



2019 Annual Report

INTEGRATION AND
SCALE

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AGRA

Annual Report 2019

Integration and Scale:

Transforming the livelihoods
and lives of smallholder
farmers in Africa

Contents

- 1** Introductions - page 4
- 2** AGRA organizational overview & 2019 highlights - page 9
- 3** Overview of our strategy - page 12
- 4** Progress in our strategic focus areas - page 16
 - Policy Engagement and Building State Capacity for Delivery - page 16
 - Strengthening Systems for Scaling Technologies - page 21
 - Partnerships for Agricultural Transformation - page 28
- 5** Key institutional highlights from 2019 - page 34
- 6** Our governance structure - page 38
- 7** Financial report - page 40
- 8** Key partners - page 44



Agriculture has always been close to my heart. During the late 1970s and 80s, my country, Ethiopia, was synonymous with drought and hunger. The crisis of 1983-84 was the worst Ethiopia had seen for 100 years, claiming the lives of over 1 million people. But today, conditions are very different. Since the dark days of the 1980s, Ethiopia has transformed its agricultural sector and wider economy. In 2016, the country was declared food self-sufficient at the macro level, and in 2017 GDP from agriculture in Ethiopia reached an all-time high of \$20.4 billion. Ethiopia is no longer synonymous with famine. On the contrary, it is now synonymous with a thriving agricultural sector.

I strongly believe that if this kind of transformation is possible in Ethiopia, it is possible for the African continent as a whole. Today, the agricultural sector is responsible for 65% of Africa's employment, 35% of its GDP and 75% of its internal trade. The continent's smallholder farmers (80% of the total population) are vibrant and inventive. Yet hundreds of millions of Africans go to bed hungry every night, imports dominate our markets, and farmers cannot access the seeds and fertilizers they need. Nor can they always get their goods to market or add value to their products to make a profit. A huge opportunity is being wasted.

THE CHALLENGES AHEAD

Agriculture remains the surest path to economic growth. But there is still much work to be done. We urgently need a change of approach and pace if Africa is to transition from food shortage to surplus. We need to drive beneficial trade and create millions of jobs, particularly for women and young people. Meanwhile, climate change, population growth and other challenges threaten to reverse the gains we have made.

We also now face the unprecedented challenge of a devastating pandemic. So far the impact on Africa has not been as severe as elsewhere in the world. But at the time of writing, some scenarios predict as many as 44 million Africans contracting this disease in the next year, with a major associated impact on economies and agriculture. In the months to come, the resilience and resourcefulness of our farmers will be tested like never before, as will the ability of governments to look after the poorest and most vulnerable members of society.

As governments work to support livelihoods and meet the health challenges of COVID-19, the protection of agricultural value chains and food systems will be paramount. If we are to prevent the pandemic from triggering food insecurity and crises, support for farmers and agricultural SMEs must be at the heart of the response. The international development agenda must also prioritize food and nutrition security, agribusiness and rural development, alongside health, economies and infrastructure. And as governments devise stimulus packages to mitigate the economic impact, they would do well to remember that investments in agriculture can be up to five times more poverty-reducing than investments in other sectors.

A COMPELLING CASE FOR TRANSFORMATION

What is done now in response to the pandemic is critical to how we help to accelerate agricultural transformation in Africa. There has certainly never been a more compelling case for transformation, which will unleash a continent's potential and lift hundreds of millions out of poverty. Agricultural transformation will also boost the resilience of African farmers and rural populations. And it

will have multiple positive impacts on industry, services and jobs, leading to the kind of sustainable growth we so desire.

The Alliance for a Green Revolution in Africa (AGRA) was created to confront these kinds of challenges and to catalyze change. Over the next decade, AGRA aims to ensure that Africa's agricultural sector can work sustainably without the need for external intervention. This will require a deep and strategic approach to partnerships, and we will continue to call on the support of African leaders, the private sector, NGOs and farmer organizations. We will also strengthen partnerships with our friends who have supported us as we work towards our vision. In these ways, AGRA will continue to leverage agriculture, as we did in Ethiopia, to drive the continent towards a sustainable future.

VISION AND LEADERSHIP

In September 2019, I accepted the appointment of Chair of the Board of Directors of AGRA. I did so because I believe AGRA has the vision, leadership and approach required to transform smallholder farming in Africa. I would like to thank my predecessor, Strive Masiyiwa, for his inspirational leadership as Chair of AGRA since 2013, and my

fellow Board members for welcoming me to the organization.

This annual report showcases the progress we have made in the last year towards realizing our objectives, evidencing the success of our integrated delivery model in scaling agricultural interventions. It demonstrates the very real impact we are having as we work to transform the livelihoods and lives of smallholder farmers in Africa.

Together, we will continue to make our ambitions a reality, especially as we define our new Strategic Framework 2030, which looks at how to scale, accelerate and create the conditions for inclusive agricultural transformation in Africa.

H.E Hailemariam Desalegn

**Former Prime Minister of Ethiopia,
Chair of the Board of Directors of
AGRA**

MESSAGE FROM OUR PRESIDENT



Welcome to our 2019 Annual Report. The theme of this year's report is Integration & Scale, which brings to focus AGRA's integrated delivery model. This model, which has evolved over the past decade, underpins our efforts to drive agricultural transformation and enhance the livelihoods and lives of smallholder farmers in Africa.

Integration is indeed one of the core guiding principles of our work. In order to reach smallholder farmers with the seeds, fertilizer, and knowledge they need to achieve increased productivity and food security, we require multiple systems, value chains, organizations, and individuals to work together. To this end, we coordinate activities across the three pillars of our strategy – State Capability & Policy Engagement, Systems Development, and Partnerships. We support governments to create the enabling environment in which agribusinesses and farmers can thrive. We help develop systems and models, from technologies to village shops, to ensure farmers receive the products and services they need as quickly as possible. And we engage partners to accelerate investment and innovation in key areas.

Through this integrated delivery model, AGRA is unlocking scale as a major priority, and plugging the gaps in Africa's agricultural system. In particular, these efforts are helping to bring vital services closer to farmers. Through our networks of agro-dealers and village-based advisors (VBAs), we have helped to reduce the distances farmers travel to access inputs from 20 kilometres in most AGRA countries in 2015, to 10.7 kilometres in Nigeria, 10.8 in Burkina Faso and under five in Rwanda.

Crucially, integration has enabled AGRA to evolve beyond program implementation. Focused not on short-term project funding and outputs, but on long-term strategic outcomes, AGRA is trying to drive systemic change and make core systems more inclusive and beneficial for farmers at national scale.

During 2019, AGRA carefully assessed how the integration process is working. Through a number of commissioned studies, including AGRA's *Evaluation of the Consortia Model as a Downstream Delivery Channel*, we found evidence confirming that integration is creating real value across different ecosystems. Our agribusiness platforms are generating new investment in soil facilities and seed production. Access

to credit is increasing, as are opportunities for SMEs. Meanwhile, our government support is helping to unify disparate activities at country level through national flagships. Opportunities which would not be possible through a single, standalone system approach are achievable with this nexus engagement. A mid-term review also commends the support AGRA is providing to government, especially around policy reforms.

Specifically, in 2019, AGRA reached 4,652,390 farmers (32% female) with a portfolio of \$139 million in grant investments spread across our 11 focus countries. We leveraged \$800 million in private capital, against a target of \$350 million, and made 62 new grant commitments worth \$27.5 million. We also reached 1.5 million farmers through a \$15.5 million digital finance initiative. Elsewhere, we supported the production of 21,230 metric tons (MT) of certified seed, which is set to benefit 849,200 smallholder farmers, while over 12,000 VBAs reached 2,120,175 farmers with best practice guidance on improved crop varieties and fertilizer. In state capability, we engaged governments in all 11 countries and accelerated flagship program development in seven and country blueprints to mobilize investments in seven. And in Accra, Ghana, we saw the African Green Revolution Forum (AGRF) platform grow in size and stature to cement its position as the premier agricultural event on the continent.

Organizationally, in 2019, AGRA continued to grow its capability to deliver against the current strategy. We focused on recruiting high-calibre staff, both at our Head Quarters and in-country, supporting our decentralization objective of having staff closer to farmers and markets. AGRA is now 91% staffed with a total headcount of 211 (42% female and 58% male) from 24 nationalities, with about 61% being technical staff. Furthermore, during the year, an organization-wide employee survey recorded strong levels of engagement, with 78% of regionally and internationally recruited staff reportedly engaged in their present

role. The survey also found that our operational and divisional goals are clear, our strategy is well endorsed, and generally employees are proud to work for AGRA.

WOMEN IN AGRICULTURE

During 2019, AGRA continued its focus on helping women in agriculture overcome the obstacles they face in accessing essential resources and services, technologies, market information, and finance. Around 35% of our farmer beneficiaries are women, up from 30% in 2018. We recognize that this does not correlate with the number of women in agriculture. Therefore, in 2019 we accelerated efforts to achieve greater equality in the reach and impact of our work.

In Kenya, for example, we are working with Amtech on an Automated Credit Scoring System that allows cooperative members to access credit using their mobile phone. This scheme is driving progress in the number of women accessing loans for agricultural activities, and in 2019, 54% of total loans (\$9.38 million) went to women borrowers. We also entered a Memorandum of Understanding with Tanager to support the integration of gender into our future programming. Tanager leads the Impacting Gender and Nutrition through Innovative Technical Exchange for Agriculture program. To date, Tanager has provided input into our flagship documents for Malawi and Mozambique, and support to our gender implementation plan.

Clearly, more work needs to be done to engage and empower women farmers, but these recent developments are encouraging. Furthermore, studies revealed that 52% of our farmer beneficiaries are aged 40 and under, and 75% are aged 50 and under, well below the commonly quoted average age of farmers in Africa (60 years). This reinforces the importance of deliberately targeting the needs of young people in agriculture.

