

On the 'right' track

Promoting Farmer Entrepreneurship

Agri-ProFocus Annual Report 2009

May 2010





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On the 'right' track

We hereby proudly present to you the Annual Report 2009 of the Agri-ProFocus (APF) partnership. Within the broader spectrum of the 'Agriculture for Development' agenda our focus remains twofold: promoting farmer entrepreneurship and strengthening entrepreneurial producer organisations.

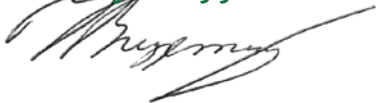
In short, 2009 has been a successful year. Kick-starting the first year of the strategic plan "Promoting Farmer Entrepreneurship" was an exciting challenge. The Country Focus approach was launched in 7 African countries instead of three, the joint 'learning for action' agenda was shared through the web-based country and thematic platforms involving over 500 individual participants and last but not least the total number of Netherlands-based member organisations has grown to 29. More details on the achievements and on-going processes including statements by professionals can be found in this annual report.

But let us not forget that crucial success factors like mutual trust, shared vision, commitment, passion and ambition from organisations and individuals alike cannot be measured by or squeezed in a written annual report. Nevertheless, we sincerely would like to thank all those concerned.

Although it has been an successful year for APF we cannot deny that development cooperation in the Netherlands in general is passing through an identity crisis of which the outcome is still unknown. But the ongoing discussions and policy debates confirm that we are on the right track. APF embraced and implemented the synergy and coherence agenda long before the Ministry for Development Cooperation made it official policy.

Our long-term vision is sharing and developing knowledge for joint action and resource mobilisation through platforms that are powered by demand instead of supply. Platforms that do not stop at the borders of organisations, institutions or countries. To implement this APF partnership agenda local ownership, local commitment and a programmatic approach are crucial elements. Committed professionals world-wide and a neutral facilitating support team are the key assets for this partnership to gain long-lasting coherent results. On behalf of the board and the support team we would like to thank you for your support, confidence and we welcome your input and ideas on the future strategic development of Agri-ProFocus.

Hedwig Bruggeman



Gerard Doornbos



Abbreviations

ANFO	Association Nationale des Coopératives des Professionnels de la Filière Oignon
APF	Agri-ProFocus
BDS	Business Development Services
CBI	Centre for the Promotion of Imports from developing countries
CF	Country Focus
CSR	Corporate Social Responsibility
DAPP	Development Aid from People to People
DGIS	Directorate-General for Development Cooperation (Netherlands)
EVD	Economische Voorlichtingsdienst (Economic Advisory Service)
FCE	Facilitator for Change Ethiopia
FFARM	Facilitation Farmers' Access to Remunerative Markets
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IICD	International Institute for Communication and Development
IIRR	International Institute for Rural Reconstruction
ILO	International Labour Organisation
IPER	Initiative pour la promotion de l'entrepreneuriat rural
JICA	Japan International Cooperation Agency
KCPA	Kenya Coffee Producers Organisation
KIT	Royal Tropical Institute
KOAN	Kenya Organic Agricultural Network
LNV	Ministry of Agriculture, Nature and Food Quality (Netherlands)
MFI	Micro-Finance Institute
MSW	Multi-stakeholder workshop
NABC	Netherlands African Business Council
NGO	Non-Governmental Organisation
ODI	Overseas Development Institute
OSC	Organisation de la Société de Civile
PELUM	Participatory Ecological Land Use Management
PFPN	Plate Forme Paysanne du Niger
PO	Producer Organisation
RUTA	Regional Unit for Technical Assistance
SIDA	Swedish International Development Cooperation Agency
USADF	United States African Development Foundation
USAID	United States Agency for International Development



1. Introduction

Agri-ProFocus (APF) supports producer organisations (POs) and farmer groups by providing opportunities for dynamic alliances at local, national and international level with government, private enterprises and business services providers. Recent discussions confirm that for sustainably increased agricultural productivity the establishment of strong local institutions is crucial. In the APF vision we see vibrant action and learning networks supporting farmers in entrepreneurship at country level. In that respect APF's starting point is promoting effective collaboration between Dutch member organisations and their partners to provide coherent and demand-driven support.

Three new members joined the APF partnership in 2009, bringing the total membership to 29 with over 1,000 connected professionals world-wide.

LNV and DGIS support the partnership at ministerial and embassy level. The 5 "result area tracks", as described in the DGIS/LNV joint policy paper "Agriculture, Rural Economic Development and Food Security" (2008), are in line with the strategic choices that were made in the APF Strategic Plan (2009-2012).

It should also be noted that the central criteria for development cooperation

subsidies requests under MFSII (2011- 2015) consist of the necessity of alliances between Dutch development organisations, private sector and knowledge institutions and a focus on specialisation and themes. In retrospective APF has gained experience on that track for several years now.

In 2009 APF started with the implementation of its 'Strategic Plan 2009-2012' in which 2 main objectives are distinguished:

1. **Joint Action:** More, better coordinated and harmonised support by the APF network;
 2. **Joint Learning:** Improved work processes, knowledge and tools.
- The main strategic choices are summarised in the figure below:

APF Strategy: Choices and Changes		
	2005 - 2008	2009 - 2012
	Strengthening Producer Organisations (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

For the period 2009-2012 the APF partnership has also fine-tuned its thematic focus to include value chain development, access to financial services, sustainable food production and gender in value chains. Respect for gender balance is also a key criterion for the first three themes mentioned above.

Through setting up Country Focus processes in 7 African countries and integrating learning around 4 core themes, APF has made important steps towards more ownership with the membership in 2009, working from PO demand and country ownership.

The Country Focus approach has taken root in 2009: analyses were made, developments in thematic areas occurred, interactive Country Focus platforms were facilitated and first steps toward joint action were taken. One important visible contribution of APF in 2009 was the establishment of nine online platforms, the so-called 'Nings', facilitating exchange between professionals (see paragraph 3.1). The main challenge for 2010 is to move from analysis and process to action and scaling-up.

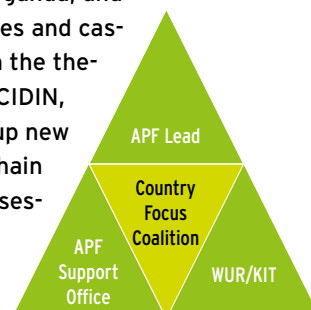
Joint action for promoting farmer entrepreneurship & producer organisations

Farmer entrepreneurship is key to the Country Focus approach. In Ethiopia, Kenya, Mozambique, Niger, Rwanda, Uganda and Zambia, transparent and action-oriented programmes at country level were set up. As illustrated in the figure the role and demand of farmers and POs is central in all countries.



