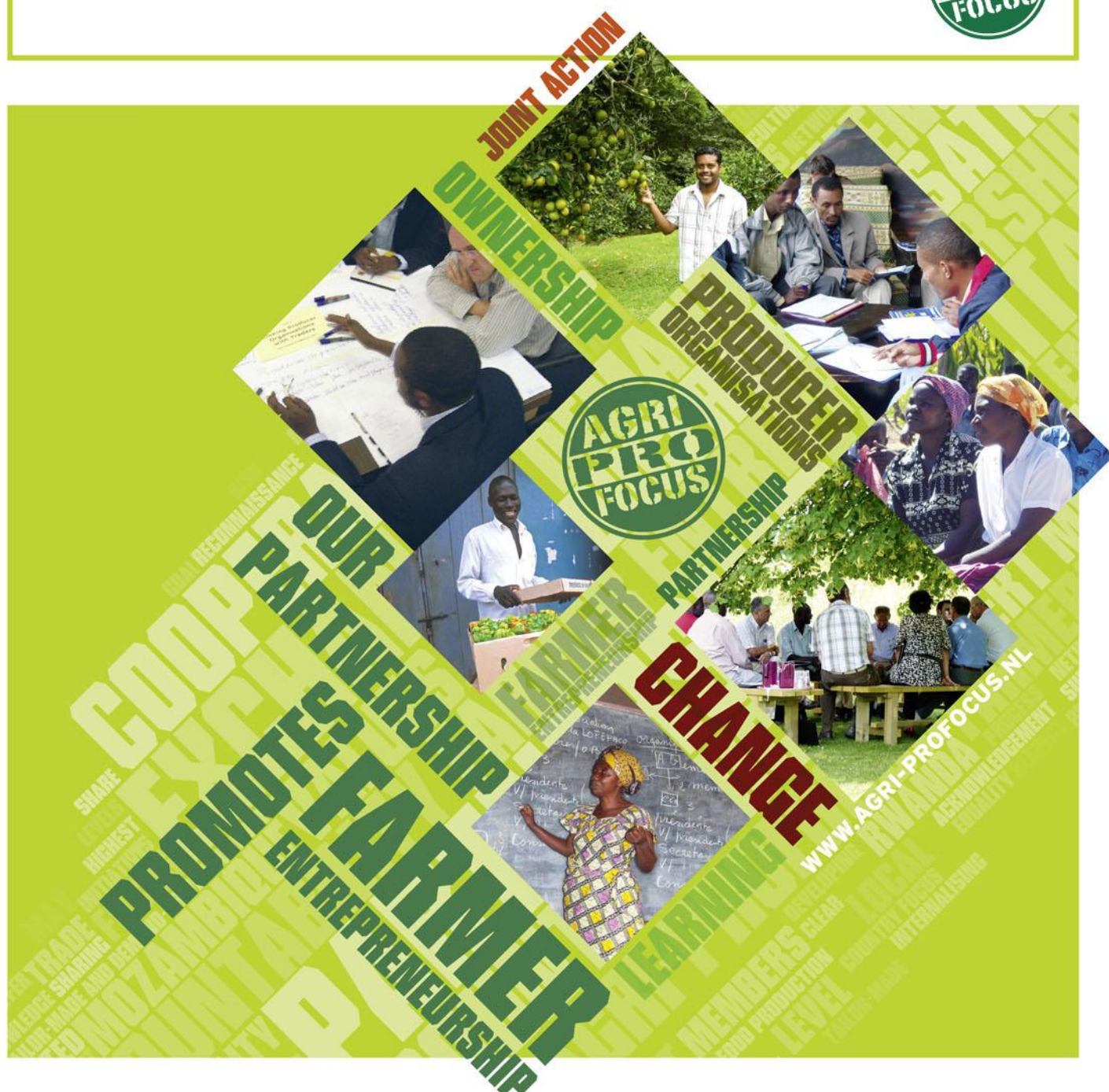


# AGRI-HUBS TAKE THE LEAD

ANNUAL REPORT 2011  
AGRI-PROFOCUS PARTNERSHIP

April 2012



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## ABBREVIATIONS

AAA	African Agri-Business Association
ABC	Agri-Business Cluster (Rwanda)
AECF	Africa Enterprise Challenge Fund
APEA	Programme d'Accompagnement à la Promotion de l'Entrepreneuriat Agricole (Niger)
BBO	Policy influence for development cooperation bureau (Netherlands)
BDS	Business Development Services
BoP	Base of the Pyramid (Netherlands)
BZ	Ministry of Foreign Affairs (Netherlands)
CBI	Centre for the Promotion of Import from developing countries (Netherlands)
CF	Contract Farming
CIDIN	Centre for International Development Issues Nijmegen
CSR	Corporate Social Responsibility
CTA	Technical Centre for Agricultural and Rural Cooperation (EU)
DFID	Department for International Development (United Kingdom)
DGIS/ DDE	Directorate-General International Cooperation/ Department of Sustainable Economic Growth (Netherlands)
DRC	Democratic Republic of the Congo
EKN	Embassy of the Kingdom of the Netherlands
ELA	Ethiopian Learning Alliance
EL&I	Ministry of Economic Affairs, Agriculture and Innovation (Netherlands)
EVD	Economic Information Agency (also: NL Agency) (Netherlands)
F&S	Fair & Sustainable Business Advisory Services
FAO	Food and Agriculture Organisation
FMO	Farmer Marketing Organisation
FO	Farmers' Organisation
FSSI	Food Security Support Initiative
GAP	Global Agricultural Productivity
GiZ	Gesellschaft für Internationale Zusammenarbeit (Germany)
GVC	Gender in Value Chains
ICRA	International Centre for development oriented Research in Agriculture
IDH	Initiative for Sustainable Trade (Netherlands)
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IICD	International Institute for Communication and Development
ILEIA	Centre for learning on sustainable agriculture
IPER	Initiative pour la Promotion de l'Entrepreneuriat Rural (Rwanda)
KIT	Royal Tropical Institute
MASP	Multi-Annual Strategic Plan
MDF	Management for Development Foundation
MFI	Microfinance Institution
MFS-II	Co-Financing Framework II
MIS	Market Information System
MOU	Memorandum of Understanding
MSM	Maastricht School of Management
NABC	Netherlands-African Business Council
NCR	National Cooperative Council (Netherlands)
NGO	Non-Governmental Organisation
NPM	Netherlands Platform for Microfinance
ODA	Official Development Assistance

OSSUP	Oilseed Sub Sector Uganda Platform
PM(&)E	Planning, Monitoring and Evaluation
PO	Producer Organisation
PPP	Public-Private Partnership
Q&A	Questions & Answers
SACCO	Savings and Credit Cooperative
SER	Socio-Economic Council (Netherlands)
SME	Small-Medium Enterprise
SNV	Netherlands Development Organisation
ToC	Theory of Change
UNDP	United Nations Development Programme
VCD	Value Chain Development
WFP	World Food Programme
WRR	Scientific Council for Government Policy (Netherlands)
WUR-CDI	Wageningen University–Centre for Development Innovation
ZLTO	Southern Agri- and Horticulture Organisation (Netherlands)
ZRF	Zambian Research Foundation

# AGRI-HUBS TAKE THE LEAD

## Annual Report 2011

### 1. Introduction

This 2011 Annual Report shows that the operational realities, challenges and results experienced in our partnership have their own dynamics. These do not always follow the straight tracks of our work plans and logical frameworks. However, the Agri-ProFocus Theory of Change (ToC), which we developed in 2010/2011, allowed us to critically and constructively analyse the contributions towards the results of our partnership at the level of members (Dutch and local), professionals, Agri-Hubs, knowledge facilitators and the Arnhem support office.

In the Agri-ProFocus Annual Plan 2011, we took into account the changing global context regarding food security and the challenges and opportunities of ever-rising food prices for entrepreneurial farmers. We also highlighted the expected changes in Dutch ODA policies and funding strategies. So, let us first of all look at the key 2011 global developments and Dutch policy realities related to food security.

#### 1.1 In a nutshell: Global food security developments in 2011

The *Rural Poverty Report 2011* by the International Fund for Agricultural Development (IFAD) predicts that global food production will have to increase by 70% in order to feed the expected world population of 9 billion by 2050. 49% of the expected population growth from 2010 to 2050 is expected to take place on the African continent, 41% in South Asia and only 7% in Southern America. Boosting the agricultural sector in developing countries is therefore the key to combating world poverty in the coming decades, the report stresses. And as Agri-ProFocus we cannot agree more.

"The IFAD report makes clear that it is time to look at smallholder entrepreneurial farmers and rural entrepreneurs in a completely new way — not as charity cases but as people whose innovation, dynamism and hard work will bring prosperity to their communities and greater food security to the world in the decades ahead," "The rapid growth of urban centres, particularly in capital cities, and of urban populations' incomes means a growing demand for higher value products, and opens the possibility to access to more remunerative market for smallholders", IFAD President Kanayo F. Nwanze said.

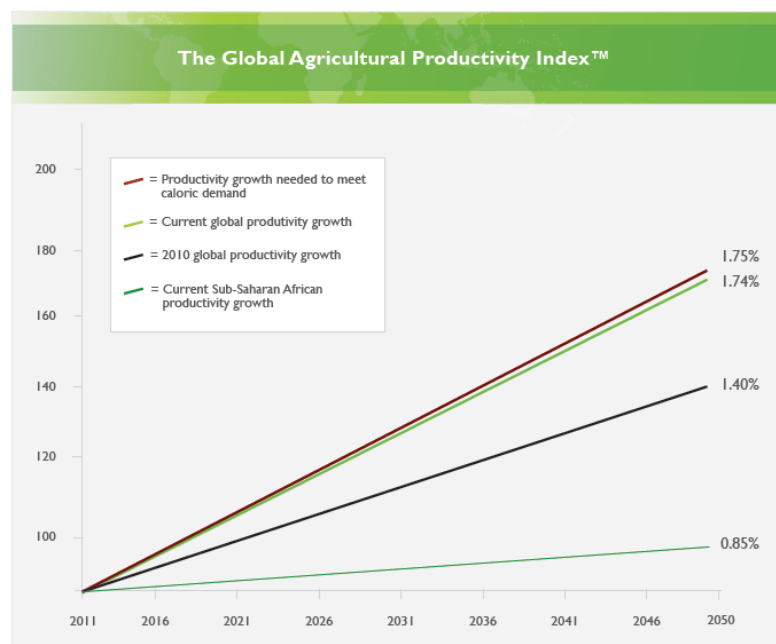
Looking at the FAO Food Price Index, in 2011 we saw a sharp rise of prices, followed by a small correction in August due to bumper harvests in 2010/2011.





This bumper harvest is also reflected in the Global Agricultural Productivity Index (see below), from which we can optimistically conclude that when we extrapolate the 2010 global productivity growth, meeting the 2050 world productivity gap is not as big a challenge as we were made to believe. However, this will require an intensification of global trade, as currently Total Factor Productivity growth for Sub-Saharan Africa averages approximately 0,85%, in sharp contrast to growth rates well above 2% in Brazil and China (2011 GAP Report).

In conclusion, increasing the current Sub-Sahara African productivity growth will be a more sustainable development option. Also, and even more importantly, our primary concern as Agri-ProFocus is not simply to contribute by all means to assure global food security<sup>1</sup> for all in 2050 by all means. Agri-ProFocus' aim is to contribute to food security by supporting a locally driven sustainable economic development agenda with entrepreneurial farmers and their organisations in the driver's seat.



Source: Economic Research Service, USDA

## 1.2 Relevant Dutch policy developments in 2011

In 2011, in line with the recommendations of the Scientific Council for Government Policy (WRR), Dutch bilateral development cooperation has shifted its focus towards productive sectors and in particular agriculture. Furthermore, it became clear that Dutch development cooperation will focus on a limited number of countries and on fields where the Netherlands has clear added value, because of its own experience and expertise. Emphasis is put on global common goods and private sector involvement. Priority areas are Peace and Security, Water, Food Security and Sexual and Reproductive Health and Rights. A reduction was made from 35 to 15 partner countries, though with 60 countries remaining eligible for private sector instrument support.

<sup>1</sup> Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life (FAO definition).

The 2011 Socio-Economic Council (SER) report 'Doing Business Sustainably for Development' stresses the importance of private sector development in developing countries as an engine of sustainable growth and job creation. It advises the Ministry to intensify efforts to improve the business climate, market functioning and market access. Working with the business community is vital to reaching these goals, though the SER emphasised that this must be on the basis of the principles of international corporate social responsibility (CSR).

So in the Dutch development cooperation policy, economic growth in developing countries is anno 2011 at the heart of the agenda for international cooperation, with greater use being made of Dutch know-how, including business sector expertise. Public-private partnerships, business instruments and economic diplomacy can lead to gains in both commercial profit and poverty reduction. A larger proportion of the development budget will be spent on instruments of this kind. Extra emphasis will be placed on economic areas in which the Netherlands excels, such as water and food, with €500 million a year earmarked from the development budget to promote economic cooperation with developing countries.

This double shift in focus (content and implementing actors) was accompanied by tremendous budget cuts in Dutch development cooperation, hitting hardest on Agri-ProFocus member organisations eligible for co-financing (MFS-II) – mainly our members with an NGO profile, including the Agri-Hub leads (SNV, Cordaid, ICCO and Oxfam Novib). This caused major uncertainties within the network.

Yet, this shift in focus also opened new opportunities for the Agri-ProFocus partnership. One such opportunity is the joint policy paper on Food Security by the Ministry of Foreign Affairs (BZ) & the Ministry of Economics, Agriculture and Innovation (EL&I). Their cooperation gained new momentum during 2011. The policy paper defines 4 pillars namely (i) increasing sustainable food production (ii) increased access to nutritious food (iii) improving market mechanisms, and (iv) improving the enabling environment for entrepreneurs. Agri-ProFocus professionals and Agri-Hubs have been involved in all technical missions to embassies under the Food Security Support Initiative (FSSI).

