

AGRI-PROFOCUS ANNUAL REPORT 2010

FARMER ENTREPRENEURSHIP

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PRIVATE SECTOR DEVELOPMENT
FOR FOOD SECURITY

Final Report
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**Agri-ProFocus
Contact Information**

Postal address

P.O. Box 108
6800 AC Arnhem
The Netherlands

Visiting address

Willemsplein 43-II
6811 KD Arnhem
The Netherlands

Telephone

+31 (0)26 3542074

E-mail

info@agri-profoc.us.nl

Website

www.agri-profoc.us.nl

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1. INTRODUCTION TO THE AGRI-PROFOCUS PARTNERSHIP DYNAMICS

Agri-ProFocus (APF) is by origin a Dutch partnership that promotes farmer entrepreneurship in developing countries. Specific focus on organised farmers within multi-stakeholder dynamics is a key intervention strategy of the partnership. In 2010 APF modestly celebrated its fifth anniversary.

Our founding members are Dutch organisations, knowledge and financial institutions, and companies which promote farmer entrepreneurship. Each member has an extensive network of partner organisations companies and institutions in developing countries. All this adds up to the connectivity arena of the APF partnership. By coordinating activities, exchanging information and ideas and undertaking joint action we aspire to improve existing linkages and provide a better service to farmer entrepreneurs in developing countries.

The APF country focus approach, now called Agri-Hubs, was successfully launched in 2009 in 7 African countries; Kenya, Uganda, Mozambique, Zambia, Rwanda, Ethiopia and Niger.

The dynamics of Agri-ProFocus are best viewed on the website www.agri-profococus.nl. (Dutch) member organisations have signed up for the partnership, country members are organisations that participate in the Agri-Hubs and professionals are individuals worldwide who work for one of the (Dutch) member organisations, the country members are independent active contributors to the Agri-Hubs or thematic communities.

The network is supported by a team of dedicated facilitators, who are specialised in improving cooperation between organisations. The facilitators are based in the Netherlands and through leading member organisations in 7 countries in Africa. The APF facilitators connect organisations and people who may not have worked with one another before. They are experts in exchanging information and transforming opportunities in concrete action to challenge farmers' entrepreneurial motivations and strengthen the implementing capacity of farmers' organisations.

Concrete activities range from brokering between a processing company and maize producers in Rwanda, providing joint policy recommendations on agriculture and climate to the Dutch government and organising a business contest for cooperatives in Ethiopia.

Value chain development, sustainable food production, access to financial services and gender in value chains are the four main themes of learning and innovation of Agri-ProFocus. Several learning events and expert meeting were organised (more and more at the level of the Agri-Hubs and to a lesser extent in the Netherlands), tools and literature were developed and shared and these themes are increasingly integrated in the day-to-day work of country members.

For the kick-off sessions for the Agri-Hubs and the development of the knowledge areas the partnership connects to the capacities of the knowledge institutions (professionals). For each Agri-Hub a professional from KIT or WUR completes the country facilitating triangle (support office, lead, WUR/KIT).

Through setting up Agri-Hubs in 7 African countries and integrating learning around 4 core themes within these processes, Agri-ProFocus has taken important steps in 2010 towards working from PO demand and country ownership.

Effective private sector involvement is one of Agri-ProFocus strategic choices. As many international and local companies are in search of commodities for local, regional and international markets and many farmers are looking for markets there should be enormous opportunities to connect these at the Agri-Hub level. And although we can boost on many positive examples, such as Rwanda (seed maize), Ethiopia (dairying) and Zambia (rice), recorded matching results are still unsatisfactory. More targeted activities and interventions are needed.

In the last chapter of the Annual Plan 2010 a number of assumptions and risks were described. At this moment in time it is more than appropriate to look at these with the "knowledge we now have". Nobody will deny that it was a turbulent year for the development cooperation sector. Let us look at some consequences and impacts on the APF partnership in 2010.

Quite a number of APF members (12) were involved in MFSII applications, started new alliances and looked critically at their country portfolios. In addition, in January 2010, the WRR report "Minder prententie, meer ambitie" was published. This report pleaded for Dutch development cooperation to focus on a limited number of countries, the private sector, specialisation in the water and agricultural sectors and the establishment of an implementing agency at country level. By the end of 2010, the newly elected government announced its intention to adopt these recommendations and to cut significantly on development cooperation.

The fact that several alliances (Sustainable Agriculture Alliance, the Fairtrade Alliance and SOLIDARIDAD) did not qualify for MFSII was and is a great disappointment for the APF partnership. Furthermore, budget cuts from 2011 onwards for MFSII organisations have a great impact upon continuity and the implementing capacity of APF members and of their local partners. APF member organisations depending on other financial resources are also encountering difficult times, such as EVD, PUM, SNV, IFDC and Agriterra. As a result of all these uncertainties, it was not possible for most member organisations to make long-term commitments or any commitment at all towards the Agri-Hubs in 2010.

On the other hand the fact that "Food Security" is one of the priority areas of Dutch development cooperation and the focus on private sector involvement offers clear opportunities for the APF partnership and its members as promoting farmer entrepreneurship is at the centre of private sector development for food security

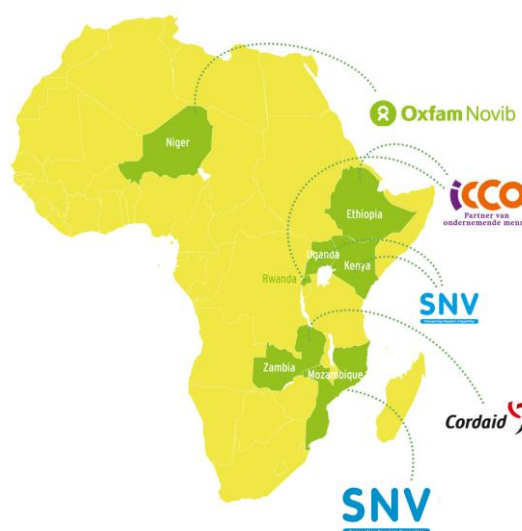
In the light of the external commotion, the results achieved to date by the APF partnership and its local partners become even more impressive. This annual report highlights the main achievements to date and some challenges still ahead of us.

This annual report follows the set-up of the Annual Plan 2010. In Annex 2 the original work plan 2010 is reported with, for each country or thematic area, progress and results realised in terms of outcome, output, activities, input delivered by APF members/local partners and the input delivered by the APF support team.

2. JOINT AGRICULTURAL ENTREPRENEURIAL PROGRAMMES

2.1 Agri-Hubs: Promoting farmer entrepreneurship in 7 African countries

In 2008 the Dutch APF-network decided to develop the so-called country focus processes (CFs) which over time have been denominated Agri-Hubs. The choice was inspired by the growing trend of alliance building and programmatic approaches among donors, aid agencies, private and public sectors. It fits with the Paris and Accra declarations for new ownership models, decentralisation processes and as a widespread re-orientation in the aid sector - away from project support - towards more impact.



The CF processes or Agri-Hubs are a dynamic phenomenon. In short the core of the CF was to:

- Depart from existing programmes of APF members and their partner networks;
- Make a joint analysis of the context;
- Focus on farmer entrepreneurship issues, POs, commodities and the enabling environment;
- Develop a multi-stakeholder set-up including POs, NGOs, private and public sectors and knowledge institutes;
- Strategise to come up with joint action and learning activities.

We found out that this was rather a linear view and at times creating confusion: is APF a programme or a network? What is APF's mandate, what is the mandate of its members? What is its added value? Who is to claim which results? There were no easy answers, particularly as the process evolved differently in each country and not only partners but also Dutch APF members and the APF support team needed to 'get used to the idea'.