CRISIS RESPONSE AND PREPAREDNESS

At the time of writing, Africa and the rest of the world is grappling with the devastating effects of coronavirus, which has tragically claimed the lives of hundreds of thousands of people and impacted societies and economies on all continents.

Crisis response is not a core part of AGRA's work, but in early 2020 we undertook a series of engagements with leaders to ensure the present situation does not trigger a wave of regional food crises. Clearly, we are interested in tracking the food security situation. We will continue to support governments in their coordination with partners and ensure critical assistance, communication and advocacy as part of our country support efforts.

These measures are consistent with our focus in 2019 on making the agricultural system more resilient, and having systems in place to respond to natural disasters, challenges, and climatic events. For example, during the year we mobilized responses to the outbreak of fall armyworm in Uganda, Ethiopia, Nigeria, Tanzania, Mozambique and Ghana, desert locusts in Kenya, and Cyclone Idai in Mozambique.

Looking to improve our capabilities in resilience building, in 2019, we achieved the completion and approval of AGRA's Environmental and Social Management System (ESMS). The ESMS is designed to both mitigate any negative impacts linked to our interventions, and increase climate resilience across our projects and operations. We also supported the launch of the Global Commission for Adaptation report, and the design stages of the Just Rural Transition initiative, which takes a holistic approach to climate change and resilience.

Through these actions, and through our integrated delivery model, AGRA is committed to driving an inclusive agricultural

transformation in Africa – one that reaches and enables the disenfranchised, bolsters fragile states and systems, and helps to build a more sustainable world.

I hope you enjoy this report.

Dr Agnes Kalibata

President, AGRA



AGRA'S VISION & HEADLINE GOALS

AGRA's strategy recognizes the new realities of the African agricultural landscape. It builds on our significant and unique asset base of technologies, technical capabilities, knowledge and lessons learned, as well as local partnerships developed during our first decade of operations.

AGRA's newly formulated goals are fully aligned with the Comprehensive Africa Agriculture Development Programme (CAADP) objectives of agriculture-led economic development, inclusive agricultural growth, and strengthened system capacity to deliver results. They also align with the United Nations Sustainable Development Goals (SDGs) vision for poverty eradication, food security, inclusion, sustainable growth, and resilience to climate change. In addition, AGRA is focused on accelerating the achievement of the Malabo Declaration commitments and related indicators from Africa's Agenda 2063.

AGRA'S VISION

To catalyze and sustain inclusive agricultural transformation in Africa by increasing incomes and improving food security for 30 million smallholder households in Africa, and to support countries on a pathway to attain and sustain agricultural transformation.

AGRA'S HEADLINE GOALS

1. To increase the incomes and improve food security for 9 million farm households as a direct result of the activities of AGRA, its grantees and partners and to increase productivity and access to markets and finance.
2. To contribute to increasing the incomes and improving food security of another 21 million farm households by strengthening capacities of governments and the private sector, and through the indirect contributions of AGRA, grantees and partners to policies, programs, and partnerships that increase productivity and access to markets and finance.
3. To support 11 focus countries to attain and sustain agricultural transformation.

AGRA'S OBJECTIVES

Objective 1

Increased staple crop productivity for smallholder farmers.

Objective 2

Strengthened and expanded access to output markets.

Objective 3

Increased capacity of smallholder farming households and agricultural systems to better prepare for and adopt to shocks and stresses.

Objective 4

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

AGRA'S ORGANIZATIONAL STRUCTURE

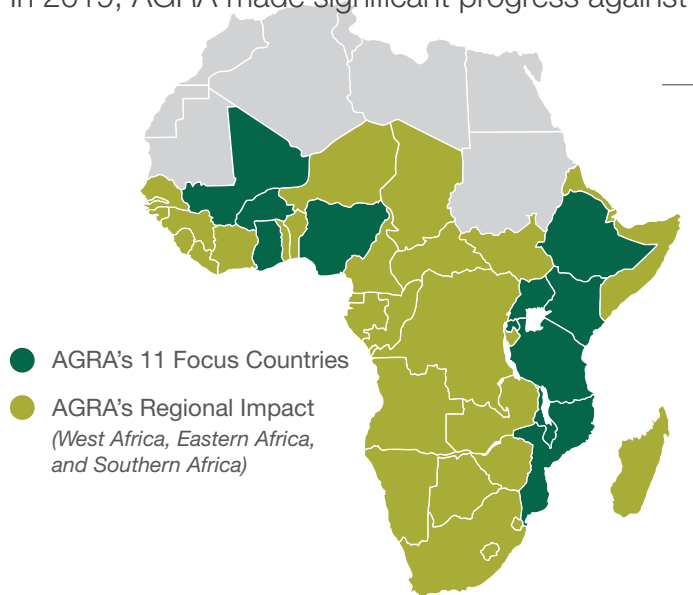
AGRA is currently focusing on strengthening core agricultural systems and downstream delivery models in 11 focus countries.

AGRA operates through its head office in Nairobi, Kenya, and through local offices in the 11 focus countries. We continue to decentralize our efforts, aiming to place more staff closer to local farmers and markets.

AGRA is 91% staffed with a total headcount of 211 (42% female and 58% male) from 24 nationalities, with about 61% being technical staff.

2019 HIGHLIGHTS

In 2019, AGRA made significant progress against its strategic objectives and headline goals.



6.6 Million Smallholder Farmers

reached through various interventions cumulatively since 2017.



\$139 Million Grant Investments Portfolio

spread across 11 countries and three regions, up \$9 million on 2018, with 26 consortia established.



Financial Leverage



\$800 Million of private capital facilitated.



\$2.3 Billion of public capital facilitated.



151 financial institutions supported to service agribusinesses and farmers.



\$821 Million in loans provided to farmers and agribusinesses.



\$48 Million disbursement against a refocused budget of \$44.9 million representing 107% uptake.



1.5 Million farmers reached through \$15.5 million FISFAP digital finance program.



15,228 farmers will be reached through eight approved ABC Fund investments totalling \$7.7 million.



Technology Access



3,254.5 MT of early generation seed produced.



21,230 MT of certified seed produced, set to benefit 849,200 smallholder farmers.



13 new fertilizer blends developed with AGRA's support.



35,000 MT of blended fertilizers produced and sold.



Markets and Post-harvest Management



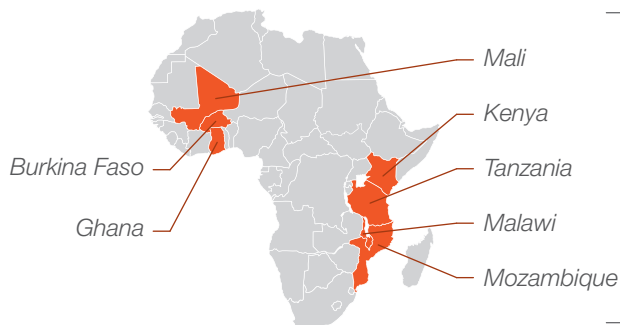
292 off-takers/SMEs assisted through matching grants and technical assistance in 8 countries.



14% drop in post-harvest losses in the grain value chains.



72% of annual target reached for farmers selling through structured trade.



Local Private Sector Engagement



5,360 enterprises supported.



4,300 agro-dealers (including 394 hub agro-dealers) supported.



Extension Services



15,193 new Village-based Advisors (VBAs) identified and trained to teach farmers.



4,655,129 farmers reached with promoted interventions.



State Capability & Policy Engagement



Governments engaged in all **11** focus countries.



7 countries supported to develop and implement national flagship programs and agriculture strategies.



All **11** countries engaged in policy landscaping and benchmarking.



Over **2,782,900** farmers in Nigeria reached with information on NASC and Fertilizer Quality Control Act 2019.



In 2017, AGRA launched a five-year strategy across 11 countries to increase incomes and improve food security for 30 million smallholder farming households. Through this strategy, we aim to catalyze and sustain an inclusive agricultural transformation, driving impact at scale through targeted investments in country support and government engagement, systems development, and the facilitation of effective public and private partnerships. Our ultimate goal is to transform smallholder agriculture into a highly productive, efficient, competitive, and sustainable system.

THE 11 FOCUS COUNTRIES WITHIN OUR STRATEGY ARE:

- Burkina Faso
- Ethiopia
- Ghana
- Kenya
- Malawi
- Mali
- Mozambique
- Nigeria
- Rwanda
- Tanzania
- Uganda

OUR 2017-2021 STRATEGY FOCUSES ON THREE KEY THEMATIC AREAS:

➤ Policy Engagement and Building State Capability for Delivery

The focus is on strengthening target African governments' abilities to plan, deliver and measure results, ensuring that the right policies and regulatory environment exist for agricultural transformation, and strengthening markets for regional food trade.

➤ Strengthening Systems for Scaling Technologies

The focus is on improving farm productivity, value chain integration, access to markets and increased resilience at systems and farmer-level. Investments in this area seek to strengthen systems in order to boost inputs and markets access for farming households. They also build country and local private sector capability to scale systems and technology.

➤ Partnerships for Agricultural Transformation

Our work on partnership development aims to create stronger alignment between different actors within the stakeholder landscape. This involves aligning government priorities and private sector interest, and creating synergies among value chain actors in order to increase our impact. Our efforts are designed to improve the integration and coordination of investments and mobilize private sector support for local farmers, agribusinesses and public sector institutions.

Within our strategy so far, we have committed \$139 million across our 11 focus countries, aiming to reach 9 million farmers directly and another 21 million indirectly.

AGRA'S STRATEGIC PARTNERSHIPS

AGRA continues to support and work through regional partnerships and programs to achieve continental and global commitments, such as the United Nations Sustainable Development Goals, the CAADP and Africa's Vision 2030.