A second, related opportunity is in the write-up of the Multi-Annual Strategy Plans (MASPs) of the Embassies of the Kingdom of the Netherlands (EKNs). A third opportunity is in the top-sector policy of the Ministry of Economics, Agriculture and Innovation ([www.top-sectoren.nl](http://www.top-sectoren.nl)). Two top-sectors are relevant for our partnership: 'Agro & Food' and 'Horticulture & Planting Materials'. The topsector approach is based on a sound interaction between public, private and research sectors. Agri-ProFocus is well-positioned to link the policy level and private sector initiatives and networks in the Netherlands with support activities in Agri-Hub countries. Relevant initiatives and networks in that respect are NABC, AAA, BoP, MVO-Nederland and IDH. Modalities for implementation are actually being developed.

### **1.3 Achievements and highlights of 2011**

By adding Benin and Mali in 2011, the Agri-ProFocus partnership now has 9 operational Agri-Hubs in Africa. The Agri-Hub concept creates a powerful vehicle to promote farmer entrepreneurship and enhance the capacities of producer organisations through a country-driven programmatic approach. In 2011, we worked hard to develop a coordinated thematic knowledge agenda assuring cross-country learning and innovation as well as intensified member commitment. All in line with actual developments, private sector involvement got our specific attention preparing for intensified cooperation in this area in 2012.

#### **Agri-Hub highlights**

- New Agri-Hubs in Benin and Mali at the request of EKN and Agri-ProFocus members;



- Local Agri-Hub steering committees now operational and effective in Uganda, Kenya, Rwanda, Ethiopia and Niger;
- The Agri-Tracks Ethiopian Learning Alliance, Agriterra-SNV and HIV/AIDS-competent Producer organisations have been successfully implemented and results have been documented and or processed;
- Exposing and linking farmers with financial sector through *Agri-Finance Fairs* in several Agri-Hubs;
- Kick off implementation of the coordinated thematic knowledge agenda.

### **Agri-ProFocus Netherlands highlights**

- In the Netherlands, the Agri-ProFocus members and support office organised the challenging expert meetings *Source it local* and *Who will feed the world?*. Both were held with leading roles and participation of private sector actors;
- Facilitation of Agri-ProFocus network lobby and advocacy meetings regarding food security;
- Active involvement, participation and contribution of the Agri-Hubs in the development of country EKNs' MASPs;
- Representation of Agri-ProFocus in the Food Security Platform (BZ & EL&I);
- Representation of Agri-ProFocus in the Private Sector Development Platform

### **Partnership management highlights**

- A new website was developed and launched with more emphasis on the country Agri-Hubs and the thematic network function of Agri-ProFocus;
- Membership at central level increased from 28 to 35, with 1 organisation resigning;
- Core Group Progress Meeting in the Netherlands (Agri-Hub leads, knowledge institutions and Arnhem team) including interaction with the Board and Participants Council;
- Adoption of the Theory of Change (ToC) and renewal of the PME system.

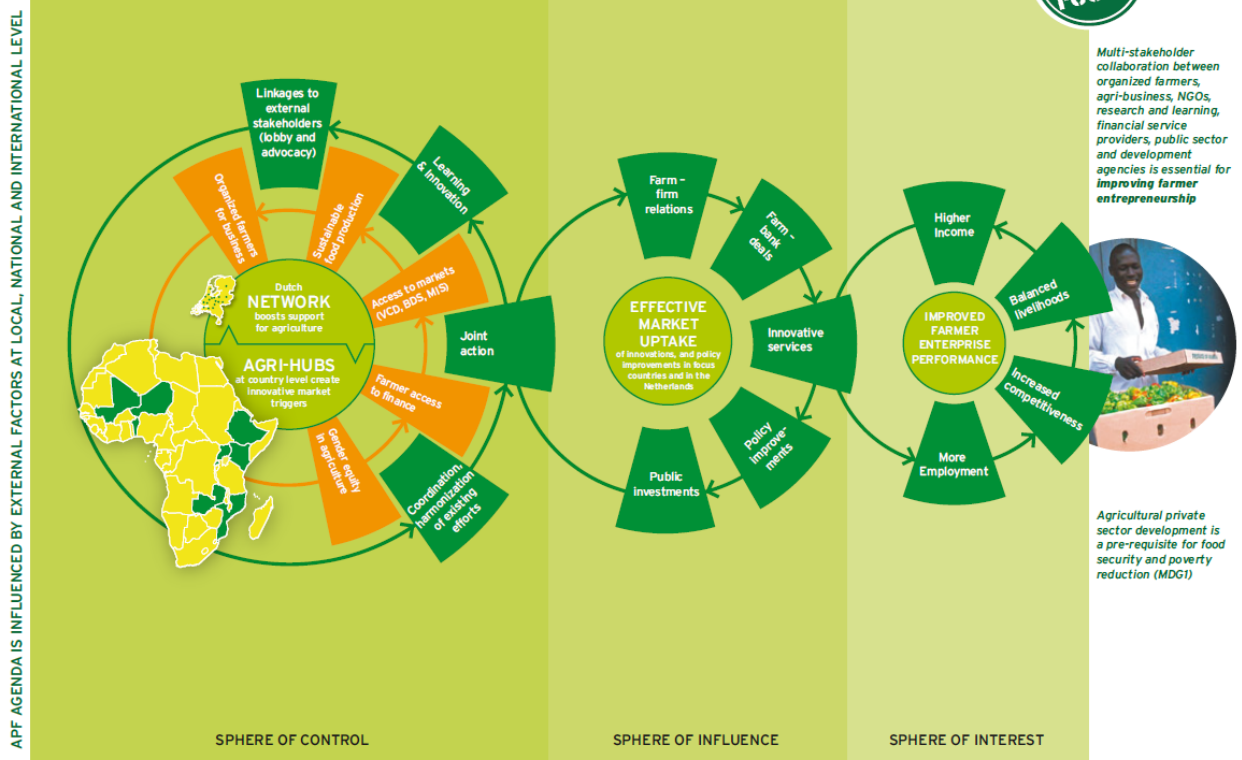
## **1.4 Monitoring and Evaluation framework**

In this Annual Report, Agri-ProFocus for the second time employs its ToC and resulting Monitoring and Evaluation (M&E) framework in presenting results, both at the Dutch and Agri-Hub levels. The pilot experiences with measuring results in 2010 were evaluated in 2011, and subsequently the ToC and M&E framework for Agri-ProFocus were further developed with input from the countries.

In the third so-called Core Group<sup>2</sup> Meeting in July at Beekbergen, the Agri-ProFocus Theory of Change (ToC) was adapted to include elements and language of the Donor Committee for Enterprise Development (DCED) standard, which is becoming an international standard for private sector development.

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<sup>2</sup> The Core Group consists of Agri-Hub Coordinators, the support office team and the knowledge facilitators



Based on this Theory of Change, we recognise three levels of results:

- Sphere of Control > Market triggers:** This is the level where Agri-ProFocus delivers and monitors (quality and quantity) concrete outputs to promote farmer entrepreneurship. We distinguish between Coordination and harmonisation, Joint action and learning, and Linkages and advocacy.
- Sphere of Influence > Market uptake:** This is the outcome level, where we gather evidence through interviews, surveys and documented cases among members about the benefits the market triggers have produced. We distinguish between policy changes, investment & partnerships, improved relations/ deals between farms and firms/ farms and banks, and innovative services.

In this report, we present the Agri-Hub results according to the first two level results (a and b), as we are piloting to measure market uptake. For the Netherlands, we will seek to use this format as of 2012.

- Sphere of Interest > Enterprise performance:** This is the impact level, for which Agri-ProFocus does not systematically collect information through the monitoring system. In a validation session on our ToC and M&E framework, held at SNV after the summer, members clearly indicated that they themselves measure changes/ impact for specific businesses/ livelihoods of SME farmer entrepreneurs.

## 2. Agri-ProFocus in the Netherlands

### 2.1. Reflecting on key priorities for 2011

Key priorities for 2011 at the Dutch level included:

- Agri-ProFocus members' priorities and Agri-Hubs are taken into account in the lay-out of the new Dutch Agricultural development policy.
- Based on country experiences, the partnership will develop a role and agenda on developing, unlocking and brokering relevant knowledge towards and between local partner organisations.

#### 2.1.1. Linking Agri-Hub experience to Dutch policy

The double shift of focus within Dutch Policy as described in the introduction chapter created new demands particularly around FSSI and MASPs, Topsectors and Private Sector Development. Support included:

- Agri-ProFocus facilitated the consultation round with Civil Society organisations on the Food Security Support Initiative (FSSI) at the request of the Ministries of BZ and EL&I.
- On various occasions and at various intervals, professionals and Agri-Hubs have been involved in the technical missions to embassies under FSSI.
- Several embassies requested the Agri-Hubs to contribute to the development of proposals under the MASPs (Multi-Annual Strategic Plans 2012-2015). The local presence of Agri-Hubs and their active linking with members, partners and stakeholders proved to be an asset in organising timely input during planning.
- This resulted in a request from DGIS/ DDE to the Agri-Hubs to act as linking pin to the implementation of MASPs at country level. A proposal to that extent has been included in the Annual Plan 2012.
- The topsector Agro&Food (EL&I) requested a number of Agri-ProFocus members (SNV, Solidaridad, Oxfam Novib) to react on their plans. The support office facilitated the joint response letter.
- Agri-ProFocus presented a proposal to Agro&Food in November 2011 to be followed up in 2012.
- Agri-ProFocus, additionally, facilitated a discussion with Dutch members and Agri-Hub professionals to provide input on discussions on dairy for a consultation led by BoP for the Topsector Agro&Food.
- In June, Agri-ProFocus (lead Agriterre and ZLTO) drafted a response to the SER-advice 'Development by entrepreneurship', in which attention was drawn to the role of the local private (informal) sector and the 'enabling environment'.
- In close collaboration with members (ICCO lead), input was given to the Ministry's Resultatenrapportage process 2009-2010'.

Overall, we can say our goal has largely been achieved, as we are now on the Ministries' map (BZ, EL&I) and have secured Ministry funding for the Agri-Hubs from 2012 onwards. The Agri-ProFocus director was asked to take a seat in the Food Security Knowledge platform of BZ and also in the Private Sector Development platform of EL&I.

In addition, members took the initiative to start a joint Agri-ProFocus policy group. After some preparatory meetings with a smaller group, a larger meeting was held in October with representatives of many of Agri-ProFocus members to discuss common lobby interests. It was decided that the policy group would need to deal with combining efforts in food security and public-private partnerships, as those are some of the Ministry's priorities. A follow-up planning meeting with lobby agency BBO in December led to a proposal for further collaboration in 2012.

### **2.1.2. Developing the Agri-ProFocus knowledge and innovation agenda**

One of the ambitions of Agri-ProFocus is to be a growing resource of knowledge and action, to contribute to agricultural innovation. In the Agri-Hubs countries, learning and innovation processes are built around farmer entrepreneurship programs of the participating organisations.

Agri-ProFocus initiated the design of the knowledge agenda for the coming years during the Participants' Council in April 2011, based on an analysis of country results and needs. Together with the members of the partnership, five themes were identified, which are to lead to interesting and relevant knowledge products.

1. Organised Farmers as Partners in Agri-business
2. Sustainable Rural Business Development Services
3. Access to Finance
4. Gender in Value Chains
5. Sustainable Food Production

During the Core Group meeting in July 2011, the results from the Participants' Council were shared with the Agri-ProFocus Core Group. During an interactive session, for each of the five knowledge themes the most relevant topics were identified.

The resulting action plans were further developed towards the end of the year in communication with the country teams. For the themes 'Access to Finance', 'Sustainable Rural Business Development Services' and 'Gender in Value Chains' the plans are finalised in 2011. The action plans for the themes 'Organised Farmers as Partners in Agribusiness' and 'Sustainable Food Security' are still under development.

KIT (Royal Tropical Institute) and WUR-CDI (Wageningen University and Research – Centre for Development Innovation) have committed to play a central role in synthesising lessons learned. To formalise the arrangements with knowledge institutes and organisations, contracts with WUR-CDI, KIT were agreed upon. We have also come to an agreement with Fair & Sustainable about their contribution to the theme 'Gender in Value Chains'. ETC Foundation has taken up a lead role in the Sustainable Food Production learning agenda.

Agri-ProFocus Arnhem supported this process by facilitating the coordination of demand coming from the various Agri-ProFocus country networks. The network facilitators will continue to coordinate towards concrete deliverables (cross-country exchange, synthesis of lessons learned and co-production and dissemination of appropriate tools). The box below summarises the key principles.

## Key Principles of the Agri-ProFocus knowledge agenda

1. The objective of the knowledge agenda is to support to the organisations participating in Agri-ProFocus (both in the Netherlands and in Agri-ProFocus countries) in improving their performance.
2. The knowledge agenda aims to provide practitioners and decision makers with practice derived knowledge which can be applied in the field. Documentation and publication are a means to assure this, not an objective as such.
3. Modes of intervention will differ according to the situation and will include: documentation and analysis; action-learning and experimentation, open source network based communication.
4. The implementation of the knowledge agenda is paid by the budgets of participating Agri-Hubs (not each Agri-Hub participates in each thematic area). Capacity on the ground is with Agri-Hub professionals and (preferably) local knowledge institutes.
5. Different knowledge institutes (member of Agri-ProFocus) have committed to work with the Agri-Hubs to achieve the knowledge agenda objectives. This includes WUR-CDI, KIT, Van Hall Larenstein, ETC and F&S/ ICCO.

## 2.2. Results

### 2.2.1. Joint action and learning

Below, we sketch the results achieved so far in 2011 based on the five knowledge themes.

#### **Organised Producers**

This knowledge theme is about Farm-firm relations and Economic service delivery.

Under **Farm-firm relationships**, practical cases of organised farmers having business relations with private enterprises will be assessed, both upstream and downstream in the value chain. Focus is on development of tools to analyse and improve business relations. Insights gained by analysis of case studies will lead to a knowledge product addressing the most important issues in firm-farm relations and how best to deal with these issues.

