitoring and Evaluation

AGRA’s Monitoring and Evaluation (M&E) system is designed to collect, analyze, manage, and report on data and information that will be used to:

- Monitor progress towards outcomes;
- Improve the management of portfolios of grants;
- Facilitate the testing of key assumptions that underpin AGRA’s strategy, programs, and grants;
- Systematically capture lessons learned from successes and failures; and
- Evaluate how AGRA’s investments (and those of its partners) contribute to agricultural development in countries and in breadbasket areas, and to the improvement of the lives of smallholder farmers.

AGRA’s M&E system will ensure that appropriate data and information are routinely used to inform decisions and practices, for AGRA, its partners and its funders. The M&E system has been designed to fit the strategy framework, and is a critical component of AGRA’s approach to portfolio management. It is the organization’s main mechanism for providing accountability and learning in order to support continuous improvement.

Progress Through Partnerships

As an alliance, AGRA works in partnership with other key agricultural entities to achieve its mission. Considerable effort goes into developing and maintaining key, action-oriented partnerships.

The list of partners is long, and new ones are being added every year (see Highlights, pp. 1–7). Country-level consortia (in the area of soil health for instance) are emerging to assist with implementation at national and local levels.

AGRA’s network of partnerships has expanded rapidly since its inception in late 2006, but each addition is made only if it contributes in tangible ways to achieving an African Green Revolution. The organization works with its partners to finance and implement on-the-ground projects, disseminate new and existing technologies that improve smallholder productivity, spread relevant knowledge and information to all who need it, and incorporate a rich diversity of approaches into the work of the organization.

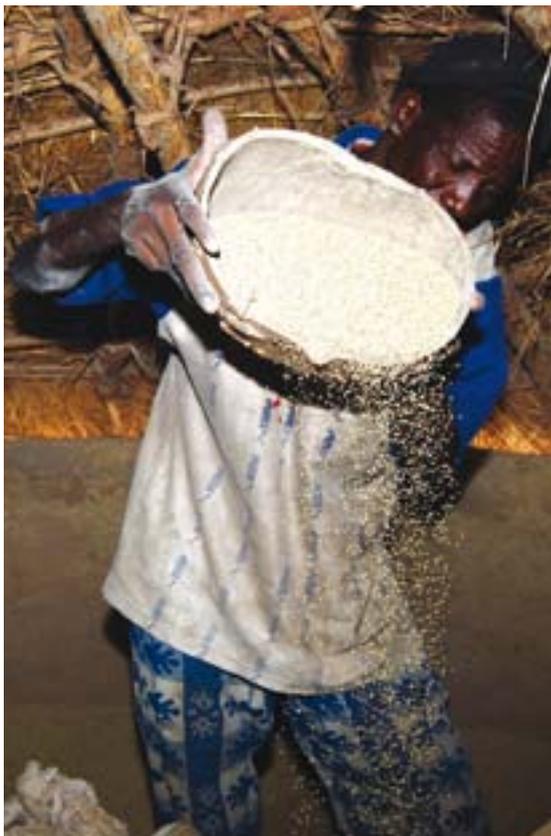
All four AGRA programs establish their own partnerships for practical reasons with individual stakeholders, and all join in on key institutional partnerships as part of the process of improving program integration and achieving cross-program synergies – a basic aim of the organization’s overall strategy.

Resource Mobilization

Raising funds in a variety of traditional and innovative ways is essential for the implementation of AGRA’s strategy. This work is part and parcel of the organization’s global engagement agenda, and is indispensable for implementing projects at the ground level. Plans without budgets – strategic or otherwise – remain just plans.

AGRA’s resource mobilization work is designed to obtain the financial resources needed to implement the organization’s activities, and to help develop the partnerships needed to fully implement its strategy. At the same time, AGRA is a forceful advocate of a wide range of investments needed to realize Africa’s Green Revolution.

AGRA has enjoyed generous initial support from The Rockefeller Foundation, the Bill & Melinda Gates Foundation, and the UK Department for International Development (DFID). However, the organization faces significant estimated funding gaps over the next five years, both for programmatic activities and for AGRA's operational needs (see AGRA in Perspective, p. 15). While achieving these funding targets will take time, progress is being made (see Highlights, pp. 1–7). Innovative Financing mechanisms are seen as an especially fertile area for mobilizing resources needed to achieve impact, and AGRA will strive to further diversify its funding base and increase its level of public and private



Thanks to increased yields and higher net income due to his association with AGRA-sponsored programs, this Malian farmer has been able to upgrade his traditional clay silo to one made of long-lasting concrete.

support, including from bilateral and multilateral sources, foundations and individuals.

Looking to the Future

AGRA has become a prominent player on the global development stage in a short period of time. Its distinguished Board of Directors has enabled much greater national and international visibility and access. And its institutional partnerships with major donors and agricultural development organizations often place AGRA in the middle of the action at major international conferences and inter-governmental symposia.

Creating a sustainable awareness of the need for a uniquely African Green Revolution is what motivates much of AGRA's global engagement agenda. As the world lurches from crisis to crisis, a constant effort is required on behalf of Africa's millions of smallholder farmers to drive home the vital and unrelenting need for the world and its leaders – both within Africa and well beyond its borders – to press forward with essential investments in agriculture across the continent. AGRA knows first hand what can be accomplished with relatively modest resources and a creative mindset, and it engages on almost a daily basis with other global actors to secure Africa's future.

At the same time, if impact is not achieved at national and local levels, then participation at the global level will be for naught. AGRA's technical programs for improving seed systems, soil health, African markets, and policies are working on the front lines of agricultural development. It is through their efforts to help hundreds of small grantees develop effective projects, providing technical backstopping where needed, that change happens. AGRA's short history is replete with examples of how small but highly targeted investments can change the lives of poor people, especially those living in rural areas. The challenge (and the opportunity) is to demonstrate and significantly scale up interventions that work.



AGRA in Perspective

AGRA's work is based on two fundamental ideas – that African agricultural problems require African solutions; and that Africa's Green Revolution must be driven by “home grown” technologies, by the widespread adoption of evidence-based enabling policies, and by Africa investing in its own future.

The challenge of catalyzing an agricultural transformation in Africa is beyond the reach of any one organization. Effective, value-adding partnerships are the only way to bring about the kind of changes needed. Thus, AGRA is partnering with a rapidly growing network of like-minded organizations. It is a true “Alliance” of public and private institutions and individuals who share the dream of increasing the productivity of smallholder agriculture in Africa, and in so doing increasing the incomes and food security of millions of the world's poorest people.

Having been in operation for only three full years, it is still too early to gauge AGRA's impact. It is, in fact, an organization not yet fully formed. Yet its efforts to strengthen the agricultural value chain in target countries are beginning to show significant results, and notable progress was made in 2009 towards AGRA's programmatic objectives (see Highlights, pp. 1–7). What follows here is an overview of how AGRA is organized, and how its different programs work together to achieve a shared mission.

AGRA's Programs and Initiatives

AGRA was established in late 2006 as an Africa-based and African-led institution that will lead to – in partnership with many others – a Green Revolution that will help ensure a more prosperous and food-secure future for the hundreds of millions of Africans now mired in hunger and poverty.

