

Annual Report

Agri-ProFocus



2008



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Preface

It is with pleasure that I present to you the Agri-ProFocus Annual Report 2008.

In this overview you can read how the Agri-ProFocus partnership has consolidated its successes, integrated the recommendations of the 2007 Mid-Term Review in its joint trajectories and learning initiatives and last but not least in its strategic planning process for the next phase 2009-2012.

Illustrative for 2008 was the growing appropriation of the mission and vision of Agri-ProFocus by the management of member organisations and the professionals concerned. This has resulted in new trajectories initiated by members and in a participatory reflexion and planning process for the next phase.

It can not be denied that the strategic process has been time-consuming and intense. It was an opportunity to draw up the balance sheet, and to reflect on the opportunities and limitations of our partnership and to re-confirm commitments.

At the end of 2008 lessons learned on collaboration processes and increased trust and commitment between members have been translated into the country focus programmes. With these programmes we are moving towards ownership of joint Agri-ProFocus programmes at country level!

To maximise effectiveness in the country programmes the support of the Ministry of Foreign Affairs and the Ministry of Agriculture, Nature and Food Quality of the Netherlands, especially at embassy level, is indispensable. Vice versa the Agri-ProFocus partnership and its members are committed to co-implement the policy paper "Agriculture, Rural Economic Development and Food Security".

As a result of the 2008 strategic process the Agri-ProFocus partnership is determined to support producer

organisations' demand for the promotion of farmer entrepreneurship whilst pro-actively developing a joint agenda among the members.



Gerard Doornbos - Chairman of Agri-ProFocus Board

Introduction

The Agri-ProFocus partnership was founded in March 2005 with the objective to support rural producer organisations in developing countries in economic and political empowerment. The partnership started with a group of 19 Dutch development-oriented organisations with different backgrounds and expertise in the areas of rural development and strengthening producer organisations, funding of programmes and projects, provision of rural finance, research and knowledge development and international (fair) trade. Over the past three years 8 new organisations have joined Agri-ProFocus bringing the total membership to 27 in 2008.

APPROACH OF AGRI-PROFOCUS 2006-2008

Agri-ProFocus' approach is based on three focal areas in support of producer organisations:

- **INCLUSION IN VALUE CHAIN DEVELOPMENT**
- **ACCESS TO FINANCIAL SERVICES**
- **CAPACITY DEVELOPMENT**

The Agri-ProFocus network has established a small support office (4,2 FTE in 2008) that became operational in January 2006. Through this office members are supported in setting up joint trajectories to provide a coherent package of support to producer organisations in developing countries by combining and tapping resources of other members and sometimes external organisations and firms. Together with member organisations the office of Agri-ProFocus co-organises a range of expert meetings on relevant issues in relation to rural development and empowerment of producer organisations. The office also runs a service desk providing members with access to relevant information and contacts inside and outside the partnership. Additionally the Agri-ProFocus office develops supporting systems for information provision on its website and in written publications.

In November and December 2007 a Mid-Term Review (MTR) of Agri-ProFocus was conducted by an external independent consultant. A quick assessment of the progress in activities, performance of the partnership and its supporting office and the results obtained are presented in the report of the [MTR](#). Its main purpose has been to make a preliminary analysis of bottlenecks and successes of the past years and to identify the main challenges and opportunities for the future development of Agri-ProFocus after the first phase of DGIS-funding ending in 2008.

Based on the recommendations of the MTR a participatory process was started in May 2008 to define the strategic choices for the next phase of the partnership (2009-2012). As some of these choices were already implemented or tested in 2008 this year can be considered a transition period.

The Board and members of the Participant's Council approved the strategic plan "Promoting Farmer Entrepreneurship" in September 2008. Members committed themselves to implement the defined programme through the allocation of human and financial resources. In addition ICCO, Oxfam Novib, HIVOS and Cordaid agreed to cover 15% of the costs of the support office.

The Agri-ProFocus strategic plan 2009-2012 was approved by the Ministry for Development Cooperation in December 2008.

AGRI-PROFOCUS ANNUAL REPORT 2008

MAIN TOPICS:

- **STRATEGIC PROCESS SECOND PHASE**
- **DEVELOPMENT COUNTRY FOCUS PROGRAMME**
- **JOINT TRAJECTORIES**
- **EXCHANGE AND LEARNING**
- **SERVICE DESK**

Strategic Process 2009- 2012

The agenda for the strategy process was set by the Agri-ProFocus members in March 2008 after extensive discussions in both the Board and the Participants' Council on the outcomes and lessons learned from the 2007 Mid-Term Review process. Befitting a network this process has been participatory and transparent to all involved at all times. In short: 'ownership with the membership!'

