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# GLOBAL FOOD SECURITY RESPONSE

ANNUAL REPORT FOR FY 2009





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# ACRONYMS AND ABBREVIATIONS

ATP	Agribusiness and Trade Promotion Project
CAADP	Comprehensive Africa Agriculture Development Program
CET	Common external tariff
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel (Comité Inter-Etats pour la Lutte contre la Sécheresse au Sahel)
CIP	Country Investment Plan
COMESA	Common Market for Eastern and Southern Africa
DA	Development Assistance
DCA	Development Credit Authority
DCHA	USAID Bureau of Democracy, Conflict and Humanitarian Assistance
DFID	UK Department for International Development
EAC	East Africa Community
EAGC	Eastern Africa Grain Council
ECOWAP	Agricultural Policy of the West African Economic Community
ECOWAS	Economic Community of West African States
ECX	Ethiopian Commodity Exchange
EGAT	USAID Bureau of Economic Growth, Agriculture and Trade
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FARA	Forum for Agricultural Research in Africa
FASDEP	Food and Agriculture Sector Development Policy
FTF	Feed the Future
GDP	Gross Domestic Product
GFSR	Global Food Security Response
GPS	Global positioning system
GTZ	German Society for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit)

IDA	International Disaster Assistance account
IEHA	Initiative to End Hunger in Africa
IFPRI	International Food Policy and Research Institute
KNUST	Kwame Nkrumah University of Science and Technology
LRP	Local and regional procurement
M&E	Monitoring and evaluation
MDDA	Malawi Dairy Development Alliance
MDG	Millennium Development Goal
MSE	Micro- or small enterprise
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organization
OFDA	Office of U.S. Foreign Disaster Assistance
P4P	Purchase for Progress
PO	Producer organization
PRSP	Poverty Reduction Strategy Paper
PSNP	Productive Safety Net Project
RADDex	Revenue Authorities Digital Data Exchange
RATIN	Regional Agricultural Trade Intelligence Network
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SADC	Southern African Development Community
SAKSS	Strategic Analysis and Knowledge Support System
SME	Small or medium enterprise
USAID	United States Agency for International Development
VAT	Value-added tax
WFP	World Food Programme
WTO	World Trade Organization

# EXECUTIVE SUMMARY

## BREAKING THE CYCLE OF HUNGER AND POVERTY

*The Global Food Security Response is saving lives and helping transform agriculture to ensure food security in Africa.*

The global food price spikes of 2007–2008 affected poor people around the world, but Sub-Saharan Africa has been the crisis' center of gravity. One third of all Africans are malnourished. Over 120 million Africans, considered the “ultra poor,” suffer from chronic hunger. The Global Food Security Response (GFSR) is a comprehensive response to the global food price spikes and their effects. It was launched in 2008 after the Administration requested supplemental resources to alleviate the impact of high food prices on developing countries. GFSR addresses the root causes of global food price spikes and builds on the agricultural development program of the Initiative to End Hunger in Africa (IEHA), which focused on rural smallholders who are poor but have the capacity to improve their situation. Implemented by the United States Agency for International Development (USAID), GFSR is active in 13 African countries.

- **Saving lives.** GFSR helped meet the immediate food needs and improve the incomes of vulnerable households in East, West, and Southern Africa in FY 2009. This was done through 1) longer-term

**In FY 2009, GFSR programs reached 1.6 million rural households in Africa, including more than 550,000 vulnerable households. About 30 percent (more than 480,000) of the households reached were headed by women.**

mitigation programs managed by the Office of U.S. Foreign Disaster Assistance (OFDA), which focused on increasing productivity and reducing undernutrition in populations highly vulnerable to the impact of high food prices, and 2) local and regional procurements, which were carried out in conjunction with activities designed to increase smallholders' access to and participation in markets. Local and regional procurement initiatives included both emergency procurements managed by OFDA and the Office of Food for Peace (FFP) and targeted procurements managed through the World Food Programme's (WFP) Purchase for Progress (P4P) program. In addition, Famine Funds were programmed to rapidly increase productivity by accelerating the dissemination and use of new seed varieties and improved production methods. A rice project supported with Famine Funds reached more than 16,600 farmers in Ghana, Mali, Nigeria, and Senegal.

- **Mitigating long-term effects.** To address the longer-term effects of the global food price spikes, GFSR focused on building capacity, increasing agricultural productivity, facilitating regional trade, and promoting sound market-based policies. In FY 2009, almost two million GFSR-supported

farmers adopted new technologies to improve yields and incomes. USAID facilitated more than \$575 million in regional trade in GFSR-targeted products, pursued 191 policy reforms, and assisted 17 countries with the Comprehensive Africa Agriculture Development Program (CAADP) process. To build African capacity to manage food shocks—a key component of the GFSR approach—USAID provided technical assistance to almost 30,000 agricultural firms and more than 30,000 associations. Attendance at GFSR-funded training programs topped 1.7 million.

## SUPPORTING AFRICAN LEADERSHIP

*GFSR is aligned with and strongly supports the Comprehensive Africa Agriculture Development Program.*

CAADP is a continent-wide approach to revitalizing agriculture and rural development. In the past, agricultural development in Africa has been hampered by fragmentation and by a lack of coordination and sustained political commitment. To address these challenges, CAADP provides a unified framework for

conducting analysis, defining strategies, and identifying investment priorities. It also improves the effectiveness of aid by aligning donors' policies and priorities with those of African governments. The most ambitious agricultural reform effort ever undertaken in Africa, CAADP was formally endorsed by African heads of state and government in 2003. This endorsement signaled Africa's commitment to taking charge of its development agenda.

CAADP provides a strategic agenda and lays out a wide range of overarching actions, principles, and targets. At the national level, key CAADP targets call for each country to allocate 10 percent of its national budget to the agricultural sector each year and to achieve a 6 percent annual increase in agricultural growth. CAADP implementation is a comprehensive process. It begins with evidence-based analysis, which is then discussed by stakeholders until agreement is reached on a coordinated strategy. The strategy is embodied in a signed compact, which signals political commitment and outlines the policies, actions, and investments needed for successful implementation.

## INCREASING PRODUCTIVITY

*GFSR-funded interventions are assisting smallholders in raising productivity and entering markets.*

The transformation of subsistence and semi-subsistence agriculture into market-linked agriculture not only provides greater food security, but also lays the foundation for broad-based economic development.

Increased productivity is the key to transformation. It is only with this increase in productivity and the accompanying movement of more food to markets that African economies can diversify. Through GFSR, USAID is successfully raising agricultural productivity in Africa by conducting programs in a range of areas.

Almost two million farmers supported by GFSR adopted new productivity-enhancing technologies in FY 2009.

- **Modernizing agricultural input systems.** Modern inputs, such as fertilizer and improved seed, are vital for increased smallholder productivity and production. To meet this need, USAID/West Africa is scaling up and expanding a public-private alliance to establish regional commercial seed systems and is developing a similar alliance to expand commercial fertilizer operations by building the capacity of the newly created Africa Fertilizer Association.

- **Promoting sustainable management practices.** Improved management practices can help

farmers increase and maintain their yields. For smallholders in Sub-Saharan Africa, it is particularly important that these new methods be sustainable, as many current production practices have led to resource degradation—including decreased soil fertility, erosion, and damage to watersheds—and reduced food security. To encourage sustainable management practices in Mali, USAID programs extended new sorghum and millet varieties and good agricultural production practices—including water conservation, processing, and marketing technologies—to 964 villages. Yields increased from 1.2 tons per hectare to 2.0 tons per hectare in several of the targeted areas, allowing many dry-land producers to market a surplus for the first time.

- **Enhancing private sector capacity.** Government investment is vital to the growth of the agricultural sector, but the challenges facing African agriculture are too large for the public sector to tackle alone. The private sector must also be involved. Perhaps most importantly, the private sector is the key to ensuring that productivity and

USAID-supported sorghum farmers in Kano, Nigeria



CHEMUNICS INTERNATIONAL

production increases are sustainable. To assist the private sector in becoming an effective partner, USAID built the capacity of almost 200,000 agricultural firms in FY 2009. In Senegal, USAID helped organize producer groups, increased their bargaining power by providing targeted training (particularly in business management), and facilitated contracts between the producer groups and rural processing units and firms.

• **Urgently disseminating new technologies.** To combat the effects of the global food price spikes, Sub-Saharan Africa urgently needs new technologies that raise agricultural productivity. GFSR funding is helping to meet that need. In Malawi, where cassava provides a good safety net for poor families in times of hunger, ongoing research on cassava varieties suitable for food, feed, and industrial use showed positive results. In November 2008, two cassava varieties tolerant to major diseases and pests were released for use by farmers.

• **Mitigating the impact of the global food price spikes on the ultra poor.** Through GFSR, USAID is facilitating access to seed and credit and taking other urgent and long-term measures to assist the ultra poor. In Ethiopia, USAID increased almost 18,000 households' access to finance, thus raising their incomes. Nearly 6,000 smallholders attended agricultural production training, and over 8,700 adopted new technologies. Over \$300,000 in commodities was purchased from food-insecure, smallholder households.

• **Forging alliances to increase productivity.** Recognizing that collaboration increases productivity by bringing in additional capabilities and resources and by combining those resources in creative ways, USAID actively formed alliances with a variety of partners in FY 2009. USAID/West Africa formalized a partnership with CropLife Africa Middle East, a private sector plant science organization. This partnership is leveraging private sector expertise and resources to strengthen



K. BURNS, USAID

A farmer in Uganda weighs out a portion of fertilizer.

value chain networks and build farmer organizations' capacities in best agricultural practices. In Ghana, USAID facilitated linkages between local and international companies, resulting in the importation of over \$50,000 worth of high-quality vegetable seed.

USAID tracks improvements in staple productivity and farmers' returns, to measure how farmers are benefiting from GFSR assistance. Over the past year, USAID has had considerable success raising productivity, as measured by producers' gross margins and yields. In Kenya, farmers assisted by IEHA and GFSR made steady progress in increasing their per-hectare profits from maize between FY 2005 and FY 2009. The gross margin for maize increased from \$350 per hectare to more than \$900 per hectare during that period, while yields for maize increased by more than 55 percent, from less than 3.5 tons per hectare to 5.5 tons per hectare.



MAI MOUNATOUTOURE, ABT ASSOCIATES INC.

A Malian rice farmer stands in front of a demonstration field. With support from USAID, farmers are testing the SRI (system of rice intensification) technique to increase yields.

## FACILITATING REGIONAL TRADE

*To improve food security in Africa, GFSR is increasing regional trade and helping markets work better.*

Regional trade links producers to consumers and increases the availability of food for hungry households. It improves food security by moving food from areas with surpluses to areas with deficits. Regional trade can also increase farm and rural incomes by serving as a stepping stone for producers who are ready to sell outside local markets but are not yet prepared for the stringent requirements of international trade.

Through GFSR, USAID is helping build trade capacity, which in turn boosts trade levels. In FY 2009, 62 firms were certified as meeting stringent international standards in a range of areas, including food safety, labor, and environmental impact. USAID facilitated over \$500 million in purchases of targeted products from smallholder producers, helping them enter or expand into commercial markets. Building on IEHA's successes, GFSR financed interventions in the following areas:

### SUPPORTING MICROFINANCE

USAID support eased commercial banks' entry into the rural microfinance market in Kenya. By using the Development Credit Authority loan guarantee program, USAID was able to increase the total credit provided by U.S.-assisted Kenyan financial institutions from \$14 million in FY 2008 to \$38 million in FY 2009.

Overall, USAID facilitated more than \$575 million in regional trade of targeted agricultural products in FY 2009, of which more than \$70 million was maize.

#### • Improving trade corridors.

USAID is working with national and regional organizations, including regional economic communities such as the Economic Community of West African States (ECOWAS) and the Common Market for Eastern and Southern Africa (COMESA), ministries of agriculture and trade, private sector associations, and farmer organizations to identify and address the main bottlenecks to marketing and trading food staples. In East Africa, USAID supported the development of a regional customs platform that will reduce trade costs by allowing customs officials to transmit data electronically across borders. In Uganda, GFSR funding was used to rehabilitate farm-to-market roads, opening up isolated areas and facilitating trade between communities.

#### • Strengthening market structures.

Under GFSR, USAID is providing technical assistance to help build basic market structures, including commodity exchanges and storage facilities, and is expanding market information systems by using new information and communications technologies. In West Africa, USAID helped develop a partnership to provide market information electronically, reaching 8,000 users last year. GFSR funds are supporting upgrades to Ethiopia's livestock marketing infrastructure. In FY 2009, 25 livestock markets were constructed, over 84,000 head of livestock were sold, and related services benefited 106,000 households.



A worker in Ghana packs papayas for export.

#### • Expanding financial services.

USAID is facilitating increased financing for the production, processing, and trade of staple foods. Together with local and international banks, non-bank financial institutions, and local producer organizations, USAID is supporting the development of public-private finance alliances, the expansion of warehouse receipts programs, and—through the Development Credit Authority (DCA)—reductions in the risks of agricultural lending. In FY 2009, GFSR-funded interventions enabled beneficiaries to access almost \$80 million in credit, nearly twice the amount accessed in FY 2008. This was particularly notable in a year when banking was curtailed in many countries due to the financial crisis. In Nigeria, women received 47 percent of the total credit accessed through GFSR programs (\$14.7 million out of a total of \$31.6 million). In East Africa, USAID is supporting harmonization of the legal framework for mobile

banking transactions, which have the potential to impact tens of millions of farmers.

• **Building value chains.** Through GFSR, USAID established new value chain alliances and expanded existing alliances for major food staples: rice, maize, oilseeds, and livestock. These alliances link farmers with private sector distribution, processing, and storage providers. Since April 2009, USAID has formed 20 new public-private partnerships in East Africa, with over \$3 million in direct private sector contributions. A USAID supported public-private alliance in Malawi's dairy sector is increasing rural incomes by following an integrated, value chain approach that builds economies of scale. Forty-seven percent of beneficiaries are female-headed households. In FY 2009, the average annual income for an assisted dairy farmer in Malawi reached \$1,354, compared to an average Gross Domestic Product per capita of \$309.

## PROMOTING SOUND POLICIES

*GFSR is supporting the development and reform of policies that affect millions of African smallholders, agribusinesses, and consumers.*

In FY 2009, USAID assisted two regional economic communities—COMESA and ECOWAS—and 17 countries with the CAADP process.

A distortion-free policy environment that promotes competition is crucial if smallholders are to increase their productivity, and if producers, processors, and traders are to

enter new markets. Sound market-based principles encourage private investment in agriculture and facilitate research on new technologies. Most importantly, a conducive policy environment reduces poverty and hunger by stimulating increases in productivity and income and by enhancing the trade that moves food surpluses to food-deficit areas.

GFSR's strong support for CAADP is a key part of the U.S. government's policy agenda in Africa. In 2005, USAID committed to providing an estimated \$200 million per year for five years to support CAADP. This backing was initially delivered through IEHA and is now being provided through GFSR. USAID funds stocktaking analysis and stakeholder dialogue, and often leads agriculture donor working groups. In FY 2009, USAID also helped complete an annual peer review of CAADP implementation and assisted a task force on high food prices in establishing and implementing emergency response plans. Five countries—Burundi, Ethiopia, Niger, Sierra Leone, and Togo—signed CAADP compacts in FY 2009. An additional six countries—Benin, Gambia, Ghana, Liberia, Mali, and Nigeria—signed shortly after the end of the fiscal year, in October 2009, while Cape Verde signed in December 2009.

In addition, USAID pursued 191 specific policy reforms in FY 2009, resulting in 23 new policies adopted and 17 implemented. USAID is involved in all stages of the reform process: evidence-based analysis, stakeholder dialogue, and implementation. In East Africa, USAID policy support helped establish regional quality standards for potato

and cassava, facilitating trade in these staple foods. In Kenya, USAID technical assistance facilitated the passage of comprehensive biosafety legislation (signed into law in February 2009), which, among other things, governs research on the safety of genetically modified crops that promise high yields.

USAID's technical assistance contributed to reforms in Zambia's fertilizer support program. The reforms allowed the program to expand by 100 percent, reaching half a million small-scale farmers. By relying on local committees to select participants, the reforms have enabled the fertilizer support program to better target the farmers most in need of support.

## FOSTERING LOCAL PROCUREMENT

*GFSR is contributing to local and regional procurement programs that will save lives and strengthen agricultural markets.*

In response to the global food price spikes, GFSR resources were used to conduct local and regional procurements in East Africa and Southern Africa. Through partnerships with the WFP and non-governmental organizations, emergency procurements were conducted in Ethiopia, Kenya, Mozambique, Somalia, and Zimbabwe. As a result, much-needed food aid was delivered more quickly than it could have been through traditional food aid delivery mechanisms, and additional food-insecure households were able to receive assistance.

Under GFSR, USAID is working

with WFP to implement a new local procurement initiative, Purchase for Progress (P4P), which received approximately \$20 million in International Disaster Assistance account rescission funds in FY 2008. Under P4P, WFP buys food from smallholders and low-income farmers and uses it to feed hungry people in the same country. At the same time, by purchasing locally, the program puts cash in farmers' pockets and gives them the knowledge and tools they need to become competitive in broader agricultural markets. WFP expects to purchase 40,000 tons of food—enough to feed 250,000 people for a year—through the innovative methods launched by P4P. With this approach, P4P creates a win-win solution for participating countries.

## LOOKING FORWARD: EXPANDING THE RESPONSE

*As the conditions underlying the 2007–2008 global food price spikes persist, the U.S. government has shown leadership by redoubling its commitment to reducing hunger and poverty.*

In 2009, the U.S. adopted new business models that will guide the development and implementation of its new Global Hunger and Food Security Initiative, known as Feed the Future. These new business models, including a strategy based on the Rome Principles and a whole-of-government approach, build on the existing CAADP process, in which Africans have taken leadership and Africa's partners have responded.

The overarching goal of Feed the



K. BURNS, USAID

**U.S. food aid awaits distribution in East Africa.**

Future is to sustainably reduce hunger and poverty by tackling their root causes and employing proven strategies for achieving large-scale and lasting impact. To make progress toward this goal, the new initiative will address two key objectives related to the principal determinants of food insecurity: accelerating inclusive agriculture sector growth and improving nutritional status. The U.S. will work with the global community to advance comprehensive strategies that enable developing countries to ensure that their citizens—now and in the future—have access to the nutritious food they need for healthy and productive lives.

# CHAPTER I INTRODUCTION

*The Global Food Security Response (GFSR) made significant progress in FY 2009 in mitigating the impacts of the global food price spikes. The \$200 million in bridge supplemental resources allocated in FY 2009 enabled GFSR to provide urgent humanitarian assistance, begin to address the underlying causes of the crisis, build Africa's capacity to manage food shocks, and increase productivity and trade in staple foods. GFSR programs reached 1.6 million rural households in Africa in FY 2009, including more than 550,000 vulnerable households. About 30 percent (more than 480,000) of the households reached were headed by women.*

The global food price spikes of 2007–2008 affected poor people across the world, but Sub-Saharan Africa has been the crisis' center of gravity. One third of all Africans are malnourished. Over 120 million Africans, considered the “ultra poor”, suffer from chronic hunger. A majority of the countries facing food security crises and related demonstrations are in Africa. In West Africa alone, eight countries experienced riots and protests related to high prices, posing threats to peace and stability. Most importantly, the underlying conditions that brought about the global food price spikes persist.

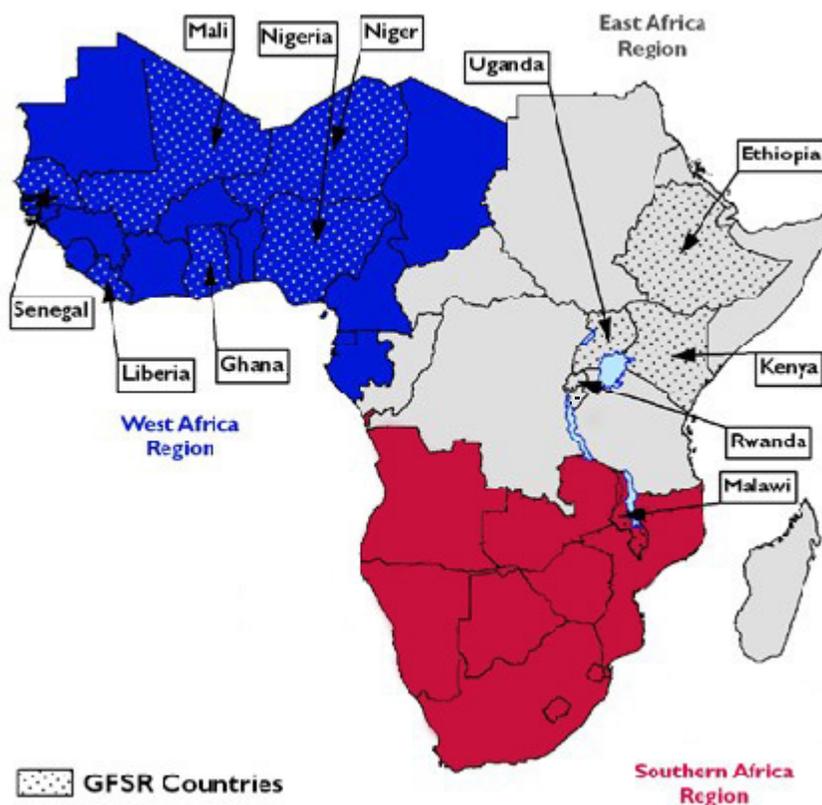
GFSR, announced in 2008, is a comprehensive response to the global food price spikes and their effects. It includes three interrelated components that target the immediate consequences and underlying causes of the crisis:

- 1) an emergency humanitarian response,
- 2) urgent measures to address high food prices through agriculture and trade programs, and
- 3) a global policy agenda to address the systemic causes of high food prices.

Implemented by USAID, GFSR builds on the work carried out by the

Initiative to End Hunger in Africa (IEHA). GFSR is active in 11 African countries (see figure I.1), with a focus on West Africa, where it seeks to both significantly increase the output of staple foods and boost regional

**Figure I.1: GFSR Countries and Sub-Regions**



economic growth. In East Africa, GFSR targets local and regional food procurement, while in Southern Africa it continues investments made under IEHA.

## ADDRESSING THE CAUSES OF THE GLOBAL FOOD PRICE SPIKES

In the face of rising food prices, urgent actions are being undertaken for fast-impact food production programs. Regional and national efforts are underway to make staple food markets work better, both to give the poor greater access to food and to stimulate the private investment needed to sustain the growth process and build resilience to economic shocks.

Increasing the production and marketing of food staples is vital. This will address the imbalance in the supply of and demand for food, reduce food prices, and increase incomes needed to buy food. Accordingly, one of GFSR's major areas of focus is improving staple food systems to increase food security. To do this,

USAID is 1) increasing agricultural productivity and production, 2) facilitating regional trade in food staples, and 3) promoting sound market-based principles to ensure that staple food systems are working effectively. At the same time, GFSR explicitly serves the ultra poor by connecting food-surplus areas with food-deficit areas and by implementing a whole-of-government approach that links development assistance and humanitarian assistance.

## BUILDING ON IEHA

GFSR builds on the foundations laid by IEHA, which was launched in FY 2002. IEHA's goal in Sub-Saharan Africa was to support Millennium Development Goal One, which aimed to cut hunger and poverty in half by 2015 by increasing rural incomes. To accomplish this, the initiative sought to

- enhance the productivity of agricultural smallholders by expanding the development, dissemination, and use of new technology, and by enhancing human and institutional capacity for technology development, dissemination, and management;

- improve the policy environment for smallholder-based agriculture by building human and institutional capacity for policy formulation and implementation; and
- increase agricultural trade by strengthening the competitiveness of smallholder-based agriculture and improving agricultural market infrastructure, institutions, and trade capacity.

## FUNDING GFSR

On May 1, 2008, the Administration requested supplemental resources to help address the impact of high global food prices on developing countries. In response to this request, Congress appropriated \$200 million in bridge supplemental Development Assistance resources to alleviate hunger and malnutrition in countries facing significant food shortages.

These resources, combined with resources from various other accounts, brought total funding for GFSR to \$1.88 billion in FY 2009 (see table 1.1). All of these funds were obligated and supported GFSR. The bridge supplemental funding for GFSR expanded the U.S. government's ongoing efforts to significantly reduce poverty and hunger at a critical moment. The bridge supplemental funds were divided as follows (see table 1.3 for more details):

*West Africa* received \$130 million. This included five countries (Ghana, Liberia, Mali, Nigeria, and Senegal) with prospects to significantly increase the output of staple foods and foster related economic growth in the region. *East Africa and Southern Africa*

**TABLE 1.1 FUNDING FOR GFSR, FY 2009**

Account	Funding Level (Millions of US Dollars)
Emergency Food Assistance (Emerson Humanitarian Trust)	200
Title II Humanitarian Food Aid (2008-2009 supplemental funds)	1,245
Non-Food Emergency Assistance (2008-2009 supplemental funds)	175
Development Assistance (2009 bridge supplemental funds)	200
Famine Prevention Funds	40
International Disaster Assistance Account (2008 rescission funds)	20
<b>Total</b>	<b>1,880</b>

**TABLE 1.2 IEHA (2003–2008) AND GFSR (2009) FUNDING (MILLIONS OF US DOLLARS)**

Fiscal Year	Development Assistance	P.L. 480 Title II	Famine Fund	Total
2003	26.5	NA	NA	26.5
2004	67.5	NA	NA	67.5
2005	67.9	NA	5.0	72.9
2006	75.5	100.0	19.8	195.3
2007	72.1	100.0	19.8	191.9
2008	47.1	63.1	15.5	125.7
2009	184.1 <sup>a</sup>	89.5	NA	273.6

<sup>a</sup> FY 2009 Development Assistance includes Economic Support Fund but does not include the \$200 million FY 2009 bridge supplemental Development Assistance (see Table 1.3).

received \$50 million. Of this, \$30 million went to USAID’s East Africa operating unit and to the Kenya, Rwanda, Uganda, and Ethiopia missions to support smallholder farmers and link to local and regional procurement efforts, and \$20 million was spent on emergency local procurements in East Africa and Southern Africa to meet urgent food needs. The USAID Bureau of Economic Growth, Agriculture and Trade (EGAT) received \$20

million to support urgent technology development. The bridge supplemental resources provided significant additional funding to address the causes and consequences of the global food price spikes. In FY 2009, funding for agriculture in the West Africa regional program and the five West African countries receiving bridge supplemental assistance through GFSR increased sevenfold: from \$23.21 million in FY 2008 to \$178.5 million in

FY 2009. Funding for agriculture in the East Africa region and the four GFSR-supported countries in East Africa increased threefold, from almost \$32 million in FY 2008 to more than \$95 million in FY 2009.

## REVIEWING RESULTS AND LOOKING AHEAD

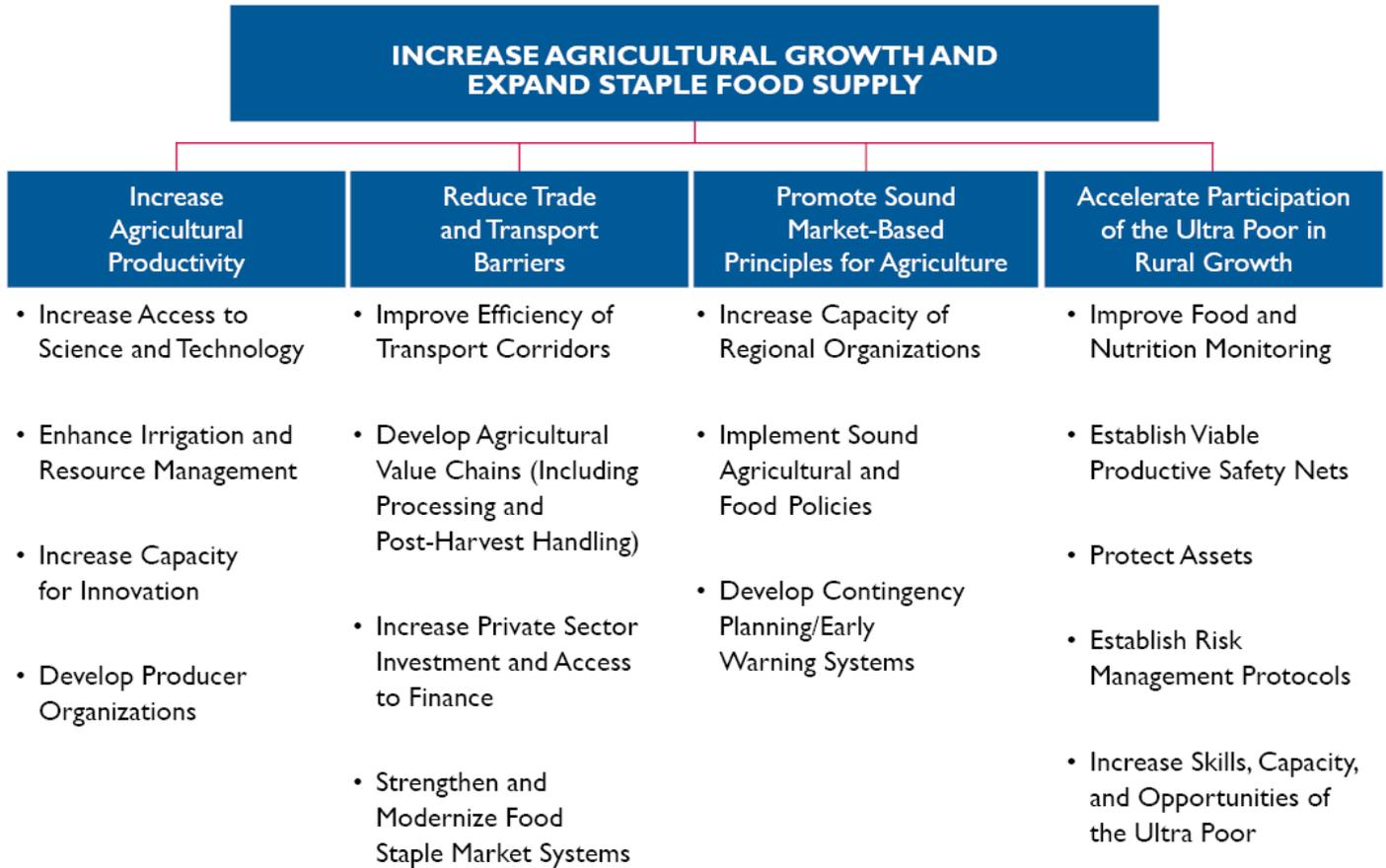
The following chapters provide details on GFSR accomplishments and CAADP progress in FY 2009. Chapter 2 discusses the importance of African leadership and the role of CAADP. Chapter 3 presents GFSR results in increasing agricultural productivity and production. Chapter 4 covers results in facilitating regional trade in food staples. Chapter 5 describes GFSR accomplishments in promoting sound market-based principles. Chapter 6 explains how local and regional procurement initiatives are saving lives and strengthening markets. Finally, chapter 7 describes the new Global Hunger and Food Security Initiative, Feed the Future, which was launched in May 2010. The GFSR Results Framework is illustrated in figure 1.2.