After a year of experience we were better able to articulate what the CF processes were becoming and what could be achieved by them. In the summer of 2010 the APF core group - consisting of the country coordinators (of SNV, ICCO, Cordaid and Oxfam Novib), KIT and WUR knowledge facilitators and the APF network facilitators developed the basic ingredients for a joint Theory of Change = TOC (see image below). Conceptually we learned the following to be important:

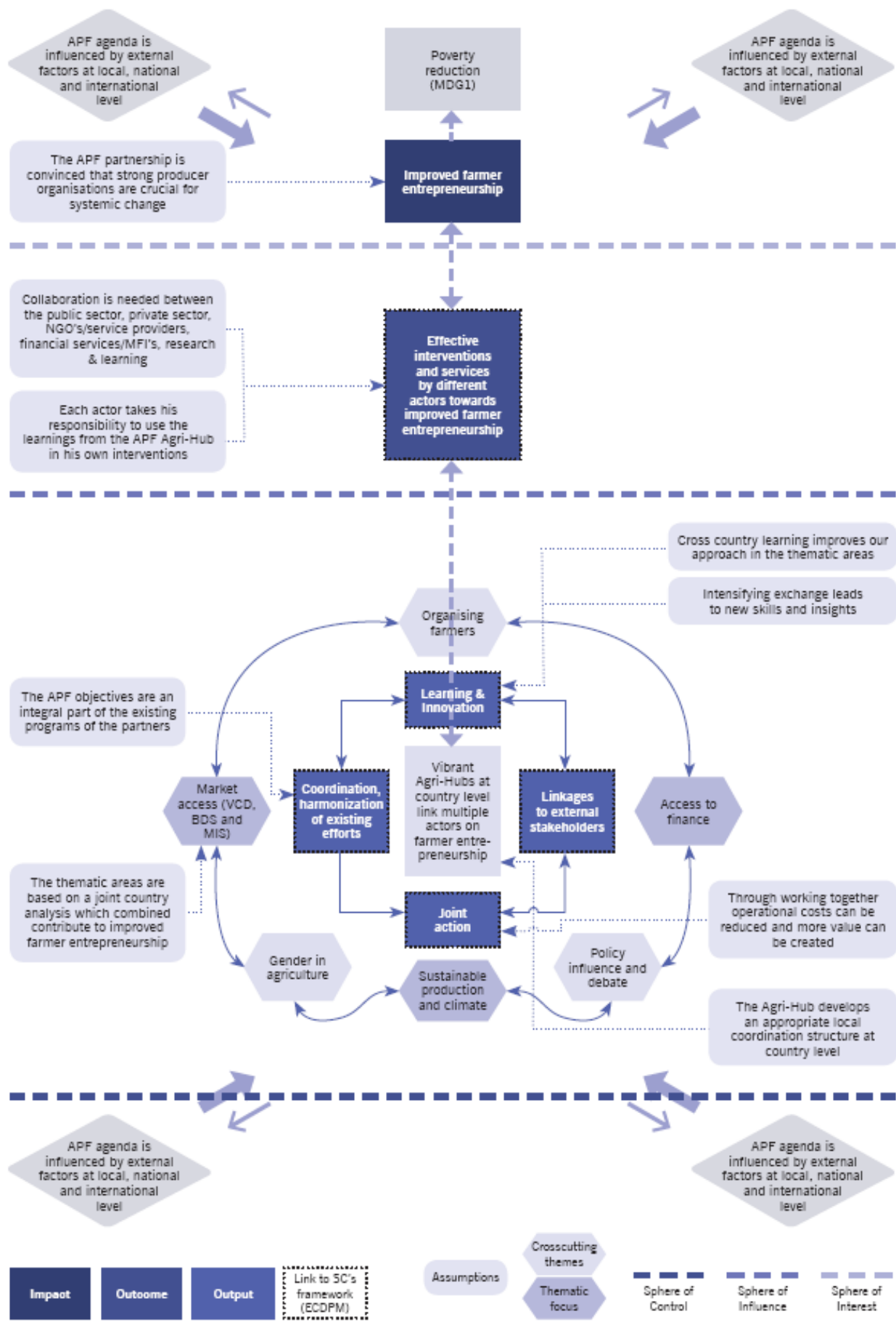
- Agri-ProFocus essentially is about organising support for farmer entrepreneurship across the boundaries of organisations and the networks they are part of. Point of departure is to acknowledge that existing organisations and networks have (and will have) their own mandates.
- APF is not about bringing all the affiliate organisations under one singular mandate or country programme. Practice has shown that there is no basis or added value to develop such a 'super structure'. It is a road best not taken as

- it may put the network in direct competition with its members, or end up in protracted deliberations and compromise about resource sharing and the like.
- The Agri-Hubs facilitate the combination of mandates in such a way that competencies are joined around specific areas of interest to come to joint actions. How this is being configured is depending on the participating organisations themselves. It might be that they choose to develop a full-fledged joint 'programme' with a small group or that they set up a more loosely coordinated initiative.
 - Information is to be shared widely and pro-actively. As such APF functions as an open network in which information flows and new initiatives can blossom and particularly the non-natural partners can meet and strike deals.
 - Our joint sphere of interest is where we want to see changes for farmer entrepreneurs. To make a difference APF distinguishes between the added value of the network (our sphere of control) and the operating sphere of the actors that form the network (our sphere of influence).

What has helped us in developing our theory of change are to flexibly combine multi-stakeholder theory, complexity thinking, 5-C model, M&E for networks and outcome mapping. We monitor at five levels (capacities) focusing on a set of evaluation questions. For each of the evaluation questions a set of indicators is used which will have to be adapted over time as the functions and scope of the Agri-Hubs develop.

Network capacities	Evaluation Questions
1. Coordination and harmonisation	How clearly is the mandate for the network (vision, ambitions and strategy) defined? Who are the contributing organisations and to what extent are their visions, ambitions and strategy consistent with those of the APF network?
2. External linkages	In which way does the APF network establish legitimate and relevant external relationships?
3. Joint action	How efficiently is the APF network taking charge of its joint agenda? To what extent is the APF network being propelled by inspiring leadership?
4. Learning and Innovation	Which opportunities, incentives, does the network create to establish the confidence to learn? How does the APF network foster an adaptive management and innovation culture?
5. Development results	To what extent have the interventions and services of the different actors become more effective through the APF network?

APF Theory of Change



2.2 Agri-Hub achievements to date

Here an overview is given of the most important developments and achievements in the Agri-Hubs. The description attempts to capture common developments rather than describing each detail. To find out more specifics the reader is referred to the country reports and online platforms. Details for each of the seven countries at outcome, output and activity level can be found in annex 1 under result area 1.1.

2.2.1 Coordinating and harmonising in the Agri-Hubs

Phased joint programming

In 2009 APF in Rwanda, Kenya, Uganda, Niger, Ethiopia and Zambia started with a programming phase. Mozambique followed in March 2010. Average run through of the programming phase was about 6 months with the characteristics / steps as depicted in the box. To avoid blueprints, and Dutch dominance professionals directly involved (programme officers, knowledge workers both of Dutch members and their local partners) co-developed country strategies and follow-up actions.

Agri-Hub programming steps

- Dutch APF members and their partners were linked up based on their willingness.
- Overviews were created and analyzed to find out who was doing what.
- Initial funding was secured from Dutch members.
- Context papers per country were developed on the main issues for promoting farmer entrepreneurship.
- Online platforms were created to start building the network and to share views and information
- Multi-stakeholder workshops (members, their partners and external contacts) were organised to define the first boundaries of the collaboration.
- Concrete agenda's were set around value chain oriented activities and cross cutting themes.
- Coordination roles and responsibilities were divided.
- Links were established to the Dutch embassies.
- First joint actions were identified by local stakeholders (farmers' organisations, NGOs, development agencies) and rolled out.