To come up with a sufficiently grounded analysis and strategic direction for the future various working groups set out to discuss hot issues such as:

- How does the current state of affairs in development policy, agriculture and the role of producer organisations (POs) inspire us as a network?
- As a network how can we stimulate the development of new PO-oriented trajectories proactively and at the same time guarantee country ownership?
- How can we improve our learning and use lessons learned more actively?
- What about the role of the private sector in agricultural development and poverty alleviation?
- And where do we stand re Agri-ProFocus as a platform for debate?

Almost all member organisations participated in the discussions during May and June 2008. Outcomes and emerging trends were successively written up in separate papers by the Agri-ProFocus support office and shared through a website forum open to all Agri-ProFocus professionals. On this forum many professionals gave useful inputs to develop the main strategic directions.

Subsequently the Agri-ProFocus support office developed a draft strategy over the summer. On September 3rd the Participants' Council and Board debated the issues and showed their overall appreciation for the new strategy. Verbal and written comments by a number of member organisations have then led to further adaptations and refinements.

The 2009 -2012 strategy builds on the lessons learned during the first phase of the Agri-ProFocus partnership, and at the same time defines the roads to dealing with the main challenges: stimulating producer organisation demand and country ownership, whilst proactively developing a joint agenda among the membership. This inherent tension between 'demand and supply' is always part of 'development' and can only be resolved along the way.

The box below summarizes Agri-ProFocus' main strategic choices (and changes) for the next four years as compared to the previous period. The next phase will allow the partnership to build solid, transparent and action-oriented programmes at country level towards this goal.

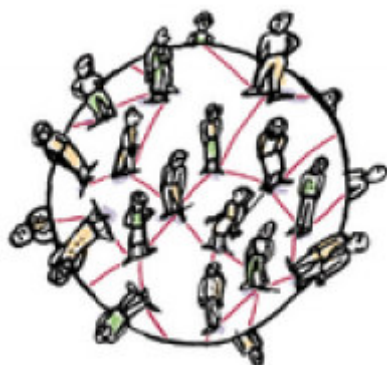
Agri-ProFocus Strategy: Choices and Changes	
2005 – 2008	2009 – 2012
Strengthening POs	Promoting farmer entrepreneurship through enhancement of PO capacity
Project-based trajectories	Country-driven programmatic approach
Knowledge and information exchange	Learning and innovation at member- and PO level
Gradual increasing network approach	Intensification of member commitment
Predominantly NGO, research network	Stronger private sector involvement

Kick-off Country Focus Programme

One of the main goals of the Agri-ProFocus members is to build solid, transparent and action-oriented support programmes to promote farmer entrepreneurship. The report of the Mid-Term Review stressed that alternative instruments for a continuous influx of ideas and proposals should be developed. This was confirmed during the strategic process and as a result the Agri-ProFocus network is developing specific country programmes in addition to the implementation of trajectories.

Concluding that the need for an agricultural productivity boost is most urgent in Africa the Agri-ProFocus partnership has chosen to focus on that continent. Through a quick scan by the support office mid-2008 seven countries have been identified: Ethiopia, Kenya, Mozambique, Niger, Rwanda, Uganda and Zambia. Five APF-members, i.e. Cordaid, HIVOS, ICCO, Oxfam Novib and SNV have accepted the request of the board to take a leading role in the realisation of the country focus approach.

The idea behind the country focus is to start with what is already there: building on existing activities and networks and combining these. This means that local partners of APF-members and the respective liaison officers are working together to develop a programme on farmer entrepreneurship and scale up existing work.



In other words: lead organisations start up the country process and energise the involvement of others, thereby going beyond their individual roles and agendas. It is expected that others from the APF network join in and share responsibilities. Expectations will be managed throughout the process with the lead role having an explicit timeline and exit strategy. The lead within each organisation will lie with assigned staff at country level. In addition each lead organisation has assigned a contact person in the Netherlands.

Meetings took place in November and December 2008 between the various lead agencies to further develop the approach.

By the end of 2008, the 5 lead agencies assigned staff members for the implementation of the country focus programme and prepared an Agri-ProFocus Country Focus vision document to be shared with interested members as a kick-start for each country focus programme.

Results of the country focus programme in 2008:

1. Sept: Matrix - Quick scan potential countries based on three sets of criteria :
 - Local enabling environment
 - Dutch government perspective
 - Presence Agri-ProFocus membership
2. Oct: 7 potential countries selected for inception phase and 7 potential lead members identified
3. Nov: leading country focus professionals collect data, analyse options and mobilise support within their organisation
4. Dec: 6 Country Focus vision documents available.

Joint Trajectories

Requests by Agri-ProFocus members for brokerage and facilitation related to product and service chains, organisational development, or support processes are considered for inclusion as a joint trajectory within Agri-ProFocus. These can be new proposals, or initiatives that are already in progress and may involve several Agri-ProFocus member organisations. A key requirement for joint trajectories is that there is a clear focus on producer organisations.