Intensification of members' commitment

Five APF members took the lead in the Country Focus process (SNV in Kenya and Uganda, Hivos in Mozambique, Cordaid in Zambia, ICCO in Ethiopia and Rwanda, and Oxfam Novib in Niger). Taking the lead means appointing a preferably country-based coordinator, (co)organising the MSW and last but not least taking responsibility. WUR and KIT bundled their resources to secure learning and facilitation within these processes. To complete the triangle the support office assigned a process facilitator for the overall steering, linking and coaching. Non-lead members joined the Country Focus coalitions and showed their commitment in playing a leading role in action groups around certain value chains or cross-cutting issues. Woord en Daad for example, together with Cordaid, took the lead in promoting access to value chain finance in Zambia, Oikocredit did the same in Uganda, and Agriterra is focal point for agri-business clusters on potatoes and cassava in Rwanda. APF members also showed commitment in the thematic areas. A core group of professionals from ICCO, KIT, CIDIN, Oxfam Novib and HIVOS dedicated time and staff to bring up new ideas and tools on gender in value chains, and the 'Value Chain Finance for POs' taskforce organised knowledge exchange sessions and developed a framework on value chain finance.



Stronger private sector involvement

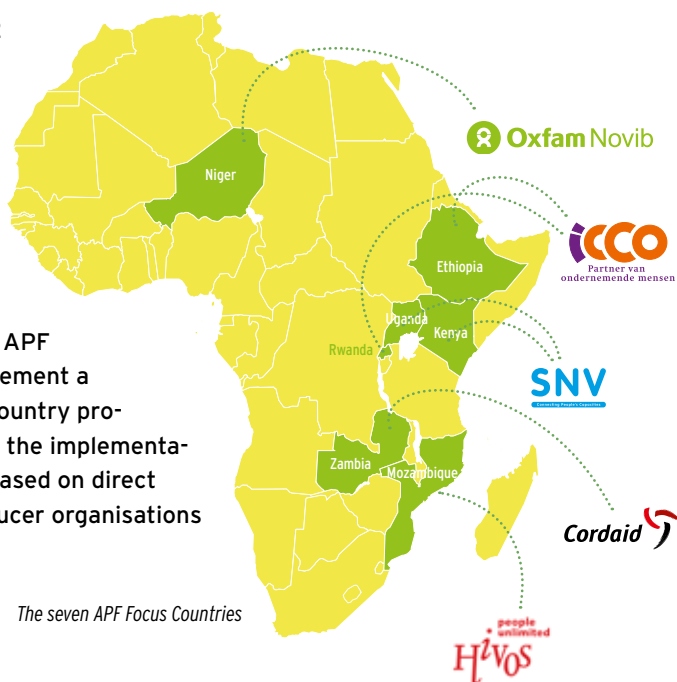
In 2009 major lessons were learned concerning private sector involvement in APF. The focus on involving Dutch companies, as stated in the Strategic Plan, was complemented with efforts to involve local private sector players in the Country Focus programmes. As a start a plan of action for Dutch private sector involvement was drawn up and in six countries local companies and credit institutions were present at the multi-stakeholder workshops. Furthermore together, with RijkZwaan, first steps were made towards developing a joint trajectory in Tanzania.



2. Joint agriculture entrepreneurial programmes

2.1 Country Focus: Promoting farmer entrepreneurship in 7 African countries

In the Strategic Plan 2009-2012 the choice for a country-driven programmatic approach was made. It is one of the goals of the Agri-ProFocus (APF) members to build solid, transparent and action-oriented programmes to support farmer entrepreneurs. It was foreseen that between 2009 en 2012 the APF network would develop and implement a minimum of 3 (maximum of 5) country programmes in Africa in addition to the implementation of world-wide trajectories based on direct and indirect requests from producer organisations



The seven APF Focus Countries

people
unlimited
HIVOS

(POs) through members. The general objectives of these Country Focus programmes are:

- Coordinating and harmonising existing efforts;
- Identification and formulation of new joint activities;
- Linking country programmes with learning and innovation.

The Country Focus process took off beyond expectation. In 2009 the country programme approach started in 7 African countries instead of three: Ethiopia, Kenya, Mozambique, Niger, Rwanda, Uganda and Zambia. Five APF-members, notably Cordaid, HIVOS, ICCO, Oxfam Novib and SNV, have taken up a leading role in the realisation of the Country Focus approach.

Results programmatic approach

In developing the APF Country Focus a programmatic approach has been followed, working from an initial design for each country towards implementing joint country programmes for the promotion of farmer entrepreneurship and producer organisations' involvement.

In general the main stages of the approach in 2009 were:

- Sharing of information by APF members, making an inventory of 'who is doing what', where and with which partner organisations.
- Joint context analysis: the main concepts and issues were analysed in a synthesis paper and discussed and identified with local organisations in a multi-stakeholder workshop. In this workshop choices for themes and value chains were made and first commitments were expressed.
- Joint collaboration: based on the first choices and activities, coalitions are being built around themes or value chains led by APF members or strong local partners.

There are similarities and differences between the countries. In Rwanda the process started at the end of 2008 and is in a more advanced stage with agri-business clusters already implementing action plans, while in Mozambique the main choices still have to be made in a multi-stakeholder workshop in 2010. In some countries like Kenya only APF members are involved, whilst in Uganda and Niger partners of other donor organisations from Luxemburg, Belgium and Denmark are also involved in the process.

The main results in 6 countries (Mozambique in 2010):

- APF members together with local partners and stakeholders made a joint analysis of so-called hot issues within the 'Agriculture for Development' agenda.
- Concrete products consist of a country specific synthesis paper and a progressive overview of partners, 'who is doing what';
- Local action groups are built around a specific value chain or cross-cutting issues
- First steps were made towards national platforms for agriculture and development in Africa;
- A strong core group was established, consisting of the lead organisations, facilitators from WUR/KIT and the APF support office.

Date	Multi-Stakeholders Workshops	No. of participants	No. of local organisations
Nov 2008	Rwanda	51	25
Jun 2009	Kenya	62	35
Sep 2009	Ethiopia	51	32
Oct 2009	Zambia	82	50
Nov 2009	Uganda	70	40
Nov 2009	Niger	68	40

In the first year of the Country Focus lessons have been learned that will be used to improve joint support and learning in 2010. It became clear for example that focus on local PO demand in countries is not enough. It demands continuous follow-up and informing APF members. Furthermore commitment of APF members is essential for active involvement of their partner organisations. It also turned out that APF members that are based in the countries themselves are more inclined to take up an active implementing role and those based in the Netherlands a financing role.

In 2009 steps have been made in information sharing, performing joint analyses and initiating and strengthening collaboration. The appointment of local APF coordinators in 5` countries from 2010 onwards signifies an important boost for the APF implementing capacity and for its embedding in the operational planning of lead organisations. For 2010 the challenge is to incorporate learning, support and action in the operational plans and the long-term vision of APF members.

