Regional Agriculture and Food Security Forum 2010

BUILDING SUSTAINABLE SMALL-SCALE AGRICULTURE IN SOUTHERN AFRICA

HELD IN LIVINGSTONE, ZAMBIA, APRIL 6-9, 2010

OUTCOMES REPORT FINAL ANALYSIS, DECEMBER 2010

IFC International Finance Corporation
World Bank Group

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EXECUTIVE SUMMARY

Improving the efficiency of the agriculture sector is an essential step towards sustainable development and poverty reduction, especially in Sub-Saharan Africa.

However, advances in agriculture have lagged in the region, eroding the global competitiveness of many African crops over recent decades. New ideas, approaches and partnerships are needed to reverse this trend. To begin generating these, IFC, a member of the World Bank Group, joined with the European Union, Rabobank, and Zanaco to host the Regional Agriculture and Food Security Forum on April 6-9, 2010 in Livingstone, Zambia. The forum was facilitated by Dalberg Global Development Advisors. This report contains the most notable results from the forum.

The forum's participants ranged from industry leaders and financial institutions to farmers' groups and civil society organizations. Their interactions allowed them to share experiences and lessons from the field and also led to new initiatives. The results of the forum therefore fall into two main categories: (1) synthesis of knowledge and (2) creation of new initiatives. In each case, the results were oriented toward reaching four key objectives:

- **Maximizing Efficiencies** via Farmer and Production Support
- **Harmonizing and Developing Partnerships** to Improve the Enabling Environment for Growth
- **Identifying Opportunities and Broadening Access** to Finance and Investment
- **Maximizing Social and Environmental Impact** via Inclusive Private Sector Strategies

The forum began by identifying the challenges facing agricultural enterprises of different sizes. Drawing from their experience across the agricultural sector, the forum's participants offered several approaches to these challenges. For small farmers, for example, panelists identified a series of steps that farmer organizations could take to improve access to services and providers of raw materials. They also suggested ways for mobile technology to enhance their access to finance and information.

For larger firms, the problems were more macroeconomic: a lack of incentives for investment and engagement in the sector; inadequate infrastructure; uncertainty resulting from unreliable data on agricultural trends; an opaque business culture; and distortions stemming from government involvement in agricultural markets. Representatives of agricultural exchanges asked for greater transparency, a more comprehensive legal framework, and less burdensome trade regimes for crops. Members of the banking industries suggested measures to address many of the same problems through the use of guarantee funds, risk mitigation mechanisms, partnerships with donors and technical institutions, and cooperative dialogues with farmers and other stakeholders.

The forum culminated with a market for new initiatives in which proposals for partnerships, business models, and changes to existing programs were rated by the forum's participants. An impressive array of actionable ideas, potential partnerships and new approaches resulted from this exercise, including an idea that focused on farm mechanization which is being taken forward in pilot. Several other initiatives and partnerships were created thanks to the forum or received renewed attention because they were highlighted at the forum. The initiatives and their backers include:

- **Outgrower Financing Option – NBS, Illovo Sugar (Malawi), IFC**. $ 3.7 million in financing for a 335-hectare community trust farm; income will fund community projects such as schools, clinics, boreholes, and irrigated gardens.
- **Index-based Weather Insurance for Zambia – COMESA / ACTESA, COMRAP, USAID PROFIT Zambia.** Pilot scheme for data-driven weather insurance in three Zambian regions; risk-pooling approval already obtained from local insurance companies.
- **Grain Market Expansion Program – Zamace, USAID PROFIT, WFP.** Program to promote community storage, cleaning, and grading of grain for onward storage in Zamace-certified facilities by offering equipment on credit; already fully subscribed.
- **Agricultural Activity Centers – Zamace, EU, ZNFU.** Construction of community centers to offer farmers storage, laboratory testing, and weighing of crops in addition to financial services from local banks; scheduled to be operational in 2011.
- **Small-grower Mechanization Program – AFGRI Corporation, John Deere, CFU, IFC, USAID PROFIT Zambia.** Program to provide mechanization units to smallholders complemented by the necessary credit schemes.

These concrete results demonstrate the benefits of gathering stakeholders together from every corner of the agricultural sector for an open discussion. The initiatives listed above will help thousands of small farmers, and many larger businesses, boost their incomes and their capacity to compete in global markets. Clearly, there is much to be gained from further interactions.

The forum focused on the unique challenges and opportunities of the Sub-Saharan agricultural landscape. Understanding the success factors and the barriers to growth are critical when designing intervention strategies.

Strong agriculture sectors are widely considered to be fundamental drivers of sustainable development and poverty reduction. With more than half its labour force employed in agriculture, this is nowhere truer than in Sub-Saharan Africa. Africa's progress in agriculture has lagged behind the rest of the world, and many of its traditional export crops (palm oil, wheat, tobacco, etc.) have lost their international competitiveness over the past 30 years. Africa has also been forced to import more food.

"Growth in the vast majority of today's developed countries grew out of strong agricultural foundations, where surplus production generated wealth and prosperity," and that "smallholder agriculture in particular is key to sustainable growth and equitable wealth generation in the developing world."

Kanayo F. Nwanze

Governments, multilaterals and private sector players in the region must agree a plan of policies, intervention strategies and investment if the agricultural sector is to grow.

Although agriculture is a private sector activity, it is still dependent on good governance, wise public investments, and carefully focused public policy. The many and vast challenges agriculture faces in Africa require coordinated efforts by the public and private sectors, and the donor community.

A recent World Bank report, Awakening Africa's Sleeping Giant[1], argues that models of both large-scale and smallholder agriculture have a place in promoting food security on the continent in a sustainable way. Going forward, large- and small-scale agriculture could work together for the ultimate benefit of the local population.

African leaders agree that the agricultural sector can make an important contribution to achieving Africa's goal of becoming a food secure and agriculturally competitive region. As the sector with the biggest impact on the social and economic reality of African people, agriculture must contribute substantially to the delivery of broad-based and sustainable economic advancement.

Agriculture accounts for up to 60 percent of GDP in some Sub-Saharan countries, employs 70 to 90 percent of the population, accounts for 60 to 70 percent of consumption expenditure and accounts for 10 to 50 percent of foreign exchange earnings. Despite its importance, Africa's agriculture sector (especially in sub-Saharan Africa) is poorly funded and less productive compared to the rest of the world. Figure 1 shows agriculture's value added in constant 2000 US$ per km^2 for Sub-Saharan Africa and the world on average.[2] Better technology and farming practices have helped agriculture's value added to increase worldwide, including in Sub-Saharan Africa, in the last 40 years, but the gap between the global average and the Sub-Saharan average is also growing.

IFC AND AGRIBUSINESS / AGRICULTURE SECTOR IN AFRICA

Agriculture and agribusiness play a critical role In the economic development in Africa and are a priority sector for IFC.

- The sector contributes to about 12% of Sub-Saharan Africa's GDP and employs close to 70% of the economically active population.
- Key target sector to reduce poverty (prevalent among rural population).

IFC HAS SIGNIFICANTLY INCREASED ITS AGRIBUSINESS INVESTMENTS IN AFRICA IN FY09.

Direct investments and investments through financial intermediaries into African agribusiness companies reached $ 160 million in FY09. This represents a 38% increase over FY08.

IFC AIMS TO INCREASE ITS INVESTMENTS IN AFRICAN AGRIBUSINESS.

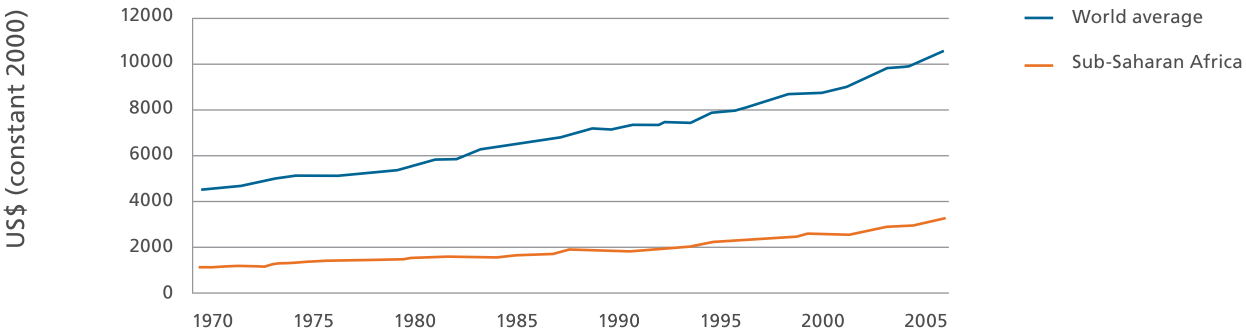
IFC seeks to provide financing and advice to address critical constraints to the sector's growth. Priority areas include:

- **Infrastructure** (storage, logistics, distribution facilities) to reduce post harvest waste and increase access to markets.
- **Irrigation.**
- Access to **fertilizers and pesticides.**
- **Link small farmers into supply chains** of large food processors and food retailers.
- **Finance small farmers** through financial institutions.
- **Weather insurance.**
- **Transfer of technology and know-how** from other markets.

[1] Awakening Africa's Sleeping Giant: Prospects for Commercial Agriculture in the Guinea Savannah Zone and Beyond. World Bank 2010.

