

AGRA in 2013



Transforming
African
agriculture through
partnerships

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Notable appreciation to AGRA's President, Jane Karuku, for her leadership and direction in the production of this report.

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Parting Words



“AGRA has made remarkable progress over its short history. We have broadened our operational scope, increased the level and diversity of our funding and of our grants, and we are involved in a growing number of strategically important public/private partnerships.

We now work with a wide range of stakeholders, including smallholder farmers and the groups that represent them, private agribusinesses, African governments, national and international agricultural research institutes, and a large number of NGOs and Civil Society Organizations.

It has been an honor to help lead this organization, and I look forward to working with AGRA in new ways in the future. We can move forward together knowing that the transformation of African agriculture is now well underway, and has the momentum needed to achieve our shared vision of a uniquely African GreenRevolution.”

Kofi A. Annan
Chairman of the Board
2007-2013

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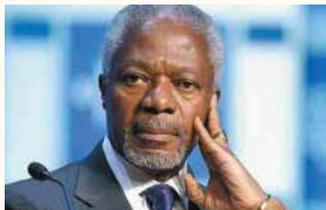




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AGRA Board of Directors

(as at December 31, 2013)



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Secretary General of the United
Nations (1997-2006)



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Wireless International



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1 Retired as Board Chairman on December 31, 2013, and named as Chairman Emeritus
2 Appointed Board Chairman, effective January 1, 2014



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Potato Center (CIP)



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Usha Barwale Zehr, Chief
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Hybrid Seeds Company Limited,
India



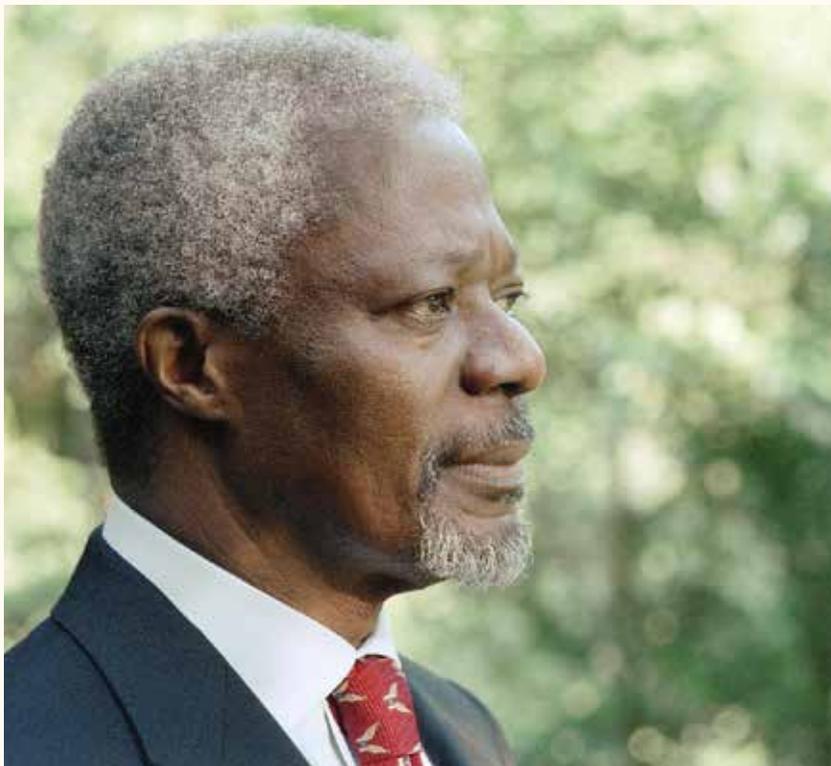
Jane Karuku, Member and
President of AGRA



Richard Boadi, Board Secretary

My Journey with AGRA

Reflections from the Chairman



Kofi A. Annan, Board Chair; Secretary General of the United Nations (1997-2006)

After nearly seven years with AGRA, the time has come for me to step down as Board Chair, effective the end of 2013. AGRA is now a very well established and widely recognized organization, and I want to devote more time and energy to the work of my foundation.

It pleases me greatly that the Board has selected Strive Masiyiwa, Founder and Chairman of the global telecommunications group Econet Wireless, to succeed me. Strive is one of our founding Board Members, has long served as Chair of the AGRA Finance Committee, and was appointed as Vice-Chair beginning year 2012.

Back in 2006, when AGRA was just getting started, our top priority was strengthening Africa's seed systems; we saw this as the place to start in transforming African agriculture. But we also knew that a much more comprehensive approach was needed – one that addresses the many interrelated challenges that smallholder producers face.

We have made remarkable progress over the intervening years, broadening our operational scope, increasing the level and diversity of our funding and of our grants, and engaging in a growing number of strategically important public and private partnerships.

AGRA makes highly focused investments all along the agricultural value chain in order to increase the productivity, profitability and sustainability of African agriculture. That value chain starts with agricultural research, done for Africa and by Africans. We have invested heavily – and we continue to do so – in building the research and technical competence of Africa's next generation of agricultural leaders.

AGRA-supported plant breeders have so far developed over 440 new improved crop varieties, many of them now starting to increase smallholder productivity. We have helped to establish and strengthen more than 80 private African-owned and operated seed enterprises, which now produce more than 80,000 MT of certified seed of key staple food crops each year – up dramatically from less than 2,500 MT in 2006.

Our soil health work is producing a number of positive impacts, among them the fact that more than 1.5 million farmers are now using integrated soil fertility management technologies, ranging from minimum tillage and fertilizer micro-dosing techniques to soil-enriching and income-generating agroforestry practices.

Over AGRA's short history, we have broadened our focus to include work aimed at strengthening farmer organizations, improving access to markets and affordable financing, and helping governments to design and implement better, more effective agricultural policies and regulations.

More than 2,500 farmer organizations have received intensive business and management training, enabling them to become more sustainable and effective in meeting their members' needs. During the past four years, AGRA has provided about US\$ 17 million in risk-sharing funds in order to leverage US\$ 160 million in commercial loans to agricultural clients. More importantly, governments in Kenya and Nigeria are now dramatically scaling up such risk-sharing initiatives to levels that can have truly transformative impacts on smallholder agriculture. Other countries are considering similar initiatives.

Working with AGRA, Ghana has established new seed policies that make the provision of certified seed by local private seed enterprises more economically viable, and the government is in the process of streamlining regulations governing the country's fertilizer subsector. We have also worked with Tanzania to increase the competitive position of its smallholder farmers by liberalizing the country's cross-border trade regulations.

Itself born of a strategic partnership between The Rockefeller Foundation and the Bill and Melinda Gates Foundation, AGRA understands that achieving its goals requires partnering with many others. We now work with a wide range of stakeholders, including smallholder farmers and the groups that represent them, private agribusinesses, African governments, national and international agricultural research institutes, and a number of NGOs and Civil Society Organizations. In transforming Africa's agriculture, all voices must be heard.

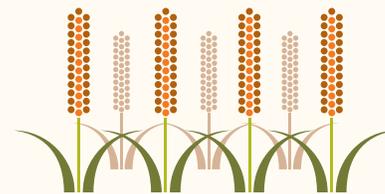


I look forward to working with AGRA in new ways in the future, and as we continue to build a brighter future for Africa, we can do so knowing that the transformation of African agriculture has moved beyond its tipping point – that we now, for the first time, have the momentum needed to achieve our vision of a uniquely African green revolution.



Kofi A. Annan
Chairman

Thoughts from the President



Many people dream about creating a better life for future generations, dreams that guide many of the choices we make in life. We all want to be remembered for the good we do, but only a few of us witness the kind of progress that ensures our dreams will come to pass.

Kofi Annan is one of the few. In July 2004, addressing a gathering of Africa's agricultural policymakers and opinion leaders about the Millennium Goal of cutting hunger in half by 2015, he called for a uniquely African green revolution. Today, he is seeing his dream come to pass, thanks to his personal passion for improving African agriculture, his dedication to the task, and his inspiring leadership.

As AGRA's Chairman, Kofi opened the right doors at the right time, and dramatically raised

expectations of success by being our standard bearer. He helped us all to believe in our ability to succeed, and sharply focused attention on the actions needed to transform African agriculture. For this and much more, I want to thank Kofi personally, and on behalf of AGRA and the entire agricultural development community.

I also want to welcome Strive Masiyiwa as AGRA's new Chairman. Strive is one of our founding Board Members, and is passionate about Africans taking responsibility for improving African agriculture. His dynamic personality, lengthy experience in achieving results through organizational effectiveness and efficiency, and his ability to engage with others in successful partnerships will serve AGRA well as we continue our quest.

Catalyzing change through partnerships

AGRA was initially conceived as an agent of change. More precisely, a catalyst of change at all levels – from the fields of smallholder farmers to the halls of government – in order to create an African green revolution that puts smallholder farmers at the center of all agricultural value chains. This is a huge undertaking, one that goes beyond the capacity of any single organization.

AGRA resulted from a strategic partnership between The Rockefeller Foundation and the Bill & Melinda Gates Foundation; working in partnership with others is therefore in our organizational DNA. From the beginning we have sought to join forces with organizations working to improve African agriculture, and especially the lives of smallholder producers. We now work with many such partners, both public and private, operating at different points along the agricultural value chain.

We seek truly transformative partnerships that can expedite the testing of new ideas, technologies and approaches, and then help scale workable solutions up and out, not to just thousands of beneficiaries, but to millions. Some recent examples: In 2013 we launched the 'Scaling Seeds and Technologies Partnership' (SSTP), a major initiative funded by USAID that will fast-track smallholder access to new agricultural technologies;

We entered a partnership with the African Union aimed at bringing about a formal recommitment by governments to the agreed actions in the 2003 Maputo Declaration;

We launched the 'Strengthening Agricultural Input and Output Markets in Africa' (SAIOMA) project, a transformative partnership involving the Swedish government, USAID, the Bill & Melinda Gates Foundation, and AGRA;

We intensified our collaboration with the African Enterprise Challenge Fund (AECF) in the hunt for ways to leverage innovative ideas and private sector resources that benefit small-scale farmers and agribusinesses;

Similarly, we strengthened our support for the Coalition for African Rice Development as we strive together to double rice production on the continent by 2018;

We held the fourth African Green Revolution Forum (AGRF), which in itself is a transformative partnership of public and private organizations that provides a platform for sharing ideas and information, and developing new alliances; and

We engaged with the Kenyan government, in partnership with IFAD and local private banks, to begin scaling up innovative ways of increasing the availability and affordability of credit to the country's small-scale farmers and agribusinesses.

Supporting transformative partnerships

It takes more than money to make potentially transformative partnerships effective. Knowledge and information are also vitally important. AGRA is embracing a culture of tracking and reporting key outputs and impacts. At AGRF 2013, our SM&E Unit launched its inaugural 'African Agriculture Status Report', providing a baseline for gauging progress along the staple food value chain in 16 countries. A detailed study of post-harvest losses was also produced, and the commissioning of several impact evaluation studies was started, among other activities.

We are building on these advances by bringing a knowledge management specialist on board to structure and provide needed information in ways that will support our transformative partnerships. We are becoming more active as formal advocates in the policy arena, promoting evidence-based policy reforms where needed.

We look ahead to an exciting 2014 and beyond, and will continue to engage in new partnerships that rest on a shared vision of lifting smallholder agricultural productivity (even in the face of climate change), raising incomes, reducing poverty, increasing food and nutritional security, and protecting Africa's natural resource base.



Jane Karuku
AGRA President

2013 By the Numbers

Seeds

49 PhD/MSc breeders graduated
41 new varieties released
1,209 agrodealers trained
81,107 MT certified seed produced

Soils

20 MSc soil scientists enrolled
102,120 Lead Farmers trained
43,875 MT inorganic fertilizers sold
601,243 farmers adopted ISFM

Markets

145,623 farmers trained
116,435 MT produce aggregated and sold to SMEs and others
US\$ 68.5 M income from sales

Policy

25 Amended policies, laws and regulations were reviewed
7 New or amended policies are now being implemented
4 Of these are new seed policies, laws, or recommendations for Ghana and Mozambique
3 Of these are new plant and fertilizer laws or regulations for Ghana

FOSCA

2,060/158 FOs/SPs registered
US\$ 3.1 M in loans to FOs
US\$ 15.8 M produce sold by FOs

Innovative Finance

126,666 new farmers accessed credit
US\$ 19.4 M credit under loan guarantees

AGRA Today



AGRA was created with one overriding purpose in mind – to catalyze a uniquely African green revolution

The Alliance for a Green Revolution in Africa (AGRA) was created in order to dramatically improve African agriculture, and to do so as rapidly as possible. The Bill & Melinda Gates Foundation and The Rockefeller Foundation joined forces in 2006 to get the organization started, and remain strong supporters of our work today.

Agriculture is a critical driving force underpinning general economic growth and development in Africa, and we work with many public and private partners to improve the long-term productivity and profitability of this vital sector. We focus primarily on making things better for smallholder farmers – the women and men who produce 90% of Africa's staple foods.

Who We Are

AGRA was created with one overriding purpose in mind: to catalyze a uniquely African green revolution – one that makes the most of Africa's natural bounty and the talents of its people; one that is well suited to Africa's many agro-ecological zones and recognizes the threats posed by climate change; and one that protects the environment as it sustainably increases the productivity and profitability of millions of smallholder farmers.

We are African-based and African-led

With its headquarters in Nairobi, Kenya, and a growing number of offices in other countries – including Ghana, Mali, Mozambique, and Tanzania – AGRA is a truly African organization. While we are closely involved in partnerships with local and national organizations, we are also very active in global agricultural research and development networks. In all cases, we partner with those who share our vision of a food secure and prosperous future for all Africans. Working with others, we strengthen and leverage efforts to improve the lives and livelihoods of African smallholders, and fostering agricultural growth in environmentally sustainable ways.

We provide world-class expertise

AGRA's staff brings world-class expertise to bear in creating innovative approaches to solving long-standing and emerging agricultural development challenges across Africa. We have very talented teams focused on:

- Improving seed systems and the delivery of improved varieties to smallholders;
- Reversing the extensive degradation of Africa's farmlands and improving its fertility and productivity;
- Opening new market opportunities for small-scale producers and agribusinesses;
- Working with governments to identify regulatory bottlenecks and developing fresh options based on the policy reform agendas of individual countries;
- Strengthening existing farmer groups and supporting the development of new ones;
- Creating and testing innovative approaches to increasing the availability of affordable credit to smallholders and small- to medium-scale agribusinesses; and
- Tailoring and applying state-of-the-art monitoring and evaluation techniques so we can more accurately gauge impacts and improve our efforts.

We make grants and build capacity

We catalyze change by working with partners to make grants for groundbreaking projects and initiatives in 17 African countries. Our grant making also supports building the capacity and skills of farmers and partner organizations operating on the ground. We work with others to develop innovative solutions and technologies, and to test their effectiveness in the field or at the community level. We strongly support advanced training of promising young African agricultural researchers and policy specialists.

We facilitate the sharing of knowledge and information

AGRA is well placed to identify inspiring ideas and best practices that suit the agro-ecologies and cultural characteristics of the regions and countries in which we work. We openly share new technologies and practices that have the power to raise agricultural productivity at the farm level, and we mobilize investment partnerships to scale up what works best, in order to benefit millions of smallholder farmers and the agribusinesses that serve them.

We bring stakeholders together

AGRA is well placed as an honest broker to bring many public and private sector stakeholders together. The reasons for doing so: to spark new initiatives and partnerships, as well as improve coordination among diverse groups.



Our Vision

is a food-secure and prosperous future for all Africans

Our Mission

is to develop pioneering solutions to the challenges facing Africa's farmers

Our 2020 goals:

Reduce food and nutrition insecurity by **50%** in at least **20** countries;

Double the incomes of **20 million** smallholder families; and

Move at least **30** countries onto a pathway leading to a **sustainable Green Revolution** that fits local needs and realities.



Such convening efforts – which include the annual African Green Revolution Forum (AGRF) – are inclusive, involving farmers and their organizations, researchers, policymakers, development specialists, NGOs and members of key Civil Society Organizations. Our aim is to amplify the voice of smallholder farmers so that their needs and views are taken into account, build conducive agricultural policy environments that can foster growth and productivity, and unite the full range of public and private stakeholders who are determined to make Africa food secure.

We take a value chain approach

AGRA operates all along the African food production and marketing value chain. In broad strokes, our work starts with investing in agricultural research and building a cadre of ‘next

generation’ agricultural scientists, market specialists and policy analysts. We strengthen the knowledge and skills of farmers in managing their soils and using improved inputs, and help them to organize themselves into effective, well-run farmer groups. We invest in fledgling agribusinesses (especially private seed companies, agrodealers and agroprocessing ventures). And we strive to open the door to market opportunities that will put money into the pockets of smallholder farmers.

We focus on breadbaskets

African agriculture cannot be transformed everywhere and all at once by a single organization. In order to get the most from AGRA’s finite resources, we invest a large portion (about 40%) in just a few promising locations – areas we call ‘breadbaskets’. These are large, high-potential agro-ecological regions that have good



Where we work

- | | |
|-----------------|------------------|
| 1. Burkina Faso | 10. Nigeria |
| 2. Ethiopia | 11. Rwanda |
| 3. Ghana | 12. Senegal |
| 4. Kenya | 13. Sierra Leone |
| 5. Liberia | 14. South Sudan |
| 6. Malawi | 15. Tanzania |
| 7. Mali | 16. Uganda |
| 8. Mozambique | 17. Zambia |
| 9. Niger | |

soils, dependable rainfall, and basic rural infrastructure already in place. Our objective is to achieve rapid progress in these areas, and in so doing, demonstrate the positive potential of new technologies and approaches.

Our breadbasket strategy provides an investment platform for catalyzing the uniquely African green revolution we envision – one that puts smallholder farmers first, increasing their productivity and profits. The aim is to create vibrant agrifood systems that extend from farmers' fields to local, national and regional markets.

Where We Work

AGRA's breadbasket investments currently focus on four countries – Ghana, Mali, Mozambique and Tanzania. The key to this strategy is the implementation of tightly linked agricultural projects in these countries, with support coming,

not just from AGRA, but also from governments and various partner organizations. We have placed Country Leaders in each of these countries to work with all those involved, both locally and within AGRA, in achieving progress where it matters most – at the ground level.

AGRA is actively involved in an additional 13 sub-Saharan Africa countries, bringing our current reach to 17 countries. Five of these are in West Africa, with the rest in the eastern and southern regions of the continent (see map).

Major Programs and Initiatives

In order to transform African agriculture, AGRA and its partners invest at key points along the staple food value chains. Our programs for improved seed

systems, soil health, market access, better policies, affordable agriculture finance, and collective action, through stronger farmer organizations, all rest on the idea that we must move subsistence farmers towards sustainable, more productive, and more profitable farming operations.

We invest in strengthening agricultural education and extension, training young people, developing rural infrastructure, improving soil and water management, and enabling farmers to adapt to and, in some cases, help mitigate climate change.

All of our programs pay special attention to women farmers – the people who produce the majority of Africa's food. We seek to empower women with full and equal access to finance, land security, extension services, and new agricultural tools and technologies.



All of our programs
pay special attention
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– the people who
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the majority of
**Africa's
food**

Program for Africa's Seed Systems (PASS) – Today, less than 25% of sub-Saharan Africa's farmers use high-yielding, locally adapted seed. Poor seeds and depleted soils have kept yields at only one-quarter of the global average. PASS supports the breeding of improved seed and works to ensure that improved crop varieties get to farmers.

Soil Health Program (SHP) – The goal of SHP is to improve productivity by increasing the availability of locally appropriate soil nutrients and promoting integrated soil and water management practices. SHP and PASS work together to raise farmers' yields; both are key to environmental sustainability and helping farmers adapt to and mitigate climate change.

Market Access Program (MAP) – Focused primarily on expanding market access for smallholder farmers, MAP works in concert with PASS and SHP to help ensure AGRA's efforts are demand driven and that farmers are able to effectively store, process and market their surplus production.

Policy and Advocacy Program (PAP) – Well-intentioned but often ineffective policies and regulations adversely affect the productivity and profitability of smallholder farmers and small-scale agribusinesses that serve them. PAP helps governments identify policy problems and develop evidence-based alternatives that support, rather than hinder, small-scale farmers and agribusinesses.

Farmer Organization Support Centre in Africa (FOSCA) – This AGRA initiative works to build the capacity of farmer organizations to deliver high quality, demand-driven, and income-enhancing services to their members.

Innovative Finance (IF) –

African financial institutions have been historically reluctant to provide small-scale farmers and agribusinesses with affordable credit. AGRA's Innovative Finance staff work with commercial banks, governments and other partners to leverage the public and private financial resources needed to drive agricultural change.

Monitoring and Evaluation Unit (M&E) –

Dedicated to working with grantees and other partners to generate high-quality data about the effectiveness and impacts of our investments, the M&E Unit is making such data and information more relevant and more accessible to key decision makers.

Gender Unit – Mainstreaming gender considerations into grantee proposals and funding increases the likelihood of successful projects. The Gender Unit strengthens awareness and gender competence within AGRA through training and by building gender-related insights into our investment programs.

Resource Mobilization Unit (RM) – The RM Unit is focused on maintaining the vital financial support being provided by our current sponsors, and on cultivating relationships with potential new investors with whom we share a common vision for transforming African agriculture.



Communications Unit –

Relevant and timely information is needed by a range of AGRA stakeholders and partners, and in fulfilling this need, the Communications Unit strives to increase the recognition of AGRA as a leader in agricultural development in thought and action, and to highlight the results and impacts of our programs and initiatives.

Building Transformative Partnerships

Strong public/private partnerships are at the heart of what we do and how we do it. As our name implies, AGRA is first and foremost an Alliance of like-minded and complementary organizations engaged in a common enterprise – transforming African agriculture in order to increase smallholder productivity and incomes, improve food and nutritional security, and safeguard our shared natural resource base. We work with a diverse range of public and private institutions at all levels – local, national, regional and international.

Hosted Institutions

We host two independent organizations whose work is highly complementary to our own – the African Enterprise Challenge Fund (AECF) and the Coalition for African Rice Development (CARD). AECF was established in mid-2008 as a special partnership with AGRA to promote private sector investments aimed at transforming Africa's rural areas. To this end, AECF focuses on three sectors that matter most to the rural poor: agribusiness, financial services, and access to energy and adaptation to climate change.

CARD is another special high-level partnership established in 2008. It involves collaboration between AGRA, the Japan International Cooperation Agency (JICA) and the New Partnership for Africa's Development (NEPAD), which has as its goal the doubling of rice production in sub-Saharan Africa within ten years. CARD is working with a network of 23 rice-producing African countries to generate detailed National Rice Development Strategies designed to attract and leverage public and private funding of rice production and processing. ■

Investing in Africa's Seed Systems



81,106 MT
Seeds produced

1,313
Agro-dealers trained

41
Varieties released

AGRA's Program for Africa's Seed Systems (PASS) grew rapidly in 2013. It received funding from the Dutch Government to support seed systems development in South Sudan (US\$ 9.5 million over 4 years), and funding from the Bill & Melinda Gates Foundation (US\$ 12.4 million over 4 years) for a newly formatted MSc fellowship program. The Howard G. Buffett Foundation also provided a 6-month, US\$ 250,000 bridging grant for PASS work in Liberia and South Sudan. Combined with USAID Feed the Future funding of US\$ 47 million over 3 years for implementing the 'Scaling Seed and Technologies Partnership' (SSTP), new funding committed to PASS in 2013 reached US\$ 69 million, more than doubling the Program's size. This has enabled the Program to extend its

operations to cover 17 countries across Africa.