To support our strategic goals, we also work as a key member of the Partnership for Inclusive Agricultural Transformation (PIATA). PIATA is a unique strategic partnership launched in 2017 to provide coordinated and aligned support to African leaders as they work to drive agricultural transformation.

PIATA brings together funding and thought leadership from organizations active in African agriculture – AGRA, the Bill & Melinda Gates Foundation (BMGF), the German Federal Ministry of Economic Cooperation and Development, BMZ, the Rockefeller Foundation, the UK Department for International Development, and the United States Agency for International Development (USAID). To date, the partners have committed nearly \$400

million to engage governments and the private sector to leverage investments and policy reforms required to build sustainable systems at scale.

AGRA’S APPROACH

AGRA is well positioned as the go-to partner for Africa’s agricultural transformation. Our new strategy and business model are shaped by the following aims and principles. AGRA:

- i. Strives to catalyze and sustain an inclusive agricultural transformation.
- ii. Is guided by and aligned with governments’ agriculture sector priorities and overall vision for agricultural transformation.
- iii. Takes an integrated delivery approach across value chains and through an ecosystem of partnerships and coordinated investments, including public-private resources.
- iv. Pays close attention to four cross-cutting themes of resilience, women empowerment, youth empowerment, and capacity development.

Most of our interventions and projects are implemented through local grantees and partners with presence in the target communities and potential for delivery. Since inception, AGRA has awarded 976 grants as at Dec 31, 2019.

Recognizing that no single solution will be sufficient to drive lasting change, we bring a full complement of tools to trigger an inclusive agricultural transformation. They include grant making; specialized

technical assistance; knowledge management; relationship brokering between government and partners/private sector; communications; convening; and the creation of strong partnerships to drive the transformation agenda in our 11 focus countries.

The AGRA approach is also closely aligned to the strategic intervention areas mentioned above; Policy Engagement and Building State Capacity for Delivery; Strengthening Systems for Scaling Technologies; and Partnerships for Agricultural Transformation.

AGRA’S POSITION ON KEY ISSUES

Below are some of the key areas of our work which we believe work in concert to deliver agricultural transformation.

1. Smallholder farmers front and center

True to our founding principles, we remain an African-led institution working to transform smallholder agriculture from a solitary struggle to survive into a business that thrives. The smallholder farmers we work with typically cultivate staple crops that are critical for food security on two hectares of land or less. This land is all they have. We support them to optimize it by increasing its productivity.

2. Soil health management and fertilizer use

Farmers in Africa struggle with some of the most depleted soils in the world because they don’t have enough mineral or organic nutrients to replenish their lands. AGRA believes farmers in Africa need to have greater access to fertilizers, but we advocate fertilizer use in the context of a broader integrated soil fertility management (ISFM) approach.

Our soil health work emphasizes the need to feed crops with a combination of organic supplements, like manure, blended fertilizer and micro-dosing – far less than what is typically applied in Europe or the Americas. We also emphasize the importance of ‘inter-cropping’ with legumes that draw nutrients into the soil, and the adoption of simple planting techniques that can prevent soil erosion.

3. Working with the private sector

We acknowledge the critical role played by the private sector in creating an inclusive agricultural transformation. As part of our country support package, we encourage governments to create an enabling environment in which private agribusinesses can thrive.

Our private sector partners are primarily small and medium-sized agriculture-oriented African businesses, which we believe can become a powerful force for social change. AGRA works with hundreds of SMEs, strengthening their capacity to deliver services to hard-to-reach farmers.



We also work with banks and microfinance institutions to expand access to credit, and with international organizations that support our mission and can take our impact to scale. However, our work with multinationals is almost negligible, and has so far been limited to occasional facilitation between companies and governments.

4. Seed development, production and distribution

Hybrid seeds are seeds from plants in which breeders carefully control pollination until they produce a crop variety with certain ‘improved’ traits, such as disease resistance or early maturity. AGRA supports the production of hybrid seeds because they typically offer farmers much higher and more consistent yields.

Hybrids are not genetically modified (GM), and AGRA does not fund nor participate in research aimed at the creation of GM varieties, in Africa or elsewhere. Since its inception, AGRA has adopted a neutral position on GM crop varieties; we have consistently stated our belief that official policies on GM crops, as well as other matters related to seed, are the responsibility of Africa’s governments.

AGRA expands access to hybrid or improved crop varieties mainly by supporting plant breeding work, seed production companies, and farm supply stores. For seed crops, such as

maize and sorghum, we support African scientists who are developing new crop varieties that perform well in local growing conditions. We also support local companies that can produce seed for these new varieties, while helping to expand the number of rural agro-dealers who can sell seeds and guide farmers through the selection process.

5. Environmental safeguards

We seek to limit agricultural expansion into delicate ecosystems and natural lands by increasing yields in existing fields. This ‘sustainable intensification’ is possible because many African farmers can double or triple yields simply by planting high-quality certified seed, and adopting basic soil management practices.

Our investments are also designed for environmental sustainability, including soil health maintenance, protection against water and air pollution, proliferation of weeds and pests, and adaptation to and mitigation against climate change. And we require our grantees to conform to appropriate environmental standards and practices, including national, regional and international standards and regulations.

Our work in this area has been strengthened through our Environmental and Social Management System (ESMS), which was finalized and approved for full implementation in 2019.



POLICY ENGAGEMENT AND BUILDING STATE CAPACITY FOR DELIVERY

Engaging with government and strengthening state capability are critical to driving accelerated agricultural transformation. As partners, governments help to ensure that every effort and investment we make is underpinned by legitimacy, and that every initiative can be developed at scale and sustained over time.

Today, government remains the biggest investor in social and economic development. In agriculture, government helps to build institutions and systems and facilitate private sector involvement, while bringing together key stakeholders for effective program delivery. Those countries that demonstrate political commitment are able to improve food security and achieve inclusive economic growth, driving progress through the right programs, policies and investments.

Our work in this area is therefore vital to our efforts to transform national and regional agriculture as the surest path to prosperity for smallholder farmers in Africa.

AGRA'S APPROACH

Within State Capability & Policy Engagement, we divide our work into three key areas:

- **Strengthening State Capability**
- **Policy and Advocacy**
- **Regional Food Trade**

In our approach, we work across all levels within ministries and at sub-national level. In particular, we prioritize engagement with technocrats – the key personnel and decision-makers whose technical knowledge and expertise help us work more effectively with government.

Our aim is to help governments to articulate alternative policy options to create an enabling environment in which businesses and farmers can thrive. We also work to enhance implementation capacity, with a view to increasing service delivery and executing commitments. We collaborate with development partners to strengthen intra- and inter-ministerial coordination, and to bolster key platforms. And we support governments and partners to establish mutual accountability frameworks, while helping to identify capacity gaps, co-create evidence-based interventions, and make investments to build state capability.

Above all, we aim to create a sense of ownership and leadership. For this reason, our work with governments is always country and context-specific. From experience, we know that a one-size-fits-all approach to government engagement does not work; a country's uniqueness is what drives progress. To this end, we listen to and work closely with governments to understand their specific requirements and devise bespoke national strategies.

INTEGRATION THROUGH... Flagship Programs

Developing flagship programs is one of the most effective ways of supporting governments to achieve agricultural transformation. And in recent years, flagship programs have become our signature delivery model in state capability enhancement. In particular, they underpin our efforts to deliver integrated country support, encompassing program initiation and design right through to final implementation.

Flagship programs – prioritized, bankable investment projects selected from a national agriculture investment plan – enable governments to address key areas and rationalise agricultural investments. They help to mobilize partners, resources and investments, and leverage core assets and operations.

While certain institutions use technical teams to design flagship documents, at AGRA we engage a range of partners in focused prioritization exercises. Our aim here is to ensure there is a participatory element to the process and that everybody's voice is heard.

Above all, our goal is to maximize opportunities for unity, cohesion and integration through flagship programs. Flagships unite resources, activities, individuals and organizations under a single banner, providing a cause around which local offices, operations and initiatives can rally. Most importantly, it enables governments to create a cohesive narrative that is easy for others to adopt and support, paving the way for fully integrated support mechanisms to drive sector growth.

In 2019, AGRA continued to develop flagship programs and agricultural strategies across our 11 focus countries. These programs include a rice value chain irrigation scheme in Burkina Faso; the Promoting Sustainable Agriculture Productivity program in Mali; an intervention designed to promote youth and women in agribusiness in Malawi; and an agricultural productivity enhancement program in Kenya, among others.

SUMMARY OF PERFORMANCE IN 2019

During 2019, AGRA engaged deeply with governments in all 11 focus countries. We also engaged with new countries, Zambia, Togo, and Côte d'Ivoire.

Here we set out some of the performance highlights for the year in each area of activity.

STRENGTHENING STATE CAPABILITY

IN KENYA

➤ AGRA worked with the office of the Minister to develop a convincing narrative around Kenya shifting from a government-led fertilizer importation model to a private sector-driven input distribution system. AGRA is now designing a major flagship program to implement this shift.

IN NIGERIA

➤ AGRA's support enabled the National Agriculture Seed Council (NASC) to develop and launch the electronic seed verification and authentication system – Seedcodex.

➤ AGRA supported NASC to develop and validate a five-year strategic investment plan for the effective regulation of the seed sector.

IN TANZANIA

➤ AGRA finalized an economic analysis study to inform debate on the removal of VAT and the promotion of local manufacture of post-harvest technologies.

At regional and continental level:

➤ Institutional Capacity Assessments (ICAs) were undertaken and validated across all 11 countries.

➤ AGRA convened a high-level learning and knowledge-sharing event on agricultural flagship program design, with representatives from Burkina Faso, Ghana, Malawi, Mozambique and Tanzania.

➤ At AGRF 2019, AGRA held a high-level ministerial roundtable

on CAADP implementation, attended by 24 Ministers of Agriculture.