Eight ongoing trajectories were facilitated and 6 new trajectories investigated and analysed in 2008. Of these 6 new trajectories 2 materialised into APF joint-trajectories, 1 into a learning programme and 2 into matches for direct support by members. Facilitation of 4 2006/2007 trajectories was successfully transferred into an APF "monitoring only" modus.

Examples of trajectories are briefly described on the following pages.

Ethiopia Learning Alliance

In 2007 KIT, ICCO, SNV, Agriterra, Cordaid and FFARM (Ethiopia) and IIRR (Ethiopia) organised a joint learning process for Ethiopian producer organisations and their service providers. Ethiopian smallholders need to improve their capacities for market-oriented production, quality assurance and entrepreneurial skills.

This three-year trajectory consists of a series of workshops, assignments and coaching visits to production clusters, culminating in a business challenge.

In 2008 the programme consisted of a successful third workshop, assignments and coaching visits by a financial expert. The workshop on "Strengthening the actors" in Awassa included a field visit to nearby coffee cooperatives, an exchange between clusters and input from Agriterra on farmer representation.

A monitoring checklist for coaching visits (May) and a wiki (Nov) were also developed.

In this 'learning-by-doing effort' 17 producer organisations and 10 service providers are working together on assignments in 16 learning clusters.



Learning clusters and their assignments are presented online at the closed wiki www.ethiopialearningalliance.net

Agriterra-SNV partnership

Agriterra and SNV are working closely together in this trajectory which was formalised in an MOU with Agri-ProFocus in 2007. By joining forces and pooling the best of each of its resources they aim at strengthening producer organisations more effectively and efficiently. SNV brings in its network, knowledge of local dynamics and advisory potential. Agriterra contributes with its own network, advisory services, expertise and financial resources. The Agri-ProFocus office facilitates in programme and knowledge management.

This partnership is in operation since June 2007. Currently Agriterra and SNV are cooperating in joint pilot projects in six countries in Asia, West - and Eastern Africa.

Pooled resources amount to an annual average of SNV advisory input of 6 full-time equivalents and over one million Euro in financial resources from Agriterra in direct support towards more than 20 producer organisations.

After 'testing the water' so to speak, there is now a joint view on the potential and where investments by both organizations can be promising. Based on

this SNV and Agriterra have decided to jointly strategise in a number of countries in the coming year, a.o. Vietnam, Nepal, Benin, Albania, Macedonia, and Tanzania. Both members have also decided to take part in the Agri-ProFocus country focus programmes in Niger, Uganda, and Kenya.

Rwanda coalition on rural entrepreneurship



Participants of the kick-off workshop November 2008

ICCO, Agriterra and Terrafina took the initiative to join forces in their value chain, producer organisation and rural finance oriented programs in Rwanda early 2008. They requested the Agri-ProFocus support office to start a trajectory and explore the interest of other members in intensifying cooperation in Rwanda. Since then SNV, Oxfam Novib, KIT, WUR/VHL and IFDC have joined the coalition while ICCO has taken on overall coordination.

The coalition's joint objective is the enhancement of rural entrepreneurship, through capacity development of local economic actors (farmers' organisations, input dealers, MFI's and SACCO's, researchers, BDS's), agribusiness cluster formation and commodity value chain development. As many partners are active in honey, rice, maize, cassava and potato value chains, these were identified as first entry points for the Agri-ProFocus initiative.

A value chain development training (11-15 November 2008), the [kick-off workshop](#) (24-25 November 2008) and the APF Rwanda coalition meeting (26 November 2008) marked the operational start of collaboration among APF members. In a two-day kick-off meeting, at Gicumbi and attended by some 50 participants a range of subjects were discussed which gave a good idea of the expectations and challenges as perceived by Rwandan partners.

This Rwanda coalition on rural entrepreneurship has developed into one of the Agri-ProFocus country programmes in 2009.

Strengthening HIV-AIDS competencies among producer organisations

Experiences within the Agri-ProFocus network have shown there is a clear need and an opportunity to contribute to a more distinct positioning of producer organisations (POs) on HIV/AIDS. HIV/AIDS affects rural populations and therefore has an impact on the core business of POs. POs have a role to play and mainstreaming HIV/AIDS is a key strategy with the emphasis on understanding the impact, strengthening organisational processes, and the development of adequate - indirect - responses. This means that ultimately POs (are able to) act, and are recognized, as competent actors in that respect. It also means that other organisations need to be alerted on the role POs have as intermediary organisations to reach the rural population.

This action, collaboration and learning trajectory is designed to contribute to that process and facilitate POs (and Agri-ProFocus network members) on that route. The support coalition is composed of Agriterra, Van Hall Larenstein, the Swedish Cooperative Council (SCC) and DGIS. Participating POs are Kenfap from Kenya, UOSPA and UNFFE from Uganda and Mwiwata from Tanzania.