**TABLE 1.3 FY 2009 BRIDGE SUPPLEMENTAL DEVELOPMENT ASSISTANCE TO MITIGATE GLOBAL FOOD PRICE SPIKES**

Country/USAID Operating Unit	FY 2009 (Millions of US Dollars)
<b>West Africa Regional (full response)</b>	<b>130</b>
West Africa	25
Ghana	25
Liberia	10
Mali	20
Nigeria	25
Senegal	23
USAID/AFR Regional	2
<b>East Africa Regional (limited response)</b>	<b>30</b>
East Africa*	10
Ethiopia *	5
Kenya*	5
Rwanda*	5
Uganda*	5
<b>USAID Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA)</b>	<b>20</b>
<b>USAID Bureau of Economic Growth, Agriculture and Trade (EGAT) (urgent technology development)</b>	<b>20</b>
<b>Total</b>	<b>200</b>

\*This funding was used to improve markets for African smallholder farmers.

Figure 1.2: Results Framework for the Global Food Security Response



GAFAR A./AO, ABT ASSOCIATES INC.

Onions in Ghana, where USAID’s technical assistance to onion value chain stakeholders is helping to increase intra-regional trade.

# CHAPTER 2

## AFRICAN LEADERSHIP AND AID EFFECTIVENESS

*GFSR is the vehicle through which the U.S. government meets its G-8 commitment to support implementation of the Comprehensive Africa Agriculture Development Program (CAADP), the Africa-wide framework for revitalizing agriculture and rural development. U.S. Secretary of State Hillary Rodham Clinton endorsed CAADP in September 2009 as a model for promoting agricultural development, and U.S. assistance to support agricultural transformation in Africa is fully aligned with this framework.*

The most ambitious agricultural reform effort ever undertaken in Africa, CAADP was formally endorsed by African heads of state and government in 2003 at an African Union summit in Maputo, Mozambique. CAADP signals Africa's commitment to taking charge of its agricultural development agenda. It is based on the recognition that agriculture-led growth provides the most viable pathway for stimulating broad-based economic growth, increasing exports, eliminating hunger, and reducing poverty in Africa. CAADP both demonstrates African leadership and improves the effectiveness of international aid.

• **Demonstrating African leadership.** Past efforts to advance agricultural development in Africa were promoted, if not imposed, from outside. CAADP was conceived by Africans and is led by Africans. No past agricultural sector initiative has enjoyed the level of political endorsement and continent-wide focus achieved by CAADP.<sup>2</sup>

• **Improving aid effectiveness.** In the past, agricultural development in Africa was hampered by fragmentation and by a lack of coordination and sustained political commitment. To address these challenges, CAADP provides a unified framework for conducting analysis and defining strategies and investment priorities. It also improves the effectiveness of aid by aligning donors' policies and priorities with those of African governments.

The CAADP framework fosters public-private partnerships and promotes inclusiveness by engaging a broad spectrum of participants from the public sector, the private sector, and civil society. It embodies the core principles of the New Partnership for Africa's Development (NEPAD): improved governance through accountability, transparency, peer review, dialogue, and benchmarking.<sup>3</sup>

### KEY TARGETS AND PRINCIPLES OF CAADP

CAADP is a strategic agenda that lays out a wide range of overarching

actions, principles, and targets. Countries and regions can align their individual agricultural development and poverty reduction strategies with this agenda in a way that fits local realities and capacities. CAADP calls on each country to meet two key targets: 1) allocating 10 percent of its national budget to the agricultural sector each year, and 2) achieving a 6 percent annual increase in agricultural growth.

Other important CAADP principles include 1) adopting agriculture-led growth as the main strategy for achieving Millennium Development Goal One, 2) accelerating the growth of agricultural productivity, and 3) exploiting regional complementarities and spillovers and enhancing cooperation to boost exports and growth.

To help realize these targets and principles, a set of specific actions and investment areas were identified under four mutually reinforcing pillars. The CAADP pillars represent interventions needed to invigorate agricultural growth and address

<sup>2</sup> Borrowed from the CAADP Brochure, "Introducing CAADP: Partnership in Support of CAADP."

<sup>3</sup> NEPAD is a program of the African Union that seeks to eradicate poverty and place African countries on a path to sustainable growth and development.

the sector's challenges. Three key priorities cut across the four pillars: 1) increase human and institutional capacity in the agricultural sector; 2) provide information and knowledge systems to inform and guide the implementation process; and 3) align the Poverty Reduction Strategy Paper (PRSP) process with the CAADP process, goals, and targets.<sup>4</sup>

After CAADP was endorsed by heads of state and government, the NEPAD Secretariat—working with regional economic communities (RECs), country governments, G-8 partners, and other stakeholders—held planning meetings to review agricultural sector lessons and successes both inside and outside Africa. Medium- and long-term action plans were defined to guide the implementation of CAADP. These early meetings and activities helped raise the credibility and profile of CAADP among key stakeholders. They also helped quell concerns that CAADP was a continental, top-down strategy, solidifying it as a framework for improved policy and strategy

planning and implementation at the regional and country levels.

## IMPLEMENTATION OF THE CAADP AGENDA

CAADP implementation is a comprehensive process that relies on partnership and accountability. It begins with evidence-based analysis, which is then discussed by stakeholders (including the private sector and civil society) until agreement is reached on a coordinated strategy. The strategy is embodied in a signed compact, which signals political commitment and outlines the policies, actions, and investments needed for successful implementation.

### THE STAKEHOLDERS

CAADP implementation takes place on Africa-wide, regional, and country levels. It involves various stakeholders: national governments, RECs, the private sector (including farmers), civil society organizations, and donors. The NEPAD Secretariat, based in

Midrand, South Africa, provides overall facilitation of the implementation process, solicits political buy-in at the highest levels, and mobilizes the financial resources and technical expertise (international, regional, and national) needed to advance implementation. The *regional economic communities*—the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS), and the Southern African Development Community (SADC)—provide coordination support in their regions, while *individual countries*, led by government representatives and key stakeholders, direct field-level implementation.

### THE PROCESS

At the country level, CAADP implementation involves ensuring that the government's agricultural and budgetary policies and resources, as well as the development assistance provided to that country, are aligned with CAADP objectives. Key steps are outlined on the following page.

## CAADP PILLARS

**Pillar 1.** Extending the area under sustainable land management and reliable water control systems

**Pillar 2.** Improving rural infrastructure and trade-related capacities for market access

**Pillar 3.** Increasing food supply, reducing hunger, and improving responses to food emergency crises

**Pillar 4.** Improving agricultural research and technology dissemination and adoption



Women selling grain in Nigeria, where USAID helped increase smallholders' access to markets.

<sup>4</sup> A PRSP describes a country's macroeconomic, structural, and social policies and programs over a three-year or longer horizon, to promote broad-based growth and reduce poverty. It also identifies associated external financing needs and major sources of financing. International Monetary Fund, <http://www.imf.org/external/NP/prsp/prsp.asp>

**1) Stocktaking analysis.** Take stock of the country's agricultural sector efforts and policies (including the PRSP) to identify gaps and determine the alignment needed to achieve CAADP objectives.

**2) Stakeholder consultations.** Work with national, regional, and international centers of expertise to examine agricultural development trends and identify strategic options to further boost agricultural growth, raise investments in agriculture, and accelerate the pace of poverty reduction.

**3) Country roundtable.** Hold a roundtable meeting to reach agreement on the priorities, commitments, and partnerships needed to scale up implementation and improve outcomes. Plan for the alignment of these investments and policies to meet CAADP's growth, budgetary, and poverty reduction targets. Participants include the leadership of the African Union, NEPAD, the RECs, national governments, and regional and national stakeholders such as the private sector, civil society, and farmer organizations. The end of the roundtable process is the beginning of the execution of a compact.

**4) Country compact.** Sign a compact, which signals political commitment and outlines the policies, actions, and investments needed for successful implementation. The compact is signed by all relevant actors: the African Union Commission and NEPAD, via the RECs; national governments; and other stakeholder groups, including the private sector, farmer organizations, civil society organizations, and donors.

**5) Post-compact road map.** Gather external support and specify the actions, actors, and timeline needed to prepare and review the investment plan. Build on the results of the pre-compact exercises.

**6) Investment plan.** Synthesize and cost the key investment areas outlined in the compact, to further elaborate plans for carrying out interventions. The investment plan builds on the broader goals and targets stipulated in the compact, translates the sector challenges and opportunities into sector objectives and strategies, and details specific programs to achieve goals, objectives, and targets.

**7) Technical review of investment plan.** Conduct an external technical review of the investment plan to ensure that resources are aligned with expected results and that the objectives and targets laid out in the plan can be met. The review provides due diligence as a precursor to making broad financing commitments.

**8) Start-up plan road map.** Establish a timeline, responsibilities, and actions to address external technical review issues. Prioritize investments, align ongoing and planned programs with the investment plan, and establish a results framework and monitoring plan.

**9) Commitment of resources.** Consult and negotiate with development partners to develop detailed financing plans and procedures and to establish schedules for the disbursement of funds. All parties—the government, the private sector, donors, and other partners—indicate their investment priorities and available funding levels.

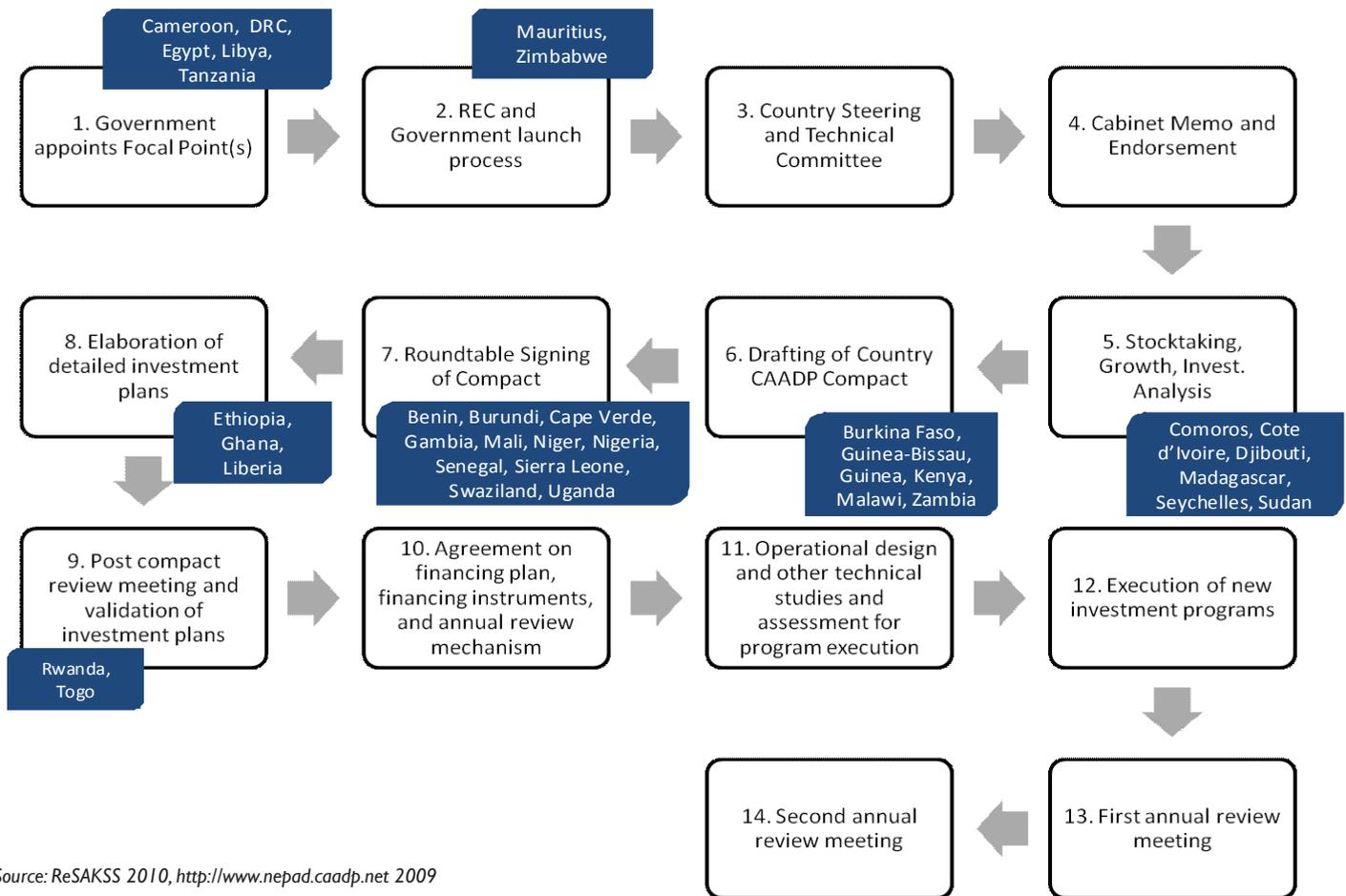
At the regional level, CAADP implementation involves ensuring that the RECs' agricultural and budgetary policies and resources, as well as the development assistance provided to the RECs, are aligned with CAADP objectives.

As part of the broader CAADP implementation process, each country is expected to establish an interactive economic information system (a Strategic Analysis and Knowledge Support System, or SAKSS node, as described in text box 2.1 on page 9) or information technology-based platform. Regional economic information systems have been established in East, West, and Southern Africa. The purpose of these systems is to facilitate well-informed, inclusive policy and strategy dialogue and review.

## THE MONITORING SYSTEM

To monitor countries' progress toward implementing CAADP, the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) relies primarily on informal communication within its network in Africa. It also monitors key official outputs of NEPAD, CAADP, and other relevant programs. The means of communication vary slightly by region, depending on each ReSAKSS node's level of involvement in the CAADP implementation process. The ReSAKSS-West Africa node has been actively engaged in Gambia, Liberia, Nigeria, and Sierra Leone, providing technical backstopping to the national teams in their stocktaking analysis. This collaboration has provided an inside perspective and allowed ReSAKSS-West Africa to stay constantly updated on how countries are progressing toward their roundtables.

**Figure 2.1: The Country CAADP Process and Country Status, March 2010**



Source: ReSAKSS 2010, <http://www.nepad.caadp.net> 2009

In other regions, such as COMESA, ReSAKSS has relied more heavily on communication with each country's CAADP leaders and on key CAADP outputs. On an Africa-wide basis, ReSAKSS collects and compiles information on country progress each month. This information, which includes the dates of important meetings and workshops, the outputs of these meetings, and each country's progression through the CAADP steps, is first validated by the ReSAKSS team and then made available to the public via the ReSAKSS website and e-newsletter.

## PROGRESS SO FAR

Since CAADP's ratification in 2003, 35 countries have begun the

implementation process. Figure 2.1 provides an overview of the full country CAADP process and illustrates where each country stands in the process. In addition to the countries that have already signed compacts, as shown above, more are scheduled to sign by mid-2010. The ECOWAS regional compact was signed in November 2009.

## MEETING CAADP TARGETS

### ALLOCATING 10 PERCENT OF NATIONAL BUDGETS TO THE AGRICULTURAL SECTOR

The latest evidence shows that agricultural spending as a share of

total spending in Africa has ranged from 4 percent to 6 percent in aggregate since 1980. African countries as a whole, therefore, had not met the CAADP 10 percent budgetary allocation target by 2008.<sup>5</sup> Despite a 75 percent increase in the share of agricultural spending from 2000 to 2005, the target remains unmet because of the very low initial base prior to 2000. Only eight countries—Burkina Faso, Ethiopia, Ghana, Guinea, Malawi, Mali, Niger, and Senegal—reached or surpassed 10 percent (figure 2.2 on page 10). Fourteen of the reporting countries reached expenditure shares between 5 and 10 percent, while 13 countries devoted less than 5 percent of their total budgets to the sector.

<sup>5</sup> Johnson, Michael, Babatunde Omilola, Kathleen Flaherty, Tsitsi Makombe, Marcia Macneil, and Leah Horowitz. 2008. ReSAKSS 2008 Trends Report: Monitoring Agricultural Sector Performance, Growth, and Poverty in Africa. International Food Policy and Research Institute, Washington, D.C.

## ACHIEVING A 6 PERCENT ANNUAL INCREASE IN AGRICULTURAL GROWTH

Although agricultural performance varies within and across African countries, recent trends indicate an increase in the agricultural Gross Domestic Product (GDP) growth rate at the continental and regional levels. Sub-Saharan Africa's agricultural GDP growth rate increased from an annual average of approximately 3 percent in the 1990s and 2000s to 5.3 percent in 2008. A similar trend can be observed at the regional level. All regions saw an increase in average agricultural growth rates from approximately 3 percent in the 1990s to 4 percent to 7 percent in 2008. Southern Africa was the only region to surpass CAADP's targeted rate of 6 percent agricultural GDP growth in 2008.

These regional figures mask the diversity of agricultural performance across countries. Figure 2.3 shows that in 2008, 10 countries met the CAADP 6 percent agricultural growth target: Angola, Ethiopia, Mali, Mozambique, Namibia, Niger, Rwanda, Senegal, Tanzania, and Uganda. Nineteen other countries attained moderate agricultural GDP growth rates of between 3 percent and 6 percent in 2008. In the same year, eight countries experienced low or

negative growth in their agricultural sectors.

## MONITORING PROGRESS IN MEETING THE CAADP TARGETS

Each country's progress toward meeting the two main CAADP targets is monitored by the common monitoring and evaluation (M&E) framework of CAADP. In 2008, ReSAKSS completed the first step in establishing this framework by designating indicators to track progress and by defining data requirements.<sup>6</sup> Since then, ReSAKSS has further revised the framework in close consultation with NEPAD, the Forum for Agricultural Research in Africa (FARA), and other Africa-based partners doing similar monitoring work. The revised framework was reorganized and validated at a workshop in South Africa in March 2010.

Data collection began in 2008, providing ReSAKSS with a rich source of primary data to monitor progress toward meeting CAADP targets. Data on 13 countries were collected and compiled and are currently being used to track progress toward the 10 percent budget target. Until the framework is in full operation, ReSAKSS is also employing secondary



ALEXANDER RIBOUL USAID

A feeder channel diverts water from a stream and irrigates farmers' fields in Malawi. The channel was built through a USAID program that promotes small-scale irrigation in drought-prone regions of the country.

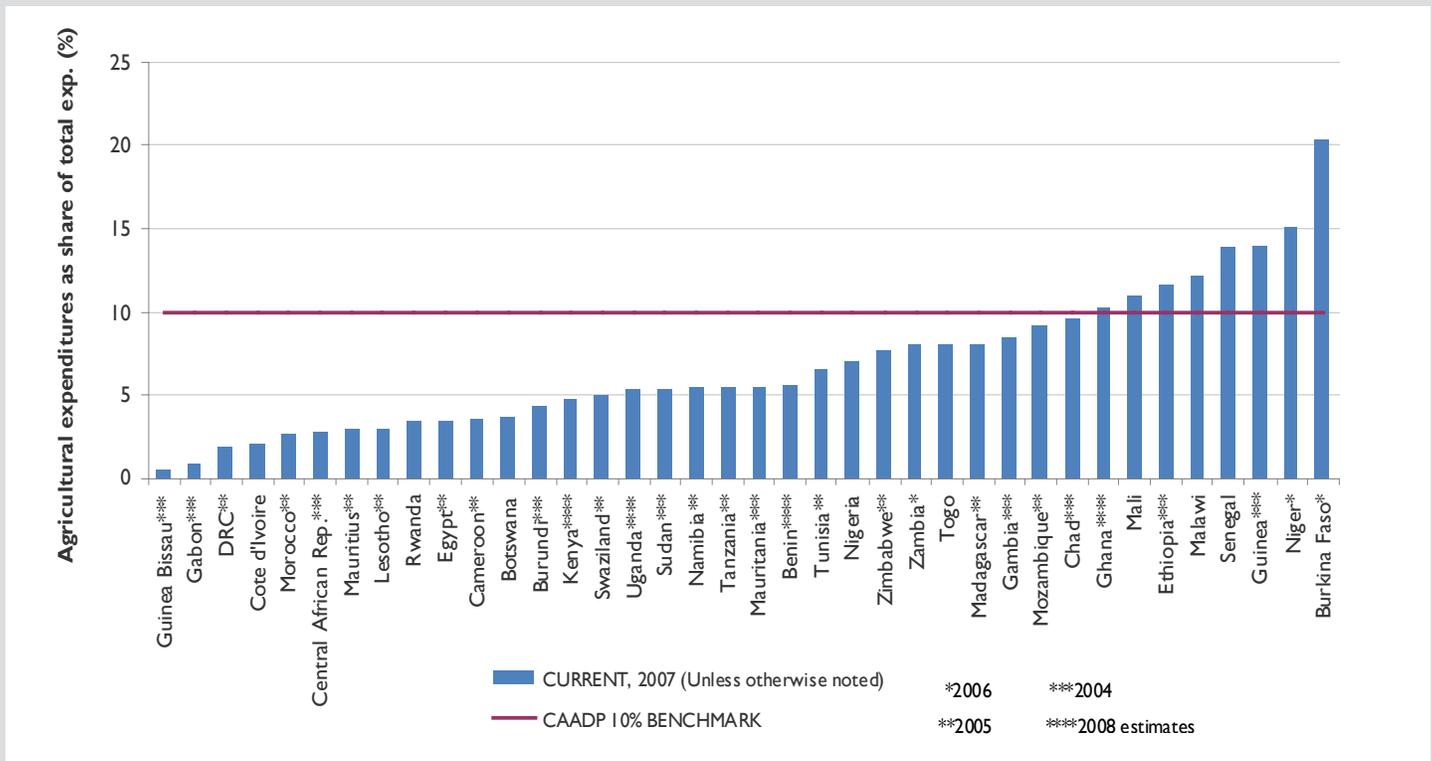
data from the World Bank, the United Nations, the International Monetary Fund, and the International Food Policy and Research Institute (IFPRI) to track and analyze the other indicators and to fill in gaps on the expenditure data.

### TEXT BOX 2.1: THE STRATEGIC ANALYSIS AND KNOWLEDGE SUPPORT SYSTEM

The Strategic Analysis and Knowledge Support System (SAKSS) compiles, analyzes, and disseminates data, information, and tools to help inform the design, implementation, monitoring, and evaluation of CAADP compacts and other rural development strategies. It is a network to help key partners—African governments and donors, local and international research institutes and universities, the private sector, and non-governmental organizations—clearly understand the links between investments, agricultural growth, and poverty reduction. SAKSS was developed by the International Food Policy and Research Institute (IFPRI) as an international public good. At the national level, the CAADP process is supported by country SAKSS nodes. At the regional level, SAKSS has been integrated into the Regional Strategic Analysis and Knowledge Support System (ReSAKSS), an Africa-wide network that supports the implementation of CAADP and other regional agricultural development initiatives.

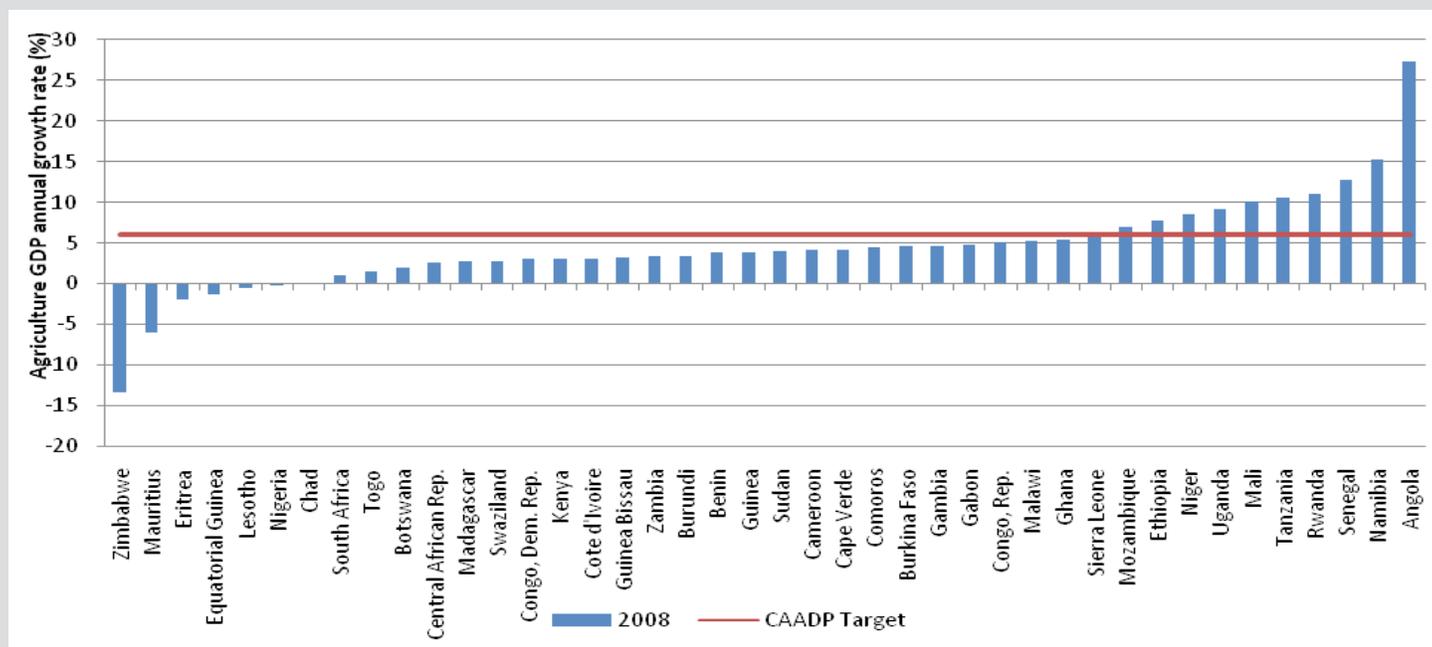
<sup>6</sup> A report on these indicators and data requirements was published by the CAADP M&E technical working group. Benin, S. and M. Johnson, with others. 2008. Monitoring and evaluation (M&E) system for the Comprehensive Africa Agriculture Development Program (CAADP). ReSAKSS Working Paper 6. Washington, D.C., U.S.A.: Regional Strategic Analysis and Knowledge Support System, facilitated by the International Food Policy and Research Institute.

**Figure 2.2: Agricultural Expenditures and the CAADP 10 Percent Target (Most Current Year Reported)**



Sources: Calculated using data from the International Monetary Fund's Government Finance Statistics (various issues) or from preliminary in-country surveys by ReSAKSS nodes with in-country network partners

**Figure 2.3: 2008 African Agriculture GDP Growth Rates and the CAADP 6 Percent Target**



Source: World Development Indicators 2009 and UN National Accounts 2009

# CHAPTER 3

## INCREASING AGRICULTURAL PRODUCTIVITY AND PRODUCTION

**Key results:** *The Global Food Security Response (GFSR) continued to boost agricultural productivity and production in FY 2009. Almost two million farmers supported by GFSR adopted new productivity-enhancing technologies promoted by USAID. Over 400 new USAID-supported technologies—including pest management, crop genetics, post-harvest handling and storage, processing, disease management, and soil-related technologies—were made available in FY 2009. Another 343 technologies or management practices were under research and almost 200 were under field testing. USAID successfully transferred technology to small producers in Mali, where new sorghum and millet cultivars and good agricultural practices were extended in 964 villages. Smallholders in Zambia also benefitted from USAID interventions: more than 23,000 animals owned by 6,066 small farmers received private sector veterinary services, leading to an increase in profits of more than \$2.5 million. One measure of the impact of USAID assistance is the gross margin for maize in Kenya, Mozambique, and Uganda, which increased by an overall 98 percent between FY 2005 and FY 2009, while the yield increased by an overall 47 percent during the same period.*

The transformation of subsistence and semi-subsistence agriculture into market-linked agriculture not only provides greater food security, but also lays the foundation for broad-based economic development. Increased productivity is the key to transformation—it is only with this increase in productivity, and the accompanying movement of more food to markets, that African economies can diversify.

Increasing agricultural productivity and production is essential for combating both the short-run and long-run effects of the global food price spikes. Increased productivity and production of staple foods, in particular, will help reduce food prices. GFSR's targeted assistance is helping increase the production and



USAID

Improved farming methods in Uashin Gisu District in Kenya are resulting in higher yields for maize farmers.

productivity of selected staple food commodities: maize, rice, sorghum, and cassava. In FY 2009, GFSR's efforts in productivity focused on three key areas:

- modernizing the systems that provide basic agricultural inputs, such as seed and fertilizer;
- putting more land and water resources under sustainable management practices; and
- enhancing private sector capacity and incentives to deliver agricultural services.

USAID is working in partnership with African and international private companies, along with local and international non-governmental organizations (NGOs), foundations, farmer organizations, and national and regional agricultural research organizations. In FY 2009, GFSR funded training, made inputs more accessible, facilitated market linkages to farmers and businesses, and supported the adoption of new technologies that led to higher profits. By working at all points along the value chain, GFSR has benefited 1.6 million households, improving their food security.