➤ AGRA established partnerships with the Tony Blair Institute for Global Change and the Volcani Institute to promote learning from Israel's agricultural transformation, and with the BMGF to support Ministers of Agriculture to attend the China Trade Expo.

➤ AGRA supported the African Union Commission's CAADP Business Plan Implementation, including the Biennial Review reporting for 2019.

➤ AGRA supported the launch of the Country Agribusiness Partnership Framework with Grow Africa and the Governments of Nigeria and Ghana.



POLICY AND ADVOCACY

IN BURKINA FASO

➤ AGRA's support led to the approval of the Warehouse Receipt Strategy in January 2019, triggering implementation through procurement of grain from seven farmers' organizations. By November 2019, this had been scaled out to 13 additional organizations.

➤ The bylaws of the Agricultural Investment Code were adopted by the Council of Ministers in December 2019; this led to the translation of the law and bylaws into local languages and dissemination.

IN NIGERIA

➤ AGRA's investments in national advocacy facilitated long-awaited presidential assent. In October 2019, President Buhari signed into law the Fertilizer Quality Control Act 2019.

➤ In June 2019, the NASC Law was legislated, resulting in increased participation in the global seed industry by both domestic and international seed companies. This situation was further improved by the approval of the complementary legislation on draft Plant Variety Law.

➤ The NASC law is triggering the sale of 1 million tamperproof seals, improving sales of quality seed.

➤ AGRA's policy and advocacy and sensitization grant ensured over

2,782,900

farmers received information on NASC and the Fertilizer Quality Control Act 2019.

➤ AGRA supported the development, validation and presentation of the Plant Variety Protection Bill to parliament.

"We are going to have this report domiciled at our programs coordination unit at the Ministry and ensure all recommendations are implemented."

- Federal Ministry of Agriculture and Rural Development (FMARD), Minister for Agriculture

IN GHANA

➤ AGRA's support resulted in the development and validation of the National Aflatoxin Policy.

➤ AGRA supported the development of a code of practice for aflatoxin control in groundnut and maize.

➤ AGRA supported the development of the draft Ghana Agricultural Insurance Policy and Agricultural Insurance Bill 2019.

IN KENYA

➤ The Crop (Irish Potato) Regulations were gazetted in April 2019. Six county governments developed instruments to operationalize the regulations. The enforcement of these regulations has already resulted in repackaging 100 Kg bags to 50 Kg packs, which enables farmers to earn more money.

➤ From July to November 2019, six counties started to implement the enforcement of potato regulations; this led to changes in the sector, with other counties demanding an extension of the regulations.

➤ The Warehouse Receipt System law was enacted in June 2019. This provided legal backing for the WH Receipt as an instrument of title (ownership) and for their issuance, negotiation, replacement, registration, and liens to enable bank financing. This in turn led to increased private sector investments in warehouses and inventories.

IN ETHIOPIA

➤ Import duties and taxes on agricultural machinery were lifted in May 2019, leading to an increase of imports by the private sector.

CASE STUDY...

Planting for Food and Jobs in Ghana

One key AGRA-backed flagship program that has delivered tangible results is Ghana's Planting for Food and Jobs (PFJ). Running from 2017 to 2020, the program's aim is to help modernize Ghana's agricultural sector, and deliver structural transformation of the national economy through food security, employment opportunities and poverty reduction.

In 2017 and 2018, PFJ exceeded its farmer beneficiary targets, reaching 202,000 and 677,000 farmers respectively, while also mobilizing 160 senior high schools, 10 public and private universities, and other institutions in crop cultivation. In 2017, a total of 4,400 metric tons of certified cereal seed and legumes was made available to farmers through the program, including four metric tons of vegetable seed. And in 2018, a total of nearly 7,000 metric tons of various crop seed, including groundnut and vegetables, was distributed. PFJ has also helped to build the capacity of selected seed producers, with the potential to increase grain yields and incomes by about 30%.

Overall, the program has led to an improvement in Ghana's agricultural biennial review (BR) performance, which has increased from 3.9 (not on track) in 2017 to 6.67 (on track) in 2019, promising a tangible shift in fortunes for Ghana's smallholder farmers.



➤ Following AGRA's support, in October 2019, import duties and taxes on pesticides and veterinary drugs and equipment were lifted, triggering an increase in imports.

AT REGIONAL AND CONTINENTAL LEVEL:

➤ AGRA supported policy landscaping and adequacy benchmarking of agricultural policies in 11 countries.

➤ AGRA supported the approved East African Community (EAC) regional seed Bill, fertilizer policy and the harmonized Fertilizer marketing standards and instruments.

REGIONAL FOOD TRADE & RESILIENCE

➤ In Kenya, AGRA finalized a technical paper on the National Cereals and Produce Board (NCPB) and Strategic Food Reserve Trust Fund (SFRTF), with a view to reforming these institutions and improving transparency.

➤ AGRA commissioned a food demand and value chain competitiveness study to identify top tradable food commodities in the east Africa region, key corridors and challenges. The outcome of the study will inform strategies to enhance regional trade flows of key food crops and grow intraregional food trade.

➤ AT AGRF 2019, AGRA launched the Regional Food Trade Coalition, leading to wider engagement with the AU and others. The Coalition was endorsed by regional economic communities and PIATA partners.

➤ AGRA continued to implement a market-shaping project in Kenya and Tanzania, working with three agribusinesses to reach at least 35,000 farmers.

➤ AGRA helped several regional and national convenings prioritizing intervention areas, and launched the coalition under which broad coordination and influencing will happen.

➤ AGRA conducted a food demand study identifying key value chains on which to focus.



STRENGTHENING SYSTEMS FOR SCALING TECHNOLOGIES

Due to the complexity of agriculture and the multifaceted needs of smallholder farmers, Systems Development is a major strategic priority and vital component of our work.

Every aspect of smallholder farming relates to and revolves around systems, from seed and soil fertility systems to input distribution, finance and markets. Gaps, dysfunctions and disconnects within these systems prevent farmers from making progress, keeping them locked in a cycle of low productivity and poverty.

Through our work in Systems Development, led by AGRA's Program Innovation and Delivery (PID) Division, we aim to resolve the challenges farmers face, working to establish all the mechanisms and connections required to increase production and income. By strengthening core systems, our goal is to commercialize smallholder farming and transform the livelihoods and lives of farmers.

AGRA'S APPROACH

Within Systems Development, we work in seven key areas:

- Seed Systems Development
- Soil Fertility and Fertilizer Systems Development
- Input Distribution and Agro-dealer Development
- Markets and Post-Harvest Management
- Inclusive Finance
- Extension and Capacity Building
- Resilience

But we do not work across these areas in silos; instead, we take an integrated systems approach, working to ensure all our efforts and activities are connected. Indeed, these systems are interdependent and need to work together. They reflect the sequence and reality of planting processes, and the financial, educational and commercial prerequisites for agricultural transformation. In this way, we aim to positively influence the wider ecosystem in which farmers operate, helping them access the resources, relationships and information they need in order to thrive.

Our guiding principle is to ensure all systems are competitive, inclusive and sustainable, operating together to deliver maximum value for the farmer. AGRA kick-starts the process of agricultural system integration. This is then scaled and sustained by private sector enterprises and governments through increased investments, as well as improved policy environments. It is an approach that enables us to positively impact smallholder farmers on an unprecedented scale. Indeed, in 2019 we reached more than 4 million farmers through the work of the PID division alone.



INTEGRATION THROUGH... Consortia

The consortia approach is a key component of AGRA's integrated delivery model. It is our way of bringing core agricultural systems together and making them work for the farmer.

We first developed the 'integrated consortium' as a key delivery vehicle for systems and farmer interventions. These integrated consortia consist of carefully vetted groups of rural organizations and businesses that collaborate to provide the critical components of agricultural transformation. Focusing on a specific geographical area, they help to achieve local coordination and alignment, reaching farmers with technologies, services and knowledge, and encouraging local government and private sector engagement.

Consortia deliver value by enabling increased productivity, access to markets, improved incomes and food security. They operate as agribusiness platforms that help to commercialize smallholder farming, taking an ecosystem approach that facilitates business alliances among local actors, especially SMEs. Crucially, consortia activity engages stakeholders across the spectrum, while helping to unblock bottlenecks that may be hampering investment.

Since 2018 AGRA has developed 26 consortia that provide a platform for over 5,000 businesses in 11 countries, driving integration of service and delivery of technologies to 8 million farmers.

SUMMARY OF PERFORMANCE IN 2019

During 2019, AGRA commissioned several studies to assess the progress of our integration efforts and measure selected outcomes in seven countries: Ghana, Nigeria, Tanzania, Rwanda, Burkina Faso, Mozambique and Mali. Results show that systems integration is working, generating new investment in soil systems and seed production, expanding access to credit, increasing opportunities for SMEs, and creating value for farmers.

Crucially, these studies reveal that 35% of our farmer beneficiaries are women. They also show that 52% of our farmer beneficiaries are aged 40 and under, and 75% are aged 50 and under. These figures suggest that our efforts to increase the participation of women and youth in agriculture are having an effect, although more work is needed to reach, engage and enable women farmers.

Here we set out some of the performance highlights for the year in each area of systems activity:

SEED SYSTEM DEVELOPMENT

During the year, AGRA made good progress in seed system development. We achieved **118%** of the target quantity of seed produced, which means that against our five-year strategic objectives, we have already achieved **75%** of the target amount. We also reached **193%** of the annual target for quantity of seed sold, while progress against our strategy target stands at **46%**.

EARLY GENERATION SEED (EGS) PRODUCTION

AGRA continued to support several initiatives in countries requiring increased supply of EGS, namely Nigeria, Ethiopia, Tanzania, Mali, Ghana, Malawi and Burkina Faso. The production figures for 2019 are shown in the table below:

Quantities of early generation seed produced.