So far two regional workshops (March 08 and Jan. 09) have been implemented; specific mainstreaming activities within

the POs are being funded by Agriterra and coaching and support are provided by Van Hall Larenstein and SCC. Agri-ProFocus is providing overall facilitative support. Lessons learned will be documented in 2009 and further developed in view of expanding the trajectory to include other POs.



Participants of the workshop share their ideas on mainstreaming HIV/AIDS in their organisations

Organic cotton in West Africa

In 2007 a business plan and a capacity building strategy were developed and agreed upon by producer organisations, SNV, KIT, ICCO and AK Organic. Bottlenecks at the local level were successfully tackled by the end of 2007, and the implementation of the inception phase was started in the first semester of 2008. Tests were successfully run with producers of soya, cotton and sesame. At the end of 2008 the Yiriwa SA firm was established with various POs, ICCO, KIT and AKO as shareholders. The firm aims at producing, transforming and marketing agro-biological products. In addition SNV, KIT, ICCO and local service providers will implement a support and research programme with and for producer organisations and their farmers. During 2007-2008 1500 producers were trained and certified as agro-biological producers. See www.yiriwa.nl.

At the end of 2008 the Agri-ProFocus support office facilitated an evaluation meeting to review the cooperation process. Most important lessons learned were that (1) expectations, roles and commitments should have been clearly

“put on the table” at the start of the trajectory, (2) the time and process needed to involve farmers and POs as stakeholders and partners was underestimated.

DGIS-WUR Value Chains for Pro-Poor Development

Linking small producers to markets or integrating them into domestic or international value chains is widely recognised as a valuable development trajectory. The DGIS-WUR partnership *Globalisation and Sustainable Rural Development* comprises a thematic research programme related to value chains in the context of sustainable development and poverty reduction. At policy level this programme is motivated by the wish to enhance coherence between trade and development policy, and at the level of implementation and action by the shared interest in learning how to configure chains for pro-poor development. Agri-ProFocus members have been consulted in the selection of appropriate cases and in the facilitation during implementation.

After acceptance of the inception report in February 2007 two action research projects – in Uganda and Ethiopia - were selected, and started in 2008.

In Mozambique and Rwanda two new action research cases were selected and first identification missions carried out in the second half of 2008.

Research results from Uganda and Ethiopia will be shared in the course of 2009.

Support to oilseed sector needs Uganda

Agriterra (supporting PO UOSPA), SNV (supporting platform OSSUP) and WUR (action-research on oilseed) are cooperating in this trajectory. At the request of SNV the Agri-ProFocus team facilitated a joint response on the need for financial services in the oilseed sector. Talks between SNV, Rabobank and Cordaid yielded no tangible support during 2008, while Oikocredit started

discussing a smaller pilot with a female oilseed farmers' organisation.

SNV and DDE organised an oil seed trip in October 2008 to meet with national and Lira oilseed platforms. It was concluded that the ongoing support of SNV Uganda, WUR, Agritererra and IICD to the Oilseed Platform and UOSPA has certainly been beneficial to and instrumental for the development of the oilseeds subsector in Uganda.

Relevant issues for further strengthening of the oilseed subsector include: a) public-private dialogue and action; (b) rural financial services; (c) use and articulation of research & innovation; (d) provision of technical support/assistance; (e) technical and vocational education & training; (f) development and control of quality standards.

Follow-up included a DVD of the trip and a debriefing at Cordaid.



Field visit by participants

CIOEC Bolivia

CIOEC is a national coordinating platform of local farmer organisations (OECAs), supported by ICCO (lead agency), Cordaid and Oxfam Novib (both phasing out).

The Agri-ProFocus office facilitated the negotiations between donors on a new three-year plan. The process was a difficult one due to budget constraints and a complex organisational strategy process. APF members jointly hired a consultant to support the CIOEC planning process and Agritererra stepped in with additional grant funding.

CONAPLE Bolivia

CONAPLE is a Bolivian dairy PO focusing their activities on processing. Invited by Agritererra CONAPLE visited a number of APF-members to discuss investment plans and grant requests on organisational strengthening and technology. The APF office did a follow-up on these contacts and ICCO and Agritererra were interested to discuss and implement cooperation directly.

Exchange and Learning

One of the MTR recommendations was to link expert meetings with joint trajectories and with strategies to empower POs. This change of strategy became visible in 2008. 5 Expert Meetings were organised, 2 learning trajectories were set up and a database on support to producer organisations was developed. As a matter of course Expert Meetings are always organised by member organisations, in collaboration with the Support Office.

Furthermore Agri-ProFocus took part in the 'Coherence and Synergy' programme of DGIS/DDE and contributed extensively to a publication of 'capacity.org' on producer organisations and value chains.