Under **Economic services delivery**, we look at what producer organisations can practically do to provide services to their members following a specific demand or need. A first inventory of possible services provided by producer organisations was prepared by WUR-CDI, a so called 'basket of options'. This is a working document and will grow as activities move along in 2012.

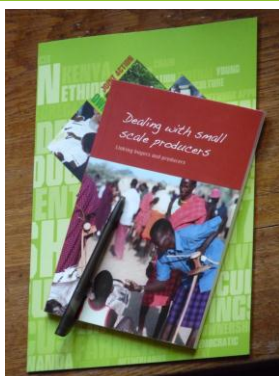
For both topics, a fact sheet was developed by KIT and WUR-CDI, providing Agri-Hubs with more information on what to expect from this theme. This, together with a concrete 'offer' based on the action plan, was shared with the Agri-Hub coordinators. Except Zambia, all Agri-Hubs expressed interest in the offer on farm-firm relations and economic service delivery.

## Access to markets

This theme comprises Business Development Services, Private Sector Involvement and Local Sourcing. Focus in the BDS knowledge theme will be around case-based learning. Involvement of the Agri-Hubs is in development.

At the Dutch level, Agri-ProFocus contributed to a number of events and activities to strengthen particularly the private sector dimension. It is expected this will open up new opportunities to facilitate collaboration around market access. Joint activities included:

- Agri-ProFocus members KIT, Agentschap.nl, SNV and Hivos organised an expert meeting '*Source it Local, Small-scale producers as a business opportunity*'. As the textbox below shows, participation of private sector players was a key ingredient.
- The event 'Who will feed the World?' which hosted a large share of private sector actors as well.
- Participation at the EVD Event 'Food & Agri Challenge'. Following contact at this Fair, Soil & More joined Agri-ProFocus.
- A Private Sector Involvement fact sheet was developed.
- Heineken International has become a member of the Agri-ProFocus partnership. Agri-ProFocus has become a member of the NABC. Being closer connected, this should lead to better communication and cooperation.

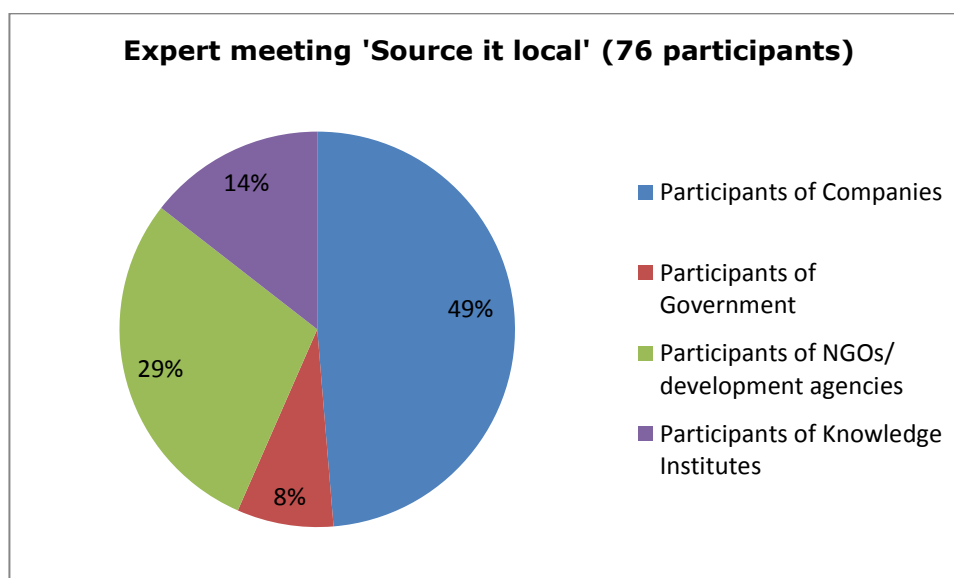


### Source it Local!

On 20 April 2011, Agri-ProFocus members KIT, Agentschap.nl, SNV and Hivos organised an expert meeting in Amsterdam on this subject under the name '*Source it Local, Small-scale producers as a business opportunity*'. Four cases were presented and case holders from abroad were invited to elaborate on their local sourcing activity. The website [www.local-sourcing.com](http://www.local-sourcing.com) was well-frequented, and 76 persons actively participated during the well-organised afternoon

at the Royal Tropical Institute. As a result, a trajectory to collect more cases and document them to attract private sector players to engage in local sourcing was started, leading up to an exchange session and a trendy brochure during the Seas of Change conference in April 2012.





### **Access to Finance**

In this theme, Agri-ProFocus' learning activities over the last years have focused on value chain finance with events in the Netherlands and a toolbox on the online Finance platform. Therefore, the knowledge agenda is aiming to bring actors together around the rural finance gap. The concept of 'Agri-Finance Fairs' aims to improve relations between farmer entrepreneurs and financial institutions. Agri-Finance Fairs offer a market place for business, a forum for policy dialogue, a catalogue of actors and products to enhance networking and an award scheme to promote new financial products and farmer-friendly banking.

Agri-Finance Fair pilots took place in Uganda and Kenya, and proved to be a huge success. The Uganda Fair had over 350 visitors, whereas the Kenya Fair attracted over 800 farmer entrepreneurs. There is an interest for cross-country learning and organising Fairs in 4 more countries.

Apart from the Finance Fairs, regular news updates were issued through the online Finance platform, hosted by Agri-ProFocus. Together with F&S/ ICCO, available tools on value chain finance were identified amongst members and made available on line.

The Access to Finance online platform's membership has grown from 119 to 168 members. The platform still needs to improve the connection with the 'Finance' thematic pages and national stakeholders on Agri-Hub online platforms.

In terms of relations, Agri-ProFocus maintained close links with MicroNed. The coordination with MicroNed/ NPM has largely been focused on specific events. New contacts were established with Rabobank International.

### **Gender in Value Chains**

Gender in Value Chains has become a mainstream concern. Issues relating to the feminisation in agriculture are highlighting the need to address gender (once again). As such, it is becoming part of the discourse of the main players in agricultural development, although still less so in the private sector. In the knowledge agenda, a coaching track has been developed to be rolled out in at least 4 Agri-Hubs that clearly showed interest (Ethiopia, Kenya, Rwanda and Uganda). KIT and F&S/ ICCO will be main facilitators, together with local coaches.

The publication of the Gender in Value Chains book (supported through ICCO, Hivos, Cordaid and Oxfam Novib) by KIT was delayed, partly due to the complexity of working with the many case experiences, as well as due to unforeseen circumstances on the editing side. The book will be ready in 2012 and will be put to use in the coaching tracks.

Other results in 2011 include:

- Online Gender in Value Chains toolkit developed with ICCO/ F&S;
- Online community for exchange of resources, events, news, questions and debate (international membership growing from 327 to 499);
- Linkage support to the Global Standards Initiative of KIT, Oxfam Novib, Hivos and Solidaridad; and the second phase of Oxfam Novib's WEMAN programme;
- Support from the Arnhem support office to gender events/ activities in Ethiopia and Kenya.

### **Sustainable Food Production**

Over the course of the previous year, not only in the Netherlands, but also in the international development debate, we have seen the theme 'Food security' rocketing to pole position (UNDP, Oxfam Novib, Rabobank, IFAD, De Schutter). Promoting Farmer Entrepreneurship is seen as being part of the solution, motivating the Agri-ProFocus partnership to pick up the theme and take it further into the millennium.

At the Participants' Council meeting in May 2011, the topic 'food security and climate change' was brought forward as one of the thematic areas for the 2012 knowledge agenda. Some 8 participants exchanged experiences, plans and ideas and ETC Foundation agreed to become knowledge-leader on this topic together with WUR-CDI.

A synthesis paper on food security was produced, which was discussed in two meetings of the food-security group of participants in the second half of the year. Meanwhile, Agri-Hub Uganda had its own "food-security" group. The Agri-Hub Niger executes an Oxfam Novib-funded food security programme and in Ethiopia, Agri-Hub members were discussing a food security project proposal for the Royal Dutch Embassy.

While traffic on the Agri-ProFocus online platform developed for the 'It's down 2 earth' conference in 2010 had died down, the platform is now being transformed into a proper thematic platform on food security and sustainable production.

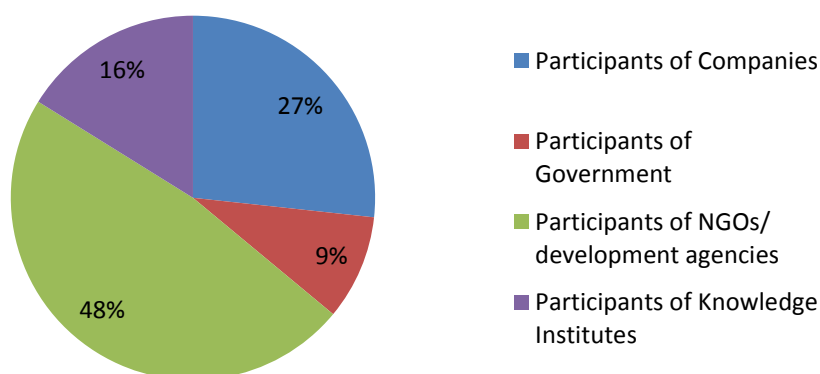
And while Agri-ProFocus has linked closely to the roll-out of the food security policy of the Dutch government (as reported under 2.1.1.), it also co-facilitated the organisation of the 'Who will feed the world?' conference in August 2011.

## Who will feed the world?

Oxfam Novib requested Agri-ProFocus to co-organise the 'Who will feed the World' conference. This conference took place on 31 August 2011, in 'Pakhuis De Zwijger' in Amsterdam and welcomed around 160 participants. Speakers Rudy Rabbinge, Jan Douwe van der Ploeg (Wageningen University), Jan Kees Vis (Unilever) and Jos van Campen (Royal Cosun/ NCR) commented on the conclusions in the report, and shared their views on 'how to feed the world'. Notably, the private sector participants called for better regulation and policy frameworks. The presentations, panel debates and group discussions ensured good exchange and an afternoon filled with networking opportunities.



**Expert meeting 'Who will feed the world?' (161 participants)**



### Linkages and services

Apart from facilitating joint action and learning at the Dutch level, the Agri-ProFocus support office facilitated various other activities.

The Agriterra/ SNV/ Agri-ProFocus partnership formally ended after three years of collaboration to strengthen producer organisations (POs). The table below shows the number of POs that are supported jointly.

Period of joint support	Number of POs	Name of organisations
<b>1 year</b>	8	DAMC/Bhutan, VNFU/Vietnam, BBFCU/Ethiopia, SDCU/Ethiopia, KIDFA/Uganda, KCGA/Kenya, IDRA/Zambia, NBFA/Zambia
<b>2 years</b>	3	FCMN/Niger, AFCU/Ethiopia, LUDFA/Uganda
<b>3 years</b>	5	Teasec/Nepal, CFAP/Cambodia, PFPN/Niger, Amadane/Mali, , UNFFE/Uganda
<b>4 years or more</b>	6	QTCA (Vicopsme)/Vietnam, AREN/Niger, FUPRO/Benin, UOSPA/Uganda, Mialebouni/Benin, Kenfap/Kenya
<b>Total</b>	22	

The programme was evaluated based on case studies, developed by professionals of the three partners. Overall, the results at PO level are positive where capacities were strengthened for POs to perform better on various value chains and in interaction with other stakeholders. Linkages to Agri-Hub activities are providing new opportunities. Based on the experiences, Agriterra and SNV are exploring a renewed partnership at strategic level. The facilitative role of Agri-ProFocus will be through relevant Agri-Hubs.

The partnership between Van Hall Larenstein, Agriterra and Agri-ProFocus on strengthening HIV-AIDS capacity for producer organisations has also ended. The experiences are developed into a toolbox by Van Hall Larenstein.

## Q&A

The Questions & Answers service aims to support member organisations and affiliates with questions related to farmer entrepreneurship and agri-business. Professionals contact the Arnhem office or the Agri-Hubs to find information, contacts and opportunities on a wide variety of subjects.

The support office registered and answered 93 questions in 2011 (compared to 50 in 2010). A quick scan indicates that the questions originate from all types of members in our partnership.

Question coming from	Number of questions
<b>Knowledge institutes</b>	25 (students 7)
<b>NGO</b>	19
<b>Consultants</b>	17
<b>Private sector</b>	15
<b>Financial institutes</b>	07
<b>Public sector</b>	05
<b>Others</b>	05
	<b>93</b>

## Examples

- Finding an agri-consultant who speaks Arabic for an assignment in Egypt. Agriterra knew the right person for Oxfam Novib.
- To advise on the design of a questionnaire on agri-finance. SCOPEinsight shortened the questionnaire and shared the general results.

- A list of resource persons for a report on business opportunities in Ghana, Mali, Mozambique. The Ministry of Economic Affairs, Agriculture and Innovation circulated the report in September 2011.

The Agri-Hubs increasingly serve members and partners with 'Questions and Answers'. Agri-Hub coordinators attend to visitors from member organisations by preparing contacts and meetings with relevant actors in their network. The digital platforms offer direct access to the professionals in our network. The Uganda online platform channelled an estimated 60 questions to the people registered.

However, we do not yet systematically monitor how many Q&A are dealt with by all Agri-Hub coordinators. After all, it is part of their daily job to make connections in the network.

### 3. Development and results of Agri-Hubs

#### 3.1. Reflecting on key priorities for 2011

In our Annual Plan 2011, seven priorities were mentioned in order to develop the Agri-ProFocus Agri-Hubs into strong networks for the promotion of farmer entrepreneurship. These included:

- Strengthen national embedding and local ownership of Agri-Hubs;
- Look to include non-Dutch actors;
- Linkage to Dutch government policy;
- Assist members in joint resource mobilisation;
- Engage in the process of cross-country learning;
- Develop the Agri-Hub into an active market place for private sector;
- Establish Agri-Hubs in two additional countries.

The Annual Reports per country give an overview of what happened regarding these priorities. Based on these reports, we sketch the overall picture of the development of the Agri-Hubs in these priority areas.