The largest of these initiatives – the SSTP partnership – has resulted in the hiring of 12 new staff, including six country-based project managers, a Chief of Party (Dr. Richard Jones), a Deputy Chief of Party (Dr. Itai Makanda), a Public-Private Liaison (Ms. Mulemia Maina), and a Compliance Officer (Mr. Tad Findeisen). In 2013, SSTP was officially launched in Kenya, Malawi, Mozambique, and Tanzania, and it will help bolster Africa's momentum towards a more prosperous and food secure future.

About US\$ 16.65 million in grants were made during the year, and the performance of PASS grantees was exceptional.

The production of certified seed by private companies in which we have invested surpassed our 80,000 MT target for the year – a vast increase over the 2006 production of seed from private sources, which was only about 2,500 MT across all of Africa. This brought total seed production by private companies since 2007 to 222,535 MT.

PASS-supported breeders released 41 new varieties during the year, and 83 previously released varieties were brought under cultivation in farmers' fields. Forty-nine MSc and PhD fellows graduated in 2013, while PASS-funded universities have enrolled 31 new MSc and PhD students.

PASS grantees engaged in agrodealer development provided business training and other types of professional improvement support to 513 new agrodealers, and agrodealer development projects were launched in Ethiopia and Niger. This brought the total number of countries involved in the AGRA-supported pan-African agrodealer network to 13.

Strengthening program management

The rapid growth of PASS led to a re-thinking of how best to manage the Program going forward. Implementation of a Board-approved plan for decentralizing management began in 2013, and will be completed in the coming year. The Program now has three programmatic arms or groups of activities, under which separate sets of donor investments will be managed; an Associate Director leads each arm. SSTP constitutes

one set of activities, and Dr. Richard Jones will lead that work. A second arm of the Program is composed primarily of BMGF-funded, 'Founding Initiatives', and is being led by Dr. George Bigirwa, an experienced Senior Program Officer. A third 'Emerging Initiatives' arm has been established and an Associate Director for managing this area will be recruited in early 2014.

High-level partnership events

AGRA 'Seed for Development' (S4D) stakeholders' meeting –

An AGRA stakeholders' meeting was held in Juba, South Sudan (September 30–October 1, 2013). The gathering involved 54 participants, including: scientists from the country's Ministry of Agriculture and Forestry; AGRA staff: USAID; the Dutch Embassy; Uganda's Makerere University; the Catholic University of Eastern Africa; Juba University; private seed companies; farmers and out-growers; and various other partners, including Farm Project, IFDC, FAO, NARO Uganda, and Equity Bank.

The Deputy Minister for the Ministry of Agriculture and Forestry, the Hon. Lilly Akol, opened the S4D stakeholders' meeting. The meeting focused on discussions about the seed value chain in South Sudan, with the overall objectives being to share experiences and knowledge about the country's seed sector and to shed light on the major challenges it faces.

This was the first meeting to ever bring together different seed stakeholders in South Sudan.

Maslaha Seed Company in Nigeria Opens the Door to the 10k Club

From the outside, Maslaha Seed Company in Nigeria looks like a typical start-up. The average annual tonnage of certified seed from such start-ups ranges between 400–1,500 MT. Maslaha Seed Company, however, has been exceptional. Its annual seed production has ranged from 3,000–4,000 MT. In 2012 it produced 4,640 MT, and in 2013 production shot up to 11,300 MT.

The company thus became the first AGRA-supported seed company to exceed 10,000 MT of production. This success is due to the professionalism, dedication and foresightedness of the company's management team, which planned ahead and wisely reinvested the proceeds from previous sales.

Credit also goes to the government of Nigeria, which recently revised their seed policies. Under the new law, seed companies are allowed to produce their own foundation seed, seed marketing is decentralized, and a special fund was created to support private seed companies. This afforded Maslaha the opportunity to come up with innovative ways of marketing its seed. In addition to using agrodealers, they engage in direct sales at weekly rural fairs and through farmer-operated seed kiosks. Maslaha was the first to join the 10k Club, and it is hoped that companies in other countries will soon follow suit.



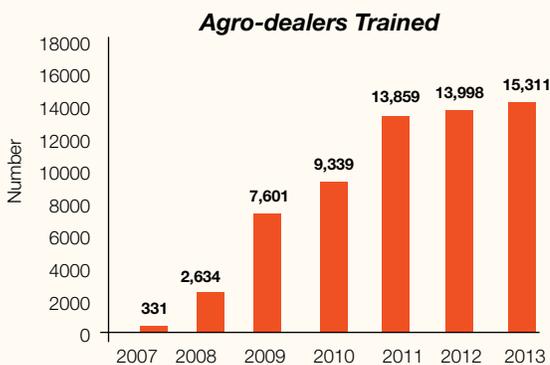
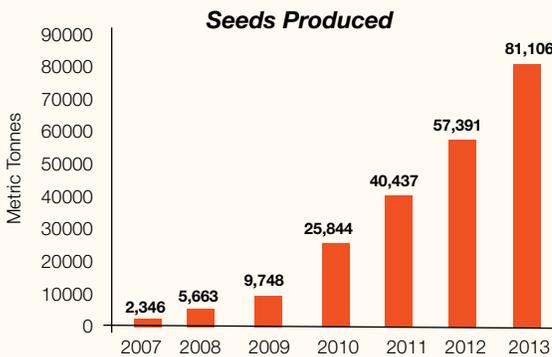
- Expediting new seed and fertilizer policies through a Ministerial order establishing laws and regulations that will guide the seed sector and increase agricultural productivity;
- Supporting the establishment of a seed inspection service in the Ministry of Agriculture and Forestry; and
- Operationalizing seed regulation border posts on the international borders with Kenya and Uganda, as well as at Juba International Airport.

Launch of major plant breeding project in Addis Ababa, Ethiopia

– The AGRA Board approved a significant project with a cumbersome title: ‘Seed system enhancement through breeding and release of improved crops of maize, teff, sorghum, fababean and soybean in Ethiopia’. The value of the investment is US\$ 1.09 million over three years, and its launch was an important 2013 milestone. The project – which targets the release of 20 improved crop varieties by 2016 and reaching at least 12,000 smallholder farmers – comprises a breakthrough in the long search for ways to empower Ethiopian farmers with better access to improved seed.

Ever since AGRA first approached the Ethiopian government in 2007, it has been difficult to marry the government’s priorities with those of the PASS Program. In 2013, this challenge was finally overcome and the crop breeding was launched. The Ethiopian Minister of Agriculture and Rural

AGRA grantees showcased what has been achieved so far, future plans, the challenges they face and strategies for overcoming them. Participating university students presented progress reports on their work, which is focused on staple crops important to the country. All were optimistic about completing their work in 2014 and returning home to shepherd their materials through the release process and, eventually, getting them into the hands of South Sudan’s smallholder farmers. The three local start-up private seed companies also provided a ray of hope by demonstrating that South Sudan is not exclusively dependent on seed imports. The quantities of seed being produced are still small – ranging from 80-200 MT each – but were praised by farmers because of their good quality, small and affordable packaging, and timely delivery. Stakeholders received assurance from government that it was:



Development and the Director General of the Ethiopian Institute of Agricultural Research, Dr. Fentahun Mengistu, affirmed the government's commitment to partner with AGRA to improve farmer access to quality seed through the development and release of improved crop varieties.

Launch of key initiative to scale up delivery of improved seed

– On July 1, 2013, USAID and AGRA announced the 'Scaling Seeds and Technologies Partnership in Africa' (known as SSTP), a US\$ 47 million, three-year project intended to accelerate smallholder farmers access to transformative agricultural technologies. The Partnership will focus on six countries within the G8's New Alliance for Food Security – Ethiopia, Ghana, Malawi, Mozambique, Senegal and Tanzania. It will work with governments to strengthen the national seed sectors and promote the commercialization, distribution, and adoption of improved seeds and other key technologies.

SSTP is a good example of the kind of transformative partnership needed to catalyze change at scale within the agricultural sectors of African countries, and is one of our Featured Partnerships for 2013.

Improving MSc training in cultivar development

– PASS received a grant of US\$ \$12.4 million from the Gates Foundation in November 2013 to improve its MSc plant breeding training initiatives. This new program will fund the training of 90 MSc

Increasing Farmer Access to Inputs in Burkina Faso

Agricultural productivity is low in Burkina Faso because farmers lack sufficient access to modern agricultural technologies and practices, and especially to such inputs as improved seed, mineral fertilizers, and crop protection products. AGRA's early work on agrodealer development in West Africa has shown that the challenge of making inputs available to farmers is not insurmountable.

The International Fertilizer Development Center (IFDC) and AGRA initiated a bold partnership with AGRODIA (an agro-input trade association) to increase the productivity and incomes of 375,000 Burkina Faso smallholder farmers. Working together, they were able to hasten the availability, accessibility, and affordability of high-quality agro-inputs in rural areas.

Recognizing that no single institution can provide all the solutions, IFDC and AGRA forged close collaborations with a number of other entities, including the Ministry of Agriculture (INERA), the Bank of Africa, a number of seed companies and fertilizer suppliers, and several farmer organizations.

The experience showed that input marketing is more effective when it is part of a broader package that includes training to increase the technical competence and business acumen of farmers and the agrodealers that serve them. One objective was to improve yields and the quality of produce through increased access to quality inputs and extension support, coupled with better farmer access to output markets. The approach also involved agrodealer capacity building focused on business management and technical assistance. This strengthened the business linkages among input suppliers and extended their retail networks to supply more farmers with inputs.

Other activities included institutional strengthening that encouraged agrodealers to join AGRODIA and provided the organizational training to more effectively serve farmer customers. The Bank of Africa took advantage of risk-sharing arrangements to facilitate access to the credit needed by agro-input dealers to finance the development of their businesses. In addition, the IFDC/AGRA/AGRODIA partnership enabled stakeholders to advocate for needed changes in input policies and regulations and facilitated implementation of a regulatory environment favorable for agro-input market development.

All these efforts were directed at doubling the uptake of improved seed (from 10% to 20%) and raising fertilizer use to a minimum of 10 kg/ha. The partnership was designed to strengthen business relations between agrodealers and farmers, and to enhance communication between different value chain actors.

The training program will fund 6-month student internships

students at 3 universities in Africa using an improved curriculum developed in partnership with Iowa State University (ISU). The University was contracted separately by the Foundation to develop the new curriculum, working closely with African partner universities to ensure relevance and workability.

The training program will fund 6-month student internships, either with private seed companies or well-established plant breeding programs. Funds will also be used to increase the number of staff teaching plant breeding at the three partner universities. In addition, breeding programs at each of the universities will be funded to ensure that students receive

practical, hands-on experience in the field. An initial meeting was hosted by ISU in December 2013, involving project partners from African universities, the Gates Foundation, and AGRA in discussions about curricula development and implementation of the initiative.

Other noteworthy events

President Obama's visit to Senegal – With the advent of the USAID-funded SSTP, senior staff from two private seed companies and former PASS grantees in West Africa were invited to meet with the US President. Madame Maimouna Sidibé Coulibaly, the owner of Faso Kaba (Mali), and Mr. Abdoulaye Sawadogo, Managing Director of Nafaso

Improving Rice Productivity and Farmer Incomes in Nigeria

In 2013, Nigeria released three new long grain grade-A lowland rice varieties – UPIA1, UPIA2, and UPIA3. These high-yielding varieties are resistant to some economically important abiotic stresses, such as iron toxicity and drought, and possess good agronomic traits, such as resistance to lodging and early to medium maturity periods, making them easy to integrate into Nigerian rice farming systems. They also meet the cooking quality requirements of Nigerian consumers.

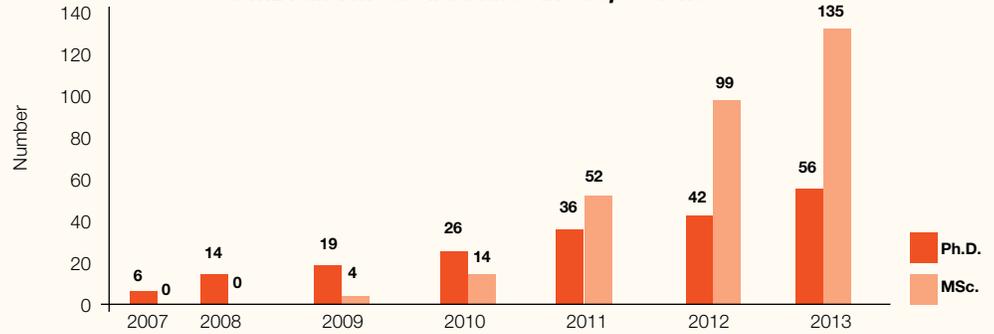
The release of these varieties was made possible by an AGRA grant to the University of Port Harcourt, Nigeria, and the hard work of Dr. Andrew A. Efiue, who managed a team of professional breeders. It took six years of intensive research to develop, register and release the varieties. Farmer acceptance rates of these varieties are high because of the Participatory Varietal Selection (PVS) approach that was used in developing them. Farmers attributed their acceptance of the UPIAs to several traits, including their early maturity, high yield potential, good agronomic characteristics, and tolerance to prevalent abiotic stresses. These new varieties are currently being tested in several other African countries, including Benin and Togo.

Rice continues to grow in importance as a major staple across Africa. Yet its productivity is impeded by a lack of ecological adaptation, and increasingly by the effects of climate change. It is for reasons like these that PASS commits resources to help develop, register and release improved varieties. The 2013 release of these new lowland rice varieties clearly demonstrates the value of such investments.

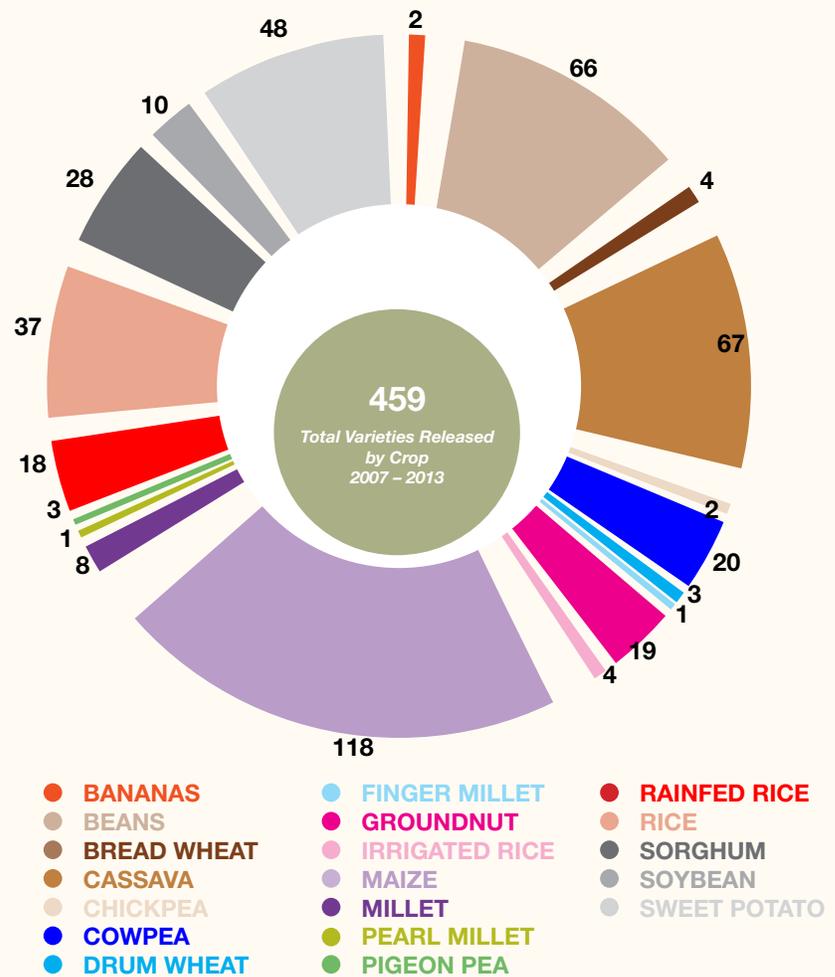
(Burkina Faso), participated in a 'New Alliance Roundtable' to discuss food security initiatives in the region, together with officials from the African Union and ECOWAS as well as local and regional agricultural investors. They also participated in a 'Food Security Technology Marketplace' where each presented information about their company's activities. The two company executives were able to explain to President Obama the opportunities and challenges facing the private seed sector in Africa, and to hear him state the support of the United States and his call to African leaders to facilitate the growth of the private sector.

AGRA grantees shine at national events – It is becoming a common trend for governments to organize annual agricultural events at which the best performers are recognized. Each year, Ghana organizes a national forum to publicize the importance of the agricultural sector and to highlight activities of the practitioners of farming, fishing and other related areas. In 2013, at the 29th National Farmers' Day, current PASS grantee Heritage Seeds won the National Best Seed Grower Award, while former grantee Antika Seeds was the runner-up. This was excellent recognition of the value of well-managed seed enterprises that are responsive to farmer needs. In Uganda, Equator Seed Company – an AGRA grantee and new kid on the block – beat out veteran participants in a similar event that included multinational and regional seed companies. ■

Ph.D. and MSc. Graduates in Crop Science



Varieties Released by Crop



Renewing Africa's Degraded Soils



43,875 MT
Inorganic fertilizer
sold by AGRA
supported suppliers

601,243
Farmers using
appropriate ISFM
technologies

102,120
Lead farmers trained

The AGRA Soil Health Program (SHP) had a banner year in 2013, making significant progress towards its major objectives. When launched in August 2008, SHP established four medium-term (2015) targets: 1) to improve access to locally appropriate Integrated Soil Fertility Management (ISFM) knowledge, agronomic practices, and technology packages for about 4.1 million smallholder farmers; 2) to create physical and financial access to appropriate soil nutrients and fertilizers for those 4.1 million farmers; 3) to strengthen capacity for research and development in ISFM; and 4) to advocate for national policy environments that are conducive to investment in fertilizer and ISFM.

Scaling up ISFM technologies

In cumulative terms, by the end of 2013 the Program has invested about US\$ 68 million to scale out ISFM interventions (over 90% of the SHP budget is dedicated to

this purpose). Over 11,000 farmer groups, with a total membership of more than 1.5 million smallholder farmers have been supported in the use of ISFM technologies, and have received training in group governance and business skills by FOSCA and Market Access Program. Another 3 million farmers have been made aware of ISFM technologies through radio and other means.

Over 4000 extension staff and 138,000 lead farmers have been trained in the dissemination of ISFM practices, and 65,700 field demonstrations have been established to showcase the benefits of these practices. ISFM technologies have doubled the yields of grain legumes (from about 0.5 to 1.2 t/ha) and tripled those of cereal grains (from 1 t/ha to over 3 t/ha) on demo plots; yield increases under farmer management (based at this point only on data from Ghana) are 10–15% less than those achieved in the demonstrations.

A Glimmer of Hope in Makueni, Kenya

By Urbanus Mutua, Project Manager, Drylands Legumes Project, Makueni

Despite decades of investment in agriculture, Makueni County, in the semi-arid eastern region of Kenya, is characterized by drought, poverty and despondence. Farmers who work this parched land usually get very little return on their investments. However, there is now a glimmer of hope in these unforgiving drylands, as farmers, with support from AGRA, race to improve the production of promising cereals and legumes.

Mrs. Regina Mwanza, a mother of four school-going children, lives in Kalima Village in Makueni County. Her life is now inextricably linked with a drylands legume project being funded by AGRA and implemented by the Ukamba Christian Community Services (UCCS). Regina is a member of a farmer self-help group known as the 'Twone Mbee' (literally meaning 'let's forge ahead'). For over 15 years, she has been farming her 6.5 hectare piece of land, growing maize, beans and cowpeas using her own saved seeds. Over this period she recalls that the rainfall pattern in the area has changed drastically, resulting in very poor harvests due to persistent drought.

Despite the poor rainfall, Regina has been stuck farming in the same piece, planting the same crops, even as the fertility of her soils has been waning. She has had no access to improved seed and fertilizer, in part because she has no sources of income apart from farming, and in part because the government's agricultural extension offices are 20 km from her farm and she simply has no way to get there for help.

This sad state of affairs persisted until UCCS, with support from AGRA's Soil Health Program, started working with her group. She was selected by her peers to be one of the 'Twone Mbee's' lead farmers and UCCS established a demonstration on her farm.

Two years of investment, both by the project and by Regina, are paying off. She and other group members received training on Integrated Soil Fertility Management (ISFM) practices, which included, among other things, planting drought-tolerant varieties, intercropping cereals and legumes, crop rotations, minimum tillage land preparation, the use of organic and inorganic fertilizers, and soil and water conservation techniques. Through the project, she gained access to improved, well-adapted varieties of cowpeas, sorghum and millet. She planted 0.6 hectares with sorghum and 2 hectares with cowpeas, both crops having been selected on the basis of their drought tolerance (the project also encouraged her to plant 1.2 hectares of maize so she could compare her usual practices with the more appropriate cereals and legumes). She is now beaming with hope and pride as she gazes at the bumper harvests.

The project linked Regina and her group to Mwaitu Enterprises, which buys sorghum, and she was contracted to plant 1.5 acres of the crop. She harvested 1,620 kg, for which she was paid Ksh 35,640 (about US\$ 400). She also harvested 3,690 kg of cowpeas and sold 3,000 kg for Ksh 120,000 (roughly US\$ 1,400), keeping the rest for household food security. Predictably, her maize crop dried up due to a lack of rain, and she is grateful that her bumper harvests from the cowpeas and sorghum have enabled her to pay school fees for her children, meet her household needs, and even buy two oxen that will provide her with draft power to cultivate additional land.

Riding on the Crest of Agricultural Success in Rwanda: A farmer cooperative with big plans

Rwanda is one of the smallest and most densely populated countries in Africa. Agriculture in the country accounts for about a third of its GDP, and constitutes the main economic activity for the overwhelming majority of rural households (especially women). According to the Rwanda Agriculture Board (RAB), smallholder farmers comprise just under 80% of the total population; they generate 90% of the nation's food and account for more than 70% of its export revenues.

AGRA provided a grant to the Clinton-Hunter Development Initiative (CHDI) in April 2010 to scale up work on soybean production by Rwanda's resource-poor smallholder farmers. Key among these farmers is a little-known cooperative, the Duteraninkunga Nyamarebe. This is an association of 32 members, half of them women farmers. The members work together in Nyamarebe, a 12-hectare marshland in eastern Rwanda. The land belongs to the government, which has a policy of leasing land to cooperatives as a way of incentivizing farming communities. In addition, the members also have their own private parcels, which are devoted mainly to maize grown in rotation with soybean or intercropped with beans, an important source of protein for most households in Rwanda.

The cooperative has been working with CHDI since September 2011, receiving training on Integrated Soil Fertility Management (ISFM) and methods of scaling up the commercial production of soybean. Currently, the group is in its third season of harvesting soybean production and, if their recent production history is anything to go by, they are expecting a bumper harvest. In the cooperative's first season (which ended in February 2012), members harvested a total of 14.2 MT of soybean grain. After paying all their expenses, the group realized an impressive profit of Rwf 2.2 million (about US\$ 3,700).