In 2008 three Agri-ProFocus newsletters were sent to professionals, organisations and interested individuals.

Learning trajectory on value chain finance

This trajectory was organised by MicroNed and Agri-ProFocus with the participation of Agriterra, Cordaid, Hivos, ICCO, KIT, Oxfam Novib, Rabobank. The gap between value chain developers and financial service providers has no silver bullet solution.

Therefore a joint taskforce was established with a shared learning agenda and framework of understanding.

A kick-off meeting and 3 learning sessions were organised and a closed wiki (<http://apf-vcfinance4po-mn.wikispaces.com/>) was developed in 2008. Around 25 professionals discussed topics such as governance, embedded finance, leasing and 12 cases on MFIs involvement in chain finance.

Expert meeting Contract farming

Contract Farming was the central theme of the Agri-ProFocus learning event held on Tuesday the 27th of May at ICCO in Utrecht. 72 participants from the private sector, NGOs working with farmer

organisation in the South and research institutes discussed the practice of working with contract farmers (also known as 'outgrowers' in Africa).

The seminar started with a summary overview of the literature on contract farming by Jos Bijman (WUR) followed by sessions from EVD, LEI, Cordaid and Matchmaker Ass.

See reports and materials at the wiki <http://apf-contractfarming.wikispaces.com/>

As a follow-up on this event, EVD, ICCO and WUR-LEI developed a '[Contract Farming Checklist](#)' to give business investors insight into critical issues when dealing with contract farming in developing countries.



Presentation at expert meeting

Gender in value chains

Within the Agri-ProFocus (APF) network ICCO, HIVOS, Oxfam Novib, CIDIN, KIT, and Agriterra have taken up the challenge to stimulate learning on this subject and have decided to jointly start a trajectory on gender in value chains. Solidaridad, Cordaid and WUR - among others - have joined in later on. The trajectory aims (in the long run) at making value chains work for women. More specifically the organisations involved want to achieve that their economic programmes contribute to gender empowerment.

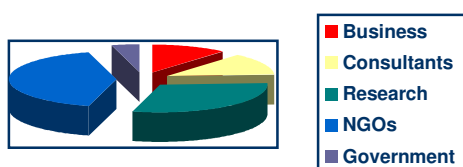
In 2008 several small meetings were held. The group has developed a guideline to look into cases on gender and value chains; 8 cases have been

described, and analysed with 10 APF members participating in an exchange event. Relevant literature has also been compiled and reviewed.

To support this trajectory online tools have been developed (see <http://genderinvaluechains.ning.com>). In 2009 the lessons learned will be captured in a working paper and a start will be made with tool development. An action-learning process will also be developed to apply the lessons learned in various chains in various countries. With a growing community and an active online platform gender in value chains has become an important cross-cutting theme for the network.

Trading Up!

On September 29th the Agri-ProFocus network gathered at the Royal Tropical Institute in Amsterdam for a learning event on the relations between local traders and farmers. At 'Trading Up' – as the event was called – 70 participants (see graph) from NGOs, research institutes, government agencies and businesses seized the opportunity to exchange views and learn more on the challenging dynamics between farmers and traders.



The event, organised by Agri-ProFocus members KIT, ICCO, Cordaid and Oxfam Novib combined the launch of a book carrying the same title 'Trading Up' with a carousel of workshops and a world café discussion. The objective was both to learn and think ahead, in other words to digest the lessons from the Trading Up book and to connect these to the practice of network professionals. Discussions were lively. The 'black box' of traders and intermediaries in the value chain was

opened and some critical knowledge gaps about the role and potential of traders were identified. Follow-up to the event is set out by way of a light-weight exchange network to apply lessons learned.



Professionals share their lessons learned and explore possible action in a 'world café' setting

Network event Café Banana



The APF network event Café Banana on 21 November 2008 in Rotterdam was attended by thirty professionals in the banana industry. The organisers ICCO, LNV, AgroFair, WUR-PRI, Schuttelaar & partners and the Agri-ProFocus support office aimed at networking between business, research, government and NGO professionals in order to explore opportunities to jointly develop a sustainable banana chain in Africa.

One main conclusion is that banana producers are not yet effectively involved in the current stakeholder initiatives, while they are key to quality and logistics issues. These issues and production related problems remain challenges for Africa in order to catch up with traditional producer countries.

Conference 'Combining flavours!'

Preannouncement
Tropical Commodity Conference

Combining flavours!

Working towards a sustainable tea, coffee and cocoa supply chain: an interchange of strategies to address social, environmental and economic issues.



Friday 18th April 2008 / 9:30 - 17:00
Amsterdam / De Bazel Conference Centre

Agri-ProFocus and the Tropical Commodity Coalition organised a one-day conference - 'Combining Flavours! in April'.

