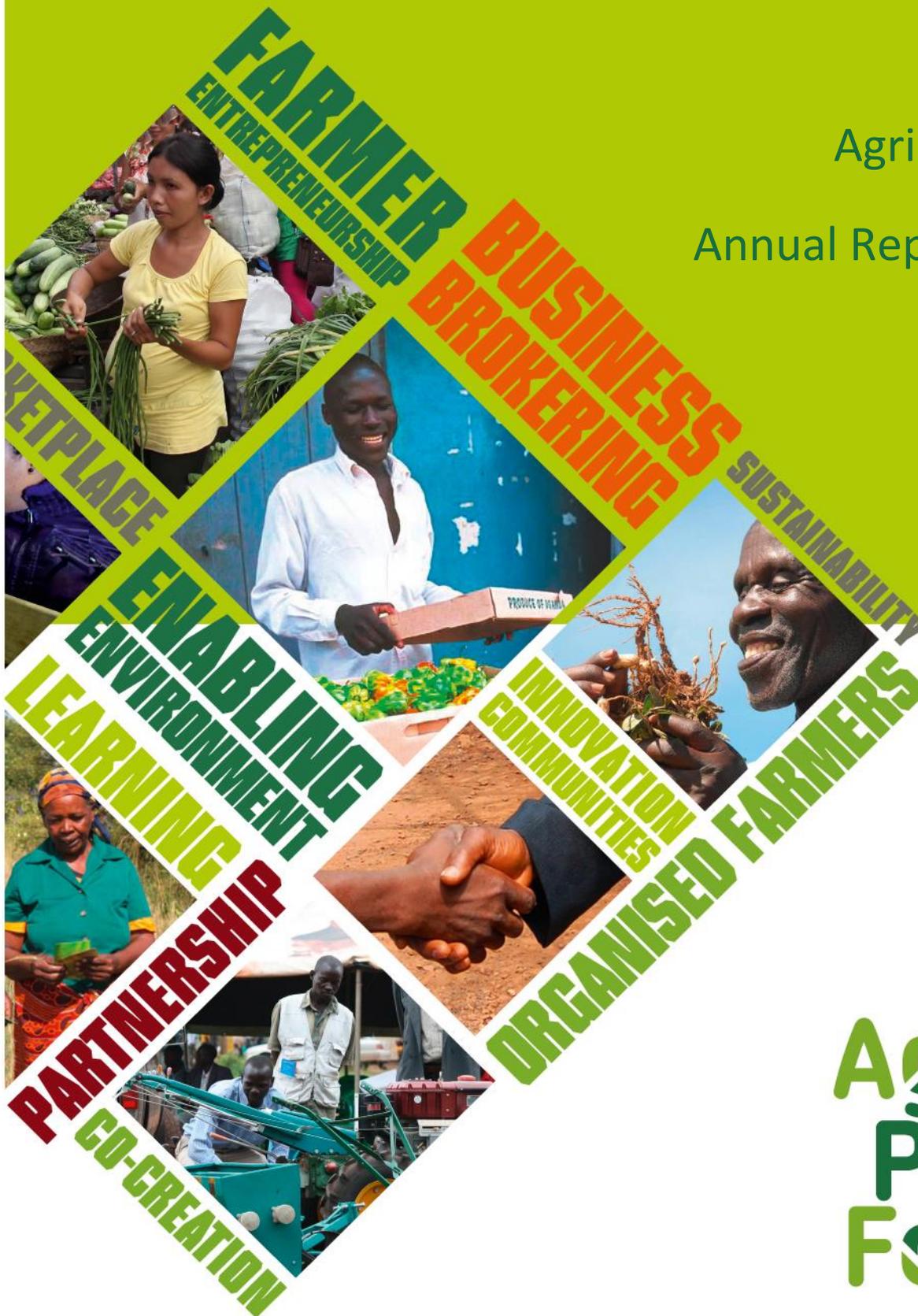


Farmer Entrepreneurship for Inclusive Green Growth

AgriProFocus

Annual Report 2015

PUBLIC VERSION



Agri Pro Focus

Promoting farmer entrepreneurship

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List of Acronyms

ARF	Applied Research Fund
ASDF	Agri-Sector Development Facility
B2B	Business to Business
BDS	Business Development Services
DGGF	Dutch Good Growth Fund
EKN	Embassy of the Kingdom of the Netherlands
F&BKP	Food & Business Knowledge Platform
F&SAS	Fair&Sustainable Advisory Services
FDOV	Facility for Sustainable Entrepreneurship and Food Security
FSRE	Food Security and Rural Entrepreneurship Fund
GCF	Global Challenges Fund
IC	Innovation Community
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution
MoEA	Ministry of Economic Affairs
MoFA	Ministry of Foreign Affairs
NCH	Dutch Center for Trade Enhancement
NPM	Netherlands Platform for Microfinance
NWP	Netherlands Water Partnership
OiO	Platform 'Ondernemen in Ontwikkelingslanden'
PO	Producer Organisation
PC	Participants' Council
PSD	Private Sector Development
Q&A	Questions & Answers
SACCO	Savings and Credit Cooperatives
SME	Small-Medium Enterprise
WBG	World Bank Group
YEP	Young Expert Programme

Management considerations

With pleasure the AgriProFocus global team presents the 2015 network results to its stakeholders: our Dutch partnership members, country network affiliates, and of course our public partners. This report provides the narrative and financial overview of our network delivery and the added value for various stakeholders working for farmer and agri-entrepreneurs. Below we highlight key trends in our network which are emerging from the third year of our current strategy.

Increased services and relevance for multiple stakeholders

2015 has been a good year for the network in terms of the outreach of its products and services. We met our targets on our major indicators, some even in excess. The number of events in the country networks - co-created with and for stakeholders - went up 30%. Services became more targeted to sectors. Online registered agri-professionals increased with more than 50%. 2015 saw a dynamic online information and knowledge exchange. Our 'one-stop-shop' online platform is working! And where in previous years the 'older' networks set the tone, our 'younger' country networks are now also found in the drivers' seat. In terms of stakeholders participating and benefitting we saw:

- National level stakeholders from private and public sector, CSOs and knowledge institutes, national and international drove the joint action in country networks supported by AgriProFocus country teams. Key areas included access to financial services, youth in agribusiness, access to inputs and markets, and dairy / livestock and horticulture a.o.
- AgriProFocus B2B activities attracted more agribusiness at country level (including producer organizations). Cooperation with Netherlands private sector networks opened up doors to link Dutch SMEs to country opportunities and vice versa.
- AgriProFocus worked closely with Netherlands Embassies in practically all countries. As convening power for national agribusiness development AgriProFocus has proven to be a linking pin for the 'trade and aid agenda'.
- Dutch CSOs professionally hosted the country networks on a cost recovery basis. They showed great appreciation for network services to their programmes. CSO members at Netherlands level were active in the AgriProFocus Policy Group, successfully influencing food and nutrition security (advocacy) policy development at MoFA and MoEA.
- Cross-country knowledge exchange on cross-cutting and sectoral issues was fired up in cooperation with knowledge partners (KIT, WUR-CDI, NPM) and with the Food and Business Knowledge Platform. Moreover, with member organisations AgriProFocus co-organized a number of knowledge exchange events for Dutch professionals.

Several thousand stakeholders fed back their appreciation in our annual survey and during events. They rated the network's relevance as crucial for their organisation and business. Services are scored on an equal high footing as in 2014 (3,2 on a scale of 4). Mostly they credit the network for its up-to-date information; joint action in quality knowledge events and for the opportunity to talk and do business with others.

Tangible results for agri-entrepreneurs from knowledge and business services

In terms of outcome: stakeholders have used these benefits to build capacities in their organisation or business (notably staff skills and marketing), and improved the services they deliver to farmer entrepreneurs. They pointed out that the network has contributed to sector improvements in particular value chains and on pertinent policy issues.

What really stands out - for the third year in a row - are the deals and partnerships that have come about as a result of business events and support organized by the AgriProFocus network. The minimum estimated value created as attributed by network stakeholders to network action for 2015 was at 9,6 million US\$; 25% higher than in 2014, tripling the stakeholder contributions at country level. Producer organisations, financial service providers and other agri-business actors evidently find significant business in the network.

Shifting balance in resources mobilized

To consolidate these developments, and to meet a growing and diverse demand, AgriProFocus recruited in 2015 additional capacity in the Netherlands and - especially - at country level. At the same time contributions by Dutch members – traditionally covering part of coordination cost – declined (also at Netherlands and country level) significantly. Here the network noticed the effects of changing funding regimes for our Dutch CSO partners: competition for fewer resources, strategy changes and reorganisation.

In sharp contrast, national level stakeholders' contributions doubled surpassing Dutch members' financial contributions. Also Embassy contributions increased underlining the relevance of the network for their agendas. Overall total revenue rose to 3,1 million Euro at country level. It is noteworthy that the ratio between government subsidy (read MoFA) and total network revenue decreased from 45% to 36%. Such diversification in resource mobilization is a positive development in terms of longer term sustainability of the AgriProFocus network.

In sum: results show that the network delivers value for money. In essence the added value of the network is in being an enabler, not a competitor, with unique selling points of quality knowledge exchange, brokering business linkages, and creating opportunities for joint action, learning and advocacy on agri-entrepreneurship.

Our experiences and the realities of our members and stakeholders will be the basis for the development of a new business plan in 2016, which add value to their work in farmer and agri-entrepreneurship. On behalf of all staff and the Board we thank you, our network members and stakeholders, for your action, investment and trust in 2015. And we look forward to develop our joint future together!



Sander Mager
Managing Director
AgriProFocus



Kees Wantenaar
Independent
Chairman of the Board
of AgriProFocus

1. Introduction

The AgriProFocus network believes that entrepreneurial farmers are key to food and nutrition security for 9 billion people in 2050. Our network creates new opportunities by supporting agri-entrepreneurship and fostering an enabling environment.

The network is formed by three interacting groups: Dutch partnership member organisations, organisations and firms participating at country level and individually connected professionals. The Dutch Ministries of Foreign Affairs (MoFA) and of Economic Affairs (MoEA) and the Dutch Embassies are supporting partners of the AgriProFocus network. Over the years AgriProFocus has become recognised as an international network with Dutch roots and well embedded local networks in 12 countries. Day-to-day running of the network is assured by country-based support teams (2-4 staff members) and an overall support team (14 staff members) in the Netherlands. The products and services of AgriProFocus, including country networks, are shared assets, from and for contributing network professionals and Dutch partnership members.

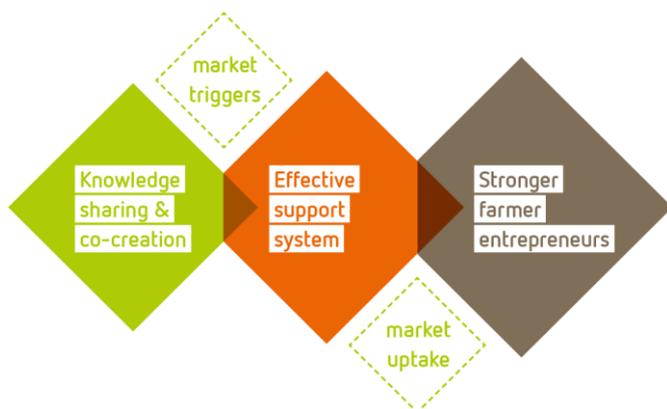


Figure 1: AgriProFocus Theory of Change

How does the network achieve results? The AgriProFocus Theory of Change (Figure 1) departs from knowledge sharing and co-creation which is in our direct sphere of control. Within this sphere AgriProFocus, has formulated four delivery areas (see Figure 2). Products and services – ‘market triggers’ – will be delivered through sharing and co-creation with the aim to improve the support system for agri-entrepreneurs.

We will measure our success – ‘market uptake’ – by looking at how stakeholders use network results to the benefit of agri-entrepreneurs. Indicators include business and partnerships deals, innovations and policy changes. Further down the line these improvements in the support system are to contribute to strong agri-entrepreneurs who are able to make better informed choices for their farming business.

This annual report focuses on the network results in our four delivery areas. We zoom in on how we realised our 2015 plans and took up new opportunities that emerged during the year across our country networks, including the Netherlands. But we also report on what we could not realise and why: our lessons learned. We have worked with statistics, case examples and testimonies. For more detailed information, the AgriProFocus country reports give more insights.