[2] "Value added is the net output of a sector after adding up all outputs and subtracting intermediate inputs. It is calculated without making deductions for depreciation of fabricated assets or depletion and degradation of natural resources." World Bank 2010.

FIGURE 1: AGRICULTURE, VALUE ADDED US$ (CONSTANT 2000) PER KM²
WORLD AVERAGE VS. SUB-SAHARAN AFRICA (SOURCE: WORLD BANK 2010)



At the same time, challenges for the agricultural sector in Sub-Saharan Africa are multiplying. Demand for food is growing, and supply is constrained. This is causing prices to rise. Several factors are creating heightened demand, including population growth, increased demand for bio-fuels, and increased purchasing power in emerging economies. Global population is expected to increase from 6.8 billion to more than 9 billion by 2050. In Africa, food consumption is predicted to grow by 2.6 percent per year due to population growth, urbanization, and a rising middle class. Average global life expectancy is expected to increase by 10 years by 2050. The global bio-fuels market is estimated to reach $ 247 billion by 2020. The global middle class is expected to expand from 430 million people in 2000 to 1.15 billion in 2030, resulting in more people having access to money, changing consumer preferences.[3]

Despite these rising demands on African agriculture, the degree to which supply can be enhanced is still very limited. Substantial challenges must be addressed for the region to improve its agricultural productivity. The underlying challenges to production relate to natural resources, capital, governance, and capacity, as illustrated in Figure 2.

WORLD BANK AND AGRIBUSINESS

The World Bank Group's new Agriculture Action Plan focuses on 5 key areas:

- Raise agricultural productivity
- Link farmers to market and strengthen value addition
- Reduce risk and vulnerability
- Facilitate agricultural entry and exit and rural non-farm income
- Enhance environmental services and sustainability.

[3] Draft – Feed the World: Financing Agricultural Enterprises in Sub-Saharan Africa. Dalberg Global Development Advisors, 2010.

FIGURE 2: CHALLENGES TO AGRICULTURAL PRODUCTION

Natural resources
Biodiversity loss
Water scarcity and misuse
Irresponsible environmental practices
Soil degradation
Climate change

Capital
Lack of access to finance
Lack of financial risk mitigation mechanisms
Limited access to crop input (fertilizer, seed, pesticide)

Governance
Weak land and water rights
Inadequate policy framework

Capacity
Bad agriculture practices
Lack of technical skills

Infrastructure
Poor storage facilities
Weak distribution channels

CHALLENGES TO AGRICULTURAL PRODUCTIVITY
Low yields
High post harvest loss
Fragmented production

These challenges pose tough questions for African policymakers, NGOs, farmers and other stakeholders in Sub-Saharan African agriculture: Can Southern Africa compete in global agribusiness? How can small-scale farmers and big commercial farms complement each other? How can substantial amounts of finance be attracted to agribusiness in Africa? Should Sub-Saharan producers look to export markets or to markets closer to home? Can Southern Africa end its habit of missing opportunities in agriculture as a result of internal bottlenecks?

The IFC Regional Food Security Forum was specifically designed to gather stakeholders to tackle these and other pressing questions. The following sections of this report will explain how this was done, and what the outcomes were.

> "Growth in agriculture makes a disproportionately positive contribution to reducing poverty. More than half of the populations in developing countries live in rural areas, where poverty is most extreme."
>
> *François Bourguignon, Sr. Vice President and Chief Economist*

STRUCTURING THE DEBATE: THEMES AND OBJECTIVES OF THE FORUM

OBJECTIVE OF THE FORUM

The forum was intended to accelerate private sector led agricultural development with government assistance in the Southern Africa Region, giving special attention to small-scale agriculture. Being outcomes driven, its goals were to share knowledge and to help catalyse new initiatives.

FORUM DESIGN

The forum organizers compiled a set of desired outcomes to fulfil their objective, including:

- new partnerships formed,
- investment opportunities identified, and
- best practices shared.

Achievement of outcomes was encouraged by targeted activities including:

- networking opportunities throughout the forum,
- small group work, and
- presentations and panel discussions.

Forum organizers also wanted as broad an audience as possible, with many relevant perspectives represented. To that end, guests ranged from farmers and financiers to government officials and experts from multilateral agencies.

MAJOR THEMES

The forum was organized around four key themes (discussed in more detail in section 4 of this report):

1. Farmer and Production Support: Maximizing Efficiencies.
2. Enabling Environment: Harmonizing and Developing Partnerships for Growth.
3. Finance and Investment: Identifying Opportunities and Broadening Access.
4. Inclusive Private Sector Strategies: Maximizing Social and Environmental Impact.

The themed discussions were followed by small-group working sessions to allow all delegates to engage with the subject matter.

MARKETPLACE FOR IDEAS

In the final session, small-group work was directed toward developing a “Marketplace of Ideas”. In this session, groups of 8-10 delegates from different organizations and settings were asked to reflect on the thematic discussions and work as a team to identify the most pressing demands related to each theme. The groups were then asked to consider the supply of available resources within their group (networks, knowledge, skills, etc.) that could be deployed to address the identified demand. The aim of the exercise was to develop tangible approaches that would lead to either 1) opportunities for investment or 2) opportunities for developing partnerships – two of the three desired outcomes of the forum.

The content of the forum was designed to stimulate conversation and to generate new approaches, partnerships and ideas. The sections below highlight notable presentations and conclusions reached during each of the themed discussions.

OPENING REMARKS

Zambia's Minister of Agriculture, Peter Daka, opened the forum. He was followed Gugile Nkwint, South African Minister of Rural Affairs and Land Reform and Bradford Machila, Zambian Minister of Livestock and Fisheries. They confirmed their respective ministries' strong support of the forum and emphasized the importance of agriculture for Southern Africa's development.

Karen Brooks, the World Bank's sector manager for agriculture and rural development in Africa, spoke next. She said that strategies for progress in agriculture should focus on the following points:

- Choosing policies that reduce remaining distortions and discriminatory taxation, make smallholders competitive, build markets, reduce risks at the subsistence level, and facilitate exit from agriculture through employment elsewhere.
- Recognizing heterogeneity in the sector.
- Engaging multiple sectors representing different parts of the value chain.
- Working regionally to expand markets and reach economies of scale, with a strong focus on the development of regional markets and regional free trade communities.
- Reinvesting gains to adopt new technologies and bolster infrastructure in order to make Southern African agriculture more competitive with agriculture in developed regions of the world.

"Agriculture plays a critical role in Africa's economic development and is a priority sector for IFC and the World Bank Group on the continent. The World Bank Group and its partners are supporting private sector led growth across Africa's agriculture sector to help commercialize subsistence agriculture."

Karen Brooks, Sector Manager
Agriculture and Rural Development

FARMER AND PRODUCTION SUPPORT: MAXIMIZING EFFICIENCIES

This theme focused on various types of support to small-scale farmers. Discussions featured two production-focused panels. The first panel, moderated by Chris Richards of IFC, focused on farmer organizations as entry points for financing and other enablers of competitiveness. Major topics included the role of farmer organizations in production efficiency, how they are structured, and how the private sector can engage them. The second panel, moderated by Colin Shepherd of IFC, focused on unconventional solutions, especially those leveraging mobile technologies.

A presentation by Laetitia Ako Kima of AGRA, opening the first panel discussion, explained how engaging smallholder farmers on a large scale required partnerships with strong, effective farmer organizations. According to Kima, farmer organizations represent millions of smallholder farmers in Sub-Saharan Africa, and evidence demonstrates their impact in:

- linking smallholders to markets;
- catalyzing the adoption of technologies and inputs;
- encouraging effective soil fertility, land, and natural resource management; and
- articulating and aggregating the voice of smallholder producers in policy.

The panel discussed the challenges and critical success factors for private sector and development institutions when engaging with farmer organizations. Building on Kima's presentation, the panel concluded that, if farmer organizations are to effectively support smallholder farmers, the following elements will be critical:

- Improving the supply of services (financial and infrastructural) to farmer organizations;
- Linking farmer organizations with effective providers of production inputs;
- Encouraging donors and development partners to interact with more farmer organizations and by doing so improving their ability to respond to the needs of smallholders.

Opening the second panel discussion, Brad Magrath from Mobile Transactions offered a presentation on how mobile money – the use of cell phones for banking and payment services – can bring financial solutions to rural smallholder farmers. In an environment where more than 80 percent of transactions are in cash and most farmers lack access to ordinary banking services, mobile money is an important alternative to traditional services. A majority of those informally employed in agriculture live in rural areas with low incomes and limited access to ordinary banking services. Mobile money solutions allow these individuals to make payments from one cell phone to another, access Internet banking, and free themselves of the necessity of carrying cash. They can enjoy quick, easy access to banking services, despite being far from physical bank branches and having limited access to computers.

ENABLING ENVIRONMENT: HARMONIZING AND DEVELOPING PARTNERSHIPS FOR GROWTH

This theme, which focused on the role of regional communities in agricultural trade and the role of the private sector in agricultural development, was opened by Bastiaan Mohrmann of IFC. He gave background and context, which was followed by presentations from Gerry Garson of Illovo Sugar, Cris Muyunda of ACTESA, and Brian Tembo of Zamace. Geoffrey Livingstone of IFAD then moderated a panel discussion on post harvest partnerships, which focused on opportunities in storage and transport, including "back-haul" opportunities to be maximized in the logistics industry.