Four interrelated sets of AGRA activities have now been established – the Program for Africa's Seed Systems (PASS), the Soil Health Program (SHP), the Market Access Program (MAP), and Policy and Partnerships (P&P) – which together are addressing the critical leverage points for achieving a uniquely African Green Revolution:

- The accessibility and availability of higher yielding seed and related inputs for increasing smallholder production of staple food crops;
- Access to proven integrated soil fertility management practices that enrich and protect soils and enable farmers to achieve more of the genetic yield potential of improved seed;
- Greater participation in more efficient and effective local and regional markets, which will enable smallholders to translate their increased crop production into higher incomes;
- Access to the finance needed to improve farming activities and move from subsistence agriculture towards increasingly profitable and commercial farming enterprises; and
- More enlightened, evidence-based government policies that reduce or remove barriers to improving the productivity of Africa's smallholder producers.

Program for Africa's Seed Systems –

Formally launched in early 2007, PASS was AGRA's first major initiative. The goal of the Program is to promote the development of seed systems that deliver improved crop varieties to smallholder farmers in an efficient, equitable and sustainable manner. The Program focuses on supporting staple food crop genetic improvement and seed supply for Africa, and has four operational components:

- The Education for Africa Crop Improvement unit, which supports training for the next generation of crop breeders and agricultural scientists;

AGRA's Founding Principles

AGRA's new operational strategy rests on the organization's founding principles, as described in its original business plan:

Vision – A food-secure and prosperous Africa achieved through rapid, sustainable agricultural growth based on smallholder farmers who produce staple food crops.

Mission – To trigger a uniquely African Green Revolution that transforms agriculture into a highly productive, efficient, competitive and sustainable system to assure food security and lifts millions out of poverty.

Goals – To make good on its mission, AGRA is committed to achieving three overarching goals by 2020:

- Reduce food insecurity by 50% in at least 20 countries;
- Double the incomes of 20 million smallholder families; and
- Put at least 15 countries on track for attaining and sustaining a uniquely African Green Revolution.

Strategic Objectives – To achieve these goals, AGRA established six strategic objectives around which activities and investments are organized:

- 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.

Core Beliefs – AGRA's work rests on four key core beliefs about achieving a uniquely African Green Revolution and the organization's role in helping to make it happen:

- In order to have the greatest effect on reducing poverty, Africa's agricultural transformation should start with improving staple food crop productivity and focus on the role of women in farming systems.
- Transforming African agriculture depends on many things working in harmony across the entire agricultural system. Hence AGRA's efforts need to be comprehensive and fully integrated across its major programs, and it 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 expanding markets and income opportunities for smallholder farmers. Effective public/private partnerships are critical to transforming African agriculture.
- Africa's Green Revolution 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.

- The Fund for the Improvement and Adoption of African Crops, which supports breeding work to improve African crop varieties and their adoption by smallholder farmers;
- The Seed Production for Africa component, which strengthens private and public seed production and distribution channels; and
- The Agro-Dealer Development Program, which provides training and credit to establish and support the growth of small agro-dealers.

The Program's approach is to invest in strengthening the whole seed value chain. It starts with investing in educational programs that are

producing new, young African plant breeders, and supporting public sector research to develop more robust staple crop varieties that fit Africa's diverse agro-ecological zones. These improved varieties, once released for commercial use, feed into private sector seed companies, a number of which are beneficiaries of Program grants, training and technical assistance. As the new varieties are multiplied for commercial sale and distribution, these companies work with a rapidly growing contingent of private agro-dealers to deliver the seed – along with needed fertilizers and other agro-chemicals – into the hands of hundreds of thousands of smallholder farmers.

“Our partnership with AGRA is leading to improvements in crop breeding work, more sustainable seed systems and agro-dealer networks, better soil health, greater availability of affordable credit, and stronger markets. These integrated initiatives will benefit all farmers in our breadbasket areas, bring about food security, and help transform Tanzania into a net food exporter.”

The Honorable Mr Steven Wasira,
Minister of Agriculture, Tanzania

In 2009, PASS significantly increased its technical backstopping to seed producers, and invested heavily in the development of private agro-dealer enterprises. Program staff have joined forces with those in Soil Health to ensure that integrated soil fertility management trials capitalize on appropriate new varieties that can more clearly demonstrate crop responses to different agronomic practices. The Program is also working with Market Access staff to help ensure that farmers involved in Markets activities have access to better crop varieties in order to increase their production and incomes. Moreover, PASS staff are involved in several joint efforts with AGRA’s policy specialists to identify and address “legacy seed policies” that hinder the production and distribution of improved seed in target countries.

Soil Health Program – African soils are among the most degraded in the world, and if the true potential of improved crop varieties is to be realized, steps must be taken on a large scale to increase soil fertility and the use of better agronomic practices. A primary aim of AGRA’s soils work is to bring the application of proven, “on-the-shelf” integrated soil fertility management (ISFM) technologies into much wider use by African smallholders. ISFM options promoted include conservation agriculture (including agroforestry technologies), as well as soil and water management. The Soils Program was established in 2008 with funding from The Rockefeller Foundation and the Bill & Melinda Gates Foundation (US\$ 50 million and 130 million, respectively). The Program completed its first full



Soil erosion is a major problem affecting the productivity of smallholder farmers in many locations across Africa. AGRA grantee Ragu Faruqu (in red), from the Institute for Agricultural Research in Mozambique (IIAM), offers farmers advice on how to prevent further erosion of their precious soils.

year of operation in 2009 and achieved a number of near-term objectives (see Highlights, pp. 1–7).

The Program is organized into four sub-programs:

- The Soil Health Research Subprogram is focused on adapting technologies to the soils and cropping systems found in different agro-ecological zones in priority countries;
- The Soil Health Extension Subprogram emphasizes scaling up of best-bet ISFM technologies through extension service providers working directly with smallholder farmers. SHEP activities include building the capacity of extension staff, agro-dealers and other organizations that can facilitate the technology transfer process;
- The Soil Health Training Subprogram concentrates on postgraduate training (MSc and PhD levels) of soil scientists to improve their technical skills. Vocational training aimed at upgrading the skills of soil laboratory technicians is also being promoted; and

- The Soil Health Fertilizer Supply Subprogram is working to improve awareness among policymakers regarding the need to improve the fertilizer value chain, fertilizer policy and regulatory frameworks, quality control systems, and the efficiency with which fertilizer is cleared at ports of entry. It is also promoting local production, especially using phosphate rock and blending.

The activities of these subprograms are all geared towards achieving the Program's overall goals for the next five years: 1) To improve access to appropriate fertilizers at affordable prices for at least four million African smallholder farmers; 2) To scale up the use of ISFM practices and technology to at least four million smallholders; and 3) To engender national and regional policy environments that encourage significant investments in fertilizer availability and ISFM. The Program's specific targets for the next five years are equally ambitious. For example, if successful over six million hectares of farmland will be



AGRA works to help ensure that smallholder farmers are able to not only restore their soils, but that they also have access to improved crop varieties that will make the most of soil improvement efforts. Developing higher yielding maize requires careful field testing as well as greenhouse evaluations such as is being done here by a technician in a facility operated by the Kenya Agricultural Research Institute.