Growing public concern over the social and environmental impacts of commodity production has prompted responses from mainstream traders, processors and retailers. In recent years a range of similar initiatives, programmes and systems have been developed to deal with specific pieces of the sustainability puzzle, separately for each commodity. We succeeded in bringing together 120 stakeholders from 16 countries, from different backgrounds and commodities. They shared their views, exchanged ideas and identified challenges. Stakeholders identified areas of mutual interest, on both sides of the divide: production and demand. On the production side, it is necessary to share the costs of adopting sustainable production practices and provide incentives for sustainable production, instead of loading the costs of compliance onto producers. On the consumer side, the market for sustainable products should be expanded, without confusing consumers with an overload of different labels and 'sustainability' messages.

See <http://www.teacoffeecocoa.org/> for more information on the Tropical Commodity Coalition.

Dinner Meeting on Value Chain Governance

Agri-Profocus supported a dinner organised by the Institute of Social Studies (Bert Helmsing) and Wageningen University (Sietze Vellema) in November 2008. The event served as a kick-off for

the Development Policy Research Network (DPRN) project "Value chain governance and endogenous economic growth: how can NGOs, firms and governments achieve inclusion and poverty reduction?" Over 40 participants from NGOs, research institutes, government agencies and businesses discussed how a more effective dialogue can be furthered on this subject. The discussion and the conversations with the co-applicants set clear directions for the next phases of this project.

More information available at <http://value-chains.global-connections.nl>.

Service Desk

The Agri-ProFocus Service Desk aims to enhance cooperation and networking between professionals, by linking professionals' questions to answers within (and sometimes outside) the Agri-ProFocus partnership. This desk for information and knowledge sharing is meant for all kinds of questions concerning (support to) agricultural producer organisations. Relevant questions from the private sector are also welcome.

During 2008 42 questions were registered and answered by the service desk. A further 30 questions were not registered - either requests for financial support or containing irrelevant questions - but received a standard response. Both categories have been in decline since the start of the partnership. Registration includes tracking response, response time and client satisfaction. As 85% of the clients was satisfied in 2007, client satisfaction was not measured during 2008. At the end of 2008 it was also decided to reduce the time invested in registering questions. Questions are now immediately circulated within the APF team for suggestions and feedback to clients. Questions and responses are then archived for future reference.

Unilever is looking for expertise to improve nurseries in Ghana and Tanzania.	WUR and Van Hall Larenstein contacted. Cooperation between Unilever and VHL.
PTC+ looking for experiences producer organisations for course in Ghana.	Five Agri-ProFocus members contacted. Information and contact details of organisations provided.
KIT looking for literature and case references on co-ownership by producer organisations.	All Agri-ProFocus members contacted. Some documented experiences received. Need for publication identified.
Tradin looking for funding start-up phase new organic agricultural projects	Five Agri-ProFocus members contacted. Facilitation first meeting. Cooperation between Tradin and Cordaid.
Ice cream factory looking for organic, fair trade mango puree.	Contact details of AgroFair /Taste provided.

Examples of Service Desk Questions

Question & Description	Action & Result
PUM expert looking for Dutch business contacts for Peruvian organic cocoa company.	Cocoa experts of member organisations contacted. Eight business contacts for follow-up provided.
IFDC looking for contacts with financial institutions for visit rural finance expert.	Meeting scheduled with Agriterra and Terrafina. Overview and contact details of Dutch financial institutions provided.

Summary of Activities 2008

Below you find an overview of trajectories and exchange & learning events of Agri-ProFocus.