Key questions discussed included: How should regional markets be developed for trade? What are the roles of regional economic communities, national governments, donors, and private sector actors in enhancing regional trade? Do current regulatory frameworks encourage investment in small-scale farming? How can the private sector help address the challenges within the policy and regulatory environment?

Cris Muyunda and Gerry Garson identified several challenges to private sector investment in Southern African agriculture related to the regulatory environment, poor infrastructure, lack of information, and a limited access to finance. According to Garson, private sector companies receive little or no incentives from governments to engage in agriculture. This lack of support, in addition to the continued distortions caused by government intervention in markets, unpredictable discretionary policies, trade impediments and inadequate public support systems, may significantly hinder private sector investment. Inadequate infrastructure in many regions further dissuades the private sector from investing in new initiatives. Poor road, rail and port facilities make it difficult to transport input products and agricultural produce, a situation worsened by the absence of sufficient storage facilities. Additionally, an unreliable electricity supply disrupts production and logistics, especially for downstream agribusiness. The lack of adequate and timely information about production estimates, trade trends, and crop prices increases uncertainty and makes possible investors wary. The above, in addition to limited access to finance, unpredictable weather patterns and high production costs, combine to discourage private sector companies from becoming involved in Southern African agriculture.

Brian Thembo of Zamace, an agricultural commodities exchange in Zambia, explained his company's structure and business model as well as the unique challenges presented by Sub-Saharan Africa's agriculture sector. These include entrenched market positions on both demand and supply sides; perceptions that chaos equals high margins while transparency equals low margins; low production yields; high in-country production costs; commodity export bans stifling regional trade; limited storage facilities; the lack of a legal framework for commodity exchanges; and the slow behavioral changes of the various stakeholders. On the positive side, he said, the private sector is starting to buy into Zamace; partners, including USAID PROFIT, are cooperating effectively; government is recognizing the importance of agricultural commodities exchanges; and there is a high demand from investors in the region for agricultural commodities.

FINANCE AND INVESTMENT: IDENTIFYING OPPORTUNITIES AND BROADENING ACCESS

This theme focused on the most innovative and effective ways of providing small-scale farmers with access to finance. Delegates from commercial banks (Rabobank, Zanaco, and Ecobank) opened the discussion with a focus on the banks' involvement in agriculture and the various challenges and opportunities in the sector. Following these presentations, Ajai Nair of the World Bank provided an overview of its recent research on risk mitigation instruments, including guarantee schemes. The session concluded with a panel discussion moderated by Panos Varangis of IFC that continued the discussion of approaches to risk mitigation.

Discussions focused on: where financial products should be targeted and are best suited for different areas of the value chain; the most effective investment strategies and models for targeting small-scale farmers as recipient of capital; and innovative financial products that could be leveraged to mitigate risk and support sector growth. Attendees debated the best way to leverage public and private finance to attain high impact interventions.

Both Musa Salha from Ecobank and Hans Bogaard from Rabobank indentified bottlenecks, opportunities, and success factors to agricultural finance in Africa:

> "Broader access to agriculture finance will require both public and private finance to support high impact interventions. Finding a formula for a sustainable partnership between the two will stimulate private sector led agriculture growth in the region."
>
> *Peter Daka, Zambia's Minister of Agriculture*

BOTTLENECKS	OPPORTUNITIES / SUCCESS FACTORS
Lack of agri-finance expertise & appetite in banks	Enhancing knowledge management and capacity building on Agribusiness management in the financial institutions including commercial banks, microfinances and insurances
Weak organization of farmers / cooperatives	Continued dialogue with farmer organizations and government to address key issues e.g. land titles, price intervention, infrastructure, etc.
Weak repayment discipline / cash diversion	The effective use of guarantee funds
Lack of security	Strengthening partnership between the technical and funding institutions and the commercial banks
High transaction cost / low processing efficiency (high number of middlemen, scattered markets and suppliers, poor coordination & ineffective knowledge of the market)	Emphasize improving the structure of the trade chains and reducing middlemen
Lack of warehouse receipts system	Financial support for cooperatives and stakeholders such as Agri input dealers association and outgrowers union
Political interference / price distortions	A network approach: cooperation & information sharing with key stakeholders
Weather risk / lack of irrigation / lack of crop insurance	Development or risk mitigation mechanisms
Input costs in agriculture continue to rise faster than revenues	Reduce input cost and thus increase profitability

Ajar Nair concluded the presentations by sharing the findings from the Expert Meeting on Managing Risk in Financing Agriculture in Johannesburg in April 2009. The most important findings are given below:

a. "Financing for agriculture is viable and sustainable if supported by sound risk assessment and risk management at all levels, including at the farm, the financial institution (commercial risk), and the agricultural value chain."

b. "Good banking practices, combined with understanding of the agriculture sector and the client, are the core of sound institutional management and operations for financing agriculture."

c. "Insurance is one tool in an overall risk management strategy to promote agriculture finance at all levels (micro, meso and macro). There is a need for continuing development of insurance products and services adapted to developing countries, in particular those that are addressing agricultural production and livestock losses."[4]

He also summarized the findings of the Study on Credit Risk Asset Management, which would act as discussion themes in the panel discussion that followed:

- lending to small farmers at scale requires non-traditional credit assessment systems;
- lending to small farmers requires use of collateral substitutes, but not other elements of microfinance;
- multi-level diversification is key to credit risk management at the portfolio level; and
- successful agricultural lenders have domain expertise in agriculture at multiple levels.

[4] Managing Risk In Financing Agriculture, Expert Meeting convened and co-sponsored by AFRACA, FAO, the Land Bank of South Africa, and the World Bank, April 1-3, 2009, Johannesburg, South Africa.

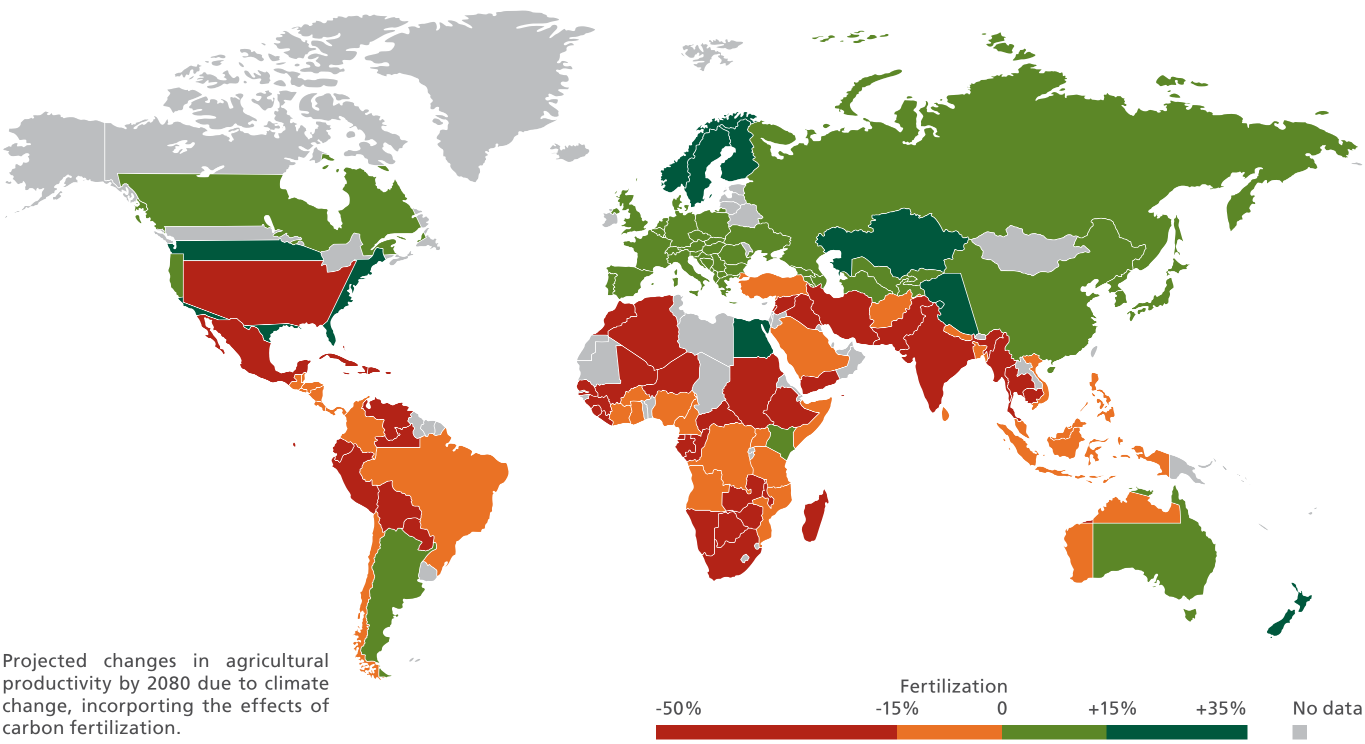
Delegates engaged in two panel discussions in this session. The first panel identified opportunities that exist for marginalized value chain participants, such as women, to access agricultural finance. The second related to environmental impact and focused on private sector financing interventions to address growing environmental concerns and the impact of climate change.

The discussion, opened with a presentation by Juan José Dada (IFC) on Corporate Sustainability, was enriched by the participation of farmers, NGOs, banks and consulting firms who have considered social and environmental issues as part of their own organizations' strategic planning processes.