##### 3.1.1. National embedding and local ownership

While the Agri-Hubs were initiated through the Dutch Agri-ProFocus members, it is a clear goal of the partnership to make sure that Agri-Hubs fit within national stakeholder processes, both as regards agenda setting and in their effectuation. Key approach is to involve various stakeholders (producer organisations, public and private sector and development agencies and NGOs) at strategic/ leadership levels. In 2011, we see the following results in this area:

*Localised Agri-Hub steering committees:* In Uganda, the coordinating group consisting of local organisations (e.g. FIT, NUCAFE, SACU, VECO Uganda) and Agri-ProFocus Dutch members is prominent in agenda setting and implementation. Feedback improved, resulting in cross-linkages between the various thematic groups under the Agri-Hub. Since April, in Kenya, the Agri-Hub coordinator is being supported by a committee comprising of national and Dutch stakeholders, including a producer organisation and local NGOs (KENFAP, HSHC and KCDF). While it has strengthened relationships and support for activities, the committee needs to become more involved at a strategic level. In Niger and Rwanda, coordination with local partners is going through the IPER and APEA programme respectively, which are embedded in the Agri-Hub's activities.

In other countries, the coordinating circles still predominantly include local or international staff of Dutch members (e.g. the Ethiopia Agri-Hub steering committee includes, besides ICCO/F&S, representatives of EKN, SNV, Prolinnova, Cordaid, and Terrafina).

*Facilitating thematic leadership:* In 2011, we saw a growing local ownership/ leadership at the operational level. In Niger, the Agri-Hub effectively hosts the APEA programme: a Consortium consisting of producer organisations such as AREN, FUCOPRI, FCMN, and MOORIBEN jointly oversee an innovation fund. The same happens with the IPER programme in Rwanda, which consists of local facilitators.

**Rwanda:** In 2011, the IPER committee visited 6 Agri-Business Clusters to see how basket fund proposals are implemented and to assess their impact. The visits revealed that farmers are achieving especially good results in accessing markets, branding their products, negotiating with buyers and solving other burning issues in their enterprises.



In Uganda, the access to a finance thematic group attracted participation and leadership of a variety of NGOs, banks and producer organisations. While building ownership, this is also an efficient model: promoting specific alliances under the Agri-Hub, taking responsibility with the coordination in a facilitating role. In Uganda, local members are also contributing resources (human and financial) for Agri-Hub activities.

In 2011 the Agri-Hub Benin was set up. Right from the start, the Agri-Hub Benin has been supported and owned by local people. All three thematic leaders are Beninese. One of the local 'founding members', AMAB, committed a structural participation in financing the Agri-Hub from 2012 onwards (€ 1,000 a year).

*Building rapport with government circles:* Until recently, government participation in Agri-Hub activities was often limited to opening ceremonies; but in 2011, we see positive changes which indicate that the Agri-Hubs are considered to be relevant platforms. Examples:

- Throughout, active participation of Minister/Ministry of Trade and Investment in Agri-ProFocus Uganda Market Info symposium;
- Support of Deputy Director of Bank of Uganda to Agri-Finance Market Place;
- Involvement of national Ministries and local authorities in IPER programme under the Agri-Hub Rwanda;
- Active participation in discussion on set-up of oilseed innovation platform in Mozambique by the Public sector (Research, MINAG, IPEX, Universities and District Agricultural offices).

All these examples provided opportunities to identify and voice key policy issues towards government.

Overall the Agri-Hubs are moving in the right direction, with respect to national embedding and local ownership. They are becoming relevant in the eyes of national stakeholders. Still, it is a fragile process and in some countries such as Zambia and Mozambique, it is moving too slow. Moreover, discussions have emerged on how to step up ownership in terms of local governance of Agri-Hubs and the link to the wider Agri-ProFocus partnership. This will be the next frontier.

### **3.1.2. Linking to non-Dutch actors**

With the aim to improve external linkages to relevant international aid agencies it is crucial to make sure the Agri-Hubs are not perceived solely as a Dutch Agri-Hub, but as a wider market place. In a number of Agri-Hubs, this was realised. Typically, we see two developments:

- a. The Agri-Hub is invited to link up to other consortia, which feel that the Agri-Hub supports their activities. For instance in Ethiopia, Agri-ProFocus joined DAG (Donor Assistance Group) and chaired the Private Sector – Value Chain Development Working group. In Kenya, Agri-ProFocus was invited to participate in meetings of the Local Capacity Development Fund. Both examples open up possibilities for future practical engagement
- b. The other way around: international agencies have become an active member of the Agri-Hub, such as in Uganda: GiZ contributed intensively to the Agri-ProFocus Agri-Finance market place, and so did aBi Trust (Scandinavian Aid). In Rwanda, we see the World Food programme partnering with the IPER programme, as well as World Vision, Care International and Oxfam GB.

### 3.1.3. Linkage to Dutch government policy

In 2011, several Agri-Hubs provided support to the roll-out of the Fast Track Food Security Initiative (FSSI). Both from the Netherlands and in-country, Agri-ProFocus supported missions to EKN with information and linkages to relevant stakeholders. This included Ethiopia, Kenya, Mozambique, Mali and Rwanda. In Uganda, the Agri-Hub led a consultation for EKN to help the development of its multi-annual plan.

As a result, the Agri-Hubs developed stronger relations with EKN. In Ethiopia, EKN is even part of the steering committee of the Agri-Hub. The same is for Mali and Benin; the latter actually took the initiative for an Agri-Hub; the former wishes to link its Ségou programme to the Agri-Hub.

**Burundi:** One mission to Burundi was conducted in November to contact the Dutch Embassy and other Dutch organisations about starting an Agri-Hub in Burundi. Contacted organisations, including the EKN, Oxfam Novib, IFDC, SPARK, as well as the Ministry of Agriculture and other local organisations are quite positive about starting such a network.

**Uganda:** The Dutch ambassador to Uganda requested Agri-ProFocus NL to consult the Dutch members, whereupon the Agri-Hub was invited to lead a consultation process with Ugandan stakeholders. In the Multi-Annual Plan of the Embassy, the Agri-Hub was asked for support in learning, linkages as well as in brokering business to business between Ugandan farmer entrepreneurs and Dutch trade and investment. EKN is willing to invest in the Agri-Hub, which will create opportunities for strengthening the relevance of the network. This process shows the strength and credibility the network has gained which could not have happened without the combined support of Dutch and Ugandan members.

For 2012, it is expected that EKN will also formally participate in the coordinating committees in Kenya and Uganda. In Kenya, EKN already participated actively in the Agri-Finance Fair with a stand and afterwards requested Agri-ProFocus to come up with a coalition concept on access to finance for SME farmers. SCOPEinsight, SNV and KIT are currently developing this and will engage other Agri-ProFocus members in the roll-out process. As such, the strong link with EKN provided opportunities for new partnerships (see under 2.1.4. *Joint resource mobilisation*).

As such, we see that the Agri-Hubs become a strong partner of the embassies in developing their food security profile. In response, DGIS/DDE will support coordination costs in a 50-50 top-up arrangement with Agri-ProFocus members in 2012.

### 3.1.4. Joint resource mobilisation

Getting access to new resources is becoming increasingly important seeing scarcity in the donor market, which includes requirements such as emphasis on alliances and co-funding. Based on the stronger position vis à vis DGIS/DDE and EKN, the Agri-Hub members have been able to take advantage of new opportunities, to mention:

- The development of a horticultural programme by Solidaridad, SNV and Hivos in Kenya
- Commitment of EKN Mali, Uganda and Benin to invest in the Agri-Hubs.

Also, regularly international calls are shared through the online platforms, such as AECF, from USAID and other sources. With regard to AECF the Agri-Hubs promoted support of WUR-CDI for applicants in proposal

development. Another example is the successful brokering for Agri-ProFocus Uganda (TRIAS and NIDA) and Rwanda members (ISAE) to win an ASARECA call on market linkages.

Overall, there is a need to develop a clear strategy for the Agri-Hubs to be able to become more pro-active in the field of joint resource mobilisation, particularly as regards PPP facilities.

### **3.1.5. Cross-country learning**

The Agri-Hubs were at the basis of developing the Agri-ProFocus agenda for cross-country learning. It was quite an intricate process making sure the agenda was not going to be imposed. Based on a synthesis of experiences made in 2011, the Agri-ProFocus Participants' Council endorsed a knowledge agenda which was validated and further operationalised by the Agri-Hub coordinators at the Core Group meeting in July. WUR-CDI, KIT and Van Hall Larenstein supported specific themes to be rolled out in those Agri-Hubs with an interest (as indicated before).

The knowledge agenda was further verified with participants in-country and integrated in the Annual Plans for each Agri-Hub for 2012. Already after the summer, this culminated in the organisation of two Agri-Finance Fairs, one in Uganda and one in Kenya. Although the Fairs differed in set-up, there was regular exchange at the organisation level. KIT supported the documentation and identification of lessons learned at both Fairs. The lessons are integrated in the Agri-Finance Fair concept being developed for EKN Kenya as well as for Ethiopia. The Rwanda coordinator participated in Kenya, to get first-hand insight for a similar Fair to be held in Rwanda in 2012.

Other exchanges are on initiative of network members. Examples include: the Uganda market information group was asked to present its lessons learned at a CTA event in Ethiopia. Beekeepers linked to the Rwanda Agri-Hub staged an exchange visit to Uganda for new technologies.

For the other Agri-ProFocus themes: gender, BDS, food security and farm-firm relations, cross-country preparations were on-going in the last quarter, and learning opportunities are now on the 2012 agenda.

### **3.1.6. Market place for the private sector**

What is 'private sector'? For Agri-ProFocus, it involves both local and international agri-business, as well as the SME farmer entrepreneurs the partnership is primarily concerned with. It also includes local private banks. Being a market place means to be able to broker offers and demand for trade, investment and (knowledge) services. So how are the Agri-Hubs doing in that regard? Basically, we see various ways of working:

- Engaging with individual Dutch private sector companies that are Agri-ProFocus members and interested to link to the Agri-Hubs. Some examples include:
  - o Relationship-building between Agri-ProFocus members active in Kenya and RijkZwaan;
  - o In Uganda, brokering for linkages for the Africa Agri-Business Academy –AAA- (through WUR-CDI) around local sourcing;
  - o Facilitating Dutch private sector promotion instruments CBI (in developing its future Uganda portfolio) and EVD (searching for expertise to match Dutch investment with private Ugandan companies in Warehouse receipting and on the potato value chain).

- Collaboration with NABC on trade missions. For Benin, the Agri-Hub coordinator suggested useful contacts. For a similar trade mission on Agriculture in March 2012, the Agri-Hub coordinator has been asked to play a more prominent role.
- Involvement of Dutch private sector in joint programmes of Agri-ProFocus members. An example is the horticultural programme of SNV, Hivos and Solidaridad with Fairfields and Indufarm in Kenya.
- In Rwanda, Kenya, Uganda and Ethiopia, we see varies degrees of collaboration and leadership with and among the local banking sector and micro-finance institutions on the agenda of access to finance for SME farmer entrepreneurs. The Agri-ProFocus Agri-Finance Fairs attracted private banks to exhibit (20 in Kenya, 10 in Uganda. See more under *farm-bank deals* below).
- Contacts where private companies approach the Agri-Hubs bilaterally for support and linkages. See box example:



**Zambia:** Early November, the support office was approached by VC4Africa, a fast-growing network of entrepreneurs and investors building innovative companies on the continent. For one of Africa.biz investors, VC4Africa was looking for investment leads in crop-producing companies in South(ern) Africa. The investor is linked to a distributor for supermarkets in South Africa, hence their preference to work in this region. Investment + access to a distribution network might be a good opportunity for smallholders in the Agri-ProFocus network. The announcement for this opportunity was placed on the ning and broadcasted. Next to this a party in the rice value chain active in the Agri/Hub was approached directly, as he was well-reputed as an entrepreneur (YamBEEji Ltd), having a business plan at hand. After first contacts this entrepreneur was selected and introduced to the specific investor. By the end of 2011, a positive relationship had been built and a business arrangement was pending.

These developments show a diversity of interventions to involve private sector, which fits with the market place character that the Agri-Hubs are developing. Still more strategic interventions can be developed, some of which are already in the process of development particularly between the Agri-Hubs and EKN:

- Establishment of basket funds for business proposals in local initiatives (Ethiopia)
- Connecting Small and Medium Enterprises by developing a broker function of Agri-Hub for South - North deals (Uganda)

To set up for this, the Agri-Hubs need to orient capacity towards:

- Generating local business intelligence through systematic gathering and processing of market information to identify business opportunities;
- Targeting private sector in AgroFood and related sectors, like value chain logistics and technology, to address a multidisciplinary issue like Food Security.

### 3.1.7. New Agri-Hubs

At the request of EKN, Agri-ProFocus started the process for developing an Agri-Hub in Benin, for which SNV has taken the lead. And following the request of several members including ICCO, an Agri-Hub Mali was created that for the time being focuses primarily on Sikasso.



**Benin:** The first Agri-ProFocus mission, set up at the request of the Netherlands embassy in June 2011 resulted in 15 organisations deciding to start an Agri-Hub to exchange expertise and create new opportunities for cooperation. 4 themes (access to finance, policy and advocacy, value chain facilitation and farm-firm relationships) were

identified to start with. Local organisations, such as the platform of Beninese Producer Organisations, will be in the lead. PNOPPA will take the lead in developing a joint advocacy agenda pleading for participatory decision-making on the local (communes) & national level, to ensure that producers have a stake in decisions on agriculture, food security and rural development. SNV takes care of Agri-Hub coordination.

**Mali:** A Multi-Stakeholder Workshop was organised in Mali in November to define the priorities and set-up of the Mali Agri-Hub. Among the topics to be addressed, the 70 participants identified access to financial services, quality of seeds, and modernisation of production techniques for sustainable agriculture and livestock. Also, opportunities were identified for Dutch agri-business (based on contacts of Agri-ProFocus members in the field), among others in sesame, groundnuts, mangos and cashew nuts, horticulture and animal production. ICCO is taking care of coordination. The Agri-Hub will concentrate on Sikasso and links to EKN.