Joint trajectories	
Ethiopia Learning Alliance	September 2006 -
<i>APF partners:</i> ICCO, SNV, KIT, Agriterra, Cordaid <i>Other partners:</i> FFARM, IIRR	
Agriterra-SNV Partnership	January 2006 -
<i>APF partners:</i> Agriterra, SNV	
Rwanda coalition on rural entrepreneurship	March 2008 -
<i>APF partners:</i> Wageningen UR, ICCO, Agriterra, SNV, Oxfam Novib, Van Hall Larenstein, KIT <i>Other partners:</i> IFDC, Terrafina, DGIS/DDE	
Strengthening PO HIV – AIDS competencies	July 2007 -
<i>APF partners:</i> Van Hall Larenstein, Agriterra <i>Other partners:</i> Swedish Cooperative Council, DGIS	
Agricord KIT study on PO support	June 2007 – December 2008
<i>APF partners:</i> KIT, Agriterra <i>Other partners:</i> Agricord, DGIS	
Organic cotton in West Africa	January 2006 – December 2008
<i>APF partners:</i> SNV, ICCO, KIT, AK Organic	
DGIS-WUR Value Chains for Pro-Poor Development	January 2006 -
<i>APF partners:</i> Wageningen UR, Agriterra <i>Other partners:</i> DGIS	
Support to oil seed sector needs	August 2007 -
<i>APF partners:</i> Agriterra, SNV, Wageningen UR <i>Other partners:</i> UOSPA, OSSUP	
CIOEC Bolivia	July 2007 – December 2008
<i>APF partners:</i> ICCO, Agriterra, Cordaid, Oxfam Novib	
CONAPLE Bolivia	June – December 2008
<i>APF partners:</i> Agriterra, ICCO, Oikocredit, PUM	
Indurmacs dairy programme	March 2007 -
<i>APF partners:</i> Oikocredit, Rabobank Foundation, Agriterra <i>Other partners:</i> IIMF Indurmacs India	
PASAKA coco husk Philipines	March 2007 – December 2008
<i>APF partners:</i> Agriterra, Cordaid, ICCO <i>Other partners:</i> BJAK	
Relief Aid and POs	February – December 2008
<i>APF partners:</i> ProFound, Agro Eco, Agriterra, ICCO, Cordaid <i>Other partners:</i> DCA vet	
Coordinated support to Congolese POs	March 2008 -
<i>APF partners:</i> Agriterra, ICCO, Oxfam Novib, Solidaridad <i>Other partners:</i> TRIAS VECO	
APF Country Focus	September 2008-
Lead agencies: Cordaid, Hivos, ICCO, Oxfam Novib and SNV	

Exchange and Learning	
Learning trajectory on value chain finance	March 2008 -
<i>APF partners:</i> Hivos, Cordaid, Agriterra, KIT, ICCO, Oxfam Novib, Rabobank <i>Other partners:</i> MicroNed, Terrafina/ICCO	
Expert meeting Contract farming	27 may 2008
<i>APF partners:</i> ICCO, Wageningen UR, Cordaid <i>Other partners:</i> EVD	
Network event Café Banana	21 November 2008
<i>APF partners:</i> AgroFair, ICCO, Wageningen UR <i>Other partners:</i> Schuttelaar & partners	
Gender in value chains	January 2008 -
<i>APF partners:</i> ICCO, Hivos, Oxfam Novib, KIT, CIDIN, Cordaid, Agriterra, Solidaridad, SNV, Wageningen UR	
Conference 'Combining flavours!'	18 April 2008
<i>Other partners:</i> Tropical Commodity Coalition, Ministry of Agriculture, Nature and Food Quality	
Trading Up!	29 September 2008
<i>APF partners:</i> Oxfam Novib, Cordaid, ICCO, KIT	
Dinner Meeting on Value Chain Governance	25 November 2008
<i>APF partners:</i> Wageningen UR <i>Other partners:</i> ISS, DPRN	

Agri-ProFocus Members

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

Starting with nineteen members in 2005, the Agri-ProFocus partnership has grown to twenty-seven member organisations by the end of 2008.

Agri-ProFocus members in 2008	
Member organisation	Representative in the Participants' Council
Aequor	Jan Gravemaker
Agriterra	Kees Blokland, Coby Meyboom (4VO), Harm Eiso Clevering (NCR) & Frank van Oorschot (LTO)
Agro Eco	Bo van Elzakker
AgroFair	Dave Boselie ⇨ Luuk Boon
Agromisa	Roy Keijzer
Both ENDS	Nathalie van Haren
CIDIN	Ruerd Ruben
Cordaid	José Ruijter ⇨ Dicky de Morrée
ETC Foundation	Frans Verberne
Fair Trade Original	vacancy
Heifer Nederland	Joep van Mierlo
Hivos	Erik Nijland
ICCO	Angelica Senders
ILEIA	Edith van Walsum
KIT	Bertus Wennink
MSM	Mina Noor
Oikocredit	Kees van den Burg
Oxfam Novib	Gine Zwart ⇨ Rudolf Scheffer
ProFound	Bert-Jan Ottens
PTC+	Ico Prins
PUM	Thijs van Praag
Rabobank Foundation	Frank Bakx ⇨ Pierre van Hedel
Rijk Zwaan	Jan Omvlee
SNV	Toon Keijsers
Solidaridad	Nico Roozen ⇨ Jan Maarten Dros
Van Hall Larenstein	Jan Hoekstra ⇨ Steven Starmans
Wageningen UR	Jos Bijman
* In the course of 2008 several changes took place in the Participants' Council; these have been indicated with the ⇨ symbol.	

Partnership Governance

The Agri-ProFocus foundation has a membership structure with a Board, a Participants' Council, and a Support Office.

Board

The Board consists of an independent chair, five representatives of member organisations and two observers from the Ministries of Foreign Affairs and of Agriculture, Nature and Food Quality.