Figure 2: AgriProFocus delivery areas for knowledge sharing and co-creation

2. Network delivery 2015

2.1 Network development and coordination

2.1.1 AgriProFocus country networks

Indicators	Key targets 2015
Country-based delivery and regional outreach	<ul style="list-style-type: none"> • 13 networks operational, coordinated and hosted • In country outreach / expansion to new districts • Exploration for 2 new country networks
Network adherence of stakeholders	<ul style="list-style-type: none"> • Stakeholder analysis per country • Growth of professional registration between 25 and 50% • Increase private sector participation, including producers • Face-to-face marketplace for all stakeholders
Joint resource mobilisation	<ul style="list-style-type: none"> • Extend collaboration agreements with Netherlands embassies. • New (working) relation with at one new international donor/partner per country.

Country-based delivery and regional outreach

Operational country networks

In 2015 AgriProFocus facilitated 12 country networks hosted by ICCO for Burundi, Mali, and Rwanda; SNV for Benin, Tanzania, Uganda and Zambia, HIVOS for Indonesia and Kenya and Partners for Innovation for Niger. Successful AgriProFocus network delivery really depends on two interlocking factors: (1) diverse stakeholder commitment, and (2) continuity of AgriProFocus coordination. Both were well organized in 2015 for Benin, Ethiopia, Kenya, Mali, Rwanda, RD Congo, Tanzania, Uganda and Zambia, resulting in strong growth with regard to the activity portfolio and stakeholders linked to the network, which is shown below under 'network adherence'.

Where one of the aforementioned factors fails, activities slow down. In 2015 lack of continuity in coordination affected co-creation of activities in Indonesia, which improved in the latter part of the year. And in 2015 AgriProFocus decided to disengage from Mozambique: network dynamics suffered from too many changes in coordination over time and from a mismatch between stakeholder expectations and the AgriProFocus mission. The AgriProFocus Niger network made a fresh start under new hosting by Partners for Innovation. The coordination team succeeded in firing up activities, especially with national members. Resource mobilisation remained a bottleneck with only few Dutch members active in the country. The Zambia network has returned successfully from a virtual standstill – due to lack of proper coordination and active members – to a buzz of activity in 2015. In 2015, Burundi activities stalled for a while due to severe political insecurity.

In country expansion & new countries

Outreach to regions was taken up as planned in West Africa (Benin and Mali), as well as in Zambia. Finance fairs for example were extended to regions such as Segou in Mali and Eastern Province in Zambia. In both cases the lead was with national stakeholders and Dutch members.



FINAGRI, Segou, Mali, March 2015

The Segou finance fair was organised with support of the Netherlands Embassy and with IFDC, Oikocredit and others. The event attracted 3258 participants and 40 exhibitors. AgriProFocus organized a business plan training for submitters. 53 business plans were shared between 3 banks and 4 microfinance institutions. 56 % was financed.

The event opened up new relations with and between producer organisations in the region and various banks and microfinance institutions and with international agencies such as USAID.

Exploration for new countries has been low-key. For Burkina Faso and Zimbabwe options were identified to extend knowledge services from Mali and Zambia (youth, 2-2 trade, gender), rather than having an AgriProFocus presence in the country. Exploration for Myanmar started with the Dutch agricultural counsellor (MoEA) and through round tables in the Netherlands with RVO.

Network adherence of stakeholders

Professional registration

Key asset of the AgriProFocus network are the stakeholders that adhere to it, online and face-to-face. In 2015 each network conducted a planned stakeholder analysis. This resulted in new and potential partners, for cooperation, service delivery and resource mobilisation on specific topics / sectors. Many new stakeholders also registered online (see Figure 3). This was realised through AgriProFocus marketing during events, in newsletters and on social media. The growth rate in numbers was well above target. Online registered professionals went up 65% from 11,200 to 18,500 in 2015. Of all new registrations the private sector represented close to 50%: ¼ producer organisations, ¾ traders, processors, input suppliers and financial institutions.

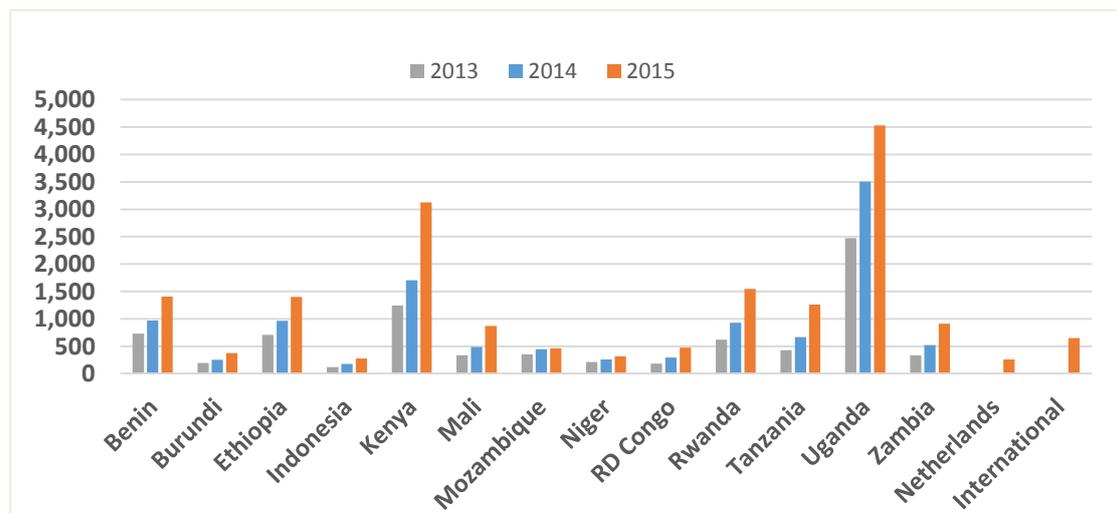


Figure 3: Number of registered professionals by country network 2013-2015

RD Congo and Mali have the highest representation of producers' organisations (22% and 18%). Kenya and Uganda remain the top two (private sector above average with 44% and 46%), but the upward trend is discernible in all countries, making the country networks a platform for agribusinesses. Targets to strengthen the private sector representation in the AgriProFocus network are being met in a steady trend from 2013 (35%) reaching 45 % by the end of 2015.

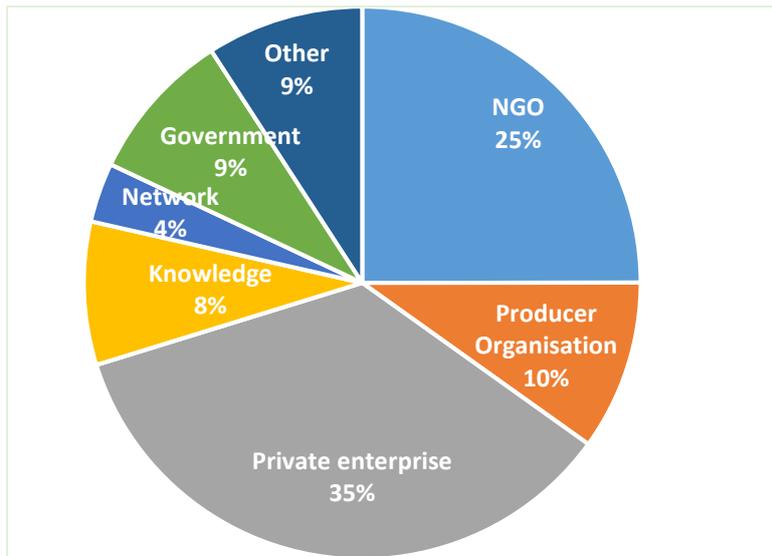


Figure 4: Online registrations by type of stakeholder in 2015

Just over 22% of all professionals are women which is 1% less than a year before, with Indonesia and Kenya still having the highest percentages of women: 29%. All countries saw a downward trend in female online registration. It could indicate a relation between more private sector registration and gender: i.e. business being male dominated with easier internet access.

Face-to-face events

Figure 5 shows total events per country comparing 2014 to 2015. Overall, the number of events increased by one third from 172 to 234, averaging 19 events per country. With 9 countries with 15+ events, 2015 saw a more equal spread of events over countries compared to 2014.

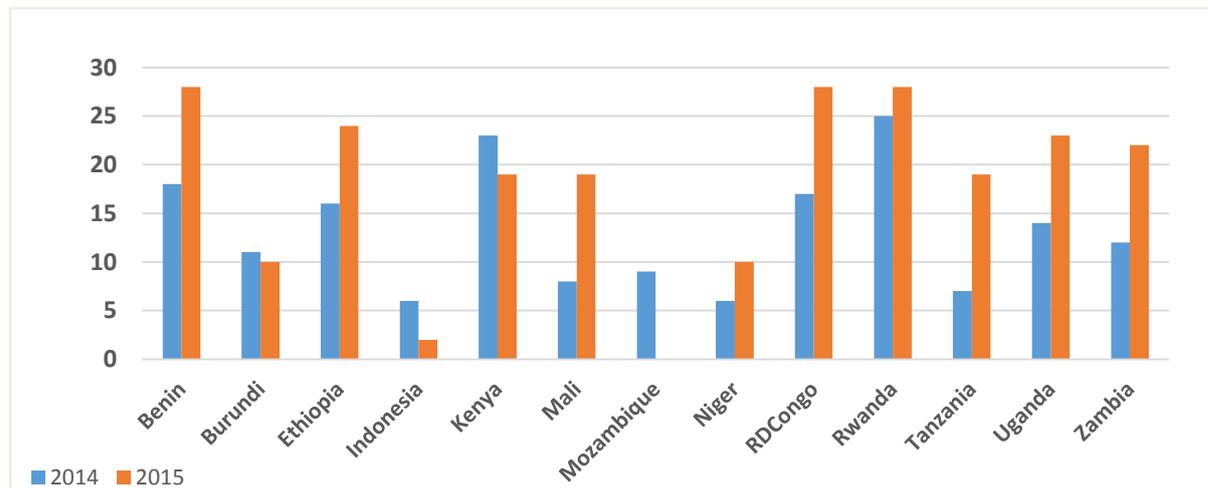


Figure 5: Amount of events 2014 – 2015 per country network

A number of countries made strategic choices to target more specialized audiences (quality over quantity). This resulted in a decrease in the total number of participants from 114,742 in 2014 to 63,884 in 2015. For example, the Kenya network (accounting for ¼ of this decrease) decided to stop with large scale fairs which were fully and successfully taken over by national organisations. The Uganda network focussed on more sector events, like fruit and meat. Only Benin, Tanzania and Niger had both: more events and more participants

Stakeholder diversity comes out clearly in face-to-face events. Different types of events cater to different needs. Fairs and campaigns attracted mainly participants from farmers' organisations. B2B and network events as well as workshops tended to have quite an equal mix of stakeholders. This confirms the trend of the previous year.

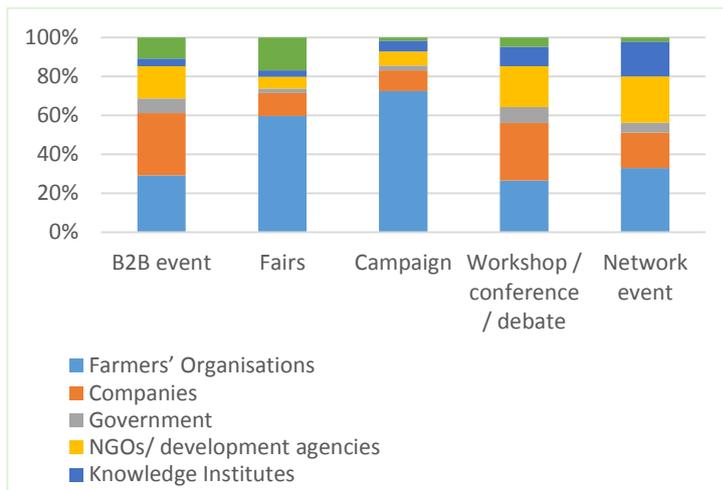


Figure 6: Stakeholders (%) by event type in 2015

Fairs and campaigns attracted quite equal numbers of men and women (56% vs 44%).

Workshops and network events were male dominated (30% women). B2B events counted 40% women: this may point at the business acumen of female entrepreneurs coming out more strongly face-to-face than online.



Business to business interactions

Regional Finance Fair, Mbale, Uganda was organized with the Hunger Project, AMFIU, GIZ, SNV, Feed the Future, VECO and Financial Access. It attracted close to 400 participants and 30 exhibitors. A pre-event for 40 producer organisations increased their preparedness and confidence to interact with financial service providers. 15 of them made deals with Centenary Bank, Opportunity Bank and Pride Micro-Finance.