In FY 2009, GFSR funding enabled USAID to train large numbers of farmers and other value chain stakeholders on how to raise agricultural productivity. As shown in table 3.1, total attendance at short-term agricultural productivity training topped 1.6 million, with women constituting 37 percent of those attending.<sup>7</sup> Funding was provided for 23 individuals, including 4 women, to participate in degree programs.

**TABLE 3.1 ATTENDANCE AT AGRICULTURAL SECTOR PRODUCTIVITY TRAINING, FY 2009**

Training period	Female	Male
Short-term training	605,214	1,041,137

These efforts bore fruit in FY 2009—almost two million farmers supported by GFSR adopted new productivity-enhancing technologies, while almost 600,000 hectares were under new technologies (see figure 3.1).<sup>8</sup> Female farmers adopted technologies in many different crops, some of which are illustrated in table 3.2.

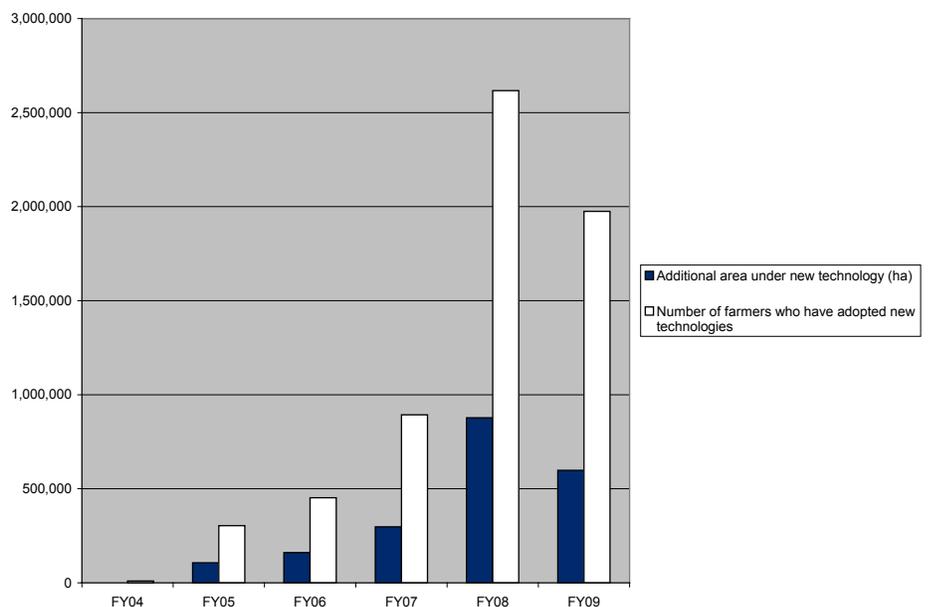
## MODERNIZING AGRICULTURAL INPUT SYSTEMS

Smallholders in Sub-Saharan Africa need modern inputs, such as improved seed and fertilizer, to increase their productivity and production. In FY 2009, GFSR funded a wide range of activities designed to modernize the systems that deliver these inputs. Examples include the following:

- **Fertilizer subsidies.** A seed and fertilizer program in Mozambique, which was jointly supported by USAID and the European Union, enabled 25,000 small-scale farmers to benefit from a “smart subsidy” program. This program helped increase smallholders’ productivity of rice and maize in five provinces in central and northern Mozambique—areas with huge potential for rice and maize production. The positive early results will provide valuable information as the program expands.

- **Cotton technology packages.** USAID had considerable success raising producers’ gross margins and yields for cotton (and for cowpea and maize grown in rotation with cotton) in Benin, Burkina Faso, and Mali. Gross margin increases were 35 percent for seed cotton, 7 percent for maize, and

**Figure 3.1: Adoption of New Technologies by Farmers**



<sup>7</sup> Short-term training is defined as training that is not part of a degree program.

<sup>8</sup> The data in this report was based on information submitted by the following USAID operating units: Ethiopia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Uganda, Zambia, East Africa Region, Southern Africa Region, West Africa Region, and the Africa Bureau Office of Sustainable Development.

**TABLE 3.2** REPORTED NUMBER OF FEMALE FARMERS ADOPTING NEW TECHNOLOGIES, FY 2009

USAID Operating Unit	Number of Female Farmers	Crop/Livestock Products with Most Female Farmers Adopting
Ethiopia	6,061	Beans, Maize, Cattle, Wheat, Honey, Teff
Kenya	165,412	Maize, Fruits, Milk
Mali	1,216	Shallots, Rice, Potatoes
Zambia	240,252	Cotton
Southern Africa	2,487	Mushrooms, Specialty Vegetables
AFR/SD	1,335	Cocoa
Total reported <sup>a</sup>	416,763	Cotton, Maize, Milk

<sup>a</sup> This number does not capture the total number of female farmers adopting new technologies because much of the data was not sex-disaggregated. This number does not include USAID/EGAT.

136 percent for cowpea; yield increases were 10 percent, 0 percent, and 40 percent for these commodities, respectively. Due to weak national extension services, most farmers had not been receiving consistent, up-to-date instruction on the correct application of recommended technologies. To address this problem, USAID worked with extension services to ensure that farmers understood and were able to adopt the technology packages recommended by cotton experts.

- **Seed trade.** In East Africa, USAID helped establish harmonized procedures for the release of varieties and the facilitation of seed trade. This harmonization encouraged private investments in a number of countries, resulting in a large increase in the number of registered seed producers and traders. A regional seed committee is collaborating closely with the African Seed Trade Association, which is in turn working with the Common Market for Eastern and Southern Africa (COMESA) and national seed trade associations to develop a broad regional seed alliance that will supply improved varieties to farmers.

- **Technology improvements.** As a result of USAID support for efforts to increase agricultural productivity in Zambia, 70,156 additional hectares were cultivated utilizing improved technologies. More than 158,000 small farmers benefited from interventions in five areas: 1) agriculture input sales, 2) private veterinary services, 3) agro-chemical spray services, 4) tillage services, and 5) dairy production. More than 23,000 animals owned by 6,066 small farmers received private sector veterinary services, resulting in more than \$2.5 million in increased profits. In the aggregate, smallholder farmers invested more than \$1.1 million in agricultural inputs and

services, while the value of commodity sales by smallholders exceeded \$14 million.

- **Seed regulation.** In June 2009, Ethiopia's national seed registration committee approved the registration of two new tomato varieties (Shanty and Irma) and one onion variety (Neptune). These varieties had been demonstrated at trials sponsored by USAID, in collaboration with the Melkassa Agricultural Research Center, in late 2008. Smallholder farmers are now able to access these improved seed varieties, which are resistant to disease and have higher yield potential than those previously used.



**Women in East Africa improve the quality of farm produce through sorting and grading.**

USAID

## PROMOTING SUSTAINABLE MANAGEMENT PRACTICES

Improved resource management practices can help farmers increase and maintain yields. For smallholders in Sub-Saharan Africa, it is particularly important that these new methods be sustainable. Many current production practices have led to resource degradation—including decreased soil fertility, erosion, and damage to watersheds—and reduced food security. In FY 2009, GFSR initiatives in this area included the following:

- **Cassava and potato varieties.**

In Mozambique, USAID conducted demonstrations on improved cassava and potato technologies and practices, and held farmer field days and technical training for researchers, extension agents, and farmers. Having increased (by an additional 82 hectares) the area under multiplication of new cassava varieties tolerant to cassava brown streak disease, USAID distributed 203,385 cassava stems to 7,879 farmers. USAID also trained 20 extension agents and 400 farmers on rapid multiplication of cassava planting material. Through the International Potato Center, USAID helped improve eight potato varieties, which were extended to around 75,000 households, and trained 757 people in proper techniques for potato vine multiplication, marketing, and processing.

- **Processing and marketing techniques.**

In Mali, USAID focused on technology transfer for production, processing, and marketing to small producers. New sorghum and millet cultivars and



M. HERRICK, CHEMONICS

**A woman bags rice seed for a successful local agricultural inputs dealer in Kampala, Uganda.**

good agricultural practices, such as water conservation, processing, and marketing technologies, were extended to 964 villages, including villages in new production zones in the Mopti and Kayes regions. Yields increased from 1.2 tons per hectare to 2.0 tons per hectare in several of these target areas, allowing many dry-land producers to market a surplus to processors for the first time.

- **Cassava technologies.** In Nigeria, USAID helped increase productivity by supporting the development of the cassava value chain and the deployment of new technologies, including farming practices, cassava cuttings, and fertilizer. The introduction of high-yielding, cassava mosaic disease-resistant varieties improved land and labor productivity. U.S. assistance provided nearly 43,000 smallholder farmers with 27 new on-farm technologies. The mean yield from cassava fields increased from about 11.2 tons per hectare in 2003/2004 to 29 tons per hectare in 2008/2009. This increased productivity created 11,800 additional jobs in post-

harvest employment, 30 percent of which were for women, and over \$3.3 million in sales of cassava products. The primary beneficiaries of USAID activities were resource-poor farmers and producer groups, most of them women. Secondary beneficiaries included small- and medium-scale processors, fabricators, commodity traders, and consumers, as well as private agribusiness entrepreneurs who benefited from increased cassava availability, demand, and commercialization.

## ENHANCING PRIVATE SECTOR CAPACITY

Government investment is vital to the growth of the agricultural sector, but the challenges facing African agriculture are too large for the public sector to tackle alone. The private sector must also be involved. Perhaps most importantly, the private sector is the key to ensuring that productivity and production increases are sustainable. For these reasons, GFSR is actively building private sector capacity. USAID is working with

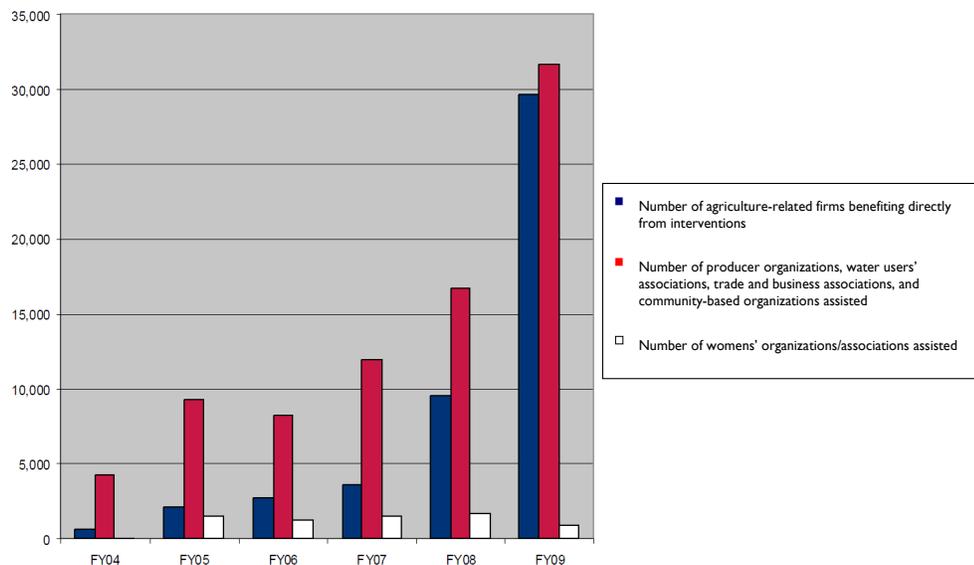
farmer and producer organizations at the local level to improve their capacity to deliver technical services and improve market access for their members. In FY 2009, USAID provided support to almost 30,000 agriculture-related firms and more than 30,000 producer organizations, women's associations, and other groups (see figure 3.2). Table 3.3 shows the types of firms that were assisted.

Examples of GFSR-funded private sector capacity-building activities in FY 2009 include the following:

- **Trade and investment by women.** In Mali, USAID focused on women's agriculture-related trade and investment issues during FY 2009. Because women typically must have their husbands' consent before launching new ventures, particularly in northern regions, USAID/Mali provided women with skills to explain to their husbands how important women's income-generating activities and sustainable businesses are to the livelihoods of their families. Under GFSR, USAID developed and delivered training on leadership, empowerment, and negotiating techniques, to help women gain confidence in their own abilities.

- **Producer organizations.** In Senegal, USAID helped organize producer groups and provided them with targeted training, particularly in business management, to increase their bargaining power. Contracts were also facilitated between producer groups, rural processing units, and lead firms such as Maria Distribution, Ely Bee, La Vivrière, Baobab Fruit Company, and Setexpharm.

**Figure 3.2: Firms and Associations Benefiting from GFSR Assistance**



- **Market linkages and business plans.** In Ethiopia, USAID provided assistance in the areas of market information, market linkages, business plan preparation, and credit facilitation (including helping some clients access the Development Credit Authority loan guarantee program). In FY 2009, USAID assisted five clients in developing business plans and feasibility studies for production and value-added processing. Three lead clients—Tabor Herbs, JJ Kothari, and Margin Par PLC—were GLOBALGAP certified in FY 2009.<sup>9</sup> Other accomplishments during the year included the following:

- providing business training to 318 farmers;

- delivering a half-day course to 48 management staff from Metema Farmers Cooperative Union, which covered business planning, cooperative bylaws, and improved market linkages between the union and member cooperatives;
- providing business development services and capacity-building training to 991 members (including 148 women) of 37 farmer cooperatives and unions in several subsectors; and
- delivering business development services and capacity-building training to 26 farmer groups in Western Hararghe.

**TABLE 3.3 TYPES OF FIRMS ASSISTED BY GFSR, FY 2009**

Type of Firm	Number of Firms Assisted
Local traders/Assemblers	2,135
Wholesalers	27
Processors	359
Exporters	630
Other/Unknown <sup>a</sup>	26,463
<b>Total</b>	<b>29,614</b>

<sup>a</sup> Because this kind of disaggregation did not commence until FY 2009, not all projects were able to provide details about the types of firms assisted.

<sup>9</sup> GLOBALGAP certification enables farmers to add value to their products and meet the demanding requirements of European Union retailers.

- **Farmer Field Schools.** In Uganda, USAID provided technical assistance to producer organizations (POs) using the Farmer Field School method. The assistance focused on two principal areas: 1) institutional development to build POs' capacity to select capable key farmers and PO leaders, develop constitutions, and achieve legal registration; and 2) training in bulk input supply purchasing and bulk marketing, including budget management, record-keeping, marketing plan development, crop quality control, and sourcing and managing of transport. Other achievements in FY 2009 included the following:

- Thousands of producer organizations (4,197, including 439 women's organizations) were formed; some were strengthened through training in group dynamics and through assistance with business plan development, bulk input procurement, and product marketing.
- Messages about new production practices and technologies were disseminated to 81,660 households (101,000 farmers); nearly 30 percent adopted those improved technologies or practices. Out of the total number of households, 20,363 households were vulnerable and comprised of former internally displaced persons who had returned home—mostly women, children, and the elderly.
- A total of 31,590 hectares was under improved technologies or

practices. The yields attained by farmers who adopted improved technologies were 70 to 120 percent higher than the yields of other farmers.

## URGENTLY DISSEMINATING NEW TECHNOLOGIES

To reduce the impact of the global food price spikes, Sub-Saharan Africa urgently needs new technologies that raise agricultural productivity. GFSR funding is helping meet that need—USAID supported 401 new technologies that were made available in FY 2009. Another 343 technologies or management practices were undergoing research, while almost 200 were under field testing (see figure 3.3). Table 3.4 gives an idea of the different types of technologies supported by GFSR. The following examples illustrate the kinds of technologies that were developed and deployed on an urgent basis to raise agricultural productivity and rural incomes, thereby enhancing food security.

### FARMER FIELD SCHOOL

The Farmer Field School (FFS) is a participatory adult learning method for a group of farmers who meet regularly during the cropping season, supported by a knowledgeable facilitator. In Uganda, each FFS comprises 20–30 farmers who are members of a producer organization. The members share knowledge about improved farming techniques, analyze production costs, build understanding of the interrelationships between living and non-living things using Agro-Ecosystem Analysis, and map out crop marketing strategies.

- **Cassava varieties.** With support from USAID/Southern Africa, ongoing research on cassava varieties suitable for food, feed, and industrial use continued to show positive results. In Malawi, where cassava production provides a good safety net for poor families in times of hunger, two new cassava varieties tolerant to major



K. BURNS, USAID

A participant measures seeds during a farming demonstration in Uganda, where USAID trained producers using the Farmer Field School methodology.

**TABLE 3.4 ILLUSTRATIVE TECHNOLOGIES UNDER DEVELOPMENT AND DISSEMINATED BY SELECTED USAID OPERATING UNITS, FY 2009**

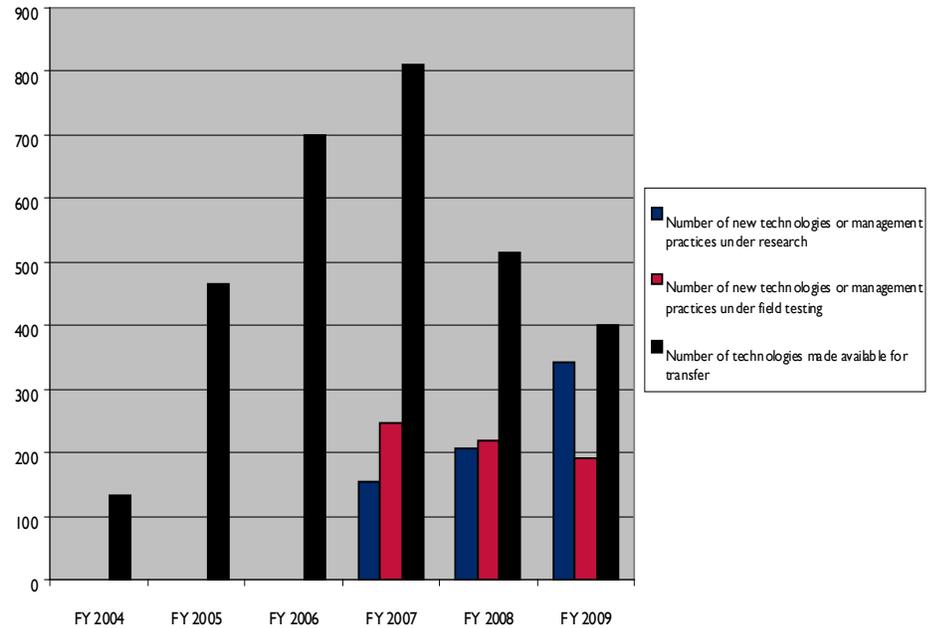
Operating Unit/ Technology Type	Number of Technologies		
	Under Field Testing	Under Research	Made Available
<b>USAID/Mali</b>			
Crop genetics	12	7	8
Pest management	9	2	4
Disease management	3	2	2
Soil-related	2	5	2
Water management	2	2	2
Post-harvest handling and storage	4	3	4
Processing	4	8	5
Other	3	1	8
<b>USAID/Mozambique</b>			
Crop genetics	2	2	12
Pest management	3	3	3
Disease management	5	5	5
Soil-related	2	2	6
Post-harvest handling and storage			2
Processing	2	2	2
Other	6	6	6
<b>USAID/Nigeria</b>			
Crop genetics	14		2
Animal genetics			2
Pest management			5
Disease management			1
Soil-related	2		9
Water management	1		3
Post-harvest handling and storage			3
Processing			4
Other	4		9
<b>USAID/East Africa</b>			
Crop genetics	1	5	
Disease management	10	10	3
Soil-related			1
Post-harvest handling and storage			3
Other	3	13	2
<b>USAID/West Africa</b>			
Crop genetics	1		84
Animal genetics			
Pest management	23		22
Soil-related	8		20
Processing			2
Other			6

diseases and pests were released in November 2008. USAID also supported the development of a technology for vertical cassava stem storage that allows small-scale farmers to store their own planting material for the next cropping season in a way that enables moisture content to be retained in the stems; this technology was released in Malawi.

- **Rice inputs.** The Famine Fund's rice project aims to reach 10,000 farm families in four target countries with new rice varieties and improved farming methods. In 2009, three lowland varieties of rice reached 5,558 farmers in Nigeria. In addition, 4,300 farmers in Ghana received certified seed through agro-input dealers (using vouchers and seed fairs), and 100 tons of certified seed was given to 5,614 farmers in Mali at a subsidy of 60 percent for viable farmers and 100 percent for vulnerable farmers. Rice seed was released to 1,200 farmers in Senegal through seed fairs. Breeder seed was provided to the national agricultural research systems in all four countries for ongoing production of foundation and certified seed. In 2009, 692 farmers were trained and 158 train-the-trainer programs took place.

- **Cassava inputs.** The Famine Fund's cassava project is promoting cassava as an engine for rural economic growth to improve livelihoods, with spillover benefits to urban populations in Africa. Improved cassava varieties combine multiple pest and disease resistance with superior post-harvest qualities. They improve yield potential in many locations by more than 50 percent. USAID is supporting the dissemination of improved planting

**Figure 3.3: Technological Innovation Enabled by GFSR Assistance**



material, using a global positioning system (GPS) to track the hectares under the new varieties.

- **Potato technology.** In Kenya, where USAID has been working to accelerate production of seed, innovative aeroponic technology and improved pot-based technology led to successful production of over 170,000 potato mini-tubers to be used for seed. In 2009, the Famine Fund's potato project commissioned six aeroponic units (three of which are private) in Kenya and Uganda. This new technology has the potential to yield tuber multiplication rates of 50:1, compared to 6:1 using the conventional method. Because it has low water and energy requirements and reduced field generations, it is hoped that the technology will radically improve basic seed production in the target countries.

## MITIGATING THE IMPACT OF THE GLOBAL FOOD PRICE SPIKES ON THE ULTRA POOR

Through GFSR, USAID is distributing seeds, facilitating access to credit, and taking various other urgent and longer-term measures to assist the ultra poor in the wake of the global food price spikes.

- **Productive safety net.** In Ethiopia, USAID is supporting the government-led Productive Safety Net Project (PSNP) and the PSNP Plus program, which provides additional support to PSNP beneficiaries. PSNP Plus promotes new agricultural products, fosters market linkages, and increases access to microfinance, resulting in households' graduation out of the PSNP program. To date, more than 13,000 individuals have received short-term training on agricultural production techniques. In FY 2009, the programs accomplished the following:

- increased access to microfinance for 17,555 households, thus raising their incomes;
- linked 5,283 individuals to microfinance institutions;
- formed 619 new village savings and loan association groups;
- purchased over \$300,000 in commodities from food-insecure, smallholder households;
- provided new technologies that were adopted by 8,745 smallholder farmers;
- offered short-term agricultural productivity training, which was attended by nearly 6,000 smallholders;
- delivered asset transfers amounting to more than \$500,000 to more than 13,500 households; and
- distributed haricot bean, maize, sorghum, and teff seeds to these households.

Action plans have been developed and multi-stakeholder platforms established in three target value chains, with representatives from primary producers, cooperatives, private sector companies, the government, microfinance institutions, regulatory institutions, and NGOs. Agreements were signed with three microfinance institutions for repayment of assets transferred.

## FORGING ALLIANCES TO INCREASE PRODUCTIVITY

Recognizing that collaboration increases productivity by bringing in additional capabilities and combining resources in creative ways, USAID actively formed alliances with a variety

of partners in FY 2009. USAID is committed to partnerships and alliances at all levels—international, regional, national, and local—with both public and private sector institutions. Table 3.5 illustrates the range of partners with which USAID engaged in FY 2009, using USAID/Nigeria as an example. In FY 2009, USAID partnerships helped transform smallholders into commercially oriented farmers, improving food security. Highlights are summarized below and in text box 3.1 on page 22.

- **Shallot partnership.** In FY 2009, USAID initiated a synergistic partnership in the Dogon Plateau, one of the most isolated and poorest areas in Mali. It was funded by the World Bank and the Food and Agriculture Organization of the United Nations. This new alliance will help restructure the shallot sector to better serve the interests of the growers, who are predominantly women. A constitutive general assembly was held to restructure the Local Shallot Farmers and Processors Union. During this

general assembly, bylaws and procedure regulations were adopted, a board of directors was elected, and a supervisory committee was established.

- **Seed organizations and linkages.** The Seeds Project (part of the West Africa Seed Alliance) works with national seed trade organizations and agro-dealer associations in Ghana, Mali, Niger, and Nigeria. In FY 2009, USAID/West Africa provided assistance to SEEDPAC, the Ghana Agricultural Inputs Dealers Association, the Seed Association of Nigeria, local associations in the Maradi region of Niger, and the Seed Trade Association of Mali. USAID assistance ranged from making financial contributions to organizing and participating in workshops. In Mali, the Seeds Project worked with several community-based organizations, including women rice growers, women tomato growers, and farmers' cooperatives.



ASARECA

USAID supports the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) on regional research activities, including the production of clean cassava tissue material at the Mikocheni Research Station in Tanzania.

The project also worked closely with seed companies, seed producers, and small and large agro-dealers to identify and map the firms and develop a database. The project facilitated linkages between West African seed companies and producer groups and multinational seed companies. Two companies in Ghana were linked with international vegetable seed companies, resulting in the importation of high-quality vegetable seed valued at more than \$50,000. Two multinational seed companies (Pannar and Pioneer HiBred) were provided with assistance in backstopping their local representatives in Ghana.

- **Farmer organizations.** In FY 2009, a USAID/West Africa project formalized a partnership with CropLife Africa Middle East, a private sector organization representing the plant science industry. Through this partnership, USAID is leveraging private sector expertise and resources to build the capacity of farmer organizations in best agricultural practices and to strengthen value chain networks. CropLife Africa Middle East contributes to this public-private partnership by providing in-kind training services. In September 2009, USAID sponsored 10 maize farmers and technical assistants to attend train-the-trainer courses on integrated pest management in Accra and Bamako. The courses, which were organized by CropLife Africa Middle East, consisted of modules related to basic principles of integrated pest management that were developed by CropLife under a cooperative agreement with USAID/Washington (the Bureau of Economic Growth, Agriculture and Trade/Natural Resource Management).

## TRACKING IMPROVED STAPLE PRODUCTIVITY AND FARMER RETURNS

USAID tracks improvements in staple productivity and farmers' returns to measure how farmers are benefiting from GFSR assistance. Gross margin per hectare is an excellent indicator of profits earned by farmers, because it takes into account the value of output that was (or could have been) sold, the cash cost of inputs used, and the area from which the crop was harvested.

Over the past year, USAID has had considerable success raising producers' gross margins and yields. This success is illustrated by figure 3.4,

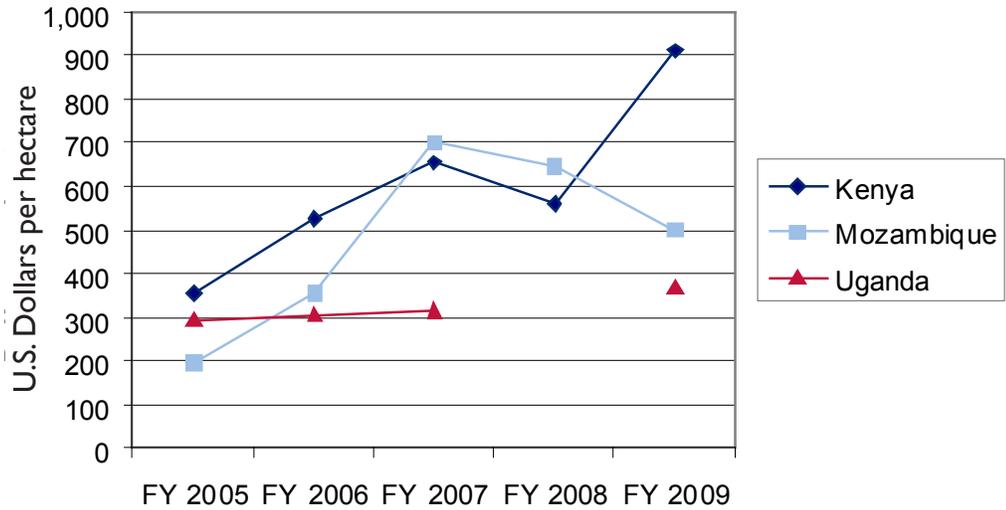
figure 3.5, and figure 3.6, which show the gross margin, yield, and implied sale price of maize grown by targeted beneficiaries in Kenya, Mozambique, and Uganda.<sup>10</sup> These figures show that IEHA- and GFSR-assisted farmers in Kenya have made relatively steady progress in increasing their profits per hectare from maize over the past five years. Profits in Mozambique and Uganda are also somewhat higher in 2009 than in 2005, though the upward trend was not as consistent. The data on maize yields and prices shed light on the trends in gross margin: while yields have been falling in Mozambique, prices have increased. In Uganda, the reported yields and prices were quite stable.