Important themes and value chains emerging from multi-stakeholder processes in the seven Focus Countries



APF general themes	Niger	Ethiopia	Kenya
Value Chain Development	PO strengthening	Chain empowerment (ELA)	
		Rural BDS	Agri-business development
	Market access		
Sustainable Food Production	Food sovereignty	Food security	
Access to Financial Services	Access to finance	Value chain finance	Access to finance
Gender in value chains		Gender	Gender
Policy influence & debate	Policy engagement		Policy engagement

Specific value chains	Niger	Ethiopia	Kenya
	Livestock	Pastoralism	Extensive livestock
	Onion	Oilseed	Potatoes
		Local seeds	Coffee
			Domestic horticulture



Uganda	Rwanda	Zambia	Mozambique
Farming as a business	Farmer entrepreneurship	PO strengthening	Farmer entrepreneurship
Farmer services (technical)	BDS	BDS	
Market access/ info	Agricultural advisory services	Market info	Market access
	Access to inputs		
Food security			
Access to finance	Access to finance	Access to finance	Access to finance
	Gender		
Policy engagement			

Uganda	Rwanda	Zambia	Mozambique
Livestock	Rice	Rice	Rice
Rice	Potatoes	Honey	Oilseed
Coffee	Honey	Dairy	Cashew
Oilseed	Cassava	Cotton	
	Maize	Bio-fuels	
	Wheat		
	Beans		

Rwanda Country Focus



Central in the Rwanda Country Focus (IPER, l'Initiative pour la promotion de l'entrepreneuriat rural) are agri-business clusters around six commodities: cassava, maize, rice, honey, potatoes and wheat. Producer organisations are in the lead of these groups that are further comprised of other value chain actors such as suppliers and finance institutions, and facilitated by service providers. In 2009 15 clusters made considerable progress in cooperation and action, for example in the maize and rice sector. All clusters wrote action plans and made a joint analysis. Facilitators from KIT, WUR, SNV and IFDC coached the clusters towards concrete proposals and activities, and the clusters came forward with clear questions and perspectives.

The country programme agreement, signed by the APF members involved, is the basis for the next phase in which organisations intensify collaboration, adapt their plans and behaviour to APF developments and can question each other about their respective responsibilities. Especially around the cross-cutting issues such as gender in value chains (Oxfam Novib) and access to finance (Terrafina - a joint microfinance initiative of Rabobank Foundation, Oikocredit and ICCO) APF members took up their leading role.

By supporting agri-business clusters the APF coalition has been successful in involving producer organisations directly and actively in the Country Focus process. In 2010 the POs will put forward their needs and determine the kind of facilitation in proposals that will be funded through a basket fund of 60.000 Euro.



Ted Schrader, (WUR Country Focus Rwanda)

"IPER gives perspectives for a modern way of international development and agriculture.

By working with agri-business clusters we operate from economic activities of local actors themselves. The clusters have their own responsibilities, and through IPER they are now more capable of expressing their demands and questions. Based on the burning issues, development organisations offer their core competences (soil fertility by CATALYST-IFDC, financial services by Terrafina, training in meeting standards by Rwanda Bureau of Standards, etc.). This increases the chances for tangible follow-up activities."

"I learned that a blue-print is not enough, that cases have their own dynamics and action (e.g. honey clusters differ from maize clusters), so that you have to consider each case specifically. A development organisation has to facilitate these dynamics instead of organising or starting up projects itself."

No. Agri-business Cluster	No. of farmers	Number of Po's	APF focal point
3 Maize	20,000	41	Oxfam Novib
2 Manioc	4,500	38	Agriterra
3 Honey	4,200	16	SNV
2 Potatoes	27,000	40	Agriterra
3 Rice	10,000	20	ICCO
1 Wheat	5,000	35	IFDC

Agri-business cluster in action

Maize: The agri-business clusters on maize, involving 41 POs and representing approximately 20,000 farmers, want to raise revenues of production and improve their market linkages. The clusters countered the overflow of maize imports from Uganda to more local maize purchases (from 20%-80% to 80% local-20% import).



Kenya Country Focus



Kenya was the second country, after Rwanda, in which a multi-stakeholder workshop was organised. A first country visit in January evolved into a preparation team, a synthesis paper on the main agricultural issues in Kenya, and a multi-stakeholder meeting that attracted 60 participants, representing several APF members and 35 local organisations, to discuss hot issues and take first steps towards cooperation.

The main results of the Country Focus Kenya in 2009 are:

- A shared analysis of the problems and needs in Kenyan agriculture, and awareness of the importance of working together with POs: the producer organisations were explicitly involved in the multi-stakeholder workshop and have taken up responsibilities for further action. For example, the Country Focus contributed to intensified cooperation between SNV and KENFAP and Kenyan organisations took the lead in cooperating on organic coffee.
- Cross-cutting issues, in particular 'access to finance', have gained broad attention. A specific action group started to cooperate on this issue, but it is also increasingly integrated in other activities of APF members and their partners. They jointly developed a mapping study on agri-finance and are sharing resources to come up with a better manual for farmers.
- Agri-business activities started in the identified value chains of dairy, coffee, extensive livestock, potatoes and domestic horticulture (see examples). A learning process is being developed for innovation of agri-business facilitation.

Search  for 'Agri-ProFocus workshop Kenya impressions'

John Mutunga, KENFAP (Kenya National Federation of Agricultural Producers)



"This multi-stakeholder workshop enables us as KENFAP to meet others and to know 'who is doing what'. Many people are working with farmers, it is important to bring them together, exchange experiences, and identify how we can partner to increase productivity. It is an opportunity to strengthen ourselves as we go on strengthening farmers."

"The pitfalls of the initiative are not to meet the deadlines and a lack of serious interest from partners. The first upcoming meetings on specific, thematic areas are crucial to strengthen the level of commitment of organisations."



Examples agri-business cluster activities

Dairy: a national manual on dairy farming was developed and a discussion at national level was started on who represents dairy farmers.

Coffee: three organisations active in organic coffee (KCPA, Ufadhili trust and KOAN) agreed to work together on organic coffee.

Ethiopia Country Focus



What is special about the Country Focus process in Ethiopia is that a coalition of five APF members has already been engaged in joint action since 2007. The Ethiopia Learning Alliance (ELA) on chain empowerment has been a sound basis for follow-up action and further cooperation within the partnership. Inspired by the Learning Alliance results the Ethiopian process has a continued focus on value chain development, the need for strengthening the role of farmers and their organisations, and linking with other ongoing activities. At the multi-stakeholder workshop (MSW) in September 2009 action groups with local organisations were formed and commitments expressed. Main issues identified are: rural Business Development Services (BDS), value chain finance, pastoralism, chain empowerment, local seed production and food security.

Concrete actions include a workshop on seeds, research on gender issues, the launch of a value chain finance book and a BDS meeting, all to be organised in 2010.

Among Ethiopian partners APF is increasingly considered as an open platform where knowledge and experience on agriculture and development are exchanged and with which other organisations can link-up.

The action groups are still mainly led by APF members. Strengthening local involvement and ownership and actively involving the private sector in Agri-Business initiatives is the next step of the Country Focus approach. An important milestone of the Country Focus process in Ethiopia for 2009 is that the issues of food security and access to finance emerged.