“The collaboration between AGRA and our Ministry aims at enhancing farmers’ access to improved seed and appropriate fertilizers, sustainable farming practices, affordable credit, better storage technologies and more efficient markets to make Ghana’s agriculture more competitive.”

The Honorable Mr Kwesi Ahwoi,
Minister of Agriculture, Ghana

cultivated using best practice ISFM approaches and technologies, and at least 4 million smallholder farmers will be using ISFM practices that should increase their crop yields by 50 to 100%.

In line with AGRA’s overall strategy, the Soils Program is working to fully integrate its efforts with those of PASS, Markets and P&P in order to achieve shared goals. Through its emphasis on extension, it provides other AGRA programs with a convenient platform for engaging some of their primary clients. Country level soil health consortia will increasingly facilitate such engagement. In 2009, several co-funded projects were developed, a clear manifestation of the collaborative approach being emphasized under AGRA’s strategy and, like AGRA’s other programs, Soil Health is working closely with the SM&E Unit to ensure effective monitoring of Program efforts and eventual evaluation of impact.

Market Access Program – In October 2008, AGRA established its Market Access Program to work with Seeds, Soils and Policy staff to bring about an integrated and truly complementary set of investments that will address key challenges all along the agricultural value chain. Its primary aim is to promote efficient and profitable staple food markets that can provide higher returns to smallholder farmers.

The Program has established a target of directly improving market access for at least four million smallholder farmers in AGRA’s target countries over five years. These farmers will be involved in various projects and activities funded by the Program. At least another 1.5 million producers are expected to benefit indirectly from these investments as market infrastructure and efficiencies improve. To achieve these targets, the Program is implementing activities related to four primary operational goals:

- It seeks to reduce the transaction costs that create inefficiencies all along the value chain and cut into farmers’ incomes;

- It aims to help smallholders capture more of the value of their agricultural production by reducing post-harvest losses and encouraging profitable post-harvest processing activities;
- It is promoting investments in alternative uses for staple food crops, such as for animal feed and the production of starches, in order to increase farm-level income; and
- It aims to improve local, national and regional trading environments through better, more timely market information, establishment of grades and standards, access to affordable credit, and the development of enabling policy environments.

The Market Access business plan calls for three key types of intervention, which are comparable to the subprograms that have been established by the Seeds and Soils Programs:

- Direct Procurement, which typically involves facilitating producer-buyer links and enabling the delivery of staple produce according to established specifications;
- Market Development, which includes all interventions that ultimately promote the commercialization of smallholder agriculture; and
- Storage and Services, which comprise interventions that address major systemic barriers to reducing post-harvest losses and the preservation of marketable surpluses.

The Program’s strategy and business plan line up well with AGRA’s overall strategy, giving emphasis to collaborative projects and interventions with other AGRA programs. It has a strong interest in raising smallholder production through the use of improved seed and effective ISFM technologies, and is also committed to improving the capacity of agro-dealers to engage in output marketing activities – both of which are also important objectives for PASS and Soil

Unlocking Affordable Credit for African Agriculture

Building on the initial success of its innovative efforts to open the credit taps to African Agriculture, in March 2009 AGRA and its partners joined with Africa's largest private financial institution, Standard Bank Group, to create a US\$ 100 million fund meant to benefit tens of thousands of smallholder farmers in Ghana, Mozambique, Tanzania and Uganda, as well as many of the small-to-medium sized agribusinesses that serve them. AGRA, the Millennium Challenge Account Mozambique, and Ghana's Millennium Development Authority set up a US\$ 10 million risk-sharing fund that provided the basis for the Standard Bank venture.

The US\$ 50 million Equity Bank initiative begun in late 2008 in Kenya – made possible by a US\$ 5 million risk-sharing fund established by AGRA and IFAD – achieved significant progress during 2009. More than US\$ 13 million in smallholder loans were made during the year, and the program has enjoyed a remarkably high repayment rate of 95%. Similarly, AGRA's first foray into innovative financing partnerships, in this case working with the Financial Sector Deepening Trust and the National Microfinance Bank of Tanzania, has made loans to over 420 agro-dealers across the country and disbursed more than US\$ 4.2 million.

Finally, with the agreement of the Government of Ghana, AGRA is playing an advisory role in a DANIDA-funded initiative aimed at encouraging private Ghanaian banks to provide affordable credit for smallholder agriculture in the country. The experience gained so far by the organization in the area of innovative financing should help DANIDA implement its initiative.

AGRA is committed to unlocking affordable credit in support of African smallholder-based agriculture, and to its goal of leveraging at least US\$ 4 billion from private sector financial institutions in 5 years.



Health. Similarly, the Program seeks to facilitate enabling policy environments that support the commercialization of smallholder agriculture, an objective closely aligned with the work of P&P. Opportunities for cross-program integration and collaboration were identified and exploited during 2009 through project co-funding, and additional opportunities will be identified and actively pursued in the years ahead.

Policy and Partnerships – AGRA's Policy and partnership work is focused on three high-priority activities that cut across and complement the technical interventions being made by the Seeds, Soil Health and Market Access Programs. It is responsible for promoting major, institutional-level partnerships, an exciting initiative of innovative financing for agriculture, and working with policymakers and a variety of stakeholders to promote an enabling economic environment for a sustained African Green Revolution.

With respect to institutional partnerships, P&P – in concert with other AGRA programs – strives to develop and maintain the critical relationships needed for improving African agriculture. In fact, the effectiveness and reach of the organization rests squarely on the quality of its partnerships. Examples include a commitment formalized in 2009 between AGRA and NEPAD to help achieve the CAADP targets for agricultural growth in individual countries; a multi-party partnership, also concluded in 2009, that is leveraging US\$ 100 million in affordable credit through Standard Bank Group; and a formal arrangement to work closely with FAO, WFP and IFAD on initiatives aimed at strengthening African agriculture (see p. 24).

P&P began in 2008 to promote the idea of establishing, in concert with other organizations, relatively small risk-sharing funds to leverage finance for the benefit of small agricultural producers and processors. The idea is to reduce the risk to private financial organizations of providing credit for agriculture, on the condition

that such loans are made at more affordable interest rates. Starting small, P&P first worked with Tanzania's National Microfinance Bank (together with the Financial Sector Deepening Trust) to secure a US\$ 5 million line of credit. Inspired by that initiative, P&P joined with IFAD to leverage a US\$ 50 million loan fund in Kenya through Equity Bank. And in 2009, Standard Bank Group established a US\$ 100 million fund in response to the creation of a US\$ 10 million risk-sharing fund set up by AGRA, Kilimo Trust, and the Millennium Development Corporation (through its Millennium Development Authority in Ghana and the Millennium Challenge Account in Mozambique). The rapid expansion of this approach reflects both the need for affordable credit to support commercialization of small agricultural operations, and the effectiveness (and profitability) of such innovative financial mechanisms.