Dada's presentation focused on sustainability by drawing attention to the threats posed to agricultural productivity by climate change and misuse of natural resources.

Dada showed that the challenges to agriculture in Southern Africa, as discussed in section 3, will be aggravated by climate change. Figure 3 below shows the projected effects of climate change on agriculture globally by 2080. Southern Africa is one of the world's most severely affected regions: agricultural productivity across Southern Africa is expected to decrease by up to 50 percent. This is especially worrisome given the region's already low levels of productivity.

FIGURE 3: PROJECTED CHANGES IN AGRICULTURAL PRODUCTIVITY BY 2080 DUE TO CLIMATE CHANGE (SOURCE: UNEP 2010)



Projected changes in agricultural productivity by 2080 due to climate change, incorporting the effects of carbon fertilization.

The increased use of sustainable energy sources and farming practices might mitigate decreases in productivity, but efforts in both of those areas face substantial barriers, including government regulations, first-mover risk, first-mover cost, and gaps in information and technology. Dada outlined interventions needed to overcome these obstacles, including capacity building, investment services, and advisory services to improve awareness and learning of environmental best practice.

Key points of discussion during the panel were around the relative drawbacks and merits of "mainstreaming" these issues; ultimately the debate was between evaluating sustainability with each investment (perhaps cursorily in some cases) versus viewing sustainability as an opportunity for targeting intervention and investment in its own right.

MARKETPLACE OF IDEAS

As stated, the forum was specifically designed to achieve tangible outcomes. Some of these outcomes were the result of the "Marketplace of Ideas" process. Working in small groups, delegates were asked to develop ideas for interventions and investment in agribusiness. The small group exercise culminated in a rating process in which delegates were asked to indicate whether they would "Buy", "Sell" or "Hold" an idea being presented.

A total of 1,183 rating decisions were made on the 25 diverse and promising ideas developed by the small discussion groups. The fact that 35 percent of all ideas voted on were related to a financial instrument or enabler highlighted the importance of access to finance for the delegates. Of the pool of 25, three ideas gained strong support amongst delegates, and one was identified as the overall "winner".

The winning idea highlighted an immediate opportunity for partnership development, and potentially a longer-term opportunity for investment. The idea, to develop a system of private sector "mechanization service providers" in rural areas, would provide smallholders with access to tractors and other equipment and the financing to obtain it. The system would include an equipment-leasing component, which the group believes is an underutilized financial instrument in Sub-Saharan Africa. The basic outline of the idea was captured by the winning small group as illustrated in Appendix A of this report.

Following the forum, workshops were facilitated with the winning small group to further formalize the concept. At the same time, linkages with private sector actors in Zambia were explored and a pilot mechanization project was developed. The outcomes of the facilitated workshop and pilot project development process are detailed in the following section, as are other outcomes of the forum, such as new partnerships and approaches.

Sustainability is the ability to:

"meet the needs of the present without compromising the ability of future generations to meet their own needs"

UN Brundtland Report

"ensure long-term business success while contributing toward economic and social development, a healthy environment, and a stable society"

IFC

RESULTS OF THE FORUM: KEY OUTCOMES AND BUSINESS IDEAS MOVING FORWARD AFTER THE FORUM

RESULTS, OUTCOMES AND MOVING FORWARD:

As the forum progressed, it was evident that all attendees were excited about meeting each other and having the opportunity to discuss the various agriculture projects, business ideas, and plans they either hoped to implement or were implementing across Africa and globally. Many talked about working together to create business opportunities for their clients and customers. One example of successful collaboration is described below in an email sent to the organizers of the forum. It is a good example of the type of work IFC is engaged in and would like to continue to expand.

> "I just wanted to let you know that the NBS Bank 'deal' that we discussed in Livingstone has come to fruition with NBS taking over the Grower debt at Kasinthula Cane Growers. This has been extremely well received by all concerned but I must thank both of you for your assistance in making this such a huge success. Without the Conference that you had organized I am sure that this would never have happened. Sincere thanks to both of you on facilitating the networking that led to this success story. In the end the deal was worth K 560 million or $ 3.7 million. Well done."
>
> *Gerry Garson, Illovo Sugar, Malawi*

Participants said that similar forums should be held in West Africa and East Africa in the near future and again in Southern Africa after two or three years. As the example above shows, if organizations and businesses are brought together to share ideas and to build collaborative efforts, good results can follow.

ADVANCING THE WINNING IDEAS FROM THE FORUM

In May and June of 2010, IFC supported the additional development of the Marketplace of Ideas Winning Idea. The small group that outlined the winning idea, which focused on a developing system of private sector mechanization service providers in rural areas, was re-engaged to further formalize the concept. The workshop series, facilitated by Dalberg Global Development Advisors, aimed to structure the concept and to highlight challenges and opportunities related to smallholder farmers' increased access to mechanization. In one workshop per week for a period of five weeks, the team focused on the following discrete activities:

1. Problem Definition: Clarifying the key issues and reviewing the context in which the intervention will take hold.
2. Problem Structuring: Breaking down the problem definition in parts and identifying what is required to tackle the problem.
3. Creating a Theory of Change: Formulating a way forward by identifying the building blocks to address structured challenges.
4. Framing Monitoring & Evaluation: Determining measures of success and goals of the initiative.
5. Implementation Planning: Articulating the actions that need to be taken to launch the Idea.

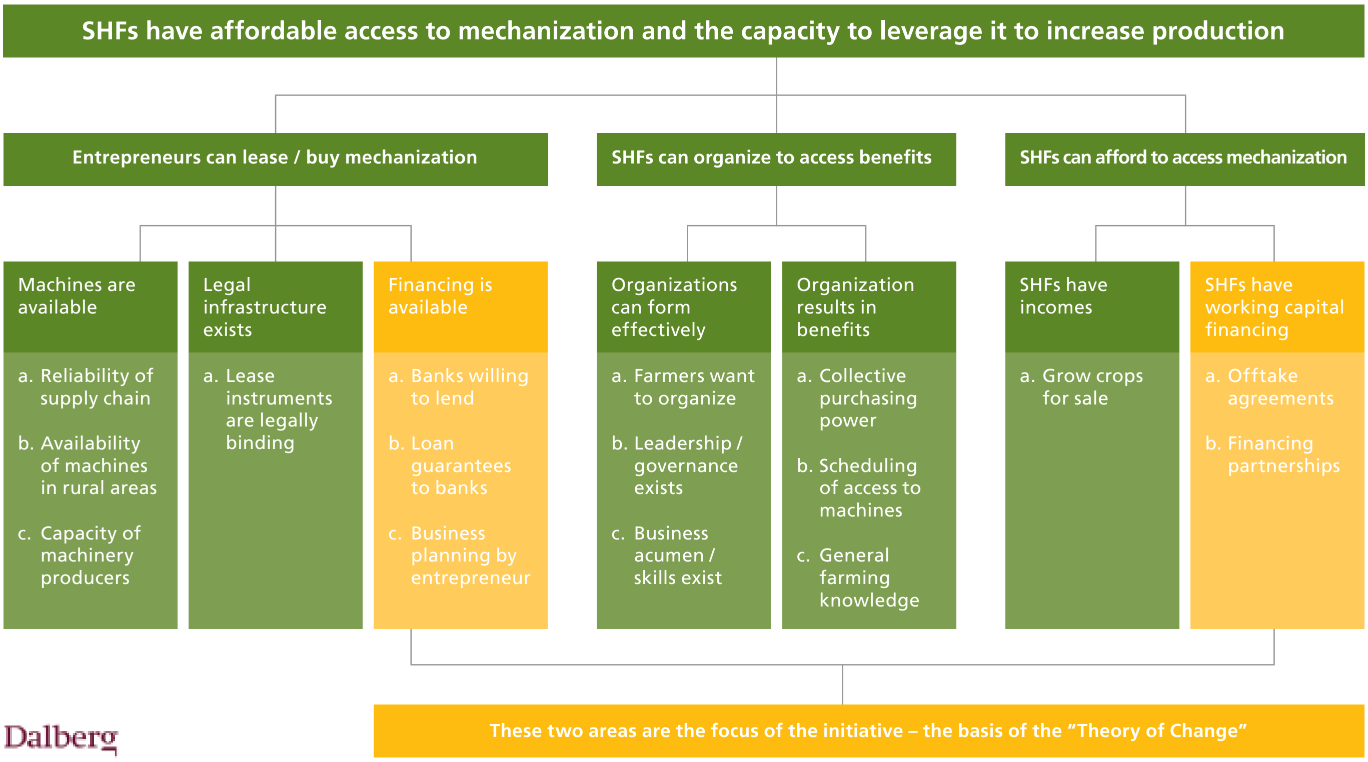
During the Problem Definition phase, several critical issues were identified. Regulatory constraints were considered material as group members noted that some SSA countries do not hold leases as legally enforceable instruments. It was promisingly noted, however, that case studies exist in Africa and the former Soviet Union that could be replicated to address this challenge. Additionally, the issue was raised that loan guarantee facilities might be required to encourage private sector partners to take on the risk of lending or leasing to small-scale farmers. To additionally mitigate risk, it was suggested that the design of the program focus on key linkages including input, market access and production.