AgriFinance dissemination workshop

Since 2013 AgriProFocus collaborates with GIZ and Bank of Uganda to disseminate the Finance Year Book. The book features sub-sector oriented developments and information on the development of the agri-sector in general including access to finance.

During the Mbale finance fair, half of the first day was dedicated to disseminating this information in the form of a workshop.

Joint resource mobilisation

AgriProFocus network action builds on joint interest and joint resource mobilisation. Total contributions from members and stakeholders for all country networks increased with 17% in 2015 as compared to 2014, bringing the average per country to 260,000 (208,000 Euro in 2014).

Revenue growth 2013 – 2015 AgriProFocus country networks in Euro		
2015	2014	2013
3,163,822	2,702,340	2,105,1112

Figure 7: Revenue growth by country networks from 2013 to 2015

Fastest growers are Rwanda, Kenya and Ethiopia which results from three substantial events ("Horticulture Regional Trade and Innovation Fair", "Herding for the Markets" and the "Soil Week").

National level stakeholders

Resource mobilisation at country level (national and non-Dutch stakeholders) more than doubled compared to 2014 from 361,000 to 803,000 Euro meeting the target (50% above). In addition to a wealth of national actors, this included also international donors and development agencies, for example BorneFonden, CTB, Norwegian Church Aid, USAID, GIZA, Helvetas, Cooperation Suisse, VECO, TRIAS and Broederlijk Delen.

Partnership members

The overview below shows Dutch partnership members and stakeholders (hosts are indicated in bold) which have provided financial resources to country activities and coordination in 2015. Compared to 2014 the number of Dutch partnership members contributing resources declined from seventeen to thirteen. Out of these thirteen, Agriterra, Cordaid, HIVOS, ICCO, IFDC, Oxfam Novib and SNV have remained the largest contributors.

Dutch members and stakeholders contributing financially to country networks 2015	
Benin	Agriterra, SNV , The Hunger Project, EKN
Burundi	Cordaid, ICCO , IFDC, Oxfam Novib
Ethiopia	Agriterra, Cordaid, ICCO, ICCO-F&S , KIT, Woord & Daad, WUR
Indonesia	Agriterra, Cordaid, HIVOS
Kenya	Agriterra, Cordaid, HIVOS , SNV, Solidaridad, WUR, EKN
Mali	ICCO , Oikocredit, SNV, EKN
Niger	Partners for Innovation
RD Congo	Agriterra, Cordaid, ICCO , IFDC, Oxfam Novib
Rwanda	Agriterra, ICCO , IFDC, Oxfam Novib, SNV, EKN
Tanzania	Agriterra, HIVOS, PUM, SNV
Uganda	Agriterra, Cordaid, HIVOS, ICCO, IFDC, Oxfam Novib, PUM, SNV , WUR, EKN
Zambia	Agriterra, PUM, SNV , EKN

Figure 8: Contributions by Dutch partnership members and stakeholders in 2015

In 2015 we also saw a decrease in total contributions from these members. Realized revenue from Dutch members (including service delivery programmes) was 765,000 Euro: 20% lower than in 2014 and 25% below expectation. In the course of 2015 some Dutch members ceased operation in certain countries or even stopped altogether. This can be seen as an effect of changing funding regimes. Country coordination has become a revenue for the host, whereas co-funding of country coordination costs by members, particularly hosts, was quite common before. In addition, Dutch member contributions have become more earmarked to specific activities and service delivery. These services are highly valued, yet this approach only partly compensates for the decline in revenue from Dutch members. Examples include HortImpact Kenya (EKN with SNV, HIVOS, SNV and Solidaridad), Seed ISSD-Uganda (WUR-CDI), Catalist-Uganda (IFDC), Gender in Value Chains (IFDC Great lakes), Finance 4 Agriculture Uganda (SNV/Financial Access) and Mali Value Chains (EKN/ICCO). Services included exchange events, online visibility, knowledge dissemination and business brokering.

Netherlands embassies

In 2015 AgriProFocus worked closely with Netherlands Embassies/consulates in nearly all countries. This was reflected in different events and activities and with (service) contracts or MoUs in different shapes and forms. Contributions through Embassies increased with 40% from 195,000 Euro to 316,000 Euro; 10% over target. Examples include:



“We need to promote that projects work in tune, avoid duplication, learn from each other, and scale up innovations. In the end we have to reach more farmers.” **Martin Koper, Deputy Head of Mission of the EKN in Addis Ababa, Ethiopia at FDOV learning event.**

- **Burundi:** initiative to develop a Rural Entrepreneurship Programme
- **Benin:** cooperation on the Agri-Business Centre
- **Ethiopia:** linking and learning services (online and face-to-face) for embassy programmes and FSRE Rural Entrepreneurship Ethiopia (EKN/ICCO)
- **Kenya:** facilitation of Joint learning for FDOV programmes
- **Mali:** co-financing of the AgriProFocus FINAGRI in Segou
- **Rwanda:** co-organizing and sponsoring the Regional Horticulture Innovation and Trade Fair
- **Uganda:** three-year MoU with EKN Uganda for agri-business brokering and learning activities
- **Zambia:** Joint action on Poultry linking-in Dutch business

2.1.2 AgriProFocus Netherlands network

Indicators	Key targets 2015
Network adherence	<ul style="list-style-type: none"> • Consolidate Dutch membership • Network events including 10 years AgriProFocus
Joint resource mobilisation	<ul style="list-style-type: none"> • Strategic cooperation with public partners MoFA and MoEA • Exchange within PSD-platform

Network adherence



In 2015 AgriProFocus celebrated its 10-year anniversary and said goodbye to its Managing Director Hedwig Bruggeman. Over 100 network stakeholders joined a network day at the Open Air Museum in Arnhem, Netherlands, with creative networking activities and surprising acts.

10 years AgriProFocus at Open Air Museum, Arnhem, September 2015

For many partnership members 2015 was a turbulent year. MFSII ended and government subsidies changed resulting in reorganisations. This of course influenced (read: limited) involvement in the network, also at a professional level.

Four members cancelled their membership: IICD and ETC ceased operations; CIDIN changed its course and HAS Den Bosch found limited added value in the partnership. ITC joined the Dutch partnership bringing in potential network cooperation on geodata for agriculture. Fair & Sustainable Advisory Services and Bejo Seeds followed. F&SAS membership further strengthens the existing working relationship with AgriProFocus in Ethiopia and in Mali and on Gender. Bejo adds to the business / horticulture profile of the network. In effect the membership numbers consolidated at 34.

Seeing the impact of new subsidy arrangements core CSO members such as HIVOS, Cordaid, ICCO, Oxfam Novib and Agriterre were consulted on their future outlook on the partnership. They confirmed their commitment to remain active members and indicated their interest to explore joint action following their new programmes (such as under the subsidy arrangement "Dialogue and Dissent").

Joint resource mobilisation

A partnership with the public sector remained a strong asset of the network. First and foremost, MoFA was the networks' main funder (60%); mainly through the current four- year (2013 – 2017) agreement. We saw intensive cooperation and exchange between MoFA and AgriProFocus with regards to the implementation of the Dutch Food Security policy (see paragraph 2.4 on platform for debate and learning). Cooperation and exchange with the public sector included:

- **MoFA and MoEA:** input in various food security policy discussions through the AgriProFocus policy group.
- **The Food & Business Knowledge Platform (F&BKP):** AgriProFocus being one of the three consortium partners together with WUR-CDI and The Broker.
- **Food4All** - MoU between GoN (MoFA&MoEA), the World Bank and IMF.
- **YEP AgroFood:** Collaboration between MoFA, NWP (Netherlands Water Partnership) and AgriProFocus (on behalf of the three consortium partners of the F&BKP) for the roll-out of the Young Expert Programme in AgroFood (YEP).
- **Gender and Value Chains:** For 2015 – 2017 MoFA has approved an additional budget for knowledge exchange and expertise development.

On behalf of its members AgriProFocus actively took part in the RVO-led PSD platform (Private Sector Development platform). Other networks for sharing knowledge resources were Partos and the 'Ondernemen in Ontwikkelingslanden' (Oio) platform: AgriProFocus Netherlands network facilitators and the business relationship manager were part of the online expert team of Oio.

2.2 Business and partnership brokering

2.2.1 AgriProFocus country networks

Indicators	Key targets 2015
Market intelligence on Food and Business	<ul style="list-style-type: none"> Market information / value chain scans (1 per country) Q&A requests per country (20 – 50 per country)
Face-to-face events for business connections	<ul style="list-style-type: none"> Organise 70 Business 2 Business Events Organise 35 agribusiness (finance) fairs Regional events on horticulture and on livestock

Market intelligence on Food and Business

As planned several country networks facilitated market information exchange with regard to key sectors for food security. These studies and scans went hand-in-hand with (validation) events bringing together stakeholders to share results and plot for future joint action. Examples include:

- **Indonesia:** Opportunities for finance in coffee with UTZ and IDH.
- **Kenya:** Piggery database with Western Kenya stakeholders.
- **Mali:** Opportunities in Onions with ICCO-Netherlands Embassy programme ‘Jege Ni Jaba’.
- **Rwanda:** Opportunities for Business Development Services with SPARK.
- **Tanzania:** Dairy subsector quick scan conducted in the highlands of Kilimanjaro, Arusha and Tanga regions with SNV and MatchMaker Associates.
- **Uganda:** Follow-up to Fruit and Red Meat events with national stakeholder platforms.
- **Zambia:** Market study to identify investment opportunities for Dutch companies in the poultry industry (with PTC+ and Poultry Association of Zambia), and for Netherlands Embassy.

These activities were complemented by country networks, updating company directories online, and by one-on-one Q&A. In 2015 agribusiness stakeholders contacted AgriProFocus staff directly through phone, SMS, WhatsApp and face-to-face for specific services. Records at country level, although not fully systematized, add up to 10 - 50 contacts brokered per country. Examples include:

- **Indonesia:** Linked Ikea to VegImpact for introduction and further collaboration in organic and sustainable vegetable supply.
- **Tanzania:** Linked Agriterra to investor contacts in tea sector, horticulture and organic farming.
- **Uganda:** Support the Danish and Netherlands Embassy to scope the fish industry and provide overview and contacts.

Face-to-face events for business connections

The total number of B2B events and Fairs increased from 53 to 92 averaging seven business-oriented events per country network. This increase expresses a growing demand to prepare and link farmers for business interaction with input suppliers, traders, financial service providers etc. This upward trend is visible in nearly all countries, with largest increases in Benin, Zambia and Mali. Of these 92 events 30 were agribusiness /finance fairs, which was just below target, because some activities in Kenya with SNV did not materialize. B2B events tripled in numbers and were just under target. B2B events attracted on average 80 participants per event, Fairs about 1550.

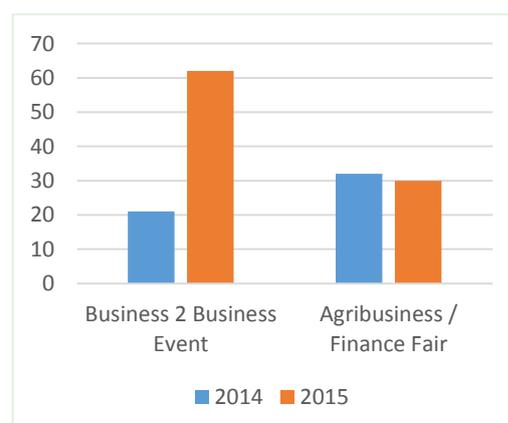


Figure 9: Comparison of B2B events and Fairs 2014 and 2015

Ethiopia: Regular Business Drinks (five in 2015) are co-organised with the Agri-Business Support Facility (ABSF). Visitors can have a one-minute pitch. A distributor of Purdue Improved Crop Storages (PICS) presented the actual bags and made a deal for ETB 12.800 on the spot with Damot Wolayta Cooperative Union. Visitors indicated their prime motive for participating to be: funding; finding partners; market and visibility. *“I have been looking for the right person for 3 years, today I got the opportunity to meet, chat and made a formal appointment.”* **Ato Wagnew Ayalneh, from Wasa Mushroom Farm.**



The AgriProFocus ‘Fair’ concept has evolved since 2011 and is now an established service package. Adaptations include: moving from capital to district level to be closer to farmers; diversifying from finance to multi-faceted to include all value chain actors; from general to sector oriented; and from an event focus to preparing participants and monitoring deal flow afterwards. From two fairs in two countries in 2011, 30 events in all country networks were registered in 2015. Indonesia organized its first finance fair for the coffee sector together with IDH, 4C and SCOPI. Fairs in 2015 combined the following:

- **A market place:** Real time event monitoring, at 23 out of 30 events, shows farmers added up to 60% of all visitors, half from producer groups. 1300 exhibitors (40+ per fair) showcased their services including farmer groups (33%), traders, input suppliers, NGO’s and financial service providers (between 10 and 15 %). BDS and knowledge institutes made up the rest (around 5%).
- **A Business to Business space:** The 2014 best practice from AgriProFocus Mali – business plan and pitch training to prepare farmers - was copied by Uganda, Benin, Tanzania, Congo and Rwanda (see examples of FINAGRI in Segou and the Mbale fair in Uganda). The B2B spaces allow matchmaking for between 20 and 50 farmer groups.
- **A debating/learning area** to discuss current issues. E.g. the two fairs in Zambia had workshops on the benefits of saving, and farmer friendly agricultural packages. The fair in Musanze, Rwanda focussed on seed. In some countries like Mali and Rwanda debates were aired on TV and/or radio, increasing the outreach of knowledge sharing.