## 3.2. Specific results

The country reports, which form the basis of this report, describe in detail the results at the different levels. Here, we limit ourselves to highlighting typical examples and a presentation of overviews.

### 3.2.1. Market Triggers - Outputs

Deliverables under the Agri-Hubs are defined in three categories: coordination, joint action and learning and linkages and resource mobilisation. The latter is already reported under 3.1.4.

#### Coordination

Under national embedding and local ownership (see above under 3.1.1.) we have already reported on involvement of local actors in the Agri-Hub, particularly as regards increasing local leadership. Involvement of Dutch Agri-ProFocus members also differs per country.

For 2011, we see the following developments:

- Changes in Agri-Hub coordination: While we see continuity in most countries as regards the position of the national coordinator, notably in Ethiopia and Mozambique changes have affected the uptake of dynamics in the Agri-Hub. In Zambia, the national coordinator started only in April. This has consequences for network dynamics and delivery of activities. Where there is continuity, outputs are up more quickly.
- Of course, the Agri-Hubs would not function without the human resource and financial support of Dutch Agri-ProFocus members. The table below gives an overview. Overall, the picture remains rather stable: some countries such as Kenya, Uganda and Rwanda work based on an MOU, while others attract issue-based support. This

flexibility is needed to fit with different planning and reporting requirements of Agri-ProFocus members.

<b>Members' active contributions to Agri-Hubs</b>	
<b>Benin</b>	Agriterra, EKN, Oikocredit, SNV, The Hunger Project
<b>Ethiopia</b>	Agriterra, Cordaid, ETC Foundation, ICCO, KIT, Oxfam, SCOPEinsight, SNV, Van Hall Larenstein, WUR and Woord & Daad
<b>Kenya</b>	Agriterra, Hivos, ICCO, KIT, SNV, Solidaridad
<b>Mali</b>	Agriterra, Agentschap.nl, IICD, ICCO, KIT, Oikocredit, Oxfam Novib, PUM, SNV, WUR
<b>Mozambique</b>	ICCO, KIT, Oxfam Novib, SNV, WUR
<b>Niger</b>	Agriterra, Both ENDS, ETC Foundation, ILEIA, Oxfam Novib, SNV, WUR
<b>Rwanda</b>	Agriterra, ICCO, IFDC, KIT, Oxfam Novib, SNV, WUR
<b>Uganda</b>	Agriterra, Cordaid, Hivos, KIT, Oxfam Novib, SNV, Solidaridad, WUR
<b>Zambia</b>	Agriterra/ SCC, Cordaid, Hivos, IICD, KIT, SNV, WUR and Woord & Daad

- At the same time, the overall increase in activities and Agri-Hub budgets (by way of Agri-ProFocus members contributing more) is asking for more coordination time at national and sub-national levels.
- Also communication requires more investment, particularly in developing the online platform (dynamics). In 2011 a first effort was made to start profiling local and international member organisations on the Agri-Hubs with limited success due to lack of time. To enable the Agri-Hubs to become a dynamic market place this will be taken up with more priority in 2012.
- The support of DGIS/DDE in that regard is offering the opportunity to strengthen coordinating capacity in 2012, opening up new avenues such as investing in more private sector linkages.
- New Agri-ProFocus members such as Soil & More, SCOPEinsight, Agentschap NL and the Hunger Project are quickly becoming active in the Agri-Hubs. Also older members such as Agromisa are finding the online platform useful for dissemination. Still the Agri-Hubs can become more effective in linking practical knowledge institutes such as Aeres group (PTC+), HAS Den Bosch and Van Hall Larenstein to the needs emerging in the Agri-Hubs around vocational agricultural training and good agricultural practices.

### **Joint action and learning**

Across the board, nearly all Agri-Hubs show progress in number of activities supported through Agri-Hub coordination. Some observations:

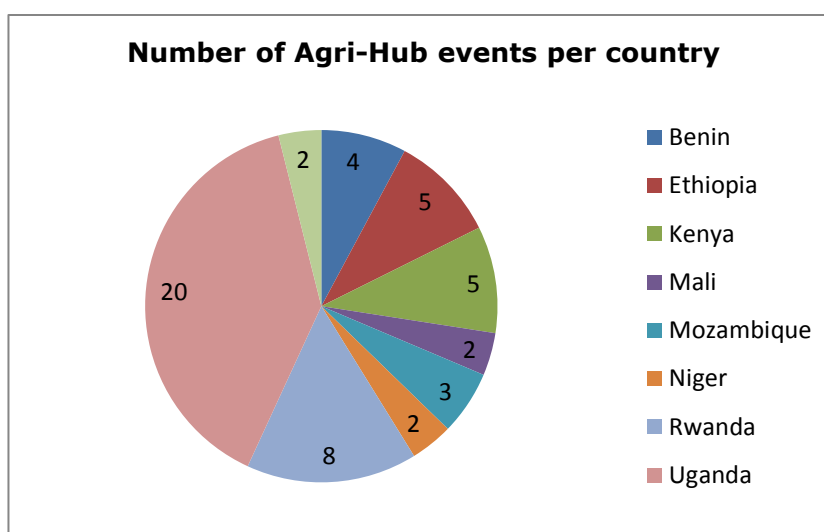
- The table below gives an overview of all events according to theme. The events do not include meetings of thematic groups in various Agri-Hubs. It does also not include coordination circles around specific basket funds or programmes under the various Agri-Hubs such as all agri-business cluster meetings under IPER Rwanda (at least 20 with participation of producer groups, processors, market linkages) and those under the Niger APEA programme.



List of Agri-Hub events 2011		
Agri-Hub	Theme	Event Name
<b>Benin</b>		Multi Stakeholder Workshop to found Agri-Hub Benin
	Access to markets	Mini-workshop Value Chains
	Access to Finance	Mini-workshop Financial Services
		Mini-workshop Agricultural Politics
<b>Ethiopia</b>		Network committee first meeting
		Research 4 Development
	Organised farmers	Book launch 'Learning and earning'
	Access to markets	Contract farming event
<b>Kenya</b>		Strategy meeting
		BDS/ ICT Study validation
	Gender in Value Chains	Gender in Value Chain Tools Workshop
		Greenhouse Workshop
<b>Mali</b>		Greenhouse field visit
	Access to Finance	Financial Fair Eldoret
		Mission d'Orientation
		MSW Sikasso
<b>Mozambique</b>		Mozambique meeting for Agri-ProFocus members
	Access to markets	Groundnut Seminar/ Oilseed platform
		Mozambique meeting for Agri-ProFocus members
<b>Niger</b>	Organised Farmers	Atelier sur Entreprenariat (par IFDC)
		Atelier de recadrage Agri-ProFocus-APEA
<b>Rwanda</b>	Gender in Value Chains	Gender quick scan in value chain
		3 missions to explore Agri-Hub set-up in Eastern Congo and Burundi
	Access to markets	Training for farmers on entrepreneurship, marketing
	Sustainable Food Production	EKN Food Security
	Organised Farmers	Writeshop to capitalise achievements of the Agri-business clusters (by facilitators)
		Mission by the steering committee to the Agri-business clusters
	Organised Farmers	Training extra facilitators
	Organised Farmers	Write shop to capitalise achievements of producer organisations (by farmers from Rwanda, Congo, Burundi)
	Access to Markets	Uganda Oilseed Subsector Platform Sharing event
	Organised Farmers	ESFIM-UNFFE: The Naads that Farmers want
<b>Uganda</b>	Organised Farmers	Agri-ProFocus Farming as a Business Events
	Sustainable Food Production	Agri-ProFocus-EKN Food Security Consultation
	Organised Farmers	Small scale irrigation demo
	Organised Farmers	Review workshop Entrepreneurship Policy
	Access to Markets	Agricultural market facility discussion
		Agri-ProFocus Ning platform Training
	Access to Markets	2nd Agri-ProFocus Market Information Symposium
	Sustainable Food Production	Presentation of study Food security and farmer entrepreneurship
	Access to finance	Agri-ProFocus-Pelum on financial management in small-scale farmers' enterprises
	Access to markets	AAA Academy and Agri-ProFocus Uganda: Network session on local sourcing

		Provocative and Friendly Discussion no. 1 - 7
	Finance	Finance Fair Fort Portal
<b>Zambia</b>		Agri-ProFocus Zambia Coordination Meeting
		Agri-ProFocus Zambia Planning meeting 2012

- Overall, the amount of activities and events is a function of the growth in membership and dynamics of the Agri-Hub (to compare Uganda with over 750 members, Niger only 100). Where members feel ownership, the number of activities is growing more quickly. Also, issues of coordination come in: active facilitation is needed to support different alliances/ thematic groups or programmes connected to the Agri-Hub to become active.



- Compared to 2010, the type of joint activities is quickly changing to include not only workshops with multiple stakeholders, but also live market places like the Agri-Finance Fairs, joint field visits, open low-threshold sessions, advocacy meetings, validation workshops around specific pieces of research, and coaching circles. Moreover, increasingly, activities move from the national (read capital) level into the region; which opens up easier access to producer organisations and uptake of lessons learned.

**Kenya:** SCOPEinsight, SNV and KIT together with Agri-ProFocus coordination invested significantly in the Agri-Business Financial Fair in Eldoret (North Rift). The Fair was set up as a market place for farmers to interact with banks. It also included an Award Scheme for financial service providers and an open forum.



**Mozambique:** Joint action included one event in Nampula: a workshop plus field trip with stakeholders in the groundnut value chain. SNV was organising, ICCO provided funding, KIT contributed with knowledge input from the publication "Putting heads together" on agricultural innovation platforms. The event on groundnuts is leading to a wider platform on oil seeds, similar to Uganda's OSSUP.

**Rwanda:** The IPER programme (Agriterria, ICCO, SNV, IFDC, KIT, Oxfam Novib and WUR) started with 16 agri-business clusters (ABCs). In the course of the year, the number of Agri-Business Clusters has grown to 30. All have an Agri-Business Coach. These coaches support clusters members, particularly farmers in identifying their burning issues and finding solutions to them, they also support

them in networking with service providers. Moreover, cluster leaders are coached to preparing proposals to a basket fund. In total, 23 proposals were funded through the normal basket fund, while 7 got support from the 'extra' capacity building fund, which was a substitute to the Local Capacity Development Fund of SNV.

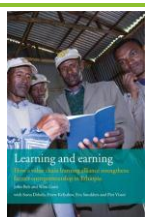
**Uganda:** A group of stakeholders started the initiative of organising provocative discussions on the second Wednesday of the month. The provocative sessions (7 in 2011) have been both innovative and brought out a new feature: discussion on the online platform beforehand for those who cannot attend, and developing write-ups afterwards. The discussion on middlemen has resulted in a validated fact sheet.



**Uganda:** The Agri-ProFocus Rwenzori Agri-Finance Market Place targeted the Rwenzori Region, specifically farmers, farmer organisations, financial providers and other interested agencies from the surrounding counties. The event focused on coffee, maize, cocoa and other value chains products and was co-organised by Broederlijk delen, TRIAS, aBi Trust, FORMA, GIZ, KRC, SNV, Centenary bank and HOFOKAM.

**Zambia:** SNV and ZRF are collaborating on local sourcing. They held various partnership meetings to cement collaboration in the rice value chain. ZRF organised a stakeholder's consultative meeting to discuss the Rice Strategy and related activities. Among the invited guests were a/o Ministry of Agriculture and Cooperatives, JICA, SNV, ZDA, ZARI, ZNFU, FAO, RNE, ZANACO, and NATSAVE. A local sourcing concept note, data collection tools, and the format for developing cases were shared. The idea is for ZRF to review and adapt the documents and also consider developing a case for submission to the Local Sourcing event in the Netherlands in April 2011.

- In 2011, the Agri-Hubs also started with documenting cases, showing lessons learned of (on-going) collaborations between Agri-ProFocus members. Also, other learning products are produced, such as manuals, fact sheets and catalogues. Some examples are presented in the boxes below:



**Ethiopia:** The Agri-Hub Learning Alliance publication documented 18 cases of farmers improving their relationship with buyers (and other chain actors). The SNV BOAM conference presented outcomes on 4 chains: dairy, oilseeds, honey, fruits. The africaJUICE company documented increased income for smallholder producers in their passion fruit scheme.

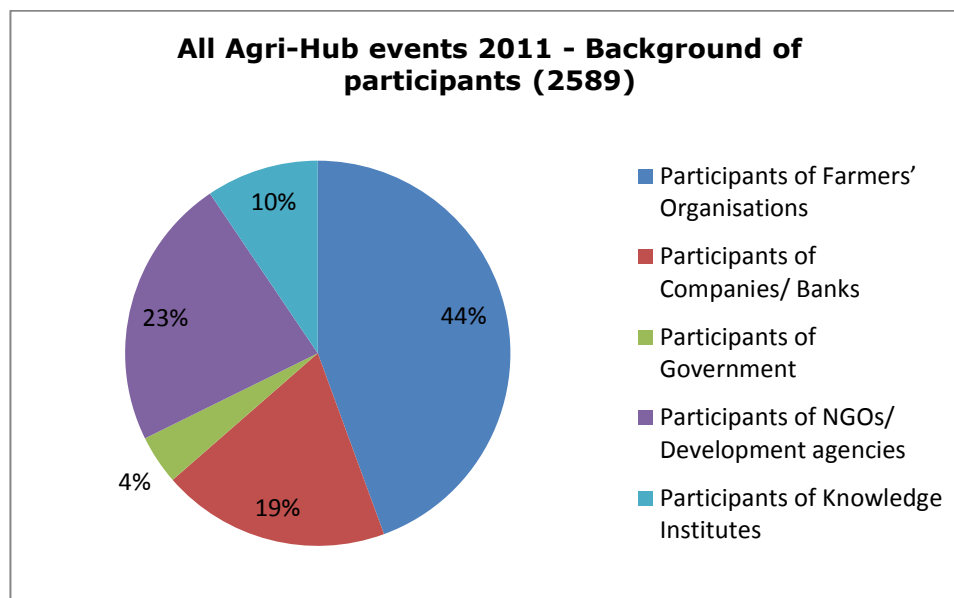
**Rwanda:** In June, a writeshop of Agri-Business Cluster (ABC) facilitators was held to capitalise experiences and achievements of ABCs and ABC facilitation. Results of the writeshop will be used as an input for a manual on ABC facilitation. The draft of the article on IPER's experience was prepared by WUR and the ICCO coordinator. A booklet will be published in January 2012.