Embedding in wider harmonisation processes

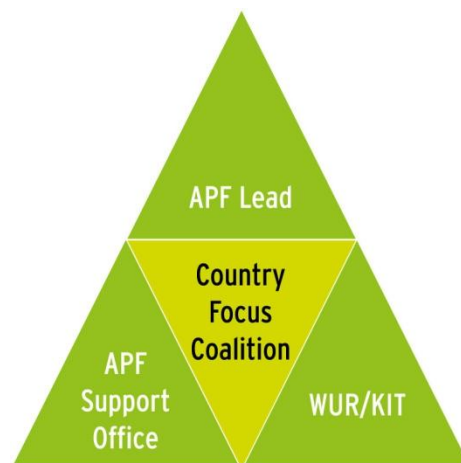
During the MFS II process in 2010, Agri-ProFocus was able to provide a visible service to its members by facilitating a joint analysis of the Economic Development paragraph of the subsidy request. This enabled bringing APF goals in line with members' strategic choices. In effect APF objectives with regard to the Agri-Hubs are now largely incorporated in strategic documents of Dutch APF-members. And indirectly the added value of APF as a 'service provider' in alliance building has also led to an increased openness among members to share strategic information.

In the process APF is accepted as a neutral broker/facilitator also in dialogue with relevant government institutions of DGIS/DDE. The recent dynamic with regard to the operationalisation of the Dutch policy on food security has also opened up possibilities to strengthen the relationships with embassies and agricultural attachés in the countries. The Agri-Hubs are being seen as valuable stakeholder platforms to engage with in order to define food security agendas.

Shift from 'North' to 'North and South'

In all 7 countries coordination (triangle) is now in place:

- A country coordinator for Kenya, Mozambique and Uganda (SNV), Ethiopia and Rwanda (both ICCO), Niger (Oxfam Novib) and – recently – Zambia (Cordaid).
- KIT or WUR-CDI providing knowledge and process support based on committed days per country.
- The APF-Netherlands team playing the role of a neutral network facilitator providing hands-on brokering support¹ (in most cases) Strategic plans (or MoUs) including multi-year budgets formalised between APF members to support collective activities.



While the Agri-Hub process started with bringing together APF members in the Netherlands the coordinating energy is gradually shifting from North to South. At country level the country coordinator oversees collective actions and is an asset for relationship building and coaching, while thematic groups / activities run under leadership of local actors or Dutch members (increasingly locally based as a result of decentralisation processes). New localised coordination mechanisms emerging are:

- Thematic leadership through local partners (champions)
- Development of local 'steering committees' in regular coordination meetings in country bringing together the driving network forces
- Recruiting of local network support staff
- Overall a 'call' to profile organisations involved on the online platforms

As such coordination is taking place on both sides of the 'fence' (in the countries and in the Netherlands) with different players taking roles based on their competences. Noteworthy is that with the strengthening of the facilitative capacity of local coordination, the role of KIT and WUR is also shifting from process support to knowledge brokering.

2.2.2 External linkages

The Agri-Hubs are not closed spaces. To a varying degree we see that the APF online platforms autonomously attract interested actors: mostly NGOs, but increasingly farmers' organisations and the private sector as well as (international) knowledge institutes and consultants.

Not all these new platform members become active, sometimes they are just onlookers. Yet overall the Agri-Hubs are drawing attention increasingly (on average 50 professionals per month with a relevant profile find their way to become a member in one or more countries).

We also see that linkages emerge both nationally and between countries. This is being fostered and facilitated deliberately through the national coordination or through APF thematic network facilitators.

¹ With the Agri-Hubs becoming more known the brokering role of the APF-support team is actually increasing ranging from linking up new initiatives and actors, to the practical level where contributing organisations are sometimes challenged to organise themselves around the joint MOU's, of which they themselves are an integral part. Additionally the neutral role of APF Netherlands is helpful as country leads are linked to organisations that have themselves a stake.

In-country

Overall multi-stakeholders processes thrive when the right stakeholders are at the table. Based on the areas identified in each country active scouting was (and continues to be) done to bring in expertise, resources etc. to make joint action and learning trajectories effective. Examples are:

- **Kenya:** New actors linking up on Access to Finance such as ForeFinance and Agri-Finance complementing efforts of Oikocredit, SNV and a host of local partners
- **Uganda:** The market information group involving the East African Grain Council as a source of knowledge and bringing in private sector players into the network. Also strong involvement of a number of Belgian aid agencies (and their partners) such as TRIAS, VECO and Broederlijk Delen, as well as Danida and Makerere University on various occasions and in various groups.
- **Ethiopia:** Following the Ethiopia Learning Alliance, APF partners link with agri-business consultants, FFARM, BCAD, and Target about rural outreach of BDS services.
- **Rwanda:** Through the agri-cluster approach linkages to the private sector are boosted as well as to the banking sector (e.g. Banque Populaire Rural and Heineken International).
- **Zambia:** For the Access to Finance trajectory, a representative selection of relevant stakeholders are involved; chain actors, support actors and financial institutions, like local banks and MFIs. APF Zambia also has good relations with SCC and multilateral institutions like IFAD and ILO.
- **Niger:** The coalition does exchange information between various actors, but real engagement at the level of activities is yet to be established. Some actors already exchange on a regular basis, such as Inran, Icrisat, and some credit institutions. Next to this, contact with IFDC are firmly established.
- **Mozambique:** There are links to interested and relevant bodies in government, like CEPAGRI and IIAM.

Across and between countries

In 2010 an exchange visit was arranged between APF Uganda and APF Rwanda, bringing together key local stakeholders. At coordination level (through KIT, WUR or APF support) approaches are shared to stimulate creative joint action and learning, for example using the set-up of access to finance activities from Zambia to inspire Kenya and Uganda.

There is also a growing cross-fertilisation with the APF knowledge platforms on finance and on gender which are in essence international. Examples are:

- Case holders from the APF gender writeshop taking the learning to APF-Ethiopia and starting a joint learning group there;
- APF Finance tool inventory linking stakeholders between countries.

2.2.3 Getting into joint action

The image depicts what is emerging as a content and process framework for joint action on farmer entrepreneurship. Having said this, it is far from easy to synthesise the joint action that is taking off within the APF Agri-Hubs. There is a large variety in topics, approaches and actors involved. Save to say there is also a variety in tempo.

This shows that the Agri-Hubs are highly contextualised with each network, creating their own language and way of working. Taking a bird's eye view three types of joint action are emerging:



- a. **Value chain orientation:** Groups of local actors have chosen to collaborate to improve a certain value chain, sub-sector or business cluster bringing together expertise or resources to solve a certain problem. Examples are:
 - Kenya: organic coffee (partners of Oxfam, Hivos and Solidaridad) assessing (and acting there upon) processing quality
 - Rwanda: agri-business cluster development in food chains linking farmers' organisations to value chain actors, services, chain facilitators
 - Niger: agribusiness development in the onion value chain
 - Ethiopia Learning alliance
- b. **Cross-cutting issues:** Groups of network members tackle a cross-cutting issue together such as:
 - Harmonisation of market info in Uganda (led by FIT-Uganda plus a host of national and regional actors bringing together partners of different Dutch APF members and external actors)
 - Piloting ICT solutions for business development in Kenya (fired up by a small steering group connecting to source for demand and supply among and outside the network)
 - Brokering of deals between banks and VC actors in Zambia (inspired by VCF knowledge development through KIT)
- c. **Policy orientation:** Groups of well-placed network members are mandated to engage in policy dialogue on issues identified by the network. Examples are:
 - Policy group in Uganda led by Pelum, UNFFE and others updating the network on topical issues and developing policy briefs
 - Relationship building in Rwanda with the Dutch Embassy to establish a rapport with government circles on agri-business issues

The joint action is where many aspects of combining competencies come together. In many cases we still see quite a strong influence of Dutch members. The intention is to have them more in a coaching position and not to become overbearing. Overall activities are 'scoring' well in terms of following farmer led initiatives. Farmer leadership in the

various groups is at times more indirect and most visible in Uganda, Rwanda, and Niger. We also observe that over time shifts in leadership occur which influence the tempo.