Country	Amount in MT	Seed type
Ghana	281.4	Maize
Nigeria	735	Rice, soybean and maize
Mali	29	Maize, cowpeas and sorghum
Burkina Faso	51.4	Maize
Rwanda	112	Maize and beans
Ethiopia	1,851	Maize, wheat, teff and beans
Malawi	119.2	Maize and ground nuts
Mozambique	18.5	Maize and soybeans
Tanzania	57	Maize and soybeans
Total	3,254.5	

CERTIFIED SEED PRODUCTION

AGRA supported companies in various countries to multiply and make available new resilient varieties of certified seed. This led to improved seed production capacity, reflected in enhanced seed quality and acreage, an uplift in technical expertise among staff, and the implementation of required protocols.

In total, 21,230 MT of certified seed was produced, which is set to benefit 849,200 smallholder farmers.

Our work also led to improvements in partnership and collaboration between various players in the seed sector, for example between national and international research institutes, companies, agro-dealers and Village-based Advisors (VBAs).

GOVERNMENT SUPPORT TO STRENGTHEN NATIONAL SEED REGULATORY AGENCIES

AGRA extended support to Ethiopia, Nigeria, Uganda and Tanzania to strengthen seed regulatory agencies and help ensure acceptable seed quality. This work involved:

- Introducing electronic tags to seed packets to help farmers verify provenance and quality.
- Supporting initiatives to authorize private seed inspectors to augment government inspection capacity.
- Providing seed laboratories with equipment and reagents to help meet demand.
- Refurbishing laboratories in Ethiopia, Nigeria and Uganda.

SOIL HEALTH AND FERTILIZER SYSTEM DEVELOPMENT

During the year, AGRA supported research institutions and private sector companies in the development of 11 fertilizer blends. The quantity of blended fertilizers produced and sold nearly trebled, from a target of **13,000 MT to 35,000 MT**; and against our 2017-2021 strategy, we have already achieved 82% of the target amount. In some countries, the fertilizer

blends are being used by governments in their input subsidy programs. In Ghana for instance, the Government has developed a partnership with blending companies and has used the blends as part of its subsidy improvement strategy, targeting 2 million smallholder farmers.

IN MALAWI

- AGRA supported the development of soil maps, blended fertilizer formulations, new blend validation trials and awareness raising.
- Cumulatively, as of 2019, 1,150 soil samples have been collected and analysed against a target of 1,000, and a total of 498 validation trials were implemented involving 488 farmers.

IN KENYA

- AGRA continued to support mass awareness of crop and site-specific balanced fertilizer blends among 120,000 smallholder farmers, across 14 counties. So far, 24,387 farmers have been



sensitized and are using the fertilizer blends.

IN MOZAMBIQUE

- An AGRA-backed partnership between the YARA Fertilizer Company, the Mozambique Institute of Agricultural Research and Eduardo Mondlane University mapped soils in three provinces.
- Four fertilizer blends for soybeans and seven fertilizer blends for maize were evaluated through field trials in one of AGRA’s target geographies.

IN ETHIOPIA

- AGRA supported the implementation of the ISFM program. Under the IFAD-funded project, capacity building was carried out around ISFM technologies including conservation agriculture, the use of biofertilizer, acid soil management and the application of inorganic fertilizer. Furthermore, 104 ISFM demonstration plots were established to promote the adoption of these technologies.

INPUTS DISTRIBUTION AND AGRO-DEALERS DEVELOPMENT

AGRA’s Agro-Dealer Development Unit continued to strengthen distribution systems to facilitate easy access to agro-inputs by smallholder farmers. The unit supported the identification and training of VBAs as agro-dealers. The aim is to reach 150 to 250 farmers per agro-dealer, as part of the strategy to reduce the

distance farmers travel for inputs to less than 6km.

During the year, 474 VBAs were trained in agro-input distribution in Ghana, Mali, Nigeria, Tanzania and Mozambique, and the total number of agro-dealers supported by AGRA more than doubled.

The quantity of fertilizer sold by agro-dealers was 68% of the 2019 target. Against our 2017-2021 strategy, we have already achieved 79% of the target amount. Meanwhile, the amount of seed sold by agro-dealers was 77% of the 2019 target, with the strategy target exceeded by 58%.

MARKETS AND POST-HARVEST MANAGEMENT

AGRA initiated a strategic shift towards supporting off-takers (traders and processors) to build inclusive and competitive supply chains. Our approach here is to help de-risk their investments in smallholder agriculture and provide technical assistance.

These efforts resulted in farmers selling through structured trade at 72% of the annual target level, the quantity of produce being sold through structured trade at 40% of the target level, and the value of crops being sold at 5% above target.

During the year, we assisted 292 SMEs through matching grants and technical assistance in eight countries. We also backed a number of regional

projects, including the Regional East Africa Community Trade in Staples program, and the East African Rice Competitiveness program.

To help prevent post-harvest losses, we continued to work with stakeholders in target countries to reduce the incidence of aflatoxins in major crops. This work includes partnerships with Africa Improved Foods (AIF) in Rwanda and the International Institute of Tropical Agriculture’s Aflasafe initiative in Rwanda and Ghana.

INCLUSIVE FINANCE

Our Inclusive Finance Unit continued to build systems that help reduce the risk and cost of agricultural finance. AGRA’s work in this area encompasses:

- Blended finance – using public resources to unlock private capital:
- In Kenya, the government invested US\$ 6.9 million in a guarantee fund and US\$ 430,000 in technical assistance for banks, which unlocked a loan portfolio of US\$ 32.8 million benefitting 153,000 farmers.
- Examples of AGRA-backed programs include PROFIT, GIRSAAL and ABC Fund
- Value chain finance – designing financial products where risks are shared between value chain actors, coordinated and convened through AGRA consortia platforms:
- In Ghana, Burkina Faso and Mali, an input finance model, where 40% of the risk is taken by value chain actors and



ABC FUND

February 2019 saw the launch of the Agribusiness Capital (ABC) Fund, of which AGRA is a founding shareholder. AGRA codesigned and invested US\$ 5 million in this blended funding mechanism, which targets a fund size of US\$ 240 million.

The ABC Fund invests in rural financial institutions and SME agribusinesses in developing countries to support sustainable and inclusive agricultural value chains.

The ultimate aim is to help reduce rural poverty, feed the planet, and build food systems resilient to climate change. At the end of 2019, eight investments through the fund, totalling US\$ 8 million, were approved for five SMEs in West Africa and three financial intermediaries in East Africa, reaching 76,000 farmers.

60% by banks, unlocked loans worth US\$ 1.2 million for 9,335 farmers.

➤ Digital finance – using digital channels to deliver financial services and reduce transaction costs:

➤ AGRA accelerated 23 digital solutions in four countries that have reduced the risk and cost of delivering financial services to smallholder farmers.

➤ Through the US\$ 15.5 million FISFAP program,

1.5 million farmers have been reached and over 500,000

farmers are using solutions

such as e-verification, insurance, mobile payments and credit.

EXTENSION AND CAPACITY BUILDING

AGRA's Extension and Capacity Building Unit (ECB) continued to develop capacity to implement our private sector-led Extension Approach. Implementing Partners met targets in terms of farmers reached (102% of target) and exceeded targets in terms of VBAs identified and trained by 160%.

In 2019, Implementing Partners, working with Government Extension Agents, identified and trained 15,193 new VBAs to introduce improved crop varieties, fertilizer, and good agronomic practices to farmers, and to help them gain last-mile access to inputs and extension services. A total of 4,655,129 farmers were reached with promoted interventions, for example through Mother and Baby demonstrations with inputs donated by private sector partners.

Many of these VBAs have started to generate income from a range of services, including commissions earned from the sale of improved seed varieties and other inputs, and through the aggregation of farmers' produce on behalf of Grain Buyers.

CASE STUDY: *Developing sustainable 'last-mile' delivery channels*

In Mali, the Zamoho Seed Company and EUCORD are partners in the Sikasso Consortium. Zamoho, based in Koutiala, is responsible for seed production, and in 2019 sold 113, 45, and 63 tons of maize, sorghum and cowpea seed respectively to consortium farmers. Of this amount, about 30% was sold through 27 VBAs, who were identified and trained on Good Agronomic Practices (GAP) by EUCORD. The VBAs were rewarded for their efforts by earning a commission of CFA100 (US\$ 0.17) per kg hybrid maize seed sold.

With aggregated demand coming in for next season, Mr Karim Malle, Managing Director of Zamoho, is planning to work with EUCORD to engage 162 VBAs to sell his seeds. This initiative demonstrates the potential for developing sustainable 'last-mile' delivery channels for improved seed varieties through local seed Companies working with VBAs.



RESILIENCE

AGRA's resilience-building efforts culminated in ensuring full operational capacities at both country and headquarters level. In addition, AGRA's Environmental and Social Management System (ESMS) was finalized and approved for full implementation. Training was undertaken at AGRA headquarters in December 2019, in readiness for country rollout in the first quarter of 2020.

IN KENYA

➤ AGRA is implementing a project designed to integrate sustainable land management (SLM), forest restoration and management, and smallholder farming. The project focusses on enhancing farmer productivity with improved and resilient technologies, while at the same time restoring degraded land around the Kakamega Forest in western Kenya. It also promotes the integration of indigenous vegetables in the farming system as part of the diversification agenda.

➤ As of the end of 2019, **81,000 farmers have been practising at least two SLM technologies on their farms**, where 4,402 hectares (maize - 2,769; beans - 1,460; indigenous vegetables - 173 ha) had been put under SLM practices. As a result of the SLM technologies, crop yields have increased significantly, as follows: maize, from 0.8 t/ha to 1.27 t/ha; beans, from 0.22 t/ha to 0.32 t/ha; and indigenous vegetables from 1.0 t/ha to 2.0 t/ha.