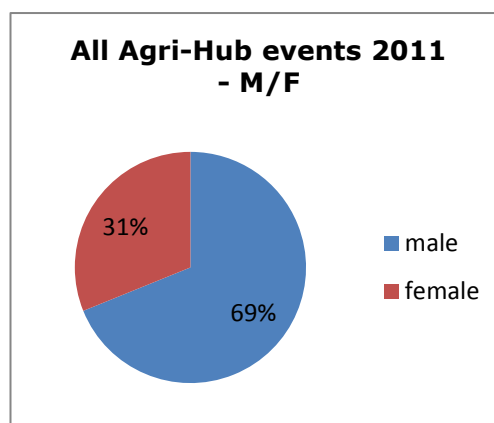
**Uganda:** The Farmer Organisation group dissemination event led to a synthesis paper based on action research done by NUCAFE, Agriterro, Ssemwanga centre, Makerere and Send a Cow). 4 fact sheets were produced on specific FO business models.

**Uganda:** The access to finance group (incl. SNV, TRIAS, GiZ, aBi Trust and others) produced a financial literacy manual for the sector which will be translated in several local languages. For the Agri-Finance Market Place, a catalogue was developed about financial products from SACCOS, banks and MFIs.

- Combined, the Agri-Hub events had **2589 participants** (insofar their number has been registered). From the data, we can deduce that participants with a farmer background make up 44% of the total. The average division of the background of participants is shown in the graph below:



- We have also calculated the overall balance between male and female participants:



### 3.2.2. Market uptake – Outcomes

The usefulness of the deliverables of the Agri-Hub – the market triggers – can only be qualified by looking at how they are used by various stakeholders. Here, we present evidence gathered through interviews and surveys. We distinguish between benefits in terms of: farm–firm relations, farm–bank deals, innovative services, policy changes, and investment & partnerships. During the write-up of this Report, market dynamics was found to be a useful sixth indicator. This refers particularly to the uptake in terms of who participates both in events and online.

## Market dynamics

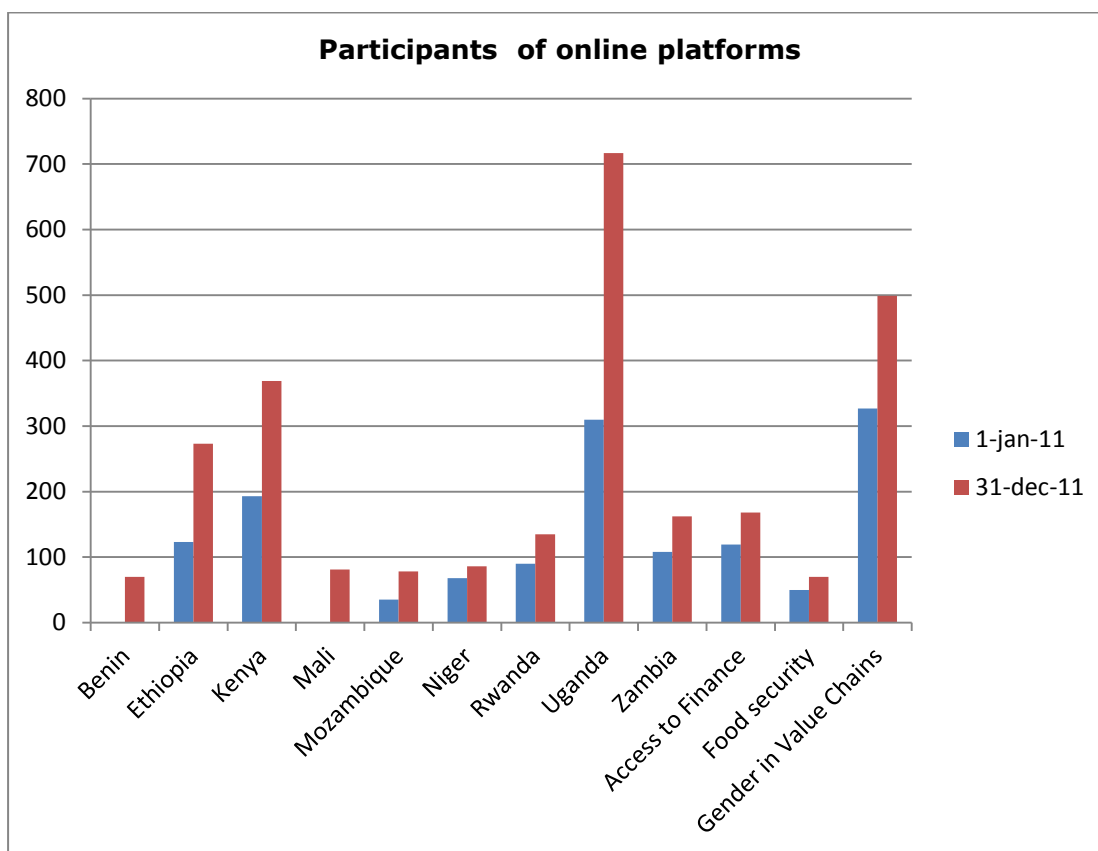
### *Face to face > Event participation*

For 2012, Agri-ProFocus developed a generic way of event administration bringing out the types of participants in Agri-ProFocus events. We cannot make a comparison with 2011, but the conclusion based on the graphs below is that a good balance is reached between types of participants. Farmers and producer organisations are well represented.

The figure may be somewhat skewed, because of the Agri-Finance Fairs (but that is a good thing in itself). With more of these events on the agenda and further regional outreach, the uptake at farmer level will certainly increase.

### *Online > network development and activities*

The online Agri-Hub platforms ('Nings') see a steady increase in membership.

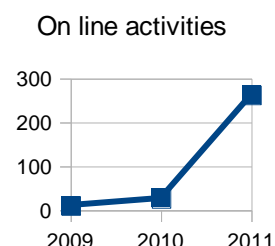


Although the graph above shows that growth is not evenly spread per Agri-Hub, we see figures doubling. In Benin and Mali, over 80 people subscribed to the online platform within a few months, even without significant activities in the outside world.

The online networks provide easy access to information on activities and results and stimulate interaction. They have also started creating visibility for network members. Profiling of the organisations behind the individual members is becoming increasingly important to create a market place, where members can find each other in business and knowledge deals. Uptake of this, however, is still low (with about 10 – 30 organisations profiled per Agri-Hub), due to time and capacity issues to support members.

**Uganda:** The Agri-Hub online platform is developing fast in both numbers of members that are signing up and numbers of activities and interactions that are taking place. Membership is up 100 % from 2010 to include x members. The graph shows a tenfold increase in online activity: the total number of online activities posted by members in terms of Events, News and Forum discussions increased from 11 in 2009 to 27 in 2010 and to 263 in 2011.

Most Agri-ProFocus Uganda members have a position that gives them the opportunity to inform, teach and advice others and as such they have the possibility to influence others and to promote change. The most common positions are managers, directors, coordinators, advisors, consultants, researchers and experts.



About 53% of the professionals are working for NGOs and Development Agencies, 22% for private companies, 12% for knowledge institutions, 9% for farmers' organisations and the others for government. Interesting development is the relatively large number of companies that have signed up. This went from about 14% in 2009, to 17% in 2010 to 22% in 2011. Some are actually companies developed from farmers' associations.

This division is an indication of internet access and penetration in the rural areas and means the Agri-Hub needs to develop additional dissemination and interaction instruments. The regional Agri-Finance market place in Rwenzori attracting over 250 farmers is such a mechanism to directly target farmers. It is also planned that the MI symposium will be localized through regional MI meetings.

A case on the usefulness of online sharing: is On 14 December 2011 Bruce Kisitu placed a news item on the online platform about piloting efforts to counter fake agro-inputs using a mobile authentication service (MAS). His item was viewed about 40 times and one person commented on the online platform. He was also contacted directly, outside the online platform, by various people. So far this has resulted into three agreements to collaborate in this pilot; one agro-dealer and two farmers in Mbarara, Mbale and Fort Portal.

## Farm-firm relations

### Ethiopia

In the Ethiopia Learning Alliance business contest, Burka Gudina and 4 other Farmers' Marketing Organisations (FMOs), all supported by CDI (a local NGO), received a prize for their funding strategy. The farmers managed to get a contract with ACOS, an exporting company. Our conclusion was that the farmers and their organisations became *"more confident when dealing with buyers; they know that they can deliver quality produce and continuously look for new business opportunities. The learning activities helped the farmers better understand the exporter and successfully negotiate a chain partnership."*



**Ethiopia Learning Alliance follow-up:** A recent visit (February 2012) learned that after one successful season (2008/9), the farmers failed to comply with the contract in the following year. The supply of the agreed volume and quality was hampered by lack of good seeds, bad weather and subsequent harvest losses. In the season 2010/11, the Ethiopia Commodity Exchange (ECX) ruled that haricots are part of their trading facility. This meant that all produce from then on had to be channelled through licensed ECX buyers who bring the produce to ECX buying points. It means also that ACOS now can only buy from the ECX. This effectively made contract farming impossible for haricot beans and the Burka Gudina farmers lost the benefits of their good relations with ACOS. Supplying licensed traders proved unprofitable for the Farmers' Marketing Organisations (FMOs).

The farmers decided to focus again on maize production. Their experience with ACOS attracted a visit by the World Food Programme, which had an interest in local purchase of maize for their food aid programs. The farmers and CDI agreed to bulk maize together with 7 other FMOs. The FMOs set up Mira Development Service Plc., a maize trading company owned by the 8 FMOs. Farmers invested through their FMO 500,000 birr in shares (500 birr per share), and CDI provided a matching fund of 400,000 birrs (total capital adding up to around € 40,000 capital). Mira collects maize from their cooperatives and bulks the maize to be stored in their warehouse. The farmers and CDI opted for a Plc instead of establishing a union. This is most interesting, as both models have different advantages.



The ELA prize money was shared between the 5 FMOs. Two of them added own savings to the prize money and bought a corn thresher to rent out to members and non-members. All pay a fee of 7 birr per 100 kg maize threshed. The other 3 FMOs decided to augment their working capital. The FMOs are in business, but they maintain a social profile. An example is that poorer members can buy back some maize at a reduced prize to guarantee their food security.

The main conclusion now is that the FMOs continue their drive to bulk their products in order to attend bigger clients. Mira is an example of the entrepreneurial skills gained during the LA that are so much needed to grow in the food market. In their start-up, CDI and ICCO have been crucial in providing seed capital, free training and warehouses free of rent; this helped Mira to reach operational break-even. A next step towards financial sustainability is the phase-out of subsidies and the introduction of cost-recovery.

#### Kenya

- Amiran Ltd that provides Greenhouses got into relationships with 15 organisations through the Agri-ProFocus Green House Workshop and field visit. Participants also linked to Hortipro Ltd that also supplies greenhouses and Biomax Agri Chem that supports BDS. IIRR is now working on supporting greenhouses for farmers. A relationship was also created between Biomax Agrichem and one tomato greenhouse farmer. Bio Max has been advising the farmer on dealing with various pest problems in their greenhouses.
- Agri-ProFocus Kenya brokered a relationship between KCSN/SACOMA, ADS and 7,000 members of Kabondo Farmers on the marketing of sweet potatoes in the New Spitalfields Vegetable



Market in the UK. Samples were sent to the UK to kick off the process. They however had some problems that the partners are trying to address. A sample order established the need for training. A proposal has been submitted by them to DFID for support in addressing some of the challenges of the sweet potato value chain.

#### *Niger*

- FCMN Niya and ANFO, onions producers' federation are working on the commercialisation of onions with the ambition to make more benefits to producers. The results of the action research titled "Peeling the Onion", which identified possibilities of collective action for all the actors in the value chain of the onion, are now exploited. The project is now involved in the construction of storage.
- FUCOPRI has made an inventory of seed producers and they are executing activities to improve the seed system in the zone of intervention of the consortium through specialising producers in the production of seeds and distribution of quality seeds.

#### *Rwanda*

The IPER programme has concentrated on helping farmers to better position themselves on the market. Some examples:

- Cassava producers in Ruhango have targeted Cassava processors to increase their market. With the help of the facilitator they have found additional outlet for their produce in Ruzizi (15 ton/year) and Bukavu in DRC (40 ton/year).
- 1,844 farmers from the wheat cluster in Nyamagabe have been facilitated to access the important market in Nyabugogo.
- Several cooperatives have been put into contact with the Rwanda Agricultural Development Agency (RADA) which buys good quality produce suitable for seed (potato and maize) at fixed high prices.
- Other cooperatives have been able to negotiate a stable outlet by delivering food for schools, also paid for by the Government of Rwanda.
- Stable delivery of quality maize for use in the Bralirwa brewery (linked to Heineken) so far remains beyond the reach of most cooperatives.

### **Farm – bank deals**

#### *Ethiopia*

In 2011, SCOPEinsight joined Agri-Hub Ethiopia and promoted their PO rating tool among banks and MFIs. They rated 10 cooperatives within our network: 3 obtained loans from CBE or CBO banks.

#### *Kenya*

The Agri-Business Financial Fair attracted 26 exhibitors, 21 of which were banks and financial institutions. There was one insurance company, and 4 non-financial institutions in attendance. The Fair was attended by 900 farmers, 400 of whom participated on the first day and 500 on the second day. The Fair led to the following business:

- Kenya Commercial Bank opened 100 new accounts which are operating well and has approached Agri-ProFocus and SNV to make follow-up visits to farmers in the field.
- Cooperative Bank also opened several accounts with farmers and will be providing loans.
- AFC was able to open accounts with farmers, strengthen relationships with existing farmers. It was also able to promote new non collateral based products. More than 90 farmers signed up for follow-up activities.

- Other banks have not shared the figures of the bank accounts opened during the Fair but have been happy with the output. Participants also expressed satisfaction in the event, requesting that it be held annually and brought closer to the grassroots.