To further define the problem and proposed solution, the team established the following boundary conditions for the project, essentially suggesting that the mechanization initiative should:

- be an economically viable and self-sustaining scheme that is be privately owned;
- involve mechanization that banks are willing to finance (e.g. tractors);
- assist in the production of food crops; and
- enlist entrepreneurs that are neither BOP nor affluent, but have strong business acumen.

The Problem Structuring phase involved developing an idea tree to cluster ideas and sharpen the focus of any recommended intervention. The figure below shows the outcome of this clustering.

FIGURE 4: MECHANIZATION IDEA TREE



Dalberg

By creating a **Theory of Change** the workshop participants set out to identify the mission, strategic objectives, desired outcomes, outputs and the activities necessary to realize the project. The output of their work is illustrated below.

FIGURE 5: MECHANIZATION THEORY OF CHANGE

Initiative mission	Develop sustainable businesses that provide small-scale farmers with affordable mechanization-based services, including equipment leasing and custom services, in collaboration with farmers organizations		
Strategic objective	Develop scalable and replicable custom services businesses	Encourage banks to lend to custom services businesses	Increase SHF yields and profits through mechanization
Long-term outcomes	Viable business models adopted across Africa	Increased lending to Ag market segments that benefit SHFs	Enhanced small-scale farmer livelihoods
Intermediate outcomes	• Replicable business plans and models developed • Inspired and motivated entrepreneurs identified • Farmers targeted and services	• Increased lending to SMEs in the custom services industry • Increased comfort of banks with businesses affiliated with SHFs	• Increased yields & profits • Decreased effort
Outputs	• Identified entrepreneurs • Business plan templates • Market sizing models • Others, TBD	• Banks sensitized to custom services business • Bank loans to target businesses	• None: benefits to small-scale farmers derived from outputs related to other strategic objectives (work with custom services businesses and banks)
Activities	• Entrepreneur selection programs • Business plan design • Market analysis • Others, TBD	• Advisory services to banks	• None: services will be provided to the farmer by the entrepreneur or business, not the intiative, to ensure sustainability of service provision

Dalberg

The **Monitoring and Evaluation Framework** suggested goals for the first year of the project, specifically that 10 entrepreneurs per country be identified, business plan templates be designed and used by the entrepreneurs, market analysis of the small-scale farmer market be conducted in each of the target countries and the provision of investment and advisory services to banks be initiated.

Lastly, next steps were identified in the Implementation Planning phase during which a timeline was agreed for the different activities.

Parallel to the workshop series, a partnership was formed in Zambia to develop a pilot program in smallgrower mechanization. The partnership, which involves AFGRI Corporation, John Deere, Conservation Farming Unit (CFU), IFC, Lloyds Financials Limited and USAID PROFIT, aims to provide mechanization (primarily tractors) to smallholders in Zambia backed by the necessary credit schemes. During the pilot, AFGRI will extend lease facilities for John Deere tractors to CFU approved farmers. Farmers will pay a 20 percent deposit, with AFGRI financing the remaining 80 percent. John Deere will provide a credit risk guarantee for 10% of the financed amount, while Lloyds will provide a guarantee on losses after resale value and John Deere guarantee. USAID PROFIT will conduct the farmer awareness-raising and training required to productively engage farmers in the scheme. IFC will act as facilitator between the different partners. Four pilot tractors are being deployed in Zambia in October 2010, with a plan to add 50 more in the 2011 season and 200 per year from 2012 to 2013.

OTHER OUTCOMES OF THE FORUM

The forum was designed to build partnerships, generate new initiatives, and share knowledge among agriculture stakeholders in Southern Africa. In addition to helping build formal partnerships, the forum catalyzed a productive exchange of ideas, built new networks, and created informal partnerships that will improve coordination among the stakeholders. The forum also heightened awareness of activities in agricultural development already in the pipeline.

The following table highlights examples of partnerships and new initiatives that were either created or further developed thanks to the forum.

Outgrower Financing Options NBS Bank, Illovo Sugar (Malawi), and IFC	As a result of Agri Forum networking, Illovo Sugar (Malawi) and NBS are partnering to initiate outgrower financing for the Illovo Community Trust Farm in Malawi. NBS is to finance the completion of the full 335 hectares of the Illovo Community Trust Farm – approximately US$ 2 million. To date, 125 hectares of cane have been planted under pivot irrigation and are in full production. Another 70 hectares are cleared, levelled and ready for planting. The remaining 140 hectares are still to be cleared. Once fully up and running, the farm has the potential to generate approximately US$ 400,000 on average per annum. This will in turn be channelled into community driven projects – e.g. schools, clinics, boreholes, irrigated gardens, etc. Other initiatives in the pipeline: • NBS and Illovo are also partnering to finance an approximately $ 2.1 million expansion of the Kasinthula Cane Growers small-grower program, with the objective of transforming a mostly underdeveloped region into an economical sugar production area. • Talks are also taking place for the US$ 350 million financing by IFC of an 8,000 ha Illovo (Malawi) expansion with a preceding feasibility study of $ 10 million.

Rural Finance and Index-based Weather Insurance Components for Zambia COMESA / ACTESA, COMRAP and USAID PROFIT	USAID PROFIT is partnering with COMRAP to set up a rural finance and index-based weather insurance scheme in Zambia. The rural component includes training six executives and 20 front office FI staff in agri-finance and helping FI's to develop new agri-finance products. The rural finance component is to build general awareness of agri-finance in the non-commercial sector. The index-based weather insurance component involves developing a pilot the new weather insurance in Zambia. Several steps have already been taken to realize this, including discussions about establishing an index-based weather insurance product with the Micro-Insurance Technical Advisory Group (TAG), the Pensions and Insurance Authority (PIA) and the Insurance Association of Zambia (IAZ). Provisional approval for pooling risk by insurance companies was subsequently obtained. Pilot areas were selected based on density of weather stations and agricultural activity, and the Zambia Meteorological Department (ZMD) was engaged to consolidate all rainfall data from all sources over a 30 year period in the three pilot areas (Monze, Mazabuka, Choma).

FEEDBACK FROM DELEGATES

According to delegates the biggest success of the forum was:

- "The realization that small scale agriculture has the potential to contribute to food security in Africa, thus reducing poverty and improving peoples' lives."
- "Bringing together the various stakeholders that contribute to the agriculture sector."
- "Perfect networking opportunity, lots of interesting stakeholders from different areas at the same place. Perfect mix!"
- "Sharing different experiences from around the world."

Grain Market Expansion Program Zamace, USAID PROFIT and WFP	The Grain Market Expansion Program is a Zamace program supported by USAID PROFIT to promote community storage, cleaning and grading of grain for onward storage in Zamace certified storage facilities. The program is being rolled out over 12 months in three regions (south, central and west Zambia). Though the program was active prior to the forum, WFP came on board after learning of the program at the forum and has given the program fresh momentum. WFP is providing shellers, sieves and scales which will be offered to farmers through a credit scheme. Contrary to previous aid programs, smallholders will pay for the services and equipment, ensuring commitment. The program will provide 250 households with access to shellers this year alone, and due to the payment component, will be sustainable into the future.

Agricultural Activity Centers Zamace, EU and ZNFU	Zamace, in collaboration with the local farmers union, ZNFU, through EU funding, is setting up community activity centers. These centers will offer storage, lab, weighbridge, and banking facilities in collaboration with local banks and input suppliers. Construction of these centers will begin at the end of 2010, with completion expected by the 2011 season. Following the Agri Forum, AFGRI expressed interest in running the storage infrastructure for these centers. In addition to the above, a system is being developed by ZNFU that would allow local farmers to SMS logistical needs to a central website that will be monitored by logistic providers. This initiative would allow smallholders better market information.

Zamace - TechnoServe Cooperation	The conference also brought TechnoServe and Zamace together to study a system to bring smallholders into the commercial markets via commodity exchange. TechnoServe, which recently opened an office in Zambia, sees the agricultural commodities exchange as a crucial component of the inclusive market infrastructure required to link smallholder farmers to commercial markets.

CONCLUSION

For agriculture in Sub-Saharan Africa to achieve and sustain global levels of productivity and competitiveness, stakeholders from across the sector must work together to tackle the region's unique challenges. The Regional Agriculture and Food Security Forum was a first and important step in that process, showing that the exchange of ideas can lead to progress at a technical level and the launch of new initiatives.

The forum achieved this goal by offering a dynamic setting for stakeholders, not just to talk to each other – a rare opportunity in itself for some of them – but also to work together to solve common problems. Specific elements in the forum's design led to its success:

- Participation of a comprehensive range of stakeholders
- Buy-in at the highest levels in the public and private sectors, including ministers
- Incubator-like atmosphere allowing for informal but structured interactions
- Results-oriented approach geared around a market for new initiatives
- Commitment of all participants to a frank exchange of knowledge and ideas

Replicating these factors in future meetings should produce similarly positive results achieved by this forum. If participants regard the forum as an incubator for new initiatives, they will arrive with constructive ideas and be ready to seek appropriate partners to transform their ideas into reality. As Zambian Agriculture Minister, Peter Daka, has said, moving the region's agriculture forward requires that we "plan the solutions today for the problems we will face tomorrow." To support that effort, the forum will continue to be a forward-looking engine for change.

APPENDIX A: MARKETPLACE OF IDEAS - TOP 5 IDEAS

The figures below each include the opportunity or idea that was identified, the partners needed to make this a success, the benefits resulting from successful implementation, the risks involved, who will fund the initiative and also the voting scorecard with the votes from the participants.

