

## Status on Letters of Intent

14 companies directed Letters of Intent to Burkina Faso (with 4 more making reference to working in the country).

	Goals	Year 1 – Progress update
<b>African Cashew initiative (ACi)</b>	<p>Contribute to <b>increasing competitiveness of cashew production and processing</b> in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mozambique, by:</p> <ol style="list-style-type: none"> <li>1. convening investments from corporate partners (around \$21 million);</li> <li>2. linking processing industry to farmer groups so processors can source up to 60% of raw cashew stock directly from farmers or their organizations;</li> <li>3. utilizing matching grant funding to assist private-sector projects to enhance farmer productivity; and</li> <li>4. planning to invest around \$50 million through Phase 1 (lasting into 2013) – 50% from private companies, and potentially \$20-\$30 million from 2013 to 2015 including 60% from private players.</li> </ol>	<p>Across all countries:</p> <ul style="list-style-type: none"> <li>■ Staffing, processes, funding, and partners in place to move from Phase 1 to 2 – Internack, Kraft Foods, Olam, Trade and Development Group, SAP, Ghana Ministry of Food and Agriculture, the Sustainable Trade Initiative (IDH), USAID, the Bill and Melinda Gates Foundation, and the German Federal Ministry for Economic Cooperation and Development (BMZ) are all partners/funders.</li> <li>■ Coordinated with SMEs, facilitating \$11 million in financing, to install 38,000 MT processing capacity.</li> <li>■ 240,000 farmers trained since 2009 – Good Agricultural Practices training increased productivity 21-78%.</li> </ul>
<b>AGCO</b>	<p>Contribute to capacity building, knowledge transfer on the agronomic system, and the <b>intensification of agriculture and farming mechanization</b> by:</p> <ol style="list-style-type: none"> <li>1. establishing a demonstration farm and training center together with global and local partners (mainly in the value chain), aimed at large- to small-scale farmers, agriculture students and local schoolchildren;</li> <li>2. providing infrastructure and technical support with mechanization, storage and livestock systems, including after-sales services for commercial smallholders, and emerging and large-scale farmers; and</li> <li>3. offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital.</li> </ol>	<ul style="list-style-type: none"> <li>■ Started country-specific market research.</li> <li>■ Conducted meetings and in-depth discussion with government leadership from Prime Minister's office and Ministries of Agriculture and Trade, Bagré Growth Pole leadership group, global partners and local institutions.</li> <li>■ In planning phase to identify the value of in-kind investment required in agriculture.</li> <li>■ Conducted 1 investor conference and 3 field trips into Bagré.</li> <li>■ At a pan-Africa level, over \$50 million invested and more than 100 employees hired locally, with further employment and investments planned.</li> </ul>
<b>Competitive African Cotton Initiative (COMPACI)</b>	<p>Contribute to <b>improving the livelihoods of smallholder cotton farmers</b> by:</p> <ol style="list-style-type: none"> <li>1. convening investment in the cotton value chain from corporate partners to train farmers in soil/water conservation, balanced crop rotation, and business principles;</li> <li>2. expanding cotton demand by promoting the "Cotton made in Africa" brand; and</li> <li>3. linking smallholders to larger markets by partnering with the "Better Cotton Initiative".</li> </ol>	<ul style="list-style-type: none"> <li>■ Strategic and investment plans completed through 2015.</li> <li>■ Through partnership with Aga Khan Group, reached around 5,000 farmers and invested approximately \$400,000 in 2012.</li> <li>■ Plan for further investment of \$1.3 million over 2013-2015 to reach 25,000 farmers.</li> </ul>
<b>Ecobank</b>	<p>Continue to work towards <b>improving access to affordable finance for the agriculture sector</b> by providing \$3.36 million in direct lending and through microfinance institutions who on-lend to the sector.</p>	<ul style="list-style-type: none"> <li>■ Refining agricultural lending strategy for Burkina Faso.</li> <li>■ Evaluating a pipeline of several hundred potential loans.</li> </ul>