Eva Smulders, ICCO (country lead for Ethiopia)

"In Ethiopia agricultural development needs coordinated action between government, private sector and NGOs. Our experience in the Learning Alliance shows that this coordination is built on trust and committed professionals, even though we may be different in background, role and experience. In Ethiopia we have good working relations with the Dutch embassy and many active APF members, all sharing a vision on the role of farmer entrepreneurs and their organisations in poverty alleviation and economic development."



Examples action groups:
Seeds: ICCO, the Royal Netherlands Embassy and WUR co-ordinate their support to promote the role of local seed businesses, often farmer entrepreneurs.
Rural BDS: SNV, KIT, ICCO, Cordaid and their local partners such as FFARM, FCE and MESET are designing a network approach on rural BDS. The goal is to enhance basic business skills at farmer level by improving outreach and financial sustainability.

Zambia Country Focus



SNV



Cordaid



Hivos

PUM

Solidaridad



Waad en Daad

ProFound

At the multi-stakeholder workshop, organised in October 2009, representatives of more than 50 Zambian organisations and companies had the chance to express demands and issues for future cooperation with APF members. Five value chains: rice, cotton, honey, dairy, bio-fuels and three cross-cutting issues: access to value chain finance, market information, capacity building of POs were identified. The commitment of participating organisations to these issues form the basis for action plans for 2010. An important result of the Zambia Country Focus is more fine-tuning and synchronisation between APF members in support of their partner organisations.

Local partners of APF members clearly showed their commitment towards the Country Focus goals and took the lead in the action plans, sided by their Dutch partners. Connecting the Country Focus programme to the private sector 'complementarity agenda' of the Royal Netherlands Embassy has been an important step.

Local partners profit from the scaling-up of support by Dutch organisations. For example, DAPP, a local partner of the participating Dutch organisation Humana, active in bio-fuels, now has access to the ideas of SNV on support to bio-fuels, and partners of Agriterra, SNV and Woord en Daad benefit from the coordinated action in the rice sector.

Search **You Tube** for 'Multi-stakeholder meeting Zambia'.

The challenge for 2010 is to come up with innovative ways of cooperation that are more than 'business as usual', and strengthen local action groups in the implementation of action plans around value chains and cross-cutting issues.



**Karlijn van Arkel, Cordaid
(APF lead Zambia)**

"A lot of effort towards bringing all organisations to the table resulted in a successful workshop with promising expected (working groups around value chains) and unexpected (cross-cutting issues) outputs. The synthesis paper was well received by the participants and provided useful issues and tools for future lobby activities. Unfortunately thematic follow-up activities were postponed to mid-2010."

"In the past year we had to find a balance between being as participative and open as possible and matching the developments with the agenda of our own organisations. Furthermore I learned that it is important to search for those issues about which others are passionate and are willing to take the lead."

Examples of joint action:

Rice: SNV, Woord en Daad, Agriterra and local partner ZATAC started collaboration in this value chain, each from their own position in the chain. The need for a country-wide rice association was expressed by Zambian partners and activities were started up to realise this in 2010.

Honey: APF members Hivos, SNV and Cordaid identified possibilities for further cooperation in the honey chain. Alignment to issues tabled during the APF multi-stakeholder is now a fact. For instance the Agri-Business Forum (ABF) adopted the APF honey action plan. The Zambia Honey Platform plan draws heavily on the action plan as well.

Access to value chain finance: Around this cross-cutting issue an action group of APF members Woord en Daad, Cordaid, WUR, Agriterra and SNV is being developed with the goal to strengthen the capacity of POs to write bankable business plans.

Chance Kabaghe, Director Agricultural Consultative Forum Zambia

“Currently small-scale farmers in Zambia greatly lack knowledge and entrepreneurial skills to run their farms. What the farmers need most are optimised and specialised services.”

“The APF initiative is important in that it brought different organisations together, which enabled them to share their experiences and discover stronger and weaker points.”



Uganda Country Focus



The multi-stakeholder workshop in November, attended by 70 participants representing 40 local organisations and several APF members, was an important joint effort to identify the local demands and main themes for promoting farmer entrepreneurship in Uganda, and to use these as the basis for further cooperation. The Uganda Country Focus gives legitimacy to the agricultural sector, and puts local organisations in the lead to develop agri-business activities around financial services, market information, POs, farming systems and policy issues. The building of these local coalitions and the platform function that APF provides is a unique and new approach towards agricultural development in Uganda.

Participating APF members and local organisations have committed themselves towards concrete themes and the first specific actions are already taking place (see examples).

A major result of the Uganda Country Focus is that crucial information needs are addressed. The challenge is that organisations keep sharing information so they can find avenues to commit to future collaboration. A good example of this is that PUM and SNV are jointly developing a fact sheet to show what kind of joint support can be offered to farmer entrepreneurs. Since the workshop the network is expanding rapidly, with other donor organisations from Belgium and Denmark joining the APF coalition. This indicates that the Country Focus has already tangible products to offer.

Search **YouTube** for 'Joint agenda for Agri-ProFocus Uganda'.

Jeanette de Regt, Director SNV Uganda

"In the sector of agriculture APF is one of the main platforms for collaboration. SNV is the APF lead for the Country Focus process in Uganda. The collaborative effort between APF and SNV Uganda has this workshop and the Uganda country synthesis paper as key outputs."

"We'll have to overcome our differences in vision, culture, strategy, approach, way of operating of our organisations... and overcome our egos and the tendency of thinking in the interest of our own organisation. Despite all this I feel a strong obligation to overcome all these issues, to sincerely join forces to support the Ugandan farmers."





Stella Lutalo, Pelum Uganda

"Pelum works with smallholder farmers on issues of sustainable agriculture, but our work is incomplete when at the end of the day the smallholder is still very poor. So it is very important to consider farmers' access to markets, that the farmer practices farming as a business, and derives a livelihood from farming."



"All the different value chain actors are present at the workshop. The key output I foresee is a strong national level platform on issues of farmer entrepreneurship."

Examples of tangible actions

Market information: One action group led by FIT Uganda, involving APF members (HIVOS and SNV and Ugandan organisations) has started research and is organising a seminar on market information systems. This should lead to the harmonisation of existing systems and give farmers better access to information.

Financial services: This group comprises of different APF members such as Oikocredit, Cordaid and SNV, who are, together with local stakeholders, developing a menu of available financial services and seek to foster linkages between supply and demand to improve access to finance for farmers.

Niger Country Focus



In Niger the collaboration process between the APF members kicked off with the 'Journée du Paysan' held in January 2009.