In the realm of policy development, P&P seeks 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. Past attempts at generating a Green Revolution in Africa have failed largely because of inappropriate agricultural policies. The Program works in tandem with the Seeds, Soils and Markets Programs to ensure that policies and regulations designed to rapidly reduce or eliminate constraints to improving seed systems, soil health and smallholder access to stronger agricultural markets are developed and implemented at national and regional levels. It works to create credible, evidence-based, and locally driven policy support systems to help drive the Green Revolution in Africa.

Strategy, Monitoring and Evaluation

Unit – AGRA attaches considerable importance to monitoring and evaluation. The SM&E Unit has developed its strategy and implementation plan, and AGRA's M&E system is now fully



One way to effectively demonstrate new technologies to risk-averse farmers is to provide them with small packets of fertilizer and improved seed that they can plant on a small part of their own land. This farmer is holding packets of fertilizer and seed obtained during a field day hosted by Farm Input Promotions-Africa.

operational (see Highlights, p. 5). The Unit has four main objectives:

- To document the progress, success, and failures of AGRA and its partners;
- To inform AGRA's management decisions, strategic planning and risk management;
- To document the outcomes and impacts of AGRA's work and to determine whether these have been achieved cost effectively; and
- To provide accountability to AGRA's stakeholders.

The M&E system is results-based and draws on the causal logic (the theory of change) on which AGRA's strategy and objectives rest. The M&E process begins with national baseline studies, proceeds to the documentation of inputs, activities and outputs, and goes on to track outcomes and impacts. The key element in this chain is outcomes – they lead to benefits and signal the extent to which program objectives have been achieved. Thus the main goal of the M&E strategy is to identify and define as clearly as possible the principal outcomes expected from AGRA's overall strategy and to identify appropriate indicators



Harvesting improved cassava is not easy, but the payoffs of the larger, starch-rich roots make the effort worthwhile. Cassava is a key food security crop in many parts of Africa.

for gauging progress towards them. Based on that work, the Unit then measures, evaluates and reports on the results achieved and the lessons learned along the way.

Internal Audit Unit – The main function of AGRA's Internal Audit is to provide objective assurance and insight on the effectiveness and efficiency of governance, risk management, and internal control processes to help AGRA achieve its strategic, operational, financial and compliance objectives. The Unit also serves as a catalyst for improving the organization's effectiveness and efficiency by providing insight and recommendations based on analyses and assessments of data and business processes. AGRA management embraces the idea that best practices must be applied consistently in all key operational areas, and relies on the internal Audit Unit to provide independent and objective advice and report to the board of directors and management.

Resource Mobilization – AGRA's approach to resource mobilization rests on the belief that the funding needed to support Africa's Green Revolution, while significant, can be achieved. The International Food Policy Research Institute estimates between US\$ 32 billion and US\$ 39 billion each year (not counting investments in infrastructure) will be required. These funds must come from a combination of African government funding, overseas development assistance, foreign direct investment, philanthropic contributions from within and outside Africa, and Africa's domestic private sector. Moreover, AGRA must raise funds for its own operations if it is to successfully implement its new strategy.

While AGRA has benefitted from generous initial support from the Bill & Melinda Gates Foundation, The Rockefeller Foundation, and the UK Department for International Development, the organization needs to marshal significant resources over the next five years. For its strategy to proceed as planned, its major programs will each

need on the order of US\$ 150 million in additional funding. Over that same period, AGRA will itself require US\$ 50–75 million to build and sustain its envisioned core programs. While achieving these funding targets will take time, progress is being made. In addition, significant complementary funding directed at private sector agricultural development is now being channeled through the Africa Enterprise Challenge Fund, which is hosted by AGRA.

AGRA will continue to advocate for investment in Africa's Green Revolution, working broadly through several channels, including increased African government funding to agriculture in line with the Maputo Declaration, additional global investment in African agriculture, and working with commercial banks to stimulate local financing. AGRA will work to further diversify its funding base and increase its level of public support, both from bilateral and multilateral sources, and from foundations and individuals.

Working with Partners

AGRA's reach and effectiveness will ultimately depend on the quality of its partnerships. As noted elsewhere in this Report, the organization is constantly seeking to join with public and private entities that share its vision of a more prosperous and food-secure Africa. Beyond its direct financial supporters, who are obviously close working partners in the effort to catalyze a Green Revolution in Africa, AGRA is partnering with a long and growing list of organizations, each of which brings specific strengths and areas of expertise to the initiative. As of the end of 2009, AGRA's key partners included:

- The African Union's New Partnership for Africa's Development (NEPAD), as well as its Comprehensive Africa Agriculture Development Program (CAADP);
- National governments in AGRA's target countries;

Building Human and Institutional Capacity

AGRA invests heavily in building the capacity needed in various fields to catalyze and sustain a uniquely African Green Revolution across the continent. Achieving this goal requires strengthening the professional capabilities of the current – and especially of the next – generation of agricultural scientists, business and marketing leaders, and government policy makers.



In 2009, AGRA's Policy Unit made a US\$ 1.5 million grant in support of the Collaborative Masters in Agricultural and Applied Economics Program (which was begun by The Rockefeller Foundation) that draws students from 16 universities in 12 countries in Eastern and Southern Africa. Now in its fifth year, 93 students have graduated from this program, a third of them women. The goal is to support up to 500 such graduates, and in so doing support more progressive, evidence-based agricultural policy analysis and decision-making across the continent.

By the end of the year, 9 MSc and PhD agricultural scientists – most of them plant breeders – had graduated from nine different African universities under a Rockefeller Foundation initiative that AGRA has carried forward. PASS has invested a total of US\$ 19.6 million in supporting such capacity building, with a goal of producing at least 220 new African crop scientists at the MSc and PhD levels. In 2009, PASS provided US\$ 0.97 million toward the support of 74 MSc and 68 PhD students.

An ambitious effort has also begun to provide advanced training to African soil scientists, laboratory technicians and extension staff. AGRA's new Soil Health Program will support up to 40 PhD and 120 MSc students over the next five years. The Program also aims to support the training of up to 1,000 lab technicians and 3,000 extension staff engaged in soil health-related work. In 2009, five grants worth US\$ 6 million were made to launch the soil health training initiative. AGRA has also set up a Seed Enterprise Management Institute at the University of Nairobi in collaboration with Iowa State University to provide seed training for African entrepreneurs.

In 2009, in addition to funding advanced training, AGRA supported the improvement of business management and marketing skills of 43 private, public and association/cooperative seed enterprises, as well as more than 5,000 agro-dealers in its target countries. AGRA is dedicated to such institutional capacity building as an essential complement to advanced training, and as a vital part of its overall strategy.



One of AECF'S goals is to make rural market systems work better for the poor and that means helping to ensure farmer access to timely market information. The ICT revolution now sweeping across Africa is enabling smallholders like Amudala Mangeni to literally stand in their fields and, using highly affordable mobile phones, obtain the latest market information for their crops.