During the second season of collaboration with CHDI, member farmers applied all the soil improvement practices they had learned, and were rewarded handsomely by their soils: they registered a 16% increase in soybean production, translating into a total harvest of 16.5 MT, and a tidy profit of some Rwf 3 million (about US\$ 5,000). The cooperative's 32 member farmers are sustaining this tempo of grain production and expect to net a bountiful profit in February 2014 after selling their harvest to Mount Meru Soyco, Ltd., a private sector player which has been invited into Rwanda's soybean market thanks to the efforts of CHDI.

Members of the cooperative now take home an extra US\$ 156 each, due to joint marketing of their produce. This improvement in their livelihoods has raised their level of confidence, not to mention their economic wellbeing. In the last three years, for example, the cooperative has without fail paid medical insurance subscriptions for all members (and their families) into the national fund, ensuring the health and safety of these farm households.

The cooperative has big plans for the coming year. It hopes to finish constructing a warehouse and drying space for members' produce (the construction is already underway), a project that will cost some Rwf 8 million (about US\$ 13,000). Part of this money will come from members' own savings and profits from producing soybean and maize; the rest of the necessary funds will come from a bank loan. If things go according to plan, the warehouse construction will be completed in time for the 2015 harvest.

Improved maize yields from using ISFM relative to farmers' traditional practices

In 2013 alone, more than 601,000 farmers began using ISFM practices, almost a 65% increase over the rise in adoption that occurred in 2012. More than 102,000 lead farmers received ISFM training in 2013, as compared to the roughly 12,600 that were trained in 2012, reflecting a significant ramping up in SHP's efforts to reach locally influential farmers, and thereby more quickly multiply the uptake of the new practices. Moreover, the 55 ongoing ISFM scale out projects supported by SHP have managed to put an additional 0.8 million hectares under ISFM technologies.

The program's innovative 'Going Beyond Demos' initiative, which takes a value chain approach, is helping farmers gain access to: extension and advisory services; affordable credit to procure inputs (fertilizers and improved seeds); and remunerative markets, thus putting about 1.5 million farmers on a sustainable path towards improving their soils and agricultural productivity. The returns on investments made by SHP in these projects are conservatively estimated to be at least 2 to 1.

Fertilizer supply and policy

To date, about US\$ 37.5 million has been invested in efforts to improve fertilizer supply chains and enhance national fertilizer policies in 12 of AGRA's focus countries; of this, US\$ 25.0 million has been allocated to the Africa Fertilizer Agribusiness Partnership



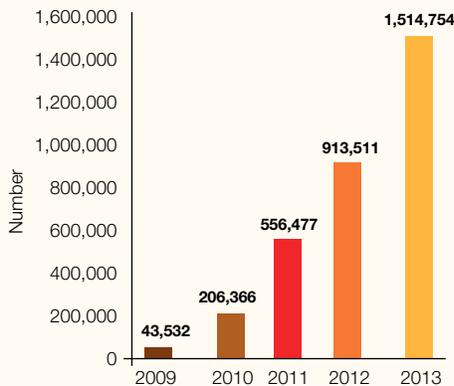
(AFAP), which involves AGRA, NEPAD, the African Development Bank (AfDB), the International Fertilizer Development Center (IFDC), and the Agricultural Markets Development Trust (AGMARK).

AFAP is playing an important role in increasing the supply of fertilizer in Ghana, Tanzania and Mozambique. It has so far approved 18 Agribusiness Partnership Contracts (APCs). This is an innovative mechanism that allows AFAP to unite the expertise and dedication of the public and private sectors to improve fertilizer affordability and availability in Africa. Of these, 7 are for bank guarantee facilities

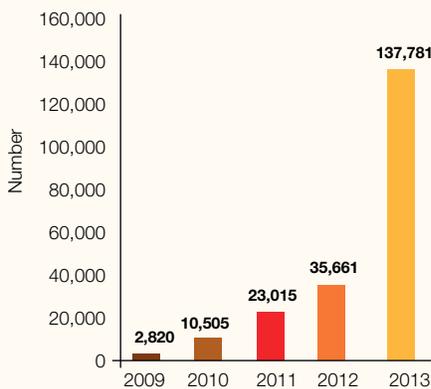
and 11 are for matching grants from the three focus countries. More than US\$ 4.3 million in credit for suppliers has been leveraged through bank guarantee facility APCs, which will eventually translate into the distribution of more than 160,000 MT of fertilizer through the fertilizer value chain in the focus countries, reaching at least 253,000 smallholder farmers. AFAP was conceived as a potentially transformative partnership, and is described in greater detail on page 78.

In 2013, nearly 43,000 MT of inorganic fertilizers were sold to smallholder producers through a network of about 6,500 agrodealers directly trained by

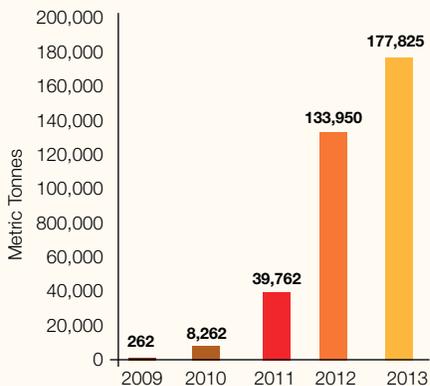
Farmers Using Appropriate ISFM Technologies



Lead Farmers Trained on ISFM



Inorganic Fertilizers Sold



SHP (part of the 15,000 strong pan-African agrodealer network supported by AGRA). This brought the cumulative total of fertilizer sold to about 178,000 MT, which is 95% of SHP's 2015 target of 187,000 MT. When all is said and done, this initiative is expected to bring about a 15% reduction in the gap between farmgate and market prices, and hence increase fertilizer uptake by smallholder farmers.

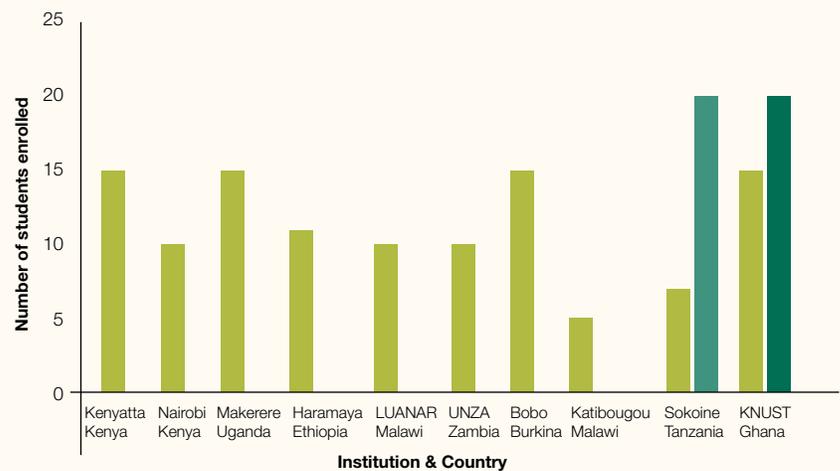
The number of fertilizer suppliers is also increasing. For example, in Ghana the number of commercial suppliers increased from 12 in 2008 to 35 by the end of 2013, and in Tanzania from 6 to 46 over the same period of time.

Much has also been done to reduce fraud, improve product quality, and assure farmers that they are applying what the package says they are applying. Thanks to assessment and advocacy efforts on the part of SHP and its in-country partners, new fertilizer quality control

regulations have now become operational in 12 of AGRA's focus countries.

Training and education

SHP has committed about US\$ 11.8 million to support PhD and MSc training in soil science and agronomy, as well as skill enhancement for soils laboratory technicians. So far, the Program has supported 153 students [including 113 MSc students (54% women) who enrolled in 2013] attending 11 universities across 10 AGRA focus countries in Africa. Of the 153 total, 40 are working towards earning their PhDs, with the remainder focused at the MSc level. About 27% of the MSc candidates (42 students) have already graduated and been reabsorbed into the workforce by their former employers or other institutions; some have been promoted due to their upgraded credentials. Importantly, about 50% of the soil health students supported by AGRA's Soil Health Program are women.



Distribution of SHP-supported PhD and MSc students, by institution and country (cumulative totals)

As for lab technicians, 183 have received additional training, 41% of them women. A majority of these trainees (136 in total) are based in West Africa, while 47 are located in the East and Southern Africa regions.

Overall, the 2015 goal of SHP is to support the training of 50 PhDs, 120 MSc and 200 lab technicians; every effort will be made to ensure that half of all those trained are women.

Some lessons learned

Engaging with and empowering local institutions to deliver requires a lot of technical backstopping.

Indeed, capacity building of grantees should be a continuous process so as to learn about and mitigate challenges together. It is important to build the capacity of grantees early in the implementation of most projects in order to avoid problems in fulfilling project expectations.

Effective knowledge management can also be challenging because data is generated at different scales. Specialized skills and conscious efforts to earn trust are required to ensure open data sharing.

Demonstrations alone are not sufficient to catalyze large-scale adoption of ISFM technologies, which is why SHP launched the 'Going Beyond Demos' initiative.

Finally, private sector-led value chains are key to scaling up and sustaining impact, but they need to be monitored closely to ensure smallholders are on board. If AGRA does not intervene with well-targeted projects, private sector initiatives can end up dropping smallholder farmers because of the high transaction costs involved, especially in extension and in organizing farmers into functional groups. ■

Integrating Women into Agro-Input Operations

AGRA continues to invest in the development of small-scale agrodealers. Monica Awuku was one of many agro-input dealers in Ghana who struggled in the past for the funds needed to set up and run their businesses. Today, she is the self-proclaimed leading female agro-input seller in the Volta Region of the republic of Ghana, courtesy of AGRA. Many think that the agro-input business is the preserve of men in that part of the country, but Monica has proven them wrong. She now owns Green Acres Agro-Input Shop, located in Ho, the capital of the Volta Region of Ghana.

Monica made several attempts in the past to establish an agrochemical business, but failed each time. Then AGRA's Soil Health Program (SHP) began to provide her with technical and financial assistance. Though she was already a member of an input dealers' association, her relationship with the Program gave her the opportunity to add to her skills through various training programs supported by AGRA.

Before 2012, she ran only one shop, but with financial assistance from AGRA, she added two more, and her business continues to expand rapidly. From her earnings, she has built her own house and purchased a vehicle to facilitate her business operations.

Monica also participated in a 'training of trainers' program organized by AGRA and aimed at providing new skills to a range of stakeholders. Having become quite skilled herself, Monica successfully pursued a BSc degree in agribusiness. With this additional background, she is now able to provide extension advice to many of her client farmers, and is better equipped than ever before to manage her own business, as well as assist other entrepreneurially minded women. She has employed five people to meet the growing demands of her operation, and has also started off two women in the agro-input business. Monica's success in this male-dominated realm is a motivation to others.

Monica is now eyeing another enterprise – moving into the distribution of agrochemicals in partnership with a chemical company called Multi-Heif. She is pleased to be associated with AGRA because, according to her, AGRA provides excellent business and technical training, as well as mentoring, and it has a strong monitoring team that helps keep things on track.

Creating Access to Markets



145,623
Farmers trained

53,445 MT
Commodity aggregated
by farmers

US\$21.2M
Value of commodity
sold by farmers

Smallholder farmers' incomes are often low because they face numerous market failures. To begin with they usually produce less because of a reliance on traditional technologies. Soon after harvest, market prices are often low due to an overabundance of produce for sale relative to demand. Smallholder farmers are unable to benefit from seasonal price variations because many of them cannot store their produce for sale at a later date. This is due to a lack of access to quality storage facilities, which also contributes to high post-harvest losses.

Operating individually and marketing limited volumes, smallholder farmers are often not able to bargain for higher prices. Farmer organizations (FOs) that are meant to protect the interests of smallholders are often weak and inadequately organized to

provide much-needed services to their members. In addition to these market failures, smallholder farmers generally lack access to the financial credit they need to improve their farming operations due to the prevalence of unfavorable conditions in financial institutions.

AGRA's Market Access Program (MAP) is working to mitigate these problems by, among other things, strengthening storage options and improving farmer access to markets and finance. The Warehouse Receipt System (WRS) is one important tool the Program uses to facilitate access to storage services and finance for smallholder farmers, as well as other value chain actors.

Strengthening warehouse receipt systems

A warehouse receipt system enables commodity owners (including farmers, traders, and processors) to deposit their produce in high-quality certified warehouses, at which time they are issued an official warehouse receipt as proof of ownership. This receipt can then be offered for sale to buyers in structured commodities trading markets, or used as collateral for bank loans, pending sale of the produce at a later date.

- The main goals of strengthening warehouse receipt systems are to reduce post-harvest losses, increase access to finance, and stabilize produce prices, thereby increasing smallholder farmer incomes. Supporting such systems provides AGRA with an opportunity to help bring needed structure to Africa's grain sector, and more importantly to offer additional post-harvest handling options to value chain players including many farmers.

The WRS approach is proving effective in enabling value chain players – especially smallholder farmers and small-scale traders – to access quality storage and more affordable finance, and as the following examples show, this approach is spreading.

Kenya – At the beginning of 2011, while Kenya had a number of storage warehouses located around the country, none of them were officially certified. MAP established a project that enabled

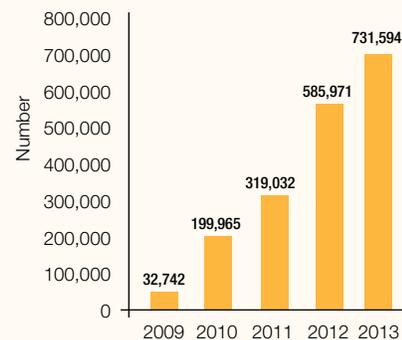
the Eastern Africa Grain Council to subsequently certify five Kenyan warehouses that have a total storage capacity of 56,850 MT. Certification of these facilities – Lesiolo Grain Handlers, Ltd., in Nakuru; Mama Millers, Ltd., in Kitale; Garnets Enterprises, Ltd. and Kasikeu Multipurpose Co-op Society, in Makueni; and Ngarau Cereals and Produce, in Laikipia – is one important step in the MAP project. Others include:

- The training of nearly 9,000 farmers on the warehouse receipt process and how to better manage grain quality. The quantity of grain stored under this new system rose quickly, from 253 MT in 2011 to 6,674 MT in 2013 – more than a 26-fold increase.
- About 60% of those trained and taking advantage of Kenya's WRS are women farmers, who traditionally have limited access to collateral, hence limited access to credit. Warehouse receipts and 'Goods Received Notes' provide these women with collateral they can use to obtain much-needed credit.
- The number of financial institutions advancing credit to farmers under the new system has increased from only one in 2011 to three, including: Equity Bank; KREP Fedha Services, through its village banks known as Financial Services Associations (FSAs); and Unitas Sacco. Total loans worth US\$ 239,485 have been made to depositors against warehouse receipts and goods received notes.

Linking Cooperatives to Financial institutions

IABM Cooperative in Rwanda received a vehicle loan of US\$ 24,000 from Equity Bank (at an interest rate of 17%) to be repaid over a 3-year period. This enabled the Cooperative to purchase a truck valued at US\$ 43,200. In addition to the loan, IABM members contributed US\$ 19,200 towards this cause. Why have they taken on this obligation? The truck is used to transport produce aggregated by the Cooperative's members. Previously, transport from Muhanga to Kigali was outsourced at a cost of US\$ 160/t; using IABM's new truck, this cost has dropped to only US\$ 60/t, a savings of over 60% in marketing costs.

Number of farmers trained on post-harvest handling, quality management and market linkage



Changing His Life in Three Seasons

The following is a testimonial recently given by Majyambere Viateur, a 34-year-old member of KOREMU Cooperative located in the Eastern Province District of Ngoma, Rwanda:

“I was a simple person living in Murama sector on less than US\$ 1/day. From the time our Cooperative connected with RWARRI [the Rwanda Rural Rehabilitation Initiative], they trained us on integrated soil fertility management; Cooperative governance, organization and management; business planning and bookkeeping; market linkages; and post-harvest handling and quality control. I’m now producing 4.5 t/ha of maize, up a lot from the 1 t/ha I used to get from my land three seasons back.

I’ve also started working with a local bank to get the credit I need to improve my farm. I now have my own house worth Rwf 5 million [about US\$ 7,400], a motorcycle worth Rwf 800,000 [about US\$ 1,200], and a biogas plant worth Rwf 600,000 [about US\$ 900]. I now earn more than US\$ 2/day, and my life has completely changed – in only three seasons! I’m finishing my speech by thanking RWARRI and AGRA; I will always pray for you.

The depositors were individual farmers, as well as traders and farmer groups.

Tanzania – The Tanzania Warehouse Licensing Board (TWLB) is the organization mandated by the Government of Tanzania to promote and regulate the development of storage and storage services through the government’s WRS Act. The Markets Program, working with the government, invested in the TWLB to increase its inspection and certification capacity, develop WRS protocols and an electronic WRS (eWRS) capability, and create awareness among smallholder farmers and others about the new system in order to promote its use.

The TWLB has made good progress: a review of the WRS Act is in process, in collaboration with the World Bank, with the aim of allowing for the eWRS approach; the Inspection Unit has been established; data on market prices has been collected in collaboration with the Ministry of Industry and Trade, and uploaded on TWLB’s website (www.wrs.go.tz); draft training manuals and modules on the eWRS have been developed; and discussions have begun on establishing needed links between financial institutions, insurance companies, and licensed warehouses.

Other MAP investments in Tanzania have led to the establishment of 36 warehouses, 28 of which have been certified by the TWLB (6 of these are new facilities) for warehouse business and warehouse operator licenses.

Ghana – The Ghana Grains Council (GGC) has been set up to be the central private sector body that is responsible for setting regulated warehousing certification requirements and enforcement of an agreed code of practices for the grain industry. In 2012, the GGC launched the Regulated Warehouse Receipts (RWR) system in Ghana – the first of its kind in West Africa. MAP is supporting the GGC to increase storage capacity, to improve warehouse management systems, and to increase the capacity of value chain actors involved in the RWR system in Ghana. During the 2013-2014 season, the GGC made good progress:

- 18 community warehouses were established in the three northern regions to improve community-level aggregation linked to 3 certified warehouses;
- 3,969 smallholder farmers stored and sold 5,620 MT of grains through community warehouses;
- 72 receipts were issued by 2 certified warehouses for a total of 23,176 MT of maize; 6,900 MT of this stock was used as collateral to access loans worth US\$ 1,068,000; and
- The GGC certified 7 warehouses to participate in the country’s RWR system, and this number is expected to increase significantly in the coming years.

Access to finance for SMEs and FOs

Provision of business development services to small- to medium-scale enterprises (SMEs) and to Farmer-based Organizations (FOs) is an effective means for improving the capacity of these value chain actors. The knowledge gaps being addressed include: financial management; post-harvest loss management, value addition; improvement of processing capacity, both in terms of quantity and quality; marketing; management and administration systems; and how to access more affordable credit.

Many such organizations find preparation of bankable business plans to be a major challenge, and linking their work to wholesale and retail markets requires reliable product and service quality and delivery. The products must meet consumer preferences and be competitive in the market.

MAP has awarded four grants for provision of Business Development Services (BDS) to SMEs in Uganda, Mozambique, Tanzania and Mali, which together target 152 SMEs and 173,000 farmers. In Uganda, 11 SMEs were provided with such services in 2013, and 8 of them accessed a total of US\$ 5 million in credit from Stanbic Bank and other financial institutions. These SMEs have used their loans to purchase produce from smallholders, processing machinery, cleaners, dryers, weighbridges, and to construct warehouses. More than 49,000 farmers have sold produce to SMEs in Uganda, valued at US\$ 47 million, and in doing so

Kapchorwa Commercial Farmers Association (KACO-FA) – A Successful SME

Kapchorwa Commercial Farmers Association (KACO- FA) has over 6,300 smallholder farmer members in Kapchorwa district in Eastern Uganda. Founded in 1999, the Association buys maize, sorghum and barley from its members; cleans, packs and stores the produce; and then sells it to the World Food Programme, Uganda Breweries, Kenyan traders, and local traders and processors.

The Uganda Development Trust (UDET) has helped KACO-FA get the financing it needed to become self-sustaining by assisting with the development of bankable business plans that the Cooperative used to obtain financing from commercial banks. UDET also trained KACO-FA staff in financial management, marketing, stock management, good governance, and participatory monitoring and evaluation.

Stanbic Bank provided KACO-FA a series of loans:

- An equipment loan of US\$ 284,000 for four tractors and a set of implements. KACO-FA rents these out to its members for plowing and other fieldwork;
- A 6-month production loan of US\$ 267,000 to cover the costs of growing 2,800 tons of sorghum on 800 hectares of land;
- A commodity loan of US\$ 900,000 for buying and bulking maize; and
- A US\$ 19,000 overdraft facility for working capital.

USAID provided a grant of US\$ 1.2 million to build a warehouse with a 2,000 MT capacity, offices and a weighbridge. The World Food Programme provided a generator and a grain cleaner/dryer that has the capacity to process 5 MT of grain per hour. It also agreed to buy US\$ 300,000 worth of maize.

The results have been impressive. KACO-FA's grain losses have fallen from a disastrous 40% in 2009 to about 5% in 2013. Its transaction costs have fallen by 65% because it now has its own cleaner/dryer and warehouse, so it does not have to hire them. Its revenues have risen from just US\$ 2,400 in 2009 to about US\$ 290,000 in 2013. KACO-FA has improved its management and staff, and has launched a warehouse receipt system that enables farmers or traders to obtain receipts for deposited grain that they can use as collateral for a loan.

KACO-FA has found new buyers for its members' grain, and the Cooperative's tractors have enabled members to more than double the area they cultivate, from an average of 0.8 hectares each in 2009 to 2 hectares today. That has boosted farmers' annual incomes from an average of US\$ 472 in 2009 to more than US\$ 1,000 this year.

Improving Post-Harvest Services to Smallholder Farmers in Mali

One major concern of AGRA's Market Access Program is ensuring value addition to farm produce through post-harvest services delivery, because assessing such services is becoming a major challenge for smallholder farmers in many parts of Africa.

In 2013, we identified this need among members of a farmer cooperative at Sakebougou, a village in Segou Region of Mali, and intervened to help farmers in that area. The cooperative is a member of Faso Jigi – a union of cooperatives supported by AGRA to improve the incomes of its farmer members by providing relevant services, including finding markets for their produce. Faso Jigi has been effective in the provision of most services, but its membership declined during 2012 mainly due to its inability to provide post-harvest services, especially threshing, which members needed most.

In 2013, we introduced new initiatives to strengthen the union, and trained 5,610 farmers in post-harvest handling and other services for its members – small-scale farmers, including 4,354 men and 1,256 women. We provided organizational capacity building sessions, introduced monitoring and evaluation system, and assisted in a study to identify efficient post-harvest management equipment to improve the ability of union members to produce quality products.

With AGRA's support, Faso Jigi has designed a guarantee scheme in collaboration with financial institutions, through which its members can borrow funds for acquiring new post-harvest handling technology needed to improve the quality and value of harvested grain. This is bringing most members back into the union, and Faso Jigi is currently in a good position to offer better services to its members. Post-harvest losses are declining, the quality and marketing of farm produce is improving, and farmers are able to assess the impact of the new technologies and services on their own livelihoods.