Overview of AgriProFocus activities during a regular Fair

Regional events

In 2015 AgriProFocus hosted two regional events, one in Kenya on extensive livestock: 'Herding for the Markets'; the other in Rwanda 'Promoting Innovation and Trade in Horticulture'. Both combined an international conference with B2B to forge business partnerships, and an exhibition to showcase new products and services available for agri-entrepreneurs. Each held a competition: for essayists with new ideas on extensive livestock as a viable business option, and for horticultural innovators. "Herding for the Markets" came about with SNV, Kenya Commercial Bank and national livestock stakeholders. The three-day event attracted over 4000 visitors. 'Promoting Innovation and Trade in Horticulture' was organised by the Private Sector Federation (PSF), the National



B2B at 'Promoting Innovation and Trade in Horticulture' Rwanda.

Agricultural Export Board of Rwanda (NAEB) and AgriProFocus. International partners and sponsors included the Netherlands Embassy, SNV and NABC/SPARK. The event attracted 300 conference participants, 96 exhibiting companies and 600 exhibition visitors from the East African region.

2.2.2 AgriProFocus Netherlands network

Indicators	Key targets 2015
Market intelligence on Food and Business	<ul style="list-style-type: none"> • Information flow on calls and private sector instruments • Searchable feature online marketplace • Launch of database Financial Services and PO profiles
Face-to-face events for business connections	<ul style="list-style-type: none"> • Business tracks for Dutch SMEs to country opportunities (3)

Market intelligence on food and business

In 2015 AgriProFocus staff in the Netherlands and in-country regularly provided information on relevant agribusiness and research calls online. This included mostly DGGF (FDOV and GeoData4 Water did not promote new calls) and calls from the network towards Netherlands stakeholders such as FSRE Ethiopia, ASDF Rwanda, Netherlands Embassy calls for the Great Lakes region and numerous calls from donors such as the Gates Foundation, MasterCard, Common Fund for Commodities etc.

In 2015 the AgriProFocus online platform also enabled professionals to exchange business information between them. The platform registered daily offers – jobs, consultancies, offers for inputs, machinery, supply of seeds and produce, technology promotions, farmer training etc. In 2014 listings of market place advertisements were close to 1500 (including double postings on multiple platforms). In 2015 the new platform counted these postings only once, resulting in 1300 market place offers (seven per 100 professionals). All countries saw substantial increases, only Uganda and Zambia had half the output of the previous year.

In 2015, AgriProFocus started to develop a database of financial service providers. The database compiles financial service providers and their respective products for farmer entrepreneurs in one easy-to-access place. This included the design and requirements and the collection of data. The deadline was not reached as it was decided to cross-check information gathered through the internet at country level. In 2016, the database will be accessible to our members. It offers them an opportunity to connect with the financial institutions (FIs), to be well informed on the different options.

Face-to-face events for business connections

Collaboration with private sector networks like NABC and SPARK, members like RVO/CBI and providers such as NCH have delivered good results. This included incoming and outgoing missions to and from for example Rwanda, DR Congo and Mali. AgriProFocus provided in-depth knowledge of the local agribusiness context and connection to relevant actors. In the second half the year AgriProFocus Netherlands increased its capacity to link to Dutch SMEs and private sector networks. This led to joint cooperation on the regional horticulture event with NABC and the interest of companies such as Bejo Seeds to join the network.

2.3 Innovation communities

2.3.1 AgriProFocus country networks

Indicators	Key targets 2015
Stakeholders jointly learn and develop solutions for specific issues or sectors	Five innovation communities per country network on sector or thematic issues organizing knowledge outputs and a calendar of joint actions and events.

Through its Innovation Communities (ICs) approach, AgriProFocus aims to trigger improvements in the support system for farmer entrepreneurs. Across all country networks, stakeholders organized 70 innovation communities (on average between five and six per country). This is at the same level of 2014.

Financially, expectations were more than met. With 1,500,000 Euro resources mobilized and spent in 2015 are 25% above target. This difference is largely due to the two regional initiatives on livestock and horticulture, which included both knowledge exchange and an exhibition and B2B activity.

In total the activities of these ICs brought together almost 12,000 participants in 142 events (compared to 119 in 2014). Campaigns are increasingly popular (nineteen in 2015 vs six in 2014). The use of radio and TV actually amplifies the outreach of the network. In Mali and Benin regular TV and radio shows are aired to discuss farmer issues, similarly radio is used in RD Congo and Rwanda.



Rwanda: In 2015, AgriProFocus Rwanda organized weekly talk shows with Huguka radio. The main focus were hot topics from innovation communities - youth in agribusiness, agriculture financing and agri-insurance - and information on market opportunities. The show reached 1,500,000 farmers and promoted a mind-set change with farmers to become more entrepreneurial.

Figure 10 gives an overview of the top ICs that appear in three or more countries. Compared to 2014, thematic and sector orientation remain more or less stable with access to finance, youth in agribusiness, gender in value chains, dairy/livestock (including poultry) and horticulture.

Overview active innovation communities counted in three or more countries (2015)		
Thematic / Sector	#	Countries
Access to finance	12	All countries
Access to land	3	Benin, Mali, RD Congo
Business development	4	Benin, Burundi, Rwanda, Zambia
Dairy & Livestock	4	Kenya, Tanzania, Uganda, Zambia
Gender in value chains	9	Benin, Burundi, Ethiopia, Kenya, Mali, RD Congo, Rwanda, Uganda, Zambia
Horticulture	8	Ethiopia, Kenya, Congo, Uganda, Rwanda, Tanzania, Uganda, Zambia
Inputs and seed	3	RD Congo, Tanzania, Uganda
Market information ICT	4	Ethiopia, RD Congo, Uganda, Zambia
Organized farmers	3	Burundi, Ethiopia, Rwanda
Postharvest & food	3	Benin, Burundi, Rwanda
Production / farm practices	4	Burundi, Ethiopia, Mali, Rwanda
Research & Practice	4	Benin, Burundi, RD Congo, Rwanda
Youth in agribusiness	9	Burundi, Ethiopia, Indonesia, Kenya, Mali, Niger, Rwanda, Tanzania, Uganda
Total	70	

Figure 10: Overview of Innovation Communities counted in three or more countries in 2015

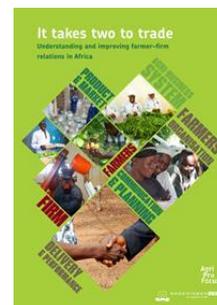
2.3.2 AgriProFocus Netherlands network

Indicators	Key targets 2015
Knowledge in specific areas is shared, validated and deepened across countries	<ul style="list-style-type: none"> Organised Farmers – as partners in agribusiness Sub-sector development – focus on dairy/livestock Access to finance – from matchmaking to deal making Youth in agribusiness – ready for business Gender in value chains – Scaling up coaching and expertise Sustainable food systems – greening agriculture

Global knowledge tracks work within the AgriProFocus principles of co-creation; with and for members for the common good. They are facilitated by a thematic facilitator in the Netherlands and are delivered face-to-face and online. Below a bird's eye view is given on results for each topic in 2015.

Organised farmers

As planned for 2015, the 2-2-trade toolkit was finalized with support of KIT, WUR-CDI and Van Hall Larenstein. The final book was shared during the 10-year AgriProFocus event. In December the approach was promoted towards 15 country coaches of RVO for private sector instruments such as FDOV. On various other occasions (Horticulture fair in Rwanda) cases from the book were presented. A first training session for East Africa was designed with the intention to offering the approach to business development service providers as well agribusiness companies (national and international) in 2016.



Access to finance

In 2015 AgriProFocus organized conferences in Rwanda and Ethiopia to disseminate the results of the study: “Finance for Smallholders: Opportunity for risk management by linking financial institutions and producer organisations”. The study, an initiative of NPM, AgriProFocus and supported by the F&BKP, CGAP, the European Microfinance Platform, Agriterra, Wageningen University and Terrafina Microfinance highlights numerous innovations in smallholder finance to improve to improve the facilitation of matchmaking and deal flow.



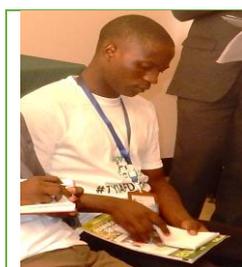
AgriProFocus – NPM conference in Ethiopia

Dairy & Livestock

The dairy/livestock agenda generated innovative ways of knowledge transfer. As planned for 2015 the dairy learning lab approach was extended in Uganda, Zambia and Tanzania. Capacity building through PUM senior experts was well appreciated by facilitators working with NGOs and businesses. Collection and validation of training materials was started for further dissemination. A multi-country exchange mission organized by Oxfam Novib (India, Ethiopia, Uganda) on antibiotics was supported by AgriProFocus Uganda. Moreover, AgriProFocus Netherlands linked the ‘Herding for the Markets’ event in Kenya to the Food and Business Knowledge Platform to support the conference. Feedback - the “business case for pastoralism” - was provided to the annual CELEP meeting in The Hague organized by AgriProFocus and Cordaid (around 50 participants).

Youth in agribusiness

Throughout 2015 ‘Youth in agribusiness’ has been a hot topic in many country networks. Emphasis of network interventions have been on awareness raising by highlighting good practice. Youth ambassadors were motivated and trained to share their success stories of setting up an agribusiness. Campaigns, roadshows, competitions and conferences were organised to motivate youth. In Uganda with ICCO, in Mali with the National Youth Platform, through a trendsetters’ caravan in Kenya with US-based ISIU and in Rwanda through radio and during fairs.



Tanzania: Omary Iddi was one of the speakers during the Youth Roadshow held in Tanzania. He encouraged youth by sharing the story how he started his business with a capital of 7,000 Tanzania Shillings. *“I now own a shop and a farm and sell and multiply cassava seedlings. My harvest is 16 tonnes of cassava seedlings per acre. I also offer training on how to grow cassava and how to control pests and diseases”.*



Uganda: Odong Markfat a 19-year-old pig farmer from Gulu Uganda, with over 200 pigs, participated in a youth in agribusiness event: *“After the conference I was linked to the ICCO AgriSkills4You programme and selected to participate in FinAfrica’s business skills training. I have been able to recruited over 260 out growers and am in the process of training youth at a fee; my business revenue increased threefold to 1,000,000 Ugx per month”.*

These approaches were shared with Dutch members and stakeholders at a joint event with WUR-CDI, KIT and F&SAS in the Netherlands attracting about 30 participants. The importance of this topic for the network is underlined by the development of two YEP placements (one in East and one in West Africa) starting in 2016 to bring together country experiences and support the agenda for joint learning and services development at country level.

Gender in value chains

The AgriProFocus ‘Gender in Value Chains’ track gained further momentum in 2015. AgriProFocus continued the roll-out of gender in value chain (GVC) coaching tracks in Uganda, Mali and Zambia using the proven model and working with cost recovery. The Zambia track included seven private sector companies. In Kenya, AgriProFocus supported Agriterra with a workshop on female leadership in cooperatives. For DORCAS it linked GVC coaching track to their programmes in Ethiopia, Kenya and South Sudan. In the Great Lakes region AgriProFocus worked with IFDC and in the process developed new tools for gender mapping for agribusiness mega-clusters.

Together with HIVOS the gender-knowledge was disseminated to Nicaragua. The AgriProFocus approach was also presented to twenty DDE-staff at MoFA, and for CBI a training / workshop was prepared. For Van Hall Larenstein a session for about 30 master students was organized.

With additional funding of MoFA a start was made with developing e-modules to introduce blended learning for practitioners on the topic. Two modules are already available online. Also a first design was made for a joint training to be held in 2016 with MDF to enable practitioners improve their skills for gender sensitive value chain facilitation.