From there Nigerien organisations have been involved in the APF agenda setting. The Plate Forme Paysanne du Niger (PFPN) and Civil Society Consortium OSC were in the organising team and in the multi-stakeholder workshop held in November 2009 there was ample room for over 40 organisations to express their needs. It was widely recognised that by bringing a wide variety of actors (including POs, NGOs, government institutions, universities and private sector representatives) to the table, a unique network for lobby, advocacy and joint action opportunities was provided. Search **YouTube** for 'Agri-ProFocus Atelier MAN' for an impression of the workshop in November.

APF succeeded in building up a small, but united group that is committed to exchange information and to harmonise existing and upcoming efforts. Cooperation is strengthened in the onion chain and SNV and Oxfam Novib work more closely together around pastoralists (see examples). The members also expanded the cooperation with IFDC and SOS Faim. The challenge for 2010 is to transform the identified hot issues into tangible action plans to which local actors and coalition partners can commit themselves, and around which involvement of (Niger and Dutch) private sector players can emerge. Only a strong coalition can face up to the challenges that the turbulent political situation and famine may pose to the development of farmer entrepreneurship in Niger.

**Idrissa Moumouni,
Plate Forme Paysanne du Niger**

Mr. Moumouni indicates the importance of the multi stakeholder workshop for concretely defining a common understanding on farmer entrepreneurship and creating a framework for continuous and sustainable collaboration between farmer organisations, various development organisations and their partners in the North.



The full interview can be seen at **YouTube**
"Agri-ProFocus Niger Atelier MAN"

Examples of strengthened cooperation APF members

Onion: The DGIS-WUR action research programme 'Value Chains for Pro-Poor Development' on the onion chain was set up and integrated into the Country Focus approach in 2009, especially through improved exchange between WUR, SNV and Agri-terra. The national association of onion cooperatives (ANFO, 2009) estimates that of an annual production of 500,000 tons, 300,000 tons are lost due to faulty conservation techniques, transportation and so on. WUR action research estimates that the onion sector involves 183,000 farmers in Niger.

Fenke Elskamp, Oxfam Novib (lead organisation Niger)

"What I am most content about that it is not a Dutch-led process, but driven by Nigerien organisations; there has been a good buy-in. Last November's workshop was a real success, it showed me that the process is inclusive and that we are heading the right way. A concrete result from that meeting is that the 'hot issues' in Nigerien agriculture emerged. One of the hot issues we have to deal with is food insecurity whilst lacking access to means of production and markets.

"As for Oxfam Novib the network provides a wealth of inputs from others, everyone putting his own added value on the table. This enables us to do better interventions as we now have a whole range of possible linkages at our disposal. It also makes our work more relevant as the network is driven by needs on the ground, like the Niger process shows."



Mozambique Country Focus

SNV



PUM



In July 2009 country lead Hivos and the APF support office prepared the Country Focus process for Mozambique in a joint country visit to meet with APF-members and their partners in Maputo and Nampula.

The 'mesa redonda' in North Mozambique confirmed that Oxfam Novib, Hivos, SNV and the embassy already have ongoing cooperation and coordination around the issues of access to land and economic development. There is interest and potential for joint action in chain development (various crops) and access to finance, a major bottleneck for family farmers in Mozambique. Building on existing practice here implies connecting to newcomers, bridging the gaps between practitioners and research and between NGOs and government and involving (non-Dutch) donor organisations.

In 2010 the kick-off in Mozambique is linked to the 'complementarity agenda' of the Royal Netherlands Embassy, organising both events 'back-to-back' in March. The lead organisation Hivos already indicated that it will phase out its activities in Mozambique, therefore another APF member is to take over the lead role in this country.

**Soneni Nbuce, Hivos
(country lead Mozambique)**

"At Hivos we worked in Mozambique from our regional office in Harare and maybe that is why our perspective on partnerships has a regional lens. I confirm what partners in Mozambique say, complementarity and joint action are already a reality within the Dutch family, the challenge is to include other relevant foreign and national development actors. And we need to think of a Country Focus approach for other countries in southern Africa too!"





2.2 Trajectories

The main focus of the support office has shifted from trajectories to the Country Focus programmes in 2009. The existing trajectories have been integrated in the Country Focus. There were 3 ongoing trajectories in 2009. Firstly, the SNV-Agriterra partnership was connected to the Country Focus and the two organisations started pilot projects on joint resource mobilisation in Zambia and Nepal. Secondly, Van Hall Larenstein, Agriterra and Agri-ProFocus organised the second workshop in the trajectory 'Towards HIV/AIDS competent producer organisations'. This trajectory will be ended with a final workshop and tool development in 2010. Thirdly, the Ethiopia Learning Alliance (ELA) trajectory organised several activities to strengthen farmer organisations, as detailed below.



Ethiopia Learning Alliance (ELA)

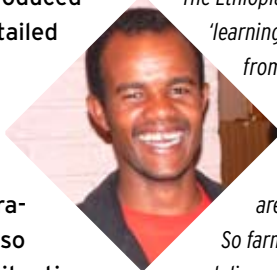


This trajectory started in 2007 as a learning-by-doing approach on farmer chain empowerment for 18 clusters of Ethiopian farmer organisations and their service providers. The trajectory follows a cycle of workshops, coaching and assignments leading to a business contest in December 2009.

Activities in 2009 included two workshops, two preparatory assignments, regular coaching and additional coaching in support of the business contest. The farmer organisations directly involved represent a total of 2772 farmers, including 768 registered female members.

In February, the workshop on "Financial and other Services" in Debre Zeit was attended by 72 participants, including 30 farmers.

In preparation of this workshop a financial coach visited all 18 farmer organisations and produced a handy report with detailed findings on administrative and management issues and services needed for farmer organisations. The preparatory assignment was also linked to the financial situation of the farmer organisations. The workshop provided training and discussions on services, excursions to local banks/ MFIs, a panel discussion on agri-finance and a market style interaction with BDS and financial service providers.



Tarekegn Garomsa, Facilitators for Change (partner of ICCO)


"The Ethiopia Learning Alliance is a process of 'learning by doing'. This is really different from previous experiences. In this process the farmers and service providers learned how to perform by themselves, and through assignments are expected to bring something back. So farmers go back to their organisations and discuss with members. In this way not only the 70 participants in the cluster are learning, over 1000 farmers profit from this learning."

"Another advantage is that farmers are now in a better position. We always have meetings with technical staff, inviting only directors, but now we start to involve farmers at different levels and there is more confidence."

Challenges were observed in the limited experience on the developing local markets, the opportunistic behaviour of chain actors, limited opportunities for financial services, limited management skills and knowledge of financial procedures among farmer leaders.

"The learning alliance enabled us to monitor and evaluate our own training. We expanded the approach to different regions and have reached over 5000 farmers. Their leaders can also learn the same as the participants of the learning alliance. We also got better insight into value chain dynamics. First we considered traders as opponents, now we understand they are valuable chain agents, and that they could be partners for farmers."