- The African Development Bank (AfDB);
- UN Rome-based agencies working on agricultural development, including the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), and the World Food Programme (WFP);
- The World Bank's International Finance Corporation (IFC);
- Private African financial institutions (the National Microfinance Bank of Tanzania, Equity Bank of Kenya, the Standard Bank Group, and Stanbic Bank of Uganda);
- The Japan International Cooperation Agency (JICA);
- The Coalition for African Rice Development (CARD);
- The African Enterprise Challenge Fund (AECF);
- The US Millennium Challenge Corporation (MCC);
- The Earth Institute at Columbia University (EI);
- The West Africa Seed Alliance (WASA); and
- The Association of European Parliamentarians with Africa (AWEPA).

AGRA hosts the Secretariats of two of the above partners – AECF and CARD. These hosting arrangements were made because their work and that of AGRA is highly complementary, and close proximity facilitates more effective coordination. These two partners are featured here:

AECF: Promoting Private Sector Investments in Rural Africa

– At the end of 2009, about 18 months after it was established to promote increased private sector involvement in transforming Africa's rural environment, the Africa Enterprise Challenge Fund (AECF) can look back on an impressive record. And it can look forward to creative collaboration with AGRA to further encourage the flow of private sector resources into smallholder agriculture.

At the beginning of 2009, the Fund had approved 13 projects valued at US\$ 10.8 million. These projects are leveraging about US\$ 16 million in additional investments from the private sector, which will benefit over 1.2 million rural poor in 9 different countries over a period of 3 years. By the end of the year, the number of approved projects had grown to 30, valued at US\$ 36 million, and most of them were already being implemented. These projects are expected to leverage about US\$ 50 million from private sector sources and bring benefits to about 5 million rural poor in 14 countries over a 3–6 year period.

In 2009, AusAID joined AECF's initial financial backers – the World Bank's Consultative Group to Assist the Poor (CGAP), DFID, IFAD and the Netherlands Ministry of Foreign Affairs (NMFA) – and the Fund's total capitalization increased from its initial level of about US\$ 26 million to about US\$ 80 million. This growth was facilitated by the development of five new country and sector "windows", which constitute innovative channels through which donors can invest in countries that might not otherwise be open to them.

However, AECF's rapid growth in capitalization is largely due to its flexibility – its

priorities and activities are not cast in concrete, it constantly adapts to changing circumstances and new challenges, and it can choose to support private sector activities even in the most fragile countries. Few if any private sector development organizations in Africa work in such a tailor-made, comprehensive and flexible way. AECF is, in fact, able to fund activities that AGRA cannot, but that are vital to achieving the organizations' shared vision of a Green Revolution in Africa (see www.aecfafrica.org).

CARD: Increasing the Productivity and Production of Rice in Africa – The Coalition for African Rice Development (CARD) is a consultative group of bilateral donors, as well as regional and international organizations, all working in collaboration with rice-producing African countries to strengthen their ability to meet Africa's rapidly increasing demand for rice. Its goal is to facilitate the doubling of rice production on the continent to 28 million tons per year by 2018, and to do so by ensuring high-quality national rice development strategies that will successfully attract resources needed for their implementation.



The demand for rice in Africa is rapidly increasing and CARD is working with a number of countries to facilitate the flow of resources needed to increase the productivity and production of adapted varieties in the continent's rice-growing regions.

Membership of the CARD Steering Committee has grown since its inception. In 2009, three new members – the African Development Bank (AfDB), World Bank, and the International Fund for Agricultural Development (IFAD) – joined with the initial eight organizations helping to guide CARD activities. AGRA, FAO, FARA, IRRI, JICA, JIRCAS, NEPAD, and AfricaRice (WARDA) comprised the original group of supporters.

By early 2009, 12 rice-producing countries had produced the preliminary draft of their National Rice Development Strategies (NRDSs). These strategies were reviewed and refined during the year, and all 12 countries completed their NRDS Version One documents by the end of 2009. Six of them – Cameroon, Ghana, Kenya, Madagascar, Senegal and Uganda – officially launched and began implementing their strategies in 2009.

All 12 countries have established National Rice Task Forces to monitor and coordinate investments being made in rice development projects, and to assess funding gaps and opportunities. In 2009, CARD increased its support to these Task Forces to help facilitate planning for and coordination of appropriate projects. It also established a new website (www.riceforafrica.org) that provides a wealth of information about rice production in Africa and serves as a platform for sharing lessons learned in the process of creating and implementing rice development strategies in the African context.

Transforming Africa's agriculture will require tremendous progress in many related areas. Some of those are within the AGRA domain of action and some lie further afield. Hence the vital need for an open, inclusive and participatory approach to development, and for partners who believe as AGRA does in that transformative vision. Achieving an African Green Revolution is a daunting challenge, one that will require the efforts of many people and organizations representing the broad spectrum of agricultural development today (see www.riceforafrica.org).



2009 Financials

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA REPORT OF THE DIRECTORS FOR THE YEAR ENDED DECEMBER 31, 2009

The Directors have pleasure in submitting their report together with the audited financial statements for the year ended December 31, 2009, which disclose the state of affairs of the organisation.

1. ORGANISATION AND NATURE OF ACTIVITIES

Alliance for a Green Revolution in Africa (AGRA) is an international non-profit, non-governmental organization committed to ending hunger and promoting economic growth in Africa by improving the productivity and profitability of small scale farmers.

2. AGRA's MISSION

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

3. RESULTS

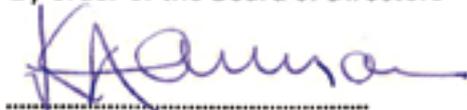
The results for the year ended December 31, 2009 are set out on Page 6 to 22

4. BOARD OF DIRECTORS

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

Kofi A. Annan	Chairperson
Monty Jones	Member
Strive Masiyiwa	Member
Sylvia Mathews Burwell	Member
Moise C. Mensah	Member
Judith Rodin	Member
Mo. Ibrahim	Member
Rudy Rabbinge	Member
Roy Steiner	Member, Appointed in July 2009
Rajiv J. Shah	Member, Resigned in May 2009
Mamphela Ramphele	Member, Resigned in November 2009

By order of the Board of Directors



Chairman.

Date 25-March-2010

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA
STATEMENT OF MANagements' RESPONSIBILITIES
FOR THE YEAR ENDED DECEMBER 31, 2009

Management is responsible for the preparation of the financial statements for each financial year, which gives a true and fair view of the state of affairs of the organisation as at the end of each financial year and of the results of activities of the organisation for that year. 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.



Dr. Namanga Ngongi
President



Mr. Kwame Akuffo-Akoto
Chief Operating Officer

12/03/2010

Date



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Fax: +254 20 2716271
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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 Alliance for a Green Revolution in Africa (AGRA), set out on pages 6 to 22 which comprise the statement of financial position as at December 31, 2009, the statement of activities, statement of changes in net assets, statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

DIRECTORS RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

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

AUDITOR'S RESPONSIBILITY

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

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

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

OPINION

In our opinion, proper books of account have been kept and the accompanying financial statements give a true and fair view of the state of affairs of Alliance for a Green Revolution in Africa as at December 31, 2009 and of the results of its activities and statement of cash flows for the year then ended in conformity with United States Generally Accepted Accounting Principles (US GAAP).