	Goals	Year 1 – Progress update
Jain Irrigation	<p>In line with the SCADD, contribute to <b>developing irrigation and enabling infrastructure</b> by:</p> <ol style="list-style-type: none"> <li>1. contributing its proprietary agricultural and irrigation technology and know-how, expertise in capacity building, market linkages, processing capabilities, and solar technology;</li> <li>2. convening investments in irrigation and enabling infrastructure for the creation of storage, handling, supply-chain, procurement and processing infrastructure; and</li> <li>3. working with partner countries to select priority value chains and regional locations to develop a feasibility study for this integrated approach.</li> </ol>	<ul style="list-style-type: none"> <li>■ Meeting with Prime Minister and signing MoU to set up \$5 million integrated agriculture development in Bagré Project and in Ouagadougou region.</li> </ul>
Swiss Re	<p>Develop <b>micro-insurance solutions to agricultural risks</b> by investing in-kind to support development of sustainable agri-risk management markets, with a view to assisting farmers with production risk coverage, accessing finance and engaging in higher income-generating activities.</p>	<ul style="list-style-type: none"> <li>■ Collaborations in place for International Finance Corporation-supported projects to help the advancement of agricultural risk-transfer markets.</li> <li>■ Exploring pilot weather risk transfer scheme.</li> <li>■ At pan-African level, 180,000 smallholders reached.</li> </ul>
United Phosphorus Limited (UPL)	<p>Contribute to <b>improving productivity and income of small and marginal farmers of interest crops</b> (corn, sorghum, sunflower, canola, rice, cotton, forages, legumes and vegetables) through technology transfer via on-farm training schools (3,000 trainees planned in 1st year), and by acting as key input and knowledge partner to large farms.</p>	<ul style="list-style-type: none"> <li>■ Despite multiple attempts, UPL has not yet had an opportunity to discuss business plans in more detail with government.</li> </ul>
Yara	<ol style="list-style-type: none"> <li>1. <b>Cultivate long-term partnerships with government</b> to incorporate the agriculture strategy into a broader development context, and to co-create a national strategy for holistic, in-country fertilizer market development; and</li> <li>2. <b>Promoting comprehensive end-to-end value chain initiatives</b> and cluster-based approaches, and build up local crop-specific plant nutrition knowledge.</li> </ol>	<ul style="list-style-type: none"> <li>■ Met with government officials and several partners – Bagré Growth Pole leadership group, World Bank, IFC, and USAID at the Burkina Faso level.</li> <li>■ Participated at the Grow Africa-Burkina Faso Bagré Agribusiness Investor Conference, 19-21 September 2012.</li> <li>■ A joint Yara/RMG assessment mission undertaken.</li> <li>■ Fielded two separate technical assessment missions to assess distribution and retail industry.</li> </ul>

The following investment plans exist, but no progress report has been shared to date:

	Goals
Agence Deli Internationale (ADI)	<p>Create a modern hibiscus processing plant that will contribute to:</p> <ol style="list-style-type: none"> <li>1. development of production of varieties adapted to various uses;</li> <li>2. collection and selection of hibiscus suitable for local processing;</li> <li>3. production of juices, soft drinks, sweets, tea, and infusions from hibiscus, through the addition of other local raw materials; and</li> <li>4. promoting the development of small family farms, with a special focus on working with rural women.</li> </ol>
EBT-TRADING Sarl	<p>Support the production and marketing of maize, cowpea, sesame, and certified seeds through a joint venture farm utilizing drip irrigation technology.</p>
GROUPE VELEGDA Sarl	<p>Create a 600 ha rice farm and establish a rice husking plant.</p>



### Pickou Export

Contribute, over 5 years, to establishing (with partners) 20,000 ha of production of sesame and cowpea, building a training center for young farmers, and setting up a plant for sesame seed cleaning and sesame oil extraction, by:

1. creating a 400 ha production field school;
2. establishing a 1,600 ha farm to launch the project;
3. acquiring seeds;
4. constructing a storage warehouse; and
5. acquiring and installing technical equipment.

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### PRO-AGRO

Develop 100 ha for production of 4,500 MT of potatoes, by initially:

1. establishing three taproots;
2. supporting mechanization of potato production; and
3. constructing a potato storage unit.