Positive impacts include a dramatic improvement in the quality of millet being produced, reduced drudgery among women when preparing produce for sale and consumption, and increased smallholder incomes, particularly women. Faso Jigi has become a stronger and more focused union today to meet the needs of its growing membership.

gained 25% compared to farm gate prices.

In Tanzania, nine cooperatives were provided with business services and as a result were able to access credit of about US\$ 181,000 to purchase rice-milling machinery. In Mozambique, 11 SMEs have accessed about US\$ 170,000 in credit to expand their operations after being provided with business development services.

MAP has had great success in Rwanda, where the government strongly supports the idea of cooperatives. We are helping farmers, through their cooperatives, to sell their grain and to obtain loans through services provided by Rwanda Development Organization (RDO) and the Rwanda Rural Rehabilitation Initiative (RWARRI). In 2013, five banks (compared to only two in 2012) provided loans to cooperatives. They include the Bank of Kigali, Bank Populaire of Rwanda, COGEBANK, ECOBANK, and Equity Bank; farmers have been able to borrow more than US\$ 927,000 from these institutions. They have also been borrowing money from SACCOs.

The money was used to cater for domestic needs, the purchase of inputs, maize shellers, and trucks to transport produce, the construction of community storage and drying facilities, and buying grain from farmers. Repayment periods range from 6 months to 3 years, payable at harvest time.

Launch of Market Access Program book

On November 27, 2013, in Accra, MAP launched its new book, 'Do all roads lead to Market? Experience from AGRA Market Access Program'. The year before, AGRA approached the Royal Tropical Institute (KIT) for support in documenting the progress and challenges faced by projects funded through MAP. Together, AGRA and KIT enabled 13 project representatives to spend some much-needed time discussing their work.

They came together in January 2013 for a week, and documented a range of relevant topics. How do we do things? What are the differences between the approaches taken by the project grantees? What can the grantees – and AGRA – learn from those differences, as well as the similarities? What has gone well, and where? The book is a result of these discussions, and a valuable contribution to the growing body of literature focused on improving agricultural markets in Africa. ■



Advocating for Better Policies



25

**Amended policies, laws
and regulations were
reviewed**

7

**New or amended
policies are now being
implemented**

4

**Of these are new
seed policies, laws, or
recommendations
for Ghana and
Mozambique**

3

**Of these are new plant
and fertilizer laws or
regulations for Ghana**

The Policy and Advocacy Program made important strides forward in 2013, both in the implementation of our policy action nodes and hubs operational strategy and in preparing for our lead role in AGRA's new corporate-level advocacy initiative.

All 14 policy action nodes made strong progress towards reviewing and amending policies and regulations affecting agrifood value chains serving smallholder farmers. These action nodes are organized around specific areas of concern, in this case seeds, soil health, market access, land and property rights, and environmental policies. Policy action nodes bring together local experts and stakeholders to address policy bottlenecks in their country, through evidence-based research, advocacy and engagement with policy decision makers.

Following the launch of the policy action nodes, studies were commissioned to collect, analyze

and summarize the evidence related to major policy constraints affecting smallholder farmers and other agricultural value chain actors. These efforts will provide the basis for suggesting alternative policies and legislation, as well as associated advocacy activities by AGRA and its partners.

Our work in Ghana

Ghana's Seed Policy Action Node has prepared a draft seed-testing manual for use by the National Seed Testing Laboratory. Beyond that, participants involved in the Seed Policy Action Node drafted revisions to the country's national seed policy, along with an explanatory report, that have been submitted to the Minister of Food and Agriculture for further action.

The Market Policy Action Node has completed a study that assesses the capacity building needs of Farmer-based Organizations (FBOs). Plans are being developed to host a stakeholder workshop

focused on validating the findings and sensitizing participants to the evidence. A key highlight from the study is that, while many recommendations have been submitted to the Cabinet over the years, there has been no action. Advocacy is therefore necessary to move from policy recommendations to policy action.

The Soil Health Policy Action Node has, in collaboration with other stakeholders, published fertilizer policy recommendations for Ghana to address major socioeconomic concerns relating to fertilizer imports, production and use. It has also facilitated the development of regulations to guide the implementation of Ghana's 'Plants and Fertilizer Act of 2010 (Act 803)'.

Ghana's Environmental Policy Action Node has completed several studies on climate change, including one that reveals policymakers' understanding of climate change issues. It has also held a stakeholder workshop to validate the findings. Plans are underway to sensitize participants to the growing evidence that climate change is happening and is adversely affecting the country's agricultural productivity.

The Land Policy Action Node has developed a land tenure and risk assessment tool that it has used to identify land tenure risks in Northern Ghana, which is considered the country's breadbasket. Plans are being formulated to increase awareness about these risks and their implications for landowners and the country in general. Along with this, the capacity of 'customary land secretariats' is being strengthened.

Activities in Tanzania

The Seed Policy Action Node in Tanzania finalized a review of national seed policy in 2013, and it wrapped up a study that provides detailed data regarding the overall demand for and supply of certified seeds of staple crops.

The country's Soil Health Policy Action Node conducted fieldwork during the year for three studies: 1) Evaluation of the performance of the national fertilizer subsidy program; 2) Estimating the return on investment to agricultural extension services; and 3) The impact of removing the fertilizer VAT on the supply of and demand for fertilizers in Tanzania. Findings from these studies were presented for scrutiny and validation in a conference held November 28-29, 2013, which was attended by key government officials and fertilizer industry leaders and stakeholders.

The Market Policy Action Node completed three studies in 2013: 1) An assessment of cross-border trade barriers; 2) An evaluation of weights and measures used in the agriculture value chain; and 3) A study of post-harvest losses. Based on the evidence from these studies, advocacy meetings with the government's Parliamentary Agriculture Committee (PAC) were held, resulting in lifting of cross-border trade bans. Moreover, policy briefs have been written to summarize evidence and trigger action from the country's policymakers. The Market Policy Action Node has been co-opted into a working group that is developing the country's Metrology Act. Once enacted, the Act will save smallholder farmers

from transaction costs they incur from trading in non-standard weights and measures.

Tanzania's Environmental Policy Action Node has been co-opted into the Technical Working Group that is developing the country's agricultural climate change strategy. The team has documented best practices for 'Climate Smart Agriculture', and will share these with all stakeholders and policy makers.

The country's Land Policy Action Node has used our research to provide evidence needed to improve the Village Land Act and the process of land titling. This group is reviewing laws governing land titling at the district level and working closely with district officials to develop guidelines for formulation of by-laws.

Progress in Mozambique

The Mozambique Market Policy Action Node drafted Warehouse Receipt System legislation, and following input from various stakeholders obtained in 2013, this draft legislation is now ready for submission to Mozambique's Ministerial Council for discussion and, we hope, for tabling in parliament to be enacted into law.

The country's Seed Policy Action Node drafted plant variety/breeding protection regulations during the year, which will undergo stakeholder scrutiny and validation in 2014.

Markets-related work in Mali

In 2013, the Mali Market Policy Action Node: mapped post-harvest facilities and identified potential areas for construction

of new grain silos; drafted new legislation to allow implementation of warehouse receipt systems; assessed rice price transmission (i.e., how changes in market prices for rice are affected by price

changes for related or substitute products); and reviewed commercial law affecting the performance of cooperatives. ■

Soil Health Policy Project Helps Clean Up Ghana's Fertilizer Industry

In a bid to help regulate the fertilizer industry in Ghana, AGRA's Soil Health Policy Action Node in Ghana is working to influence relevant national policy and regulations. Even though the Plants and Fertilizer Act of 2010 (Act 803) has been in place for several years, stakeholders were starved of its benefits simply because there were no regulations to implement the Act. It took hard work by the Ministry of Food and Agriculture, with support from AGRA's Policy and Advocacy Program, to finally establish the regulations needed to move the 2010 Act into action.

"Before the implementation of the Act, there were a lot of complaints about product quality; there were substandard fertilizers on the market, without any regulations to manage the product along the value chain. But now the situation is better. The quality, packaging, transportation, handling, and storage have now been regularized by the Act", said Dr. Francis Tetteh, Coordinator of the country's Soil Health Policy Action Node.

Until recently, many smallholder farmers in Ghana have been wondering whether AGRA's vision of a green revolution in Africa will become a reality, considering the challenges they faced along the fertilizer value chain. PAP's work with the Ministry of Food and Agriculture (MOFA) and other stakeholders has saved the situation. "What we have done gives a level playing ground for all major stakeholders. There is sanity in the sector now, and all stakeholders are benefitting", said Dr. Tetteh.

The passage of the Plants and Fertilizer Act of 2010 (Act 803) and its regulations – Plants and Fertilizer Regulations 2012, Legal Instrument 2194 (LI 2194) – was essential for safeguarding the interests of farmers, fertilizer enterprises, and the environment in general. LI 2194 provides the basis for effective management of fertilizer products all along the supply chain. For efficient monitoring and regulatory purposes, AGRA's Policy and Advocacy Program has developed a database of all stakeholders, which it uses for training and sensitization efforts.

"Because of increased awareness, stakeholders now know about the law and come out to register and regularize their operations. Countrywide registration of fertilizer distributors and retailers keeps increasing by the day. We are also working to minimize the costs that are added on along the supply chain to help regulate prices," said Dr. Tetteh.

"The situation in 2013 is a great improvement," said Ernest Osei Assibey of the Fertilizer Analytical Unit within MOFA. "The intensive nationwide fertilizer quality-control exercise carried out in 2011 and 2012 has resulted in the availability of improved services and high quality products this year; substandard fertilizers have been removed from the market, and all stakeholders are deriving benefits from the Act," he added.

AGRA will help sustain the gains that have been made in regulating Ghana's fertilizer supply chain, both to move the country's smallholders closer to realizing the economic and food security benefits of fertilizer use, and to use the Ghanaian experience as it helps other countries deal with similar issues.



Promoting Affordable Financing



126,666
Number of farmers
accessing credit from
banks in 2013

US\$19.3M
Amount provided
under guarantee
schemes in 2013

Access to finance is one of the major constraints facing millions of poor African smallholder farmers. This prevents them from investing in agricultural technologies that can help them to achieve higher agricultural productivity; it also limits their participation in markets. Moreover, farmers face significant risk from uncertain weather conditions, which further reduces the incentive to invest in agricultural production and commercialization.

AGRA's Innovative Finance initiative (IF) has been developing new approaches aimed at leveraging financing from private financial markets to the agricultural sector, especially to smallholder farmers. IF is also engaged in the development of innovative risk management instruments that benefit smallholder farmers as part of a comprehensive effort to provide supportive policies and incentives to stimulate agricultural growth in Africa.

Initial credit schemes

AGRA and its partners initially used US\$ 17 million in loan guarantee funds, to leverage US\$ 160 million from commercial banks in Kenya, Tanzania, Uganda, Mozambique and Ghana that benefited over 2 million farmers. IF used a further US\$ 1,060,000 to leverage US\$ 7,720,000 from microfinance institutions to support input financing, mainly for smallholder farmers in Ghana, Mali and Burkina Faso. This benefitted a further 20,000 smallholder farmers that were unable to access any input credit.

AGRA learned several lessons from these early financing initiatives:

- 1) it is equally important to provide technical assistance to the banks, farmers and other service providers to ensure that the entire financial value chain is working well to deliver, absorb and use funds efficiently;
- 2) lending to higher-risk farmers can be a viable business for banks;

3) it is important to have an effective monitoring system in place; and 4) weather crop insurance and lack of financial literacy remain key challenges to agricultural financing.

Support to other AGRA program initiatives

IF continues to support other AGRA programs and initiatives, including:

- The small lending program by the Savanna Agricultural Research Institute in the Northern Region of Ghana, in which 1,466 farmers benefited from input financing under a cashless input-financing model run by a microfinance institution (FNGO), with a repayment rate of 100%.
- The credit program associated with the Soil Health Program's fertilizer micro-dose projects in Mali, managed by Institute d'Economie Rurale du Mali (IER) in partnership with a microfinance institution (Kafo Jiginew), which benefitted over 6,800 farmers.
- Similar fertilizer micro-dose projects in Niger, managed by Institute National de la Recherche Agronomique du Niger (INRAN) and involving Banque Agricole du Niger (BAGRI), which benefitted about 2,000 farmers.
- Establishment of an Input Credit Scheme for making input loans available to about 20,000 smallholder farmers producing maize and beans in the Mbeya and Mbozi Districts of Tanzania.

Broader financial initiatives

PROFIT – The Government of Kenya partnered with IFAD and AGRA in the Program of Rural Outreach for Financial Innovation and Technologies (PROFIT) to facilitate enhanced and systematically sustainable access by poor rural farm households to a broad range of financial services. PROFIT has several components: 1) a risk-sharing facility of US\$ 10 million; 2) a credit facility of US\$ 7.5 million and an innovation facility of US\$ 2 million; 3) technical support services, including US\$ 5 million for business support services and US\$ 2 million for financial training aimed at enabling vulnerable groups to participate in mainstream banking; and 4) overall program management funds of US\$ 3.3 million.

The PROFIT risk-sharing facility is focused on scaling up the AGRA-supported Equity Bank scheme under the Kilimo Biashara Program, and is aimed at leveraging up to US\$ 100 million of financing with four additional financial institutions. The government has signed risk-sharing agreements with the four participating financial institutions, namely: K-Rep, Agricultural Finance Corporation (AFC), Barclays Bank, and the Cooperative Bank of Kenya. These institutions have already embarked on building a credit portfolio in agricultural financing. Under the credit facility, four deposit-taking microfinance institutions – Faulu Kenya, SMEP, KWFT and Rafiki DTM – received a credit facility of Ksh 600 million (about US \$ 7.5

million) from PROFIT, and they continue to disburse loans to the intended beneficiaries, especially smallholder farmers. Over US\$ 1.5 million in agricultural loans has been provided, directly benefitting more than 2,000 smallholder farmers. The provision of business support services is ongoing; smallholder farmers and other value chain actors are being provided with training, especially in financial literacy and the development of bankable business plans.

DANIDA-supported program in Ghana – AGRA has been working with DANIDA and Standard Bank since 2011 to provide medium-term financial facilities to agricultural value chain players in the country. DANIDA has provided US\$ 3 million in risk-sharing funds to enable Stanbic Bank to extend US\$ 30 million in medium-term loans over a five-year period. As of the end of 2013, loans of US\$ 2,010,417 are in the pipeline (loans to 18 agrodealers worth US\$ 425,417, and to 15 SMEs, worth US\$ 1,585,000). Loan applications are for the purchase of trucks, tractors, rice processing mills and maize shellers. The International Fertilizer Development Center (IFDC) facilitated loan applications on behalf of SMEs, and the Ghana Agricultural Associations Business and Information Center (GAABIC) did likewise on behalf of agrodealers.

Swedish-supported access to finance initiatives – AGRA is implementing a US\$ 6 million grant from the Government of Sweden in support of a package of interventions aimed at unlocking



access to affordable credit and other financial products for smallholder farmers in Kenya and Tanzania and the agricultural value chains that support them. From this total, IF is implementing a US\$ 2.1 million grant focused on improving the financial literacy of smallholder farmers, and thereafter linking them to microfinance organizations in Kenya and Tanzania.

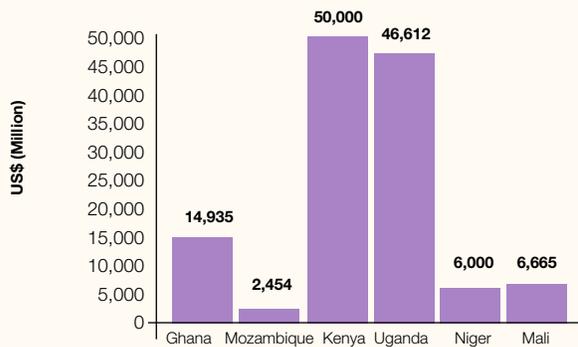
Scaling-up efforts

In order to scale up these models, AGRA and its partners have been developing an 'Impact Investing Model', aimed at enabling financial value chain actors to leverage funds to the agricultural sector, especially to smallholder farmers. The initiative takes a more comprehensive development approach by supporting a 'de-risked' incentivized financial value chain, the function of which is to support structured agricultural value chains. The model comprises an integrated package of de-risking solutions composed of risk-sharing instruments, insurance facilities, technical assistance, and incentive mechanisms.

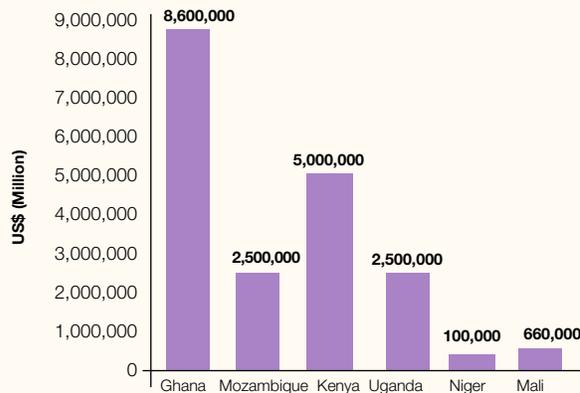
The following scaling-up efforts are now underway:

NIRSAL – The Impact Investing Model is being applied in Nigeria to transform the country's agriculture. The Federal Ministry of Agriculture and Rural Development, the Central Bank of Nigeria (CBN), AGRA and other key stakeholders are working together on implementing a revolutionary agricultural development program in the country. Referred to as the Nigerian Incentive Risk-based

Farmers accessing credit from banks



Amount provided under guarantee schemes



System for Agricultural Lending (NIRSAL), the program is funded at US\$ 500 million, and is designed to leverage US\$ 3 billion in financing for the agricultural sector.

KIRSAL – In its Budget Statement for the Financial Year 2011/2012, the Government of Kenya established a Ksh 5 billion (about US\$ 58 million) Impact Investing Fund for the development of

Kenyan agriculture. Similar to NIRSAL, the Kenya Incentive-based Risk-sharing System for Agricultural Lending (KIRSAL) seeks to leverage at least Ksh 50 billion (about US\$ 580 million) of commercial financing for agriculture over the next five years. The initiative is expected to benefit more than 1.5 million smallholder farmers, and over 10,000

agribusinesses. The government is scaling up this initiative through mechanisms established by the PROFIT program.

TIRSAL – In Tanzania, similar initiatives are being scaled up under the Tanzania Incentive-based Risk-sharing System for Agricultural Lending (TIRSAL), through the IFAD-supported Marketing Infrastructure, Value Addition and Rural Finance (MIVARF) initiative in the country, which has a total of US\$ 92 million in resources. TIRSAL is to provide US\$ 20 million in risk-sharing facilities, which is meant to leverage a further US\$ 200 million in commercial financing for agriculture.

Setting aside treasury funds to leverage funds from banks and other commercial financial providers is a smart investment: 1) doing so leverages excess liquidity in banks into the agricultural sector; 2) it creates a systemic change in lending from the financial sector; 3) it generates a modest but sustainable rate of return to treasury funds; 4) it engenders financial discipline by banks and other actors in using public funds; and 5) it stimulates competition among banks (lowering interest rates, improving financial products, and strengthening service delivery). The Impact Investing Model leverages domestic financing that triggers and supports broad-based agricultural growth, food security, poverty reduction, and increased employment. A number of countries are showing increasing interest in this approach, including Burkina Faso, Ethiopia, Malawi, and Zambia, among others. ■

Bolstering Farmer Organizations



2,060
FOs registered

94,994
SHFs supported

\$15.8 M
Worth of produce sold
through the FOs

It has been a busy and rewarding year for the Farmer Organization Support Center in Africa (FOSCA). The Center was established by AGRA in 2011 to strengthen the capacity of farmer organizations to offer their smallholder members new, demand-driven opportunities to increase incomes, as well as improve their access to other high-quality services.

Capacity building of farmer organizations and smallholder farmers

In various partnerships with farmer organizations, public and private service providers, NGOs and development agencies, FOSCA supported training for the leaders of farmer organizations as well as for smallholders themselves. These were transformative initiatives intended to change business practices, group management and relationships, and the 'mindset' of those involved. Training was provided

in group governance and management, business planning, financial management, and marketing; farmer organizations in turn trained their members. A total of 1,880 farmer organizations were trained in group governance and management, and another 474 in business planning, financial management, and marketing. More than 21,000 farmers were trained in group governance and management and over 37,700 in business planning, financial management, and marketing.

Improving access to markets

In 2013, 110 farmer organizations aggregated the produce of their members in order to sell it collectively. The total volume and value of produce sold was 48,150 MT, which brought in about US\$ 14,800. Access to new markets was provided by 212 farmer organizations. This encouraged farmers to work together in aggregating the required volumes of produce, with farmer organizations backing them with agronomic support to improve produce quality and by establishing collection centers and storage facilities. These organizations also had to establish stronger links with buyers in order to access new markets, including governments, millers, the World Food Programme, exporters, and other institutions such as schools.

Opening doors to financial resources

During the year, 792 farmer organizations were able to access credit for members amounting to more than US\$ 5.1 million. Farmers require credit mainly

during planting season in order to buy inputs, and then again at harvest to meet domestic needs as they wait to aggregate their produce and sell collectively.

Farmer organizations have to establish links with financial institutions to obtain loans that they can use to provide credit to farmer members. Some organizations establish working capital funds with local banks for this purpose. For example, UGCPA in Burkina Faso has established an operational fund with its bank, which allows the organization to borrow 70% above the amount of working capital they have on deposit. Smallholder members rarely have collateral that would enable them to borrow directly from the bank, so they establish partnerships among themselves and with UGCPA to facilitate access to credit. In practice, the organization's members form small groups to provide guarantees

for one another, and UGCPA accesses funds for them that rest on those guarantees. Since they know one another, chances of default are minimized.

Increasing farmer organization membership and empowering women

A total of 86 farmer organizations were able to increase their overall memberships in 2013. Another 188 increased the participation (and training of) their women members; 58 FOSCA-supported organizations set aside at least two slots for women in their management committees. This increasing membership and efforts to empower women members is producing welcome changes: improved benefits to individual farmers (e.g., increased incomes and livelihoods); and stronger roles for women, who are encouraged to express their views on major issues and participate on management committees.

High-level partnership events

In 2013, FOSCA held two key events, one national and one of them international in scope:

The Kenya Banana

Conference – On October 23, 2013, a one-day conference was held in Nairobi to bring together representatives of all major banana value chain actors in Kenya. The conference had two key objectives: 1) to showcase and publicize the Banana Growers Association of Kenya (BGAK) as an emerging coordinating mechanism for key players in the banana value chain; and 2) to provide an opportunity for smallholder banana farmers to engage with distributors, processors, and banana product manufacturers in order to identify what is required to improve the functionality and efficiency of the value chain. Participants in the conference included the Kenya National Federation of Agricultural

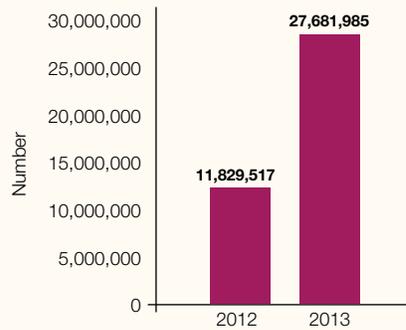
Rwandan Farmer Organization Named Best of Its Kind in 2013

When the Impabaruta Cooperative in Rwanda was crowned overall winner at the November 2013 Africa Farmer Organization of the Year Award (AFOYA) ceremony in Accra, Ghana, the sense of pride and achievement was unmistakable among its members. The trophy and cash award of US\$ 10,000 was made all the more gratifying because Impabaruta also took second place in the Youth and Female Participation category. The AFOYA program is organized jointly by AGRA and African Investment Climate Research (AFRICRES) to motivate and recognize the vital role that farmer organizations play in promoting sustainable agriculture and improving food security in Africa.