In the course of 2008 several changes took place in the composition of the board. H. Bruning (ICCO), D. Elsen (SNV) and N. Roozen (Solidaridad) resigned, and W. Lammers (ICCO), B. de Steenhuijsen Piters (KIT) and T. van Praag (PUM) joined the board. A. Papma (Oxfam Novib) took over the function of secretary and vice-chair from H. Bruning (ICCO).

In 2008 the board held five meetings.

Agri-ProFocus Board (by the end of 2008)	
Gerard Doornbos	Independent chair
Adrie Papma (Oxfam Novib)	Vice-chair / Secretary
Bram Huijsman (WUR)	Treasurer
Bram de Steenhuijsen Piters (KIT)	Member
Erik Heinen (Oikocredit)	Member
Willemijn Lammers (ICCO)	Member
Thijs van Praag (PUM)	Member
Aaltje de Roos (DGIS)	Observer
Roeland Bosch (LNV)	Observer

Participants' Council

In addition to its Board, Agri-ProFocus has a Participants' Council made up of representatives of the member organisations. It is the Participants' Council's task to help determine the work plan, directions, procedures and

setup of Agri-ProFocus, and to elect the Board.

Furthermore, the members of the Participants' Council are the first contact persons for other Agri-ProFocus members and the Support Office.

The Participants' Council had two meetings in 2008.

Support Office

Cooperation and exchange of information and knowledge within the partnership is being supported and facilitated by the Agri-ProFocus Support Office. In 2008 the office was staffed by a director, three process facilitators, and a management / project assistant. One of the three process facilitator positions became vacant in October, but will be filled as of February 2009.

All activities of Agri-ProFocus are focused on cooperation and knowledge exchange between the partnership's member organisations, with the objective to increase and improve the support to producer organisations in developing countries.

Agri-ProFocus Support Office (2008)	
Hedwig Bruggeman	Director
Wim Goris	Process facilitator
Roel Snelder	Process facilitator
Marja Hennemann	Project/management assistant
Bart Huttinga	Process facilitator (until 01/10/08)



Team support office Agri-ProFocus 2008

Financial Report

This brief financial report consists of a summary of the income statement and balance sheet. A complete financial report as compiled by Deloitte can be obtained through the Agri-ProFocus support office.

The Agri-ProFocus Support Office has a facilitating role in knowledge exchange and collaboration between the members of the partnership. This financial report only concerns the costs made by the support office. Activities within the context of the Agri-ProFocus partnership are financed and accounted separately by the participating partnership members.

As 2008 marks the end of the first phase of Agri-ProFocus the board decided to allocate the positive result of the first phase (2005 t/m 2008) of euro 69.641 as continuity reserve for the next phase.

INCOME STATEMENT (EUROS)	2008		2007	
REVENUES				
Membership fees 2008		49.479		22.500
Subsidies Min. of Foreign Affairs (DGIS/DDE)		322.534		358.225
Mutation project costs payable		116.422		35.284
Additional donations members		29.565		53.401
TOTAL REVENUES		518.000		469.410
EXPENSES				
Staff costs	318.418		264.250	
Activity costs	62.453		119.735	
General costs	70.123		87.463	
TOTAL EXPENSES		450.994		471.448
GROSS INCOME				
Interest income and expense		(2.635)		(2.038)
NET RESULT		69.641		0

BALANCE SHEET AS OF: (EUROS)	31-12-2008		31-12-2007	
CURRENT ASSETS				
Accounts receivable				
• Interest		2.786		2.786
• Pension and insurances		2.547		7.737

• Subsidy ministry	48.973	0
• Members' contributions	0	107.543
Cash and cash equivalents		
• Cash	52	39
• Rabobank account 3628.558.301	73.370	88.083
• Rabobank account 1102.96.419	3.183	4.793
TOTAL	130.911	210.981
CURRENT LIABILITIES		
Accounts payable		
• Debts to subcontractors	17.225	19.557
• Taxes and premiums social assurances	11.457	12.636
• Other debts	32.588	178.788
• Continuity reserve	69.641	0
TOTAL	130.911	210.981

Agri-ProFocus

2008

			
www.aequor.nl	www.agriterra.org	www.agroeco.nl	www.agromisa.org
			
www.bothends.org	www.ru.nl/cidin	www.cordaid.nl	www.etc-international.org
			
www.fairtrade.nl	www.heifer.nl	www.hivos.nl	www.icco.nl
			
http://ileia.leisa.info	www.kit.nl	http://www.msm.nl	www.oikocredit.org
			
www.oxfamnovib.nl	www.thisisprofound.com	www.ptcplus.com	www.pum.nl
			
www.rabobankfoundation.nl	www.rijkzwaan.com	www.snvworld.nl	www.solidaridad.nl
			
www.fairtaste.nl (formerly AgroFair Assistance & Development Foundation)	www.vanhall-larenstein.nl	www.wur.nl	