**Kenya:** Three awards were given during the Fair, based on farmers' votes (over 550 voted). These were: Most Popular Farmers Bank - Equity Bank; Most Innovative Agri-business Loan Product - KCB; Best Stand - Amiran Kenya. The awards are to encourage more banks to support the development of innovative finance schemes that target SME farmers. Eight banks subsequently attended a breakfast debriefing meeting where they supported the Agri-Business Financial Fair Concept to be rolled out more. They see the following opportunities:

- Marketing their financial products
- Learn from other financial institutions
- Test new products
- Get feedback on services and products

### *Rwanda*

- In Nyungwe, the honey cooperative COOPAGARU has been able to get a credit of 6,000,000 Rwandan francs at the Banque Populaire du Rwanda.
- The Maize Cluster in Muzanse-Gakenke has been facilitated to do a field trip to another area where storage facilities enabled the farmers to get better prices for their produce. Next IPER facilitated the process to decide to construct two storage facilities themselves and because of this facilitation the cooperatives have been able to get a loan for this.

## **Innovative services**

### *Ethiopia*

- A soybean trading event in which the Agri-Hub and WUR brought together chain actors to discuss chain constraints was well attended. Business participants were interested in general issues but not ready to disclose their own constraints to the competitors.
- In 2011, the Agri-Hub revised and finalised the proposal for Competency Pool 2, a training cycle for business service providers. CP2 was not launched yet, but aims for innovation in cost-effective rural outreach.
- Agri-Hub activities on contract farming (CF) revealed that the model was new to about half the participants in the CF workshop, while the other half could share from their own experience. Cases were screened against 10 key issues. The workshop had a lively discussion on flexible pricing mechanisms. Some farmers feared prices below market, but learned that pricing in some cases adds a premium above market for quality produce. Still, Agri-Hub Ethiopia cannot yet claim farmers negotiated better terms with firms or that firms increased the number of contracts. To the contrary, the Ethiopian Commodity Exchange is leading to a decrease of CF arrangements in main export crops. In result, Agri-Hub joint action on contract farming is now focusing on local food crops and improve the dialogue between firms and farms on actual contract terms

### *Kenya*

- An ICCO-sponsored ICT BDS Project supported through the Agri-Hub has led to the implementation of computerised group management systems for three groups in the Rift Valley and Western Kenya. The groups produce passion fruit and sweet potatoes.

- Staff of Egerton University attended the Gender in Agricultural Value Chains Workshop. EGU applied the tools gained in assessing agricultural value chains. Egerton will participate as coach in the Gender in Value Chains Coaching course to be run by Fair and Sustainable and Agri-ProFocus Kenya in 2012.

#### *Rwanda*

- A study-visit to Uganda of bee-keepers induced adoption of new bee-keeping technologies and modern hives doubling production of the participating bee-keeping cooperatives.
- Structural good cooperation Agri-ProFocus-IFDC on Agri-Business cluster approach and training trajectories. IPER and IFDC work closely together in training trajectories both for cluster promoters and facilitators. Training cluster leaders in entrepreneurship has led to better focus on economic objectives and navigating business. Agri-business coach training trajectory has created a motivated core group of professionals. Cluster leaders and facilitators are preparing for capitalising their experiences and lessons learned.

#### *Uganda*

Innovation uptake as a result of events, exchange in groups and online sharing is growing compared to 2010. Some examples:

- Hodfa reported to have benefited from the information published on the online platform, in particular about soil degradation.
- VECO reported to have learned a lot about micro finance from the information shared by other members.
- Several members indicated they have benefited from participating in the farmers organisations events and research: analysis of different business models resulted in better business plan; improved market linkage services, and improved organisational performance in terms of turnover.
- FIT Uganda reported more interest in and recognition for market information systems; increased understanding and changed views which is leading to harmonised market information systems that greatly improve the exchange of information and increase usability.

### **Policy improvements**

#### *Ethiopia, Kenya and Rwanda*

Agri-Hub Rwanda has organised a Gender in Value Chains assessment within all Agri-business clusters. This assessment has led to more awareness that the position of women in value chains should be improved. Agribusiness Cluster facilitators demanded a training on the issue. This demand will be addressed in 2012. Similar exercises were done in Kenya (GVC workshop which brought out interest for follow-up) and Ethiopia

#### *Uganda*

- The Agri-ProFocus Uganda Policy Group undertook a study on Farmer Entrepreneurship Policies which was validated by a forum of stakeholders. The profile of the Agri-Hub by way of the policy group was clearly strengthened seeing the request by the government for feedback on the draft national agricultural policy. The impact thereof is yet to be harvested.
- VECO mentioned that increased visibility through the Agri-Hub on access to finance made it very easy for the Uganda National Farmers Federation (UNFFE) to identify potential alliances in the Financial Services group to advocate for financial services and to meet with the parliamentary group.

- Nucafe admitted to have gained a more prominent role in the development of the Uganda National Strategy on Coffee and the implementation of the Action Plan by having the opportunity of being a visible leader in the Agri-Hub.

### **Investments and partnerships**

Under joint resource mobilisation, we have already reported on investments resulting from Agri-Hub activities. Here, we focus on some examples of partnerships brokered through support of the Agri-Hub:

#### *Uganda*

- Nucafe reported that they have been requested by Wageningen University to undertake a study. Nucafe indicated that strategic partnerships are being formed with a potential donor (the Dutch Embassy); the International Trade Centre (ITC); and CBI (an organisation operating under the Dutch Ministry of Foreign Affairs that promotes import from developing countries).
- FIT Uganda reported that data-sharing agreements have been signed with Grameen and with the East Africa Grain Council. IFPRI has signed a deal to buy services from FIT Uganda. Linkages have been established with networks in other countries (e.g. in Burundi) providing an international perspective for the company. As a result from the above, FIT Uganda presented their work and experiences with Agri-ProFocus Uganda in a workshop in Ethiopia organised by CTA.

#### *Zambia*

The Agri-Hub supported the development of the C4C programme (a consortium of six Dutch development organisations – Cordaid, Edukans, ICCO, Text2Change and AKVO – led by the International Institute for Communication and Development (IICD)). The workshop was conducted for stakeholders from Zambia's agricultural sector, several of which represented one of Zambia's key commodities: Honey, Beans, Cotton, Groundnuts, Rice, and Vegetables. The workshop was hosted by the Organic Producers and Processors. The ensuing programme will be led by OPPAZ and will be implemented in close cooperation with the key organisations representing the commodities listed above.

## 4. Internal organisation

Membership of the Agri-ProFocus partnership is open to all Netherlands-based or Dutch ODA-funded 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.

Six new members joined Agri-ProFocus, namely the Hunger Project, ICRA, MDF, IFDC, SCOPE*insight* and Soil & More. ProFound, on the other hand, decided to resign, resulting in a total membership of 34 members in December 2011.

In addition to its Board, Agri-ProFocus has a Participants' Council made up of representatives of the member organisations. It is the task of the Participants' Council 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. They are the Agri-ProFocus ambassadors!

### 4.1. Board

The Board consists of an independent chair, five representatives of member organisations, and two observers of the Ministries of Foreign Affairs and Economic Affairs, Agriculture and Innovation respectively.

Gerard Doornbos, chairman since the start of Agri-ProFocus in 2005, stepped down in December. A very enjoyable farewell dinner, with current and former Board members present, marked the end of the 'Doornbos era'.

Adrie Papma and Erik Heinen also resigned and were replaced by Caroline Figuères (director IICD) en Lucas Simons (director SCOPE*insight*). Willemijn Lammers (ICCO) took up interim chairmanship and was appointed vice-chair/secretary. Niek van Dijk (temporarily) took over Ingrid Korving's task as observer of EL&I.

The Board held five meetings during 2011, including a brainstorm session on the positioning of Agri-ProFocus in the changing context of the Dutch development policy.

Agri-ProFocus Board (by the end of 2011)	
Gerard Doornbos (until Dec.)	Independent chair
Willemijn Lammers (ICCO)	Vice-chair/ Secretary
Bram Huijsman (WUR)	Treasurer
Bram de Steenhuijsen Piters (KIT)	Member
Thijs van Praag (PUM)	Member
Caroline Figuères (IICD)	Member
Lucas Simons (SCOPE <i>insight</i> )	Member
Aaltje de Roos (DGIS)	Observer
Niek van Dijk (EL&I)	Observer

### 4.2. Participants' Council

The Participants' Council had two meetings in 2011. In addition to the regular PR issues, "Co-designing Agri-ProFocus' Knowledge Agenda" (April) and "Food Security and the Knowledge Agenda" (October) featured as thematic topics on the agenda. The meetings of the Participants' Council were hosted by PUM (April) and ICCO (October).

Agri-ProFocus members in 2011	
Member organisation	Representative in the Participants' Council
Aequor	Fred van Koot
Aeres Group	Kees Knook
Agriterra	Kees Blokland
Agro Eco Louis Bolk Institute	Bo van Elzakker
Both ENDS	Nathalie van Haren
CIDIN	Roldan Muradian
Cordaïd	Dicky de Morrée
ETC Foundation	Frans Verberne
HAS Den Bosch	Neeltje Bekkers
Heifer Nederland	Rian Fokker
Heineken International	Paul Kemp
Hivos	Carol Gribnau
ICCO	Jeroen de Vries
ICRA	Arno Maatman
IFDC	Rob Groot
IICD	Caroline Figuères
ILEIA	Edith van Walsum
KIT	Bertus Wennink
MDF	Herman Snelder
MSM	Jeroen van Wijk
Oikocredit	Kees van den Burg
Oxfam Novib	Rudolf Scheffer
ProFound (until Sept. 30)	Bert-Jan Ottens (until Sept. 30)
PUM	Alex Meerkerk
Rabobank Foundation	Pierre van Hedel
RijkZwaan	Heleen Bos
SCOPEinsight	Lucas Simons
SNV	Toon Keijzers
Soil & More	Aart van den Bos
Solidaridad	Jan Maarten Dros
TASTE	Luuk Boon ⇨ Denise Lapoutre
The Hunger Project	Evelijne Bruning
Van Hall Larenstein	Steven Starmans ⇨ Robert Baars
Wageningen UR	Jos Bijman, Wim Andriesse
Woord en Daad	Maarten van Middelkoop
<i>Observers</i>	
BZ	A. de Roos
Agentschap NL	H. van der Veer ⇨ S. van Buchem
EL&I	I. Korving ⇨ N. van Dijk
* Over the course of 2011, several changes took place in the Participants' Council representation; these have been indicated with the ⇨ symbol.	

### 4.3. Support office

Cooperation and exchange of information and knowledge within the partnership is being supported and facilitated by the Agri-ProFocus Support Office. In 2011 the office staff consisted of the director, four network facilitators, a junior network facilitator (until May), a management/ project assistant, and a communications officer (from August), in total 6,5 FTE.

Agri-ProFocus Support Office (2011)	
Hedwig Bruggeman	Director
Wim Goris	Network facilitator
Roel Snelder	Network facilitator
Christel Schiphorst	Network facilitator
Jan Willem Eggink	Network facilitator
Marja Hennemann	Project/management assistant
Janno van der Laan (until May)	Junior network facilitator
Vera Hendriks (from August)	Communications officer

## 4.4. Core Group

The support structure for each Agri-Hub was set-up to include the Agri-Hub coordinators, a knowledge facilitator from either KIT or WUR and a network facilitator based at the Agri-ProFocus support office in Arnhem. Together, these triangles form the so-called Core Group. With the development of the knowledge agenda, the role of KIT and WUR is now shifting from countries to themes.

Agri-ProFocus Core Group (2011)		
Country	Name	Organisation
<b>Benin</b>		
Network facilitator	Jan Willem Eggink	Agri-ProFocus
Agri-Hub coordinator	Hans Meenink	SNV
Knowledge facilitator	Bertus Wennink	KIT
<b>Ethiopia</b>		
Network facilitator	Wim Goris	Agri-ProFocus
Agri-Hub coordinator	Paul Weijers	ICCO
Knowledge facilitator	John Belt	KIT
<b>Kenya</b>		
Network facilitator	Roel Snelder	Agri-ProFocus
Agri-Hub coordinator	Tito Arunga	SNV
Knowledge facilitator	Peter Gildemacher	KIT
<b>Mozambique</b>		
Network facilitator	Wim Goris	Agri-ProFocus
Agri-Hub coordinator	Laurens van Oeijen/ Cintia Portraite	SNV
Knowledge facilitator	Willem Heemskerk	KIT
<b>Niger</b>		
Network facilitator	Christel Schiphorst	Agri-ProFocus
Agri-Hub coordinator	Rakiatou Gazibo	Oxfam Novib
Knowledge facilitator	Simone van Vugt	WUR
<b>Rwanda</b>		
Network facilitator	Jan Willem Eggink	Agri-ProFocus
Agri-Hub coordinator	Espérance Mukarugwiza	ICCO
Knowledge facilitator	Ted Schrader	KIT
<b>Uganda</b>		
Network facilitator	Roel Snelder	Agri-ProFocus
Agri-Hub coordinator	Marieke van Schie	SNV
Knowledge facilitator	Karèn Verhoosel	WUR
<b>Zambia</b>		
Network facilitator	Christel Schiphorst	Agri-ProFocus
Agri-Hub coordinator	Nicholas Mushimba	Cordaid
Knowledge facilitator	Monika Sopov	WUR

## 4.5. Communication

For communication in 2012, the Annual Plan outlined three main goals: a new website, bringing useful stories about producer organisations via subscription options to members, and active media participation/ coverage.

The new website was launched in April, featuring a new attractive lay-out, links to the online platforms for each country and pages for each theme. The front page has a blog roll and an automatic feed from the online forums, so that news about the network is always up to date. The site has received positive feedback – yet, there were still a number of issues that had to be resolved to make everything function better. Most of these issues were dealt with later in 2011. Since the start of the new site, the number of visitors per week has been on average 300 a week. For next year, it will be important to increase this number and to integrate the site more with social media.