FIGURE 6: WINNING IDEA

THE WORLD BANK Dalberg IFC International Finance Corporation World Bank Group

Owner:
Rural entrepreneur

Opportunity:
Develop a system of private sector mechanized service providers in rural areas (e.g. lead farmer / entrepreneur leases tractor and equipment for the purposes of providing mechanized services to surrounding farmers in the community.

WINNING IDEA!

Who will help? [Name / Organization]

- Financial institutions
- Equipment suppliers
- Input suppliers
- Rural entrepreneurs
- Promoter / initiators
- Technical training and support

✓ BUY	? HOLD	X SELL
43 participants	17 participants	1 participant

Benefits to maximize:

- Increased productivity for whole communities
- Increased production (area) and increased yield
- Creation of employment
- Increased return on labor
- Technology transfer
- Sustainability
- Creation of wealth

Risks to mitigate:

- Initial access to finance
- Viability of business model
- Performance risk

Who can fund? [Name / Organization]

- IFIs
- Development organizations
- Government

FIGURE 7: 2ND PLACE

THE WORLD BANK Dalberg IFC International Finance Corporation World Bank Group

Possible owners:
- NGOs / FOs
- Development partners

Opportunity:
Invest in irrigation schemes:
- Community-based
- Owned
- Managed

Selling water to farmers

Who will help? [Name / Organization]

- Agro processors
- Government
- Institutions providing extension services
- Banks
- Donors (for infrastructure development)
- Community (for buy-in)

✓ BUY	? HOLD	X SELL
40 participants	9 participants	2 participants

Benefits to maximize:

- Will enable farmers to have more than 1 harvest per year and cushion in time of drought
- Banks / financial institutions will be more willing to extend services to farmers with access to irrigation facilities (cost of lending reduced given lower risk)

Risks to mitigate:

- Lack of markets or over-production of the produced goods / harvest
- Maintenance of the irrigation

Who can fund? [Name / Organization]

- 25% - grant
- 25% - equity
- 10% - community equity
- 40% - 10 year loan

FIGURE 8: 3RD PLACE

THE WORLD BANK · Dalberg · IFC International Finance Corporation World Bank Group

Opportunity:

Develop a franchise model for a community based, local entrepreneur operated / owned storage system, that also provides real time market information, potential warehouse receipts, finance, and potential inputs aggregation

e.g. 100 units across Zambia

Possible owners:

- Farmer organizations
- NGOs
- Development partners

Who will help? [Name / Organization]

- Stanbic and other commercial banks
- Local SME capacity building institutes
- Implementation partners like TechnoServe
- ZNFU-type farmer organizations
- Brokers

✓ BUY	? HOLD	X SELL
39 participants	16 participants	6 participants

Benefits to maximize:

- Above benefits will stabilize cash flows for 100,000s of smallholder farmers as well as guarantee quality and quantity

Risks to mitigate:

- Regulatory framework
- Government intervention
- Price risk
- Quality of entrepreneur
- Reliable market information

Who can fund? [Name / Organization]

- Commercial banks
- Development partners
- Farmers

FIGURE 9: 4TH PLACE

THE WORLD BANK · Dalberg · IFC International Finance Corporation World Bank Group

Opportunity:

Create private sector led agri-lending training center for bank staff and farmers

Owner:

Private sector company

Who will help? [Name / Organization]

- Farmers' union
- Banks
- NGOs
- Professional trainers
- Academic institutions

✓ BUY	? HOLD	X SELL
28 participants	4 participants	1 participant

Benefits to maximize:

- Increase skills / knowledge of banks and farmers
- Sustainability
- Bankers' expertise on agribusiness
- Professionalization of farmers

Risks to mitigate:

- Government control / support
- Funding

Who can fund? [Name / Organization]

- IFIs and DFIs
- Banks
- Government
- Donors

FIGURE 10: 5TH PLACE

THE WORLD BANK · Dalberg · IFC International Finance Corporation World Bank Group

Owner:
Private sector company

Opportunity:
Profiling of producer groups on their governance, financial management and performance.

Access to finance for producer groups = access to information for financial institutions.

Deliver the profiles to the banks.

Who will help?
[Name / Organization]

- Supply chain actors like capacity builders, traders, etc.

✓ BUY	? HOLD	X SELL
19 participants	20 participants	8 participants

Benefits to maximize:

- Lower information costs for financial institutions
- Increase / improve risk management strategies
- Target capacity building on increasing access to finance (what is important to banks?)

Risks to mitigate:

- Independency of profiling organization

Who can fund?
[Name / Organization]

- Business model: subscription model on the database with profiles

Start up:

- NGOs
- Government

APPENDIX B: PANELISTS

PANEL 1: FARMER AND PRODUCTION SUPPORT: MAXIMIZING EFFICIENCIES 1

Role	Participant
Moderator	Chris Richards, IFC
Panelist	Tobias Takavarasha, Alliance for a Green Revolution in Africa
Panelist	Henry Ampong, Ecobank Transnational Inc
Panelist	Dyborn Chibonga, NASFAM
Panelist	William Grant, Development Alternatives Inc.
Panelist	John Paton, CBPSD
Panelist	Rob Munro, USAID PROFIT
Panelist	Francesca Di Mauro, European Commission – EU Delegation Zambia

PANEL 2: FARMER AND PRODUCTION SUPPORT: MAXIMIZING EFFICIENCIES 2

Role	Participant
Moderator	Colin Shepherd, IFC
Panelist	Brad Magrath, Mobile Transactions
Panelist	Nelson Njikho, First Merchant Bank
Panelist	Nigel Seabrook, Dunavant Zambia Limited
Panelist	Maria Abigail Carpio, Oxford Policy Management
Panelist	Robert Pascal, National Microfinance Bank Plc

PANEL 3: ENABLING ENVIRONMENT: HARMONIZING AND DEVELOPING PARTNERSHIPS FOR GROWTH

Role	Participant
Moderator	Geoffrey Livingstone, IFAD
Panelist	Hannes Combrinck, Afgri Zambia
Panelist	Sydney Khando, Malawi Agriculture Commodity Exchange Ltd
Panelist	Brian Tembo, Zamace Limited
Panelist	Dawie Ferreira, Capespan (Pty) Ltd
Panelist	Ashok Arora, Export Trading Company Ltd
Panelist	Chris Maloney, McKinsey & Co
Panelist	Hans Bogaard, Rabobank, Netherlands

PANEL 4: FINANCE AND INVESTMENT: IDENTIFYING OPPORTUNITIES AND BROADENING ACCESS

Role	Participant
Moderator	Terry Wyer, IFC
Moderator	Panayotis Varangis, IFC
Panelist	Hugo Mwelwa Chilufya, Standard Chartered Bank Zambia
Panelist	Jagger Kalyelye, Stanbic Bank Zambia
Panelist	Musa Salah, Ecobank Transnational Inc
Panelist	Sari Nikka, NORSAD Agency
Panelist	Hitesh Anadkat, First Merchant Bank
Panelist	Chris Maloney, McKinsey & Co
Panelist	René Verberk, Rabobank Netherlands

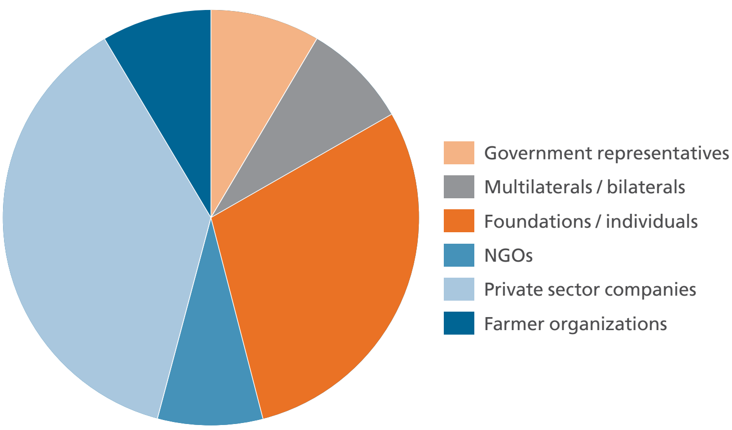
PANEL 5: INCLUSIVE PRIVATE SECTOR STRATEGIES: MAXIMIZING SOCIAL AND ENVIRONMENTAL IMPACT

Role	Participant
Moderator	Angela Hansen, Dalberg
Panelist	Laetitia Ako Kima, Alliance for a Green Revolution in Africa
Panelist	Joyce Malambo, Independent Farmer
Panelist	John Bizwick, NBS – Malawi
Panelist	William Grant, Development Alternatives Inc.
Panelist	Carolina Sanchez, Coffey International Development

APPENDIX C: DELEGATES IN ATTENDANCE

Governments, multi- & bilateral institutions, foundations, NGOs, private sector companies, farmer organizations and banks attended the forum. The diagram below illustrates the wide distribution of participants, with strong representation from the private sector and foundations.