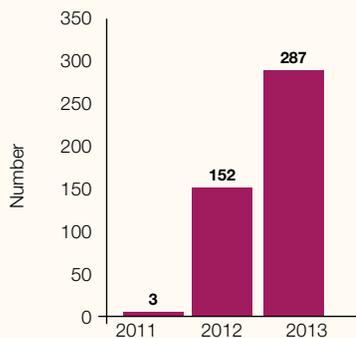
For Mr. Manasse Mpagazehe, Impabaruta's Chair, the honor is tempered by humility: "I did not know our activities could compare with others in Africa. In the beginning, we could not imagine that we would come this far, but the collaboration with AGRA greatly transformed our mindset," he said. "To hear the name *Impabaruta* announced at such a prestigious regional event was like a dream; even now it is hard to believe that it happened."

The cash award is earmarked for re-investment by the cooperative to enhance Internet access and to buy a motorcycle for agronomists to facilitate visits to the organization's members. Impabaruta's management also plans to purchase three more drying tents and a de-husking machine.

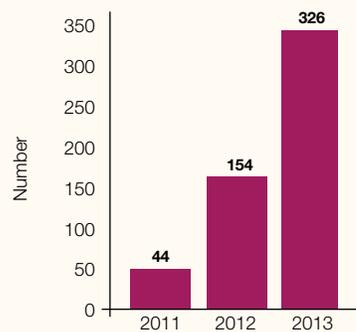
Worth of produce sold through FOs



Supported FOs aggregating their produce to sell collectively



FOs who have established new markets for their members



Producers (KENFAP), BGAK, the Kenya Agricultural Research Institute (KARI), the country's Ministry of Agriculture, Harvest Africa, the Export Promotion Council (EPC), the Bill & Melinda Gates Foundation, and FOSCA.

The conference brought out some key issues and noteworthy progress. For example, partnerships involving value chain players (BGAK, KENFAP and AGRA) are leading to changes in the way smallholder producers are doing business. Farmers said they now realize the strength that comes from working in groups, which is leading to increased incomes (nearly US\$ 700/ month according to one farmer) and more efficient marketing. Bananas are nutritious and not labor-intensive to produce; thus, farming systems in some parts of Kenya are shifting from coffee, livestock, and other outputs to banana production. Productivity is rising, as evidenced by a 110-kg banana bunch brought to the meeting by a Meru farmer – truly a showstopper. In addition, BGAK launched its five year strategic plan and website were launched during the conference showing a major transformation in its management structure and the way it is doing business.

The conference also focused on long-term sustainability and banana productivity issues, the competitiveness of Kenya bananas in international markets, the impact of the country's rural infrastructure on transportation and transaction costs, and the passion and enthusiasm of smallholder banana farmers that

is driving the sub-sector today. Additional opportunities for working together were identified, including close linkages between BGAK and the EPC.

2013 Africa Farmer Organization Conference – An international conference was held on November 27-28 aimed at enhancing the role that farmer organizations play across Africa. The 2013 Africa Farmer of the Year Award (AFOYA) ceremony capped the meeting. The conference and AFOYA brought together regional and national farmer organizations, representatives from African governments, farmer organization support agencies and institutions, researchers, private sector entities and various NGOs.

The conference was organized under the theme 'Strengthening Information-Sharing and Partnership', and discussions focused on six main areas: improving soil health; post-harvest management for smallholders; improving smallholder market access; building capacity between farmer organizations and service providers; accessing finance for smallholders; and the impacts of women and youth participation in agriculture.

The gathering enabled sharing of information on best practices and case studies, as well as the key challenges facing farmer organizations and smallholder producers in Africa. It also served as a platform to strengthen partnerships and for networking among all the participating stakeholders.

The Farmers Union of Burkina Faso

The Union of Groups of Marketing of Agricultural Products (UGCPA) was created in 1993 with the main aim of collective marketing of the grain surpluses (maize, sorghum, millet, fonio, beans, and sesame) and hibiscus flowers produced by its members. Men produce cereals while women produce hibiscus. Currently it has 2,500 producers (1,000 women and 1,500 men) organized into 105 farmer groups ranging in size from 15-100 farmers, distributed across 6 provinces of the Mouhoun Region of Burkina Faso. UGCPA's offices are located in the city of Dedougou. Its current President is Mr. Nonyeza Bonzi, who is justifiably proud of the fact that UGCPA won the Africa Farmer Organization Award in the Market Access category, and which came with a trophy and a cash prize of US\$ 8,000.

The main objectives of Union are to: improve the incomes of its members, increase the quality of produce for customer satisfaction, establish norms for weighting the value of members' produce, and raising the productivity of members to enhance food security in Burkina Faso. UGCPA provides a number of services to its members:

Access to markets – The Union provides its members with access to new markets, the main ones being the World Food Program and the Government of Burkina Faso. It also exports cereals to neighboring countries and hibiscus flowers to Germany and France.

Storage – The Union buys from farmers at harvest time (November), stores the produce in their warehouses, and then sells it about 5 months later at higher prices. Administration and storage expenses account for 35% of the resulting profits, and the rest is shared among UGCPA members.

Produce quality – The Union puts a lot of emphasis on produce quality because both WFP and the government only buy good quality products. It works to raise awareness among its members of the importance of quality, and it has two machines that it uses to separate broken grain from the rest. Whole grain is sold to WFP and the government at a premium price, while broken grain is sold to millers to make animal feed.

Access to inputs – At the beginning of the year, UGCPA members indicate the area they intend to plant, which provides an indication of the volume they will sell to the Union. Based on this information, the Union sells seeds and fertilizer to the farmers at subsidized rates. In case a farmer does not have funds to buy the inputs, the union provides them on credit, which it is recovered at harvest.

Access to finance – The Union is able to access bank credit of CFA 600 million (about US\$ 1,270,000) each year, due to its credit worthiness, and these funds are then loaned to member farmers.

Mentoring, advisory services and training – The Union provides mentoring and advisory services to its members. So far 280 members, including their families, have benefited from these services (80 are women). The Union is also providing training; topics include leadership training for women, environmental issues, and collective marketing. So far 1,200 farmers have been trained (700 of them women).

Diversification: Finally, the Union is encouraging members to diversify their produce and production practices with the addition of cowpeas and even nitrogen-fixing trees (*Faidherbia albida*) in order to reduce risks, improve soil health and fertility, and help ensure stable incomes.

The conference served as a platform for creating new, and enhancing existing, opportunities for transformative partnerships, and also sharpened the awareness of farmer organizations to be more responsive to the needs and challenges of their members. A full conference report can be retrieved from the AGRA website (<http://agra-alliance.org>).

A gala evening ceremony was held on November 28 for the African Farmer Organization of the Year Awards (AFOYA). Intended to recognize, reward, and motivate farmer organizations from all over Africa, the awards program will promote increased effectiveness by such organizations in promoting sustainable agriculture and improving food security on the continent. Awards were presented in five categories: 1) governance, accountability and professional capacity; 2) income diversity; 3) female and youth participation; 4) advocacy; and 5) market access. In addition, an overall 'African Farmer Organization of the Year Award' was presented to the best organization among the winners. The categories align with activities that hold the key to enabling farmer access to vital services that will ultimately transform their livelihoods.

The selection of winning FOs followed an advertisement that appeared on the AGRA and AFRICRES websites, which attracted over 60 applicants. Sixteen winners were selected through a competitive process presided over by a panel of four judges. For each category, three

top performers were selected; an overall winner was also selected, resulting in a total of 16 awards. The first and second place organizations in each category received trophies, and the third place finisher received a certificate. All winners received cash awards: US\$ 10,000 was awarded to the overall AFOYA winner, while the first, second and third place winners in each category received US\$ 8,000, 6,000 and 4,000, respectively.

Impabaruta farmer organization of Rwanda emerged the overall AFOYA winner in a highly competitive selection process, and also achieved second place in the female and youth participation category. A list of all the other top prizewinners and runners up is available on the AGRA website.

Innovative approaches supported by FOSCA

Digital farmer aggregation platform – In partnership with the Gates Foundation and the Southern African Confederation of Agricultural Unions (SACAU), in 2013 FOSCA invested US\$ 300,000 towards the establishment of a digital farmer aggregation platform (DFAP). DFAP is an electronic system that can be configured to manage a set of applications relevant to farmer organizations, such as farmer profiles, timing and demand for inputs, payment for inputs (including those provided on credit through existing mechanisms), timing and availability of outputs, and payment for outputs (including reconciliation of input debt). The platform is mobile phone-based and operates on a technology

developed and owned by IQuad Technologies. Aggregation using a cellphone-based digital platform is considered effective, efficient, convenient and far-reaching in the context of the wide geographic dispersion of smallholder farmers, who already commonly use cellular phones.

While this is a new project whose actual results and benefits may take a while, the digital platform is expected to create efficiency in the business transactions of various value chain actors. The project is being implemented by SACAU, working with other service providers. It was conceived by SACAU in response to the fact that smallholders and their partners are increasingly looking for innovative approaches of doing business to lower the price volatility of inputs and obtain higher output prices.

Providing support to business development forums: an innovative approach for strengthening yam value chains in Ghana and Nigeria – The Yam Improvement for Income and Food Security in West Africa (YIIFSWA) project is funded by the Bill & Melinda Gates Foundation and led by the International Institute of Tropical Agriculture (IITA). The project aims to increase yam productivity for 200,000 smallholder yam farmers in Ghana and Nigeria, and deliver key global research products that will contribute to the longer-term vision of improving yam productivity and the livelihoods of yam-dependent farmers.

IITA works with FOSCA as the implementing partner of the

project's second objective: 'to strengthen the capacity of smallholder yam farmers and farmer organizations to enable their members to play a more significant role in the yam value chain in Ghana and Nigeria'. FOSCA is also facilitating the development of a virtual platform

where interested parties share their knowledge, interests and experiences. This platform enables e-discussions on issues related to different aspects of yam value chain. It also enables information exchange through instant messaging between farmers, farmer organizations,

traders, and service providers to facilitate access to and delivery of key services. In addition, it has a diagnostic component that enables yam business practitioners to track and monitor their own progress and make adjustments as required. ■



Stimulating Private Investment in Agriculture



The Africa Enterprise Challenge Fund (AECF) plays an increasingly important role within AGRA, as we work to strengthen the participation of private sector organizations in a variety of partnerships designed to transform African agriculture.

The explicit goal of AECF is to encourage private sector companies to compete for financial support for new and innovative business ideas that are especially beneficial to the poor in rural areas. Launched in 2008, its initial financial backers included the World Bank's Consultative Group to Assist the Poor (CGAP), DFID, IFAD, and The Netherlands Ministry for Foreign Affairs.

AECF started small and grew rapidly. By the end of 2013, it has grown into a US\$ 207 million financing mechanism, capitalized by multilateral and bilateral donors, and dedicated to stimulating

innovation by private sector entrepreneurs in Africa. The Fund awards competitive grants and loans to private sector companies to support innovative business ideas in agriculture, agribusiness, renewable energy, adaptation to climate change, and access to information and financial services. Its purpose is to improve incomes of smallholder farmers and the rural poor. The AECF of today is supported by the governments of Australia, Denmark, The Netherlands, Sweden and the United Kingdom, as well as by the International Fund for Agricultural Development (IFAD).

Key achievements

AECF began as a classical matching-grant mechanism; six years later it has become a dynamic social venture capital fund offering a wide range of services; it still offers matching grants, but has added no-interest loans, as

well as an investment unit that links successful AECF grantees to impact investors to scale up their activities with additional commercial funding. For example, AECF partners with infoDev – a global multi-donor program in the World Bank Group that supports growth-oriented entrepreneurs – to facilitate the 'incubation' of attractive new ideas, and provide business development services and technical advice. The Fund is also developing links with Root Capital in order to facilitate the provision of debt capital to deserving grantees. These kinds of moves are enabling AECF to remain a unique and modern development finance mechanism for Africa's small- and medium-scale enterprises.

Portfolio changes – As indicated above, AECF is now a US\$ 207 million fund, and it looks like it will continue to grow, especially due to the ability of governments to

make their contributions through country-specific 'windows'. So far, 192 projects have been approved, with 155 of those formally contracted and underway, and more than 2/3 of them supporting agribusinesses across the agricultural value chain. Nearly 4,500 business proposals have been received from competing (potential) grantees, and the AECF database now registers 7701 companies, one of the largest such databases on the continent.

Impacts – At the last count, some 3.5 million people have benefited from AECF investments, and nearly 2,900 formal, full-time jobs have been created. AECF commitments as of November 2013 totaled about US\$ 145 million, which leveraged commitments of US\$ 440 million by private sector companies – nearly a 1:3 ratio.

Operations

- As of the end of 2013, AECF – which has been hosted by AGRA since the Fund's inception – was managed only by its Executive Manager and his assistant; fortunately, two Program Officers will be joining in early 2014.
- Operational management is subcontracted to the Fund Manager, which is KPMG Development Advisory Services.
- AECF is increasingly managed from decentralized offices; it has regional offices in Ghana, Zimbabwe, and Kenya, and country offices in Tanzania and Zimbabwe;

Phoenix Seeds - Manica Seed Production and Processing

Window: Research Into Business (RIB), Round 1
Start date: March 2011
AECF funding: \$US 800,000

About Phoenix Seeds Limitada, Mozambique

Phoenix Seeds is a joint venture between Phoenix Farm Limitada, a commercial farm near Vanduzi in central Mozambique, and AgDevCo, an agribusiness development company. Progene is a South African seed research company that is supporting Phoenix Seeds to produce, process, and distribute improved, locally adapted seed varieties – initially to over 120,000 farmers in the Beira Corridor, and eventually to farmers throughout Mozambique.

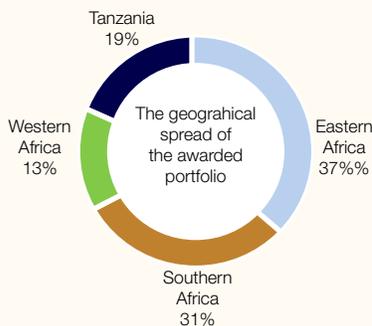
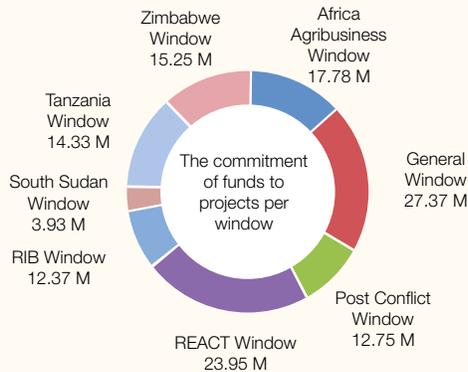
The project purpose

The AECF-Phoenix Seeds Project is focused on establishing a viable commercial farm hub and outgrower seed business, which will grow and distribute certified seed of improved varieties that are produced by the country's leading plant breeders. Phoenix Seeds is aiming to reach over 130,000 Mozambican farmers within five years.

Expected outcomes

Over the project's six-year span, Phoenix Seeds anticipates the following outcomes:

- 120,000 smallholder farmers will be using certified seed of the improved varieties, leading to at least 4-fold yield increases, and incremental increases in annual income of \$600 per household, resulting in tripling of average household incomes;
- 700 smallholder farmers will be integrated into the certified seed outgrower scheme, and have the opportunity to access modern inputs; 50-100 of these producers will also have access to irrigation. All participating farmers will have a guaranteed market for their production (Phoenix Seeds) and receive higher incomes as a result;
- 250 full-time jobs and 600 seasonal jobs will be created on the commercial farm, a significant impact in an area where there is almost no formal employment.



The overall beneficiaries 2012

688,427
households
or the equivalent of

3.5 million
people

- So far, 17 grant competitions have been completed, and one is now underway;
- Intensive marketing and publicity campaigns during all these competitions have led to a well-known brand among donors and the private sector across Africa; and
- Upgrading the AECF ME&L system will require new resources; for example, funds will be needed for assessments to be done by a new evaluation management unit.

Additional operational observations

While AECF has strong brand identification, it does not have its own legal personality; nor is a standalone organization. AGRA is our host, and its Board has fiduciary responsibility for the Fund, yet virtually all of the operational management is handled by KPMG as the Fund Manager. Many donors are involved, and they provide funding through a variety of different programs. Given these complexities, engendering a sense of 'ownership' of AECF can be challenging.

Rigorous contract compliance and risk management processes contribute to the success of projects funded by AECF. Of course, such thoroughness does slow the rate at which we are able to make disbursements. So far, close to US\$ 60 million has been disbursed, yet AGRA has received over US\$ 110 million from AECF

donors. We are working on ways to streamline the disbursement process without jeopardizing management effectiveness and accountability.

After six years in operation, we now realize that more time than initially thought is needed for funded businesses to be sufficiently profitable to start repaying their no interest loans. As of the end of the year, US\$ 1 million has come back to the fund, which is about US\$ 5 million less than we had expected. We are thus looking at new ways of closing this gap.

Finally, the creation of country-focused funding windows attracted multiple donors and enabled AECF to grow dramatically. Such growth brings many benefits, and also a few important management challenges. Donors have different contract obligations, including financial and administrative procedures, reporting, and audits and reviews. Clearly, we welcome and encourage this growth; just as clearly, we must work ever more closely with donors to facilitate procedural simplification, coordination and harmonization in order to maintain manageability of this fast growing fund. ■

Adding Value and Developing Markets for Kilimanjaro Avocados

Window: Tanzania Agribusiness, Round 1

Start date: January 2012

AECF funding: \$US 977,000

About Africado Ltd.

Incorporated in 2007, Africado Ltd. operates an avocado plantation at the foot of Kilimanjaro in Tanzania. Africado grows Hass avocados for export to the EU on a 74-hectare orchard in Sanya Juu; the orchard production is augmented through a small-scale farmer outgrower scheme being piloted in West Kilimanjaro.

The project purpose

Funding from AECF is in support of a project designed to add value to avocados in the Kilimanjaro region by scaling up the current pilot outgrower scheme and constructing a packhouse equipped with oil pressing facilities. Africado and its outgrowers will market their products on the international market, aiming at export sales to the EU.

Tanzanian horticultural exports have been transported primarily via airfreight, but this project adds to a growing list of exporters that are exploring the cheaper and less emissions-intensive option of seafreight, through the port of Mombasa. Africado's proximity to Mombasa and the availability of affordable labor make the production, processing and export of avocado fruits and related products a profitable enterprise.

Expected outcomes

It is anticipated that the project will result in the growth of avocado production by capitalizing on 3,200 small-scale outgrowers. Exports will comprise mature avocados and avocado oil; 64% of the avocados and 69% of the oil will be sourced from the outgrowers. By the end of the project, more than 300 jobs will be created; about 75 of those will be for women and the rest for men.

The following activities were undertaken in 2013:

- Packhouse construction was completed;
- Key equipment was installed, including: carton-assembling machinery, a pre-grading machine, a sizer, packing tables, and a cold store facility;
- Avocado fruits were exported to France, the UK and the Scandinavian countries; and
- Africado Ltd. was officially registered to Global-GAP (Global-Good Agriculture Practices).

Boosting African Rice Production



The Coalition for African Rice Development (CARD), which operates in 23 sub-Saharan African countries, is a consultative group of bilateral and multilateral donors, as well as African and international institutions (AGRA, AfricaRice, AfDB, FAO, FARA, IFAD, IRRI, JICA, JIRCAS, NEPAD and the World Bank). CARD was

launched by JICA, NEPAD and AGRA during the Fourth Tokyo International Conference for African Development (TICAD IV) in May 2008.

With the aim of doubling the rice production from 14 million to 28 million tons by 2018, CARD provides each of its 23 member countries

with vital opportunities to develop a tailor-made National Rice Development Strategy (NRDS), and supports the implementation of the strategy by assisting with formulation of NRDS Concept Notes that describe concrete project proposals.

To implement the CARD process, a NRDS Task Force was first established in each member country. These Task Forces are mainly composed of public sector stakeholders, such as Ministries of Agriculture and National Research Institutes. By the end of 2013, the governments of 22 CARD member countries had validated their national rice development plans, which are also well aligned with each country's overarching agricultural policies. CAADP commitments are also reflected in these plans.

While it does not have a funding function, CARD helps attract attention to and mobilize resources for specific proposals. It assists NRDS Task Forces in coordinating the interest of relevant stakeholders identified in the national plan, striving to improve interventions along the rice value chain aimed at improving the quality and quantity of rice produced. Effective coordination naturally involves working with a range

of development partners, civil society organizations, and private sector agribusinesses.

The commodity focus of CARD on rice enables harmonious planning and implementation of comprehensive interventions needed along the whole value chain in order to successfully increase productivity. It also helps NRDS Task Forces to more deeply discuss important issues and concrete proposals for resolving them. Others have said that what makes CARD unique is its ‘crop-based sector-wide approach to rice’.

In 2013, CARD reached its halfway milestone. It organized series of events, including: the Fifth General Meeting in Dakar, Senegal in February; and a TICAD V side event on CARD, titled “An Innovative Attempt toward Food Security and Agricultural Development in Africa”, held in Japan during the month of June. Over 150 participants attended both events, including 23 country delegates, Steering Committee members, South-South cooperation partners, private sector stakeholders, and others from the development community.

CARD progress in first five years was shared by the organization’s Secretariat, and the way forward over the coming five years was also



presented. To summarize, CARD will: 1) accelerate NRDS implementation by pushing the development of NRDS Concept Notes; 2) help create enabling business environments that promote public-private partnerships; and 3) provide continuous capacity development of stakeholders. The Secretariat also made a presentation on the CARD initiative at the 3rd African Rice Congress in Yaounde in October. The efforts being made under CARD were explicitly acknowledged and highly appreciated by the more than 600 researchers attending the Congress.

Thematic interventions were also launched in 2013 to stimulate the process of NRDS implementation. The ‘Pilot Initiative for Improved Rice Seed Sector’ was begun in 10 selected CARD member countries: Burkina Faso, Cameroun, Cote d’Ivoire, Ghana, Guinea, Madagascar,

Nigeria, Senegal, Tanzania and Uganda. Under this initiative, technical experts on the CARD Steering Committee, along with the CARD Secretariat, help the NRDS Task Forces of participating countries to develop country-specific Rice Seed Development Strategies, which will be followed by detailed plans for investments that will improve the sector. The overall aim of the initiative is to increase the supply of quality certified seed, thereby helping to boost production and productivity in rice cultivation.

Data drawn from FAOSTAT indicate steady improvement in the rice sub-sector. Paddy production has increased by 39%, from 13 million MT (in 2002-06) to 18 million MT (in 2007-11). The area planted to rice has expanded by 17%, and yields by 18%. However, the gap between production and consumption across the continent remains, thanks to the rapid increase in demand. ■

Advancing Gender at AGRA



Once again, 2013 saw a strong commitment by AGRA towards gender inclusiveness in its programs across its countries of operation. In February 2013, we organized a training workshop in Nairobi for Program Officers to build the capacity of our staff in being sensitive to gender while giving grants.