Nairobi

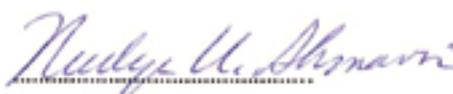
30th March 2010

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA
 STATEMENT OF FINANCIAL POSITION
 AS AT DECEMBER 31, 2009

	Note	2009 US\$	2008 US\$
ASSETS			
Current Assets			
Cash and cash equivalents	2	44,659,128	64,811,205
Accounts receivable	3	<u>1,592,252</u>	<u>726,088</u>
		<u>46,251,380</u>	<u>65,537,293</u>
Non-Current Assets			
Investments	4	145,825,730	144,573,898
Intangible assets	5	137,010	65,975
Property and equipment	6	<u>1,700,285</u>	<u>1,375,505</u>
		<u>147,663,025</u>	<u>146,015,378</u>
TOTAL ASSETS		<u>193,914,405</u>	<u>211,552,671</u>
NET ASSETS AND LIABILITIES			
Current Liabilities			
Accounts payable and accruals	7	1,419,551	512,458
Grants approved and due within 12 months	8	<u>45,539,262</u>	<u>23,072,827</u>
		<u>46,958,813</u>	<u>23,585,285</u>
Non-Current Liabilities			
Grants approved and due after 12 months	8	<u>42,212,351</u>	<u>26,002,766</u>
Net Assets			
Unrestricted		27,358,102	26,374,554
Temporary restricted		<u>77,385,139</u>	<u>135,590,066</u>
		<u>104,743,241</u>	<u>161,964,620</u>
TOTAL NET ASSETS AND LIABILITIES		<u>193,914,405</u>	<u>211,552,671</u>

The financial statements were approved by the Board of Directors on 25/31.....2010 and signed on its behalf by:


 Director


 Director

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA
 STATEMENT OF ACTIVITIES
 FOR THE YEAR ENDED DECEMBER 31, 2009

	Note	2009 US\$	2008 US\$
INCOME			
Grant Income	9	26,733,167	51,109,388
Other Income	10	<u>7,427,021</u>	<u>3,945,430</u>
TOTAL INCOME		<u>34,160,188</u>	<u>55,054,818</u>
EXPENDITURE			
Grants Approved	11	<u>70,372,601</u>	<u>45,420,383</u>
Other Expenditure			
Monitoring and Evaluation Costs	12	2,623,450	820,793
Program and General Support Costs	12	<u>18,385,516</u>	<u>11,169,702</u>
Sub Total		<u>21,008,966</u>	<u>11,990,495</u>
TOTAL EXPENDITURE		<u>91,381,567</u>	<u>57,410,878</u>
CHANGE IN NET ASSETS		<u>(57,221,379)</u>	<u>(2,356,060)</u>

Grants Approved in 2009

Program	Grantee	Amount (USD)	Purpose
Seed Production for Africa	Gadissa Gobena Commercial Farm	140,800	To enhance uptake and utilization of improved seed through increased production and efficient issemination to overcome hunger and poverty among small-scale farmers of Ethiopia
Agro-Dealer Development Program	International Fertilizer Development Center	1,509,400	To contribute toward increased food security among smallholder farmers in Mozambique through the development of more efficient agricultural inputs market system
Building Output Markets	Uganda Development Trust Limited	250,000	To provide business support to Small and Medium size Enterprises that buy raw materials from smallholder farmers resulting in their sustainable growth and increased smallholder farmer incomes
Building Output Markets	Africa Harvest Biotech Foundation International	585,000	To scale out the benefits of the tissue culture banana through improved production efficiency of high quality banana fruit that can fetch competitive market prices
Building Output Markets	TechnoServe, Inc	898,846	To sustainably increase the incomes of 25,000 smallholder banana farmers in south western Uganda by building farmer associations
Reducing Transaction Costs	Cereal Growers Association	999,642	To mobilize and train smallholder farmers in Kenya to form strong business groups that will enable them access reliable and diversified markets for cereals resulting in reduced transaction costs and increased smallholder farmer incomes
Building Output Markets	Standard Bank of South Africa Limited	5,000,000	To facilitate access to credit facilities by poor smallholder farmers, agro-dealers and other players in the smallholder farming value chain in Tanzania, Uganda, Mozambique and Ghana
Reducing Transaction Costs	Kenya Agricultural Commodity Exchange Ltd.	297,195	To raise incomes of smallholder farmers in Kenya by linking them to more efficient input and output markets through improved market information and trade linkage system
Building Output Markets	University of Malawi	250,096	For use by its Bunda College of Agriculture for the development of Malawi Agriculture Commodity Exchange to enhance increased incomes to smallholder farmers through the provision of market information and trade opportunities
Building Output Markets	Grain Traders and processors Association	541,936	To increase incomes and improve livelihoods of smallholder farmers and small scale traders in Malawi through an improved grain marketing system that is more efficient and transparent
Reducing Transaction Costs	International Fertilizer Development Center	1,881,770	To assist smallholder farmers of staple crops in Ghana have easier acces to markets by linking them to commercial buyers and producers
Reducing Transaction Costs	Rural Urban Development Initiatives	568,026	To increase smallholder farmer's income and livelihood from rice sales by reducing post-harvest losses, reducing transaction costs, improving the rice trading environment, and providing rice marketing development support services
Alternative Uses	Farm Concern International Development Trust	681,834	To increase smallholder farmer's income and improve livelihood through semi-processing cassava into chips and selling them to animal feed processors in East Africa
Building Output Markets	African Economic Research Consortium	1,484,095	To develop a cadre of economists trained in analysis of agricultural policies in eastern and southern Africa
Seed Production for Africa	National Agricultural Research Organisation	173,000	To produce and disseminate improved seeds of cassava, beans, ground nuts and rice to smallholder farmers in West Nile Region of Uganda, so as to improve household food security and increase income
Seed Production for Africa	M&B Seeds and Agricultural Services Ghana Limited	149,765	To enhance farm productivity and increase incomes of smallholder farmers of the Volta region of Ghana through provision of high yielding improved seeds of maize, soybean, cowpea, rice, groundnut and vegetables; and education on the use of these seeds
Seed Production for Africa	Hadin Kan Jamaa Cooperative	122,491	To improve household food security and incomes in the Madarounfa region of Niger by disseminating 311 tons of improved seeds at an affordable price as well as conducting farmer training for smallholder farmers