The next assignment for the learning cluster actions was "tailor-made" to three different stages of chain empowerment: kick-starting, emerging and integrating clusters. The clusters were to draft a development plan for the farmer organisation, based on farmer expectations towards buyers and expectations from buyers on farmer chain activities. This in preparation for the workshop in Ambo, held on 1-4 September, focusing on business planning, business partnerships and on the risks in doing business and the enabling environment for business. This time there were 69 participants, 4 clusters shared their business approaches in smaller groups, a 'peer-to-peer' exchange which worked out very well. The field visits this time included a small-scale oil mill, an industrial bakery and a cooperative union.

Search  for '5th workshop Ethiopian Learning Alliance.

In retrospect, levels of participation and confidence of the farmer organisations are increasing. This progress has been impressive, since business relations and performance have been discussed directly with traders and or processors giving a good idea of the performance of the farmer organisations and a solid base for building the chain partnerships. Participants acknowledged that the tailor-made assignments were very helpful in preparations before engaging in establishing business partnerships.

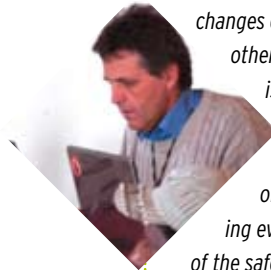
Business planning received another boost when the contest was presented and the jury criteria were discussed. The clusters were to draft their proposals themselves, while the financial coach was available for feedback for all clusters. By 15 December, all 18 clusters submitted their proposals to an independent jury of Dutch and Ethiopian professionals from development, government and business communities.

The oral presentations to the jury and the award ceremony in February 2010 mark the closure of the learning alliance in 2010. This trajectory was also included in the 7 cases for a programme evaluation on capacity development which started in November.

The documentation phase and follow-up are to be included in the Country Focus process.

Piet Visser, SNV Ethiopia (coordinator APELA)

"SNV is planning to use the actual stories of changes of all 18 clusters as learning inputs in other supported programmes in which SNV is involved. In particular in the application within the Productive Safety Net Program Plus, in which several organisations including SNV, are providing evidence for graduating producers out of the safety net system with asset building and linking to markets."





3. Learning and innovation

Value chain development, sustainable food production, access to financial services and gender are the four main themes of learning and innovation of Agri-ProFocus. Several learning events and expert meeting were organised, tools and literature developed and shared and these themes are increasingly integrated in the Country Focus processes. Through innovative online platforms exchange between professionals within and across countries is further stimulated.

Attendance Expert meetings + organisation

- 15/01/2009 **Gender in the Soy Code** (APF, ICCO, KIT, Hivos, Cordaid, CIDIN)
 16
- 10/03/2009 **Emerging Gender framework** (APF, ICCO, KIT, Hivos, Cordaid, CIDIN)
 30
- 17/06/2009 **Branding for Development** (APF, KIT)
 14
- 02/07/2009 **Dairy & Development: Dilemma's of Scaling-up** (Heifer, APF)
 84
- 14/09/2009 **Unusual Business and Producer Organisations** (APF, Progreso, Agriterra, KIT)
 55
- 17/11/2009 **Strategy meeting on value chain finance** (APF, MicroNed)
 38
- 07/12/2009 **Gender in value chains: Taking stock** (APF, ICCO, KIT, Hivos, Cordaid, CIDIN)
 35

What are 'Nings'?

Nings are social platform where people interested in a specific theme or country can see who is working on what, get up-to-date with progress in the country processes and actively engage in discussions, exchange experiences and link-up with other professionals.

How does it work?

After being approved as a member by one of the moderators people can make their personal profile and decide to just 'read' the Ning or actively engage by sharing documents, starting a new discussion topic or commenting on existing ones.



3.1 Online Facilitation

To support learning and innovation APF developed an online interaction strategy centred around social

networking platforms in 2009. The online platforms are set up per Country Focus programme and per theme. Interaction on the first online platforms started in April 2009.

The idea behind this is to offer an 'easy access' meeting point where professionals can discuss new ideas, work together on specific projects and tackle pressing problems together. Six country 'Nings' were developed and launched (Kenya, Rwanda, Zambia, Niger, Uganda, Ethiopia) and the automatic online exchange was fostered through 'Nings' on gender, HIV/AIDS, dairy and access to financial services.

In addition an online tools wiki for gender in value chains was developed (pbworks.com), teleconferences (skype.com) were facilitated, participants of learning events could give online feedback (surveymonkey.com) and mailing lists (dgroups.org) were used.

Over 500 people have registered on the online platforms. In December 2009 feedback from 84 participants as collected through an online evaluation. Over half of the respondents (53%) reported that they have

Experiences from Ning users:

- "I met a few people who are also working in Ethiopia and who I did not yet know. Some I met later on in a face-to-face meeting, which facilitated linking up with these people."
- "The online discussions in preparation of the Country Focus workshop in Uganda helped to shape the agenda and to create awareness and energy on the theme."
- "On the Zambia Ning I found it useful that some people have used it to profile themselves and their organisations/ services, so that it is clear when they can be approached to meet a demand."
- "I was preparing a presentation and I received input from a number of colleagues via this medium."
- "It wins time. It helps organising and can give input for (pre)discussing before a meeting. You win time and have people already thinking alike or knowing where the discussion is."

gained new ideas and insights from the online exchanges. More than a third were able to make new connections, connect to colleagues in a new way and learned new skills like working online. The evaluation report concludes that “online interaction has been very beneficial to cross borders (63% resides outside the Netherlands) and build networks for farmer entrepreneurship, but there is room for participants to become more active.”

Further strengthening online participation by members will be part of the Country Focus and learning agenda in 2010.

3.2 Thematic Choices

Value Chain Development

The main focus within this theme is on market access for organised farmers by strengthening their role as economic actors in the value chain. In 2009 the role of producer organisations in value chain development was high on the agenda, and Agri-ProFocus organised several expert meetings to bring together researchers, professionals and farmers around different aspects of value chain development. Furthermore the Country Focus approach and the Ethiopia Learning Alliance are based on the idea of supporting value chains at country level. The following four trajectories facilitated knowledge exchange on Value Chain Development: Value Chain for Pro-poor Development, Branding for Development, Dairy & Development and Unusual Business and POs.

Value Chain for Pro-poor Development

APF played an active role in linking this action research programme (WUR, Agriterre, LNV, DGIS) to the network’s activities in Africa. The added value of operating with the APF network became visible and as a result six of the seven cases of the pro-poor value chain action research are integrated in the Country Focus processes (e.g. onion in Niger, cassava in Rwanda, oil seeds in Uganda).

Branding for Development

Branding is a powerful marketing tool to add value to products and capture markets. It is however not quickly associated with small farmers in the developing world. Therefore KIT and Agri-ProFocus started a learning trajectory to develop a practical methodology in order to make this an important tool for the empowerment of producer organisations.

A first workshop in June attracted an interesting mix of development professionals and those who are working in marketing and advertisement. A small marketing course in the workshop was considered an eye opener for NGOs and a clear need for more knowledge was expressed. A concept

What did participants learn?