Subscription options to the online platforms ('Nings') have been created and broadcast e-mails with up to date stories and information are regularly sent to all participating professionals. In Uganda, for example, 1 out of 4 online



professionals is subscribed to updates. An issue that we encountered is that mail from ning.com addresses often arrives in spam folders, unless the recipient marks it as trustworthy. We have asked recipients to do so via regular e-mail.

An Agri-ProFocus e-newsletter was sent to around 2000 recipients in January, March, October and December. The open rate of the last two newsletters was monitored and it proved to be 30% (not including opening rates of e-mail programmes that do not provide information). Considering that opening rates were much lower in the past, and that in general e-newsletters have an opening rate of around 20% Agri-ProFocus has done a really good job at it.

Agri-ProFocus contributed to several online debates, among which a publication about our 'Who will feed the World?' expert meeting on Vice Versa online, as well as a contribution to the knowledge agenda discussion on the website of The Broker.

A Twitter account was made to spread stories and the number of followers has been growing rapidly from 0 in September to about 80 in December 2011. Also the director has a Twitter account (150 followers), linked to the Agri-ProFocus website, with which she promotes Agri-ProFocus and takes part in online dialogue.

Other media coverage, for example, was:

- New Agriculturalist, 'Promoting farmer entrepreneurship in Mozambique', May 2011, <http://www.new-ag.info/en/focus/focusItem.php?a=2012>
- Interview with IS magazine: Agri-ProFocus and member organisation Rijk Zwaan are mentioned in the article 'Honger bestrijden en geld verdienen' of 3 June 2011, <http://www.ismagazine.nl/2011/06/03/honger-bestrijden-en-geld-verdienen/>
- New Vision 'Harvest Money' Uganda, <http://www.newvision.co.ug/section/53-408-agribusiness.html>

On an Agri-Hub level, events were promoted through word-of-mouth and custom-made communication materials (e.g. Farmers' Catalogue Uganda). Communication resources such as headers, report templates and fact sheets were made available on the Core Group Ning, to ensure that all Agri-Hubs use the same house style.

In addition to all planned actions, other communication results included:

- The hiring of a communications officer in August;
- An update of all fact sheets and the creation of 11 new ones (e.g. Mali, Benin, Agri-Hubs in Africa, Food Security)
- The updating and indexing of the Agri-Profocus photo stock and the creation of guidelines for photo taking;
- 55 new videos produced and added to the Agri-ProFocus YouTube channel, from events such as the Ugandan Finance Fair and the Mali Multi-Stakeholder Workshop. For a complete list of videos, click this link: <http://www.youtube.com/user/AgriProFocus>
- The number of members that link to Agri-ProFocus on their own website has been increased from about 15 to about 25;
- The publication of a booklet on the Ethiopian Learning Alliance in cooperation with KIT.

## 5. Financial report

The Agri-ProFocus financial accountancy report regards all expenditures and income transferred through the Arnhem support office accounts. In addition, country members and Dutch members & affiliates with offices in the Agri-Hub countries transfer their contribution directly into the account held at Agri-Hub level, which is administratively managed and controlled according to the financial management system of the lead organisation.

- §5.1 gives an overview of and insight in the funds that were contributed to and spent on various activities in the nine Agri-Hubs.
- §5.2 gives a summary of the 2011 financial statement as provided by our external accountant (FINOVION). It should be noted that Agri-Hub costs do not match expenditures, as the opening balance per country is not reflected in the revenue statement.

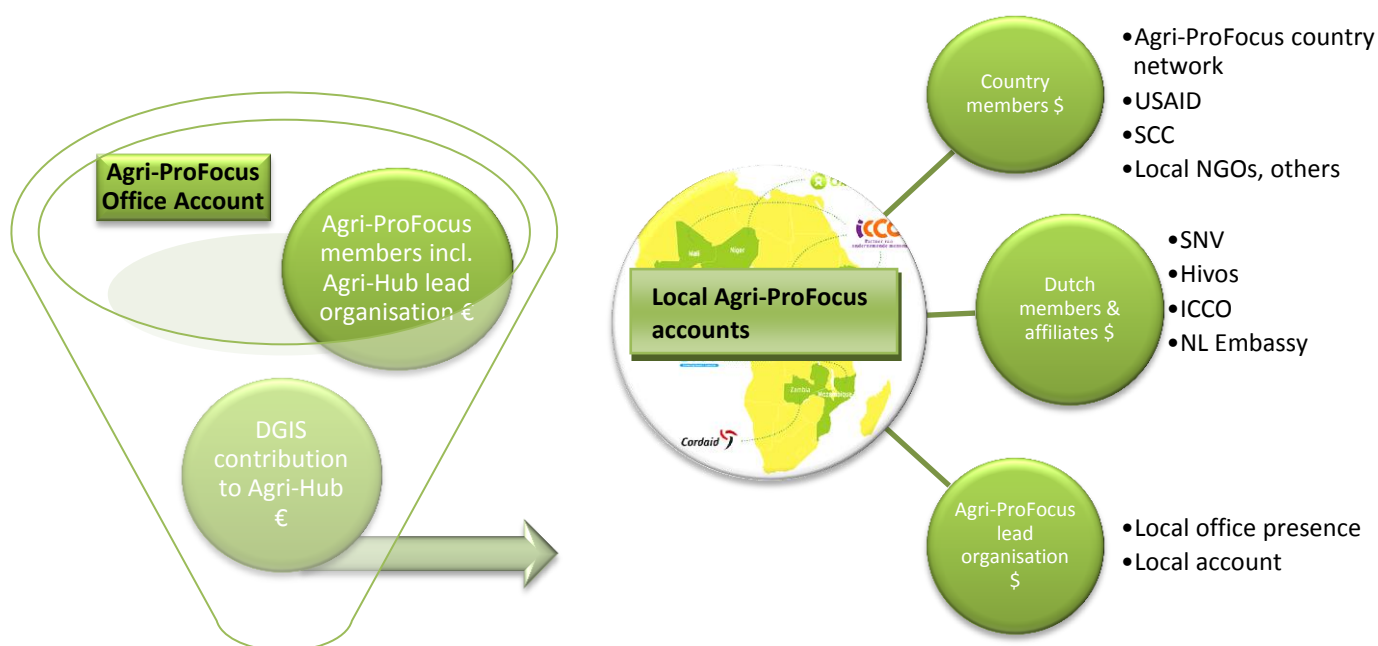
### 5.1 Financial streamlining of the Agri-Hubs

In and around the Agri-Hubs, (financial) resources have various origins:

- (1) Agri-ProFocus members based in The Netherlands transfer their contribution into the Agri-ProFocus Arnhem account (that in its turn transfers the funds to the countries). These contributions are earmarked as 'direct contributions';
- (2) Country members and Dutch members & affiliates with offices in the Agri-Hub countries transfer their contribution directly into the account held at Agri-Hub level. These contributions are earmarked as 'indirect contributions'.
- (3) In addition, there are contributions in kind, mostly Technical Assistance or man days, to Agri-Hub activities provided by both Dutch Agri-ProFocus members and their partners and clients in the Agri-Hub countries. In certain cases (e.g. specific assistance), these in-kind contributions are also calculated into financial contributions, but it is not possible to do so for all contributions. Those that are registered are earmarked as 'indirect contributions'.

The Multi-Stakeholder Workshop in Mali, organised in November 2011, welcomed Dutch members Agriterro, ICCO, IFDC, IICD, ICRA, KIT, Oikocredit, PUM and SNV. 3 out of the 9 organisations present flew in especially for this MSW, paying flight, hotel and transport costs from their own budget. All participating Agri-ProFocus members committed at least 3 (working) days to the workshop. These contributions are not included in any financial overview but are crucial to the commitment and thus the success of the Agri-Hubs.

This leads to the conclusion that for the 2011 financial overview, in fact there are many hidden contributions that can also be attributed to support the functioning of the Agri-Hub.



Looking at expenditures in and around the Agri-Hubs, we separate between:

- (1) direct expenditures: payments that are effectuated by the Agri-ProFocus support office for invoices related to the Agri-Hubs; and
- (2) indirect expenditures: payments that are effectuated in each country by the Agri-Hub coordination for activities, events and salary costs. 'In kind' expenditures are also included in this type of expenditures.

The accounting systems of the support office (Finovion) and the Agri-Hubs are and will not be connected in 2011 and beyond. Yet in 2012, there will be more emphasis on harmonising financial reporting in and across the Agri-Hubs.

The overview below gives a good indication of the funds that were contributed and spent on various activities in the nine Agri-Hubs. NB: As there were no standards in place for an Agri-Hub book keeping system in 2011, this table is not deemed suitable for accounting purposes.

### Financial Report 2011 Agri-Hubs

All figures in Euro - Balance amounts for 31-12-2010 not included (but transferred to 2011)

<b>Benin</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination		4.940	6.000		5.000	12.000
Activities	Planning Meeting	60				
	Mini Workshops		1.560			
		<b>5.000</b>	<b>7.560</b>		<b>5.000</b>	<b>12.000</b>

<b>Ethiopia</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination		356	709		34.647	58.428
Activities	Network building	11.050				
	Organising farmers for business	24.547	37.620			
	Access to markets (VCD, BDS, MIS)	1.000				
	Sustainable food production	2.000				
	Gender in VCD	1.500				
		<b>40.453</b>	<b>38.329</b>		<b>34.647</b>	<b>58.428</b>

<b>Kenya</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination		24.148	11.400		36.320	15.462
Activities	Network building		2.000			
	Organizing farmers for business	529				
	Market access	2.416				
	Financial services	30.972	2.562			
	Sustainable food production	1.200				
	Gender Trajectory	1.994	1.500			
<b>Total</b>		<b>61.259</b>	<b>17.462</b>		<b>36.320</b>	<b>15.462</b>

<b>Mali</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination			1.000		9.000	12.526
Activities	Multi-Stakeholder Workshop Sikasso	4.228	9.946			
<b>Total</b>		<b>4.228</b>	<b>10.946</b>		<b>9.000</b>	<b>12.526</b>

<b>Niger</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination			21.000			221.000
Activities	APEA Programme		200.000			
		<b>0</b>	<b>221.000</b>		<b>0</b>	<b>221.000</b>

<b>Uganda</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination		12.622	30.400		41.166	31.866
Activities	Organising farmers for business	2.666	5.000			
	Market access (MI, BDS, VCD)	10.688				
	Policy engagement	1.572				
	Access to finance	19.689	2.562			
	Sustainable food production	4.390	1.500			
<b>Total</b>		<b>51.627</b>	<b>39.462</b>		<b>41.166</b>	<b>31.866</b>

<b>Mozambique</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination	Meeting	162			0	22.800
Activities	Oilseed Innovation Dynamics track	8.349				
		<b>8.510</b>	<b>0</b>		<b>0</b>	<b>22.800</b>

<b>Rwanda</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination			36.177		40.000	196.177
Activities	Workshops		10.358			
	Organising Farmers for Business (Basket Funds I & II)		89.181			
<b>Total</b>		<b>0</b>	<b>135.716</b>		<b>40.000</b>	<b>196.177</b>

<b>Zambia</b>		<u>Expenditures</u>		-	<u>Contributions</u>	
		<i>Direct</i>	<i>Indirect</i>		<i>Direct</i>	<i>Indirect</i>
Coordination			14.820		23.277	
Activities	Planning & Coordination Meetings	211	933			
	IICD Round Table		3.277			
		<b>211</b>	<b>19.029</b>		<b>23.277</b>	<b>0</b>

## 5.2 Financial statement

Actual expenditures on personnel, rent and general costs are generally in line with the planned budget for 2011. Expenditures on general and activity costs at Arnhem office are lower than expected, especially with regards to publications.

Member contributions totalled 179,166 euro. Instead of the planned €131,000, only €80,049 was used was from the 2009/2010 reserves for the 2011 expenditures.

At the end of 2011, the continuity reserve of Agri-ProFocus remained at €68,043, general reserves at €7,847 and Agri-Hub reserves (support office accounts) at €64,603. The Agri-Hub reserve is designated for the multi-annual plans at Agri-Hub level. The general reserve has been already added to the approved 2012 budget.

## Expenditures vs. budget Agri-ProFocus support office 2011

	<i>Real</i>	<i>Budget</i>
<i>Costs</i>		
<i>Total A Personnel</i>	517.515	533.391
<i>Total B Rent/Housing</i>	34.033	32.327
<i>Total C General Costs</i>	52.464	64.147
<i>Total D Activity Costs</i>	124.269	147.782
<b><i>Total costs</i></b>	<b>728.281</b>	<b>777.647</b>
 <i>Receipts</i>		
 <i>Contributions members*</i>	-179.166	- 180.000
<i>Subsidy DGIS/DDE</i>	-463.256	- 463.256
<i>Interest</i>	-5.810	-3.000
<b><i>Total receipts</i></b>	<b>-648.232</b>	<b>646.256</b>
 <i>Difference costs - receipts</i>	 80.049	 131.391

\* Breakdown of members' contributions:

1) Annual contributions	76.666
2) Extra contributions:	
Agriterra	2.500
Cordaid	17.500
Hivos	27.500
ICCO	32.500
Oikocredit	2.500
Oxfam Novib	20.000
 Subtotal	 102.500
<b>Total contributions</b>	<b>179.166</b>

# Agri-ProFocus Partnership

## Members:

				
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<a href="http://www.cbi.nl">www.cbi.nl</a>	<a href="http://www.ru.nl/cidin">www.ru.nl/cidin</a>	<a href="http://www.cordaid.nl">www.cordaid.nl</a>	<a href="http://www.etc-international.org">www.etc-international.org</a>	<a href="http://www.hasdenbosch.nl">www.hasdenbosch.nl</a>
				
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<a href="http://www.mdf.nl">www.mdf.nl</a>	<a href="http://www.oikocredit.org">www.oikocredit.org</a>	<a href="http://www.oxfamnovib.nl">www.oxfamnovib.nl</a>	<a href="http://www.pum.nl">www.pum.nl</a>	<a href="http://www.rabobankfoundation.nl">www.rabobankfoundation.nl</a>
				
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