Sustainable food systems

In 2015 AgriProFocus emphasized knowledge exchange and advocacy for sustainable approaches. This was a follow-up to the network energy from 2014 (Netherlands expert meeting and successful lobby to MoFA/MoEA policy) with the idea to link local experiences to global advocacy. AgriProFocus identified cases in a number of countries (Benin, Ethiopia, Indonesia and Kenya) and through its online platform and F&BKP brought these to the fore, to include innovations in Soil Fertility and the Landscape Approach. However, Dutch member action on this was less pronounced, partly influenced by the fact that many members were involved in re-strategizing towards new partnerships. It has been taken on board the agenda of the AgriProFocus policy group (see 2.22). On the topic of sustainable agriculture, the network also co-organized an expert meeting (25 participants) with Food First on Climate and Finance, bringing in knowledge from the network and brokering participation of Dutch SMEs.

2.4 Platform for debate and learning

2.4.1 AgriProFocus country networks

Indicators	Key targets 2015
Promote debate and learning on agri-entrepreneurship	<ul style="list-style-type: none"> • Knowledge services developed for five external programmes • Provide space for public debates
Usage online platform	<ul style="list-style-type: none"> • Increase online activities Increase online traffic (visitors and page views).

Promote debate and learning on agri-entrepreneurship

In 2015 country networks supported member and embassy programmes in their knowledge dissemination to validate lessons learnt, and for wider outreach. This relates specifically to programmes mentioned under 2.1.2., for example HortImpact Kenya, Seed ISSD-Uganda, Catalist-Uganda, Finance 4 Agriculture Uganda, FSRE Ethiopia. Services included exchange events, online visibility, knowledge dissemination and business brokering, and are paid for to cover AgriProFocus staff time.



FSRE Fund learning facility: The FSRE Fund is managed by ICCO, which organised four calls for innovative proposals in the period Jan 2013 – June 2016. AgriProFocus Ethiopia runs the learning facility in support of the grant winning innovators. Originally the approach was to organise learning events per call, alternated with field visits for coaching and support. Later on, field visits were replaced by an interview on progress focusing on innovators with a clear demand. Further down the line - with the funding organised around four sectors (horticulture, potato, poultry, fish) - sector events were organized. Poultry was the first with participation of stakeholders like NABC and ABSF. In October 2015 the network started the write-up of innovations and learning with the help of KIT. Meanwhile a printed catalogue with 63 innovations projects and matching grants was developed and published online.

Throughout 2015 we saw many examples of AgriProFocus being recognised as a neutral multi-stakeholder platform to host and facilitate policy dialogue. Examples include:

- **Benin:** In 2015 the land and the federal code was at the center of debate with controversy among researchers, non-governmental organisations and producer organisations. Together with DEDRAS NGO Alliance, the AgriProFocus network and agricultural sector partners organized a forum on food security and nutrition related to land governance in municipalities. At the workshop (55 participants) the idea was adopted to establish a Civil Society Observatory for good land governance.
- **Ethiopia:** AgriProFocus Ethiopia together with the Innovation Community on Soil and supported by GIZ, Tufts University and IASS/ISD organized action towards emphasizing the importance of soil for food security and agriculture. The Ministry of Agriculture recognised the importance of the topic and took the lead in turning this into a national soil campaign. The network organized synergy and collaboration between all stakeholders to include activities such as: Q&A on TV, public lectures, a Soil Week with workshops, field visits debates.

Usage online platform

2015 was the first full year in which AgriProFocus hosted one integrated online platform for all countries. Differences in functionality make a comparison to the previous year complex but the main indicators, online activities and online traffic, can be measured. Overall, the state of information sharing among network stakeholders can be evaluated positively.

Online activities

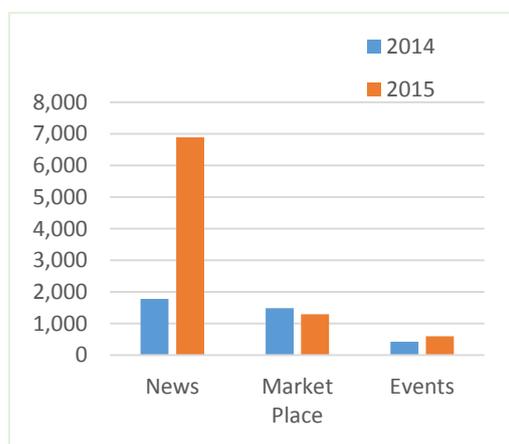


Figure 11: Number of online activities 2014 - 2015

Figure 11 compares the number of online activities (news items, market place and events) of 2014 and 2015. All countries had an increase in the number of news items posted on the online platform. The total number almost tripled from 1,782 to 6,888 registering about 575 postings per month or 20 per day. Per 100 professionals it more than doubled, from about sixteen in 2014 to 37 in 2015. Although Uganda had most news items with 935 postings, Burundi and Kenya had the highest increase with eight and six times more. The number of market place advertisements decreased, but still at a good level (seven per 100 professionals). Total number of events announced increased by 40% from 429 in 2014 to 602 in 2015.

Online traffic

Google Analytics gives three useful indicators to monitor online traffic: users, visits and page views. The 2015 results are given in Figure 12. The new online platform is a one-stop-shop. It counts users accessing multiple networks only once unlike before, making a comparison to 2014 impossible. The numbers show real interest. A common saying is that – “If you can convince users to stay on your page for half a minute, there’s a fair chance that they’ll stay much longer - 2 minutes or more is an eternity on the Web”.

Indicators	#
Sessions	166,334
Users	79,392
Page views	611,062
Average session duration	6,5 min.

Figure 12: Online traffic 2015

Also important: total number of users is five times those formally registered, showing strong outreach beyond current stakeholders. As those with a personal account see the information in their stream, the 600,000+ page views are a positive indicator of continuous knowledge retrieval by stakeholders from outside the network. Besides the online platform a cross-media strategy was used to spread information, posted on the online platform, throughout other channels as well, resulting in increased interaction.

	2014	2015	Growth
Online platform (professionals)	11,183	18,502	+ 65%
MailChimp (contacts)*	20,000	25,023	+ 25%
Facebook (likes)	6,403	17,300	+ 170%
Twitter (followers)	1,409	5,659	+ 302%
YouTube (views)	19,129	25,015	+ 31%
LinkedIn (followers)	516	797	+ 54%
Google+ (followers)	55	86	+ 56%
* Includes registered professionals			

Figure 13: Network interaction diverse media channels 2014 - 2015

2.4.2 AgriProFocus Netherlands level

Indicators	Key targets 2015
Appropriate linkages to F&BKP	<ul style="list-style-type: none"> Facilitate proposals for the Food & Business Applied Research Fund (5). Collaborate with F&BKP on two topics incl. horticulture.
Promote debate on current issues on Food Security	<ul style="list-style-type: none"> AgriProFocus Policy Group follow-up on agenda setting on the food security and sustainable agriculture in Aid and Trade policy.

Create appropriate linkages to F&BKP

Interaction and feedback loops between AgriProFocus country networks and the activities of the F&BKP increased and is bearing fruit. This included linking research on horticulture and food security carried out by WUR-LEI to the horticulture regional event (Rwanda), co-financing of the “herding for the markets” event (Kenya); support for knowledge dissemination and joint action of NPM and AgriProFocus on inclusive finance. AgriProFocus supported the Learning Journey on Food Safety facilitated by F&BKP for the NL-WBG partnership, in particular with the linkage to sustainable dairy. Moreover, the AgriProFocus Uganda network facilitated a full day of business – research linkages during an ARF exchange workshop held with F&BKP and PAEPARD in October 2015.

There is active sharing of content online between the F&BKP portal and the AgriProFocus online platform. GCF and ARF were promoted online and at country level. With regard to the latter, national stakeholders were supported to write applications. The AgriProFocus Uganda team helped UCCSRI to apply for ARF by reviewing their proposal and advising. They won a grant worth five billion Uganda shilling.

Debate on current issues

In 2015 the AgriProFocus Policy Working Group Food Security (including Both Ends, Cordaid, HIVOS, ICCO, Oxfam Novib, SNV, Woord en Daad and ZOA) under the secretariat of the Managing Director, and facilitated by BBO, analysed several policy areas and trends including: sustainability, international corporate responsibility, private sector development instruments & economic missions, strategic partnerships CSOs, and other political activities such as the mission of the parliamentarian committee on Foreign Trade and Development cooperation to Uganda and Rwanda.

On various areas the working group lobbied in parliament and – more in particular - gave input to the Partos Coherence Monitor and the Theory of Change of MoFA and MoEA on food security. The result of the AgriProFocus 2014 lobby for a separate parliamentary debate on food security was finally implemented in January 2016. The network re-emphasized to focus on smallholders and farmer entrepreneurship, local solutions and the need to make Climate Smart Agriculture sustainable. From a community facilitation perspective and in times of scarce human resources in the sector, these policy activities were highly appreciated by members and the public sector. The F&BKP as a ‘fact provider’ was seen as a positive contributor to the strategy development of the working group.

3. Network results

Indicators	Key targets 2015
Direct results	
Appreciation and benefits	<ul style="list-style-type: none"> • Consolidate / increase appreciation score per service. • Consolidate / increase number and score for benefits.
Outcomes	
Support system improvements	<ul style="list-style-type: none"> • Capacities built in organisations and agribusinesses. • Improvements in services and service delivery. • Policy changes and innovations in enabling environment.
More and better deals and partnerships	<ul style="list-style-type: none"> • Stakeholders with an improved position to negotiate. • Number, type and size of deals closed within the value chain and / or with (financial) service providers. • Number, type and size of new partnerships.

In 2015 targeted outputs under the various delivery areas were met as shown in the previous chapter. Now what are stakeholders saying about the quality of these products and services? What did they gain? And more importantly, how have they used these benefits for themselves? Answers to these questions were collected through our annual online survey and mobile interviews providing representative samples. Regular monitoring gave anecdotal evidence.

Annual Online Survey	Real-time mobile monitoring
1,812 people responded to the online Appreciation and Results Survey; 2/3 completing the full survey. Response was 10 % and also 10% of all registered professionals. Male/female and stakeholder ratios reflected network adherence. And compared to 2014 the response rate was more equally divided across countries.	In 2015 AgriProFocus gathered data in real-time to find out how event participants benefitted. Enumerators used mobile technology (Akvo ¹) to interview 2,300 participants at 23 fairs (out of 30), in majority farmers (60%), half from farmer groups. This was 6% of all visitors (30% women). 770 interviews with exhibitors (60% of the total) complemented this.

3.1 Direct results

3.1.1 Appreciation of services

First of all, survey respondents rate the AgriProFocus network as highly relevant for their business or organisation (3.3 on a scale of 1 – 4). They are positive about their fellow ‘members’ in sharing of experiences, openness to collaborate and even provision of resources (3,1). While satisfied with coordination support from AgriProFocus (3), there is still room for improvement.

Services are highly appreciated (3,2). Figure 14 consolidates the average score per service and respondents having used AgriProFocus services. Respondents are returning ‘customers’ with a diverse interest, using 3 services on average. Networking and business to business events and the online platform are the top two services. The mobile surveys complemented the good appreciation of fairs already in real time: visitors (read: farmers) scoring them at 3.4; exhibitors at 3.2. Both are keen to join follow-up events: 95% of exhibitors will return, underlining the amount of business they get.

¹ Akvo is a social enterprise offering ICT-tools for monitoring (a.o.)

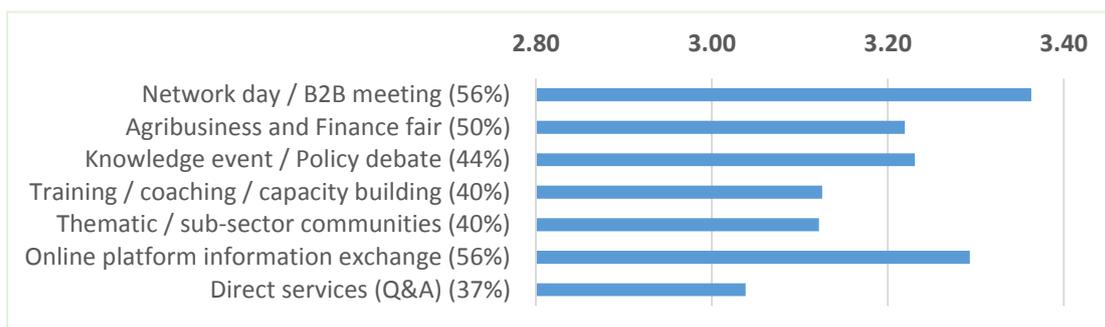


Figure 14: Appreciation of AgriProFocus services 2015 (n= 1,500)

3.1.2 Direct benefits for stakeholders

Benefits for stakeholders were diverse in 2015. Compared to 2014 respondents scored fewer benefits; about three (was four). Nonetheless, total benefits reported are still significantly higher than in 2013. New information ranks highest and is seen as of good quality (appreciation 3,4), followed by respondents becoming smarter. Potential business partners and business exposure come third.