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### SAREPTA S.A.

4. Install a plant for the production of edible oils and oil by-products (seed, cakes and soaps) and support the marketing of these products.

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### Société Agro-Pastorale et de Services (SAPAS)

Work towards:

1. diversifying and modernizing its production plant for the marketing of poultry and poultry by-products; and
2. doubling its production capacity (from 12,000 egg-producing hens on 2 ha) by securing more efficient equipment, trained staff, and a professional management system.

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### Société Burkinabè des Corps Gras (SBCG)

Establish a palm oil production plant to produce both quality edible oil and laundry soap.

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### Société d'Exploitation des Produits Alimentaires (SODEPAL)

Work with technical and commercial partners to expand operations to include production of:

1. food and nutritional supplements from agricultural, animal, and forest products for children, pregnant women, and the elderly;
2. confectionary items utilizing local fruits and vegetables; and
3. spirits utilizing local forest products.

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### Union Conannet des Etuveuses de Riz de Bagré (UCERB)

Construct a warehouse with a capacity to stock 200 tons of rice.



# Cote d'Ivoire

## Status on Letters of Intent

	Goals	Year 1 – Progress Update
Groupe SIFCA	<p>Major projects to expand its production facilities, including storage facilities, and to sustainably develop the sectors in which it operates from 2012.</p> <ol style="list-style-type: none"> <li>1. Projects to expand industrial plant concerning the production of rubber, palm oil and sugar in Côte d'Ivoire, creating new jobs in all sectors, increased production in rubber (8000 tonnes (2012-2015) and palm-oil (15 000 tonnes a year) and increased earning for over 25 000 palm-oil village planters.</li> <li>2. Total investment about CFAF 129 billion over four years (2012-2015);</li> <li>3. Sustainable development projects, with forecast funding of over CFAF 30 billion aimed at (1) improving the yield and quality of agricultural products through programmes to train small farmers and (2) contributing to food security by helping small farmers develop food crops alongside cash crops</li> </ol>	<ul style="list-style-type: none"> <li>• Exploration of state lands of more than 2000 hectares</li> <li>• Agreement in principle to MINAGRI for a long lease</li> <li>• Planning of activities for the project under development with a business plan</li> </ul>
Groupe Louis Dreyfus (LDC)	<ol style="list-style-type: none"> <li>1. Develop an integrated project in the northern regions: Poro (Korhogo), Tchologo (Ferkessédougou), and Bagoué (Boundiali and Tingrela), <ul style="list-style-type: none"> <li>- a pilot farm, in partnership with rice producers;</li> <li>- improvement of means of production;</li> <li>- collection and processing of rice ;</li> <li>- marketing of rice.</li> </ul> </li> <li>2. Establish a Public-Private Partnership, where the State intervenes in the rehabilitation of irrigation infrastructures.</li> <li>3. Build socio-economic infrastructures for the rural populations in the project area. The amount of the investment is 22.20 billion CFAF.</li> </ol>	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• Agreed remit for partnership with the State that has signed</li> <li>• Feasibility study underway</li> </ul>