- “Clearer picture on bottlenecks in public, private & civil sectors and ways forward”
- “As a dairy farmer the Tanga case inspires me as I hope to look for private partners for my farmers’ organisation in Cameroon”

Two out of three participants of the learning event joined the apf-dairy.ning.com and appreciated it:


- “Good preparation, up-to-date information”
- “It got me involved into the subject”
- “Everybody has a chance to participate”

note of KIT and presentation of cases by ICCO and Cordaid provided lessons learned that will be further elaborated in 2010, e.g. through a workshop led by a branding expert.

Dairy & Development

Agri-ProFocus and Heifer organised the learning event ‘Dairy & Development: Dilemmas of Scaling-up’ on July 2nd. More than 70 professionals from the (Dutch) dairy industry, APF members and Heifer representatives from Ghana, Cameroon and Albania shared tangible experiences on scaling-up dairy production and identified opportunities for cooperation. In addition a diary ‘Ning’ provided networking opportunities and secured continuous attention, and the impact on learning together was very positive.

Unusual Business and Producer Organisations

Progreso Network and APF members Solidaridad, KIT and Agriterra organised an expert meeting about ‘Unusual Business and Producer Organisations’. Fifty-seven experts from the public, private and academic sector gathered in Amsterdam to discuss ‘how producer organisations can become full-fledged partners in innovative partnerships’. The video that was made of this networking and knowledge sharing opportunity was shared through  under ‘Expert meeting Unusual Business’.

Sustainable Food Production

Sustainable food production is concerned with the provision of food supply, providing adequate economic and social rewards to a farmer’s household, while maintaining or enhancing environmental quality. As described in the APF Strategy Plan sustainable food production requires both entrepreneurship and political representation from farmers, as food supply is of strategic importance to governments. However, the progress on this theme has been rather disappointing. This probably reflects the fact that “food security” as it is often called is the responsibility of a group of professionals within our member organisations who are not connected to APF. Therefore, a pro-active approach to get interested professionals within member organisations involved in order to make real progress on this theme will be adopted in 2010. Amongst other activities a Ning will be developed, literature disclosed and an expert meeting will be organised bridging the gap between those working on food security and those working on farmer entrepreneurship.

Access to Financial Services

Farmers producing for the market need finance for production, and financial institutions look for opportunities to apply their financial services. Agri-

ProFocus aims to increase the capacity of POs to qualify for finance and the capacity of financial institutions to assess agri-proposals.

In 2009 a series of smaller sessions for the ten members of the MicroNed-Agri-ProFocus Task Force on Value Chain Finance continued with meetings on leasing in agriculture, warehouse receipts systems and equity finance. These sessions resulted in a framework to understand value chain finance and a strategy meeting that was organised in November. The emerging framework and lessons learned were presented and discussed with practitioners and policy makers of APF members. Progress was made towards putting value chain finance on the agenda of APF members, and individual task force members committed themselves to share insights and further organise learning on this theme.

Collaboration between Agri-ProFocus and MicroNed was successful. A network on access to finance was built that provides space and contacts to organise other activities, such as the launch of a value chain finance publication of KIT in 2010. Other relevant activities within our network include a course on value chain finance by MDF and HPC, a DPRN proposal (not awarded) written by Agriterra and other members on finance for producers, and an innovative approach for rating on bankability of farmer business activities (Agri-Finance/ICCO).

Access to financial services is now high on the agenda of most Country Focus processes and the lessons learned will be spread in the countries and online through <http://apf-finance.ning.com>.

Gender in Value Chains

Early 2008 the dynamics of gender in value chains became a discussion topic among APF members. At the end of 2009 a vibrant community regularly exchanges practical questions, collaborates around particular cases, tools and jointly innovates. Key objectives of the APF learning group are to improve the gender capacity of our partners and more gender adequate value chain interventions. Questions focus on how we look at gender in value chains (our understanding), what kinds of instruments already exist, and the choices we have in using these instruments. The learning group worked on five inter-linked areas to address these questions:

a) *Developing a strong conceptual framework:* In January and February the core group (ICCO, KIT, HIVOS, Cordaid and CIDIN) wrote an 'emerging frame-



Mariel Mensink, Terrafina/ICCO
(Rural finance expert)

"Rural finance is about establishing relations between financial institutions and farmer entrepreneurs. MFIs have a specific role at the upstream end of the value chain, servicing farmers and their households. My motivation to co-organize activities within Micro-Ned and Agri-ProFocus is that policy development benefits from the exchange of the different perspectives."

work' that contains a series of questions to be used to get better insight into gender in value chain issues and empowerment dynamics.

b) *Implementing action-learning cases*: Between June and December 17 cases were identified and written up.

c) *Regular exchange (virtual and face-to-face)*: Three learning events were organised in 2009: in January at Solidaridad on gender in the Soy Code; in March to exchange ideas on the emerging framework and the third in December to take stock. In March the 'Ning' platform (<http://genderinvaluechains.ning.com>) was launched. The platform has grown to 115 members that regularly posts news, events and discussions, facilitating linkages between APF members and other professionals from e.g. ILO, USAID, IFAD,

ODI, RUTA.

d) *Sharing tools and reviewing literature*: Tools on gender in value chains have been collected, organised and shared through a wiki (genderinvaluechains.pbwiki.com). Literature resources were collected and shared by professionals through the 'Ning' and 'delicious'. A literature review will be done in 2010.

e) *Documenting and systematising practice*: To document the experiences of this action-learning process a write-shop will be organised in 2010.

Quotes from participants learning event December 2009

- "Some of the experiences show that we are at the beginning of our learning process and reveal how little we often know or do"
- "Clear guiding questions have helped me to understand gender in value chains better"
- "I gained interesting contacts around gender and certification"

The learning group links new academic insights to experiences from the field and develops practical tools on how to make value chains work for women. Seeing the continuous growth of our community, the APF 'Gender in Value Chains' learning group is being seen internationally as worthwhile to engage with. Spin-off is that in the APF Country Focus inclusion of gender is starting, for instance in Rwanda, Kenya and Ethiopia.

3.3 Q&A service

The Agri-ProFocus Service Desk was transformed into a Questions & Answers service to member organisations and affiliates. Questions are circulated within the support office for suggestions and feedback to clients. Fifty relevant questions have been registered and answered in 2009.

On the 31st of December 2009 the Producer Organisations' Database went off-line. After an extensive evaluation and consultation with other database initiatives (CBI, NGO-database) the board of Agri-ProFocus decided that the required efforts for continuation are not in proportion to the present and expected benefits from the database. Data from the database was stored and will be used for the Q&A service.



4. Private Sector Involvement

In the Strategic Plan 2009-2012 stronger private sector involvement is one of the main focus areas of Agri-ProFocus. First steps and inventories were made towards more involvement of the Dutch private sector in APF activities in 2009. Together with RijkZwaan a joint trajectory was initiated, APF facilitators attended Corporate Social Responsibility (CSR) networking meetings and visited organisations such as EVD, CBI, Friesland Campina and NABC. A plan of action has been written to approach a selection of Dutch companies in 2010.