IN ETHIOPIA

➤ AGRA, in partnership with the International Fund for Agricultural Development (IFAD), has embarked on an ambitious project to operationalize conservation agriculture as part of the country's climate and environmental degradation response. AGRA's support is focused on developing a manual on conservation agriculture for smallholder farmers. As of 2019, all scoping studies and consultations on the manual were completed.



PARTNERSHIPS FOR AGRICULTURAL TRANSFORMATION

Agricultural transformation and food security require significant public and private investments of time, money and effort. Each year, a total of \$118 billion is needed to achieve sub-Saharan Africa's SDG target of zero hunger. In order to have catalytic impact, it is therefore vital we build partnerships with others.

In recent years, AGRA has become more strategic in its approach, looking to build longer-term, bigger-picture partnerships with governments, leading institutions, industry associations and private sector actors. In particular, we have focused on connecting SMEs to a broader ecosystem and range of opportunities. We also focus on strengthening links between the public and private sectors, ensuring increased speed of response through two-way communication and alignment.

Internationally, we work to leverage best practices, innovation and investments from countries including Israel, the Netherlands, China and Brazil: countries with strong agricultural hubs that have accomplished agricultural transformation through public-private partnerships and alliances with multiple ecosystem stakeholders. These and other global partnerships are designed to drive impact on the ground in Africa, linking directly to our work with SMEs and smallholder farmers in our 11 focus countries. As evidence that this approach is working, on average AGRA engages with over 3,500 SMEs across Africa.

AGRA'S APPROACH

We take an integrated value chain approach to partnerships, looking to ensure all systems and interventions are linked to deliver maximum value to the farmer. From consortia in the field through to large agribusinesses, we aim to leverage the expertise of partners to help deliver lasting benefits to smallholder communities. To this end, we select partners against five critical outcomes that align with our strategic objectives. These outcomes are:

- **Scale:** increase farmer reach
- **Transformation:** increase farmer income
- **Synergies:** accelerate delivery towards our targets
- **Leverage:** unlock additional resources from public and private actors
- **Systems development:** achieve sustainable and widespread impact by ensuring strong engagement with the private sector

In turn, we use our pan-African footprint to help partners scale successful models, while mitigating risk across different areas of the value chain. AGRA has proven capability in strengthening last-mile delivery to farmers – one of the major gaps in the African agricultural system. Through our work in extension and capacity building, and in physical distribution via agro-dealerships, we work with partners to deliver transformational change as close to the farmer as possible.

Other key aspects of our partnership work involve convening and connectivity. The relationships we have with governments and institutions enable us to translate activities on the ground into high-level policy and decision making. And in the African Green Revolution Forum (AGRF), we host the leading agricultural platform on the continent – a model we can replicate in smaller and more intimate settings to address specific challenges.

SUMMARY OF PERFORMANCE IN 2019

During 2019, AGRA made excellent progress in partnership development and activity. Overall, 31 partnerships were formalized in 2019, 14 with private sector partners and the remainder with non-state actors.

Here we set out some of the year's key performance highlights:

AGRF 2019 AGRIBUSINESS DEAL ROOM

The Agribusiness Deal Room at the AGRF aims to support new business deals and commitments. The Deal Room provides agribusinesses and governments with access to finance, mentoring and market entry solutions. It also facilitates opportunities to support growth and investment objectives.

AGRF 2019 was a milestone on the Agribusiness Deal Room journey, expanding significantly on the concept

and scale of the 2018 Deal Room. Highlights and announcements from the 2019 Deal Room include:

- **117** SMEs and companies seeking **\$800** million in capital, engaging with **40+** investors and financial institutions through 350 scheduled meetings; 35% of companies participating in the Deal Room were women-led.
- **12** of the largest traders and processors in West Africa calling for stronger alliances to increase local sourcing.
- Grow Africa, a program of the African Union Development Agency (AUDA-NEPAD) and partner of the AGRF Deal Room, signing seven term sheets that will result in over **\$200** million of new investment in Malawi, Uganda, Eswatini, Nigeria and Côte d'Ivoire by 2023. The investments are expected to connect farmers with sustainable commercial supply chains, and should lead to the creation of over **10,000** new jobs across the five countries.
- Unilever-IDH partnership committing **\$28.6** million towards investment in food value chain SMEs.
- **12** partners contributing to the design and delivery of the eight Deal Room components, including the African Enterprise Challenge Fund (AECF), AGRA, African Development Bank (AfDB), CrossBoundary, GAIN, GrowAfrica, International Fund for Agricultural Development (IFAD), and the Tony Blair Institute for Global Change, with

funding provided by the US Agency for International Development (USAID). The Deal Room also received advisory support from the World Economic Forum (WEF).

Of the SME capital seekers that were presented in the Agribusiness Deal Room, 44 received serious investor interest worth **\$455** million. At the close of 2019, over 15 active engagements worth about **\$230** million were still in negotiation with investors. The 15+ active engagements represent investments that could potentially reach **500,000** smallholder farmers.

ALIGNING GOVERNMENT PRIORITIES AND PRIVATE SECTOR INTERESTS

Throughout the year, our partnerships team continued to support AGRA's state capability unit. We worked with various African governments to help build compelling investment propositions for private sector engagement as part of our flagship program activity.

By linking our state capability work on flagships with investment mobilization, we broker relationships with leading investors, corporates and other critical partners. At the AGRF Agribusiness Deal Room in 2019, 17 governments, seeking a combined **\$2.3** billion in investment capital, were able to engage with potential investors, DFIs and companies. The proposed investments, coupled with support from various stakeholders, are

"I made the Deal Room my home and had some time to chat with other fellow dreamers, to explore the synergies and assess partnership possibilities."

- S Fidens IRAGENA, Park&Pick

anticipated to impact more than 14 million smallholder farmers and create seven million direct and indirect jobs.

PRIVATE SECTOR ENGAGEMENT

As part of our commitment to transform agriculture at scale, in 2019 AGRA continued to build strategic and coordinated relationships with major corporates, regional companies and SMEs, including the top 50 agri-businesses across Africa. By the end of the year, our efforts resulted in:

- **80** partnership project opportunities with a variety of partners, which are 'live' at the country level
- Stronger awareness of AGRA as the go-to partner for agricultural transformation

Our engagement with companies included some of the following activities:

- Coordinated value chain efforts that strengthen market linkages for farmers in AGRA consortia and build processing capacity. For example:
- Partnership platform launched with CBIL, Psaltry International, Sahel Grains and Nestlé, targeting three programs in Ghana and Nigeria. The companies are key suppliers of Nestlé and formed an alliance to help provide entrepreneurship and skills training for young people – see case study below.
- AbInBev is partnering with AGRA, WFP and FTMA to develop a sustainable sorghum value chain in Tanzania. The work is initially targeting a pilot with 1,400 smallholder farmers in Dodoma and Manyara. AGRA is aiming to provide

"The Agribusiness Deal Room gave us an opportunity to meet with a wide range of investors, all under one roof, and discuss various ways to fund our expansion and reach more small-scale farmers in rural Tanzania."

- Derick Lugemala, Tanzania Agricultural Development Bank



CASE STUDY

Linking young 'agripreneurs' to economic opportunity through a private sector alliance

Partnership with the private sector does not always lead to the provision of grants. The companies we work with are mainly interested in leveraging existing AGRA investments in systems development, policy and advocacy, state capability and convening power. However, in some cases there is urgent need to deliver co-investment to unlock opportunities.

A case in point is our partnership with global food processor Nestlé, which is supporting three local programs in Ghana and Nigeria in collaboration with its suppliers Sahel Grains, CBIL and Psaltry International. In line with its purpose of “enhancing quality of life and contributing to a healthier future,” Nestlé has set an ambition to help 10 million young people around the world gain access to economic opportunities by 2030. Under its flagship program, the global Nestlé Needs Youth Initiative, the company is focusing on entrepreneurship, or ‘agripreneurship’, as well as providing work-readiness skills training to young people.

The aim of the partnership is to build inclusive business models and provide entrepreneurial and agricultural skills training to 1,200 youth, 35% of whom are women. In turn, these 1,200 agripreneurs will reach another 360,000 smallholder farmers.

AGRA has invested in the program to leverage additional funding from Nestlé. Sahel Grains, CBIL and Psaltry International have supplied the young agripreneurs with inputs (seed, fertilizer and herbicides) and mechanization services on credit. Nestlé has also provided technical assistance to improve their operations and quality control systems. In Ghana, Sahel Grains will manage a maize program to increase yields. In Nigeria, CBIL will also work to increase maize yields, while Psaltry will manage a cassava program. Overall, this partnership furthers AGRA’s commitment to link Africa’s youth to global supply chains and opportunities.

technical assistance to the SME sorghum trader and aggregator, Kibaigwa Flour Supplies, to strengthen its business operations.

Improving last-mile linkages to farmers; AGRA specifically partners with the private sector to link corporates to VBAs and consortia, improve the sustainability of its VBA model, and enhance access to inputs.

➤ **Corteva** continued its partnership work in Nigeria, Ghana, Tanzania, Kenya, Mozambique and Rwanda to scale AGRA's VBA extension model and last-mile delivery. Plans were also agreed for Ethiopia, Mali and Burkina Faso. Corteva has introduced a village-level supplier targeted at VBAs earning a margin from supplying seeds to farmers. In Nigeria, Corteva has partnered with AGRA and USAID mission to develop the Corteva seed initiative. This input finance scheme, supported by microfinance institutions, aims to reach 10,000 farmers with seed and fertilizer, with Local SME aggregators guaranteeing offtake. Additionally, during 2019, Corteva partnered with AGRF and the Africa Food Prize.