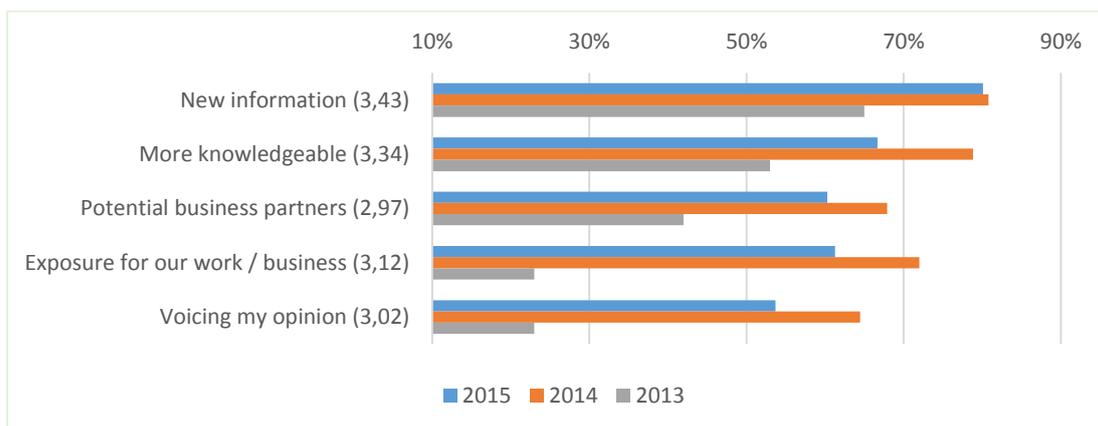


Figure 15: Direct benefits for stakeholders from AgriProFocus services (n= 1,500)

Real time monitoring confirmed many new business linkages being made at fairs. Exhibitors interviewed reported to have met with on average 100 visitors per fair, half of which they have indicated to be a potential client. Extrapolated to total exhibitors at 23 fairs this adds up to 80,000 potential new clients. Interestingly out of 2,300 interviewed visitors 30% indicated to have made a total of 1,800 'new business contacts', 2 – 3 each. Extrapolated to total visitors (35,000+) this gives an estimated 28,000 new business contacts. This shows that the AgriProFocus network actually delivers for both sides of the equation (farm – firm and/or farm – bank).

3.2 Market uptake or outcomes

AgriProFocus distinguishes between two sets of outcomes: (1) improvements in the support system (looking at capacity building of agribusiness companies and organisations), as well as service delivery for farmer entrepreneurs; and (2) changes in (business) relationships between stakeholders focussing on deals in the chain and partnerships. For both sets and for the third year in a row standard indicators were used to allow assessment of progress over time.

3.2.1 Support system improvements

Capacities built in organisations and agribusinesses

Out of 1,400 respondents 80% indicated that they expected AgriProFocus to have a positive effect on their organisation/business. 1130 respondents (100 more than 2014) made concrete improvements as a result of knowledge gained through the network (two improvements on average). Figure 16 below shows improved marketing and staff skills to be the top two just before strategy and business plans.

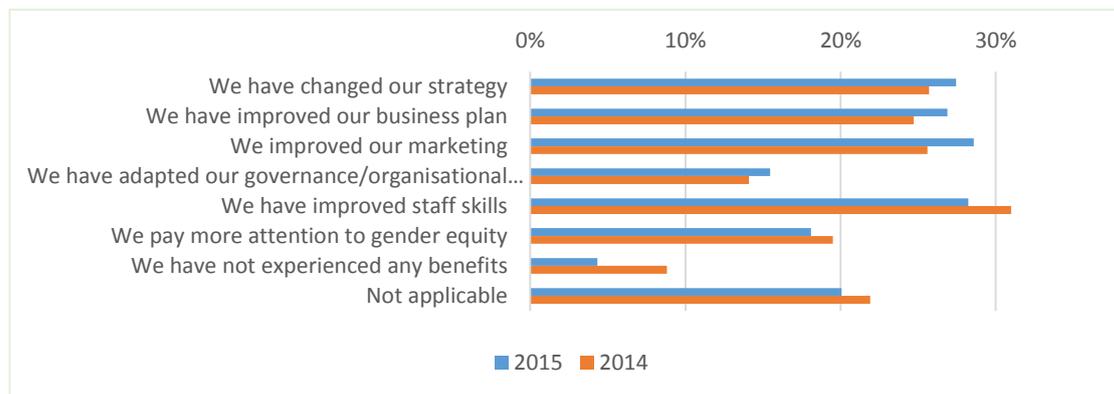


Figure 16: Capacities built in organisations attributed to AgriProFocus (N=1,400)



“Alliance Ginneries participated in the Zambia Gender in Value Chains Coaching Track. Our staff was trained and AG developed a manual for extension staff and lead farmers. As a result, Alliance Ginneries has increased the number of women groups from 120 to 143, more than doubled the number of female lead farmers and increased female contracted farmers by more than 7%. Women groups now contribute to 13% of Alliance Ginneries sourcing” **Merit Tembo Phiri, Gender Focal Person at Alliance Ginneries**

Improvements in service delivery

Besides capacity building, AgriProFocus also sustained its positive influence on the service delivery of its stakeholders. 75% out of 1,400 respondents expected AgriProFocus to make a difference here. Nearly all of them improved their service delivery with knowledge and opportunities gained through the network (between one and two improvements on average). Figure 17 shows the changes made.

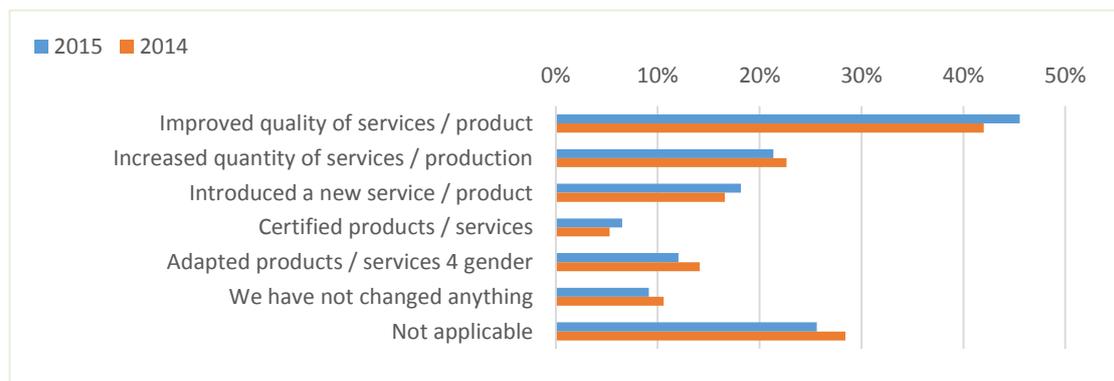


Figure 17: Improvements in service delivery attributed to AgriProFocus (N=1,400)

Improved quality of existing services ranks number one (45% of all respondents), followed by 'more services delivered' and 'new services brought on the market'.

Policy changes and innovations

In 2015 the network helped to co-shape the policy agenda on various occasions in country networks and in the Netherlands. The online survey asked stakeholders if they registered particular policy changes or innovations in their environment for key AgriProFocus topics. Figure 18 provides the overview. Out of 1,300 respondents 85% indicate to have seen significant changes in the areas of farming practices, value chains and market information. In the area of financial services for farmers – a key intervention area of the AgriProFocus network - few changes were observed. With the score being lower than in 2014 this seems to indicate that access to finance remains a hot and problematic topic due to high interest rates and risk averse behaviour of banks to invest in agriculture.

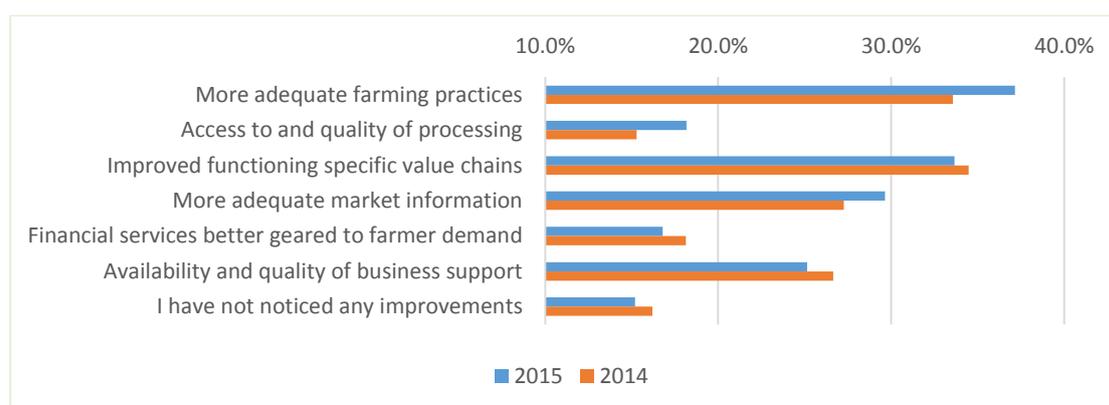


Figure 18: System innovations attributed to the AgriProFocus network 2014 – 2015 (n= 1,400)

Additionally, 1100 respondents reported one or more policy changes as a result of AgriProFocus activities. 40% indicated to notice more attention for sustainability. In second and third place stakeholders registered “more resources available for agriculture” (31%) and “an improved (bargaining) position of producer organisations” (27%).



In Uganda the Nyama Platform under AgriProFocus spearheaded the fight against Foot and Mouth Disease (FMD) and worked together with the parliament of Uganda to push for government action. A petition to parliament led to the allocation of 5 billion Uganda shillings to the national budget for FMD vaccines.

3.2.1 More and better deals and partnerships

Improved conditions for making deals and closing partnerships

The amount of new business contacts by agri-entrepreneurs at events (10,000) and the estimated new clients by exhibiting companies (80,000) show that AgriProFocus contributed to good conditions for deal making. Survey results from those who finalized a deal, confirm that events, information and business skills matter. Of the 525 respondents currently negotiating deals, 75% states their position improved considerably/significantly through AgriProFocus network activities.

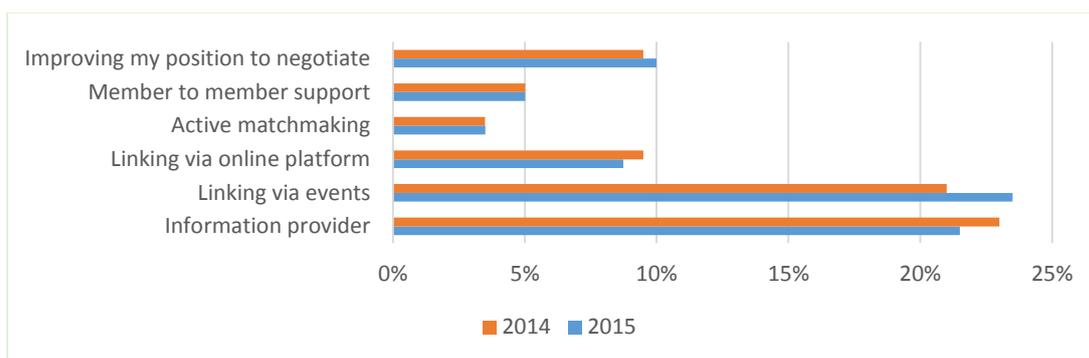


Figure 19: Role of AgriProFocus in deals and partnerships 2014 - 2015

Number, type and size of deals and partnerships

Numbers of deals and partnerships

The results survey has traced a significant amount of deals and partnerships established as a result of network activities. Figure 20 shows an absolute increase since 2013 and 2014. Relatively 2015 is on par with the previous year (38% of all respondents). 50% closed one deal and about 40% two to five deals, the rest ten or more, totalling 1330 deals.