<p><b>NOVEL Group</b></p>	<p>Use joint venture YAANOVEL SA (in partnership with AGCO and Syngenta Foundation for Sustainable Agriculture, established with the District of Yamoussoukro) to create a business unit of agro-industrial production, processing and marketing of rice on an area of 15,000 hectares (10,000 ha for industrial plantation, 5,000 ha for individual growers). The proposed model is:</p> <ol style="list-style-type: none"> <li>1. the creation of a farm dedicated to the promotion of mechanization, with a modern seed center;</li> <li>2. the rehabilitation and expansion of developed areas;</li> <li>3. the establishment of a complete rice processing unit, which will have a electricity cogeneration capability;</li> <li>4. the establishment of storage silos and warehouses.</li> <li>5. 62.5 billion CFAF investment.</li> </ol>	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• In process of identifying cocoa plantations to regenerate the Belier region</li> <li>• Drawing up joint terms of reference for study of technical-economic feasibility of project for development of the production of rice in the region of Belier</li> <li>• Installation of a village farm pilot of 120 hectares by SUBIAKRO of which 5 hectares of certified seeds are underway, with a view to distributing the seeds for production of more than 500 hectares of paddy fields in the Belier region. The 120 hectares of paddy field ini the farm pilot will be put in place by July 2013.</li> <li>• Organisation of three workshops for the formation of rice-culture on the perimeter of the SUBIAKRO pilot in the Belier region in November 2012, January 2013 and April 2013</li> <li>• Rehabilitation of more than 2500 hectares of cocoa and coffee plantations will take place from September 2013.</li> </ul>
<p><b>Sud Industries</b></p>	<p>In partnership with Yebe WOGNON (a group of farmers), Sud Industries SA will focus on the development in rice growing areas, with emphasis on the mechanization of farm operations through the acquisition of modern farm machinery and equipments and develop specific grazing areas build modern dairy products production units.</p> <ol style="list-style-type: none"> <li>1. Creation and development of rice growing areas and provision of support to 32,000 rice producers in these areas; begin in June 2014, after the completion of the</li> </ol>	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• Drawing up joint terms of reference for study of technical-economic feasibility of project for a project for development of modern livestock</li> </ul>

	<p>feasibility studies; estimated investment 100 billion CFAF.</p> <p>2. Livestock project, providing support to livestock breeders in the area of the project; creating and operating a dairy farm for the production of milk, yogurt and other dairy products; and establishing marketing channels and distributing meat (beef, sheep, and chicken) and dairy products. Will begin in June 2013; estimated investment 10 billion CFAF.</p>	farming
Nestlé	<p>Work through <a href="#">food industry research centre</a> set up in 2009 on two sites in Côte d'Ivoire</p> <ol style="list-style-type: none"> <li>1. Abidjan : development of seedless plant varieties by in vitro embryogenesis.</li> <li>2. Second site being set up in Yamoussoukro intended for the development of food technologies and packaging.</li> </ol> <p>In the coffee and cocoa sector, research is expected to result in plants with a high yield and a production cycle of only 12 months, which will increase farmers' incomes. In the field of food crops, Nestlé's research will result in the creation of varieties of maize, yam, manioc and vegetables that are higher-yield, more resistant and richer in iron and vitamins.</p> <p>As a complement to the research centre's activities and with a view to the sustainable development of the coffee/cocoa sector, Nestlé has launched a support project for small farmers. The project involves educating farmers through training fields, helping them with best agricultural practices and conducting agricultural field research. Under this project, Nestlé plans over a 10-year period to distribute 1 million cocoa plants and 2 million coffee plants a year to more than 10 000 small farmers, benefiting some 60 000 people when families are taken into account. The investment in the establishment of the two research sites amounts to about CFAF 15 billion for the period 2009-2013. The cost of assistance to coffee and cocoa producers is USD 40 million for the period 2011-2020.</p>	<ul style="list-style-type: none"> <li>• Project of installation, in process of execution: installation of Zambakro site (Cacao plan)</li> </ul>
Groupe CEVITAL	<p>Partnered with CICA, a private national company, for the development of an <a href="#">integrated project with rice producers, support factors' development and promote the mechanization of rice farms</a></p>	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> </ul>