The main lessons learned concerning the involvement of the Dutch private sector are:

- The focus of most companies is on international value chains and markets, whilst APF as a strategy mainly focuses on local and regional transformation and markets. Thus APF has to identify the common interests and increase the involvement of Dutch companies in those areas.
- Fostering mutual understanding between private sector actors and NGOs and producer organisations needs to be taken into account.

RijkZwaan

RijkZwaan is one of the first companies that became a member of APF. In 2009 RijkZwaan asked the APF support office to facilitate contacts with producer organisations and finance opportunities for pilot projects in Tanzania, Peru and Guatemala. Contacts with other APF members focused on a joint venture project in Tanzania.

Financing turns out to be an important hurdle that has yet to be taken. This trajectory is one of the learning cases for promoting Dutch private sector involvement in activities of APF.

In addition to involving the Dutch private sector effort was put into involving local private sector players in the Country Focus processes. They are directly involved in the value chains. By inviting them to the multi-stakeholder workshops first steps were taken towards more collaboration between producer organisations, NGOs, companies and financial institutions.



5. Agri-ProFocus members and partnership governance

5.1 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 and farmer entrepreneurship in developing countries. In joining the partnership each member organisation commits itself to contributing both personnel and financial means.

The Agri-ProFocus partnership has grown to twenty-nine member organisations in 2009. HAS Den Bosch, IICD and Stichting Woord en Daad joined, while Fair Trade Original resigned from the partnership.

5.2 Partnership Management

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 (MINBUZA) and of Agriculture, Nature and Food Quality (LNV). The observer of the latter ministry, R. Bosch, has been succeeded by I. Korving.

In 2009 the board held four meetings.

Agri-ProFocus Board members (by the end of 2009)

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

Participants' Council

In addition to the Board Agri-ProFocus has a Participants' Council made up of representatives of the member organisations. The Participants' Council helps to determine the work plan, directions, procedures and set-up of Agri-ProFocus, and elects 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 2009.

Agri-ProFocus members in 2009

<i>Member organisation</i>	<i>Representative in the Participants' Council</i>
Aequor	Jan Gravemaker
Agriterra	Kees Blokland
Agro Eco Louis Bolk Institute	Bo van Elzakker
AgroFair	Luuk Boon
Agromisa	Roy Keijzer
Both ENDS	Nathalie van Haren
CIDIN	Ruurd Ruben
Cordaid	Dicky de Morrée
ETC Foundation	Frans Verberne
HAS Den Bosch	Neeltje Bekkers
Heifer Nederland	Joep van Mierlo ► Rian Fokker
Hivos	Erik Nijland ► Carol Gribnau
ICCO	Angelica Senders
IICD	Caroline Figuères
ILEIA	Edith van Walsum
KIT	Bertus Wennink
MSM	Mina Noor ► Jeroen van Wijk
Oikocredit	Kees van den Burg
Oxfam Novib	Rudolf Scheffer
ProFound	Bert-Jan Ottens
PTC+	Ico Prins
PUM	Thijs van Praag ► Alex Meerkerk
Rabobank Foundation	Pierre van Hedel
Rijk Zwaan	Jan Omvlee
SNV	Toon Keijsers
Solidaridad	Jan Maarten Dros
Van Hall Larenstein	Steven Starmans
Wageningen UR	Jos Bijman
Woord en Daad	Maarten van Middelkoop
 <i>Observers</i>	
MINBUZA	A. de Roos
LNV	I. Korving
 <i>Associated members</i>	
IFDC	

► In the course of 2009 several changes took place in the Participants' Council; these have been indicated with the ► symbol.

Support office

Cooperation and exchange of information and knowledge within the partnership is being supported and facilitated by the Agri-ProFocus Support Office. In 2009 the office was staffed by a director, four process facilitators, and a management / project assistant.

Staff members (2009)

Hedwig Bruggeman	Director
Wim Goris	Process facilitator
Roel Snelder	Process facilitator
Christel Schiphorst	Process facilitator (as of 16-02-2009)
Marja Hennemann	Project/management assistant
Inge Jansen	Junior Process facilitator (CIDIN trainee)

6. Financial Report

Agri-ProFocus has closed the financial year 2009 with a positive result of 96.619 Euro. Actual expenditures on personnel, rent and general costs are in line with the budget for 2009. However, expenditures on activity costs were lower than budgetted, especially with regard to publications and external communications. This was mainly due to capacity problems and these activities will be transferred to 2010.

The Country Focus (CF) revenues and costs were not included in the budget as ideally these budget lines are managed by the country lead organisation. In reality a total amount of 101.248 Euro for Country Focus activities passed through the financial administration of APF. However, it should be noted that members have also directly contributed financially and in staff time to the CF processes and that therefore these figures do not appear in the APF financial report.

Balance Sheet (in Euros)

Assets	31-12-2009	31-12-2008
Current assets		
Accounts receivable	25.939	54.306
Cash and cash equivalents	227.600	76.605
	<u>253.539</u>	<u>130.911</u>
	253.539	130.911
Liabilities		
Reserves and funds		
Continuity reserve	68.043	69.641
Other reserves	70.843	0
Country focus	27.374	0
	<u>166.260</u>	<u>69.641</u>
Current liabilities	<u>87.279</u>	<u>61.270</u>
	253.539	130.911

Statement of Revenue and Expenditure (in Euros)

	2009	2008
Revenues	713.172	518.000
Interest income and expense	2.745	2.786
Activity costs	43.655	65.112
Country Focus costs	75.472	
Staff costs	409.912	318.418
General costs	90.259	67.615
Mutations reserves	-96.619	-69.641
Net result	0	0

Agri-ProFocus: Real Expenditures versus Budget 2009

	Real	Budget
Costs:		
Personnel costs	409.912	416.738
Location costs	26.461	26.780
General costs: office and travel	63.798	62.830
Activity costs	43.655	108.150
Country Focus costs	75.472	
Total costs	619.298	614.498
Receipts:		
Contributions members *	180.426	180.000
Country Focus	101.248	
Subsidy DGIS/DDE	431.498	431.498
Interest	2.745	3.000
Total receipts	715.917	614.498
Difference costs - receipts	96.619	0

*The breakdown of contributions by members is as follows:

1) Annual contributions:	57.813
2) Extra contributions to support office:	
Agriterra	2.500
Cordaid	17.500
Hivos	30.000
ICCO	33.528
Oikocredit	2.500
Oxfam Novib	30.000
SNV	6.585
	122.613
Subtotal	180.426



colophon

text

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P19 Andy Johnstone | www.focusphotos.com

P23 + 25 + 27 + 31 + 37 + 39 Agriterra | www.agriterra.org

print

Roos en Roos | www.roosenroos.nl

graphic design

Het Lab | www.hetlab.nl

our members in 2009



our affiliates in 2009