This all sounds very positive. The flip side is that the work network are engaged in is at times highly competitive, particularly in areas such as finance. Business orientation often goes with 'copy right'. This requires a lot of brokering relationships which takes time. Encouraging members to not only take but also bring expertise, knowledge and even their network can be quite a task and only works if actors see a clear benefit. Asking the questions - what's in it for me? And what do I bring to the table? – are key.

Moreover it happens that some actions get delayed while others suddenly get going. It shows the importance of going with the energy. The coordination triangle is well positioned to flag this and in practice it can be challenging to allow that to happen and to leave ownership with the groups. Main role of the coordination in this is giving follow-up and looking into quality issues (ToRs, linkages between themes, hiccups in follow-up).

As a design principle action groups are stimulated to combine not just farmers' organisations and NGOs but to also include knowledge institutes and linkages to the private and public sector. The latter two have proven to be notoriously difficult to engage for different reasons. Private sector comes into the picture at the deal brokering level (i.e. development results); governments are slow to respond to open networks.

2.2.4 Organising for learning and innovation

Collaboration comes from getting to know each other, finding out what each partner has to offer and from building trust. Stimulating learning is (at the first sight) a rather risk free intervention and therefore one which has been immediately embraced by all country networks. Again there is a great variety in interventions and learning styles when we look at the different countries, but also a few common characteristics:

- **Setting up information exchange** through the online platforms. With the membership of the online platforms growing we see also a growth in sharing of research, sub-sector information, questions (and answers) by members both Dutch and in-country. The appreciation is positive, and visits to the platforms are increasing. Less can be said about the use of the information.
- **APF learning events** are proving to be an excellent means to lay a foundation of trust and curiosity. Generally the events are evaluated positively both with respect to content and process. Again follow-up is not always entirely clear: what changes can be observed in the practice of organisations as a result of getting new knowledge? Practical adoption should get more attention and needs facilitation.. Lack of time and resources are often hampering this.
- **Joint action research and/ or action learning circles** appear to be good alternatives to get to a more in depth inquiry and link up to the practice of organisations at the same time. Examples can be found in Uganda on farming as a business as well, the Ethiopia Learning Alliance; Rwanda (as part of the agri-business clusters) and in Kenya on agri-business facilitation.

Huge bottleneck in these set-ups is the limited time implementing partners have for it. The workshop culture is omnipresent and it is easy to fall in the trap of organizing one event after the other. Creative interventions are being tried but one issue is a constant: The benefits of learning need to go beyond documentation (which is seen as a minor incentive) and need to actually inform a changing practice. This requires smarter interventions which include elements of implementation and on the job learning, such as:

- Link up more closely to local universities and knowledge institutes for hands on support (use students),
- Bring in elements of contest and publicity,
- Include budget for coaching,
- Use interviews, video, blogging
- Establish cross country linkages on common themes

2.2.5 Capturing development results

How have actors in the APF countries become more effective in their interventions? Has the quality of their services increased? In short what types of outcomes can we observe after an average of one year in implementation (taking in the different lead in times for each country)? Some indications:

- It is clear that in a country such as Rwanda where the coalition started with the agri-business clusters in more of a programme set-up (sharing resources, joint project coordination and implementation and a fund for facilitation) results can already be observed at the level of farmer coops. In other words, yes: we see a clear adaptation of facilitation practice among partners and even impact: economic benefits for farmers.
- In Zambia we see the beginning of a healthier environment for the set-up of business deals between participating organisations and banks: they are more tuned into each other.
- In Uganda we see that organisations collaborating around market information are now in agreement to harmonize and standardize. The actual joint action is clearly linked to changes within the service providers but also in how they operate versus farmers, making sure access to information become much easier and consistent.
- In Niger the coalition is jointly defining criteria for support to farmers' organisations and has put a fund in place for innovative proposals

Overall these are all indicators of changing behavior among participating organisations. This is only a first step. By having the country networks becoming vibrant fora for exchange and through facilitating exchange events, new collaborations have developed bilaterally. This however needs to be made more visible. Follow-up on results is at times seriously lagging behind. Also in various countries network members are voicing that there should be a stronger emphasis on actively brokering deals between organisations.

The question emerging is whether the role of the network coordination is to simply create the space where successful deals can happen (match making), or is the coordination going to play the role of an active broker? The risk of being the deal broker is that APF will directly compete with certain network members.

2.3 Agri-Hub lessons and challenges

The networks mandate comes with the trust the members put into the network. This needs to be earned gradually, it cannot be claimed. Here we focus on lessons (which we need to 'replicate') and challenges (which we need to 'tackle').

2.3.1 Lessons

Coordination and harmonisation

➤ **Strong role of country facilitation in defining a manageable strategy**

The country coordination of the Agri-Hubs has an important role in managing expectations and helping members to downsize their ambitions to realistic levels.

➤ **(re)-Emphasizing the link to members' core business**

Early and continuous communication that APF is about core business and not an 'add on' has had results. References to the APF network in strategic documents and plans by members are a clear and positive indicator that there is a mandate for collective action and learning.

➤ **Embedding the Agri-Hub in North and South**

Local actors have increasingly taken the lead in embedding the Agri-Hubs in an institutional country context. The network is maturing which is posing new challenges regarding the level of institutionalization.

External Linkages

➤ **Marketing the network in the external environment**

New linkages are being created, particularly with local knowledge institutes, NGOs, farmers' organisations, other donor agencies and – to a lesser degree – government circles. Relationships with the private sector are emerging, but strong links have yet to be developed. Donor platforms may become a viable opportunity for joint resource mobilization.

Joint Action

➤ **Quick wins make a difference**

A single Multi-Stakeholder Workshop (MSP) as such is not enough for network members to fully understand the mandate of Agri-ProFocus in a country. To be successful members have to quickly take up leadership to 'pull' a theme or working group. We also need to allow new topics to come up and the course of the process to be changed, if necessary.

➤ **Pooling resources creatively**

Organisations involved need to think creatively and operate with flexibility to fit support to the collective into existing procedures.

Learning and innovation

➤ **Linking learning to practice**

Learning at different levels and in different forms has contributed to building the network and triggering exchange, but an active learning culture is as yet not very pronounced, for various reasons (e.g. lack of time or interest). Learning will have to go beyond workshops and exchange and will need to be linked to improved services and possible deals. KIT and WUR can play a role in supporting cross-country learning, in collaboration with local knowledge institutes.

Development results

➤ **Systematically collecting appreciation**

Our Theory of Change and the PME Guideline have been important tools to 'measure' and appreciate network results. Through these we have been able to monitor what we produce as a network, i.e. our sphere of control. Indications of the network's sphere of influence so far are general and not very clear yet.

2.3.2 Challenges

The following challenges in our agenda for the Agri-Hubs need to be addressed:

➤ **Reinforcing the joint vision and strategy through our Theory of Change**

Based on the ToC the Agri-Hubs need to develop more clearly what results are to be achieved in terms of promoting farmer entrepreneurship, which also means that members should use APF indicators in their work.