FIGURE 11: 4TH PLACE

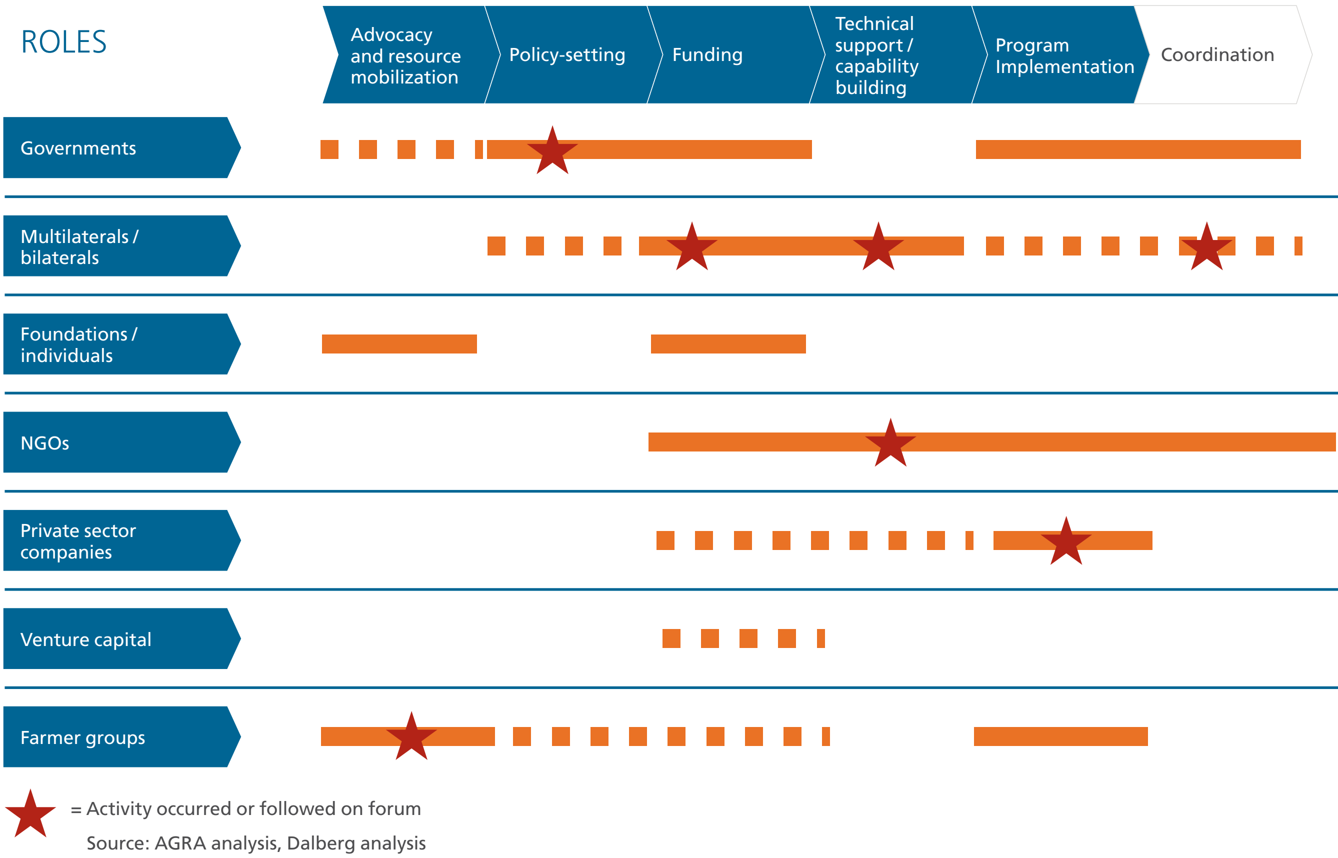


By bringing together representatives from across the agricultural value chain, the forum drove to outcomes with more systematic possibilities.

As noted during the forum by AGRA, different stakeholders have different areas of influence within and around agriculture.

Discussions during the forum focused on solutions that addressed stakeholder challenges in several areas of the value chain, as illustrated in the figure alongside.

FIGURE 12: ACTIVITY MAP OF THE AGRICULTURE TRANSFORMATION LANDSCAPE

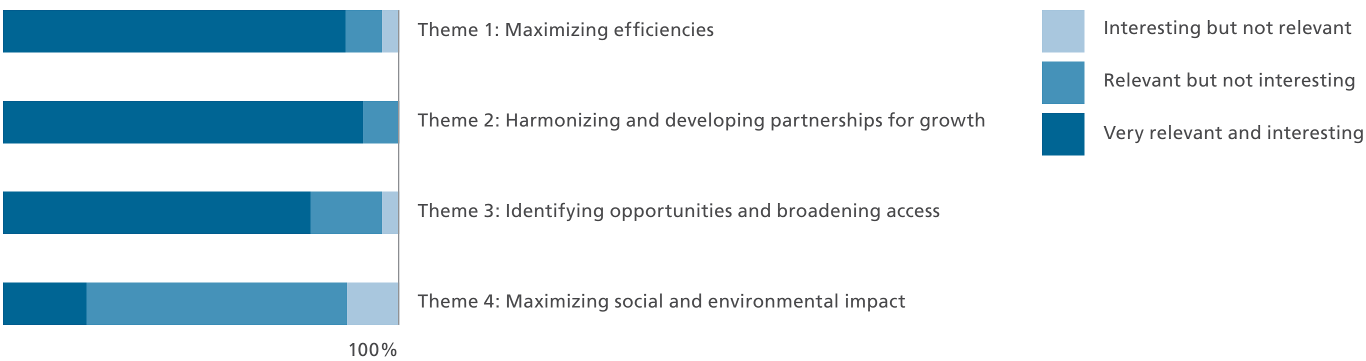


Source: AGRA analysis, Dalberg analysis

APPENDIX D: POST FORUM FEEDBACK

Following the forum, attendees were asked to complete a survey rating the experience. Questions focused on the different themes, asking attendees to evaluate themes by relevance and level of interest. The figures below illustrate select survey responses. As depicted in Figure 13 below, most attendees said Theme 2 (Enabling Environment: Harmonizing and Developing Partnerships for Growth) was the most interesting and relevant. Theme 4, while still seen as relevant, was less interesting according to attendees.

FIGURE 13: THEME RELEVANCE AND INTEREST



Attendees also rated the different sessions during the forum. Figure 14 below shows that delegates enjoyed presentations made by other delegates the most, while the marketplace of ideas voting process was the least satisfactory. Figure 15 suggests delegates mostly agreed that event organization was excellent.

SURVEY RESULTS FOR FORUM SESSIONS AND EVENT ORGANIZATION

FIGURE 14: FORUM SESSIONS

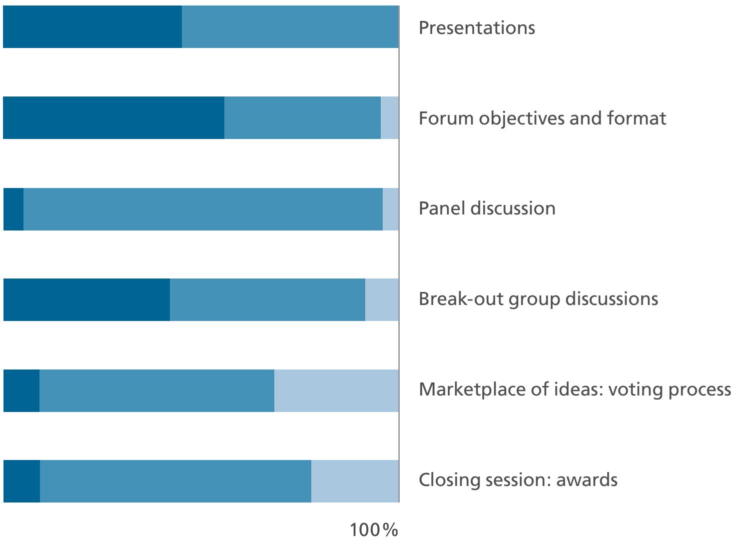


FIGURE 15: EVENT ORGANIZATION

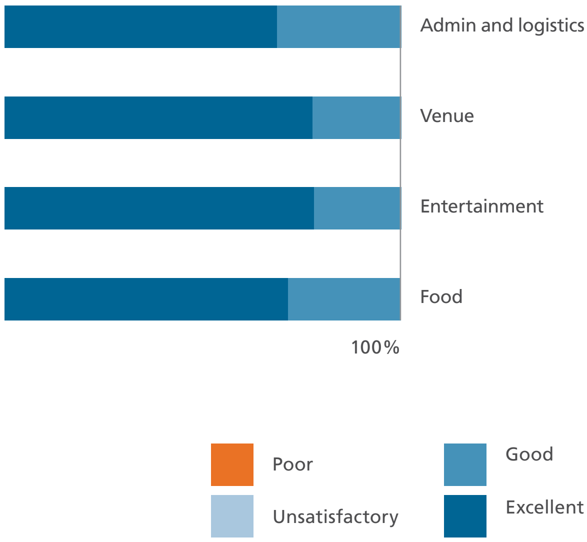
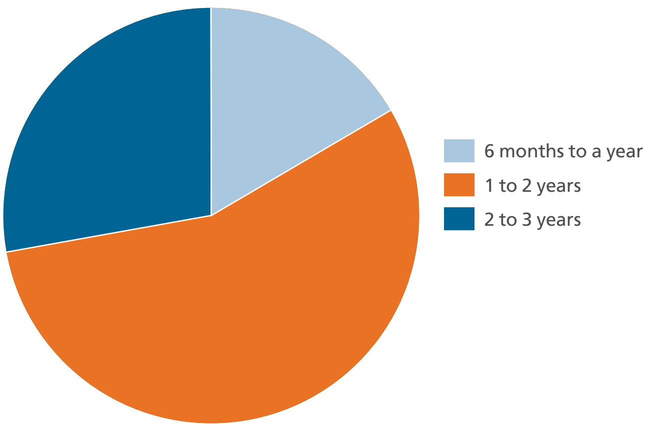


FIGURE 16: TIMEFRAME FOR FUTURE FORUM



While suggestions for improvement were shared by attendees, more that 50 percent of attendees wanted to see a next / follow-up forum within 1 to 2 years.