**TABLE 3.5 PARTNERS OF USAID/NIGERIA, FY 2009**

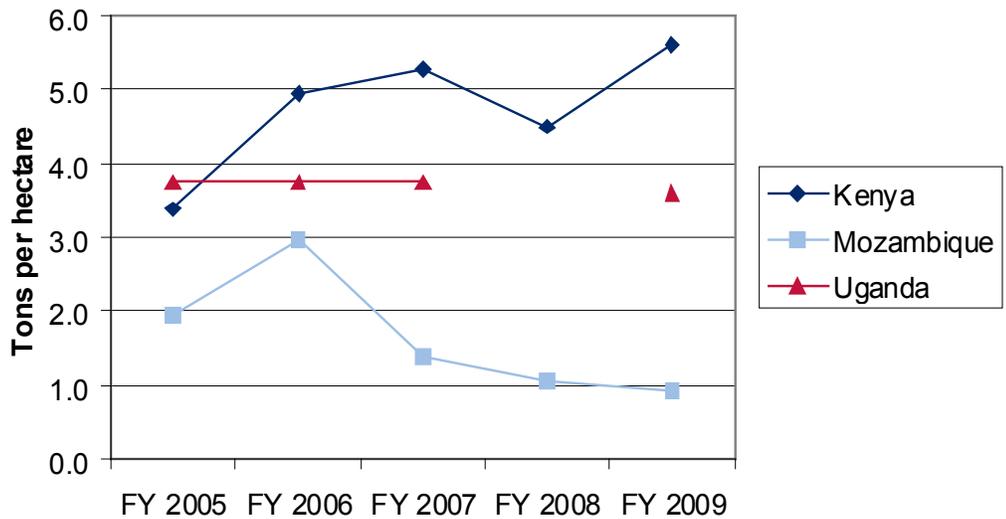
Partner Type	Partner
<b>African Implementing Partners</b>	Egalf, Diamond Development Initiative, RemifVentures, Natfloy
<b>African Governmental Partners</b>	Nigerian Agricultural Development Programs (Federal Agricultural Agencies), Central Bank of Nigeria, Federal Fertilizer Department of Nigeria, Institute for Agricultural Research, National Agricultural Credit and Rural Development Bank, Nigerian Customs Service
<b>International Private Sector Partners</b>	Olam, Golden Fertilizer, Tak
<b>Private Sector Partners</b>	Convenient Home Foods, Aba Malting Plant, Annes Agro Processing, Frijay Consult, Maina Seeds Limited, Nigeria Starch Mills Limited, Ebony Agro Industries Limited, Novum Agric, and others
<b>Regional Organizations</b>	West African Seed Alliance, National Root Crop Research Institute, Umudike Nigeria
<b>International Research Institutions</b>	International Crops Research Institute for the Semi-Arid Tropics, International Institute of Tropical Agriculture, International Food Policy and Research Institute (IFPRI)
<b>Other Donors</b>	UK Department for International Development (DIFD), German Society for Technical Cooperation (GTZ), World Bank

<sup>10</sup> The value of sales (in U.S. dollars) and the quantity of sales (in tons) are collected. These two numbers are divided to get the implied sales price. It is termed "implied" because the price is not collected directly. Uganda did not report on these data in FY 2008. For this reason, the graphs in figures 3.4, 3.5, and 3.6 show a break in the Uganda data between FY 2007 and FY 2009.

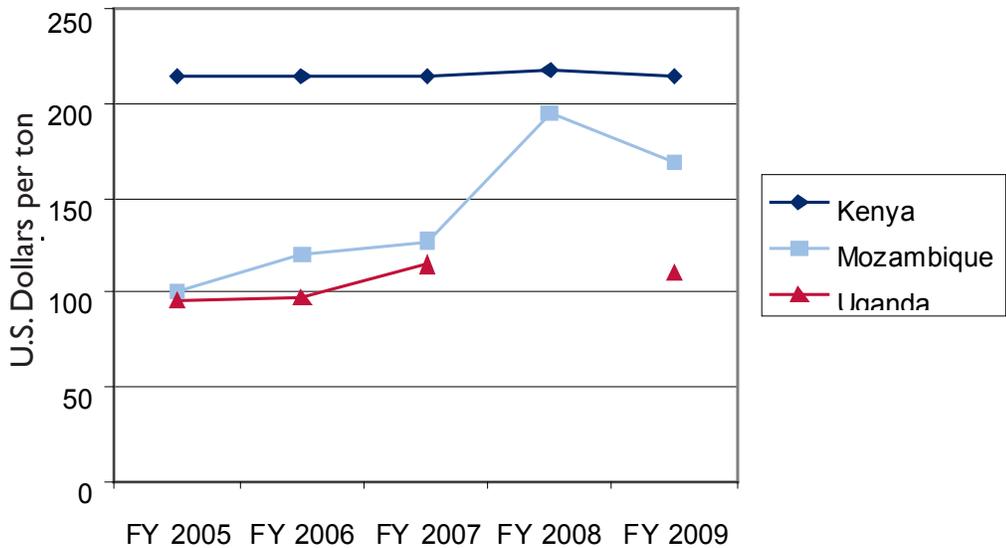
**Figure 3.4: Gross Margin, Maize FY 2005–2009**



**Figure 3.5: Yield, Maize, FY 2005–2009**



**Figure 3.6: Implied Sale Price Reported, Maize, FY 2005–2009**



### TEXT BOX 3.1: RICE FARMERS: MAKING MONEY, FEEDING THE COUNTRY

In 2009, Nigerian rice farmers reaped the benefits of a partnership between USAID and Olam Nigeria Limited, a company that had traditionally been a major rice importer. In the past, Nigerian farmers had not been able to produce enough rice to feed the country because their access to fertilizer and credit was limited and they were unable to meet quality standards. In 2005, Olam tested a new business approach—investing in local production of high-quality rice for Nigeria’s domestic market. Olam began processing locally produced rice, but was faced with an insufficient supply of high-quality paddy.

USAID entered into a partnership with Olam in 2006 to promote rice production by encouraging the use of improved technologies, building the capacity of farmers, developing linkages to credible market outlets (such as mills), and establishing strategic public-private partnerships. In the first year of the partnership, more than 10,000 farmers were provided with secure markets, access to commercial finance, and technical assistance. This resulted in productivity increases of almost 260 percent. By 2009, more than 44,000 rice farmers had benefited from the program. More importantly, farmers’ net income more than doubled. The success of the program encouraged First Bank, a Nigerian commercial bank, to develop a smallholder credit program, providing \$2.5 million to more than 8,000 farmers.

Olam was one of ten winners of the 2008 World Business and Development Awards. Sponsored by the United Nations Development Programme, the International Chamber of Commerce, and the International Business Leaders Forum, this award is given to companies whose work demonstrates that “business can both make a significant contribution to development and be commercially successful at the same time.”



**A rice farmer shows off his crop. In Nigeria and elsewhere, USAID provided vital support to increase productivity and boost production of rice by providing new varieties and encouraging the use of improved farming methods. USAID also worked to build farmers’ capacity and establish linkages with markets.**

CHEMONICS INTERNATIONAL

# CHAPTER 4

## INCREASING REGIONAL TRADE IN FOOD STAPLES

**Key results:** *Across Africa, the Global Food Security Response (GFSR) helped build agricultural trade capacity and increase regional trade during FY 2009. Overall, USAID facilitated more than \$575 million in regional trade of targeted agricultural products, including more than \$70 million in maize. Various interventions helped producers, processors, and exporters become more efficient and more competitive; over the past five years, USAID support enabled 384 firms to meet stringent international standards. As part of ongoing initiatives to strengthen market systems, USAID and several West African association partners established a new livestock information system that reached 8,000 users in FY 2009 with information on prices, bids/offers, contacts, alerts, and other relevant issues. In a year when banking was curtailed in many countries due to the financial crisis, GFSR had notable success increasing financing for the production, processing, and trade of staple foods. In FY 2009, GFSR-funded interventions enabled beneficiaries to access almost \$80 million in credit, nearly twice the amount accessed in FY 2008. In East Africa, USAID supported the harmonization of the legal framework for mobile banking systems, which could impact tens of millions of farmers. Overall, smallholders supported by GFSR sold more than \$500 million in targeted products.*

Trade links producers to consumers and increases the availability of food for hungry households. It improves food security by moving food from areas with surpluses to areas with deficits. Regional trade can also increase farm and rural incomes by serving as a stepping stone for producers who are ready to sell outside local markets but are not yet prepared for the stringent requirements of international trade.

Recognizing the importance of increasing regional trade, GFSR supported a variety of interventions in FY 2009 that built on the successes of the Initiative to End Hunger in Africa

(IEHA). These interventions improved the operation of trade corridors, linked farmers with markets, expanded road networks, increased access to capital, supported agricultural value chain development, and established new multi-partner value chain alliances. By enhancing access to markets and making markets work better, GFSR has greatly improved the food security of millions in Sub-Saharan Africa, increasing their incomes and their access to food.

Through GFSR, USAID is helping build trade capacity, which in turn boosts trade levels. In FY 2009, over 190,000 USAID-assisted firms in Sub-Saharan

Africa accessed business development services, while 62 firms were certified as meeting stringent international standards in a range of areas, including food safety, labor, and environmental impact (see table 4.1 on the following page) In FY 2009, USAID facilitated more than \$575 million in regional trade of targeted agricultural products in all three sub-regions (West Africa, East Africa, and Southern Africa), as shown in figure 4.1 on page 25. This included more than \$70 million in maize.

## IMPROVING THE OPERATION OF KEY TRADE CORRIDORS

Under GFSR, USAID is helping identify and address key bottlenecks to the marketing and trade of food staples. In FY 2009, USAID activities in this area were carried out in collaboration with national and regional organizations, including the Economic Community of West African States (ECOWAS) and the Common Market for Eastern and Southern Africa (COMESA), government ministries of agriculture and trade, private sector trade associations, farmer organizations, and other development partners. Key areas of impact included the following:

- improving rural roads to connect farmers to the main trade routes;
- expanding market information services by using new information and communication technologies;
- making sure border posts were equipped to expeditiously clear and facilitate movement of staple foods across national borders; and
- building the capacity of trade associations to identify and advocate for needed improvements along trade and transport corridors.

FY 2009 highlights include the following:

- **Port operations.** Recognizing that improvements to the Port of Lagos would speed up imports and exports, thereby reducing the cost of inputs (such as fertilizer and farm equipment) and food grains, USAID/Nigeria carried out a diagnostic analysis of the constraints to efficient operation of the port. The analysis identified priority activities that would speed up the transportation of agricultural products and inputs along the Lagos, Nigeria, to Maradi, Niger, corridor. USAID also analyzed barriers to efficient road and railroad transportation and evaluated investment options to reduce dwell time at the ports. Discussions have started with the Government of Nigeria to introduce measures to improve operations.

- **Corruption.** USAID/West Africa's Agribusiness and Trade Promotion (ATP) project contributed to a 14 percent reduction in bribe costs on the corridors through which the project's target commodities (maize, onions, and ruminant livestock) are transported. During the third quarter of FY 2009, the average amount paid as bribes along the onion trade corridor was 10 percent less than

the average amount paid in the previous quarter. Truck drivers give credit to ATP for this reduction, after the project provided them with information on the illegal nature of such payments, thus emboldening them to stand up for their rights.

- **Customs information system.** The Revenue Authorities Digital Data Exchange (RADDex), launched in FY 2007, has reduced the cost of trading goods in East Africa by allowing customs officials to transmit data electronically across borders. In FY 2009, USAID supported the deployment of RADDex at two additional border posts: Song'we between Malawi and Tanzania, and Gatuna between Rwanda and Uganda. USAID has also agreed to develop a regional customs platform with the East African Community (EAC) which will be based on the RADDex software. This will allow a wide range of customs data to flow seamlessly between the customs administrations of the five EAC partner countries. The new platform will reduce the cost of doing business and will improve the collection of revenue and trade-related data in the region.

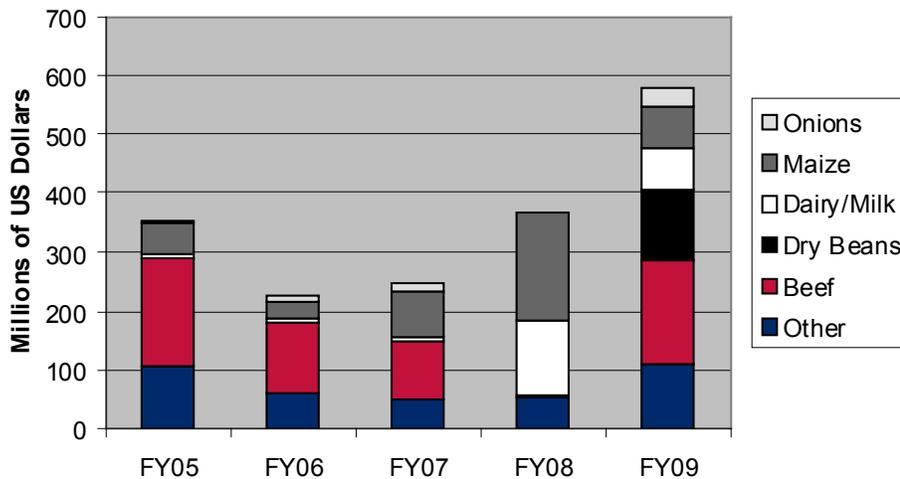
- **Farm-to-market roads.** In Uganda, USAID initiated efforts to rehabilitate farm-to-market roads as a means of opening up isolated villages

and market centers and hastening communication and movement between communities. Roads and paths, which in Uganda had been overgrown and blocked by vegetation or even turned into gullies, are an important means of helping displaced persons return to their communities. Nearly 57 kilometers of local roads

**TABLE 4.1 INDICATORS OF GFSR TRADE CAPACITY BUILDING, FY 2005–2009**

Indicator	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Number of targeted enterprises accessing business development services	54,539	78,766	193,202	459,214	193,243
Number of targeted firms achieving international standards	55	65	149	53	62
Value of credit to targeted beneficiaries	\$1,599,234	\$4,834,057	\$39,780,944	\$40,759,594	\$79,638,554

**Figure 4.1 Regional Trade in Targeted Agricultural Products: West Africa, East Africa, and Southern Africa, FY 2005–FY 2009**



were rehabilitated during FY 2009. The road rehabilitation also had other unintended but positive impacts: it attracted and motivated international non-governmental organizations and government departments to bring social infrastructure—such as schools, health facilities, and water access points—to previously inaccessible areas.

## STRENGTHENING MARKET STRUCTURES

The GFSR strategy calls for strengthening and modernizing food staple market systems as an important means of reducing barriers to trade and transport. To do this, USAID is building basic market structures, such as commodity exchanges and storage facilities, in collaboration with key partners—farmer and trade organizations and local marketing associations, including women’s organizations. Highlights from FY 2009 include the following:

- **Livestock Market Information Systems.** USAID has established a

partnership with several West African associations to provide livestock market information on the Esoko Networks platform. The livestock trade poses special challenges for market information systems. The heterogeneity of the product and the total absence of scales at the main livestock markets have required personal observation of the animals by experienced traders. The new system will provide information on

a range of relevant issues, including prices, bids/offers, contacts, and alerts. A regional livestock trade federation and its national affiliates have been engaged to assist in facilitating the use of the new system, which reached 8,000 users in FY 2009. USAID partners in this project include Esoko Ghana, the Association Malienne pour la Sécurité et la Souveraineté Alimentaires, the Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina, and the Association Nationale des Organisations Professionnelles Agricoles de Côte d’Ivoire.

- **Commodity exchange.** USAID continued to assist the Ethiopian Commodity Exchange (ECX) by placing three senior specialists (responsible for legal compliance, business planning, and financial management activities) and one warehouse specialist at the exchange. USAID is working with five farmer cooperative unions associated with ECX. The exchange currently has 1,200 trading members, including



**A road transport team registers truckers and gathers information on bribes and delays experienced while transporting goods through West Africa. A transportation initiative in the region is mobilizing truckers to reduce harassment and delays.**

100 founding members. Between April 2008 and September 2009, ECX traded 1,080 tons of maize and wheat, valued at \$437,742, and 555 tons of peas and beans, valued at \$293,013. Since it started trading coffee in December 2008, ECX has traded 143,640 tons of coffee, valued at approximately \$302 million, for the export market. ECX started trading sesame in April 2009; since then, it has traded 255 tons of sesame valued at \$326,490.

- **Regional commodity exchange.**

In East Africa, more than \$400 million in trades passes through commodity exchanges each year. A regional commodity exchange, which was discussed at the third African Grain Trade Summit, could be a catalyst for the expansion of formalized regional trade in staple foods. As a step in this direction, USAID is helping promote a “maize without borders” approach in East Africa through a system of grain storage warehouses where known quantities of grain can be identified, tested for quality, and then sold in bulk to buyers. In September 2009, USAID and the Eastern Africa Grain Council organized a regional warehouse receipts systems workshop to discuss lessons learned and best practices of various warehouse receipts programs. The Eastern Africa Grain Council is now taking the lead on certification of warehouse operations, warehouse receipts systems, and related training. USAID/East Africa is funding the start-up of an association of commodity exchanges, to strengthen regional cooperation.

- **Regional trading platform.**

The Regional Agricultural Trade Intelligence Network (RATIN) in East Africa was established in 2004 as a

collaboration among three USAID projects. It is currently hosted by the Eastern Africa Grain Council. RATIN provides information on market prices, cross-border trades, trade policy, production, and consumption for 8 of 15 border crossings in East Africa. In FY 2009, RATIN started an electronic grain (e-grain) trading platform where offers to sell and bids to buy are posted. In all, 33.6 tons in offers and 11,000 tons in bids were posted through the e-grain trade link. RATIN tracks daily commodity prices for maize, rice, wheat, sorghum, millet, and beans in Kenya, Rwanda, Tanzania, and Uganda. It monitors cross-border trade data for Busia (between Kenya and Uganda); Namanga, Taveta, Tarakea,

**Warehouse receipts systems** allow farmers to get better prices for their crops. Smallholder farmers deposit their commodities, which must meet certain standards of quality and grade, in a certified warehouse in return for a receipt that can be exchanged for cash at a local financial institution. The value of the receipt is equivalent to 60 to 70 percent of the market value, with the difference paid once the commodity is sold.

and Isebania (between Kenya and Tanzania); Gatuna (between Uganda and Rwanda); and Mutukula (between Uganda and Tanzania). In 2010, RATIN expects to report commodity data for Burundi and the Democratic Republic of the Congo and add groundnuts, green gram, soya beans, and other pulses to its roster of staple foods. RATIN also operates a commodity price information service for farmers and traders. This service is available through [www.ratin.net](http://www.ratin.net), SMS text messaging, FM radio broadcasts

throughout East Africa, and monthly bulletins that are disseminated electronically to 1,611 subscribers and Eastern Africa Grain Council members. RATIN’s services are growing in popularity: the website received nearly 710,000 hits in 2009, and the SMS messaging service has 1,286 daily subscribers.

## EXPANDING FINANCIAL SERVICES

USAID is helping increase financing for the production, processing, and trade of staple foods. Working with key partners, such as international and local commercial banks, non-bank financial institutions, and local producer organizations, USAID is developing public-private finance alliances, expanding warehouse receipts programs, and using the Development Credit Authority (DCA) to reduce risk. Of the total credit accessed in FY 2009, more than \$16.5 million was accessed by women, and of the enterprises accessing business development services, more than 132,000 (or 68 percent) were headed by women. The diversity of clients accessing credit through GFSR is exemplified by the loan recipients assisted by USAID/Mali, as shown in table 4.2. Table 4.3 illustrates the extent to which women have been significant beneficiaries of programs to facilitate access to credit, using Malawi, Mali, and Nigeria as examples. FY 2009 highlights are shown below and in text box 4.1 on page 28.

- **Bank partnerships.** USAID partnerships with local banks in Senegal have started to produce results. Eleven small agricultural enterprises accessed approximately

\$866,000 through USAID-supported bank loans in FY 2009, while banks expressed a new interest in extending loans for agricultural and natural resource management activities. For the first time, local rice processing and charcoal and natural gums marketing firms have received loans under a USAID-supported DCA arrangement.

- **Mobile banking systems.** To facilitate access to finance in rural areas of East and Central Africa, USAID/East Africa, USAID’s Bureau of Economic Growth, Agriculture and Trade (USAID/EGAT), and the Consultative Group to Assist the Poor worked on the harmonization of banking regulations and on legislation to enable the development of mobile money transfers and branchless banking. This initiative could impact tens of millions of farmers. In East Africa, the ability to transfer funds from urban to rural populations through mobile banking systems is becoming a key part of the social safety net, and has enormous potential to assist smallholder farmers and rural



Price board at a P4P grain buying point in Angatta Barrioki, Kenya. USAID is helping members of the Kenya Grain Growers’ Association meet the quality standards demanded by regional markets and the WFP.

communities. Mobile banking systems have seen exponential growth and are pushing the limits of existing national banking regulations.

## SUPPORTING VALUE CHAIN ALLIANCES

By supporting agricultural value chain development, GFSR is also helping producer organizations increase rural household participation in markets, decrease the cost of inputs, increase the access of small- and medium-sized enterprises (SMEs) to finance, and increase the profitability of key staple food value chains. In FY 2009, GFSR continued IEHA’s previous successes, facilitating over \$500 million in purchases of targeted products from smallholder producers, evidence of their success in entering or expanding

into markets (see figure 4.2). Table 4.4 illustrates women’s participation in such sales, using selected products and markets as an example. FY 2009 highlights include the following:

- **Commercial food laboratory.** In FY 2009, USAID/Ghana helped set up a commercial mycotoxin food laboratory at Kwame Nkrumah University of Science and Technology (KNUST). This landmark public-private partnership was established in collaboration with KNUST, Ghana Nuts Limited, Premium Foods, and the Ghana National Poultry Farmers’ Association. The laboratory analyzes food and feed products for aflatoxins and other mycotoxins for the animal feed and human food industries in the northern half of Ghana.

**TABLE 4.2** AMOUNT OF CREDIT ACCESSED, MALI, FY 2009

Loan Recipients	Amount
Producers	\$637,937
Local traders/ assemblers	\$21,600
Wholesalers/ processors	\$127,000
Other	\$380,540
<b>Total</b>	<b>\$1,167,077</b>

**TABLE 4.3** CREDIT ACCESSED BY WOMEN IN MALAWI, MALI, AND NIGERIA, FY 2009

USAID Operating Unit	Total Credit Accessed	Credit Accessed by Women	Percent to Women	Women Recipients Are Mostly
Malawi	\$873,414	\$182,538	21%	Producers
Mali	\$1,167,077	\$354,204	30%	Other/unknown
Nigeria	\$31,561,822	\$14,696,463	47%	Local traders

## TEXT BOX 4.1: EXPANDING KENYA'S MICROFINANCE INDUSTRY

Kenya's microfinance industry is reaping the benefits of USAID's strategic, long-term involvement in the industry. According to a national survey, the share of the population served by formal financial service providers increased from 26.4 percent in 2006 to 40.5 percent in 2009. Although much of this growth is due to the proliferation of financial transfers via mobile phone, USAID support has also played an important role. In the area of regulatory reform, USAID collaborated with the Government of Kenya to support a Microfinance Act, which created an enabling environment that fostered the expansion of microfinance services. Perhaps more important, however, was USAID's role in facilitating a Development Credit Authority (DCA) program that guarantees up to 50 percent of the risk for commercial loans to micro- and small enterprises (MSEs).

By demonstrating the bankability of rural MSEs and by providing loan guarantees, the DCA program eased commercial banks' entry into Kenya's rural microfinance market. Commercial banks expanded their outreach into rural areas by increasing the number of branches, adding automated teller machines, and expanding cooperating agency networks, such as those offering banking services through grocery stores.

Kenya Commercial Bank rolled out two new financial products: one for women's small and medium-sized enterprises (SMEs) and one for microloans. The bank leveraged \$2.38 million in DCA guarantees to book an additional \$11.62 million in non-guaranteed commercial loans to more than 5,000 clients. This clearly demonstrates that banks have learned how to manage risk and expand lending in new financial service segments as a direct result of DCA facilities.

USAID holds DCA loan guarantee portfolios totaling more than \$36 million with six different financial institutions in Kenya. In FY 2009, participating banks extended \$8.35 million in DCA-guaranteed loans, while also providing an additional \$30.03 million in loans using the same products as those developed under the DCA schemes. Total credit provided by U.S.-assisted financial institutions increased from \$14 million in FY 2008 to \$38 million in FY 2009.

Microfinance institutions were badly affected by post-election violence in Kenya. They received some much-needed liquidity from Oikocredit, a private bank that had one of the fastest DCA utilization rates ever recorded (according to USAID's Office of Development Credit). This fast utilization rate demonstrated the power of the DCA to expand the depth and breadth of financial inclusion. Eight microfinance institutions utilized \$3.5 million from Oikocredit under the DCA guarantee, on-lending more than \$16.6 million to more than 50,000 clients, leveraging the DCA guarantee by a factor of 4.7:1.

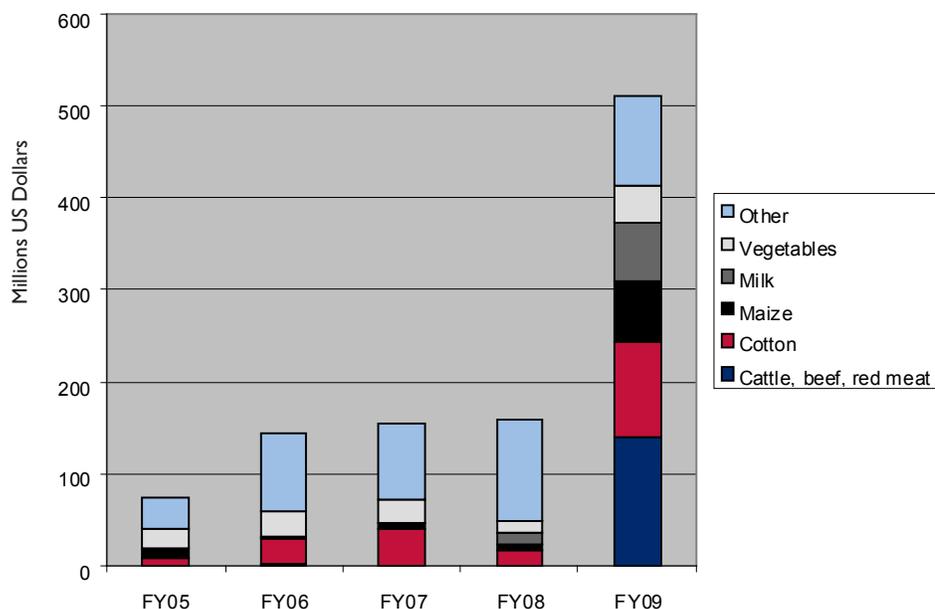
As the DCA program refocused to mitigate the effects of post-election violence on microfinance liquidity, value chain finance initiatives slowed down. The result was \$623,000 in loans to 4,288 avocado farmers, against a target of 8,500 farmers. The program undertook a dairy value chain finance assessment, which led to the development of several new dairy sector financial products and services that are currently being tested by banks.



The mother in this Kenyan family used a microfinance loan to buy a dairy cow. Proceeds from the milk sales help pay her children's school fees.

- **Dairy value chain alliance.** USAID is funding the Malawi Dairy Development Alliance (MDDA), a public-private partnership that aims to increase rural incomes by increasing domestic milk production and processing capacity. MDDA uses an integrated value chain approach to build economies of scale in milk production, collection, and processing. It is also building the capacity of indigenous organizations to 1) meet the growing demand for value-added dairy products, and 2) provide dairy

**Figure 4.2 Purchases of Targeted Agricultural Products From Smallholders, FY 2005–FY 2009**



inputs and services essential to the subsector’s long-term sustainability. Specific results in FY 2009 include the following:

- importation of 175 in-calf jersey heifers from South Africa; delivery of the heifers to 14 milk bulking groups;
- cumulative milk production by milk bulking groups (at the end of the third quarter of 2009) of 4.27 million liters, valued at \$1.36 million; cumulative deliveries to processors of 3.95 million liters;
- increases in commercial processing capacity and utilization

from 20 percent to 28 percent, with 99.9 percent of the milk supplied to processors meeting or exceeding quality standards;

- HIV prevention education provided to 1,805 individuals;
- donations by milk bulking groups of 2,092 liters of milk to programs supporting orphans and vulnerable children;
- the establishment of a death and disease insurance product for livestock by a local insurance provider; animals have been insured by 153 farmers to date;

Of the 7,514 rural households benefiting from this intervention, 3,509 (47 percent) are female headed. The average annual income for an assisted dairy farmer has reached \$1,354, compared to an average Gross Domestic Product (GDP) per capita of \$309.

**TABLE 4.4 VALUE OF SALES BY FEMALE PRODUCERS, SELECTED COMMODITIES, FY 2009**

Commodity and USAID Operating Unit	Value of Sales
Milk USAID/Kenya	\$21,371,149
Shallots USAID/Mali	\$1,301,500
Rice-lowland USAID/Mali	\$201,983

**• Potato trade association.**

USAID assisted in the creation of the first potato trade association to be officially recognized by Malian authorities—Groupement Interprofessionnel de la Pomme de Terre du Mali. The association, which is composed of potato input suppliers, producers, processors, and traders in Mali’s largest potato production zones, provides an official channel for formal communication among stakeholders in the potato value chain.

**• Export value chains.**

USAID’s export value chain work in Senegal has focused on mangoes, cashews, red hibiscus, and—more recently—sesame. The approach has been to partner with enterprises that are leaders in their export sectors and committed to investing locally and employing best business practices. USAID technical assistance promoted incremental investments of more than \$3 million by value chain partners. The expansion of Senegal’s increasingly competitive export value chains stimulates off-farm labor markets and increases the demand for financial, technical, and business development services. This demand, in turn, helps address high unemployment and promotes social stability. During FY 2009, exports by USAID-assisted companies totaled more than \$2.5 million, while total sales by USAID-assisted firms surpassed \$16 million. More than 1,000 jobs were created, and attendance at agricultural productivity training topped 3,000. Over 6,000 beneficiaries benefited from direct project support and from USAID-supported trade and investment capacity building sessions.

• **Regional trade data.** Reliable information is a necessary input to trade, but regional trade data in West Africa have been notoriously unreliable. USAID focused on helping improve regional trade data as a key step toward building strong regional trade-oriented value chain alliances. In FY 2009, USAID supported 78 enumerators who collected trade data in 39 markets across Benin, Côte d'Ivoire, Ghana, Mali, and Togo. The process included deriving baseline trade values and volumes for each value chain for the October 2007 through September 2008 period.

Maize trade data were collected in 20 markets in all five countries. The volume of trade of maize in FY 2008 was estimated at about 4,390 tons, valued at about \$1.92 million. In FY 2009, the volume increased to 13,760 tons, valued at about \$4.4 million. USAID assisted through a maize validation workshop, subsequently brokering deals between buyers and sellers and posting bids on Esoko Networks, a private Ghanaian firm that offers market information system services via cell phone.

Overall, USAID/West Africa facilitated a 5 percent increase in intra-regional trade in FY 2009 in three value chains—maize, onions, and ruminant livestock—by strengthening market information systems, holding trade-related events, and providing direct assistance to producers, trader organizations, and agriculture-related firms.