We also organized training workshops for our grantees in West Africa (in Accra, Ghana), as well as in East Africa (in Kigali, Rwanda); these workshops were held in June and November respectively. Participants in the meetings came from research institutions, universities, NGOs, and the private sector. They indicated that the trainings were key in building skills in the use of gender assessment tools in agriculture value chain analyses, both to improve project effectiveness and outcomes as well as to build skills in developing gender-responsive indicators that measure progress towards change objectives over time.

To promote access to gender-related information for AGRA grantees in Southern Africa, our gender unit initiated the Southern Africa Regional Gender Network (SARGNet). Membership will include grantees in Southern Africa, and the development of SARGNet is ongoing. Its steering committee is working to finalize plans and prepare for the operational roll out of network activities.

We also awarded a grant to the women's agribusiness network in East and Southern Africa known as "Women in Agribusiness in Sub-Saharan Africa Alliance" (WASAA). This network is focused on empowering women agri-entrepreneurs (their business development skills), as well as on enhancing their leadership skills in the producer organizations to which they belong.

A key highlight for the year was Board approval of the long-awaited AGRA Gender Strategy. This signaled AGRA's firm commitment to empowering smallholder farmers, who are mostly women, and ensures that all staff and grantees accept responsibility for implementing gender-inclusive projects. The main elements of the strategy include:

- Improving the effectiveness of AGRA's programs in enhancing productivity, food security and incomes through gender integration and gender-equitable implementation;
- Building stakeholders' competencies to integrate and assess gender effectiveness in AGRA-sponsored programs;
- Adopting policies and systems that support a gender-equitable working environment; and
- Building knowledge and awareness about gender and agriculture among agricultural development practitioners. ■





Mobilizing New Resources



**AGRA developed
a new
resource
mobilization
strategy**
aligned with the refreshed
organizational strategy
for 2013-2018

AGRA's resource mobilization efforts in 2013 generated US\$ 90 million in new program funds. About 64% of that total was committed by organizations other than our founding donors, the Bill & Melinda Gates Foundation and The Rockefeller Foundation.

AGRA developed a new resource mobilization strategy aligned with the refreshed organizational strategy for 2013-2018. In order to generate resources sufficient to achieve our catalytic mission for improving smallholder productivity, AGRA will focus on four key goals:

- Leveraging our expanded country presence to effectively convey a compelling value proposition;

- Diversifying and prioritizing funding sources to attain the targeted quantity and quality of funding;
- Directing funding to hard-to-reach grantees that can maximize impact for smallholder farmers; and
- Customizing our knowledge and value proposition in ways that make visible their relation to unique donor priorities.

Several convenings of donors and stakeholders that furthered AGRA's partnership platform took place during the year, including:

- A conference involving the members of 'Seed2Feed', a consortium consisting of Rabobank, AGRA, GreenPort

Holland, and Wageningen University. The group met to discuss pilot projects in vegetable cultivation – a new component of AGRA's strategic plan that addresses nutrition and health issues at the household level, as well as the empowerment of women;

- A meeting of the All-Party Parliamentary Group (APPG) on Agriculture and Food for Development in the UK Parliament;
- The Global Forum for Food and Agriculture in Berlin, Germany;
- A Seminar on Food Security hosted by the Swedish Ministry of Foreign Affairs and SIDA; and
- The African Green Revolution Forum (AGRF) in Maputo, Mozambique.

Drawing on its expertise and experience, AGRA is increasingly involved in jointly designing program interventions with donors and with a broad range of implementing organizations, as well as stakeholders likely to feel the impact of the interventions. These efforts have taken many forms, and the result has been the emergence of synergistic yet distinct strategies and objectives.

Through a program design grant, AGRA worked closely with the Norwegian government in 2013 to develop a 'Climate Smart Agriculture Program' for Tanzania, with four key pillars: Gender, private sector engagement, market access, and climate

change. The initiative is a public-private partnership and has brought together representatives from the Tanzanian Government, YARA, NORAD, the Norwegian Embassy, and members of Tanzanian NGOs and Civil Society Organizations. Through a series of stakeholder planning sessions, the 5-year, US\$ 13 million initiative draws on the combined experience of the participating organizations, in harmony with CAADP and the long-term agriculture development strategies of all those represented.

AGRA also worked with The Rockefeller Foundation to co-create an initiative that will reduce the effects of waste and spoilage in the food chain, recognizing that a 50% reduction in food loss has the potential to feed 1 billion people. Funds were provided for an 18-month development phase, which is currently underway.

In 2013, AGRA was the recipient of a US\$ 47 million award from USAID. This funding marks the initiation of the G8's New Alliance for Food Security and Nutrition, announced in May of 2012 by President Obama at the G8 Summit. Recognizing the potential gains from better-coordinated and more coherent efforts, as well as more sharply focused policy and investment agendas, AGRA launched the 'Scaling Seeds and Technology Partnership' (SSTP), which will encompass activities in Ethiopia, Ghana, Malawi, Mozambique, Senegal and Tanzania. Specific interventions

will be determined and designed through inclusive national consultative processes, in which road maps to identify gaps and areas of opportunity will be jointly determined.

The SSTP partnership of public and private sector actors aims to:

- Improve the capacity of public and private sector groups to deliver quality seeds and other technologies to smallholder farmers;
- Improve the capacity of smallholder farmers to adopt quality seeds and technologies; and
- Improve the policy and regulatory mechanisms for the delivery of quality seeds and technologies to smallholder farmers. ■

Transformative Capacity Building for Grantees



Changing the agricultural landscape and achieving an African green revolution takes more than great ideas and dedicated people. While strong and passionate leaders are needed to drive the agenda and push for needed changes, effective organization and sound management practices are also required to ensure that results will be delivered as intended. This is an important lesson AGRA has learned over the past seven years of working with its grantees.

AGRA's interest in strengthening the capacity of grantees to manage projects has significantly grown over the years. It started under AGRA's Program for Africa Seeds System (PASS) when it set up a Program Administrative Budget (PAB) account for project development and technical assistance. However, this was primarily focused on breeding

and seed operations and did not cover grants from other AGRA programs. Despite such initial efforts, many of the fundamental challenges associated with management and governance have been slow to change. It is still evident that a number of grantees do not pay adequate attention to and suffer from lack of clarity about what constitutes sound management practices.

With that in mind, AGRA has embarked on expanding grantee capacity building in a proactive and systematic manner. To date, the following methods have been used:

- Cohort/classroom model training: Offerings range from: financial management; project management; monitoring techniques, such as building the Indicator Performance Tracking Table and Results-

based Framework; and compliance with the AGRA grants agreement letter. Whatever the format, AGRA ensures that there is a clear agenda with specific goals, and that there is an opportunity to apply new skills and concepts to real-life project situations.

- Peer, grantee, and program staff exchanges: These include roundtables, case-study meetings, and learning circles, all of which are based on the premise that participants can be both teachers and learners. Peer or grantee exchanges also help to lessen the isolation of participants, assist them in becoming more self-confident, and heighten their awareness of diverse views and alternative solutions.
- Conventions: These include conferences and forums, which bring together various grantees and subject matter experts or leaders in one setting. Grantees have more power to address grant issues when they band together. Convening facilitates joint action, learning from each other, collective agenda setting, and the organization of joint efforts needed to achieve grant objectives.

This work has not only helped our grantees but has also helped to debunk a few common myths related to managing grantees:



- Technically sound experts are not necessarily equipped with sound management skills. Often, people who end up managing our grants are experts in certain fields, such as plant breeding and soil science, and have very little or no training on how to lead and manage effectively and efficiently. Programmatically, they design sound concepts, but implementation is tricky because of limited management capacity and a lack of adaptive leadership. AGRA either refers such grantees to service providers who can assist them in project management and/or requests them to attend AGRA's own in-house management training.
- Punishing grantees for falling short of meeting their goals is likely to be counter-productive. Rather than immediately terminating a project due to 'unsatisfactory performance', we have learned to consider the context in which our grantees operate. We often find ourselves traversing new, uncharted paths with promising grantees, and we thus need to be more flexible in assessing performance. When objectives are not met or mistakes are made, we encourage grantees to embrace the lessons and identify ways to do things differently.

- Overheads related to building sound management practices and leadership within our grantees are actually investments and not transaction costs. We have learned that grantees must pay salaries that are consistent with the need to attract skilled and talented people. Similarly, we are now able to rationalize the cost of purchasing automated financial management systems that facilitate increased transparency and accountability. Increasingly, we see the positive results that come from paying these 'overheads', and look upon them as investments aimed at ensuring success.

While we increasingly recognize the importance of our grantees following sound management practices (including compliance with financial reporting standards), the reality is that there exists a critical shortage of grantees with strong management skills. Thus AGRA will continue to develop and apply new methods for assisting grantees with management issues; our goal is to help them achieve impact, while at the same time holding them accountable for results.

Two examples of such efforts in 2013:

- 1) The 'Program to Increase Fertilizer Availability and Usage in Ghana, Mozambique and Tanzania', which is being implemented by the African Fertilizer and

Agribusiness Partnership (AFAP) – a recipient of a US\$ 25 million grant from AGRA: A number of issues have been identified through internal audits, namely in the areas of programmatic scope, institution building, governance, communication, M&E, and financial management capacity. As a result, AGRA carried out various capacity building activities designed to strengthen project management practices and improve the management of its financing facility (which accounts for about 80% of AFAP's total AGRA grant).

At a minimum, this intervention has significantly improved the relationship between AGRA and AFAP, and the strengthened management practices are helping attract additional support. To date, AFAP has received funding from the USAID, DFID, FAO, the Soros Foundation, the IDH Sustainable Trade Initiative, and the Agricultural Transformation Agency of Ethiopia. From USAID and IDH contracts, AFAP is receiving nearly \$2 million that is strengthening the organization's activities in Ghana and deepening its engagement throughout West Africa with ECOWAS and other private sector partners. In addition, IDH and AFAP have begun exploring possibilities with





The Netherlands Development Finance Agency (FMO) to introduce and manage a much larger fertilizer financing facility (US\$ 10 Million).

AFAP is now sponsoring the West Africa Fertilizer Stakeholder Forum, which had its first meeting in September 2013, in Accra, Ghana. This Forum represents a central pillar of AFAP's core industry development efforts. To complement this work, AFAP and the International Fertilizer Industry Association (IFA) recently launched the

African Fertilizer Volunteer's Program. The program will be largely financed through private corporate donations and will enable skilled practitioners from fertilizer industries around the world to share knowledge and expertise in building the African fertilizer value chain.

- 2) Rural Urban Development Initiatives (RUDI) – a recipient of a US\$ 526,026 AGRA grant – is implementing a project titled 'Enhancing Smallholder Farmers' Market Competitiveness in South

Western Districts of Tanzania'. The initial internal audit of this project turned up a number of deficiencies in project implementation and the financial control framework. Given the project's strategic contribution to AGRA's Market Access Program and to Tanzania's markets, instead of shutting down the grant AGRA carried out various capacity building interventions to help strengthen RUDI's management practices and mitigate the weaknesses noted in the financial control framework. As a result, RUDI has since attracted additional support from NORAD, USAID, and Oxfam that totals at least US\$ 10 million. AGRA has also recently invested US\$ 1.8 million to continue strengthening smallholder farmer markets in Tanzania.

During the year, we audited about 20% of the active 2013 grantees (i.e., 31 projects, comprising a total portfolio of US\$ 56 million); most of these internal audits revealed important improvements in management and implementation. Our conclusion: there appears to be a high correlation between improved grant management and the targeted and integrated training management programs offered to most of the audited grantees. ■

Strengthening Communications



In 2013, the Communications Unit continued to **position AGRA as a globally respected alliance** that is leading the transformation of African agriculture

In 2013, the Communications Unit continued to position AGRA as a globally respected alliance that is leading the transformation of African agriculture. Key activities for the year included building and protecting AGRA's brand and identity, supporting its role in advocacy and thought leadership, promoting behavioral change from the farm level to government, supporting and strengthening partnerships, assisting with efforts to unlock new resources, and promoting the internal sharing of information. With support from the Bill & Melinda Gates Foundation, we produced a new video about AGRA's work, which will be made widely available on our refurbished website in 2014, and is now being used in a variety of settings to showcase AGRA to the world.

A communications strategy was produced that, once implemented, will lead to significant

enhancements of AGRA's public profile and support. The Unit brought on board consultants to guide the development of the new strategy, which will become fully operational in 2014.

Supporting global events and partnerships

The team continued to support various programmatic and operational activities involving our Board of Directors, management and staff. The communications team was able to backstop the participation of various Board Members and staff in a number of global events by helping to prepare presentations and mobilizing media coverage. These included the World Economic Forum held in South Africa in May; the Grow Africa side event at WEF; the annual Chatham House Forum held in the UK; and an Economist Conference focused on African agriculture, also in the UK.

Considerable work was done to draw out and highlight the synergies being produced through AGRA's partnerships and how this is leading to positive impacts at all levels. One such effort involved helping to coordinate the African Green Revolution Forum, held in Mozambique, in September 2013.

Strategic communications support was provided for events hosted by AGRA programs, including a 'Monitoring and Evaluation Post-Harvest Losses' convening in Nairobi; the launch of a Soil Health Program grant of US\$ 5 million with the Ministry of Agriculture and Rural Development in Ethiopia; a joint write-shop involving the AGRA Soil Health Program and the African Soil Health Consortium, held in Kenya; and the 'Gender and Agri-Value Chains Workshop', held in Malawi.

In addition the Communications team participated directly in several strategic events at the regional and global level, including: a Grow Africa meeting held on the sidelines of WEF in South Africa; a conference held in Tanzania by the Southern African Confederation of Agricultural Unions (SACAU); and an IFAD-sponsored 'Learning Conference on Financing', held in Ethiopia.

Media work

In 2013, the Unit aggressively engaged the media in AGRA's priority countries (Ghana, Mozambique, Tanzania and Mali) to further increase coverage across Africa. Our biggest achievements were in the international media arena, with coverage provided by a number of respected media houses, including the BBC,

CCTV and Al Jazeera. A major achievement of particular interest to our Francophone partners was securing a two-page article in the French publication 'Jeune Afrique'.

In order to amplify public appreciation and understanding of AGRA's programs, we organized media dialogues, coordinated media tours to AGRA-sponsored projects, and commissioned impact stories related to AGRA's work, all with the aim of increasing our visibility across Africa and the rest of the world.

In partnership with the Soil Health Program, we provided communications training to several grantees in effective graphic design, messaging, and the development of user-friendly communications products.

Revamping AGRA's website and presence on social media

In 2013, we initiated a comprehensive technical audit of the existing AGRA website, as well as our use of social media sites. This led us to begin re-designing our social media channels and the development of a social media plan aimed at increasing AGRA's visibility and use of these increasingly important tools.

During the year, we implemented a more coordinated approach to producing new stories about the work of AGRA and its grantees and beneficiaries. These are providing content for our quarterly magazine, 'AGRA News', and for a refurbished website that will be launched in 2014.

Improving internal communication

The Unit also moved to facilitate internal communications so as to encourage staff to share information about their activities. We coordinated the participation of selected AGRA staff in the Crawford Fund Master Class on 'Communicating Research to Stakeholders', held in Ethiopia. The course sensitized scientists working in agricultural development about the need to better communicate with a wide range of audiences, including colleagues within their own organizations.

We also began producing and distributing a weekly internal newsletter titled 'SoundByte', a communication tool created to encourage staff to share their activities on a weekly basis. We also launched our quarterly magazine, 'AGRA News', which is distributed both internally and externally.

It has been an exciting and productive year for the Communications team. As we move forward, we will strive to extend AGRA's profile by making information available in additional languages, and by consistently highlighting its work using traditional media and via social media channels. We will continue to increase the diversity and appeal of our publications, and significantly improve our web presence. All this work will be aimed at advancing AGRA's visibility and its recognition as both a thought leader in African agricultural development and as an impartial source of vital information for those working towards a better future for all Africans. ■

Measuring Progress and Impact



In 2013, AGRA reviewed and refreshed its strategy and revamped its theory of change, theory of action, and also its operational model

In 2013, AGRA reviewed and refreshed its strategy and revamped its theory of change, theory of action, and also its operational model. The review affirmed that AGRA's theory of change – which is to demonstrate and catalyze viable models for agriculture development – is as relevant today as it was in 2006. However, AGRA cannot achieve its goals without the data and learning provided by a functioning monitoring and evaluation (M&E) system. AGRA's M&E Unit will focus on supporting grant making, knowledge management, convening, and scaling up models at the program, country, and continental levels. In line with the organization's refreshed strategy, AGRA's M&E Unit embarked on

a number of new initiatives and partnerships:

The strategic dashboard

In order to monitor AGRA's progress towards its goals and objectives, M&E developed a strategic dashboard that displays and tracks over time key achievements of the interventions supported by AGRA. The dashboard is organized according to three levels: strategic, intermediate, and programmatic. The strategic level presents key performance indicators of the progress being made in each country towards a green revolution. The intermediate

level features indicators related to intermediate outcomes that logically lead to the achievement of established goals. The programmatic level presents selected output indicators for each program area, and shows the most immediate results of AGRA's interventions. These indicators are aggregates of AGRA grantee achievements as reported by them using the IPTT (Indicator Performance Tracking Table).

For each level and indicator, the targets to be achieved are defined in AGRA's refreshed strategy for the period 2013-2020. The first strategic dashboard was completed by the end of the year and shows the achievements made during 2013 relative to the targets established for AGRA's priority countries (Ghana, Mali, Mozambique and Tanzania). By the end of 2014, the dashboard will expand to include all the countries in which AGRA works.

Tracking the status of African agriculture

The first edition of AGRA's 'African Agriculture Status Report' was launched on September 4, 2013 during the African Green Revolution Forum (AGRF) held in Mozambique. The Report was widely disseminated, and planning begun for the second edition, which will focus on the effects of climate change on agriculture productivity.

Measuring program progress

In 2013, the M&E Unit began generating quarterly reports that track the progress of AGRA's programs, comparing measurable key indicators to each program's established targets. The purpose of these reports is to ensure accountability, demonstrate results, and strengthen management decision-making and planning. An annual 'Progress Performance Scorecard', which is to be released early in each calendar year, compiles the quarterly achievements of the programs in a reader-friendly format for wider distribution.

Outcome panel data surveys

In 2013, AGRA signed collaboration agreements with three research institutions to conduct outcome panel surveys in Burkina Faso, Ghana, Mozambique and Tanzania. These research organizations include COWI Mozambique, REPOA in Tanzania (Research on Poverty Alleviation), and ISSER (Institute of Statistical, Social and Economic Research) at the University of Ghana. ISSER will also oversee the study in Burkina Faso, in collaboration with a local research institution.

To ensure that there is uniformity in data collection, AGRA hosted meetings to harmonize the data collection tools and the methodology to be used by all involved institutions. By the end of the year, COWI and REPOA had pre-tested the instruments in the

The Monitoring, Learning and Evaluation (MLE) Community of Practice

This community of practice (COP) was initiated by the Bill & Melinda Gates Foundation for all their grantees to provide a forum for networking opportunities, the exchange of ideas, mentoring of participants, and to facilitate sharing and learning in MLE. In June 2013, a COP meeting was held in Nairobi that drew 68 MLE practitioners from various organizations (including AGRA, of course) in East and Central Africa. The purpose of this convening was to: 1) improve understanding of the role of MLE systems and approaches; 2) increase knowledge about the tools and technologies needed to support MLE systems building; and 3) enhance understanding of the role that knowledge management plays in MLE systems. The longer-term goal of this COP is to build capacity and partnerships that support monitoring, evaluation, and learning related to various Foundation grants, and in the realm of agricultural development in general.

field, and adjustments were made accordingly. ISSER decided to pre-test the instruments in January 2014 for both Burkina Faso and Ghana. The outcome panel data will track changes observed over a three-year period for the same smallholder farmers in the AGRA intervention areas. The results will enable us to track over time the effects of program investments.

Grantee progress monitoring and reporting

Training and practical support was provided to selected grantees to enhance reporting using the Indicator Performance-Tracking Table (IPTT). The IPTT is an important project management tool that documents the implementation of activities according to plan, as well as the achievement of project objectives. IPTT information is consolidated on a quarterly basis using the 'Dashboard Data Explorer', a reporting format developed with support from the Bill & Melinda Gates Foundation.

Evaluation of PASS, phase I

An assessment of PASS, phase I, was completed in 2013 and the findings were presented and discussed with the Program. The objectives of this work were to critically assess the extent to which Program objectives were achieved; assess the cost-effectiveness of Program activities and the likelihood that results will be sustained over the medium- to long-term; and to identify challenges and document lessons and best practices that will inform

future strategic PASS decisions. Results and recommendations from the initiative will help guide the development of an appropriate follow-up action plan.

Impact evaluation studies

In 2013, M&E partnered with the Bill & Melinda Gates Foundation, DFID, IFAD, and the International Initiative for Impact Evaluation (3ie) to commission impact evaluation studies that assess the effectiveness and the cost-efficiency of AGRA's interventions. The goal of this ongoing work is to identify the best options and strategies for improving farmers' awareness of, access to, and adoption of new technologies. The studies will help document AGRA's effectiveness, and inform future strategic decision-making about which technologies and best practices should be scaled up and the most effective strategies for doing so.

During 2013, several consultative meetings took place and a set of questions was agreed upon with the AGRA program teams, following which a request for proposals was sent out by 3ie. From among the many research institutions that applied to conduct these studies, seven were selected: Orebro University (Sweden), the University of Pittsburg (USA), the International Food Policy Research Institute (IFPRI-USA) together with the Kenya Agricultural Research Institute (KARI), the Institute of Statistical, Social and Economic Research (ISSER) at the University of Ghana, the University of Sydney

(Australia), and Wageningen University (The Netherlands).

Post-harvest losses study

In an effort to more accurately establish the extent of post-harvest losses and the availability of storage for major staple crops, a 2-phase study was commissioned in 11 sub-Saharan Africa countries: Burkina Faso, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Tanzania, Uganda and Zambia. Eleven crops were covered by the study: beans, cassava, cowpeas, groundnut, maize, millet, rice, sorghum, soybeans, sweet potatoes and yam.

Findings from phase I revealed that: 1) farmers did not normally keep post-harvest loss data; 2) if available, data did not cover a sufficiently long period of time for each point along the crops' value chains; 3) analyzed data, if available, comprised estimates made by several observers; 4) analyzed data did not reflect a continuing situation, for example, losses may have been calculated only when unusually high or low; and 5) figures may have been deliberately over- or understated for commercial or other reasons in order to gain benefits or to avoid embarrassment by public institutions.

Phase II of the study provided comprehensive information on post-harvest losses and management practices within specific production centers and agro-ecological zones in the 11 countries and along the value chains of the targeted crops.



World Bank LSMS-ISA

The M&E Unit joined with the World Bank's LSMS-ISA team (Living Standards Measurement Study – Integrated Surveys on Agriculture) and other partners to participate in a World Bank project named 'Telling Facts from Myths', which will be publishing agriculture factoids on key indicators. The purpose of this partnership is to ensure that the data collected by LSMS-ISA is made available for AGRA's use. In addition, M&E will participate in writing papers using the LSMS-ISA data.