➤ **Balancing local embedding with Dutch ownership**

Local coordination arrangements and updates will need to become more frequent and visible, to encourage stronger ownership and possibly accompanied by a simple 'code of conduct'. At the same time strong ties with the Dutch base, Dutch embassies, DGIS and EL&I should be maintained. Neutral brokering is essential.

➤ **Marketing the network**

The external environment (including the private sector) and the capacities, services and contributions of members (organisations) in the network need to be made more visible, to make the Agri-Hubs attractive to its members. The Agri-Hubs should develop into an open-market place, where demand for expertise meets supply.

➤ **Developing support for a joint learning agenda**

There is ample opportunity for exchange and innovation between the Agri-Hub countries in terms of learning topics and the variety in interventions. A joint knowledge agenda should support the participating organisations in improving their performance and provide practitioners and decision makers with practice derived knowledge which can be applied in the field.

Different knowledge institutes will need to work together on this including WUR, KIT and local knowledge institutes.

Budgeting time and resources for measuring results

To develop a clear indication of the changes the network is striving for and attaining, time and resources need to be found to start appreciating results critically and more systematically. This relates to improved services for farmer entrepreneurship, deal flow, capacity of producer organisations and the like. In this we need to be critical (with regard to our reporting quality) and creative (use narratives).

2.4 Agri-Tracks

For non Agri-Hub countries, or when there is a need to start specific innovative collaborations within the APF mandate, the support office facilitates concrete collaborations or "Agri-Tracks" as we call them now. Progress in actual Agri-Tracks can be found at page of annex1 :

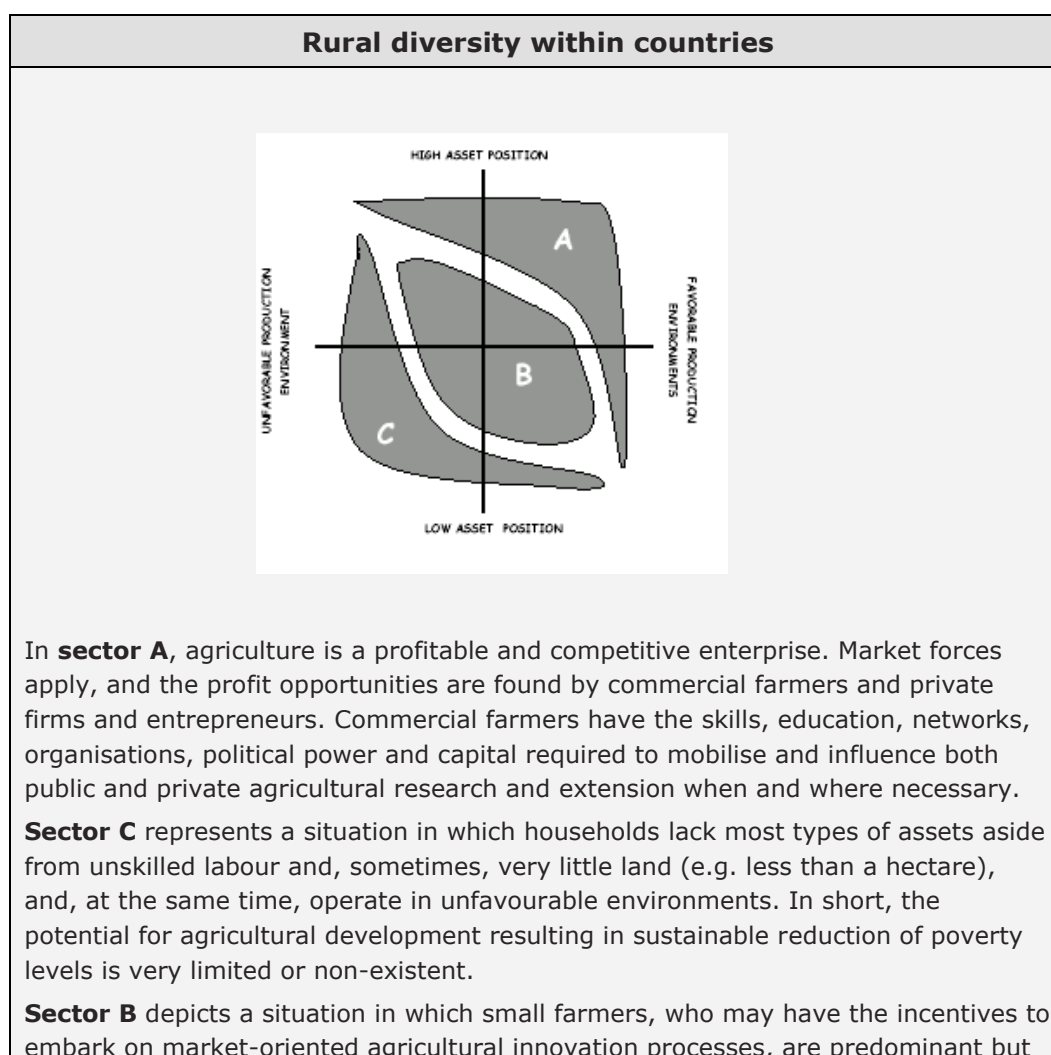
- The Agriterra-SNV partnership on strengthening producer organisations in East and West Africa and in South Asia.
- Strengthening HIV-AIDS competency of producer organisations (Agriterra-VHL)
- Brokering cooperation between Rijk Zwaan and other APF members

Apparently there are very few demands for Agri-Tracks which is quite surprising as these were at the heart of the APF method before the adoption of Agri-Hub approach. It's not very clear if this is because there is no need/demand or because the country focus is to dominant in the present APF-methodology.

3. LEARNING AND INNOVATION

This section of the 2010 Annual Plan stated that “To be successful, professionals from member organisations and their local partners will need to actively integrate and use lessons learned in their work”. Indicators we looked at include, for instance, actual changes in members’ ‘working logic’ and the application of new approaches in terms of the APF intervention logic and to make support more relevant for farmers and POs. This also implies that success is defined by the extent to which local partners, including POs at country level, are involved in the agenda setting for learning and innovation activities. Furthermore the use of learning and innovation will need to become visible at higher levels, in terms of an improved recognition of the relevance of farmer entrepreneurship and capacity building of agricultural development by Dutch policy makers (public, private and NGO).

Although the above success factors are difficult to quantify, the evaluation in Chapter 2, following no. 4 of the 5C model, gives a very clear picture of the 2010 achievements. Evidence for increased recognition is found in the MFS II applications of the 8 alliances involved in Agri-ProFocus that show a strong focus on farmer entrepreneurship and support to producer organisations. SNV and Agriterra are also on that track now. In other words, our focus and definition of entrepreneurial farmers and the role of producer organisations as service oriented (following Berdequé 2002), described in the Strategic Plan 2009 -2012, has been widely adopted and followed within the APF partnership.



lack capacity to respond fully to this favourable context, either because their assets are too limited, the productivity of such assets is low, or because the transaction costs they face are too high. It is likely that this group of small family farms represents the best opportunity (in economic, social and also political terms) for linking agricultural innovation and poverty reduction policies in developing countries.

Rural diversity, agriculture, innovation policies and poverty reduction. Berdegue and Escobar 2002. ODI-Network paper 122.

At the implementation level Agri-ProFocus worked hard and very satisfactory in 2010 on the development of practical instruments and tools and on the selected (for the period 2009 -2012) learning and exchange themes: value chain development, access to finance, sustainable food production and gender in value chains.