➤ **John Deere** and their dealer in Ghana and Nigeria, **Tata Africa**, committed to co-invest with AGRA in a program to develop 100 mechanization service provider SMEs. These SMEs will receive technical assistance in developing business plans, linking to financial institutions, and operator training. John Deere will also train local technicians/mechanics to provide service support and establish an aftersales network. Once set up, the SMEs will provide agricultural mechanization services to smallholder farmers in Ghana and Nigeria.

Development of digital agricultural technologies, innovations and partnerships to enhance efficiency:

➤ Digital agriculture was a major partnership focus for AGRA in 2019. During the year we completed our digital ag strategy, which outlines critical opportunities for governments, corporates and other stakeholders to drive agricultural transformation through digitalization. We also confirmed our position as a leading player in scaled digital integration.

Our advancements in digital agriculture culminated at AGRF 2019, whose theme was 'Grow Digital'. At AGRF we established a plethora of digital ag partnerships and engagements, including with IBM and Microsoft.

CASE STUDY: *Building partnerships for e-grain logistics*

In spite of the enormous grain trade opportunities within the EAC, the region faces major barriers to efficient trade, due in part to a lack of available and affordable transportation solutions.

AGRA, in collaboration with IBM Research Africa, aims to facilitate the commercialization of new e-grain logistics services. These services will use new or existing technology to link grain traders, warehouses and millers with logistics service providers across East Africa, facilitating the efficient and cost-effective transportation of grain.

In Rwanda, IBM Research Africa will work with logistics and post-harvest handling company, Kumwe Freight Ltd, to improve and scale its existing platform by providing access to technology and technical assistance. The proposed platform will demonstrate leadership in innovation through optimized business processes across the value chain. It will also enable seamless integration of regulatory embodiments, interoperable and scalable grain logistics, and analytics to support reporting and decision-making.

Overall, this program addresses the urgency to find new logistics solutions in the face of food security challenges exacerbated by climate change and population growth.





Beyond the numbers, 2019 was a busy year for AGRA. Through partnerships, convenings, studies, publications, project launches and prizes, we engaged a wide range of stakeholders across Africa and internationally in our quest to drive agricultural transformation. Key highlights and milestones include:

A CHANGING OF THE GUARD

All good things must come to end. In August 2019, Mr Strive Masiyiwa, Founder and Chairmen of the Econet Group, stepped down from his role as Chair of the Board of AGRA. He was succeeded by H.E. Hailemariam Desalegn, Former Prime Minister of Ethiopia.



H. E. Uhuru Kenyatta, President of the Republic of Kenya, hosts H. E. Desalegn (left) and Mr Masiyiwa (right)

Taking over as Chair from the late Kofi Annan in 2013, Mr Masiyiwa has been on the AGRA board since the organization was established in 2006. Under his leadership, AGRA grew its operations in 11 countries, empowering over 30 million African smallholder farmers and agricultural entrepreneurs to feed 150 million people.

AGRA's future, however, remains in safe hands, with H.E. Desalegn bringing a wealth of experience in agricultural transformation and leadership. Credited

with sustaining Ethiopia's rapid and double-digit economic growth, driven by a thriving agricultural sector, H.E. Desalegn is, in Mr Masiyiwa's words, a "forward-looking leader...[who] will steer the organization and, indeed, African agriculture, to greater heights."

For his part, H.E. Desalegn said the invitation to chair the AGRA Board was "an opportunity to continue influencing African leaders to accelerate the implementation of the AU's Malabo Declaration to ascertain that food is available, accessible, and affordable to all". He also paid tribute to Mr Masiyiwa, whom he described as "a remarkable continental leader, who leaves behind a solid organization and an impressive track record".

THE HIDDEN MIDDLE: AFRICA AGRICULTURE STATUS REPORT 2019

The private sector has a major role to play in the transformation of African agriculture. But small and medium-sized agribusinesses often lack the collateral, resources and support they need to realize their potential. As such, they make up what is referred to as the 'hidden middle': an overlooked cohort of essential but unrecognized workers and enterprises.

The 'hidden middle' is the focus of 2019's Africa Agriculture Status Report (AASR). Coordinated and published each year by AGRA, the AASR addresses the tough questions that accompany the challenge of delivering inclusive growth and

enhancing government capacity. Launched at AGRF 2019, this year's report was welcomed as an important study on a crucial segment of the private sector. Speaking at the launch, Dr Agnes Kalibata, President of AGRA, described how African farmers and SMEs are ready, waiting and willing to expand into new areas.

Through commitments and insights, the AASR 2019 signals a renewed effort to bring SMEs into the light and, through investment and support, help them become "vibrant and visible".

FEEDING AFRICA'S SOILS

Improved fertilizer use is critical to agricultural development in Africa. In November 2019, AGRA and its partners launched a new book, *Feeding Africa's Soils: Fertilizers to Support Africa's Agricultural Transformation*, to help raise awareness of the benefits of fertilizer to soil fertility and productivity.

The book finds that increasing targeted fertilizer application by 20% would boost rice yields by 5.1%, wheat by 11%, and maize by 9.9%. It also acknowledges the failings of past farming models that were powered by intensive, environmentally damaging fertilizer use, calling for approaches tailored to Africa's soil conditions and crop needs.

Speaking at the launch, Kenya's Cabinet Secretary, Ministry of Agriculture, Livestock and Fisheries, the Hon. Mwangi Kiunjuri said: "This book gives a sobering assessment of the progress we are making and offers great recommendations."

PROGRAM FOR RURAL OUTREACH OF FINANCIAL INNOVATIONS AND TECHNOLOGIES (PROFIT) COMES TO A CLOSE

In June 2019, the Program for Rural Outreach of Financial Innovations and Technologies (PROFIT) came to a close. Jointly implemented by AGRA and the Government of Kenya, and funded by the International Fund for Agricultural Development (IFAD) PROFIT was launched in 2010 to help tackle rural poverty in Kenya by helping smallholder farmers, artisanal fishermen, pastoralists, women, landless labourers and youth gain access to financial services. Since that time, PROFIT has invested \$50 million to help Kenya transform its agricultural systems. It has impacted 187,000 farmers, engaged 50 farmer-owned cooperatives, and lent out \$42 million. As it closes, the program leaves a legacy of businesses equipped to help promote inclusive agricultural finance in Africa.

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LAUNCH OF AGRICULTURE STRATEGY TO DRIVE ECONOMIC GROWTH IN KENYA

In July 2019, Kenya's Ministry of Agriculture, Livestock, Fisheries and Irrigation launched the Agriculture Sector Transformation and Growth Strategy (ASTGS). Backed by AGRA, the strategy aims to reinforce agriculture as the major driver of economic growth for the country. It supports the government's food

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Dr. Agnes Kalibata, AGRA President, hands over the ASTGS to Hon. Mwangi Kiunjuri, Cabinet Secretary, Kenya's Ministry of Agriculture

security goals and will be delivered through nine flagship programs.

In particular, ASTGS is designed to increase opportunities for small-scale farmers, pastoralists and fisherfolk by increasing agricultural output and boosting household food resilience. Through training and skills development, it aims to reach 200 national and country government transformation leaders, 1,000 farmer-facing SMEs and 3,000 extension agents. It will also unlock 50 new large-scale farms, with 150,000 current farms under sustainable irrigation from existing infrastructure. Commending Kenya on the strategy, AGRA President Dr Agnes Kalibata described ASTGS as "an idea whose time has come".

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SUCCESSFUL RICE PROJECTS IN GHANA AND BURKINA FASO

AGRA continued to support efforts to boost rice production in Ghana and

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Burkina Faso, with ongoing success in both countries.

In Ghana, a total of 150,000 farmers have been targeted from eight regions as part of a €2.0m public-private partnership. The Ghana Rice Initiative, a collaboration between the Ministry of Food and Agriculture, Hopeline Institute, John Agyekum Kufuor Foundation, Intervalle, Sparks Seeds, Volta City Seeds, GRIB and AGRA, with key funding from BMZ and KfW in Germany, has seen a 17% increase in yields between 2018 and 2019. The number of rice mills has increased from 12 to 27, aggregators from 31 to 110, and farmer reach is up by 97%. More than \$60m has been leveraged from both public and private sector investment in rice schemes across the country.

In Burkina Faso, AGRA supported the formulation of a national rice flagship program, aiming to develop 50,000 fully irrigated hectares for paddy rice production through a PPP model. The document was finalized and endorsed in 2019, with the first development phase underway in 2020. AGRA's implementing partners are supporting rice value chain development interventions in four regions – Boucle du Mouhoun, Cascades and Hauts-Bassins regions, and Center East. These efforts enabled 33,381 producers to sell 52,917MT of paddy rice, valued at \$16,892,643, through structured markets. AGRA's investment in 24,377 actors across the rice value chain also led to the leveraging of \$4,014,755 in loans.

TOP HONOURS FOR AGRA'S PRESIDENT

During the year, our President, Dr Agnes Kalibata, won the National Academy of Sciences (NAS) Public Welfare Medal. The award is the Academy's most prestigious prize, and is presented annually to honor "extraordinary use of science for the public good". It was awarded to Dr Kalibata for her work as former Minister of Agriculture of Rwanda, and for her visionary leadership at AGRA since 2014. Dr Kalibata also received an Honorary Doctorate from McGill University in Montreal, Canada. Honorary doctorates are McGill University's highest honor, given to those who have, in the words of Principal and Vice-Chancellor Professor Suzanne Fortier, "contributed significantly to their field, and are dedicated to improving lives and ensuring a positive impact on society".