	2015		2014		2013	
	#	%	#	%	#	%
Yes	488	38%	460	38%	180	23%
No	805	62%	748	62%	600	77%
Total	1293	100%	1208	100%	780	100%

Figure 20: Number of respondents closing a deal or establishing a partnership as a result of AgriProFocus activities 2013 - 2015

The top three countries are Uganda, Kenya and Rwanda, accounting for 51%. In 2014 this was 60%. Apparently, deals are more evenly spread among countries, showing that AgriProFocus as a business network is broadening². The data collected in real time at fairs confirms this. Asked 'on-the-spot' 20% of 2,300 visitors indicated to have done business at the event, reporting a total of 400 deals (average deal value 2,500 and 3,500 US\$ per deal). Extrapolating to total visitor numbers, the estimated number of deals made are at 6,000, which is on par with numbers reported by exhibitors (see figure 22 below).

Type of deals and partnerships

"Deals" are agreements between (organised) producers, input suppliers, buyers and financial service providers. We call that 'Farm – Firm' and 'Farm – Bank'. Partnerships refer to agreements made with involvement of other stakeholder types such as knowledge institutes, NGOs and public actors³. Figure 22 shows the share of all stakeholders in total deals and partnerships reported in the online survey. Producer organisations and development agencies are involved in most deals and partnerships (each around 45%). Compared to the total respondents per stakeholder group, financial service providers, input suppliers and farmers' organisations report most deals and partnerships⁴.

² See annex 3 for deals per country as reported in the online survey.

³ In this category we also include business development services which are mostly non-commercial.

⁴ See annex 3 for deals per stakeholder group.

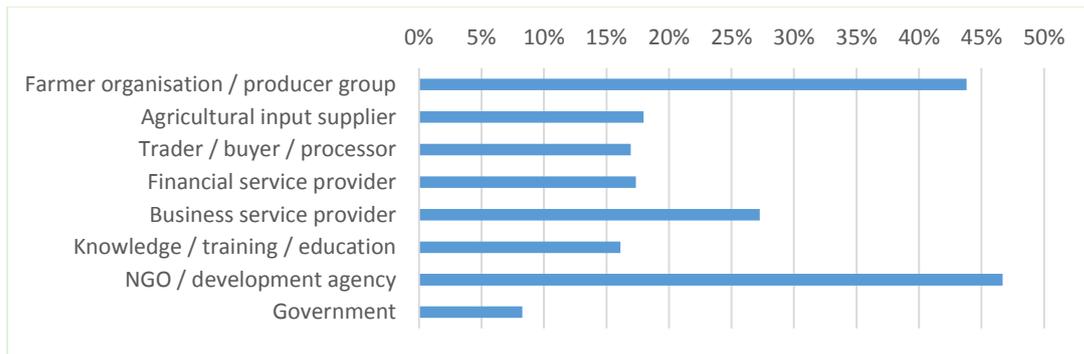


Figure 21: Stakeholder division in total deals and partnerships reported in % 2015

'On-the-spot' interviews confirm this. Figure 22 - deals per category reported by exhibitors at fairs – ranks inputs and financial services as the top 2. Deals involved a wide variety of products. Cereals, livestock, fruits and vegetables were most popular produce; seedlings topped the list of inputs, before fertilizer, agro-chemicals and tools/machinery. This variety underlines that the network reached out to different types of farmers and satisfied different types of needs.

Type of deal	Deals #	Deals %
Financial services	1743	27%
Supply agro-input	2298	36%
Buy produce from farmers	931	15%
Sell produce to traders / processors	735	12%
Provide agricultural business support	654	10%
Total	6361	100%

Figure 22: Type of deals made at fairs reported by exhibitors



“Through the Meru Farmers’ Fair I was able to meet about 220 farmers from Kikati, Moshi and Morogoro. Before attending this fair in Kikati, SEVIA did not offer its services in the area, however, through the fair, SEVIA was able to identify these farmers, whereas, we will offer extension services as well as training through demo plots. Additionally, I have linked horticulture farmers from Moshi and Morogoro with the respective agricultural officers in those regions.” **Iddi Mohammed Haridi – Agriculture Officer, SEVIA** (Seeds of Expertise for the Vegetable Industry in Africa)

Deals with financial institutions involved Banks, MFIs and SACCOs. Almost all deals reported in the online survey were about loans and credit. Deals at fairs are reportedly more diverse (see figure 23).

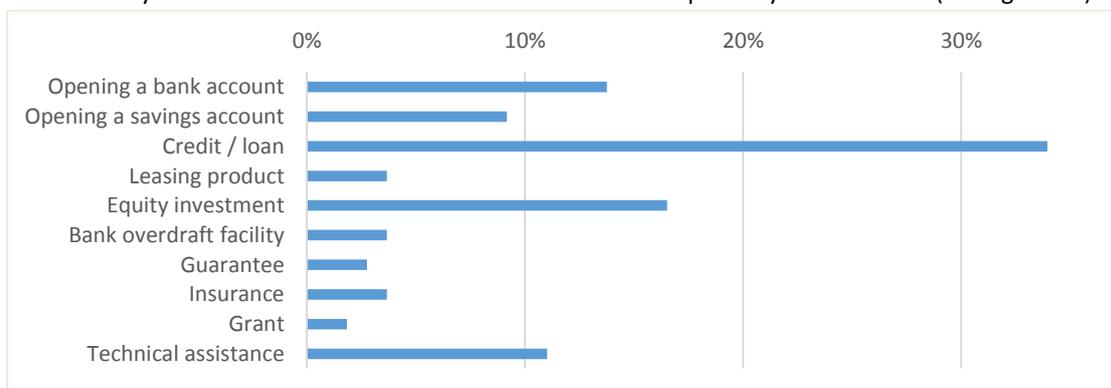


Figure 23: Type of deals with financial service providers made at fairs in % 2015

In 2015, partnerships were established with NGO/development agency (116), agricultural/business support service provider/consultancy (56), knowledge/training/education institutes (28), and with government (15). Most partnerships of NGOs were with other NGOs and mostly for grant relationships and joint advocacy. Partnerships with agricultural business support service providers were largely about business planning. Knowledge institutions dealt with training and capacity development. Partnerships reached with government were mostly about joint business ventures and joint field activities.



“Through the Manyara Agri-finance fair, I was able to network with businesses offering agricultural products and services to smallholder farmers. As a result, we secured two consultancy contracts to offer training to 2 farmer cooperatives on organisational, cost accounting and cooperative management to more than 200 farmers.”

Damian Sambuo, Moshi Co-operative University (MoCU)

Size of deals and partnerships

Deal sizes as reported by exhibitors during events were substantial at an estimated amount of 2,4 million US\$ (figure 24). With 60% of all exhibitors interviewed it is likely to be even above that. How does this compare to the online survey?

About 80% of the respondents that closed a deal or established a partnership, reported on its value. Figure 24 shows how often a certain value was mentioned comparing 2015 to 2014. We have few means to verify if respondents have been sufficiently accurate. Some deals may have been reported twice as they involve at least two parties.

To account for this uncertainty, we have estimated a minimum value of 9,6 million US\$ compared to 7,7 million in 2014 (see annex 3) based on respondents’ calculations. Some interesting observations: Smaller deals (below 5,000 US\$) are more frequent in 2015 than in 2014; midrange deals (up to 50,000) less frequent.

Deals and partnerships per US\$ value category 2014-2015				
US\$	2015		2014	
	#	%	#	%
< 100	29	8%	15	5%
100 - 500	65	17%	34	10%
500 - 1,000	44	11%	16	5%
1,000 - 5,000	81	21%	52	16%
5,000 - 10,000	52	14%	75	23%
10,000 - 50,000	57	15%	101	30%
50,000 - 100,000	28	7%	9	3%
100,000 - 500,000	14	4%	23	7%
500,000 - 1,000,000	10	3%	4	1%
> 1000,000	4	1%	4	1%
	384	100%	333	100%
No value given	104		127	

Figure 24: Deals and partnerships in US\$ value 2014-2015

Also for size: respondents that closed a deal or partnership indicated the average number of households that stood to benefit from that deal or partnership. The spread in outreach is less pronounced than with respect to US\$ values. At any rate, for 2015 this adds up to between 40 and 80k households compared between 35 and 70k in the previous year.

In sum these figures confirm that also in 2015 real business was being done, fit for SMEs, agri-entrepreneurs and producer organisations, giving a good return on investment of AgriProFocus activities.

Deals and partnerships per household category 2014-2015				
	2015		2014	
Average HH	#	%	#	%
5	24	5%	30	7%
10	54	12%	54	13%
30	67	15%	56	13%
75	69	15%	54	13%
300	79	17%	71	17%
>500	104	23%	91	22%
Total	373	100	356	100
No value given	115		104	

Figure 25: Deals and partnerships per household category 2014-2015



Vision Fund wins 1st price - best financial product for farmers - at Choma fair

Typical deals and partnerships

At the fairs in Choma and Chipata, 15 % of visitors indicated to have closed a deal, e.g. 30 farmers in Chipata receiving loans from Vision Fund to purchase dairy cows. Horti-processor Ronipam Enterprises was linked to Green Age International company at the horti fair in Rwanda. They reached an agreement to expand their operations.

4. Management

4.1 AgriProFocus country networks

AgriProFocus coordination

The support structure for each country network included the country coordinators and one or more assistants, as well as a network facilitator based at the AgriProFocus Support Office in Arnhem. With an increasing demand at country level – a development that started already in 2013 - came the need for more staff with specific tasks and portfolios (business linkage advisor, learning facilitators and event managers). Figure 26 shows the increase in the number of staff in the country networks. Annex 2 shows all staff and positions.

	2015	2014	2013
	# & fte	# & fte	# & fte
Staff	36 (32)	33,5 (28,5)	27 (24,5)

Figure 26: Number of staff in country networks

In 2015 hosting MoUs have become service contracts. Hosts deliver full HRM and financial administration services as well as housing and legal representation. Cost recovery is the new trend, meaning that

Hosting country networks 2015	
Benin, Tanzania, Uganda, Zambia	SNV
Burundi, Mali, RD Congo, Rwanda	ICCO
Ethiopia	ICCO - FSAS
Indonesia, Kenya	HIVOS
Niger	Partners for Innovation

Figure 27: Host organisation per country network 2015

also management costs are included. As coordination costs are not covered through the host or other members it was decided that operational continuity needs to be guaranteed. With MoFA it has been agreed that the AgriProFocus Matching Fund can be used to cover these costs. In 2015 AgriProFocus management has also become more involved in monitoring performance of staff members at country level. A HRM process is still to be developed, which is important as 2015 saw some coordinators leaving for other opportunities. A long-term vision on staff development and retention is needed.

Network governance

While each country network is hosted by a Dutch member, local embedding is key to network relevance, effectiveness and sustainability. Local 'steering committees' are an important component and were in place in a number of countries. However, with AgriProFocus not having a legal status, there has been little impetus to bring SCs together, although most were consulted during the stakeholder analysis and the annual planning process. End of 2015 a new protocol was drafted with a clearer mandate, renewal of membership and a process to boost SC action.

4.2 AgriProFocus Netherlands network

AgriProFocus coordination

The AgriProFocus Support Office, based in the Netherlands, facilitates and supports cooperation and exchange of information and knowledge within the partnership. In 2014 the support team consisted of the Managing Director, the Director of Programmes, five Network Facilitators, a Knowledge

Management Facilitator, a Financial Officer, Management Assistant and a Communication and Marketing Facilitator. A Monitoring and Evaluation facilitator was recruited as well as a Business Relationship Manager (position combined with YEP AgroFood Manager).

Sharing of knowledge between 'old and new hands' was also facilitated by the Core Group. This group consists of staff at country and Netherlands level combined. In 2015 three exchange opportunities were created: the annual Core Group meeting was in Rwanda in January and another in October in Uganda focussing on annual planning, results measurement and cross-country action. In May a communication and M&E workshop was organized for West Africa teams.

Network governance

Board

The Board consists of an independent chair, six representatives of member organisations and two observers of the Ministries of Foreign Affairs and Economic Affairs. The Board convened four times in 2015. At the end of the year there was a vacancy with the departure of Caroline Figuères.

Participants' Council

In addition to the Board, AgriProFocus has a Participants' Council, made up of representatives of the member organisations. The Participants' Council assists in determining the work plan, directions, procedures and set-up of AgriProFocus, and elects Board members. Furthermore, the members of the Participants' Council are the first contact persons for other AgriProFocus members and the Support Office.

Membership of the AgriProFocus partnership is open to all Netherlands-based or Dutch ODA-funded organisations that are engaged in promoting agri-entrepreneurship and in supporting organised producers in developing countries. In joining the partnership, each member organisation commits itself to contributing both personnel and financial means. In 2015, 4 members left and 3 new members were welcomed; keeping the total membership to 34 in 2015.