3.1 Instruments and tools

For 2010 we aimed at organising the Agri-ProFocus learning and innovation process more systematically and to combine different learning activities into so-called knowledge and learning loops, aiming for real change and action (within member organisations, their local partners and POs). We realise this through establishing linkages between learning units within the membership, building on already emerging communities of practice within the network, the facilitation of learning between groups or face-to-face meetings and e-tools.

With regard to this we noted the following successes and bottlenecks in 2010:

- A slim PM&E system was developed and approved at all levels, with the technical assistance of WUR/CDI and input of the complete core team. The APF 2011 Annual Plan was developed, based on this system as were the Agri-Hub evaluations. It should be noted that this gives a very clear insight in network dynamics and what can be expected from it in terms of output and impact.
- Coaching country leads is part of the role of the APF support office. While acknowledging differing contexts, terms of reference for all country leads were developed which reflect the interlinking roles and responsibilities of country lead, support office, WUR/KIT and others,
- Support to the country focus processes by KIT/WUR is generally timely and of good quality, the systematic learning process to assure both in- and cross-country learning agreed upon with WUR and KIT did not materialise satisfactorily. Only one case description (Unleashing Rural Entrepreneurship in Rwanda by Bertus Wennink and Ted Schrader) was realised. As a result new less ambitious targets were agreed upon for 2011.
- The role of online instruments (ning, wikis, delicious) is crucial to connect professionals across the globe on learning within Agri-ProFocus. To support learning and innovation, Agri-ProFocus developed an online interaction strategy centred around social networking platforms in 2009. Lessons learnt on their use and user demand were applied in 2010. As a result use and membership of the online platforms increased impressively, now including many professionals from outside the initial APF network (the number of members between brackets):

Ethiopia Agri-Hub:	(172)
Kenya Agri-Hub:	(250)
Mozambique Agri-Hub:	(52)
Niger Agri-Hub:	(76)
Rwanda Agri-Hub:	(111)

Uganda Agri-Hub:	(396)
Zambia Agri-Hub:	(127)
Gender in value chains:	(403)
Finance for farmer	
Entrepreneurship:	(138)
Agriculture, food security	
and climate change :	(62)

- Lessons learnt in practical working groups on gender in value chains and rural finance are actively shared within the network (also the country processes as such) through the NING platforms and expert meetings;
- Products of learning vary. To support dissemination of learning products Agri-ProFocus uses online media as well as printed materials. In 2010 short specific fact sheets have been developed containing crucial information per topic on process and content lessons.

3.2 Thematic choices

3.2.1 Value Chain Development

A significant part of the Agri-ProFocus network activities focuses on value chains and market access. These activities aim to organise and strengthen farmers in their role as economic actors.

In the past few years, the Agri-ProFocus network has organised meetings, research and other hands-on trajectories that deal with on the challenges of market access and value chain development. Below are some of the 2010 results (more in annex1):

- Several expert meetings were held in the Netherlands to discuss good practices. This was done in cooperation with Wageningen University as an APF day on Value Chain Development was organised during the WICaNem, with KIT an expert meeting on Branding for Development was organised which resulted in the Local Sourcing initiative.
- As mentioned in Chapter 1, in several Agri-Hubs learning trajectories for and with farmer organisations were started, e.g:
 - a. The Ethiopia Learning Alliance (together with ICCO, KIT, Cordaid and Agriterra) was positively evaluated by IOB and the write-up of experiences has started
 - b. The final phase of the [WUR/DGIS Pro-Poor Value Chain Action Research](#) project which involved pilot studies in Rwanda (cassava), Niger (onions), Ethiopia (sesame), Burkina Faso (beurre de karité) and Mozambique (rice)
 - c. Harmonization of market info in Uganda (led by FIT-Uganda plus a host of national and regional actors bringing together partners of different Dutch APF members and external actors)

In the coming years, the APF network aims to take an active role in linking and connecting research initiatives and relevant knowledge about how to improve market access to the APF Agri-Hubs in various countries. We hope that this will help to make research and innovation more demand-driven as well as encourage collaboration between APF members and local knowledge institutes.

3.2.2 Sustainable Food Production

Agri-ProFocus has committed itself to contribute to the so-called Triple Win Agenda. Triple Win interventions are meant to advance agricultural productivity, make farmers a solution to the climate change problem rather than a part of it, and improve the food security and livelihoods of rural populations that today live in poverty. From a farmer's viewpoint the Triple Win Agenda requires entrepreneurship, political representation and appropriate legal institutions and tax regulations.

The [APF Food Security and Climate Platform](#) was launched in 2010. This launch was connected to the 'It's down 2 Earth - Global Conference on [Agriculture, Food security and Climate Change](#)', which was held in The Hague in November 2010. The Dutch government invited AFP to participate in this conference and to represent the perspective of farmers and their organisations.

APF's Food Security and Climate activities took off in 2010 along three tracks:

- *Livestock and development.* Livestock takes up a central place in expert discussions about climate change and food security. Rearing livestock can cause land degradation and cattle and in particular are responsible for a large part of the world's greenhouse gas emissions. However, livestock can also be part of the solution to both climate change and food security. APF members are committed, contributing to the policy dialogue about this issue, through the [Global Agenda of Action for Responsible Livestock Development and for pastoralism issues](#) specifically through [CELEP](#). AFP professionals will strengthen their coordination at field level, and focus on extending mutual learning to students and alumni from all participating knowledge institutions.
- *Strengthening the seed sector in Africa.* There is a great need for upscaling effective examples of collaboration between smallholders, service organisations and companies. Key aspects of this are the development and adoption of new seed varieties (adaptation) and strategic knowledge generation and provision (enabling environment). Promising examples are the project in Zimbabwe led by SNV and HIVOS; the project in Tanzania led by Rijk Zwaan and Afrisem; and [the Local Seed Business](#) Programme led by Wageningen University in Ethiopia.
- *Local sourcing from smallholders targeting domestic markets in Africa.* In response to the increased domestic demand for food international and local companies are increasingly interested in the small-scale producers at the beginning of the value chain. This may lead to increased investment in small-scale agriculture (which is in line with the Triple Win Agenda) and more direct market linkages. Both developments are potentially good news for farmers in poorer countries. With their higher cash earnings, they can free up more money to invest in their farms as businesses, which eventually will increase local food security. Information about APF's members activities in this area can be found on www.localsourcing.com

3.2.3 Access to Finance

The Agri-ProFocus network wants to help bring about a better match between farmers and bankers. This is done through three main activities:

- Help farmers improve their business so that they can qualify for the services that banks have to offer.
- Help banks improve their knowledge about agriculture and the financing needs of farmers.
- Initiate and coordinate exchange and learning events that bring together farmers, bankers and other stakeholders.

In 2010, our focus was on the dissemination of the value chain finance (VCF) concept and policy. By the end of 2009, the APF-MicroNed taskforce on VCF ended its internal learning phase with a VCF strategy meeting. This meeting was relevant and contributed to get VCF in the MFS-2 planning process of relevant members.

During 2010, the finance group had three coordination meetings (7 Jan, 18 Jun and 16 Dec). Most active members in this group are Hivos, Terrafina/ICCO, KIT, Cordaid and Micro-Ned secretariat. In 2011 we like to see more involvement of other key members: Oxfam, Oikocredit, Rabobank Foundation, ProFound and Agriterra. Outside the network, we aim to improve contacts with Triodos and IDH and with international actors on finance like FAO-Rural Finance Learning Centre, ESFIM (WUR LEI action research with NRI lead on finance), MANGO (PO financial training with Agriterra), FAST.