This partnership will play an important role in helping project managers, policymakers, the development community and others understand living standards, poverty and inequality in particular countries. The surveys are being conducted in six countries, representing 40% of the population in sub-Saharan Africa. The LSMS surveys are done at the request of governments, donors, or World Bank country teams.

As part of an initiative funded by the Bill & Melinda Gates Foundation, the surveys will improve agricultural data in the region, which are currently unreliable or completely lacking. As with other LSMS surveys, financial support is funneled through the World Bank to the participating countries – mostly to national statistical offices – to collect data with the LSMS team's technical assistance.

Global Open Data for Agriculture and Nutrition (GODAN)

In October 2013, AGRA joined the Global Open Data for Agriculture and Nutrition (GODAN) initiative as both a member and partner. The initiative brings together public and private entities, including donors, international organizations, and private businesses around the common purpose of making agriculture and nutrition data more accessible. GODAN aims to increase the availability of relevant data and information to a range of stakeholders, including farmers and farmer organizations, researchers, experts, government policymakers, civil society organizations, private sector entities, and other such stakeholders worldwide. Currently the initiative has 50 partners, including the World Bank, the CGIAR consortium, the Bill & Melinda Gates Foundation, AfDB, FAO, USAID, and UKAID among others. ■

The African Green Revolution Forum



During 2013, the African Green Revolution Forum (AGRF) took a deliberate first step away from being a series of one-off conferences towards becoming an open policy dialogue and accountability forum dedicated to creating and sustaining transformative partnerships. The 2013 gathering, held September 4-5 in Maputo, Mozambique (in recognition of the 10th anniversary of the Maputo Declaration), set the tone for AGRF to become an African-led, inclusive forum of choice for international and African leaders representing a very diverse set of organizations and agencies.

The 2013 AGRF was the fourth Forum in the series. AGRA joined with eight other partners to host the event. Hosting partners included the Southern African Confederation of Agricultural Unions, African Union, African Development Bank, The Rockefeller Foundation, Syngenta International, Yara International, the International Fund for Agricultural Development, and the Food and Agriculture Organization of the United Nations.

Two hundred leading figures and experts, including African ministers, farmers, business leaders, NGO representatives, and scientists discussed new models, case studies, and technologies that are either ready to be or are

AGRF Partners



now being scaled up. They also focused on the need for financing inclusive agribusiness through transformative public-private partnerships. In addition, the Forum offered an opportunity to review the last decade of African agricultural policy.

Opening the Forum, H.E. Tumusiime Rhoda Peace, AU Commissioner of Rural Economy and Agriculture noted: “Ten years ago, African leaders made a commitment here in Maputo to provide greater funds to develop agriculture and increase food security on the continent. We must use this Forum to remind leaders of the critical importance of that commitment and their continued support to agriculture.”

Strive Masiyiwa, incoming Chair of AGRA, also challenged the conference to respond to “the farmers and small agribusinesses across Africa who struggle to access the finance needed to invest in new seeds, fertilizer or equipment. African farmers and African SMEs have shown time and time again that if we provide them with the opportunity, they will seize it with both hands.”

In 2013, the AGRF Secretariat was strengthened with the appointment of Irungu Houghton as Senior Advisor. The Partners Group agreed to a three-year strategy (2013-2015), which

involved Group Members signing formal three-year pacts and pledging US\$ 4,750,000 to support the transformation of the Forum. The Partners also welcomed AGCO International, a fortune 500 company specializing in agricultural machinery, as a new Member, bringing the number of Partners to ten.

Key to the new strategy is expanding the AGRF family, tracking commitments made during AGRFs and increasing the virtual and physical spaces for interaction, partnership, and collaborative learning and action. Over the next three years, the Partners Group and Secretariat will expand participation in AGRF and promote the initiative as the African-led, inclusive forum of choice for a diverse range of international and African leaders. Future AGRFs will be aligned with the themes contained in the CAADP Results Framework, which has been endorsed by African leaders.

The Secretariat will design and make available AGRF virtual learning dialogues, quarterly newsletters, and an integrated website to support and promote strategic dialogue in between AGRF meetings. During 2014, five national-level strategy sessions will take place to share AGRF outcomes, energize actions, and inform policymakers and thought leaders. An AGRF Decision Tracking Assessment Tool is being developed to encourage implementation, and to

facilitate communicating regarding actions being taken as a result of commitments made by participants.

The AU and the Government of Ethiopia will host AGRF 2014 in Addis Ababa. It seeks to deliver on one of the main objectives of the AU’s ‘Year of Agriculture and Food Security’ – broad-based, inclusive consultations and dialogue about agriculture and achieving food and nutritional security. This discourse will include parliamentarians, women’s groups, youth groups, farmer organizations, civil society organizations, and private sector entities.

AGRF 2014 will take place against an unacceptable backdrop: 200 million Africans are chronically malnourished, 5 million die of hunger annually, 126 million children are underweight and half of all children are stunted. It will also occur in an encouraging context of new political will, a doubling of public and private investment in agriculture, increased GDP per capita growth rates, growing demand for Africa’s resources and markets, and the emergence of new and innovative multi-stakeholder partnerships aimed at transforming agriculture and adapting to the challenge of rapid climate change.

For more information, please visit www.agrforum.com. ■



The African Union, CAADP and AGRA



Partnering to Promote an African-Owned Green Revolution

For over 50 years, an agricultural green revolution has eluded Africa. Despite some bright spots of progress, average crop yields in Africa have remained stuck at about 25-30% of global average yields. Meanwhile, our population topped 1 billion in 2013, and is projected to more than double over the next four decades. The urgency of a uniquely African green revolution – one that fits our distinctive socioeconomic and agroecological circumstances, and that is truly owned and driven by Africans – has never been clearer.

A major step in the right direction came in 2003, when African leaders signed the Maputo Declaration and endorsed creation of the African Union's Comprehensive Africa Agriculture Development Program (CAADP). This Program provides a blueprint for addressing widespread policy and capacity constraints that limit the effectiveness of development assistance aimed at increasing agricultural growth and food security. Beyond that, CAADP's vision is of a homegrown African green revolution.

Ten years later, this vision is alive and well. Signatories to the Maputo Declaration generally remain committed to the goal of

allocating 10% of national budgets to agriculture, and to achieving at least 6% annual growth in the sector, which is seen as essential to reducing extreme poverty and hunger across the continent. While progress toward these goals vary considerably from one country to the next, mainly due to unanticipated financial constraints, the AU and its NEPAD Agency remain steadfast in their ambitious and comprehensive approach to achieving agricultural reform.

Partners in fostering a brighter future

In September 2013, AGRA entered into a formal Cooperation Agreement with the African Union that established a framework for vigorous collaboration around the CAADP platform in the years ahead. Since its inception, CAADP has pioneered a new way of doing business. African governments, civil society, development partners, and other major stakeholders increasingly work together, under African leadership, to grow Africa's agricultural sector.

The commitment of the AU and its Member Countries, as made manifest by the creation of CAADP, was an important marker on the agricultural development landscape at the time of AGRA's creation in 2006. The AU-CAADP model of country-led development was then, and remains today, a significant influence on how bilateral and multilateral donors provide support to African agriculture. In 2006, it encouraged optimism on the part of AGRA's

initial private financial backers that their support would complement and further leverage public sector investments in the agriculture.

The AU-AGRA partnership reflects a new spirit of collaboration, one that is embodied in regular and open dialogue, learning, and knowledge sharing, as well as increased accountability and transparency among donors, African governments, and a range of development organizations. This new spirit is now an important factor in fostering additional new African agricultural development partnerships.

Development partners and donors are now more responsive to African voices and priorities, and are showing confidence in African-led, and country-driven agricultural planning and development under the CAADP banner. The vision that was put forth 10 years ago – that agricultural growth and innovation would come from within – is materializing. The AU and CAADP are providing the roadmap needed to achieve an African-owned green revolution.

Building on strong foundations

CAADP has painstakingly constructed a solid foundation for advancing its cause. Public institutions, including national governments, the New Partnership for Africa's Development (NEPAD) Planning and Coordination Agency, and the African Union have been instrumental in the development of CAADP Country Compacts and National Investment Plans.

CAADP has been a “game changer” in driving an African green revolution, and all those involved are rededicating themselves to the vision and goals established in the 2003 Maputo Declaration.

However, public institutions alone cannot be expected to catalyze the significant changes that are so badly needed in the agricultural sector. Private sector investment is needed for the longer-term success and sustainability of agricultural transformation in Africa.

Over the next decade, CAADP will be seeking ways to increase the availability of affordable financing for agriculture. There is a growing appetite for access to cheaper sources of financing for agribusiness development, and commercial banks have not so far been able to provide tailored financial support to smallholder farmers at the scale needed.

Through its Innovative Finance Unit, AGRA is working to help governments explore new financing mechanisms in support of agriculture value chain development. These financing mechanisms need to be consistent with and reinforce CAADP's focus on addressing fundamental barriers to creating country-specific enabling environments. Institutional reforms should increasingly focus on private sector-led agricultural growth, foster inter- and intra-regional trade, support effective land tenure systems and administration, and strengthen

private sector participation in research and extension services.

The AU-AGRA Partnership recognizes that the private sector needs to take center stage. Only by gearing up to effectively engage with and draw on the strength of relevant private companies will these partners and the many other stakeholders involved achieve success in encouraging the reforms in regional and national policies needed to stimulate sustainable agricultural growth and food security. Non-state actors have an essential role to play in driving reforms.

The ‘Year of Agriculture and Food Security’

In part as recognition of CAADP's 10th anniversary, the African Union declared 2014 to be the ‘Year of Agriculture and Food Security’. CAADP has done much to develop a robust agriculture-led growth agenda for Africa. AGRA has joined hands with the AU and the NEPAD Agency to help accelerate progress towards reducing poverty and increasing food security across Africa by transforming the agricultural sector. Governments, development partners, NGOs, private sector organizations, and regional communities all need to do their part, as well, bringing their specific strengths to bear on country-specific constraints to growth. ■

Scaling Seeds and Technologies Partnership in Africa



In 2013, USAID (with the support of the American people) joined with AGRA in establishing the Scaling Seeds and Technologies Partnership in Africa. While agricultural productivity has increased in much of the developing world, average grain yields in sub-Saharan Africa are about one-third of the average yields in developing countries, and only one-fifth of the average yields achieved in developed nations. Since 1970, per capita food production in Africa has declined more than 10%, while productivity elsewhere in the world has risen significantly. In particular, poor access to and adoption of quality seed of superior crop varieties and related agronomic technologies, and restrictive seed policies are major contributors to the region's relatively lower agricultural yields.

To address this disturbing situation, the New Alliance for Food Security and Nutrition was established in 2012 as a shared commitment of African leaders, private sector partners, and donor governments to lift millions

out of poverty over the next decade. When the New Alliance was launched, President Obama and others pledged to leverage technology's transformative potential by taking innovation to scale. Their main goal: to lift 50 million people in sub-Saharan Africa out of poverty by 2022. To accomplish this, the New Alliance committed to a series of enabling actions aimed at promoting the adoption of new and appropriate agricultural technologies. These actions included:

- Setting yield targets that support country-defined agricultural goals;
- Identifying key innovations that can help farmers reach those targets;
- Harnessing information and communication technologies to support agricultural growth; and
- Promoting policy reforms to improve the enabling environment for agricultural investment that will lift millions out of poverty.

One concrete outcome of the New Alliance is the Scaling Seeds and Technologies Partnership in Africa (SSTP) – a US\$ 47 million, four-year project designed to accelerate smallholder farmer access to transformative agricultural technologies, with support from Feed the Future through USAID. Formally launched on July 1, 2013, SSTP has progressed quickly, and is now on the ground in six countries, all of which are members of the New Alliance for Food Security and Nutrition.

SSTP is working with the governments of Ethiopia, Ghana, Malawi, Mozambique, Senegal and Tanzania to help strengthen national seed sectors and promote the commercial (private sector) development and distribution of certified seed, as well as to stimulate the adoption of quality seed of superior varieties and other key production technologies by smallholders.

Role and objectives of SSTP

In general terms, the role of SSTP is to help coordinate public and private investments in technology delivery to smallholder African producers. In that context, the Partnership has three broad objectives:

1. To improve the capacity of public and private sector groups to deliver quality seed of superior varieties and other technologies to farmers;
2. To strengthen the ability of those farmers to adopt these superior varieties and related technologies; and
3. To enhance the policy and regulatory environment and mechanisms affecting the delivery of superior varieties and technologies to smallholders.

Achieving these objectives will enable better access by African farmers to superior varieties of food crops, to needed agri-inputs, and to complementary agronomic technologies and practices. In turn, this will boost agricultural productivity and food security, as well as economic growth in SSTP's six target countries.

Monitoring and measuring SSTP's progress

This USAID-AGRA partnership, in consultation with country representatives and many others, has established six concrete and quantifiable 3-year targets against which its progress will be measured. As a result of SSTP activities, stakeholders in participating countries will witness:

1. An additional US\$ 40-50 million invested in private sector seed supply;
2. The establishment of 12 seed or other technology supply enterprises led by women;
3. The commercialization of at least 50 improved production technologies;
4. A reduction in the average distance that farmers must travel to reach input agrodealers, from 20 km to 6 km, thanks to investments that expand local supply chains;
5. A 45% increase in the adoption of improved seed, fertilizers and other production technologies; and
6. An additional 4.5 million MT of grain production, as well as demonstrably improved food security for 7.6 million people.

SSTP activities

An inaugural workshop was held in July 2013, during which USAID and AGRA representatives consulted with key government, research, donor and private sector partners on strategies for coordination and collaboration. These discussions were followed by national consultations in all six participating countries in order to more fully understand the country-specific agricultural priorities set by national governments as part of the African Union's Comprehensive Africa Agriculture Development Program (CAADP) planning process.

The national consultations led to the development of 'road maps', which are being used to solicit

ideas for scaling up farmer access to agricultural innovations. In constructing these road maps a number of key questions were asked and answered in concert with national partners.

For example, which commodities and value chains are most deserving of attention? What should serve as realistic, achievable yield improvement targets? Which existing technologies can be brought to bear to improve yields in the near-term? How should yield targets and technologies be adjusted to fit with each country's agro-ecological realities? What policies, strategies and services need to be developed, revised, or implemented in order to deliver appropriate technologies at scale, and to increase the probability of adoption by smallholders? And what are the best ways to facilitate cross-country learning and the 'spillover' of relevant knowledge?

In addition to developing these vital road maps, SSTP is working with partners to coordinate and align selected agricultural development efforts by public and private sector actors and donors. Staff are providing technical support to public and private sector participants, both at the regional and local level, to build capacity where needed. Promising ideas and models are being piloted in partner countries with SSTP/AGRA grants. All of this work is being tracked through a detailed monitoring and evaluation system that includes an explicit component on learning to inform future scaling activities. ■

The African Fertilizer and Agribusiness Partnership



Fertilizer supply chains in sub-Saharan Africa are not well developed, which significantly hinders the timely availability and affordability of fertilizer when needed by smallholder farmers. A comprehensive approach to providing fertilizer and other agri-input supplies is required.

The African Fertilizer and Agribusiness Partnership (AFAP) is an independent, not-for-profit organization dedicated to improving agricultural productivity by increasing the use of fertilizer through improvements in national and regional fertilizer value chains. AFAP is a strategic alliance involving AGRA, the New Partnership for Africa's Development (NEPAD), the African Development Bank (AfDB), the International Fertilizer

Development Center (IFDC), and the Agricultural Markets Development Trust (AGMARK).

AFAP provides assistance to agribusinesses operating along fertilizer value chains by providing technical, financial and management advice. It has regional offices in Accra (Ghana), Dar es Salaam (Tanzania) and Maputo (Mozambique).

What does AFAP do?

The development of viable fertilizer markets unquestionably needs to be given special attention and this is AFAP's goal. The Partnership is a one-stop shop focused on fertilizer market development, and it links specialized technical expertise and resources in the fertilizer

value chain through Agribusiness Partnership Contracts (APCs) that leverage increased private sector investment and know-how in fertilizer value chain development.

APCs are contracts under which eligible agribusinesses can apply for AFAP assistance and, in exchange, agree to perform significant market development activities in support of farmers. AFAP assistance may include technical assistance, supplier and credit guarantees, and matching grants. The purpose of APCs is to increase the affordability and accessibility of fertilizer for smallholder farmers, and the development of sustainable competitive fertilizer markets in Africa.

Some key achievements

AFAP has made significant progress since its inception. A few highlights:

- AFAP has 35 APCs approved by its APC Review and Investment Committee. Sixteen of these are guarantee facilities and 19 are for matching grants;
- APC guarantee facilities provide a 50% surety by AFAP on about US\$ 4.3 million worth of product credit. This will enable over 407,500 MT of fertilizer to reach nearly 3.2 million smallholder farmers;
- AFAP is in negotiations with banks in Ghana, Mozambique and Tanzania to operationalize the guarantee facility scheme. These include: Stanbic, Barclays,

ProCredit, and Opportunity International Savings and Loans in Ghana; Millennium International (BIM), Banco Comercial de Investimentos (BCI), and Cooperativa de Poupança e Crédito dos Produtores do Limpopo (CPL) in Mozambique; and Stanbic and National Microfinance Bank (NMB) in Tanzania. The aim is to facilitate credit to distributors with a guarantee of repayment, and negotiate lower interest rates;

- The 19 approved matching grants are now being implemented and will increase distributor storage facilities in rural areas from the current 5,165 MT to over 70,400 MT; the number of smallholder farmers reached will increase to almost 848,000 in Ghana, Mozambique and Tanzania.

Special initiatives

AFAP recognizes the need to be flexible about providing support to countries outside its target countries. Such assistance is provided in areas where support will have the greatest impact.

Ethiopia – Since the inception of the fertilizer blending initiative by the Agricultural Transformation Authority (ATA) in Ethiopia, AFAP has been a key partner, providing technical leadership, program guidance and project management. AFAP support will help ATA design, build, and commission five, 100,000 MT fertilizer blending units in the country's major agroecological zones.

Nigeria – At the request of the Ministry of Agriculture Nigeria and DfID, AFAP assessed the country's Growth Enhancement Scheme (GES). In partnership with IFDC, AFAP is providing support to the management and implementation of the GES, a program that is transforming the fertilizer sector in Nigeria. AFAP is supporting improvement of the private sector supply chain, which will target 5 million farmers, and is assisting with market development opportunities and regional linkages that will ensure success.

Cote d'Ivoire – AFAP is piloting its APC mechanism in Cote d'Ivoire with IDH, the Dutch Sustainable Trade Initiative, together with twenty industry partners from the cocoa sector. This Cocoa Fertilizer Initiative is intended to help revitalize the productivity of West Africa's cocoa sector and increase the incomes of farmers. The introduction of the APCs will leverage fertilizer distribution worth € 2.2 million during the 2014 cocoa season.

Policy, partnerships and crosscutting initiatives

African Fertilizer Financing Mechanism (AFFM) – AFAP continues to provide technical assistance to the AFFM through the AfDB Investment window and the Bank's Agriculture Department. AFAP will join hands with AfDB in fundraising for the AFFM, and assist in defining the modus operandi of the mechanism.

Year of African Agriculture and Food Security

– In preparation for 2014 as the 'Year of African Agriculture and Food Security', AFAP has provided leadership in convening technical experts on fertilizer and seed policy at the continental level as an input into the CAADP Partnership Forum (March 2014), the gathering of Ministers of Agriculture (April 2014), and the Summit of Heads of State and Government (June 2014).

NEPAD Collaboration – AFAP has signed a cooperation agreement to facilitate the mainstreaming of fertilizer issues into CAADP National Investment Plans, including facilitation of the public and private Sector dialogue to strengthen fertilizer value chain development in sub-Saharan Africa.

COMESA Cooperation – AFAP and COMESA entered into an agreement in April 2013 that will enable COMESA to develop public-private partnerships to improve fertilizer supply chains in the region. This work will include facilitating policy reforms and related capacity development, as well as joint fundraising to mobilize support for key fertilizer value chain interventions.

The African Fertilizer Volunteers Programme (AFVP) – AFAP has received technical support from the International Fertilizer Association (IFA) for the establishment of the AFVP, which is a call to global fertilizer industry experts willing to volunteer their time to help improve fertilizer value chains in Africa. ■

Strengthening Agricultural Input and Output Markets in Africa



In 2001, USAID established a new program for providing aid to developing countries through public-private partnerships. Called the Global Development Alliance (GDA) model, the approach aligns public resources with private capital, expertise, and networks in order to deepen development impact.

Established in 2012, the 'Strengthening Agricultural Input and Output Markets in Africa' initiative (referred to more easily by its acronym, SAIOMA) is one of these public-private Alliances. SAIOMA partners include USAID, the Swedish Government, the Bill & Melinda Gates Foundation, and AGRA. By combining resources, these development partners are working to improve inclusive agricultural growth in Kenya, Malawi and Zambia. USAID is providing US\$ 9 million in operational funding for the initiative, while AGRA is leveraging a matching amount of in-kind contributions from the Gates Foundation and the Swedish Government. In other words, while USAID is the primary

funder, the other three partners are funding technical expertise, as well as management and implementation of the initiative through AGRA.

SAIOMA is an integrated project that takes a value chain approach to develop all-inclusive solutions to the interlinked agricultural challenges that face African smallholder farmers. Managed by a small, dedicated group that includes a Team Leader, a M&E Officer, and an Administrative and Finance Officer, the project leverages expertise from several AGRA programs, notably the agrodealer unit under the Program for Africa's Seed Systems (PASS), the Farmer Organization Support Center in Africa (FOSCA), the Gender Unit, and the Market Access Program. SAIOMA is also drawing on AGRA's Internal Auditor and the Grants Management Units, to provide training to in-country implementing grantees. All these AGRA staff will provide technical support throughout the life of the project.

Creating local development consortia

SAIOMA's approach is to create consortia of local implementing partners of local organizations that have complementary skills and are already working to improve input and/or output markets. Specifically, each consortium has members with demonstrated abilities in: 1) agricultural production and input supply management; 2) collective marketing and creating agricultural market linkages; 3) gender mainstreaming; and 4) farmer organization capacity building. As part of the grant-making process, competitively selected consortia collaborated with AGRA technical experts on project designs before rigorous review by independent external reviewers and USAID officials.

In Kenya SAIOMA is being implemented by a consortium led by Agricultural Market Development Trust (AGMARK), which is responsible for coordination of consortium activities, including agrodealer development, financial management, M&E, and project reporting. The Cereal Growers Association (CGA) is a member of the consortium, and is responsible for mobilizing and training farmer organizations, produce aggregation, and the promotion of output market linkages. The third partner is the Cooperative Consultancy and Insurance Agency Ltd (CCIA), and it focuses on strengthening the capacity of farmer organizations.



The Zambia consortium is led by Nutri-Aid Trust, which is responsible for agrodealer development and input supply linkages, as well as consortium coordination, financial management, M&E, and project reporting. Frontier Associates implements the market access component and Farmer Organization Support Program (FOSUP), the consortium's farmer organization capacity building component.

In Malawi, the National Smallholder Farmers' Association of Malawi (NASFAM) leads the SAIOMA consortium and is responsible for coordinating its activities. NASFAM is also in charge of promoting market access for smallholder farmers, overall financial management, M&E, and project reporting. The Agriculture Commodity Exchange (ACE) jointly implements the market access component, while the Farmers Union of Malawi (FUM) spearheads farmer organization capacity building. In addition, the Rural Market Development Trust (RUMARK) is responsible for implementing the consortium's agricultural productivity component.