One Participants' Council meeting was held at the New World Campus in The Hague. The second statutory PC was not held but replaced by the 10-year celebration of the network in September.

5. Financial management

5.1 Balance sheet

Assets		31/12/2015	31/12/2014
		In €	In €
Fixed Assets			
	Tangible	19,985	23,013
Current Assets			
	Receivables	826,054	619,133
	Cash and banks	1,763,508	2,221,397
		<u>2,589,562</u>	<u>2,840,530</u>
Total Assets		<u>2,609,547</u>	<u>2,863,543</u>
Liabilities and Equity			
Equity			
	Continuity Reserve	158,793	158,793
Debts and liabilities		2,450,754	2,704,750
Total Liabilities and Equity		<u>2,609,547</u>	<u>2,863,543</u>

5.2 Statement of revenue and expenditure

	Realisation 2015	Budget 2015	Realisation 2014	Realisation 2015 vs 2014
	In €	In €	In €	In €
Income				
Subsidies from government	3,200,734	3,219,950	2,953,537	247,197
Contribution Dutch members	94,000	105,000	102,000	-8,000
Extra contribution members	813,748	929,950	918,075	-104,327
Other income	1,284,044	1,069,830	778,443	505,601
Total Income	5,392,526	5,324,730	4,752,057	640,469
Expenditure				
Personnel costs	612,983	550,808	478,734	134,249
Project costs	4,667,856	4,661,122	4,123,832	544,024
Housing costs	49,960	54,000	67,099	-17,139
General costs	68,003	63,800	95,270	-27,267
Total Expenditure	5,398,802	5,329,730	4,764,934	633,868
Result	-6,276	-5,000	-12,877	6,601
Interest (income)	6,276	5,000	12,877	-6,601
Final Result	0	0	-0	0

5.3 Explanatory notes

Total income increased with around 650,000 euro from 2014 to 2015. This boost is mainly caused by a new subsidy for gender and income from the contract for the co-implementation for the F&BKP with MoFA and YEP AgroFood.

Moreover, a significant growth has been realised related to the contributions of the local members, programme contributions and funding by Netherlands Embassies in the countries where AgriProFocus carries out activities (see paragraph 2.1 resource mobilisation).

Personnel costs went up as a result of additional contracts (business linkages / YEP AgroFood) plus the need to hire extra staff for M&E and office assistance.

Compared to 2014, project costs are higher because of more realised income which fits in with the Strategic Plan 2013-2016. Government subsidy in the country networks decreased from 45% to 36% of total income.

Annex 1 Auditors Report



INDEPENDENT AUDITOR'S REPORT

The board of management of
Stichting Agri-ProFocus, Utrecht

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements 2015 of Stichting Agri-ProFocus, settled in Utrecht, which comprise the balance sheet as at 31 December 2015, statement of revenues and expenditures for the period 1 January 2015 to 31 December 2015 and the notes, comprising a summary of the accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board and with the policy rules application Wet normering bezoldiging topfunctionarissen publieke en semi-publieke sector (WNT).

Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements in respect of financial legitimation that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the audit instructions WNT included in the policy rules for application of the Dutch act WNT as described in "Beleidsregels toepassing WNT". This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements and the WNT requirements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

OPINION WITH RESPECT TO THE FINANCIAL STATEMENTS

In our opinion, the financial statements give a true and fair view of the financial position of the Stichting Agri-ProFocus as at December 31, 2015 and of its result for the year then ended in accordance with the Guideline for annual reporting 640 "Not-for-profit organizations" of the Dutch Accounting Standards Board and the Dutch act for remuneration of senior officials in the public and semi-public sector: "Wet normering bezoldiging topfunctionarissen (WNT)".

Breda, 9 May 2016

MAZARS PAARDEKOOPEL HOFFMAN N.V.

drs. D.J. Han RA



Annex 2 Network in 2015

AgriProFocus Core Group (2015)		
Country	Name	Organisation
Benin		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	Marcel Djihoun	SNV
Country network assistant	Moussabihatou Saloufou	SNV
Burundi		
Network facilitator	Rolf Schinkel	AgriProFocus
Country network coordinator	Christophe Bizimungu / Jean Paul Nzosaba	ICCO
Country network assistant	Elyse Muhorakeye	ICCO
Ethiopia		
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Gerrit Holtland /Annet Witteveen	F&SAS/ICCO
Communication & marketing facilitator	Gizaw Legesse	F&SAS/ICCO
Linking & learning facilitator	Jelleke de Nooij/ Heran Tadesse	F&SAS/ICCO
Indonesia		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	Dania Pratiwi/Tina Napitupulu	HIVOS
Country network assistant	Maula Paramitha Wulandaru	HIVOS
Kenya		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Amos Thiongo	HIVOS
Business Linkage Facilitator	Maureen Munjua	HIVOS
Country assistant	Sheban Chitechi	HIVOS
Communication & marketing facilitator	Jillian Makungu	HIVOS
Mali		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Idrissa Ba	ICCO
Country network assistant	Georges Akibodé	ICCO
Focal point Sikasso	Oudou Bengaly	ICCO
Country network assistant	Daoulatta Maiga	ICCO
Niger		
Network facilitator	Annette van Andel	AgriProFocus
Country network coordinator	Rakiatou Gazibo	Partners for Innovation
Country network assistant	Zeinabou Hamani	Partners for Innovation
DR Congo		
Network facilitator	Rolf Schinkel	AgriProFocus
Country coordinator	Emmanuel Bahati Cimanuka	ICCO
Country assistant	Guylaine Mwamini	ICCO
Rwanda		
Network facilitator	Lisette van Benthum	AgriProFocus
Country network coordinator	Espérance Mukarugwiza	ICCO

AgriProFocus Core Group (2015)		
Country	Name	Organisation
Country network assistant	Didier Muyiramye	ICCO
Business development & network assistant	Anatole Majyambere	ICCO
Tanzania		
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Tom Ole Sikar	SNV
Business & partnership advisor	Katarina Mungure	SNV
Country network assistant	Hilda Okoth	SNV
Uganda		
Network facilitator	Rolf Schinkel	AgriProFocus
Country network coordinator	Anja de Feijter/ Lucy Asiimwe	SNV
Marketing & Communication facilitator	Lucy Asiimwe/Sharon Shaba	SNV
Agribusiness linkage facilitator	Sylvia Natukunda	SNV
Office facilitator	Marion Alyek	SNV
Event manager	Rita Kusasira	SNV
Linking & Learning facilitator	Richard Mugisha	SNV
Zambia		
Network facilitator	Wim Goris	AgriProFocus
Country network coordinator	Claire van der Kleij	SNV
Country network assistant	Nchimunya Kasongo	SNV

AgriProFocus Participants' Council (2015)	
Name	Member organisation
Klaas Steur	Aeres Group
Kees Blokland	Agriterra
Nathalie van Haren	Both ENDS
Patrick Gouka	CBI
Edith Boekraad	Cordaid
Erna Leurink	Faculty of ITC, University Twente
Frank van Ooijen	FrieslandCampina
Rian Fokker	Heifer Nederland
Paul Stanger	Heineken International
Thiemo van Esch	Hivos
Evelijne Bruning	The Hunger Project
Marijke de Graaf	ICCO
Mariette Gross	ICRA
	IFDC
Edith van Walsum	ILEIA
Bertus Wennink	KIT
Jolanda Buter	MDF
Florian Grohs	Oikocredit
Madelon Meijer	Oxfam Novib
Alex Meerkerk	PUM
Pierre van Hedel	Rabobank Foundation
Heleen Bos	RijkZwaan
Robert Dijksterhuis	RVO
Lucas Simons	SCOPEinsight
Eelco Baan	SNV
Aart van den Bos	Soil & More International
Annelot van Leeuwen	Solidaridad
Marco Verschuur	Van Hall Larenstein
Jennie van der Mheen	Wageningen UR/WI
Jos Bijman	Wageningen UR
Simone van Vugt	Wageningen UR/CDI
Maarten van Middelkoop	Woord en Daad
Ane de Vos	ZOA

AgriProFocus Board (2015)			
Name	Position		
Kees Wantenaar	Independent chair	05-04-2015	05-04-2017
Hans Heijdra (SNV)	Vice Chair, Secretary	01-07-2016	01-07-2019
Wim Hart (ICCO)	Treasurer	01-01-2017	01-01-2020
Evelijne Bruning (THP)	Member	15-10-2017	15-10-2020
Kees Blokland (Agriterra)	Member	15-10-2017	15-10-2020
Mike Zuijderduijn (MDF)	Member	15-10-2017	15-10-2020
Vacancy	Member		
Aaltje de Roos (Ministry of Foreign Affairs)	Observer		
Johan Gatsonides (Ministry of Economic Affairs)	Observer		

Team AgriProFocus Netherlands (2015)	
Name	Position
Hedwig Bruggeman (Until Nov 1st 2015)	Managing director
Roel Snelder	Director of programmes
Wim Goris	Network facilitator Ethiopia, Tanzania, Zambia Theme: Dairy & livestock
Rolf Schinkel	Network facilitator Burundi, DR Congo, Uganda Theme: Organised farmers
Annette van Andel	Network facilitator Kenya, Mali, Niger Theme: Youth in agribusiness
Lisette van Benthum	Network facilitator Benin, Indonesia, Rwanda Theme: Access to finance
Inger Janssen	Network facilitator
Marja Hennemann	Management assistant
Anne Marie Kortleve	Marketing-Communications facilitator
Nicole Metz	Knowledge facilitator
Matthijs Theunissen/Hiddo Damminga	Financial officer
Herma Mulder	Business relationship manager
Marie-Noelle Spaan/Caroline van der Molen	Office assistant
Peter van Bussel	M&E officer

Annex 3 Deals and partnerships

Amount of deals per country network online survey 2014-2015				
Deals	2015 #	2015 %	2014 #	2014 %
Benin	30	6%	28	6%
Burundi	10	2%	11	2%
Ethiopia	40	8%	24	5%
Indonesia	12	2%	0	0%
Kenya	77	16%	73	16%
Mali	36	7%	22	5%
Mozambique	0	0%	1	0%
Niger	24	5%	17	4%
RD Congo	26	5%	25	5%
Rwanda	75	15%	85	18%
Tanzania	35	7%	27	6%
The Netherlands	4	1%	1	0%
Uganda	96	20%	118	26%
Zambia	22	5%	21	5%
Other	1	0%	7	2%
Grand Total	488	100 %	460	100 %

Estimate of deals and partnerships in #, % and US\$ 2014 - 2015

Category	2015			2014		
	#	%	Value*	#	%	Value*
< 100 US\$	29	8%	2.900	15	5%	1.500
100 - 500 US\$	65	17%	19.500	34	10%	10.200
500 - 1,000 US\$	44	11%	33.000	16	5%	12.000
1,000 - 5,000 US\$	81	21%	243.000	52	16%	156.000
5,000 - 10,000 US\$	52	14%	390.000	75	23%	562.500
10,000 - 50,000 US\$	57	15%	840.000	101	30%	270.000
50,000 - 100,000 US\$	28	7%	2.100.000	9	3%	675.000
100,000 - 500,000 US\$	14	4%	4.200.000	23	7%	6.900.000
500,000 - 1,000,000 US\$	10	3%	7.500.000	4	1%	3.000.000
> 1000,000 US\$	4	1%	4.000.000	4	1%	4.000.000
Total	384	100%		333	100%	
No value given	104			127		
Maximum total value			19.328.400			15.587.200
Minimum total value**			9.664.200			7.793.600

* To calculate we took the average for each category (i.e. 500 – 100 = 300)
 ** 50% of maximum value

Division of deals and partnership per stakeholder group – online survey 2015

Stakeholder groups	NGO / development agency	Farmer organisation / producer group	Trader / buyer / processor	Financial service provider	Agricultural / business support provider	Agricultural input supplier	Knowledge / training / education	Government	Grand Total
Farmer organisation / producer group / CBO	19	30	22	17	6	15	4	1	114
Trader / buyer / processor	5	5	5	2	1	3	0	0	21
Government	3	7	1	1	3	5	1	4	25
Other	7	0	4	2	8	2	1	2	26
Financial service provider	1	12	1	6	3	2	2	0	27
Agricultural input supplier	5	5	8	7	1	8	0	0	34
Knowledge / training / education institute	7	9	4	6	7	5	12	1	51
Agricultural / business support provider	17	14	8	6	16	5	5	4	75
NGO / development agency	51	16	8	10	11	8	3	3	110
(blank)	1								1
Grand Total	116	98	61	57	56	53	28	15	484

Agri Pro Focus

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