**“Though I was new in the trade, it became easy for me because of the exposure I had at USAID’s workshop.”**  
—Elorm Goh,  
Ghanaian Maize Trader



ABT ASSOCIATES INC.

**Elorm Goh**, a maize trader in Ghana, has defied expectations for university graduates by starting her own business in the agricultural sector. As a member of the Ghana Agricultural Producers and Traders Organization, she attended a USAID-sponsored workshop in November 2008 that brought together West African value chain stakeholders to address barriers to regional trade. She further developed contacts by visiting maize-producing zones in Ghana and Burkina Faso. In six months, Elorm supplied 750 tons of maize with a gross value of \$225,000 to a maize processing company in Burkina Faso. Determined to establish herself as a key player, she secured a warehouse and set up an office. “I think the industry has the potential to expand and create value for its players,” she said.



GAFAR AJAO, ABT ASSOCIATES INC.

**Men off-loading sorghum in Nigeria. Sorghum is a major source of nutrition for millions throughout West Africa.**

# CHAPTER 5

## PROMOTING SOUND MARKET-BASED PRINCIPLES

**Key results:** *In FY 2009, GFSR made significant progress in improving policies, both by supporting the Comprehensive Africa Agriculture Development Program (CAADP) and by working on specific policies that affect millions of African smallholders, agribusinesses, and consumers. To fulfill an important part of the U.S. government's commitment in Africa, USAID assisted two regional economic communities and 17 countries with the CAADP process. With significant support from USAID, Ghana, Mali, and Nigeria all signed CAADP compacts in October 2009. USAID pursued 191 specific policy reforms in FY 2009; 23 new policies were adopted and 17 implemented. Key successes included facilitating the passage of comprehensive biosafety legislation in Kenya and helping Ghana cut in half the time needed for companies to register. USAID also contributed to significant reforms in Zambia's fertilizer support program, enabling the program to expand by 100 percent, reaching 500,000 small-scale farmers.*

A distortion-free policy environment that promotes competition is crucial if smallholders are to increase their productivity and if producers, processors, and traders are to enter new markets. Sound market-based principles encourage private investment in agriculture and facilitate research on new technologies. Most importantly, a conducive policy environment reduces poverty and hunger by stimulating increases in productivity and income and by enhancing the trade that moves food surpluses to food-deficit areas.

Support from the Global Food Security Response (GFSR) for a wide variety of policy improvements has contributed to significant progress in reform, leading to improved food security for millions in Sub-Saharan Africa. USAID is also helping African

organizations develop the capacity, knowledge, and tools to design and manage policy reforms themselves and to establish policy frameworks that encourage private investment in input and output markets. As part of its capacity-building efforts, USAID provides training to improve the skills needed to enhance the enabling environment (as shown in table 5.1). Attendance at such trainings in FY 2009 was almost 100,000; 28 percent of attendees were women.

ATTENDANCE AT AGRICULTURAL ENABLING ENVIRONMENT TRAINING, FY 2009		
Period of Training	Female	Male
Short-term training	27,045	69,948
Long-term training	11	49

### MOVING POLICY REFORM AHEAD

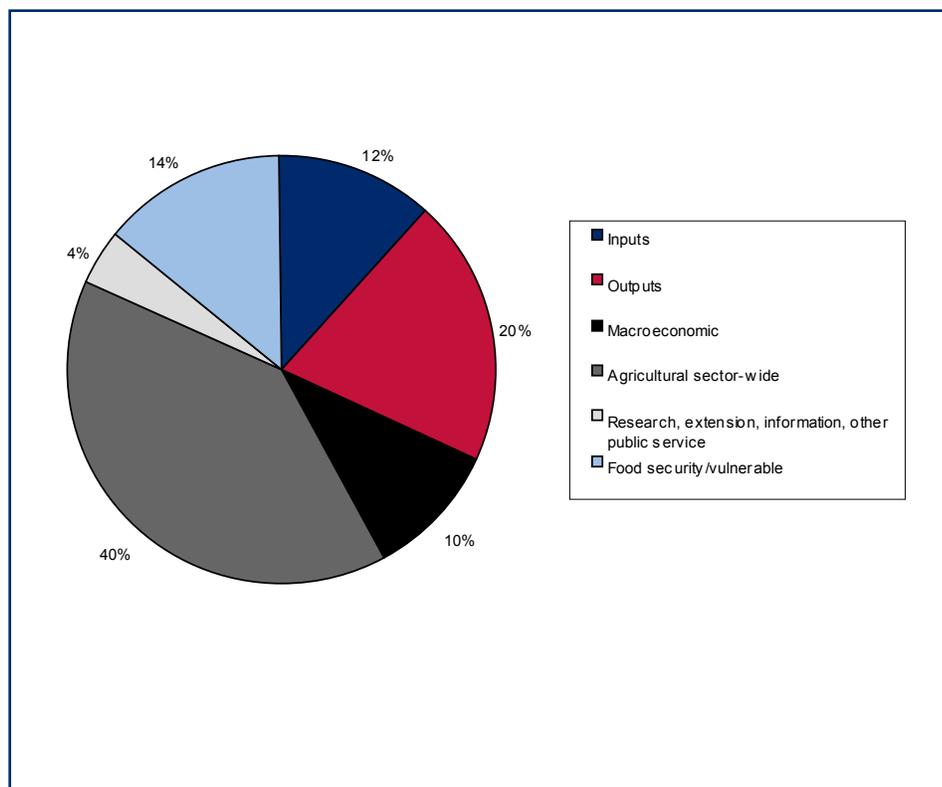
Through GFSR, USAID analyzes and supports public-private dialogue on key issues related to sound food and agricultural policies. These issues are addressed through legislative proposals that eventually become laws and regulations that affect millions of smallholders and food consumers in Sub-Saharan Africa. Figure 5.1 on the following page shows the types of GFSR-supported policy reforms that were moving forward in FY 2009.

GFSR is developing capacities for rapid-response and contingency planning to improve policy responses to market shocks. USAID is also working with national and regional partners to remove constraints to the production, processing, and

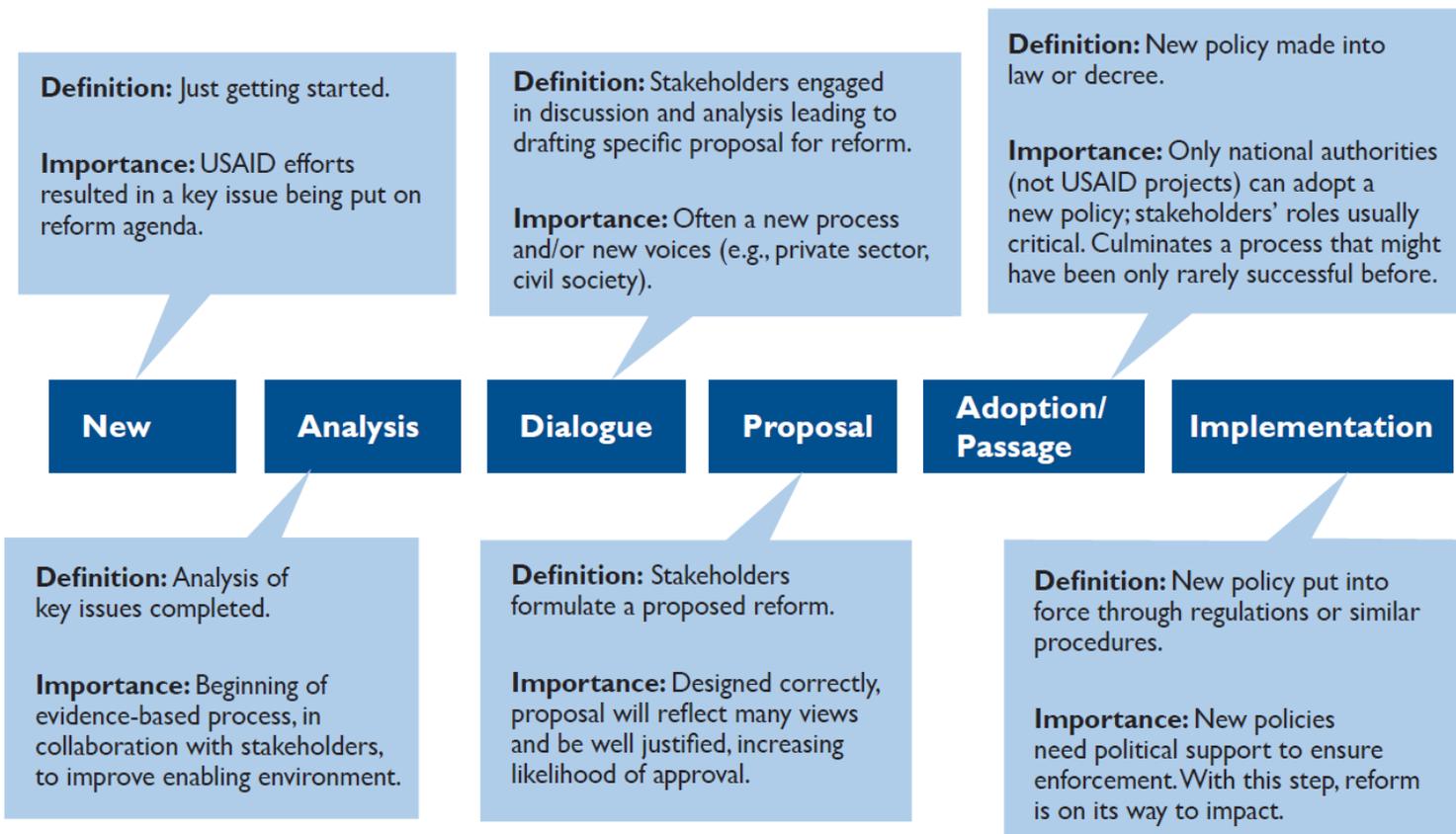
marketing of food staples. Specific actions include helping identify and address regional barriers to trade in food staples—including trade tariffs, seasonal export restrictions, poorly harmonized grades and standards, and corruption at customs posts—and assisting countries and regional organizations in analyzing food price increases and reacting with sound market-based reforms—including commodity standards, biosafety regulations, and harmonized seed policies.

The GFSR monitoring system applies a six-point scale for measuring policy progress. The status of each policy reform is categorized by a milestone, as shown in figure 5.2. When implementation (the final milestone) has been completed, the reform is on its way to having an impact.

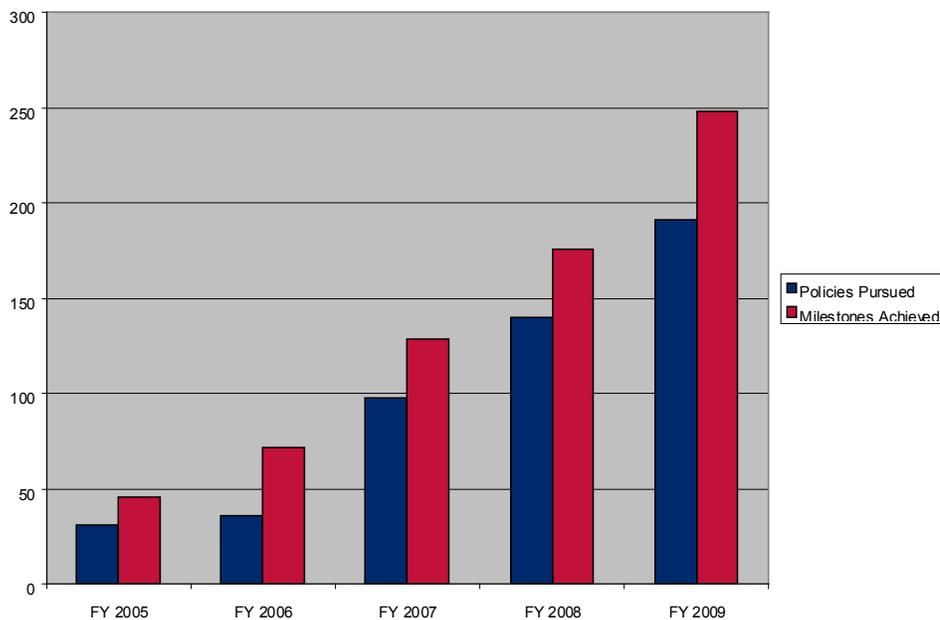
**Figure 5.1: Types of GFSR-Supported Policies Under Reform, FY 2009**



**Figure 5.2: Policy Milestone Steps and Significance**



**Figure 5.3: Number of Reforms Pursued and Reform Milestones Achieved, FY 2005–FY 2009**



Using this system of measuring milestones, figure 5.3 shows that GFSR has been able to build on the reform successes of the Initiative to End Hunger in Africa (IEHA). In FY 2009, USAID pursued 191 specific policy reforms, which advanced a total of 248 milestone steps. As a result, 23 new policies were adopted and 17 were implemented. Key GFSR policy support accomplishments in FY 2009 include the following:

- **Policy analysis.** In Kenya, through the Tegemeo Institute, USAID provided analytical guidance to the inter-ministerial Agricultural Sector Coordination Unit on the implementation of the Strategy for Revitalizing Agriculture and the drafting of the Agricultural Sector Development Strategy. In FY 2009, USAID/Kenya’s implementing partners analyzed a total of 29 policies. These analyses informed six major policies: 1) the National Agricultural Sector Extension Policy, 2) the Pyrethrum Amendment Bill, 3) the Agricultural Sector Development Strategy,

4) contained use regulations, 5) environmental release regulations, and 6) a national horticulture policy. Two major policy reforms were presented for legislation: the National Agricultural Sector Extension Policy and the Biosafety Bill. The Biosafety Act became law in February 2009.

- **Commercial fertilizer subsidies.** In 2009, USAID initiated a rapid review of the status of commercial fertilizer use and users in Senegal. This review determined that the Government of Senegal’s fertilizer subsidy programs, introduced four to five years ago, are having unexpected negative consequences on availability and cost. They are also negatively affecting fertilizer providers. In FY 2010, as a precursor to working directly with the private sector to expand commercial fertilizer systems, USAID plans to more thoroughly review the fertilizer policy environment, assess private sector fertilizer suppliers and distributors, and prepare summaries of best practices from three or four other countries. In FY 2011, USAID

will sponsor a series of consultations and public-private dialogues to help determine which interventions would be most helpful to smallholders and suppliers.

- **Customs union.** The East African Community (EAC) Council of Ministers moved forward with implementation of the EAC Customs Union in January 2010, affecting the 126 million people living within the community. In FY 2009, USAID/East Africa supported the development of the customs union, which is expected to boost agricultural productivity, ensure free movement of commodities across the region, and stimulate regional trade. All goods traded across EAC are now duty-free, following the expiration of a five-year transition period on December 31, 2009.

- **Simplified trade regime.** EAC and the Common Market for Eastern and Southern Africa (COMESA) harmonized their trade and implemented the EAC-COMESA Simplified Trade Regime (STR) in FY 2009. EAC agreed to adopt the COMESA Simplified Customs Document. EAC and COMESA developed a harmonized list of products eligible for clearance under the STR, and addressed sanitary/phytosanitary requirements in the procedures for clearance of goods. USAID/East Africa provided assistance for the development of an STR users guide that will be distributed to producers, traders, and customs officials throughout the region.

- **Quality standards for staple foods.** In East Africa, regional quality standards for potato and cassava were approved, which will facilitate trade in these staple foods. USAID supported

the preparation of harmonized standards for rice and wheat (to be reviewed by COMESA and EAC) and the creation of a trader's handbook and manual on EAC maize standards. The standards were reviewed and vetted by the Alliance for Common Trade in Eastern and Southern Africa.

- **Business regulation.** The Investment Promotion Agency was launched in Mali after five years of collaboration among USAID/Mali, the World Bank, and the International Finance Corporation. The agency serves as a one-stop shop for business registration and information. It has helped improve the business environment in Mali and has resulted in a significant reduction in the number of days and procedures needed to establish a new business, as counted by the World Bank's annual Doing Business survey (a benchmark for measuring the relative ease of doing business and a basis for understanding and improving the regulatory environment for business).

- **Business registration and trading regulation.** In Ghana, a technical team supported by the U.S. and the German Society for Technical Cooperation (GTZ) worked with the Ministry of Trade and Industry to adapt the World Bank's approach for two indicators: 1) measuring time and costs involved in starting a business, and 2) trading across borders. A baseline survey was completed and recommendations were made to combat policy constraints and administrative bottlenecks. The recommendations were adopted by the registrar general's office. The Government of Ghana has successfully cut the time needed to register limited liability companies in half, from 14 to 7 working days.

- **Organizational capacity.** To build capacity for policymaking, USAID supported assessments of government institutions in Ghana, including institutional reviews of the Ministry of Food and Agriculture and the Ghana Statistical Service. Findings from these assessments have been used to leverage resources from other development partners in support of a Ministry of Food and Agriculture organizational development agenda. USAID assistance also enabled the Ghana Statistical Service to establish a long-term census and household survey program that collects agricultural data.

- **Crop survey.** During FY 2009, USAID provided technical assistance to the Zambian Ministry of Agriculture and Cooperatives and the Zambian Central Statistical Office for the preparation of the official Zambian Crop Forecast Survey for the 2008/2009 marketing season. USAID's assistance enabled the Ministry of Agriculture and Cooperatives and the Central Statistical Office to produce the first Crop Forecast Survey that is statistically complete and clean.

- **Fertilizer support program.** USAID provided assistance for the reform of Zambia's fertilizer support program, which had been highly inefficient. Reforms included pilot activities to test new voucher schemes and reductions in the amount of subsidized fertilizer provided to each farmer. This allowed the program to expand by 100 percent, reaching 500,000 small-scale farmers. The reforms rely on local committees to select participants, which enables the program to better target farmers who truly need support. The goal is to limit the number of years that a farmer can receive subsidies so that

new participants can join the program. The expectation is that farmers will learn the value of fertilizer and build assets during the subsidy period, enabling them to purchase fertilizer commercially when the subsidies end.

- **Biosafety legislation.** USAID provided technical assistance to facilitate the passage of comprehensive biosafety legislation in Kenya, which was signed into law in February 2009. USAID worked with a consortium of local partners to ensure the dissemination of credible, unbiased information about the bill's impact on farmers and other stakeholders. In Uganda and Nigeria, USAID worked with local partners to raise awareness and increase technical capacity to advance proposed biosafety legislation.

Table 5.2 lists the reforms supported by GFSR in FY 2009 and indicates their status, using the GFSR monitoring system milestones shown in figure 5.2 on page 32.



A rice processing facility in a research lab in Uganda. USAID supports research and development of new technologies that raise agricultural productivity.

**Table 5.2: GFSR-Supported Policy Reforms Underway, FY 2009**

POLICY REFORM ACCOMPLISHMENTS			
Operating Unit / Policy	Baseline Year	Status	
		Start of FY 2009	End of FY 2009
<b>USAID/Ghana</b>			
Agricultural mechanization in Ghana			Analysis
Analysis of value-added tax (VAT) administrative procedures	2009		Proposal
Analysis of access to agricultural finance	2007		Dialogue
Analysis of import fees for World Trade Organization (WTO) compliance	2007	Proposal	Proposal
Analysis of valuation and classification procedures for WTO compliance	2007		Proposal
Assessment of competitiveness of Ghana's port fees compared to other West African ports	2008		Proposal
Borrowers and lenders bill	2006	Adoption/Passage	
Cocoa and shea nut development			Analysis
Economic benefit analysis—pharmaceuticals	2009		Implementation
Economic benefit assessment—banana sector	2006		Dialogue
Economic benefit assessment—rice and mango sectors	2008		Dialogue
Pineapple study (to inform policy)	2008		Analysis
Customization of indicator for starting a business	2007		Implementation
Customization of indicators for trading across borders	2007		Proposal
Decentralization and rural service delivery			Analysis
Development of new seed act	2006	Dialogue	Dialogue
Development of plant quarantine act	2006	Analysis	Dialogue
Draft Ghana International Trade Commission Act	2008	Analysis	Dialogue
Draft LI for anti-dumping	2008	Analysis	Dialogue
Draft LI for safeguards	2008	Analysis	Dialogue
Draft subsidy and countervailing duty regulations	2008	Analysis	Dialogue
E-legislation bills	2005	Adoption/Passage	
Establishment of a tariff advisory board	2006		Implementation
Facilitation of public-private partnership for fruit terminal shed at port	2005	Implementation	Implementation
Facilitation of reform of Ghana Export Promotion Agency (comparative assessment)	2008		Proposal
Analysis of farmer-based organizations			Analysis
Analysis of farmer response to food crisis and regional markets			Analysis
Follow-up to port fee study to support implementation	2009		Analysis
Analysis of food crop value chain development			Analysis
Analysis of input (fertilizer) subsidies			Analysis
Analysis of irrigation development project			Analysis
Analysis of livestock development			Analysis
Analysis of north-south and sectoral linkages			Analysis
Analysis of oil and agriculture			Analysis
Review of Food and Agriculture Sector Development Policy	2005	Adoption/Passage	Implementation
Review of licensing regimes affecting businesses in Ghana	2009		Proposal
Analysis of seed industry development			Analysis
Streamlining of duty drawback scheme	2009		Dialogue

## POLICY REFORM ACCOMPLISHMENTS

Operating Unit / Policy	Baseline Year	Status	
		Start of FY 2009	End of FY 2009
<b>USAID/Kenya</b>			
Consolidation of policies in agriculture	2003	Dialogue	Dialogue
Kenya biosafety regulations—contained use	2007		Analysis
Kenya biosafety regulations—deliberate release	2007		Analysis
Kenya national biosafety bill	2007	Adoption/Passage	
National agriculture sector extension policy	2009	Adoption/Passage	Adoption/Passage
Pyrethrum amendment bill 2007	2006	Dialogue	Dialogue
Strategy for Revitalization of Agriculture	2004	Implementation	Implementation
<b>USAID/Malawi</b>			
Agriculture development program	2009		Adoption/Passage
Agriculture sector-wide approach	2009		Adoption/Passage
Financial cooperatives bill and regulations	2008	New	Adoption/Passage
Financial services and microfinance bills	2008	New	Adoption/Passage
<b>USAID/Mali</b>			
CAADP Compact	2009		Adoption/Passage
CAADP diagnostic document	2009		Analysis
Marketing reforms	2009		Proposal
Marketing strategy document	2009		Analysis
<b>USAID/Senegal</b>			
Creation of specialized commercial courts to accelerate business litigation	2008		Proposal
Fertilizer subsidy reform	2009		New
Labor code revisions and implementation	2008		Proposal
<b>USAID/Uganda</b>			
National biosafety bill	2004	Dialogue	Dialogue
<b>USAID/Zambia</b>			
Agricultural inputs marketing	2005	Proposal	Dialogue
Agricultural market development plan	2005	Proposal	Analysis
Dairy subsector value chain analysis	2008		Proposal
Horticulture marketing channels	2007	Analysis	Analysis
Maize export ban	2007	Dialogue	Dialogue
Mandate to use composite wheat/cassava flour for bread-making	2007	Dialogue	Dialogue
Removal of VAT on agricultural inputs	2005	Implementation	Dialogue
Review and formulation of cassava subsector strategy	2008		Analysis
Review of outdated livestock legislation	2008		Analysis
Wheat subsector value chain analysis	2008		Proposal
<b>USAID/East Africa</b>			
ACTIF 4 band structure position paper on the common external tariff (CET) for the COMESA region	2009		Dialogue
Analysis of policies on trade in food staples in Eastern and Central Africa	2009		Analysis
Biodiversity guidelines for investment in sustainable land use	2009		Analysis
Biosafety guidelines for commercial planting	2009		Analysis
Biosafety guidelines on food aid	2009		Adoption/Passage

**POLICY REFORM ACCOMPLISHMENTS**

Operating Unit / Policy	Baseline Year	Status	
		Start of FY 2009	End of FY 2009
Biosafety guidelines on trade	2009		Analysis
Biosafety policy	2006		Dialogue
Biosafety policy	2009		Analysis
Biotechnology policy	2006		Dialogue
COMESA Customs Union and CET	2008		Adoption/Passage
Dairy—advocacy for implementation of appropriate policy instruments to promote accreditation and regulation	2009		Adoption/Passage
Dairy products marketing policy	2008		Analysis
Domestic grain marketing policy	2009		Analysis
Analysis of food price trends	2008		Analysis
Food staples trade policy	2009		Dialogue
Input marketing policy	2009		Analysis
Seed phytosanitary issues—merge pest lists and confirm quarantine pests	2000		Analysis
Seed variety evaluation and release laws and regulations	2000		Adoption/Passage
Seed policy harmonization—impact on investment	2009		Analysis
Seed production and marketing policy	2009		Analysis
<b>USAID/West Africa</b>			
Agricultural policy of ECOWAP	2004	Adoption/Passage	
Beninese cotton seed production policy reform	2009		Dialogue
Decree rendering indebted producer associations ineligible for state-organized agricultural credit in Benin	2008	Implementation	Implementation
Framework convention instituting common regulations for conventional and transgenic seeds in the countries of the Comité Inter-Etats pour la Lutte contre la Sécheresse au Sahel (CILSS)	2005	Adoption/Passage	
Framework convention introducing common biosafety regulation to prevent biotechnological risks in CILSS countries	2005	Adoption/Passage	
Improved Beninese cotton pricing mechanisms and subsidy programs	2009		Analysis
Improved Burkinabe pricing mechanisms and subsidy programs	2009		Analysis
Improved Chadian cotton pricing mechanisms	2009		Analysis
Improved Malian cotton pricing mechanisms and subsidy programs	2009		Analysis
Introduction of committees of credit at all levels of Beninese producer organizations	2008	Implementation	Implementation
Modified Beninese national agricultural input provision systems	2009		Dialogue
Modified Burkinabe national agricultural input provision systems	2009		Dialogue
Modified Chadian national agricultural input provision systems	2009		Dialogue
Modified Malian national agricultural input provision systems	2009		Dialogue
Modified Niger national agricultural input provision systems	2009		Dialogue
Modified Senegalese national agricultural input provision systems	2009		Dialogue
Reform of the debt recovery policies of the apex cotton producer organizations in Benin	2008	Adoption/Passage	Implementation
Revision of the national biosafety framework in Benin to allow selected GMO research activities	2008	Proposal	Proposal
<b>USAID/AFR/SD</b>			
Accelerating Africa's food production in response to rising food prices—impacts and requisite actions	2007	Dialogue	Dialogue

## POLICY REFORM ACCOMPLISHMENTS

Operating Unit / Policy	Baseline Year	Status	
		Start of FY 2009	End of FY 2009
Agricultural growth and investment options for poverty reduction in Malawi	2007	Dialogue	Dialogue
Agricultural growth and investment options for poverty reduction in Uganda	2007	Dialogue	Dialogue
Agricultural growth and investment options for poverty reduction in Zambia	2007	Dialogue	Dialogue
Agricultural growth options for poverty reduction in Mozambique	2007	Dialogue	Dialogue
Agriculture for development in Ghana: new opportunities and challenges	2007	Dialogue	Dialogue
Agriculture public expenditure tracking and analysis	2007	Analysis	Dialogue
Establishment of SAKSS country node in Rwanda	2007	Adoption/Passage	Implementation
Developing a M&E system for CAADP and Southern African Development Community (SADC) Regional Indicative Strategic Development Plan targets	2007	Adoption/Passage	Adoption/Passage
Developing an M&E system for CAADP implementation	2007	Proposal	Adoption/Passage
Extension service reform	2007	Analysis	Analysis
Foodshed analysis and implications for regional production and trade priorities	2009		Analysis
Government's role in the certification of smallholder cocoa production practices	2008		Analysis
Growth options and poverty reduction in Southern Africa	2007	Proposal	Dialogue
Horn of Africa policy harmonization for transboundary animal diseases	2009		Dialogue
Investment policies for different ecological sites in Benin, Guinea, Mali, Nigeria, and Senegal	2007	Dialogue	Dialogue
Investment strategies to meet CAADP targets at national level	2007	Analysis	Implementation
Livestock investment options to increase income, create employment, and reduce poverty and food insecurity in the North Eastern Province of Kenya	2007	Dialogue	Dialogue
Mozambique fruit fly survey and monitoring protocol	2008	New	Dialogue
Namibia Food Safety and Inspection Service Equivalency for Meat Exports	2006	Dialogue	Dialogue
Non-tariff barriers to trade of maize and beef cattle	2007	Dialogue	Dialogue
Pesticide regulatory harmonization	2009		Dialogue
Policies addressing conservation agriculture and mixed-use farming in the Lake Victoria basin	2007	Dialogue	Dialogue
Policies and programs in support of CAADP Pillar 3: COMESA Region Concept Paper	2006	Dialogue	Implementation
Policies and programs in support of CAADP Pillar 3: Framework for African Food Security	2006	Dialogue	Implementation
Policies on improved agricultural productivity (increasing crop yields)	2007	Dialogue	Dialogue
Policies on improved land management (reducing soil erosion)	2007	Dialogue	Dialogue
Policies targeting vulnerable livelihoods in Kagera and Mara river basin	2007	Analysis	Dialogue
Policies to support climate change adaptation	2007	Analysis	Analysis
Policies to improve production and distribution of perennial tree crops, plantains, roots and tubers, and rice	2007	Dialogue	Dialogue

## POLICY REFORM ACCOMPLISHMENTS

Operating Unit / Policy	Baseline Year	Status	
		Start of FY 2009	End of FY 2009
Policies to target the control of interventions in the hotspots of vulnerability within the COMESA region	2007	Dialogue	Dialogue
Policy for extension services to pastoral communities in Kenya	2007	Dialogue	Dialogue
Policy priorities to support smallholder farming	2005	Dialogue	Dialogue
Policy reforms to improve fertilizer marketing and consumption	2004	Proposal	Dialogue
Sub-national level analysis of potential for intra-regional grain trade in Southern Africa	2007	Proposal	Implementation
Reform of cooperative development agency	2007	Analysis	Dialogue
Reform of Liberia cocoa marketing policy	2007	Dialogue	Adoption/Passage
Regional developments in contract farming arrangements	2007	Proposal	Dialogue
Regional investment and policy options for research and development and productivity growth	2008		Dialogue
Relative effectiveness of providing public versus private assets to encourage market participation by small farmers	2007	Analysis	Analysis
Resource requirements to achieve Millennium Development Goals and CAADP goals	2008		Dialogue
Response to the food price crisis in Eastern and Southern Africa—policy options for national and regional action	2008	Dialogue	Implementation
Review of key issues related to CAADP Pillars 2 and 3 to be resolved to develop a Regional Compact and investment plan	2008	Analysis	Implementation
SADC customs union and free trade agreement—impact on regional agricultural trade	2007	Proposal	Dialogue
Senegal fruit fly survey and monitoring	2009		Analysis
South Africa import regulations for honey from Swaziland	2008	Analysis	Adoption/Passage
South Africa import regulations for honey from Zambia	2008	New	Analysis
Swaziland WTO enquiry point	2009		Implementation
Economics of interventions in the related commodity markets of the cocoa belt of Cameroon	2007	Dialogue	Dialogue
Economics of interventions in the related commodity markets of the cocoa belt of Côte d'Ivoire	2007	Dialogue	Analysis
Economics of interventions in the related commodity markets of the cocoa belt of Ghana	2007	Dialogue	Analysis
Economics of interventions in the related commodity markets of the cocoa belt of Nigeria	2007	Dialogue	Dialogue
Tracking agricultural spending for agricultural growth and poverty reduction in Africa	2007	Adoption/Passage	Implementation
Trade policies in COMESA region as they relate to CET in framework of customs union	2007	Dialogue	Implementation

## SUPPORTING THE BIGGEST REFORM: CAADP

GFSR's strong support for CAADP is a key part of the U.S. government's policy agenda in Africa. IEHA programs aligned with and supported the CAADP goal of 6 percent annual agricultural growth; GFSR is continuing that support. Through GFSR, USAID funds stocktaking analysis and stakeholder dialogue and often leads donor working groups on the agricultural sector (see text box 5.1 for information about one important activity). Key accomplishments in FY 2009 included the following:

- assisting two regional economic communities and 17 countries with the CAADP process;
- working with the New Partnership for Africa's Development (NEPAD) and other development partners to complete an annual multi-partner and multi-country peer review of CAADP implementation; and
- assisting the NEPAD task force on high food prices in establishing emergency response plans and supporting their implementation.