The planning of activities within this group is quite efficient. Funding of activities is on a case by case basis. Joint actions in APF focus countries are lead by

- Oikocredit (mapping Kenya, 1 potential client)
- ICCO/ Forefinance (pilot Credit Risk Assessment Kenya)
- Terrafina (VCF pilots Ethiopia)
- Cordaid (finance workshops for PO's in Zambia)

The [finance ning](http://apf-finance.ning.com) links to 111 professionals (29 from member organisations) and on-line resources. The ning links to information and [events](#). Key events, were the VCF book launch in April, several launches in focus countries. The Zambia workshop on finance was organized back-to-back with the IFAD event on VCF.

The VCF events this year (at KIT, in Rwanda, Kenya, Ethiopia, Zambia, Latin America) succeed in bringing farmers and bankers (chain actors and financiers) together. Every time, the learning is about bridging the double finance gap (rural gap, missing middle)

On <http://apf-finance.ning.com> there are no on-line discussions, there is more dynamics with some of the finance groups on country nings.

3.2.4 Gender in Value Chains

The AFP network started its work on gender in 2008. Since then, it has contributed to a strong and growing international community of practice. Professionals from this community regularly exchange experiences and information - both face-to-face and online - and they support each other in their practical work. Together they have developed a novel conceptual and methodological outlook on strategies for gender

inclusive value chain development. The professionals in this community include Dutch Agri-ProFocus members, international donors such as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the International Labour Organisation (ILO), and USAID, regional networks as well as a host of NGO's and knowledge institutes from most continents. All these over 400 Practitioners can be found at the [Gender in Value Chains online platform](#).

Lead members are KIT, ICCO, HIVOS, CIDIN, Oxfam NOVIB and CORDAID putting financial efforts and time towards collective efforts.

On the call for cases the group received 105 respondents of which 25 were invited for the gender in value chains write shop. The book will be published by KIT in 2011.

Individual APF members are developing their GVC practice by using the knowledge generated. Key focus for APF is to operationalize the learning of the gender and value chain trajectory in APF countries in a concerted, rather than ad-hoc manner. In 4 out of 7 APF countries (Ethiopia, Uganda, Rwanda and Kenya) a practice of knowledge sharing and joint agenda setting has started. Opportunities are taken up to collaborate and dialogue more systematically with other (international) actors in country. Concrete outputs are:

- Ethiopia: group formation and agenda setting by organisations that sent in abstracts for the writeshop book.
- Rwanda: GVC is a core topic and is being integrated in the agri-business clusters through Oxfam's WEMAN program
- Uganda: a kick-off meeting held and exchange of information on tools and approaches for addressing gender.
- Kenya: APF members are sharing experiences such as around coffee.

3.2.5 Q&A

The Questions & Answers service to member organisations, affiliates and others. Questions are circulated within the support office for suggestions and feedback to clients. In 2009, 30 questions were registered and answered. However we do not monitor how many Q&A are dealt with by local coordinators.

4. INTERNAL ORGANISATION

4.1 Board, Participant's Council, Support Office and Country Coordinators

Membership of the Agri-ProFocus partnership is open to all Netherlands based organisations that are engaged in promoting farmer entrepreneurship and support to organised producers in developing countries. In joining the partnership each member organisation commits itself to contributing both personnel and financial means.

Due to financial constraints Agromisa resigned from Agri-ProFocus, whilst the Agri-ProFocus partnership has remained at twenty-nine member organisations in 2010. Agentschap NL joined the MINBUZA representation within the partnership.

Regarding the increased private sector involvement, APF has become a member of NABC, Agency NL joined the APF partnership and the support office wrote an internal discussion paper on private sector involvement which concluded that private sector involvement at Agri-Hub level should get the highest priority.

In addition to its Board, Agri-ProFocus has a Participants' Council made up of representatives of the member organisations. It is the Participants' Council's task to help determine the work plan, directions, procedures and set-up of Agri-ProFocus, and to elect the Board. Furthermore, the members of the Participants' Council are the first contact persons for other Agri-ProFocus members and the Support Office.

Board

The Board consists of an independent chair, five representatives of member organisations. In 2010 there have been no changes in the composition of the board. The board held four meetings during 2010.

Agri-ProFocus Board (by the end of 2010)	
Gerard Doornbos	Independent chair
Adrie Papma (Oxfam Novib)	Vice-chair / Secretary
Bram Huijsman (WUR)	Treasurer
Bram de Steenhuijsen Piters (KIT)	Member
Erik Heinen (Oikocredit)	Member
Willemijn Lammers (ICCO)	Member
Thijs van Praag (PUM)	Member
Aaltje de Roos (DGIS)	Observer
Ingrid Korving (LNV)	Observer

Participants' Council

The Participants' Council had two meetings in 2010.

Agri-ProFocus members in 2010	
Member organisation	Representative in the Participants' Council
Aequor	Jan Gravemaker ⇨ Fred van Koot
Agriterra	Kees Blokland
Agro Eco Louis Bolk Institute	Bo van Elzakker
Both ENDS	Nathalie van Haren
CIDIN	Ruerd Ruben
Cordaïd	Dicky de Morrée
ETC Foundation	Frans Verberne
HAS Den Bosch	Neeltje Bekkers
Heifer Nederland	Rian Fokker
Hivos	Carol Gribnau
ICCO	Angelica Senders
IICD	Caroline Figuères
ILEIA	Edith van Walsum
KIT	Bertus Wennink
MSM	Jeroen van Wijk
Oikocredit	Kees van den Burg
Oxfam Novib	Rudolf Scheffer
ProFound	Bert-Jan Ottens
PTC+	Ico Prins
PUM	Alex Meerkerk
Rabobank Foundation	Pierre van Hedel
Rijk Zwaan	Jan Omvlee ⇨ Heleen Bos
SNV	Toon Keijzers
Solidaridad	Jan Maarten Dros
TASTE	Luuk Boon
Van Hall Larenstein	Steven Starmans
Wageningen UR	Jos Bijman
Woord en Daad	Maarten van Middelkoop
<i>Observers</i>	
MINBUZA	A. de Roos
Agentschap NL	H. van der Veer
EL&I	I. Korving
<i>Associated Members</i>	
IFDC	
* In the course of 2010 several changes took place in the Participants' Council; these have been indicated with the ⇨ symbol.	

Support Office - Netherlands

Cooperation and exchange of information and knowledge within the partnership is being supported and facilitated by the Agri-ProFocus Support Office. In 2010 the office was staffed by a director, four process facilitators, a management/project assistant and a CIDIN trainee. As planned a total of 5,6 FTE. In the second half of 2010, a communication advisor was hired on a consultancy basis for one day a week.

Agri-ProFocus Support Office (2010)	
Hedwig Bruggeman	Director
Wim Goris	Process facilitator
Roel Snelder	Process facilitator
Christel Schiphorst	Process facilitator
Marja Hennemann	Project/management assistant
Janno van der Laan	Junior Process facilitator (CIDIN trainee)

Country Coordinators and Knowledge Facilitators

In each Agri-Hub the leading member organisation is providing a (part-time) country coordinator. Knowledge facilitators from KIT and WUR-CDI give knowledge and process support to each Agri-Hub. Together with the process facilitators of the Agri-ProFocus support office in the Netherlands, all these professionals jointly form the so-called Agri-Hub 'coordination triangles'.