Program	Grantee	Amount (USD)	Purpose
Seed Production for Africa	Comptoir 2000	139,384	To disseminate good quality seeds of maize, sorghum, rice and cowpea at an affordable price, as well as to educate resource-poor farmers in three regions of Mali, on the benefits of using improved varieties
Fund for the Improvement and Adoption of African Crops	Ethiopian Institute of Agricultural Research	350,000	To improve food security and increase incomes and livelihoods of smallholder farmers in Ethiopia by breeding and releasing improved disease tolerant maize varieties that are adaptable to the various agro-ecologies in Ethiopia
Fund for the Improvement and Adoption of African Crops	Council for Scientific and Industrial Research – Crops Research Institute	184,410	To develop early maturing, high yielding groundnut varieties with resistance to resotte disease for smallholder farmers in Ghana
Fund for the Improvement and Adoption of African Crops	University of Ghana	179,594	To ensure sustainable improved seed availability for small-scale farmers to enhance food security through relevant hands-on breeding training at WACCI
Seed Production for Africa	International Development Enterprises	170,000	To promote the availability of improved seed in seven districts of Zambia so as to enable smallholder farmers have increased food productivity, household food security and income
Seed Production for Africa	Cooperative NIPAGNON des Producteurs Agricoles de Loutana	125,848	To promote usage of improved seeds of major food crops by smallholder farmers in the region of Sikasso, Mali, in order to improve their food security and increase household incomes
Fund for the Improvement and Adoption of African Crops	Institut de l'Environnement et de Recherches Agricoles	185,335	To develop and disseminate high yielding cowpea varieties with resistance to Striga through participatory approach to enable smallholder farmers in Burkina Faso to improve food security and increase their incomes
Seed Production for Africa	Alemayehu Makonnen Farm	200,000	To improve food security and household income of smallholder farmers in Ethiopia through provision of low cost improved seeds of maize, wheat, teff and beans
Seed Production for Africa	Itente Company Limited	170,434	To enable smallholder farmers in Kagera region of Tanzania easily access improved seeds of staple food crops through efficient production, dissemination, distribution and awareness creation using a network of agro-dealers
Fund for the Improvement and Adoption of African Crops	Zambia Agriculture Research Institute	185,000	To improve food security among smallholder farmers in Zambia through development of upland rice varieties with improved resistance to blast and tolerance to aluminum toxicity
Education for African Crop Improvement	Université de Ouagadougou	359,802	To improve crop productivity of smallholder farmers in Burkina Faso, Mali and Niger through training of Plant Breeders at M.Sc. level
Fund for the Improvement and Adoption of African Crops	University of KwaZulu-Natal	152,330	For use by the African Centre for Crop Improvement (ACCI) to develop sorghum source germplasm for further development of sorghum hybrids adaptable to African ecosystems, in order to improve food security among African smallholder farmers
Fund for the Improvement and Adoption of African Crops	Ministry of Agriculture & Food Security	183,900	To improve food security, nutrition and incomes among smallholder farm families in Malawi through the development, release and promotion of adapted early maturing sweet potato varieties that are tolerant to weevil damage, have good storability and high beta-carotene content
Seed Production for Africa	University of Nairobi	4,495,432	To ensure good seed science and business management knowledge applied in many parts of the developed world is translated to seed enterprises in eastern and southern Africa in a way that will directly benefit smallholder farmers through capacity building of seed company personnel to better serve the needs of farmers
Seed Production for Africa	IKURU, SARL	156,990	To increase incomes and livelihoods of smallholder farmers in Northern Province of Mozambique through production and dissemination of improved seeds of maize, cowpea, soybean, groundnut and sesame
Seed Production for Africa	Instituto de Investigação Agrária de Moçambique	226,500	To improve food security and household incomes among smallholder farmers in Nampula, Zambezia and Niassa Provinces of Mozambique, by making available improved varieties of cassava planting materials
Seed Production for Africa	Lozane Farms Lda	150,000	To enhance productivity on smallholder farms in central and southern Mozambique through seed value chain interventions including increased production of improved seed; sensitizing farmers on importance of good quality seed and establishment of a seed supply network which will make improved seed accessible and affordable to resource-poor farmers in order to increase yields and income

Program	Grantee	Amount (USD)	Purpose
Seed Production for Africa	Meru Agro-Tours and Consultants Co. Ltd.	223,900	To enhance household food supply and incomes of smallholder farmers of the northern region of Tanzania by producing and disseminating improved seed of maize, sorghum and beans
Seed Production for Africa	Small Holders in Agricultural Research and Extension Foundation	150,090	To improve food productivity and incomes of rural farmers in Oyo state of Nigeria by availing seed of maize, rice and soybean at an affordable price and by educating farmers on the importance of using good quality seed and good crop management
Education for African Crop Improvement	University of Malawi	376,825	For use by Bunda College of Agriculture to better address the crop improvement needs of smallholder farm families in the SADC region by building human capacity in plant breeding and agronomy at M.Sc. level in order to provide a critical mass of scientists and researchers working in crop improvement
Fund for the Improvement and Adoption of African Crops	National Root Crops Research Institute	180,730	To improve livelihoods of small scale farmers through the development of drought tolerant cassava varieties in targeted marginal agro-ecologies of northern Nigeria leading to increased productivity
Fund for the Improvement and Adoption of African Crops	Institut de l'Environnement et de Recherches Agricoles	179,663	To increase incomes of smallholder farmers in Burkina Faso by developing and disseminating high yielding, stress and drought tolerant maize varieties through a participatory approach
Fund for the Improvement and Adoption of African Crops	Institut des Sciences Agronomiques du Rwanda	150,200	To improve the food security of smallholder farmers in Rwanda through development of new, improved sweetpotato varieties through farmer participation possessing high yield, high beta-carotene content, high dry matter content, pest and disease resistance and adapted to different agro-ecologies of the low, mid and high altitude provinces of Bugesera, Muhanga and Huye
Fund for the Improvement and Adoption of African Crops	Ministry of Agriculture & Food Security	184,250	To sustain self sufficiency in maize production, lower seed cost and improve food security among smallholder farmers in Malawi through development of high yielding, disease and pest resistant maize varieties for the mid-altitude areas of Malawi.
Education for African Crop Improvement	Moi University	230,060	For use by Moi University to better address the crop improvement needs of smallholder farm families in East Africa by building human capacity in plant breeding, crop protection and seed science at M.Sc. level in order to provide a critical mass of scientists and researchers working in crop improvement.
Seed Production for Africa	Kamasika Seed Growers Association	210,550	To improve the food security and household incomes of smallholder farmers of Kaoma district of Zambia through the provision of improved seeds of maize, sorghum, beans, cowpeas and ground nuts
Seed Production for Africa	Centre for Agricultural Inputs International (CAII)	208,600	To improve food security and household income of smallholder farmers of Uganda through provision of improved seeds of maize, rice, sorghum, beans and soy beans.
Seed Production for Africa	Ministry of Agriculture & Food Security	137,000	To avail improved cassava and sweet potato planting materials to smallholder farmers in Malawi for increased food security and household incomes
Seed Production for Africa	Dave Westphal	102,400	To assist small and medium-sized seed companies in Africa to develop hybrid maize seed production and processing
Seed Production for Africa	Aline Funk	211,550	To provide business development services to SEPA grantees and to assist start-up and SME seed companies in financial planning and development of management, operations and marketing strategies
Seed Production for Africa	Integral Advisory Limited	78,499	To assist grantees involved in seed production and dissemination in Africa through financial business development assistance (BDA) and mentoring
Fund for the Improvement and Adoption of African Crops	K H Refrigeration cc	24,387	To carry out site evaluations and inspections of seven research stations in Kenya, Uganda and Tanzania earmarked for the installation of cold storage facilities.
Seed Production for Africa	Oswell Farayi Ndoro	26,625	To further strengthen the capacities of two grantees: Cooperatives des Agriculteurs des Mais dans la Région des Volcans (COAMV), and Rwanda Seed Company Limited (RWASECO)
Seed Production for Africa	Enock Kuziwa Maureka	26,625	To further strengthen the capacities of three grantees: Funwe Farm Ltd and Seed – Tech Company particularly on seed production and processing, over a period of five months. The objective is for the consultant to work on a daily basis during the main planting season, with the seed company's technical people so as to impart practical skills.