## NATIONAL LEVEL SUPPORT FOR CAADP

USAID's bilateral operating units provided support for CAADP implementation in a number of countries. FY 2009 highlights included the following:

- **Ghana.** The Ghana CAADP Compact was signed on October 28, 2009, with the goal of increasing economic growth through agriculture-led development that eliminates hunger, reduces poverty and food insecurity, and enables expansion of



Farmers negotiate seed prices at a USAID-sponsored seed fair in the south-central Zinder district of Niger.

exports. The compact consolidates the support of the Government of Ghana and other development partners for the Food and Agriculture Sector Development Policy (FASDEP II). USAID funded policy studies to support the CAADP roundtable discussions, emphasizing the vital role of agriculture in achieving Ghana's development objectives. The studies identified strategies for reducing poverty and regional disparities and estimated resource requirements and investment priorities to implement these strategies. In addition, to increase awareness of FASDEP II and help stakeholders better understand it, USAID assisted in the development of a summary document that provides a quick and clear description of FASDEP II.

- **Mali.** USAID support helped ensure that Mali was on track in designing its CAADP compact, which was signed on October 13, 2009. USAID had been part of a team that provided the Economic Community of West African States (ECOWAS) with technical assistance to prepare the regional

CAADP agricultural investment plan; USAID's participation in the regional effort helped ensure that the Mali CAADP Compact was consistent with the regional plan.

- **Nigeria.** The Nigeria CAADP Compact was signed in October 2009. The International Food Policy and Research Institute (IFPRI) and the Government of Nigeria prepared key analyses and documents and funded technical workshops and a stakeholders' meeting that led to the signing. USAID and IFPRI helped establish a Nigerian CAADP Secretariat, with funding from USAID, and built the capacity of the Ministry of Agriculture and Water Resources, helping prepare portions of the ministry's five-point plan for agricultural investments. In addition, analyses were completed that led to revisions to the Nigerian National Agriculture Strategy and the national fertilizer policy. USAID also established and is leading the Agriculture Donors' Working Group, to coordinate donor assistance for the Nigeria CAADP Compact and

follow-up investment plan and to advise the Ministry of Agriculture and Water Resources about key policy reforms that development partners can support.

## REGIONAL LEVEL SUPPORT FOR CAADP

Highlights of the CAADP support provided by USAID's regional operating units included the following:

- **USAID/East Africa.** USAID/East Africa supported COMESA in coordinating CAADP implementation in COMESA member states.
- **USAID/Southern Africa.** USAID/Southern Africa's major partner, the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), is contracted by COMESA to lead the development of its CAADP regional compact. FANRPAN has assisted Malawi, Zambia, and Zimbabwe in finalizing their national CAADP compacts. FANRPAN has also been called upon to provide keynote addresses at African Union meetings on the role of civil society in the CAADP process. This has led to UN recognition of FANRPAN's role in Southern Africa, and to requests by the UN Assistant Secretary General that FANRPAN provide monthly briefs on the status of CAADP in Southern Africa.

### TEXT BOX 5.1: SUPPORTING CAADP POLICY PLANNING AND IMPLEMENTATION

USAID, the UK's Department for International Development (DFID), and the Swedish International Development Agency funded a capacity-building and technical assistance project to support for the Comprehensive Africa Agriculture Development Program (CAADP) planning and implementation. The project, launched in 2006 by the International Food Policy and Research Institute (IFPRI), supported the New Partnership for Africa's Development (NEPAD) Secretariat and the leading African regional economic communities. An external review commissioned by the donors in August 2009 found that the project had successfully helped raised the profile of African agriculture by effectively engaging stakeholders at all levels. Evidence of the improved image of Africa's agriculture includes increased agricultural funding at the country level and the establishment of special funding to finance agriculture, such as the Multi-Donor Trust Fund at the World Bank.

Objective:	Result:
<ul style="list-style-type: none"> <li>• Systematically evaluate agricultural development policies and programs to see if countries on track to meet CAADP targets.</li> <li>• Analyze options for reducing poverty through long-term growth and investment, to guide program planning and implementation and enable countries to meet CAADP targets.</li> <li>• Identify strategic challenges and opportunities under CAADP Pillars 2 and 3. Identify best practices to help countries design and implement policies and investment programs.</li> <li>• Establish and operate the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) in collaboration with the International Livestock Research Institute, the International Crops Research Institute for the Semi-Arid Tropics, the International Water Management Institute, and the International Institute of Tropical Agriculture.</li> <li>• Provide policy-relevant analyses, data, and tools to facilitate CAADP peer review, benchmarking, and mutual learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Produced country background papers, brochures, and briefs examining agricultural growth and investment trends.</li> <li>• Examined options for poverty reduction and analyzed potential actions to turn those options into reality. Brochures and briefs used in 14 country roundtable meetings at which CAADP compacts were signed.</li> <li>• Developed CAADP Pillars 2 and 3 framework documents, brochures, and implementation guides, which guide countries in designing and implementing policies and investment programs.</li> <li>• Established ReSAKSS nodes in East Africa, West Africa, and Southern Africa. Operate interactive website (<a href="http://www.resakss.org/">http://www.resakss.org/</a>) to support CAADP peer review, mutual learning, and benchmarking across countries.</li> <li>• Developed monitoring and evaluation framework, in collaboration with ReSAKSS nodes, to monitor CAADP implementation and assess impact and returns on CAADP investments. Framework officially validated by NEPAD in February 2010.</li> <li>• Developed high-quality databases, advanced policy modeling tools, and detailed baselines, now available to policymakers, researchers, and analysts in CAADP countries.</li> </ul>

# CHAPTER 6

## LOCAL AND REGIONAL PROCUREMENT: SAVING LIVES AND STRENGTHENING LINKS TO MARKETS

*In response to the global food price spikes, GFSR resources were used to conduct local and regional procurements in East Africa and Southern Africa. This effort was part of a larger global program implemented by the Office of U.S. Foreign Disaster Assistance (OFDA) and the Office of Food for Peace to purchase food locally to meet local populations' immediate food needs. Through partnerships with the World Food Programme (WFP) and non-governmental organizations, emergency procurements were conducted in Ethiopia, Kenya, Mozambique, Somalia, and Zimbabwe. As a result, much-needed food aid was delivered more quickly than it could have been through traditional food aid delivery mechanisms and additional food-insecure households were able to receive assistance.*

Procuring humanitarian food assistance locally and regionally can reduce delivery times and stimulate agricultural productivity. Local and regional procurement (LRP) can save lives and livelihoods, but it also has the potential to strengthen and expand commercial markets, stimulate local and regional production, and ultimately reduce emergency food aid requirements.

The results—improved local and regional trade; increased income and investment in rural areas; and strengthened linkages among producers, traders, processors, and consumers (including the food insecure) of food staples—will reduce vulnerability and encourage markets to respond to shocks in lieu of food aid. These advances will also encourage local and regional stakeholders to reinforce the need for and accountability of pro-trade

policies and regulations, a critical element in reducing vulnerability and making increasing global demand work for African farmers.

By showing the feasibility and effectiveness of local and regional procurement, USAID has bolstered the future viability of such activities. The streams of funding used for LRP in FY 2009 are described in text box 6.1 on the following page.

### STRENGTHENING AND EXPANDING COMMERCIAL MARKETS

Through GFSR, USAID is building capacity to conduct local and regional procurement and is supporting smallholder farmers to enable them to better link with future LRP activities.

In the East Africa region, Ethiopia, Kenya, Rwanda, and Uganda, USAID supported medium- to long-term interventions focused on increasing farm production and helping smallholders better access markets.

WFP, through the Purchase for Progress (P4P) program, is searching for innovative mechanisms to translate the demand for emergency food into markets for smallholder farmers in East Africa. By supporting farmer-based organizations, USAID has been instrumental in connecting producers to the P4P program and ensuring that surpluses purchased from farmer organizations meet WFP quality standards. In 2009, P4P purchased 250 metric tons of surplus maize in the Transmara district of Kenya, which was worth \$80,000. In Tanzania, P4P signed forward contracts with local groups to supply maize and beans in the spring 2010 harvest season.

## LINKAGES WITH PURCHASE FOR PROGRESS

Under GFSR, USAID is working with WFP to implement P4P, which received approximately \$20 million in IDA rescission funds in FY 2008. The P4P program enables smallholders and low-income farmers to supply food for WFP's global operations, putting more cash directly into their pockets in return for their crops.<sup>11</sup> It is a collective effort by governments, international agencies, the private sector, and other key partners.

P4P partners specializing in enhancing agricultural productivity help small-scale farmers produce more food than their families need. The program gives farmers the know-how and tools to become competitive players in the agricultural marketplace; it also identifies and rigorously tests practices that can benefit small-scale farmers in other countries. Ultimately, the intention is to help farmers not only capitalize on the market offered by WFP, but also connect with other local and regional food markets.

To help smallholder farmers market their products, WFP is adjusting the way it purchases food commodities. Key tools include the following:

- **Competitive processes.** Suppliers compete to sell WFP a commodity under conditions that are favorable to farmer organizations and small and medium traders.
- **Soft tenders.** WFP issues tenders with less stringent conditions, to facilitate bids by smallholders or small and medium traders (e.g., no bag markings or performance bonds).

### TEXT BOX 6.1: FUNDING FOR LOCAL AND REGIONAL PROCUREMENT

The end of FY 2008 supplemental and the FY 2009 bridge supplemental funds provided three streams of LRP funding:

- 1) \$75 million in International Disaster Assistance (IDA) account funds for emergency procurements in response to the worldwide food crisis
- 2) \$50 million in Development Assistance (DA) for LRP and procurement systems to benefit smallholder farmers in Africa
- 3) \$20 million in rescission funds (IDA) for the WFP's Purchase for Progress program in Africa

This report deals primarily with \$50 million in DA funding provided as part of the \$200 million in development funding from the FY 2009 bridge supplemental for GFSR. This \$50 million was divided as follows: \$20 million for the purchase of humanitarian food assistance locally and regionally in East and Southern Africa, and \$30 million for programs to increase smallholders' access to markets and to reduce constraints to their participation in LRP systems.

- **Cereal fairs.** Producers and traders gather to market their commodities, and WFP selects sellers based on the quality and price of the commodities offered and the profile of the supplier.

- **Warehouse receipts systems.** WFP purchases commodities through a system that allows smallholders to deposit their commodities in a certified warehouse in return for a receipt that can be exchanged for cash at a local financial institution.

- **Commodity exchanges.** WFP puts bids against offers at trading platforms where sellers (represented by their brokers) register what they have to sell and describe the location and quality of the commodity.

- **Direct contracting.** WFP negotiates directly with farmer organizations at the time of harvest, establishing a contract to buy a commodity without requiring a competitive tender with bids by three suppliers.

- **Forward contracting.** A supplier agrees with WFP to deliver a specified quantity of a commodity at some time in the future, for a specified price or in accordance with a specified pricing formula.

Over the next five years, P4P initiatives will be piloted in up to 21 countries, including Burkina Faso, the Democratic Republic of the Congo, Ethiopia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Rwanda, Sierra Leone, Sudan, Tanzania, Uganda, and Zambia. In the program's first year, WFP expects to purchase 40,000 tons of food—enough to feed 250,000 people for a year—through the innovative methods launched by P4P. The food WFP buys from farmers will be used to feed hungry people in the same country. With this approach, P4P creates a win-win solution for participating countries.

<sup>11</sup> See <http://www.wfp.org/purchase-progress>

# CHAPTER 7

## EXPANDING THE RESPONSE: FEED THE FUTURE

*As the conditions underlying the 2007–2008 global food price spikes persist, the U.S. government has shown leadership by redoubling its commitment to reducing hunger and poverty. In 2009, the U.S. adopted new business models that guide the development and implementation of a new Global Hunger and Food Security Initiative, Feed the Future (FTF). These business models, including a strategy based on the Rome Principles and a whole-of-government approach, build on the existing processes of the Comprehensive Africa Agriculture Development Program (CAADP), in which Africans have taken leadership and Africa’s partners have responded.*

The 2009 G-8 Summit in L’Aquila, Italy, led to a renewed and enhanced commitment to achieving global food security. Donors pledged more than \$20 billion to support a strengthened global effort to address food security and agricultural development. The summit established a framework for coordinated and comprehensive action among host governments, donors, civil society, the private sector, and other stakeholders. The five common principles established at L’Aquila (known as the Rome Principles), which are summarized below, will guide the new U.S. strategy.

- *Invest in country-led plans that support results-based programs and partnerships, so that assistance is tailored to the needs of individual countries.*
- *Strengthen strategic coordination to mobilize and align the resources of diverse partners and stakeholders.*
- *Ensure a comprehensive approach that accelerates agriculture-led growth and improves nutrition, while also bridging humanitarian*

food assistance and sustainable development efforts.

- *Leverage the benefits of multilateral institutions to align priorities and approaches, coordinate investments, and fill gaps in financial and technical assistance.*
- *Deliver on sustained and accountable commitments, phasing in investments responsibly and holding stakeholders publicly accountable.*

### FEED THE FUTURE

The overarching goal of Feed the Future is to sustainably reduce hunger and poverty by tackling their root causes and employing proven strategies for achieving large-scale and lasting impact.<sup>12</sup> To make progress toward this goal, FTF will address two key objectives: accelerating inclusive agriculture sector growth and improving nutritional status. The U.S. will work with the global community to advance comprehensive strategies that enable developing countries to ensure that their citizens—now and

in the future—have access to the nutritious food they need for healthy and productive lives.

### INVESTING IN COUNTRY-LED PLANS

Sustainable reductions in hunger and poverty start with vulnerable countries. Host country governments must determine their own needs, priorities, and strategies, and must create their own plans. While aligning with host country priorities, FTF will invest in plans that do the following:

- ensure the participation of key groups, including farmers and civil society organizations, and prioritize smallholder farmers, especially women;
- use the best available data to prioritize geographic regions with the greatest needs and the greatest opportunities for agricultural development;
- prescribe strategies for creating policy and regulatory environments that accelerate agriculture-led growth;

<sup>12</sup> <http://www.feedthefuture.gov/>

- include government commitments to allocate a significant portion of the national budget to agriculture and food security and to policy reforms that promote private sector investment;
- protect natural resources and support environmentally sustainable growth; and
- contain targets, benchmarks, and a system to publicly track progress toward clearly established goals.

## STRENGTHENING STRATEGIC COORDINATION

Past efforts to address global food security have suffered from a lack of coordination between and within individual governments, international institutions, and non-governmental actors. Coordination must start at the country level, with inclusive, country-led processes. Regional coordinating mechanisms, such as regional economic communities and associations, build on those country-level efforts. Finally, at the continental level, coordination must focus on advocacy, information-sharing, and support for country-led processes.

In addition to supporting country ownership and building host governments' capacity to engage stakeholders, FTF will work to enhance regional coordinating mechanisms that facilitate peer review and regional integration. At the continental level, U.S. efforts will focus on coordination related to advocacy, resource mobilization, information-sharing, investment tracking, and



USAID

**This Ethiopian woman received aid and training from Food for Peace. As a result, she has gone from being one of the most impoverished people in her community to one of the wealthiest. She is now teaching other farmers.**

results monitoring. FTF will also embrace greater coordination within the U.S. government, to engage all partners more effectively.

## ENSURING A COMPREHENSIVE APPROACH

The U.S. has committed to a whole-of-government approach to developing and implementing a food security strategy. This approach will improve efficiency, increase the coordination of government investments, and increase the accountability of the U.S. government and all its partners. FTF will build on the robust U.S. commitment to providing humanitarian assistance to help alleviate the impact of acute hunger, which limits the potential of millions of people. It will also address the root causes of food insecurity. The initiative will focus on 1) improving agricultural productivity, 2) expanding

markets and trade, 3) increasing regional integration, 4) increasing economic resilience in vulnerable rural communities, and 5) improving nutritional status.

## LEVERAGING THE BENEFITS OF MULTILATERAL INSTITUTIONS

The U.S. cannot reach every country that needs assistance. Multilateral institutions offer an opportunity to partner with the global community to have a global impact. Multilateral institutions can deliver international resources efficiently and strengthen in-country donor coordination; they can also complement bilateral programs in important ways. Through FTF, the U.S. government will work with multilateral organizations to build political momentum for sustained efforts to reduce hunger. Through

both diplomatic and development channels, the U.S. will play an active role in strengthening and promoting the multilateral system and the global response to food insecurity.

## DELIVERING ON SUSTAINED AND ACCOUNTABLE COMMITMENTS

Economies cannot be transformed in a single year or through a single initiative. Many of the investments needed to reduce hunger and undernutrition, such as building roads or developing new crop technologies, take several years to complete. Furthermore, agriculture itself is inherently risky, as crop yields can vary due to natural forces (droughts or floods) and climate change. If they are to assume the short-term risks inherent in agriculture and also make long-term investments, smallholder farmers and private companies need assurances that African governments and donors have made a stable and sustained commitment of resources. To serve as an effective partner, the U.S. has made a multi-year commitment to catalyzing sustainable agriculture-led growth.

Donors and governments must set benchmarks and targets. They must also be held publicly accountable for reaching these targets. Because robust tools are needed to monitor and track pledged commitments, FTF will make significant investments in the development of a comprehensive monitoring and evaluation system to track progress at the country and regional levels. Third-party evaluation will also be used to provide unbiased

assessments of progress. An annual report card will be released each year that tracks progress and highlights lessons learned.

## IMPLEMENTATION OF THE STRATEGY

The focus of U.S. investments under FTF will be based on an analysis of each country's challenges, performance, and potential. Focus Countries will be selected based on five factors related to needs and opportunities for reducing food insecurity: 1) the level of extreme poverty; 2) vulnerability to food insecurity at the national and household levels; 3) the level of hunger and undernutrition, particularly among children; 4) the natural resources available to advance agriculture; and 5) investment opportunities outlined through a country-led plan. Demonstration of strong leadership, capacity, and political will to carry out the effort, along with the potential for synergies with other regional economies, will also be important considerations.

FTF will invest in Focus Countries in two phases. For countries in Phase I, significant effort will be devoted to foundational investments—technical, political, and financial support to assist in developing a Country Investment Plan (CIP) and to support the policy reform and capacity-building needed to successfully implement the CIP. Phase II investments will also include core investments designed to address FTF's two key objectives of accelerating inclusive agricultural sector growth and improving nutritional status. Foundational investments in Phase I countries will

lay the groundwork for an expansion of core investments in Phase II. This approach will help provide both donors and recipients with assurances that investments are efficient and well-targeted.

In addition to bilateral investments in Focus Countries, FTF will also engage in complementary investments that support efforts to combat hunger and poverty, including investments in:

- regional programs where Focus Countries are located, when significant challenges to food security require cooperation across national borders;
- multilateral mechanisms such as the new World Bank-administered, Multi-Donor Trust Fund, the Global Agriculture and Food Security Program;
- countries that are strategic partners, where FTF investments will benefit Focus Countries through technical, policy, and other cooperation; and
- global research and innovation that builds on new breakthroughs in science and technology, reverses the decline in investment in agricultural productivity, responds to key challenges such as global climate change and water scarcity, and strengthens institutions that deliver technologies to small-scale agricultural producers.

# ANNEX: GFSR PARTNERS

USAID worked with a wide array of partners in FY 2009. These partners included African national associations, universities, research institutions, and non-profits; African businesses, including producer and women's organizations; international private sector companies and research institutions; regional political, trade, and non-profit organizations; national governments and parastatals; and multilateral and bilateral donors. Over 1,200 organizations and firms partnered with the U.S. government to carry out GFSR-funded programs: 386 African government organizations, 104 international private sector institutions, 557 African local and national partners, 68 African regional organizations, 70 international research institutions, and 55 other donors. Each USAID operating unit (OU) worked with dozens—in some cases hundreds—of partners. For example, USAID/Malawi collaborated with 96 total organizations and USAID/West Africa with 218. The breadth and depth of these partnerships is illustrated in the list that follows.

## AFRICAN GOVERNMENTAL PARTNERS

### AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT

Ahmadu Bello University (Nigeria)  
Botswana Department of Crop Production and Forestry  
Burkina Faso Department of Plant Protection  
Burundi Ministry of Agriculture and Livestock  
Cameroon Institute of Agricultural Research for Development (IRAD)  
Cameroon Ministry of Commerce  
Centre National de Recherche Agronomique (CNRA) (Côte d'Ivoire)  
Cocoa Research Institutes (Ghana and Nigeria)  
Côte d'Ivoire Centre Ivoirien de Recherches Economiques et Sociales (CIRES)  
Côte d'Ivoire Department of Crop Protection and Quality  
Côte d'Ivoire Department of Veterinary Services  
Côte d'Ivoire National Agency for Rural Development (ANADER)  
Côte d'Ivoire National Bureau for Technical Studies on Development (BNETD)  
Ethiopia Ministry of Agriculture and Rural Development  
Ethiopia Trade and Industrial Development Bureau  
Ghana Animal Products and Biosafety Department  
Ghana Food and Drugs Board  
Ghana Plant Protection and Regulatory Service  
Kenya Agricultural Research Institute (KARI)  
Kenya Ministry of Livestock Development  
Kenya Plant Health Inspectorate Service  
Liberia Ministry of Agriculture  
Liberia National Port Authority  
Liberia Plant and Animal Quarantine Regulatory Services  
Mali Ministry of Agriculture  
Mali Plant Protection Office  
Ministry of Finance and Economic Planning (MoFEP) (Ghana)  
Ministry of Food and Agriculture (MOFA) (Ghana)  
Ministry of Trade and Industry (MOTI) (Ghana)  
Mozambique Institute of Export Promotion  
Mozambique Ministry of Agriculture (Department of Plant Health, Directorate of Veterinary Services)  
Mozambique Ministry of Fisheries  
Mozambique Ministry of Health National CODEX Committee  
Mozambique Standards Bureau

Namibia Ministry of Agriculture, Water and Forestry  
 National Agricultural Extension Service, Cote d'Ivoire (ANADER RCI)  
 National University of Rwanda  
 Nigeria Federal University of Technology, Akure  
 Nigeria Ministry of Agriculture and Water Resources, Department of Livestock  
 Nigeria National Agricultural Quarantine Service  
 Nigerian State Agricultural Development Programs  
 Rwanda Horticultural Development Authority  
 Rwanda Institute of Agriculture and Animal Husbandry  
 Senegal Agriculture Extension Service  
 Senegal Department of Plant Protection  
 Somalia Ministry of Livestock, Forestry and Range  
 Somaliland Ministry of Livestock  
 South Africa Agricultural Research Council  
 South Africa Department of Agriculture  
 South Sudan Ministry of Animal Resources and Fisheries  
 Swaziland Ministry of Agriculture and Cooperatives (National Plant Protection Organization, Veterinary Services)  
 Swaziland Ministry of Health CODEX  
 Tanzania Ministry of Agriculture, Food Security and Cooperatives  
 Tegemeo Institute of Agricultural Policy and Development, Egerton University (Kenya)  
 Uganda Ministry of Agriculture, Animal Industry and Fisheries  
 University of Agriculture, Abeokuta (Nigeria)  
 University of Cheick Anta Diop (Senegal)  
 University of Dschang (Cameroon)  
 University of Eduardo Mondlane (Mozambique)  
 University of Ghana, Legon  
 University of Zambia  
 Zambia Agricultural Research Institute  
 Zambia Department of Veterinary and Livestock Development  
 Zambia Development Agency  
 Zambia Ministry of Agriculture and Cooperatives  
 Zambia Plant Quarantine and Phytosanitary Service

## **BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE**

Addis Ababa University (Ethiopia)  
 Botswana College of Agriculture  
 Botswana Ministry of Agriculture  
 Burkina Faso Institut de l'Environnement et de Recherches Agricoles  
 Burkina Faso Institut de Recherche en Sciences Appliquées et Technologie (IRSAT)  
 Catholic University of Mozambique  
 Chimoio Agrarian Institute (Mozambique)  
 Cocoa Research Institute of Ghana (CRIG)  
 Egerton University, Department of Crops, Horticulture and Soils (Kenya)  
 Ethiopian Institute for Agricultural Research (EIAR)  
 Foundation Seed Unit (USB) (Mali)  
 Ghana Crops Research Institute  
 Ghana Food Research Institute  
 Ghana Ministry of Food and Agriculture  
 Government of Malawi  
 Government of Mozambique  
 Government of Nigeria

Great Lakes University of Kisumu (Kenya)  
 Haramaya University (Ethiopia)  
 Institut d'Economie Rurale (IER) (Mali)  
 Institut des Sciences Agronomique du Rwanda, Bean Breeding Program  
 Institut National de Recherches Agronomiques du Niger (INRAN)  
 Institut Polytechnique Rural de Formation et de Recherche Appliquée (IPR/IFRA) (Mali)  
 Institut Sénégalais de Recherches Agricoles (Senegal)  
 Institut Tchadien de Recherche Agronomique pour le Développement (ITRAD) (Chad)  
 Institut Togolais de Recherche Agronomique (ITRA) (Togo)  
 Institute for Agricultural Research, Department of Plant Science (Nigeria)  
 Institute of Export Promotion (Mozambique)  
 Institute of Food Technology  
 Kaduna State Government (Nigeria)  
 Kajjansi Research Centre (Uganda)  
 Kano State Agricultural and Rural Development Authority (KNARDA) (Nigeria)  
 Kenya Ministry of Agriculture  
 Kenya Ministry of Fisheries Development  
 Kenya Ministry of Livestock Development  
 Kenya Ministry of State for Development of Northern Kenya and other Arid Lands  
 Kenya National Council for Science and Technology  
 Kenya Plant Health Inspectorate Services  
 Kenyan Agricultural Research Institute (KARI)  
 Kenyan Forestry Research Institute  
 Kigali Institute of Science and Technology, Department of Food Science and Technology (Rwanda)  
 Kwame Nkrumah University of Science and Technology (KNUST) (Ghana)  
 Laboratoire d'Analyse Régionale et d'Expertise Sociale (LARES) (Benin)  
 Liberia Land Commission  
 Makerere University (Uganda)  
 Malawi Ministry of Agriculture  
 Malawi National Commission for Science and Technology  
 Mali Environmental Toxicology and Quality Control Laboratory  
 Mali Food Security Commission  
 Mali Institute of the Rural Economy  
 Mali Ministry of Agriculture, Malian National Extension Agency  
 Mali Office de la Haute Vallée du Niger  
 Millennium Development Authority (MiDA)  
 Ministry of Agriculture, Animal Industries and Fisheries (Uganda)  
 Ministry of Cooperative Development (Kenya)  
 Moi University, Department of Soils (Kenya)  
 Mozambique Agrarian Research Institute  
 Mozambique Center for Socio-Economic Studies, Instituto de Investigação Agrária Moçambique  
 Mozambique Central Zone Research Center/Sussundenga, Instituto de Investigação Agrária Moçambique  
 Mozambique Estacion Agraria de Chokwe, Instituto de Investigação Agrária Moçambique  
 Mozambique Ministry of Agriculture  
 National Agricultural Advisory Services (NAADS) (Uganda)  
 National Association of Women's Organizations in Uganda  
 National Direction of Agricultural Services  
 National Direction of Extension Services  
 National Food Reserve Agency (NFRA) (Nigeria)  
 Niger State Government  
 Nigeria Ministry of Environment