Country coordinators and knowledge facilitators (2010)	
Ethiopia	Eva Smulders (ICCO) John Belt (KIT)
Kenya	Tito Arunga (SNV) Peter Gildemacher (KIT)
Mozambique	Vacancy Willem Heemskerk (KIT)
Niger	Rakiatou Gazibo (Oxfam Novib) Simone van Vugt (WUR-CDI)
Rwanda	Espérance Mukarugwiza (ICCO) Ted Schrader (WUR-CDI) Bertus Wennink (KIT)
Uganda	Marieke van Schie (SNV) Karèn Verhoosel (WUR-CDI)
Zambia	Karlijn van Arkel (Cordaid) Hans Nijhoff (WUR)

4.2 Planning, Monitoring and Evaluation (PME)

Based on experience the Agri-ProFocus support office developed standard monitoring tools. After being in use for three years the time writing system was abolished in 2010. This for two main reasons (i) attributing at APF is quite straightforward for the Network facilitators namely countries and themes and (ii) there is no billing necessity. Besides the annual reports the following PME tools have been used:

- ✓ Individual and team annual plans
- ✓ Client satisfaction surveys (survey monkey) for trajectories and expert meetings
- ✓ Online polls
- ✓ Team activity registration programme

The latter will from 2011 onwards be replaced by the core group reporting system on the core group online platform.

As mentioned before in 2.1, a Theory of Change and a M&E tool for the Agri-Hubs approach was successfully developed by flexibly combining multi-stakeholder theory, complexity thinking, 5-C model, M&E for networking and outcome mapping. Assistance for this part was at WUR/CDI in the second half of 2010.

It was planned to connect learning on the emerging country focus approach initiatives, to the Change Alliance supported by WUR and ICCO and to the Resource Centre for Partnership Development as initiated by the Rotterdam Erasmus University. This materialised in the case of the change alliance but is still pending for the Resource Centre.

4.3 External communication

In 2010 Agri-ProFocus remained active in communicating its experiences and joint action to a broader public. Dedicating time and effort to public relations activities, besides the focus on facilitating processes, was, also in 2010, a challenge for the small support office. One newsletter was published and APF contributed 3 times to the Synergy and Coherence newsletter of DDE/MINBUZA. For each Agri-Hub and for each theme Fact Sheets were developed and are updated regularly. In addition APF published an in- depth desk study on the outline and procedures of CAADP.

Greatest achievement and success was the publication of the 2009 Annual Report for a wider public (1000 copies). This was received very positively and served very well as a PR instrument.

More attention was dedicated by the team in 2010 to visual communication by developing videos (e.g. interviews with farmers, service providers and APF professionals on 'YouTube' and publications in African media (Uganda newspaper, Rwanda television) to reach farmers and professionals in the focus countries in another way.

The website and online platforms offered space to members to share information and upcoming events under the heading "recommended".

In the second half of 2010, a consultant was hired for one day a week to take charge of APF's communication strategy. In November 2010 the design and development of the new APF website started.

5. FINANCIAL REPORT

The financial figures for 2010 consist of two parts: the figures for the APF support office and those for the Country Focus (CF) activities. The CF revenues and expenditures are split per country and should be regarded as funds which are managed by the support office for practical reasons. Members have also made direct CF expenditures, but these are not part of the financial administration of APF and therefore not visible in this financial report. In Annex 1 a detailed financial report 'real versus budget' can be found.

Actual expenditures on personnel, rent and general costs are in line with the budget for 2010. Expenditures on activity costs are lower than expected, especially with regard to publications and external communication and the bi-annual seminar which was cancelled.

Member contributions totaled 72.500 euro as planned and extra contributions to the support office totaled 121.720 euro (planned 115.000 euro).

Agri-ProFocus has closed the financial year 2010 with a positive result of 86.052 Euro. Net assets of Agri-ProFocus amount to 166.260 Euro. The continuity reserve is 68.043. The Agri-Hub reserve is designated for the multi-annual plans at Agri-Hub level. The other reserves (increased to 156.896 euro) will be used for extra staff costs (network facilitator) and delayed investments in communication in 2011/2012. This reserve has been mainly due to the cancellation of the bi-annual seminar.

The subsidy received from DGIS amounted to 502.875 euro as planned.

Financial support is provided by Finovion.

Balance Sheet

	€ <u>31-12-2010</u>	€ <u>31-12-2009</u>
<u>Assets</u>		
Current assets		
Accounts receivable	50.507	25.939
Cash and cash equivalents	<u>517.869</u>	<u>227.600</u>
	568.376	253.539
	<u><u>568.376</u></u>	<u><u>253.539</u></u>

Liabilities

Reserves and funds

Continuity reserve	68.043	68.043
Other reserves	156.896	70.843
Agri-Hub	<u>96.364</u>	<u>27.374</u>
	321.303	166.260

Current liabilities	247.073	87.279
	<u>568.376</u>	<u>253.539</u>

Statement of Revenue and Expenditure

	€ <u>2010</u>	€ <u>2009</u>
Revenues	848.891	713.172
Activity costs	163.064	119.127
Staff costs	446.074	409.912
General costs	88.782	90.259
Interest income	4.072	2.745
Mutations reserves	155.043	-96.619
Net result	<u>0</u>	<u>0</u>

Explanatory notes on the Statement of Revenue and Expenditure

	€ <u>2010</u>	€ <u>2009</u>
<u>Revenues</u>		
Membership fees	72.500	57.813
Extra contributions members for functioning support office		
Agriterra	2.500	2.500
Cordaid	17.500	17.500
Hivos	30.000	30.000
ICCO	32.500	33.528
Oikocredit	2.500	2.500
Oxfam Novib	30.000	30.000
SNV	<u>6.720</u>	<u>6.585</u>
	121.720	122.613
Country focus contributions members through APF support office *		
Ethiopia	25.477	8.276
Kenya	36.010	23.279
Mozambique	2.805	0
Niger	5.096	4.980
Rwanda	23.754	10.449
Uganda	33.874	36.884
Zambia	<u>24.780</u>	<u>17.380</u>
	151.796	101.248
Subsidies	502.875	431.498
<u>Total revenues</u>	<u><u>848.891</u></u>	<u><u>713.172</u></u>

*Does not include direct contributions at country level

Activity costs

Activity costs general

Consultants and advisors	22.786	16.174
Expert meetings en meetings members	12.037	4.096
Food and beverage	2.443	1.835
Agri-ProFocus seminar	0	0
Publications and translations	12.351	1.503
External communication, website, branding	21.235	19.354
Relational gifts	1.076	693
Monitoring and evaluation	8.330	0
	<u>80.258</u>	<u>43.655</u>

Country Focus costs

Ethiopia	6.851	8.163
Kenya	12.045	22.989
Mozambique	2.806	0
Niger	187	6.909
Rwanda	25.761	6.148
Uganda	16.656	19.008
Zambia	18.500	12.255
	<u>82.806</u>	<u>75.472</u>

Total activity costs

<u>163.064</u>	<u>119.127</u>
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Agri-ProFocus: Real Expenditures versus Budget 2010

	Real	Budget
Costs		
Personnel costs	446.074	440.754
Location costs	30.694	32.960
General costs: Office and Travel	58.088	62.401
Activity costs	80.258	157.260
 Total costs	 615.114	 693.375
 Receipts		
Contributions members	-194.220	-187.500
Subsidy DGIS/DDE	-502.875	-502.875
Interest	-4.072	-3.000
 Total receipts	 -701.167	 -693.375
 Difference costs - receipts	 -86.053	 0

Agri-ProFocus




2010

Members:

				
www.aequor.nl	www.agriterra.org	www.agroeco.net	www.bothends.org	www.ru.nl/cidin
				
www.cordaid.nl	www.etc-international.org	www.hasdenbosch.nl	www.heifer.nl	www.hivos.nl
				
www.icco.nl	www.iicd.org	http://ileia.leisa.info	www.kit.nl	http://www.msm.nl
				
www.oikocredit.org	www.oxfamnovib.nl	www.thisisprofound.com	www.ptcplus.com	www.pum.nl
				
www.rabobankfoundation.nl	www.rijkzwaan.com	www.snvworld.nl	www.solidaridad.nl	www.fairtaste.nl
				
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