APPENDIX E: LIST OF DELEGATES

1. Mukwandi Chibesakunda, Access Bank – Zambia
2. Carol Jilombo, ACTESA – Specialized Agency of COMESA
3. Cris Muyunda, ACTESA – Specialized Agency of COMESA
4. Carianne de Boer, Action For Enterprise
5. Hannes Combrinck, Afgri Zambia
6. John Magnay, Africa Opportunity International
7. Karin Sosis, African Carbon Credit Exchange
8. Frank Chisamanga, Africare (Zambia) – Market Improvement & Innovation Facility (MIIF)
9. Isaac Sakala, Africare Zambia
10. Peter MacSporran, AgDevCo
11. Guus Rozendaal, Agri Finance Africa
12. Martin M. Liywalii, Agricultural Development Support Project
13. Rudy V. van Gent, Agridev Consult / GTZ
14. John Wakiumu, Alliance for a Green Revolution in Africa
15. Josephine Nyagaki Njau, Alliance for a Green Revolution in Africa
16. Laetitia Ako Enyong Kima (Dr), Alliance for a Green Revolution in Africa
17. Nixon Bugo, Alliance for a Green Revolution in Africa
18. Tobias Takavarasha, Alliance for a Green Revolution in Africa
19. Jose Jaime Jeje, Banco Terra
20. Kathryn Larcombe, Banco Terra
21. Yokonia Ngoma, Barclays
22. Tom Borghols, BRP-Rabo Subsidiary
23. Gerard Mutimura Sakufi, BRP-Rabo Subsidiary
24. Andreas Risch, Buhler
25. Paul Young, Buhler
26. Olivier Marion, Buhler Ltd, South Africa
27. Dr Dawie Ferreira, Capespan (Pty) Ltd
28. John Paton, CBPSD
29. Benny Zimba, Coffee Board of Zambia
30. Carolina Sanchez, Coffey International Development
31. Jeremy Swainson, Coffey International Development
32. Rudo Mutambiranwa, Coffey International Development
33. Dr Sam Kanyarukiga, COMESA
34. Joseph Nkole, Cotton Association Of Zambia (CAZ)
35. Adolph Musonda, CropServe
36. Lytton Zulu, CropServe
37. Angela Hansen, Dalberg
38. Nadia Oshry, Dalberg
39. Serena Guarnaschelli, Dalberg
40. Honourable Felix Puma, Deputy Minister of Commerce, Zambia
41. William Grant, Development Alternatives Inc.
42. Caiaphas Habasonda, Development Bank of Zambia
43. Hephzibah Similenda N. Beyani, Development Bank of Zambia
44. Nigel Seabrook, Dunavant Zambia Limited
45. Fortune Zulu, Ecobank Transnational Inc
46. Henry Ampong, Ecobank Transnational Inc
47. Musa Salah, Ecobank Transnational Inc
48. Sebastian Ashong-Katai, Ecobank Transnational Inc
49. Agnes K Ngolwe, Embassy of Sweden: Lusaka, Zambia
50. Claus-Peter Hager, EU Delegation to Namibia
51. Eddy Delaunay-Belleville, European Commission – EU Delegation Zambia
52. Francesca Di Mauro, European Commission – EU Delegation Zambia
53. Ashok Arora, Export Trading Company Ltd
54. Hitesh Anadkat, First Merchant Bank
55. Nelson Njikho, First Merchant Bank
56. Wim Wienk, F M O Netherlands
57. Jaime ter Linden, ForeFinance / NewForesight
58. Jutta Drews, Genesis Analystics
59. Green Mbozi, Government of Zambia: Ministry of Agriculture and Cooperatives
60. Jacob Mwale, Grain Traders Association Of Zambia
61. Dick N. Siame, IFAD
62. Geoffrey Livingstone, IFAD
63. Adama Sow, IFC
64. Anup Jagwani, IFC
65. Bastiaan Mohrmann, IFC
66. Chris Richards, IFC
67. Colin Shepherd, IFC
68. Davorka Rzehak, IFC
69. Emmanuel Nyirinkindi, IFC
70. Gary Reusche, IFC
71. Johan Spamer, IFC
72. John Mckenzie, IFC
73. Juan Dada, IFC
74. Panayotis Varangis, IFC
75. Selina Katenga-Kaunda
76. Siobhan Franklin, IFC
77. Terry Wyer, IFC
78. Trang Nguyen, IFC
79. Yang Li, IFC
80. Sabrina Hadjadj-Aoul, IFC Communications
81. Sylvain Kakou, IFC
82. Ms Njabulo Nduli, Illovo Sugar Limited
83. Gerry Garson, Illovo Sugar Limited

84. Craig Turner, IMAC Ltd
85. Brighton Mwanguku, Independent Farmer
86. Christopher Mweetwa, Independent Farmer
87. Edith Zulu, Independent Farmer
88. Joyce Malambo, Independent Farmer
89. Loti Chiluli, Independent Farmer
90. Tiby Chibala, Independent Farmer
91. Vincent Mukanjo, Independent Farmer
92. Mrs Mukanjo, Independent Farmer
93. Wisdom Mababe, Independent Farmer
94. David Chikoye, International Institute of Tropical Agriculture
95. Patrick Chibbamulilo, Japan International Cooperation Agency, Zambia Office
96. John Msimuko, Keepers Zambia Foundation (KZF)
97. Michael Kairumba, Kilimo
98. Sydney Cameron Khando, Malawi Agriculture Commodity Exchange Ltd
99. Christopher R Maloney, McKinsey & Co
100. Kathlyn King, McKinsey & Co
101. Biniam Gebre, McKinsey & Co
102. Honorable Peter Daka, Minister of Agriculture: Zambia
103. Honorable Bradford Machila, Minister of Livestock and Fisheries: Zambia
104. Akira Sugimoto, Ministry of Agriculture and Cooperatives
105. Kezia Mbita Katyamba, Ministry of Agriculture and Cooperatives
106. Gugile Nkwinti, Ministry of Rural Development and Land Reform
107. Brad Macgrath, Mobile Transactions
108. Chibonga Dyborn, NASFAM
109. Kees Verbeek, National Microfinance Bank Plc
110. Robert Pascal, National Microfinance Bank Plc
111. John Bizwick, NBS – Malawi
112. Sari Nikka, NORSAD Agency,
113. Moomba Nang'amba, Omnia Fertilizer (Z) Ltd
114. Vincent Mkuyamba, Omnia Fertilizer (Z) Ltd
115. Dr Maria Abigail Carpio, Oxford Policy Management
116. Ralph Chaffee, Oxford Policy Management/Development Bank of Zambia
117. Pierre Gueganic, PG Consulting
118. Mark Terken, Project Management
119. Dr Buleti Nsembuila, PS Commerce: Zambia
120. Mr A K Banda, PS of Agriculture and Cooperatives: Zambia
121. Rien Van Eck, Rabobank
122. Hans Bogaard Rabobank Netherlands
123. Miranda Visser, Rabobank Netherlands
124. René Verberk, Rabobank Netherlands
125. Victor Makasa, Research Into Use – RIU (Hosted by PELUM) in Zambia
126. Michael Mbulo, Rural Finance Program, Ministry of Finance and National Planning
127. Kalongo Chitengi (Ms), Self Help Africa
128. Anne Wilson, South African Chamber of Commerce
129. Jagger Kalyelye, Stanbic Bank Zambia
130. Hugo Mwelwa Chilufya, Standard Chartered Bank Zambia
131. Robin Bairstow, Standard Chartered Bank Zambia
132. Goran Forssen, SCC Swedish Cooperative Centre
133. Amar Shah, TechnoServe
134. António Pedro Mota, TechnoServe
135. Rahab Wambui Karanja, UAP Insurance Kenya
136. Rob Munro, USAID PROFIT
137. Dann Griffths, USAID – Zambia
138. Chisakuta Mathew, USAID PROFIT
139. Ajai Nair, World Bank
140. Alex Mwanakasale, World Bank
141. Graham Owen, World Bank
142. Indira Janaki Ekanayake, World Bank
143. Jumbe Ngoma, World Bank
144. Kapil Kapoor, World Bank
145. Karen Brooks, World Bank
146. Felix Edwards, World Food Program
147. Maiko Uchida, World Food Program
148. Brian Tembo, Zamace Limited
149. Newton Samangwe, Zamace Limited
150. Joseph Taguma, Zambia Coffee Growers' Association
151. Mr Windu C. Matoka, Zambia Development Agency
152. Nelson Chisenga, Zambia Development Agency
153. Edwin P. Mulenga, Zambia National Commercial Bank Plc
154. Ephraim Chali Mwefyeni, Zambia National Commercial Bank Plc
155. Patrick Mutenda, Zambia National Commercial Bank Plc
156. Kayula Mwaka, Zambia National Farmers Union

International Finance Corporation
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