Increasing productivity and profits

Strategically targeting high potential agricultural value chains in these three countries, SAIOMA seeks to increase average productivity levels and reduce post-harvest losses and transaction costs for over 165,000 farmers. The project is improving smallholder farmer productivity



- 100,000 Kenya
- 30,000 Malawi
- 35,000 Zambia

by enhancing the availability of agricultural inputs and promoting good agronomic practices leading to high-quality produce needed for market participation. It facilitates linking participating farmers to structured markets, improves storage facilities, and trains farmers in crop management techniques that reduce post-harvest losses. SAIOMA will thus enable participating farmers to benefit from a comprehensive package of activities that will improve the lives of farmers, their families, and the communities in which they live.

Additional SAIOMA benefits

In using farmer organizations as an entry point for the delivery of project interventions to smallholders, SAIOMA helps to strengthen their governance, as well as their operational, technical and managerial capacities, and assists them to more effectively engage with other value chain actors and deliver quality services to their members.

SAIOMA activities are linking various AGRA programs in new ways, and showcase the vital contributions of each program to spearheading the green revolution in Africa. The indicators of success being measured under SAIOMA complement and reinforce one another. For example, building the capacity of farmer organizations will lead to an increase in the number of farmers jointly selling their produce; this in turn will lead to increased volumes of marketed produce. SAIOMA will also link AGRA program indicators with the USAID Feed the Future indicators.

By the project's end in 2016, it is expected that SAIOMA will, among other things, improve the participation of women and youth in input-output markets and their representation in farmer organizations. Smallholder farmers will be better equipped to manage risks associated with fluctuations in commodity supply and demand, to leverage their collective marketing position for greater bargaining power, and to benefit from economies of scale. Empowered farmer organizations will be able to access reliable input and output markets and will have measurably improved access to critical supportive services, such as finance. ■

Financials 2013

Report of the Independent Auditors to the Directors of Alliance for a Green Revolution in Africa

We have audited the accompanying financial statements of the Alliance for a Green Revolution in Africa (AGRA), which comprise the statement of financial position as at December 31, 2013, the statement of activities, statement of changes in net assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information as set out on pages 6 to 59.

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.

AUDITOR'S RESPONSIBILITY

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

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization'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, 2013 and the results of its activities and statement of cash flows for the period then ended in conformity with United States Generally Accepted Accounting Principles (US GAAP) and applicable laws.



Nairobi

10 April 2014

Alliance for a Green Revolution in Africa Statement of Director's Responsibilities for the Year Ended December 31, 2013

The accompanying financial statements and all the information in this financial report are the responsibility of management and are approved by the Board of Directors.

The financial statements were prepared in conformity with United States Generally Accepted Accounting Principles (US GAAP) and include amounts based upon our estimates and assumptions, as required. The financial statements have been audited by our independent auditors, Ernst and Young, who were given free access to all financial records and related data, including minutes of the meetings of the Board of Directors and Standing Committees of the Board. We believe that our representations to the independent auditors were valid and appropriate. The significant accounting policies used are described in Note 1 to the financial statements.

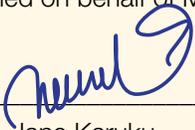
Management maintains a system of internal controls designed to provide reasonable assurance as to the reliability of the financial statements, as well as to safeguard assets from unauthorized use or disposition. The system is supported by formal policies and procedures, including an active Code of Conduct program intended to ensure employees adhere to the highest standards of personal and professional integrity. Our internal audit function monitors and reports on the adequacy of and compliance with the internal control system, and appropriate actions are taken to address control deficiencies and other opportunities for improving the system as they are identified.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Directors carries out this responsibility principally through its Audit and Outcome Committee (AOC).

The AOC meets periodically with management, as well as with the internal and independent auditors, to discuss disclosure controls and procedures, internal controls over financial reporting, management information systems, accounting policies, auditing and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements, the management letter and the independent auditor's report. The AOC reports its findings to the Board of Directors for consideration when approving the financial statements. The committee also considers, for review by the Board of Directors and approval the engagement or reappointment of the independent auditor, and reviews and approves the terms of its engagement as well as the fee, scope and timing of its services. Both our independent auditors and internal auditors have free access to the AOC and may meet with or without the presence of management.

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

Signed on behalf of Management by:



Mrs. Jane Karuku
President



Mr. Daniel Grimshaw
Vice President,
Finance & Administration

Date 4/4/14

Date 4/4/14

Alliance for a Green Revolution in Africa

Statement of Financial Position as at December 31, 2013

ASSETS	Note	2013 US\$	2012 US\$
Current Assets			
Cash and cash equivalents	2	60,006,731	78,881,913
Accounts receivable	3	1,281,675	1,528,290
Contribution receivables	4	324,037	2,622,022
Investments	5	50,324,383	8,940,064
		<u>111,936,826</u>	<u>91,972,289</u>
Non-Current Assets			
Investments	5	58,948,187	82,843,591
Intangible assets	6	66,672	25,549
Property and equipment	7	<u>2,026,419</u>	<u>1,883,484</u>
		<u>61,041,278</u>	<u>84,752,624</u>
TOTAL ASSETS		<u>172,978,104</u>	<u>176,724,913</u>
NET ASSETS AND LIABILITIES			
Current Liabilities			
Accounts payable and accruals	8	4,230,448	3,789,994
Contribution payables	9	-	9,125,032
AECF Grantees payables	10	1,116,932	884,000
Grants approved and due within 12 months	11	<u>89,305,952</u>	<u>84,721,031</u>
		<u>94,653,332</u>	<u>98,520,057</u>
Non-Current Liabilities			
Grants approved and due after 12 months	11	<u>62,583,261</u>	<u>25,788,311</u>
Net Assets			
Unrestricted		497,387	5,439,314
Temporary restricted		<u>15,244,124</u>	<u>46,977,231</u>
		<u>15,741,511</u>	<u>52,416,545</u>
TOTAL NET ASSETS AND LIABILITIES		<u>172,978,104</u>	<u>176,724,913</u>

The financial statements were approved by the Board of Directors on April 3 2014
and signed on its behalf by:

Director

Director

AGRA Grant Commitments

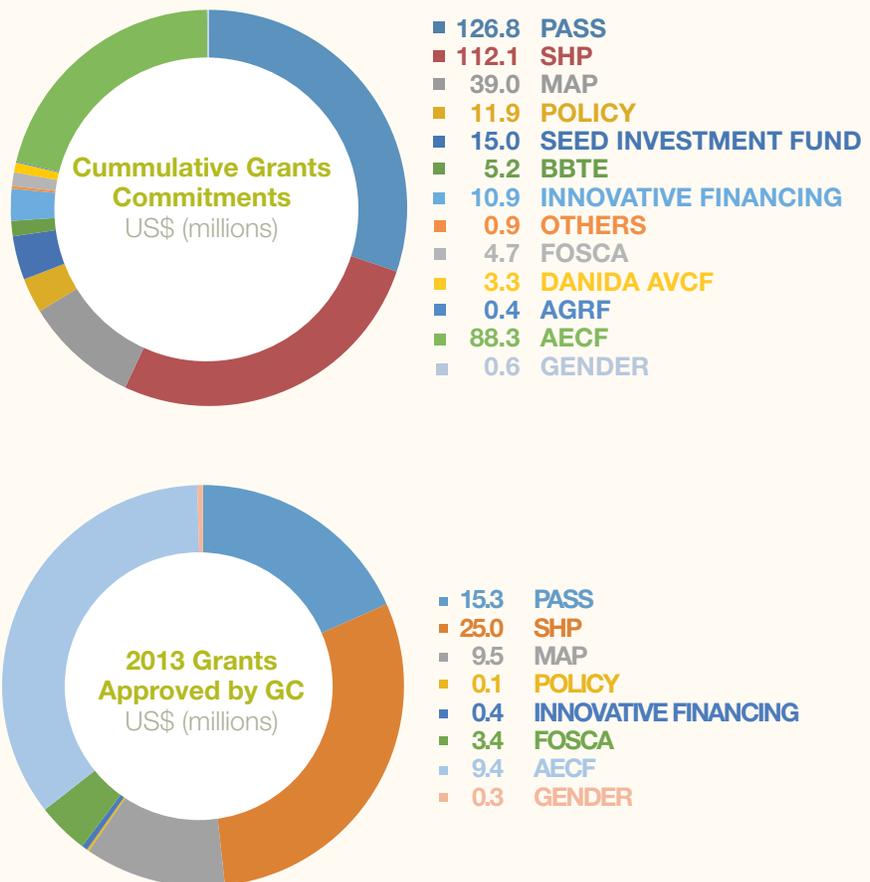
AGRA provides grants to a number of partners and grantees operating across the agricultural value chain, all of who work to improve the lives and livelihoods of smallholder farmers. In 2013, we made US\$ 52 million in grants to research and learning institutions, small- to medium-sized agribusinesses, and various NGOs, among others. Over 78% (US\$ 40.5 million) of our 2013 grants were made to organizations in AGRA's priority one and priority two countries.

In total, we made US\$ 403.9 million in grant commitments through the end of 2013. The PASS program began its work in 2007 and has so far provided grants valued at US\$ 130.9 million, or 28.8% of AGRA's investments. These grants span the seed value chain, from the training of future breeders and the development and release of new varieties, to increasing the number and capability of seed companies and agrodealers. Grants made by the Soil Health Program now total US\$ 113.5 million (25% of AGRA's cumulative total). SHP provides support to organizations involved in scaling up the use by smallholder farmers of Integrated Soil Fertility Management (ISFM) technologies. The Program also supports adaptive research initiatives, efforts to improve the supply and quality of fertilizers available by strengthening agrodealer networks and quality control systems, and the advanced training of African soil scientists. The Market Access Program has committed US\$ 43.1 million in grants (9.5% of the total investments made by

AGRA through 2013). MAP grants have focused on reducing post-harvest losses and improving storage facilities, strengthening farmer-based organizations, and linking smallholder farmers to new markets. The Policy and Advocacy Program has made grants totaling US\$ 13.2 million so far, and its grant-making will continue to grow.

AGRA's Innovative Finance initiative accounts for US\$ 10.9 million in grants to date, largely comprising support for risk-sharing facilities that are encouraging banks to

lend to the agriculture sector. AECF investments consist of challenge grants and repayable commitments to private sector entities with unique business solutions for improving markets in ways that benefit smallholder farmers. Total AECF investments to date amount to US\$ 109.3 million (24.1% of AGRA's cumulative commitments). In addition, in 2013 AGRA's Farmer Organization Support Center in Africa (FOSCA) invested US\$ 7.2 million in strengthening a growing number of farmers' organizations.



Principal Staff

(as at December 31, 2013)

Chairman's Office

Tesfai Teclé (Eritrea), PhD
Li Ling Low (Malaysia)

Advisor to the Chair (Geneva Office)
Administrative Officer (Geneva Office)

Office of the President

Jane Karuku (Kenya), MBA
André Bationo (Burkina Faso), PhD
Richard Boadi (Ghana), LL.M
Felix Deyegbe (Ghana), MBA
Isaac Gichohi (Kenya)
Amanda High (USA), MSc
Hellen Kahara, (Kenya), MA
Edwin Kamar (Kenya), MBA
Margaret Kamau-Biruri (Kenya), MPA
Diana Kimeria (Kenya), LLB
Dora Lumasia (Kenya), MBA
Akim Mbeche (Kenya)
Wambui Musalia (Kenya)
Ann Mureithi (Kenya), MSc
Sylvia Mwachuli (Kenya), MBA
Judith Naibei (Kenya), BSc
Michael Opare-Darkwah Ghana), BCom
Alma Redillas-Dolot (Philippines), BSc
Anne Wangalachi (Kenya), MSc

President
Senior Program Officer, Resource Mobilization, *left on 31/05/13*
General Counsel and Secretary to the Board
Communications Specialist, *joined on 02/06/13*
Driver, President's Office
Head, Resource Mobilization
Executive Officer to the President, *joined on 15/01/13*
Internal Auditor
Program Officer, Resource Mobilization
Executive Assistant, Internal Audit Unit
Executive Assistant, President's Office, transferred to Vice President, Programs
Graphics & Publications Assistant, Communications Unit, *left on 31/12/13*
Program Assistant, Resource Mobilization & Innovative Finance
Executive Assistant, Communications Unit
Director of Communications and Public Affairs
Librarian, Communications Unit, *left on 31/12/13*
Internal Audit Officer, *joined on 16/09/13*
Head, Internal Audit Unit
Communications Officer, *joined on 15/07/13*

Office of the Vice President, Programs

Segenet Kelemu (Ethiopia), PhD
Kwasi Ampofo (Ghana), PhD
Franck Attere (Benin), PhD
Saran Diane (Mali), MSc
Bashiru Dokurugu (Ghana), MBA
Angelo Goetsa (Mozambique)
Mazilau Goncalves (Mozambique)
Anchilla Kitansha (Tanzania)
Margaret Kroma (USA), PhD
Richard Mwanza (Malawi), MA
Paulo Mole, (Mozambique), PhD
Joseph Sedgo (Burkina Faso), PhD
Joseph Shayo (Tanzania)
Namory Traore (Mali)

Vice President, Programs *left on 31/10/13*
Country Head, Ghana Office, *joined on 01/09/13*
Country Officer, Francophone West Africa, *left on 31/07/13*
Executive Assistant, Mali Country Office, *left on 28/02/13*
Program Assistant, Ghana Country Office
Driver, Mozambique Country Office, *joined on 01/01/13*
Executive Assistant, Mozambique Country Office, *joined on 01/01/13*
Executive Assistant, Tanzania Country Office
Program Officer, Gender, *left on 30/09/13*
Program Officer, Program Support Unit, Country Officer Mozambique, *left on 31/12/13*
Country Head, Mozambique, *joined on 01/12/13*
Country Head, Mali, *joined on 01/11/13*
Driver, Tanzania Country Office
Driver, Mali Country Office, *left on 28/02/13*

Program for Africa's Seed Systems (PASS)

Joseph DeVries (USA), PhD
Everlyn Anfu (Ghana), BA
Isaac Asare (Ghana), MPhil

George Bigirwa (Uganda), PhD
Isaac Buom (South Sudan)
Tad Findeisen (USA), MSc
Jane Ininda (Kenya), PhD
Richard Jones, (UK), PhD
Geoffrey Kananji (Malawi), PhD
Issoufou Kapran (Ghana), PhD
Rufaro Madakadze (Zimbabwe), PhD
Mulemia Maina (Kenya), MBA
Itai Makande (Zimbabwe), PhD
Kehinde Makinde (Nigeria), PhD

Director, Program for Africa's Seed Systems (PASS)
Program Assistant
Country Coordinator, Scaling Seeds Technology Partnerships (SSTP), Ghana, *joined on 01/08/13*
Senior Program Officer, Seed Production & Dissemination
Program Assistant, South Sudan Country Officer, *joined on 02/05/13*
Compliance Officer, SSTP, *joined on 01/08/13*
Program Officer, Crop Improvement & Farmer Variety Adoption)
Chief of Party, SSTP, *joined on 01/08/13*
Country Coordinator, SSTP, Malawi, *joined on 25/11/13*
Program Officer, Seed Production & Dissemination
Program Officer, Education & Training
Program Coordinator, *promoted to Senior Public & Private Liaison Officer, SSTP on 01/08/13*
Program Officer, Field Services transferred to SSTP as Deputy Chief of Party on 01/08/13
Program Officer, Agro Dealer Development

Anabela Manhica (Mozambique), MSc	Country Coordinator, SSTP Mozambique, <i>joined on 12/09/13</i>
Fred Muhhuku (Uganda), MSc	Program Officer, Agro Dealer Development; Country Officer, Tanzania
Mary Muthama (Kenya), BSc	Data Management Assistant
Susan Mwachi (Kenya)	Program Assistant
Stacy Mwangala (Kenya), MBA	Executive Assistant, <i>joined on 02/05/13 promoted to Program Coordinator on 01/10/13</i>
Abdou Ndiaye, (Senegal), PhD	Country Coordinator, SSTP Senegal, <i>joined on 18/11/13</i>
Newton Ochanda, (USA), PhD	Program Officer, Field Services, South Sudan, <i>joined on 01/09/13</i>
Sammy Okita (Kenya), MSc	Associate Program Officer, Commercialization
Regina Richardson (Ghana), MBA	Associate Program Officer
Vianey Rweyendela (Tanzania), MSc	Country Coordinator, SSTP, Tanzania, <i>joined on 01/09/13</i>
Yonas Sahlu (Ethiopia), MSc	Country Coordinator, SSTP, Ethiopia, <i>joined on 18/11/13</i>
Hetal Shah (Kenya), BSc	Grants Officer, SSTP, <i>joined on 25/11/13</i>
Gaitano Simiyu (Kenya), MA	M&E Officer, SSTP, <i>joined on 10/09/13</i>
Aboubacar Toure (Mali), PhD	Program Officer, Crop Improvement & Farmer Variety Adoption
Emmanuel Yusuf (South Sudan)	Driver, South Sudan, <i>joined on 02/05/13</i>

Soil Health Program (SHP)

Bashir Jama (Kenya), PhD	Director, Soil Health Program (SHP)
Rebbie Harawa (Malawi), PhD	Senior Program Officer, Soil Health Research & Extension
David Kimani (Kenya), MA	Program Analyst
Abednego Kiwia (Kenya), MPhil	Program Coordinator
Qureish Noordin (Kenya) MPhil	Program Officer, Extension Support Function, <i>joined on 15/03/13</i>
Marie Rarieya (Kenya), PhD	Program Officer, Soil Health Training
Dorothy Shivere (Kenya)	Program Assistant – Soil Health & Markets Units
Mary Tekyi-Ansah Yaodze (Ghana), MA	Program Assistant

Markets Access Program and Innovative Finance

Anne Mbaabu (Kenya), MSc	Director, Markets Access Program
Kithinji Boore (Kenya), MBA	Associate Program Officer, Innovative Finance (Swedish Project), <i>joined on 15/09/13</i>
Nixon Bugo (Kenya), MBA	Program Officer, Innovative Finance
Emma Kambewa (Malawi), PhD	Program Officer
Matiéyédo Konlambigue (Togo), MA	Program Officer
Judith Malu, (Kenya),	Executive Assistant, <i>joined on 11/03/13</i>
Nyasha Mhosva, (Zimbabwe),	M&E Officer, (SAIOMA), <i>joined on 22/07/13</i>
Stephen Migwa (Kenya),	Finance & Administrative Officer (SAIOMA), <i>joined on 15/07/13</i>
Anthony Ngosi (Malawi) MBA	Team Leader, SAIOMA, <i>joined on 01/03/13</i>
Stephen Njukia (Kenya), MSc	Senior Program Officer, <i>deceased on 23/08/13</i>
Mellyne Ongang'o (Kenya), MBA	Program Coordinator
John Wakiumu (Kenya), MBA	Program Officer, Innovative Finance

Policy and Advocacy

Steven Were Omamo (Kenya), PhD	Director, Policy
Caroline Adala-Oremo (Kenya), MEd	Executive Assistant
Augustine Langyintuo (Ghana), PhD	Senior Program Officer, Policy <i>left on 30/06/13</i>
Linda Mwakugu (Kenya), MA	Program Assistant, <i>left on 30/06/13</i>
Leon Konan N'Dri (Ivory Coast), PhD	Program Officer, Policy
Evelyn Namubiru-Mwaura (Uganda) PhD	Program Officer, Policy
Liston Njoroge (Kenya), MBA	Research Analyst
Franklin Simtowe (Malawi), PhD	Program Officer
Nega Wubeneh (Ethiopia), MSc	Program Officer, Policy, seconded to ATA, Addis Ababa

Farmer Organization Support Centre in Africa (FOSCA)

Fadel Ndiame (Senegal), MSc	Lead Coordinator
Pauline Kamau (Kenya), MBA	Program Officer for Service Providers
Mary Njoroge (Kenya), MEd, MSc	Program Officer (M&E)
Olive Mogire (Kenya)	Program Assistant
Samuel Sey (Ghana), MSc	Program Officer for Service Providers

Monitoring and Evaluation

David Ameyaw (Ghana), PhD
Samuel Amanquah (Ghana), MSc
Barbara Bamanya (Uganda), MSc
Seth Abu-Bonsrah (Ghana), MPH
Aboubacar Diaby (Guinea), PhD
Susan Ndung'u-Mugo (Kenya), BA
Josephine Njau (Kenya), BA
Jane Njuguna (Kenya), MSc
Emmanuel Rutsimba (Rwanda), MA

Director, Monitoring & Evaluation (M&E)
Program Officer
Senior Program Officer
Program Officer
Program Officer
Executive Assistant to M&E Director
Program Assistant
Program Officer
Program Officer

Operations Department

Daniel Grimshaw (USA), BA
Pamela Abuoga (Kenya)
Victor Agasiba (Ghana)
Beryl Ageng'o (Kenya)
Irene Amoh (Ghana), BSc

Vice President, Finance & Administration
Human Resources Assistant, *promoted to Human Resources Officer on 15/08/13*
General Services Assistant
Administrative Assistant
Assistant Administrative Officer, promoted to Human Resources & Administrative Officer on 01/08/13

Vuhya Amulyoto (Kenya), MBA
Esther Aninagyei-Yeboah (Ghana)
Peter Boakye-Oduro (Ghana)
Ebenezer Nii Amoo Bonney (Ghana)
Johnson Bor (Kenya)
Esther Daud (Kenya)
Eunice Kagiri (Kenya), MBA
Genevieve Kakrabah (Ghana), BSc
Bridget Kiptanui (Kenya), BA
Sylvester Kisonzo (Kenya), MSc
Angela Maina (Kenya), BSc
Mumbi Maina (Kenya), BSc
Salome Mirenja (Kenya)
Peter Muigai (Kenya)
Emmy Mukhebi (Kenya), BCom
Ignatius Mutula (Kenya), MBA
Jacinta Mwithaga (Kenya), BA
Joseph Nambiro (Kenya), BA
Bernard Nimo (Ghana)
Caroline Njeru (Kenya), MBA
Loice Njiru (Kenya), BEd
Duncan Obudho (Kenya)
Anyona Obutu (Kenya), BSc
Jared Odhingo (Kenya)
Kofi Osei-Bonsu (Ghana)
Everlyn Owendi-Ezeoha (Kenya), BA
Viscard Ronoh (Kenya)
Benard Siro (Kenya), MBA
Alex Frempong Tabi (Ghana) BA
Moses Tanda (Kenya)

Human Resources and Administration Manager
Communications Assistant
Driver/Office Assistant
Assistant Finance Officer
Communications Assistant
General Services Assistant
Grants Officer
Executive Assistant
Financial Accountant, *promoted to Finance Officer SSTP on 01/10/13*
Information Technology Services Manager
IT Support Technician
Grants Assistant
Communications Assistant
Driver/Office Assistant
Financial Accountant
Grants Manager
Grants Officer
Grants Assistant
IT Support Technician, joined on 01/02/13
Executive Assistant to the VPFA
Systems Accountant, *promoted to Finance & Systems Officer on 15/08/13*
Driver/Office Assistant
Web Applications Officer
Finance Manager
Driver/Office Assistant
Administrative Officer
Protocol & Liaison Assistant
Accountant, *left on 14/03/13*
Accra Office Manager
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