Program	Grantee	Amount (USD)	Purpose
Seed Production for Africa	Dave Westphal	162,407	To assist small and medium-sized seed companies in Western Africa to develop hybrid maize seed production and processing.
Seed Production for Africa	Duncan Kirubi	25,175	To strengthen the capacities of Tansed International Ltd, particularly on seed production and processing.
Seed Production for Africa	Albert Changaya	27,625	To support and increase the capacities of two grantees: Zanobia Seeds Ltd, and Krishna Seed Company, particularly on seed production and processing.
Seed Production for Africa	Itai Makanda	27,625	To further strengthen the capacities of Dryland Seed Company, particularly on seed production and processing.
Soil Health Research	National Agricultural Research Organisation	396,380	For use by the National Agricultural Research Laboratories to develop region and crop specific recommendations that will result in improved targeting of fertilizer for increased productivity among smallholder farmers in Uganda.
Soil Health Research	Kenya Agricultural Research Institute	510,003	To increase the use of lime and other soil acidity management technologies on smallholder farms in order to increase productivity and incomes of smallholder farmers of western Kenya.
Soil Health Extension	Institute of Rural Economy	2,843,973	For wide scale dissemination and adoption of the fertilizer micro-dosing and inventory credit system for increased production and incomes of smallholder farmers in the Sudan-Saharan zone of Mali.
Soil Health Extension	Institut de l'Environnement et de Recherches Agricoles	2,771,094	For wide scale dissemination and adoption of the fertilizer micro-dosing and inventory credit system for increased production and incomes of smallholder farmers in the Sudanian-Saharan region of Burkina Faso.
Soil Health Extension	Council for Scientific and Industrial Research – Savanna Agricultural Research Institute	1,542,607	To induce large scale adoption of proven ISFM technologies and linkages to input-output markets for increased crop productivity and food security of small-scale maize farmers in northern Ghana
Soil Health Extension	International Crops Research Institute for the Semi-Arid Tropics	1,298,852	For coordinating and backstopping of the scaling up of dissemination and adoption of the fertilizer micro-dosing and inventory credit system technologies in the semi-arid regions of Burkina Faso, Mali and Niger to increase farm productivity and incomes of resource poor farmers.
Soil Health Extension	Institut National de la Recherche Agronomique du Niger	2,004,934	Toward the cost of wide scale dissemination and adoption of the fertilizer micro-dosing and inventory credit system for increased production and incomes of smallholder farmers in Niger.
Soil Health Fertilizer Supply	CNFA	1,498,772	To further develop the existing input distribution system into an efficient, commercially-viable infrastructure for increased productivity and incomes of smallholder farmers in Tanzania.
Soil Health Research	Centro Internacional de Agricultura Tropical	888,921	To improve the livelihoods of smallholder farmers in sub-Saharan Africa through improved and sustainable food production and improved skills of African researchers to generate, document, synthesize, share and apply knowledge in ISFM practices.
Soil Health Fertilizer Supply	International Fertilizer Development Center	1,300,000	To improve agricultural productivity in Rwanda by developing and expanding the agro-input dealer network to facilitate better access to inputs.
Soil Health Extension	Ahmadu Bello University	803,094	To increase food security and provide incomes for smallholder farmers in Northern Nigeria through the upscale of cereal-legume cropping systems.
Soil Health Extension	United Nations Development Programme	305,839	For use by the Ruhira Millennium Villages Project (MVP), Uganda to improve soil health, incomes and nutrition of smallholder farmers in South Western Uganda through large scale promotion of soybean production.
Soil Health Extension	Ministry of Agriculture, Food Security and Cooperatives	794,700	To improve soil fertility and increase food security and incomes of smallholder farmers in central and northern zones of Tanzania through the enhanced integration of pigeon pea into the maize-based production system
Soil Health Extension	Appropriate Rural Development Agriculture Programme	378,400	To improve food productivity and incomes of smallholder farmers in western Kenya by improving soil health by integrating legumes into rotational cropping systems
Soil Health Extension	Sokoine University of Agriculture	424,416	To increase incomes of smallholder farmers in Tanzania through increased production resulting from use of locally available phosphate rock

Program	Grantee	Amount (USD)	Purpose
Soil Health Extension	Instituto de Investigação Agrária de Moçambique	435,304	To improve food security and increase incomes of smallholder farmers in Zambezia and Nampula provinces of Mozambique through promotion of Integrated Soil Fertility Management
Soil Health Research	Institut des Sciences Agronomiques du Rwanda	401,139	To increase agricultural productivity and smallholder farmer incomes through improved soil health by demonstrating and promoting the widescale use of agricultural lime in Rwanda
Soil Health Extension	Kano State Agricultural and Rural Development Authority	600,178	To improve the productivity and sustainability of smallholder millet- and sorghum-based systems in the dry Savanna of Nigeria through ISFM practices and better access to markets.
Soil Health Research	Zambia Agriculture Research Institute	458,933	To improve smallholder food security, nutrition and income through increased farm productivity from better fertilizer and liming recommendations
Soil Health Extension	William J. Clinton Foundation	719,638	For use by Clinton-Hunter Development Initiative, (CHDI) Malawi, to improve food security, incomes of smallholder farmers in Malawi as a result of improved soil fertility achieved through soybean-maize rotations and better access to markets
Soil Health Extension	Kenyatta University	806,629	To increase productivity and incomes of smallholder farmers in Eastern Kenya through improved soil fertility by increasing land cropped with soybean and climbing beans and also by fostering links with local and national markets
Soil Health Extension	Ministry of Agriculture, Food Security and Cooperatives	405,715	To improve the incomes of smallholder households in the southern highlands of Tanzania through increased maize-legume productivity and Striga weed control.
Soil Health Extension	Zambia Agriculture Research Institute	1,081,269	To improve soil health, food security and incomes of smallholder farmers through integration of legumes in maize-based cropping systems in Zambia
Soil Health Research	Kenya Agricultural Research Institute	460,959	To improve food security and incomes of smallholder farmers in western Kenya by reversing low and declining crop yields through improved soil fertility and Striga control
Soil Health Extension	William J. Clinton Foundation	733,388	For use by Clinton-Hunter Development Initiative, (CHDI) Rwanda, to improve food security and incomes of smallholder farmers in the Eastern province of Rwanda through improving soybean production and marketing
Soil Health Extension	National Smallholder Farmers' Association of Malawi	950,400	To improve food security and incomes of smallholder farmers through improving soil fertility by integrating pigeon peas in maize production systems in Malawi
Soil Health Extension	Ethiopian Institute of Agricultural Research	760,034	To improve soil health, food security and incomes of smallholder farmers through integration of grain and forage legumes in maize-based cropping systems in southern Ethiopia

Total Grants	84
PASS Program Administration	100,000
Markets Program Administration	1,500,000
Grand Total	53,269,212

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(December 31, 2009)

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