Dr Kalibata receives NAS award



Baba Dioum



Dr. Naluyima

JOINT WINNERS FOR THE AFRICA FOOD PRIZE 2019

At AGRF in Accra, Ghana, the 2019 Africa Food Prize was awarded to Dr Emma Naluyima, a trained veterinary doctor from Uganda, and Mr Baba Dioum, a Senegalese forestry engineer. The prestigious Prize is a US\$100,000 award celebrating Africans who are taking control of the continent's agricultural agenda.

Dr. Naluyima was recognized for her role in promoting innovative and sustainable growth in Africa's agriculture. Through her one-acre farm, Naluyima has trained thousands of Ugandans to maximize yields from compact pieces of land.

Co-award winner Baba Dioum has built a name for himself in agricultural commodities markets. His work has contributed to policy developments promoting cross-border agricultural trade in West Africa.

GROWING DIGITAL AT AGRF 2019

In September, the eyes of the world were on Ghana at our flagship forum, AGRF 2019. Held over four days in Accra from September 3-6, AGRF 2019 comprised a presidential summit, ministerial roundtable, high-level meetings, debates, award ceremonies, bilateral business meetings, and exhibitions.

The forum was attended by more than 2,400 delegates from 89 countries and high-level dignitaries. These included current and former presidents from around the world, leaders of regional economic communities, heads of international agencies and CEOs of global, regional and national businesses within and outside of Africa.

This year's theme, 'Grow Digital', highlighted the catalytic potential of ICT on farming and food production on the African continent. The overall success of the forum reconfirmed AGRF's status and importance as the premier agricultural platform on the continent.

OUR LEADERSHIP

The AGRA Board

AGRA's Board of Directors is a governing body with legal duties and responsibilities. As the governing body for AGRA, the Board is legally accountable for the organization and is required to act in the interests of AGRA's stakeholders, employees and the public good. In support of these goals, the Board provides strategic guidance to the organization, maintains independent oversight of its financial and programmatic performance, and ensures effective management and governance. In carrying out its mandate, the Board is supported by several internal committees. These include:

➤ Audit Committee

Provides AGRA's Board of Directors, donors and stakeholders with assurance that AGRA's financial reporting, internal controls and risk management meet the highest standards, and that AGRA is in compliance with all relevant laws and regulations.

➤ FINANCE AND HR COMMITTEE

Responsible for safeguarding AGRA's financial assets and ensuring the effective and transparent use of AGRA's financial and human resources.

➤ NOMINATIONS AND GOVERNANCE COMMITTEE

Responsible for maintaining the quality and effectiveness of AGRA's Board of Directors, and ensuring that the Board fulfils its legal responsibilities and adheres to guidelines and standards of practice in corporate governance.

➤ PROGRAM COMMITTEE

Advises the AGRA Board and program leaders on AGRA's strategic direction, recommends program investments and monitors results.



H.E. Hailemariam Desalegn
Board Chair



Dr. Agnes Kalibata
President



Nick Austin
Board Member



Frank N. J. Braeken
Co-Chair, Finance & Human
Resources Committee



Prof. Joachim von Braun
Co-Chair, Programs Committee



Cristina Duarte
Board Member



H.E. Jakaya Mrisho Kikwete
Board Member



L. K. Mohohlo (nee Tsiako)
Board Member



Dr. Kanayo F. Nwanze
Co-Chair, Program Committee



Ndidi Okonkwo Nwuneli
Board Member



Thembalihle Hixonia Nyasulu
Board Member



Dr. Rajiv J. Shah
Board Member



Josette Sheeran
Co-Chair, Finance & Human
Resources Committee



Fred Swaniker
Board Member



Rodger Voorhies
Board Member



Dr. Usha Barwale Zehr
Chair, Audit Committee



Lionel Zinsou
Board Member

PRINCIPAL PLACE OF BUSINESS

West End Towers, 4th Floor
P O Box 66773 -00800
Westlands, Nairobi
Kenya

REGISTERED OFFICE

CT Corporation System (Registered Agent)
1801 West bay Drive NM, Suite 206
Olympia Washington
USA

PRINCIPAL BANKERS

Citibank, N.A.
Citibank House Upper Hill Road
P O Box 30711-00100
Nairobi, Kenya

Citi Private Bank Citibank N.A.
153 East 53rd Street, 24th Floor
New York, NY 10022
USA

Wilmington Trust Division of M&T Bank
Retirement & Institutional Custody Services
1800 Washington Blvd, Baltimore, MD 21230, USA

Standard Chartered Bank Kenya Limited Stanbank House, Moi Avenue
P.O. Box 30003-00100
Nairobi Kenya

ABSA Bank Kenya plc
(Formerly Barclays Bank of Kenya Ltd),
Barclays Westend Building,
Off Waiyaki Way
PO Box 30120 – 00100,
Nairobi Kenya

NCBA Bank Kenya plc
(Formerly Commercial Bank of Africa)
Ragati Road Upper Hill
P O Box 30437-00100
Nairobi Kenya

Ecobank Ghana
Ground Floor Silver Star Tower Airport
City PMB KA 92
Kotoka International Airport
ACCRA, Ghana

LEGAL CONSULTANTS

Caplin & Drysdale, Chartered
One Thomas Circle NW Suite 1100
Washington DC 2005 USA

Coulson & Harney
5th Floor, West Wing, ICEA Lion Centre,
Riverside Park, Chiromo Road,
P.O. Box 10643-00100, Nairobi
Kenya

EXTERNAL AUDITORS

PricewaterhouseCoopers LLP PwC Tower
Waiyaki Way/Chiromo Road Westlands,
Nairobi
Kenya

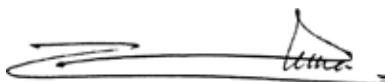
BOARD OF DIRECTORS

1. Strive Masiyiwa – retired as Board Chair in September 2019
2. H.E. Hailemariam Desalegn – Appointed in August 2019 – Board Chair
3. Nick Austin
4. Frank N. J. Braeken
5. Prof. Joachim von Braun
6. Cristina Duarte
7. H.E. Jakaya Mrisho Kikwete
8. L. K. Mohohlo (nee Tsiako)
9. Dr. Kanayo F. Nwanze
10. Ndidi Okonkwo Nwuneli
11. Thembalihle Hixonia Nyasulu
12. Dr. Rajiv J. Shah
13. Josette Sheeran
14. Fred Swaniker
15. Rodger Voorhies
16. Dr. Usha Barwale Zehr
17. Lionel Zinsou

AUDITORS

The group auditor,
PricewaterhouseCoopers LLP (PwC),
has expressed willingness to continue in
office.

By order of the Board of Directors.



Mr H.E. Hailemariam Desalegn
Board Chairman, AGRA

28 April 2020

The directors are responsible for ensuring that AGRA keeps proper accounting records that are sufficient to show and explain the transactions of AGRA; disclose with reasonable accuracy at any time the financial position of AGRA; and that enables them to prepare consolidated financial statements of AGRA that comply with prescribed financial reporting standards. They are also responsible for safeguarding the assets of AGRA and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

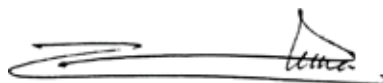
The directors accept responsibility for the preparation and presentation of these consolidated financial statements in accordance with Accounting Principles Generally Accepted in the United States of America (US GAAP). They also accept responsibility for:

- i. Designing, implementing and maintaining internal controls as they determine necessary to enable the preparation of consolidated financial statements that are free from material misstatements, whether due to fraud or error;
- ii. Selecting suitable accounting policies and then apply them consistently; and
- iii. Making judgements and accounting estimates that are reasonable in the circumstances.

Having made an assessment of AGRA's ability to continue as a going concern, the directors are not aware of any material uncertainties related to events or conditions that may cast doubt upon AGRA's ability to continue as a going concern.

The directors acknowledge that the independent audit of the consolidated financial statements does not relieve them of their responsibility.

Approved by the board of directors on XXth June 2020 and signed on its behalf by:



Mr H.E. Hailemariam Desalegn
Board Chairman, AGRA

28 April 2020

AS AT DECEMBER 31, 2019

IN THOUSANDS	NOTE	2019 US\$	2018 US\$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	59,378	43,859
Receivables and prepaid expenses	4	3,335	3,547
Investments in BlackRock	5	27,968	27,050
Total current assets		90,681	74,456
NON-CURRENT ASSETS			
Investments in Injaro	6	1,490	2,065
Investments in Financial Assets	7	1,711	2,143
Investments in ABC Fund	8	2,256	-
Intangible assets, net	9	282	118
Property and equipment, net	10	964	1,056
Total non-current assets		6,703	5,382
Total Assets		97,384	79,838
LIABILITIES AND NET ASSETS			
Accounts payable and other liabilities	11	6,834	7,570
Contributions payable	12	7,069	6,821
Repayable Loans	13	12,632	9,135
Total liabilities		26,535	23,526

IN THOUSANDS	NOTE	2019 US\$	2018 US\$
ASSETS			
NET ASSETS			
Without donor restrictions	15	8,301	8,122
With donor restrictions	15	62,548	48,190
Total net assets		70,849	56,312
Total liabilities and net assets		97,384	79,838
REVENUE			
Contributions received	16	117,661	94,858
Net investment income		1,157	1,030
Other income		949	226
Total revenue		119,767	96,114
OPERATING EXPENDITURE			
Grants	17	52,911	48,458
Other Program Costs	17	11,739	10,913
ASIF Costs		633	(53)
AECF Program Costs	18	7,598	8,853
Monitoring and Evaluation Costs	18	2,849	1,433
Program support Costs	18	19,476	15,729
Resource Mobilization Costs	18	673	655
Administration and support Costs	18	9,351	9,033
Total expenditure		105,230	95,021
Change in net assets		14,537	1,093

PARTNERSHIP FOR INCLUSIVE AGRICULTURAL TRANSFORMATION IN AFRICA (PIATA) PARTNERS

BILL & MELINDA
GATES foundation



OTHER PARTNERS