Nigerian Horticultural Research Institute (NIHORT)  
 Noguchi Memorial Institute for Medical Research (Ghana)  
 Office National du Développement Rural (ONDR) (Chad)  
 Permanent Assembly of the Chambers of Agriculture of Mali  
 Polytechnic Institute of Manica (Mozambique)  
 Recherche, Appui et Formation aux Initiatives d'Auto-Développement (RAFIA) (Togo)  
 Rwanda Ministry of Agriculture  
 Savanna Agricultural Research Institute (SARI) (Ghana)  
 Senegal Agence Nationale de Conseil Agricole et Rural  
 Senegal Direction de la Protection de Végétaux  
 Senegal Institut de Technologie Alimentaire (ITA)  
 Senegal Institute of Agricultural Research (ISRA)  
 Sokoine University of Agriculture (Tanzania)  
 South Africa Agricultural Research Council (ARC), Plant Protection Research Institute  
 South Africa Department of Water Affairs and Forestry  
 South Africa Water Research Commission  
 Tanzania Coffee Research Institute  
 Tanzania Ministry of Agriculture  
 The Gambia National Agricultural Research Institute  
 Tich Nam Enterprises  
 Togo Ministère Chargé du Développement à la Base  
 Togo Ministère de L'Agriculture de L'Elevage et de la Pêche  
 Uganda Coffee Research Institute (CORI)  
 Uganda Commission on Fisheries  
 Uganda Industrial Research Institute  
 Uganda Land Commission  
 Uganda National Agricultural Research Organization  
 Uganda National Bureau of Standards  
 Uganda National Council of Science and Technology  
 Uganda National Crops Resources Research Institute, Bean Programme  
 Uganda Serere National Semi-Arid Resources Research Institute  
 University Eduardo Mondlane (Mozambique)  
 University Mussa Bin Bique (Mozambique)  
 University of Free State (South Africa)  
 University of Ghana  
 University of Liberia  
 University of Nairobi, Department of Plant Science and Crop Protection (Kenya)  
 University of Ougadougou (Burkina Faso)  
 University of Pretoria (South Africa)  
 University of Zambia  
 Zambia Agricultural Research Institute  
 Zambia Ministry of Agriculture and Cooperatives

## ETHIOPIA

Afar Region Disaster Prevention and Food Security Bureau  
 Afar Region Pastoral and Rural Development Coordination Bureau  
 Agricultural Extension Directorate  
 Agricultural Products Marketing Directorate  
 Animal and Plant Health Regulatory Directorate  
 Ethiopian Institute of Agricultural Research  
 Ethiopian Investment Agency

Ethiopian Meat and Dairy Technology Institute  
Ethiopian Revenues and Customs Authority  
Faculty of Veterinary Medicine  
Ministry of Agriculture and Rural Development  
Ministry of Foreign Affairs  
Ministry of Health  
Ministry of Trade and Industry  
National Animal Health Diagnostic Investigation Center  
National Bank of Ethiopia  
National Veterinary Institute  
Oromia Pastoral Areas Development Commission  
Oromia Region Finance and Economic Development Bureau  
Oromia Region Livestock Development, Health and Marketing Agency  
Regional Agricultural Bureaus  
Regional Agricultural Products Marketing Agencies  
Regional Veterinary Laboratories  
Somali Region Cooperative Promotion Agency  
Somali Region Disaster Prevention and Preparedness Bureau  
Somali Region Pastoral, Crop and Rural Development Bureau

## **GHANA**

Ghana Environmental Protection Agency (GEPA)  
Ghana Institute of Management and Public Affairs (GIMPA)  
Ghana Investment Promotion Center (GIPC)  
Ghana Irrigation Development Authority (GIDA)  
Ghana Statistical Service  
Kwame Nkrumah University of Science and Technology (KNUST)  
Millennium Development Authority (MiDA)  
Ministry of Education  
Ministry of Finance and Economic Planning  
Ministry of Food and Agriculture  
Ministry of Lands and Natural Resources  
Ministry of Trade and Industry  
National Development Planning Commission  
Science and Technology Policy Research Institute (STPRI)  
University of Ghana

## **KENYA**

Agricultural Sector Coordinating Unit  
Central Bank of Kenya  
Department of Veterinary Services  
Horticulture Crop Development Agency  
Jomo Kenyatta University of Agriculture and Technology  
Kenya Agricultural Research Institute (KARI)  
Kenya Bureau of Standards  
Kenya Dairy Board  
Kenya Plant Health Inspectorate Services (KEPHIS)  
Ministry of Agriculture  
Ministry of Cooperative Development  
Ministry of Finance  
Ministry of Gender and Children's Affairs

Ministry of Livestock Development  
Ministry of Planning and Vision 2030  
Moi University  
National Biosafety Committee  
National Biosafety Office  
National Council for Science and Technology  
National Environment Management Authority  
New Partnership for African Development (NEPAD)  
Pest Control Products Board  
Public Health Department  
Rural Service Program  
School of Applied Microfinance (SAM)  
Tegemeo Institute of Agricultural Policy and Development, Egerton University  
University of Nairobi

## MALAWI

Department of Fisheries  
Department of Forestry  
Ministry of Agriculture  
Ministry of Health  
Ministry of Local Government  
Office of the President and Cabinet

## MALI

Centre Regional de Recherche Agronomique (CRRA)  
Council of Management, Financial Negotiation and Organization (CONFIGES)  
Direction Nationale de la Pêche (DNP)  
Direction Nationale Recherche Agronomique  
Direction Régionale de la Conservation de la Nature (DRCN)  
Direction Régionale de l'Agriculture  
Direction Régionale Recherche Agronomique  
Foundation Seed Unit (USB)  
Institute of the Rural Economy (IER)  
Malian National Extension Agency  
Ministry of Agriculture  
Ministry of Livestock and Fisheries  
Ministry of Rural Development (Selingue)  
National Directorate of Agriculture (DNA)  
National Directorate of Animal Production and Industries (DNPIA)  
National Directorate of Nature Conservation (DNCN)  
National Directorate of Rural Works (DNGR)  
National Directorate of Trade and Competition (DNCC)  
National Fisheries Directorate  
Office of Rural Development of Selingue (ODRS), Fish Farm and Hatchery  
Office of the Irrigated Perimeter of Baguineda  
Permanent Assembly of the House of Agriculture (APCAM)  
Regional Fisheries Directorate (Koulikoro)  
Rural Polytechnic Institute (IPR)  
Team of Research and Support for Development  
The Institute of Food Technology

## MOZAMBIQUE

Bank of Mozambique  
Department of Social Action  
Eduardo Mondlane University—Veterinary Faculty  
International Institute for the Advancement of Medicine (IIAM)  
Ministry of Agriculture  
Ministry of Health  
Ministry of Industry and Commerce  
National Agricultural Research Institute  
National Cashew Institute (INCAJU)  
National Institute for Agronomic Research  
National Institute for Disaster Management  
Provincial Agricultural Departments  
Provincial Health Departments  
Secretariat for Nutrition and Food Security

## NIGERIA

Central Bank of Nigeria  
Federal Fertilizer Department of Nigeria  
Government of Nigeria  
Institute for Agricultural Research  
National Agricultural Credit and Rural Development Bank  
Nigerian Agricultural Development Program  
Nigerian Customs Service

## SENEGAL

Direction des Mines  
Food Technology Institute (ITA)  
Investment Promotion and Major Projects Agency (APIX)  
Ministère d'Agriculture (Direction Régionale du Développement Rural, Institut Sénégalais de Recherche Agricole, Institut de Technologie Alimentaire, Agence Nationale de Conseil Agricole et Rural)  
Ministère de l'Economie Maritime, Direction de la Pêche Continentale  
Ministère de l'Environnement et de la Protection de la Nature, des Bassins de Rétenion et des Lacs Artificiels (Direction des Eaux et Forêts, Chasse et Conservation des Sols, Bureau Aménagement et Cartographie )  
Ministère de l'Hydraulique, Direction de l'Hydraulique Rurale  
Ministry of Economy and Finance  
Ministry of Justice  
Ministry of Labor  
Permanent Secretariat to the Accelerated Growth Strategy  
Rural Councils  
Senegal Agricultural Research Institute (ISRA)

## UGANDA

Agency for Promoting Sustainable Development Initiatives  
National Agricultural Research Organization

## ZAMBIA

Agricultural Consultative Forum  
Central Statistical Office  
Committee on Lands and Agriculture, Parliament

Food and Nutrition Commission  
Food Reserve Agency  
Gender in Development Department, Cabinet Office  
Kalulushi District Council  
Ministry of Agriculture and Cooperatives  
Ministry of Commerce, Trade and Industry  
Ministry of Community and Social Services  
Ministry of Finance and National Planning  
Ministry of Lands  
Ministry of Livestock and Fisheries  
Ministry of Local Government and Housing  
Ministry of Tourism, Environment and Natural Resources  
Mufulira District Council  
University of Zambia, Institute for Social and Economic Research  
University of Zambia School of Agriculture  
Zambia Agricultural Research Institute  
Zambia Chamber of Commerce and Industry  
Zambia Development Agency

## EAST AFRICA

Alemaya University of Agriculture (Ethiopia)  
Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)  
Burundi Ministry of Agriculture  
Burundi Ministry of Finance  
Burundi Ministry of Trade  
Central Bank of Burundi  
Central Bank of Ethiopia  
Central Bank of Kenya  
Central Bank of Malawi  
Central Bank of Rwanda  
Central Bank of Tanzania  
Central Bank of Uganda  
Central Bank of Zambia  
Centre National de Recherche Appliquée au Développement Rural (FOFIFA) (Madagascar)  
COMESA countries, CAADP Focal Points  
COMESA countries, Ministries of Agriculture  
COMESA countries, Ministries of Finance  
COMESA countries, Ministries of Planning  
COMESA countries, Ministries of Trade  
COMESA countries, National Agricultural Research Institutes  
COMESA countries, National Statistics Authorities  
Common Market for Eastern and Southern Africa (COMESA)  
Dairy Development Authority (DDA) (Uganda)  
Department of Research and Development (DRD) (Tanzania)  
Economic Policy Research Center  
Ethiopia Ministry of Agriculture and Rural Development  
Ethiopia Ministry of Finance  
Ethiopia Ministry of Foreign Affairs  
Ethiopia Ministry of Trade  
Ethiopia Zonal and Woreda Offices  
Ethiopian Development Research Institute

Ethiopian Institute of Agricultural Research  
Gezira University (Sudan)  
Gulu University (Uganda)  
Institut de l'Environnement et Recherches Agricoles (INERA) (DRC)  
Institut des Sciences Agronomiques du Burundi  
International Center for Research in Agroforestry (ICRAF)  
Jomo Kenyatta University of Agriculture and Technology (Kenya)  
Kenya Agricultural Research Institute (KARI)  
Kenya Arid and Semi-Arid Lands Rural Livelihoods Support Program  
Kenya Arid Lands Resource Management Program  
Kenya Bureau of Standards  
Kenya Dairy Board  
Kenya Department of Livestock Production  
Kenya District Livestock and Production Offices  
Kenya District Steering Groups  
Kenya District Veterinary Offices  
Kenya Forestry Research Institute  
Kenya Industrial Research and Development Institute  
Kenya Institute of Public Policy  
Kenya Livestock Marketing Corporation  
Kenya Marketing Commission  
Kenya Ministry of Agriculture  
Kenya Ministry of Education  
Kenya Ministry of Finance  
Kenya Ministry of Northern Kenya and other Arid Lands  
Kenya Ministry of Trade  
Kenya National Environmental Management Committee  
Kenya Office of the President  
Kenya Plant Health Inspectorate Service  
Kenya Revenue Authority  
Kenya Wildlife Service  
Makerere University (Uganda)  
Malawi Ministry of Agriculture  
Malawi Ministry of Finance  
Malawi Ministry of Trade  
Maseno University (Kenya)  
Mbarara University (Uganda)  
Moi University (Kenya)  
National Agricultural Advisory Services (NAADS) (Uganda)  
National Agricultural Research Institute (NARI) (Eritrea)  
National Research Organization (NARO) (Uganda)  
National University of Rwanda  
Oromia Regional Government (Ethiopia)  
Rwanda Agricultural Research Institute  
Rwanda Ministry of Agriculture  
Rwanda Ministry of Finance  
Rwanda Ministry of Trade  
Rwanda Revenue Authority  
Sokoine University of Agriculture (Tanzania)  
Sudan Agricultural Research Corporation  
Tanzania Bureau of Standards (TBS)

Tanzania Dairy Board (TDB)  
Tanzania Ministry of Agriculture  
Tanzania Ministry of Finance  
Tanzania Ministry of Trade  
Tanzania Official Seed Certification Institute (TOSCI)  
Tanzania Revenue Authority  
Tegemeo Institute of Agricultural Policy and Development, Egerton University (Kenya)  
Uganda Bureau of Statistics (UBOS)  
Uganda Industrial Research Institute (UIRI)  
Uganda Ministry of Agriculture  
Uganda Ministry of Finance  
Uganda Ministry of Trade  
Uganda National Bureau of Standards  
Uganda Revenue Authority  
University of Antananarivo (Madagascar)  
University of Kinshasa (DRC)  
University of Nairobi (Kenya)  
Zambia Ministry of Agriculture and Cooperatives  
Zambia Ministry of Commerce, Trade and Industry  
Zambia Ministry of Finance and National Planning

## SOUTHERN AFRICA

Department of Agricultural Research Services (Malawi)  
Department of Agricultural Research Division (Swaziland)  
Instituto de Investigação Agrária de Moçambique  
Instituto de Investigação Agronómica (IIA) (Angola)  
Zambia Agricultural Research Institute

## WEST AFRICA

Branch of the Agricultural Council and the Operational Training (Benin)  
Center for Research and Training in the Textile Industry (Mali)  
Center of Cotton and Fibres Agricultural Research (Benin)  
Chadian Institute of Agronomic Research for Development (Chad)  
Cotton Sector Restructuring Mission (Mali)  
Crop Protection Service (Benin)  
Directorate General for Economy (Benin)  
Directorate of Agriculture (Benin)  
Directorate of Competition and Prices (Chad)  
Directorate of Plant Protection and Conditioning (Chad)  
Institute of Rural Economy (Mali)  
Malian Company for Textile Development (Mali)  
Ministry for the Promotion of Women, Child and Family (Mali)  
Ministry of Agriculture (Chad)  
Ministry of Agriculture (Mali)  
Ministry of Environment (Chad)  
Ministry of Industry (Benin)  
Ministry of Industry, Small and Medium Businesses (Mali)  
Ministry of Plan and Economy (Chad)  
National Agricultural Research Institute (Benin)

National Center for Artisanal Promotion (Mali)  
National Committee of CILSS (Burkina Faso)  
National Committee of CILSS (Chad)  
National Institute for Agricultural and Environmental Research (Burkina Faso)  
National Office of Rural Development (Chad)  
Office of the Haute Vallée of Niger (Mali)  
Permanent Assembly of Agriculture Chambers of Mali  
Permanent Secretariat/Coordination of Agricultural Sector-based Policies (Burkina Faso)  
Permanent Secretariat/Cotton Sector Liberalized Monitoring (Burkina Faso)  
Technical Unit Responsible for Implementation of the Cotton Sector Reform (Chad)

## **INTERNATIONAL PRIVATE SECTOR PARTNERS**

### **AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT**

Archer Daniels Midland Co.  
BASF  
Blommer Chocolate Company  
Cadbury  
International HACCP Alliance (Hazard Analysis and Critical Control Points)  
Mars, Inc.  
Monsanto Company  
Mozambique international cotton companies through Cotton Institute  
Parmalat Zambia  
Technoserve Mozambique  
Technoserve Swaziland  
The Hershey Company  
World Cocoa Foundation  
Zambia international cotton companies represented on Agricultural Consultative Forum

### **BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE**

ACDI/VOCA  
Burkina Faso Cotton Company (FasoCoton)  
Catholic Relief Services  
Compagnie Malienne pour le Développement des Textiles (CMDT) (Mali)  
CropLife Ghana  
Farm Concern International  
International Fertilizer Industry Association (IFA)  
International Service for the Acquisition of Agri-Biotech Applications (IAAAS), AfriCenter (Kenya)  
Land O'Lakes International Development  
Mozambique international cotton companies through Cotton Institute  
Opportunity International  
Swiss Re  
Total Land Care  
Wildlife Conservation Society  
Winrock International  
Zambia international cotton companies represented on Agricultural Consultative Forum

### **ETHIOPIA**

ACDI/VOCA  
CARE International  
Ethiopian Sheep and Goat Productivity Improvement Program

Land O'Lakes International Development  
Mercy Corps  
Save the Children

## GHANA

ACDI/VOCA  
CARE International  
Dexis Consulting Group  
Elan International LLC  
International Business Initiatives  
Opportunity International Inc.  
TechnoServe Inc.  
The Services Group/AECOM  
Winrock International Institute for Agricultural Development

## KENYA

Development Alternatives Inc.  
International Service for the Acquisition of Agri-biotech Applications (ISAAA)  
Land O' Lakes International Development

## MALAWI

ACDI/VOCA  
Africare  
Catholic Relief Services  
Chemonics International Inc.  
Concern Universal, Malawi  
Development Alternatives Inc.  
Emmanuel International  
General Mills  
Heifer International  
Land O' Lakes International Development  
Project Concern International  
Prosperity Worldwide  
Salvation Army  
Save the Children US  
Total Land Care  
World Vision

## MALI

Biotropic  
Dakar Fruit  
International Service  
Katope  
Ou Jiang Carp Hatchery  
Population Media Center  
Private Farmers in Zhejiang Province (China)  
YARA International

## MOZAMBIQUE

Barnabas and Associates  
International Fertilizer Development Center (IFDC)

International Relief and Development  
Lenovo Corporation  
Norsk Felleskjop and Norges Vel  
Oxfam-NOVIB Fund  
PANNAR Seed LDP  
Twin Trading  
World Vision International/Mozambique

## NIGERIA

Chemonics International Inc.  
Golden Fertilizer  
Olam International  
Shell Petroleum Development Company (SPDC)  
Tak

## SENEGAL

African Development Foundation (ADF)  
FocusAfrica  
Olam International  
Senecomex  
Vredeseilanden /VECO

## UGANDA

Africare  
Lutheran World Federation  
Monsanto Company

## ZAMBIA

African Development Foundation  
Concern Worldwide Zambia  
Development Alternatives Inc.  
Heifer International

## EAST AFRICA

Acumen Fund  
African Rescue Committee  
Aga Khan Foundation  
Alliance for a Green Revolution in Africa  
Coffee Quality Institute (CQI)  
COMESA Business Council  
East African Business Council  
International Coffee Organization  
International Cotton Advisory Committee  
International Textile Manufacturers Federation  
International Trade Centre  
Social Life and Agricultural Development Organization (SADO)  
Specialty Coffee Association of America  
Specialty Coffee Association of Japan

## **SOUTHERN AFRICA**

Childrens Broadcast Foundation for Africa  
The Liberation Connection  
Universal Industries

## **WEST AFRICA**

Afrique Verte  
Hellen Keller International  
International Cotton Advisory Council  
International Service for Acquisition of Agriculture-Biotech Applications  
Monsanto Company  
Nestlé  
Pioneer Hi-Bred International Inc.

## **PRIVATE SECTOR PARTNERS**

### **AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT**

Agro-Enterprise Learning Alliance  
Chalimbana Fresh Produce Ltd (Zambia)  
ComMark Trust (South Africa)  
Engrais et Produits Chimiques (ADER) (Cameroon)  
Eswatini Swazi Kitchen (Swaziland)  
Forest Fruits Ltd (Zambia)  
Fresh Produce Exporters Association of Kenya (FPEAK)  
Freshmark (Zambia)  
Freshpikt Limited (Zambia)  
Hydrochim (Côte d'Ivoire)  
Insect Science (South Africa)  
Jaco (Cameroon)  
Leobex Growers (Zambia)  
Neltropica (South Africa)  
Neofresh (South Africa)  
Notari (Nigeria)  
Pan African Agribusiness and Agro-Industry Consortium (PanAAC) (Kenya, Senegal)  
Participatory Development Associates (Ghana)  
QC Fresh (South Africa)  
Senegal Alliance of Fruit and Vegetable Exporters  
South African Bee Industry Organization  
Swazican (Swaziland)  
Western Seed Company  
York Farm Ltd (Zambia)  
Zambia Export Growers Association  
Zambia Honey Council  
Zambia National Farmers Union

### **BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE**

Adventist Development and Relief Agency (ADRA)  
African Agricultural Technology Foundation (Kenya)  
Aid-to-Artisans (ATA)  
All Farmers Association of Nigeria (AFAN)  
Alliance for a Green Revolution of Africa (AGRA)

Apex Farmers Organization of Ghana (APFOG)  
 Association des Producteurs de Coton Africains (AProCA) (Burkina Faso)  
 Association Interprofessionnelle du Coton (Benin)  
 Association Malienne d'Eveil au Développement (AMEDD) (Mali)  
 Banco Oportunidade (Mozambique)  
 Banco Terra (Mozambique)  
 Banque Régionale de Solidarité (Togo)  
 Biriwiri Farmers Marketing Association (Malawi)  
 Botswana Food Technology Centre (BFTC)  
 Bureau National de Sols du Burkina (BUNASOLS) (Burkina Faso)  
 Burkina Biotech Association (BBA)  
 C to C Engineering Foundry and Machinery  
 Centenary Rural Development Bank  
 Cereal Growers Association (CGA) (Kenya)  
 CERES Locustox (Senegal)  
 Citizens Network for Foreign Affairs/Agricultural Market Development Trust (CNFA/AGMARK) (Kenya)  
 Cocoa Abrabopa Association (CAA) (Ghana)  
 Cooperative Bank of Kenya  
 D&E Awuliwuli Enterprise (South Africa)  
 DFCU Bank of Uganda  
 Equity Bank (Kenya)  
 Exagris Africa Limited (Malawi)  
 FishAfrica (Kenya)  
 Food Research Institute, Council for Scientific and Industrial Research (Ghana)  
 Ghana Agricultural Associations Business and Information Center (GAABIC)  
 Ghana Agri-Input Dealers Association (GAIDA)  
 Global Agriculture Policy Institute (GAPI)  
 Green Shop  
 Groupe d'Intérêt Economique (GIE) Women Food Processors (Mali)  
 Institut National de Recherche Agronomique du Benin (INRAB)  
 Institut National d'Etudes et de Recherches Agricoles (INERA) (Burkina Faso)  
 Kano State Agro-Input Dealers Association (KASAIDA) (Nigeria)  
 Kenya Association of Feed Manufacturers (AKEFEMA)  
 Kenya Farmers Association (KENFAP)  
 Kenya Poultry Farmers Association (KEPOFA)  
 Lobi Horticulture Association (Malawi)  
 L'Union Locale des Producteurs de Céréales (ULPC) (Mali)  
 Malawi Enterprise Zone Association  
 Mozambican Association of Input Providers  
 Mozambican Association of Seed Producers and Traders  
 Mumuadu Rural Bank (Ghana)  
 Nali Industries (Malawi)  
 Namuyenge Mixed Farmers Ltd (Uganda)  
 National Smallholders Farmers Association of Malawi  
 North Central Agro-Input Dealers Association (NOCAIDA) (Nigeria)  
 North East Agro-Input Dealers Association (NEAIDA) (Nigeria)  
 Notore Chemical Industries (Nigeria)  
 Oyo State Agro-Input Dealers Association (OYSAIDA) (Nigeria)  
 Réseau des Operateurs d'Intrants Agricoles (ORIAM) (Mali)  
 Seed Association of Nigeria (SEEDAN)  
 Seed Producers Association of Ghana (SEEDPAG)

Société Africaine de Produits Phytosanitaires et Insecticides (SAPHYTO) (Burkina Faso)  
Société Cotonnière de Fada N’Gourma (SOCOMA)  
Société de Développement et des Fibres Textiles du Senegal (SODEFITEX)  
SOCREMO (Mozambique)  
Tropical Soil Biology and Fertility Institute (TSBF) (Kenya)  
Uganda Commodity Exchange  
Uganda Cooperative Alliance  
Uganda National Agro-Dealers Association (UNADA)  
Uganda National Farmers Federation  
Union Nationale des Producteurs de Semences du Burkina (UNPS-B) (Burkina Faso)  
Union Nationale des Producteurs du Coton au Burkina (UNPCB) (Burkina Faso)  
Volunteer Efforts for Development Concerns (Uganda)  
Walimi Fish Farmers Cooperative Society (Uganda)  
West Agro Input Dealers Association (WAIDA) (Nigeria)  
Women in Fishing Industry Project (Kenya)  
Zambia Agricultural Consultative Forum  
Zambia National Farmers Union

## ETHIOPIA

Abargalle International Livestock Development Enterprise  
Ada’a Dairy Union  
Ashraf Industrial Group  
Commercial Bank of Ethiopia  
ELFORA PLC (agro-industries private limited company)  
Ethiopian Animal Feed Industry Association  
Ethiopian Livestock Traders Professional Association (ELTPA)  
Ethiopian Meat Producers’ Exporters Association  
Ethiopian Society of Animal Production  
Ethiopian Veterinary Association  
Hashim Ethiopia Livestock and Meat Export (HELMEX)  
Hashim Nuru Jiru PLC Export Abattoir  
Luna Export Abattoir  
MIDROC Ethiopia  
Modjo Modern Abattoir  
Organic Export Abattoir  
Private feedlot operators  
Selale Dairy Union  
Selam Technical and Vocational Collage  
Utuba Gumi International Trade Share Company  
Utuba Gumi Livestock Trade Private Limited

## GHANA

Adventist Development and Relief Agency (ADRA)  
Bomarts  
Coca Cola Equatorial Africa Territory  
Forest Watch Ghana (FWG)  
Ghana Nuts  
Input dealers (fertilizer and pesticide suppliers)  
Langbensi Presbyterian Agricultural Station (Northern Region)  
Nandom Agricultural Project (Upper West Region)  
Premium Foods

Royal Ahold  
Rural Action Aid Program (Upper West Region)  
Savanna Integrated Rural Development Aid (Northern Region)  
Yilo Krobo Mango Growers

## KENYA

ACDI/VOCA  
African Biotechnology Stakeholders Forum  
Animal Draft Power Program  
Association of Microfinance Institutions (AMFI) of Kenya  
Association of Microfinance Professionals of Kenya (AMPK)  
Cereal Growers Association (CGA)  
Citizens Network for Foreign Affairs/Agricultural Market Development Trust (CNFA/AGMARK)  
Cooperative Bank Ukunda Branch  
Dairy Task Force  
Earthoil Kenya  
Farm Inputs Promotion Services—Africa  
Fintrac Inc.  
Fresh Produce Exporters Association of Kenya (FPEAK)  
Inspired Associates  
Kenya Agriculture Commodity Exchange (KACE)  
Kenya Bankers Association  
Kenya Dairy Processors Association  
Kenya Dairy Producers Organization  
Kenya Flower Council  
Kenya Livestock Breeders Organization  
Kenya Livestock Producers Association  
Kenya National Milk Producers Organization  
Lubanchem Ltd

## MALAWI

Beckwood Dairy  
Bunda Trading Ltd  
BVM Enterprises  
Catholic Development Commission of Malawi  
Central Region Milk Producers Association  
Chakhola Milk Bulking Group  
Chikwina Milk Bulking Group  
Chitzano Milk Bulking Group  
Christian Health Association of Malawi  
Coffee Association of Malawi  
Corporate Governance Centre  
Doroba Milk Bulking Group  
Dzaonewekha Milk Bulking Group  
Eco Products Limited  
Friends of AIDS Support Trust (FAST)  
GJJ Animal Health Ltd  
Gondozi Milk Bulking Group  
Kakoma Estate Lakeshore Agro processors  
Kapacha Milk Bulking Group  
Kavuzi Milk Bulking Group

Kawindula Milk Bulking Group  
Likuni Milk Bulking Group  
Lilongwe Bridge Milk Bulking Group  
Lukonkhowe Milk Bulking Group  
Lumbadzi Milk Bulking Group  
Lusangazi Milk Bulking Group  
Machite Milk Bulking Group  
Magomero Milk Bulking Group  
Majiga Milk Bulking Group  
Malawi Dairy Development Alliance  
Mirala Aquaculture Limited  
Mpassa Milk Bulking Group  
Mponela Milk Bulking Group  
Mpoto Dairy Farmers Association  
Nachali farms  
Nali Sauces Limited  
Namwiri Milk Bulking Group  
Ndatani Investments  
Nkhweza Milk Bulking Group  
Peacock Enterprises  
Share Care Vet Ltd  
Sheng Enterprises  
Siparo Farm  
Sonda Milk Bulking Group  
Standard Bank  
Transglobe Export Ltd  
Tree Crops Limited  
Wildlife and Environment Society of Malawi

## MALI

Aquaculture Association of Mali  
Association Malienne d'Eveil au Développement  
Association of Integrated Development Support  
Association of Village Women's Groups  
Associations Féminines Villageoises  
Associations Masculines Villageoises  
Associations Mixtes Villageoises  
Boutiques d'Intrants  
Cikela Jigi  
Comptoir 2000  
Coopérative des Femmes Riziculture de Niena (COFRN) Coopératives Agricoles  
Equipe de Recherche et d'Appui Pour le Développement  
ESPOIR  
Evangelical Agency for Development  
Federation of Livestock and Meat Producers of Mali (FEBEVIM)  
Fruitère du Lotio  
Groupe d'Animation Action au Sahel  
Groupe de Recherche d'Etudes de Formation Femme Action  
Groupement d'Intérêt Economique (GIE) AGSA  
Groupement d'Intérêt Economique (GIE) Peenal  
Grupo de Rehabilitación de la Fauna Autóctona y su Hábitat (GREFA SARL)

IB Négoce  
Inter-Agro  
Kéne Yiriden  
La Sikassoise  
L'Union Locale des Producteurs de Céréales Représentation Toguna  
L'Union Locale des Producteurs et Transformateurs d'Echalote (ULPTE)  
Network of Counselors in Management for Producers Associations (RCGOP)  
Observatoire du Marché Agricole (OMA)  
Organisation Pour la Gestion de l'Environnement au Sahel  
Organisation Pour un Développement Integre au Sahel  
Organization of Producers of Fruit Trees and Oilseed Crops of Mali (AOM)  
Promotion & Community Development (PDCO)  
Représentation Yara  
Sahel Etude Action Pour le Développement  
Sahel Fruit  
Société Yaffa  
Sociétés Coopératives  
Solidarité Pour l'Autopromotion a la Base  
Swedish International Development Cooperation Agency (SICA)  
Tropical Expression Mali (TEM)  
Union des Coopératives Agricoles Multifonctionnelles du lac Horo (UCAMHO)  
Union des Coopératives de Yanfolila  
Urban and Rural Community Enrichment Program (URCEP)  
US TAKO  
Women Food Processors

## MOZAMBIQUE

ADELNA  
Africare  
Associação Comercial e Industrial de Nampula (ACIANA)  
Banco Oportunidade de Moçambique  
Export Marketing  
Gabinete de Consulatória e Apoi a Pequena Industria  
Gani Comerical  
IKURU  
International Fund For Agricultural Development (IFAD)  
Local agricultural input companies—Mozambique Fertilizer Company (MFC), AgriFocus, Dengo Comercial, IAV, Bonimar, IAP, Tokozani, Manica Mbeu, Semente Perfeita, Semente Nzara ya Pera, Morais Comercial, JNB Empreendimentos, MOJA Serviços Agrarios, Prosagro, Green Field, Matuel Comercial, Nzai Agropecuaria e Serviços, CAM, Agro Comercial O. Fondo, MIAPE Ida, Beira Limpex, Cadecco, IAPSE, various small local shops and traders  
Morais Commercial  
Ophavela  
Ricinós de Moçambique

## NIGERIA

Aba Malting Plant  
Annes Agro Processing  
Azemor  
Convenient Home Foods  
Da-Algreen Seeds Limited  
Durante

Ebony Agro Industries Limited  
Ekha Agro Limited  
El Bhi  
Frijay Consult  
Grand Cereals Company Limited  
Magnum  
Maina Seeds Limited  
Matna Food Company Limited  
Nigeria Starch Mills Limited  
Nigerian Breweries  
Novum Agric

## SENEGAL

Baobab Fruit Company  
Bio Essence  
Cabinet Archi 3D  
Ely Bee  
Intervenir pour le Développement Écologique et l'Environnement en Casamance (IDEE Casamance)  
Jatropha Oil Company  
Kirene  
La Lumière  
La Maison du Consommer Sénégalais  
Laiterie du Berger  
Mamelles Jaboot  
Maria Distribution  
Société d'Assistance, de Gestion et de Promotion (SAGESPRO)  
Société d'Etude et d'Exploitation de Végétaux à Usage Pharmaceutique (Setexpharm)  
Socogomme  
Sodefitex  
Sub Saharan Sales (3S)  
Tropicasem

## UGANDA

The AIDS Support Organization

## ZAMBIA

Agribusiness Forum  
Association of Micro Finance Institutions in Zambia  
Bankers Association of Zambia  
Barclays Bank Zambia  
Central Growers Association  
Choice Nuts Zambia  
Coffee Board of Zambia  
Cotton Association of Zambia  
Golden Valley Agricultural Research Trust  
Grain Traders Association of Zambia  
Livestock processors (A&P International, Afgri, Afrivet, Agrivet, Amiran, ATS, Avian Ventures, CAMACO, Cargil, Croppack, Cropserve, Dairy Kings, Dayow Beef, DBZ, Diamodale, Dr. Nawa, Dr. Parsons, Dunavant, Farmers Link, Farmfeds, Fens Investments, Gemini, Hovas, Hygrotech, Kachema, Landserve/Leloisa, Livestock Remedies, Lumono, LVSCC, Majuro, Manaagro Chemicals, Minelands, Mobile Transaction Zambia Limited, MRI, National Milling, Nice Products, Olypic Milling, Pannar, Parmalat, Pioneer Du Pont)

Millers Association of Zambia  
Mopani Copper Mines  
Mpongwe Bulima Cooperative  
Poultry Producers Association of Zambia  
Programme Against Malnutrition  
Tobacco Association of Zambia  
Ubuchi  
Women in Agriculture  
Zambia Association of High Value Crops  
Zambia Cotton Ginners Association  
Zambia Dairy Processors Committee  
Zambia Export Growers Association  
Zambia Seed Traders Association

## EAST AFRICA

Action for Development (ACFODE) (Uganda)  
African Agricultural Technology Foundation (AATF) (Kenya)  
Agricultural Society of Kenya  
Alpha Fine Foods  
Arid Lands Development Focus  
Biosafety and Biotechnology Policy Development (BIOEARN)  
Cereal Growers Association (CGA) (Kenya)  
Community Initiative Facilitation Assistance  
Dolow Farmers Cooperative Society  
East African Business Council  
Economic and Social Research Foundation  
Emergency Pastoralist Action Group  
Equity Bank  
Honey Care  
Kenya Association of Manufacturers  
Kenya Camel Association  
Kenya Coffee Traders Association  
Kenya Institute of Organic Farmers  
Kenya Transport Association  
Kenya Shippers Council  
Manchester Trade  
Moonlight Development Agency  
PANNAC CIDA  
Participatory Education, Awareness and Resource Innovations  
Pastoralist Concern Association Ethiopia  
Private Sector Federation of Rwanda  
SOS Sahel  
Uganda National Farmers Federation  
Wajir District Pastoral Association  
Wajir Peace and Development Association  
Wajir South Development Association  
Wamo Relief and Rehabilitation Services

## SOUTHERN AFRICA

Concern Universal  
C to C Engineering Foundry and Machinery

## WEST AFRICA

Agricultural and Commercial Bank of Burkina Faso  
Association for the Enhancement and Promotion of Traditional Weaving of Abomey (Benin)  
Association for the Woman and Child Promotion in Mali  
Association of Professional Farmers' Organizations (Mali)  
Association of Wholesaler Distributors of Agricultural Inputs (Burkina Faso)  
Bank Professional Association (Benin)  
Burkina Biotech Association (Burkina Faso)  
CITEC New Company (Burkina Faso)  
Compagnie Malienne de Textile (Mali)  
Cooperative of Transformers Women of Cotton (Mali)  
Cotton and World Industry (Benin)  
Cotton Interprofessional Association (Benin)  
Cotton Interprofessional Association of Burkina Faso  
Cotton Oil-Works of Mali  
Factory of Cotton Oil-Works (Benin)  
Farmers Confederation of Faso (Burkina Faso)  
Grouping of Women Embroiderers, Weavers and Dyers (Chad)  
Input Distributor (Mali)  
Malian Cotton and Crops Labor Unions (Mali)  
National Consultative Council of the Rural Producers (Chad)  
National Council of Cotton Ginners (Benin)  
National Council of Cotton Producers (Benin)  
National Council of Importers and Distributors of Cotton Inputs (Benin)  
National Office of Regional Chambers of Agriculture (Benin)  
National Officers of Consultation of Farmers Organizations Mali  
National Platform of Agricultural Producer Organizations (Benin)  
National Union of Burkina Cotton Producers (Burkina Faso)  
National Union of Chad Cotton Producers  
National Union of Cooperative Societies of Cotton Producers (Mali)  
Network Operators Agricultural Inputs in Mali  
Plant protection and producer organizations (Plant Protection & Regulatory Services, Ghana)  
Private agriculture-related firms (Africaine de Viande et Services, SA, Mali; Agriserv, Wienco, and B&M Seeds, Nigeria;  
Agro Productions, Burkina Faso; Agro-CIPA, Burkina Faso; Akate Farm, Ghana; Akropong Farm, Ghana; ALCI:  
Aliment de Côte d'Ivoire, Côte d'Ivoire; Amasaman Slaughterhouse, Ghana; Amate and Ainoma, Burkina Faso;  
Aviculture Production et Distribution (AVIPROD), Senegal; Baddar Plus, COPROSA, and Formation des Femmes de la  
Cooperative de Niono, Mali; Boucherie Ilboudo, Burkina Faso; Burkina Primeurs, Burkina Faso; Centrale de  
Transformation des Produits Agricoles (CTRAPA), Burkina Faso; Charcuterie JOEDA, Burkina Faso; Chicken and  
Chick Company, Ghana; Complexe Avicole Mbao (CAM), Senegal; Comptoir 2000 and Faso Kaba, Ghana;  
Coopérative Semencières de Pô, Burkina Faso; EmbalMali, Mali; FACI: Fabrication D'Aliment Composé Ivoirien, Côte  
d'Ivoire; Fédération des Industries Agro Alimentaire et de Transformation du Burkina Faso, Burkina Faso; Ferme  
FAM SODOUF, Mali; Ferme Mali-Volaille, Mali; FOANI SERVICES: Ferme Ouattara Ali Dit Nanan Issa (Domaine de  
l'Est Agni), Côte d'Ivoire; Ghana Grains Council (GGC), Ghana; Jerusalem Farm, Ghana; Kalis Poultry Farm, Mali;  
Maslaha Seed, Premier Seed, Nagari, and Notore Fertilizer Company, Niger; Meunerie et Emballage de Légumes  
Secs, Farine et Semoule de Céréales (MELS), Burkina Faso; Mfum Farm, Ghana; Nafaso Cooperative, Burkina Faso;

Pen Food Bank, Ghana; Premium Foods Ltd., Ghana; Processing Unit of Sumbrungu, Ghana; Processing Unit of Zuarungu, Ghana; Projet d'Aviculture Moderne d'Espèces Locales (PAMEL), Burkina Faso; Promotion des Productions Animales du Sénégal (PRODAS), Senegal; PROVETO, Côte d'Ivoire; Réseau des Transformatrices de Céréales du Faso (RTCF), Burkina Faso; Rizerie SAWADOGO ABDOULAYE, Burkina Faso; Rizerie CODERIZ, Burkina Faso; Rizerie CODERI, Burkina Faso; Rizerie de Kolongo, Mali; Rizerie de Koumaré, Mali; Rizerie de Molodo, Mali; Rizerie GRENIER DU FASO, Burkina Faso; Rizerie OCADES, Burkina Faso; Rizerie SANDIA, Burkina Faso; Rizerie SOKIMEX, Burkina Faso; Rizerie WEN KONTA, Burkina Faso; Rizerie Wend Malgré Kodené, Burkina Faso; Rizerie Wend Yam Malgré, Burkina Faso; Rose Eclat, Burkina Faso; Sénégalaise de Distribution du Matériel Avicole (SEDIMA), Senegal; SIPRA: Société Ivoirienne de Production Animale, Côte d'Ivoire; Société Abidjanaise d'Importation et d'Exportation (SABIMEX), Côte d'Ivoire; Société Agroproduction, Burkina Faso; Société de Transformation et de la Commercialisation des céréales (SITRAC), Burkina Faso; Société de Distribution de Toutes Marchandises (SDTM), Côte d'Ivoire; Société Ivoirienne de Promotion de Super Marché (PROSUMA), Côte d'Ivoire; SONGHAY Center, Benin; Suglo Mboribuni Rice Mill, Ghana)

Producer organizations (AB Malting, Nigeria; Association des Producteurs d'Oignon de la Vallée du Kou, Burkina Faso; Association Nationale des Professions Avicoles du Togo, Togo; Association Nationale des Riziculteurs de Côte d'Ivoire (ANARIZ-CI), Côte d'Ivoire; Association pour l'Autopromotion des Communautés de Bases (ACOMB/ORO), Togo; Association Professionnelle des Maraîchers du Yatenga (ASPMY), Burkina Faso; Centrale des Producteurs de Céréales du Togo, Togo; Comité Interprofessionnel de Riz du Burkina (CIR-B), Burkina Faso; Comité Interprofessionnel des Céréales (CIC-B), Burkina Faso; Conseil de Concertation des Riziculteurs du Bénin (CCR-B), Benin; Faso Jigui, Mali; Fédération de la Filière Bétail/Viande du Burkina Faso, Burkina Faso; Fédération de la Filière Bétail/Viande du Mali (FEBVIM), Mali; Fédération des Intervenants de la Filière Avicole du Mali, Mali; Fédération des Unions de Sociétés Coopératives pour la Production de la Filière Echalote de Bandiagara, Mali; Fédération Nationale de la Filière Bétail/Viande du Bénin, Benin; Fédération Provinciale des Professionnels Agricoles de la Sissili, Burkina Faso; Ghana Agricultural Producers and Traders Association (GAPTO), Ghana; Ghana Cattle Traders & Breeders Association, Ghana; Ghana National Association of Poultry Farmers, Ghana; Ghana Rice Inter-Professional Body (GRIB), Ghana; Ghanaian Exporters Association and Guinness Breweries, Ghana; Interprofession Avicole Ivoirienne, Côte d'Ivoire; Maison de l'Aviculture, Burkina Faso; Observatoire National de la Filière Oignon du Burkina Faso (ONFO/BF), Burkina Faso; Observatoire Régional de l'Oignon de l'Afrique de l'Ouest/ ORO/AOC, Côte d'Ivoire; Plateforme des Femmes Agricultrices du Côte d'Ivoire, Côte d'Ivoire; Poultry Association of Nigeria, Nigeria; Progressive Cooperative Farmers and Traders Association (PCOFTA), Ghana; Rice Farmers Association of Nigeria (RIFAN), Nigeria; ROPPA, West Africa; Union des Coopératives du Vivrier des Savanes (UCOVISA), Côte d'Ivoire; Union Nationale des Acteurs de la Filière Avicole, Senegal; Union Nationale des Aviculteurs Professionnels, Benin; Union Provinciale des Professionnels Agricoles du Houet, Burkina Faso)

Professional Cotton Association of Burkina Faso

Professional Grouping of Distributors of Agricultural Inputs (Benin)

Professional Organization of the Industry of the Sciences of Vegetables (Agricultural chemistry and Biotechnology) (Mali)

Professional Union of Textile and Clothing Centers (Burkina Faso)

Racnan-Madji Association (Chad)

Sahel Mill SA (Burkina Faso)

Seed Company Association of Mali

The Cotton Company of Chad

Textile Fibers Development Company (Senegal)

Trader organizations (Accra Progressive Cooperative Onion Farmers and Traders Association, Ghana; Ashaiman Cattle Traders Association (ACTA), Ghana; Association des Exportateurs de la Filière Oignon du Burkina, Burkina Faso; Association des Importateurs d'Oignon du Bénin, Benin; Association des Vendeurs de Céréales de Kayes, Mali; Association des Vendeurs de Produits Locaux de Sikasso, Mali; Association des Vendeurs des Produits Locaux de Sikasso (APLS), Mali; Confédération des Fédérations Nationales des Filières Bétail Viande des Pays Membres de l'UEMOA, Burkina Faso; Coopératives des Commerçantes d'Oignon (COCO/OIGNON), Côte d'Ivoire; Dawanau Market Development Association, Nigeria; Entreprise de Services & Organisations de Producteurs, Benin; Entreprise de Services & Organisations de Producteurs, Togo; Kickstart, Mali; Kumasi Cattle Traders Association (KCTA), Ghana; Kumasi

Progressive Cooperative Onion Farmers and Trade Association, Ghana; Notore Fertilizer, Nigeria; Union des Commerçants et Industriels du Senegal (UNACOIS), Senegal)  
Weaving Cooperative of Women Handbook (Chad)

## **REGIONAL ORGANIZATIONS**

### **AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT**

African Cashew Alliance  
African Development Bank  
African Economic Research Consortium  
African Seed Trade Association (AFSTA) (Kenya)  
African Union Commission (AUC)  
African Union, Inter-African Bureau of Animal Resources (AU-IBAR)  
African Union, Inter-African Phytosanitary Council  
African Union, International Bureau of Animal Resources  
Alliance for a Green Revolution in Africa (AGRA) (Kenya, Ghana)  
Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)  
Cocoa Producers Alliance (COPAL)  
Common Market for Eastern and Southern Africa (COMESA)  
Conference of Ministers of Agriculture of West and Central Africa (CMA)  
East African Community (EAC)  
Economic Community of West African States (ECOWAS)  
Forum for Agricultural Research in Africa (FARA)  
New Partnership for Africa's Development (NEPAD)  
Southern African Development Community (SADC)  
United Nations Economic Commission for Africa  
West and Central African Council for Agricultural Research and Development (CORAF/WECARD) (Senegal)

### **BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE**

Africa Rice Center (WARDA) (Côte d'Ivoire)  
African Development Bank (AfDB)  
African Seed Trade Association (AFSTA)  
African Union (AU)  
Agro-Input Dealers Association (AIDA)  
Alliance for a Green Revolution in Africa (AGRA)  
Aquaculture Network for Africa  
Association for Strengthening Agricultural Research in East and Central Africa (ASARECA)  
Common Fund for Commodities (CFC)  
Common Market for Eastern and Southern Africa (COMESA)  
Coton et Industries du Monde (COTIMES)  
East African Community (EAC)  
East/Central Africa Regional Sorghum and Millet (ECARSAM)  
Eastern Africa Farmers Federation (EAFF)  
Economic Community of Central African States (ECCAS)  
Economic Community of West African States (ECOWAS)  
Fertilizer Producers' and Suppliers' Association of Nigeria (FEPSAN)  
Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)  
Institut du Sahel (INSAH) (Mali)  
Lake Victoria Fisheries Organization (Kenya, Tanzania, Uganda)  
Network of Farmers' Organizations and Agricultural Producers of West Africa (ROPPA)  
New Partnership for Africa's Development (NEPAD)  
Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) (Burkina Faso)

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)  
Réseau des Systèmes d'Information du Marché Agricole de l'Afrique de l'Ouest (ROESAO)  
Savanna Agricultural Research Institute (SARI)  
Southern African Development Community (SADC)  
Strategic Analysis and Knowledge Support Systems (SAKSS)  
Sustainable Aquaculture Research Networks in Sub Saharan Africa  
West Africa Network of Market Information Systems (RESIMAO)  
West African Economic and Monetary Union (UEMOA)  
West African Seed Alliance (WASA)  
West and Central African Council for Agricultural Research and Development (CORAF)  
West and Central African Millet Research Network (ROCAFREMI) (Mali)  
West and Central African Sorghum Research Network (ROCARS) (Mali)

## ETHIOPIA

African Union, Inter-African Bureau for Animal Resources (AU-IBAR)  
Common Market for Eastern and Southern Africa (COMESA)

## KENYA

East Africa Grain Council (EAGC)  
Eastern and Southern Africa Dairy Association

## MALI

African Seed Trade Association (ASEMA)  
Direction Régionale de l'Agriculture (DRPIA)  
FishAfrica  
New Partnership for Africa's Development (NEPAD)  
Permanent Inter-State Committee for Drought Control in the Sahel (CILSS)  
Sustainable Aquaculture Research Networks in Sub Saharan Africa (SARNISSA)  
West African Seed Alliance (WASA)

## NIGERIA

National Root Crop Research Institute (NRCRI) (Umudike, Nigeria)  
West African Seed Alliance (WASA)

## SENEGAL

Africa Rice Center  
Union Internationale pour la Conservation de la Nature (UICN)  
West Africa Seed Alliance (WASA)

## ZAMBIA

Regional Strategic Analysis and Knowledge Support System (ReSAKKS)

## EAST AFRICA

African Cotton and Textile Industries Federation  
African Forum for Agricultural Advisory Services (AFAAS)  
African Seed Trade Association (AFSTA)  
African Union, Inter-African Bureau for Animal Resources (AU-IBAR)  
Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)  
Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)  
Common Market of Eastern and Southern Africa (COMESA)  
Comprehensive Africa Agricultural Development Programme (CAADP)

East Africa Grain Council (EAGC)  
East African Community (EAC)  
East African Freight Forwarders Association  
Eastern Africa Fine Coffees Association (EAFCA)  
Eastern Africa Regional Program and Research Network for Biotechnology  
Forum for Agricultural Research in Africa (FARA)  
Inter-Governmental Authority on Development  
New Partnership for Africa's Development (NEPAD)  
Northern Corridor Transit Transport Coordinating Authority  
Regional Center for Mapping of Resources for Development  
Regional Strategic Analysis and Knowledge Support Systems (ReSAKKS)  
Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)  
Southern African Development Community (SADC)  
West and Central African Council for Agricultural Research and Development (CORAF)

## **SOUTHERN AFRICA**

Southern Africa Root Crops Research Station

## **WEST AFRICA**

African Cotton Association  
Permanent Inter-State Committee for Drought Control in the Sahel (CILSS)/Sahel Institute  
Regional Cotton Program for Cotton Pest Management  
West African Economic and Monetary Union (UEMOA)

## **INTERNATIONAL RESEARCH INSTITUTIONS**

### **AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT**

Agricultural Research for Development (CIRAD)  
Australia Commonwealth Scientific and Research Organization (CSIRO)  
Center of Phytosanitary Excellence for Eastern Africa  
Centers for Epidemiology and Animal Health  
Centre for Agricultural Bioscience International (CABI)  
Emergency Center for Transboundary Animal Diseases  
International Center for Insect Physiology and Ecology  
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)  
International Food Policy and Research Institute (IFPRI)  
International Institute of Tropical Agriculture (IITA)  
International Livestock Research Institute (ILRA)  
International Maize and Wheat Improvement Center (CIMMYT)  
International Plant Diagnostic Network  
International Water Management Institute (IWMI)  
North Carolina State University  
Purdue University  
U.S. Environmental Protection Agency  
U.S. Food and Drug Administration  
University of Georgia  
USDA Beltsville Sustainable Perennial Crops Lab  
USDA Homestead Florida  
Virginia Polytechnic Institute  
World Agroforestry Centre (ICRAF)

## BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE

Agricultural Research Institute of Mozambique (IIAM)  
Agricultural Research for Development (CIRAD)  
Bureau Issala (France)  
Florida A & M University  
Food and Agriculture Organization of the United Nations (FAO)  
Institut de Recherches et d'Applications des Méthodes de Développement (IRAM)  
International Centre for Development-Oriented Research in Agriculture (ICRA)  
International Cotton Advisory Committee (ICAC)  
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)  
International Fertilizer Development Center (IFDC)  
International Fertilizer Industry Association (IFA)  
International Food Policy and Research Institute (IFPRI)  
International Institute of Tropical Agriculture (IITA)  
International Livestock Research Institute (ILRI)  
International Maize and Wheat Improvement Center (CIMMYT)  
International Plant Nutrition Institute (IPNI)  
International Potash Institute (IRI)  
International Water Management Institute (IWMI)  
Tropical Soil Biology and Fertility Institute (TSBF)  
Tuskegee University  
UMR-MOISA (Markets, Organisation, Institutions and Strategies), Montpellier, France  
Wageningen University (Netherlands)  
World Vegetable Center (AVRDC) (Taiwan)  
WorldFish Center

## ETHIOPIA

Food and Agriculture Organization of the United Nations (FAO)  
International Livestock Research Institute (ILRI)  
Tufts University

## GHANA

Conservation Foundation  
International Fertilizer Development Center (IFDC)  
International Food Policy and Research Institute (IFPRI)  
International Water Management Institute (IWMI)

## KENYA

International Food Policy and Research Institute (IFPRI)

## MALAWI

Agribusiness in Sustainable Natural African Plant Products (ASNAPP)  
International Food Policy and Research Institute (IFPRI)  
International Institute for Tropical Agriculture (IITA)  
International Maize and Wheat Improvement Center (CIMMYT)  
WorldFish Center

## MALI

Asian Institute of Technology (Thailand)  
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)  
Moi University (Kenya)

Network of Aquaculture Centres in Asia-Pacific (NACA)  
Oregon State University  
Shanghai Ocean University (China)  
World Vegetable Center (AVRDC) (Taiwan)

## MOZAMBIQUE

International Food Policy and Research Institute (IFPRI)  
International Institute for Tropical Agriculture (IITA)  
International Potato Center (CIP)

## NIGERIA

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)  
International Food Policy and Research Institute (IFPRI)  
International Institute for Tropical Agriculture (IITA)

## SENEGAL

Fongoli Savanna Chimpanzee  
Institut Jane Goodall  
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

## UGANDA

International Network for Improvement of Banana and Plantain

## ZAMBIA

Michigan State University (MSU)

## EAST AFRICA

Africa Rice Center (WARDA) (Benin)  
Agricultural Research for Development (CIRAD)  
Bioversity  
Centre for Agricultural Bioscience International (CABI)  
European Consortium for Agricultural Research in the Tropics (ECART)  
Food and Agriculture Organization of the United Nations (FAO)  
Food Economy Group  
International Center for Agricultural Research in the Dry Areas (ICARDA)  
International Center for Research in Agroforestry (ICRAF)  
International Center for Tropical Agriculture (CIAT)  
International Centre of Insect Physiology and Ecology (ICIPE)  
International Crops Research Institute for Semi-Arid Tropics (ICRISAT)  
International Food Policy and Research Institute (IFPRI)  
International Institute for Sustainable Development (IISD)  
International Institute of Tropical Agriculture (IITA)  
International Livestock Research Institute (ILRI)  
International Maize and Wheat Improvement Center (CIMMYT)  
International Potato Center (CIP)  
International Union for the Conservation of Nature (IUCN)  
International Water Management Institute (IWMI)  
Natural Resources Institute (NRI)  
Tufts University

United Nations Economic Commission for Africa (UNECA)  
World Agroforestry Centre (ICRAF)  
WorldFish Center  
York University

## **SOUTHERN AFRICA**

International Institute for Tropical Agriculture (IITA)  
Iowa State University Seed Science Centre

## **WEST AFRICA**

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)  
International Institute for Tropical Agriculture (IITA)  
West African Farmers' Organization (ROPPA)

## **OTHER DONORS**

### **AFRICA BUREAU, OFFICE OF SUSTAINABLE DEVELOPMENT**

Bill and Melinda Gates Foundation  
European Union  
Food and Agriculture Organization of the United Nations (FAO)  
French Agricultural Research Centre for International Development  
Kirkhouse Trust  
Millennium Challenge Corporation, Mozambique (MCC)  
Netherlands Development Organisation  
Rockefeller Foundation  
Swedish International Development Cooperation Agency (SIDA)  
The World Bank  
UK Department for International Development (DfID)  
World Trade Organization (WTO)  
Zambia Agricultural Consultative Forum

### **BUREAU OF ECONOMIC GROWTH, AGRICULTURE AND TRADE**

Agence National de Biosécurité (ANB) (Burkina Faso)  
Apoio ao Desenvolvimento de Iniciativas Privadas no Sector Agrário (ADIPSA)  
BASIS Group (Universities of Michigan and Wisconsin)  
Bill and Melinda Gates Foundation  
Compagnie Beninoise du Textile (CBT) (Benin)  
Conseil National des Egreneurs de Coton (CNEC) (Benin)  
Danish International Development Agency (DANIDA)  
Ddd  
HelpAge International  
International Fund for Agricultural Development (IFAD)  
Millennium Challenge Corporation (MCC)  
National Bio-Safety Committee (CNB) (Benin)  
Netherlands Development Organization (SNV)  
Netherlands Directorate-General for International Cooperation (DGIS)  
Norwegian Agency for Development Cooperation (NORAD)  
Royal Netherlands Embassy in Benin  
Royal Netherlands Embassy in Mali  
Swedish International Development Cooperation Agency (SIDA)

Syngenta Foundation for Sustainable Agriculture  
UK Department for International Development (DFID)  
William and Flora Hewlett Foundation  
World Food Programme

## **GHANA**

Canadian International Development Agency (CIDA)  
Danish International Development Agency (DANIDA)  
German Agency for Technical Cooperation (GTZ)  
International Fund for Agricultural Development (IFAD)  
Japan International Cooperation Agency (JICA)  
Millennium Challenge Corporation (MCC)  
UK Department for International Development (DIFD)  
The World Bank  
World Food Programme (WFP)

## **KENYA**

Danish International Development Agency (DANIDA)  
Financial Access Partnership (FAP)  
Foundation for Sustainable Development (FSD)  
Functional Segment Development Working Group (FSDWG)  
German Agency for Technical Cooperation (GTZ)  
International Fund for Agricultural Development (IFAD)  
Netherlands Development Organisation (SNV)  
The World Bank  
World Food Programme (WFP)

## **MALI**

Aquaculture Network for Africa (ANAF)  
Netherlands Development Organisation (SNV)  
Project for Agricultural Competitiveness and Diversification (PCDA), The World Bank  
Sasakawa Global (2000)

## **MOZAMBIQUE**

Bill and Melinda Gates Foundation  
Norwegian Agency for Development Cooperation (NORAD)  
Swedish International Development Cooperation Agency (SIDA)  
The World Bank  
World Food Programme

## **NIGERIA**

German Agency for Technical Cooperation (GTZ)  
The World Bank  
UK Department for International Development (DFID)

## **SENEGAL**

International Organization for Migration

## **UGANDA**

Charity for Rural Development (CHARORD)  
Transcultural Psychosocial Organization (TPO)

## ZAMBIA

African Development Bank (AfDB)  
Food and Agriculture Organization of the United Nations (FAO)  
Japan International Cooperation Agency (JICA)  
Swedish International Development Cooperation Agency (SIDA)  
The World Bank

## EAST AFRICA

African Development Bank (AfDB)  
Canadian International Development Agency (CIDA)  
Common Fund for Commodities  
Danish International Development Agency (DANIDA)  
European Commission  
European Commission Humanitarian Office  
European Union  
Food and Agriculture Organization of the United Nations (FAO)  
German Agency for Technical Cooperation (GTZ)  
International Development Research Centre (IDRC)  
International Fund for Agricultural Development (IFAD)  
Japan International Cooperation Agency (JICA)  
Swedish International Development Cooperation Agency (SIDA)  
The World Bank  
UK Department For International Development (DFID)

## WEST AFRICA

Alliance for a Green Revolution in Africa (AGRA)  
Canadian International Development Agency (CIDA)  
Danish International Development Agency (DANIDA)  
European Union  
German Agency for Technical Cooperation (GTZ)  
Government of Belgium  
Government of France  
Government of Italy  
International Development Research Center (IDRC)  
UK Department for International Development (DFID)  
United Nations Development Programme (UNDP)  
United Nations Office for Coordination of Humanitarian Affairs

U.S. Agency for International Development  
1300 Pennsylvania Avenue, NW  
Washington, DC 20523  
Tel: (202) 712-0000  
Fax: (202) 216-3524  
[www.usaid.gov](http://www.usaid.gov)