	The target area for this project is the region of Bounkani, in the north-east of Côte d'Ivoire. The total investment for this project is 100 billion CFAF.	<ul style="list-style-type: none"> <li>• Pre-feasibility study available</li> </ul>
Groupe SINGAPOUR AGRITEC (GAA)	Planning to invest CFAF 2 billion from 2013 in a rice-growing programme involving the installation of husking units and support for 7500 small farmers.	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• Pre-feasibility study underway</li> </ul>
Groupe CIC (Compagnie d'investissements Céréaliers)	Through its local subsidiary (CIC-Côte d'Ivoire), the group wants to develop an integrated rice project (production, promotion of mechanization, processing and marketing) in partnership with local rice farmers. The will be located in the southwestern region (in the Haut Sassandra). The investments projected amount to 20 billion CFAF.	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• Pre-feasibility study underway</li> </ul>
Groupe ETG (Export Trading Group)	Expressed its interest to implement a rice development project in Côte d'Ivoire, in partnership with CI TRADING (a nation private firm). The project concerns rice production, processing and marketing. The investment is estimated at 25 billion CFAF.	<ul style="list-style-type: none"> <li>• Letters of intent of engagement with New Alliance signed</li> <li>• Pre-feasibility study completed and Terms of Reference adopted. Feasibility study underway.</li> </ul>
MARS Inc.	Decided to invest in Côte d'Ivoire via the project Vision for Change (V4C). The aim of this project is to raise the quality of cocoa production and increase yields to 1.5 tonnes/ha on about 150 000 plantations in the Soubré area by 2020, using intensification methods that conserve natural resources. The budget for the project is USD 21 million for the period 2011-2013 (Phase 1).	<ul style="list-style-type: none"> <li>• Project in process of execution in Nawa (Soubre) and Loh-Djiboua (Divo) regions</li> </ul>
OLAM Group	The Singaporean OLAM Group's activities in Côte d'Ivoire's agribusiness sector are focused on the cocoa, coffee, cashew nut, cotton and rice markets. The group has embarked on major projects in the areas of sustainable development, the expansion of its industrial plants and the development of the rice sector. Investments under way: <ul style="list-style-type: none"> <li>- Installation of a milk plant:USD 50 million</li> </ul>	<ul style="list-style-type: none"> <li>• Draft agreement underway</li> </ul>

	<p>Investments scheduled for 2012-2013, in addition to those already carried out:</p> <ul style="list-style-type: none"> <li>- Cocoa sustainability and certification programme: USD 8.5 million</li> <li>- Reinforcement of processing capacities and support for small producers of coffee: USD 4 million</li> <li>- Reinforcement of processing capacities and support for small producers of cashew nuts: USD 6 million</li> <li>- Support for animal traction for 10 000 cotton planters: USD 3 million</li> </ul> <p>Investment intention:</p> <ul style="list-style-type: none"> <li>- Local rice-growing project: USD 50 million</li> </ul>	
SONAL	<p>A fish-trading company, SONAL has decided to purchase a cold store with a capacity of 7 000 tonnes. The aim of this investment is <a href="#">increase storage capacity in the interior of the country, where fish stocks often run out</a>. This CFAF 3 billion project began in January 2011 and will be completed in December 2012.</p>	
NERE	<p>NERE, which also specialises in the import and sale of fish, has been carrying out a project similar to SONAL's since March 2012. This CFAF 1 billion project is aimed at <a href="#">constructing storage capacity for 3000 tonnes</a>.</p>	
INTERCOTON	<p>INTERCOTON is an interbranch association comprising representatives of small producers and representatives of the cotton companies. Since 2011 INTERCOTON has set up a <a href="#">sustainable financing mechanism for agricultural research and advisory services for growers of cotton and associated crops with a view to improving the productivity of cotton-based crop systems</a>. Its members have decided to levy CFAF 5 per kg of seed cotton to finance the research and advisory services, representing about CFAF 1.2 million for the 2012/2013 agricultural year. This financing mechanism is set to be renewed from year to year. The programme benefits 90 000 small cotton producers, their families and the cotton companies.</p>	
SIFCA Group	<p>Expansion of production facilities for rubber, palm oil and sugar cane.</p>	

	Sustainable development including social infrastructure, environmental protection, development of food crops and support for producers	
World Cocoa Foundation	<ol style="list-style-type: none"> <li>1. Brings together multiple private-sector companies, many of whom are competitors, to support large-scale programmes that <b>increase the quantity and quality of the cocoa supply while positively impacting thousands of small farmers</b>. This collective approach allows companies to test different innovations and learn from each other. In this spirit, WCF has launched the Cocoa Livelihoods Programme (CLP) and is announcing two new initiatives below, which are a part of the larger USD 40 million WCF CLP programme.</li> <li>2. In the short term, WCF intends to invest USD 3 million, of which USD 1.5 million is from corporate partners, in a matching grants programme to promote private-sector-led farmer training and service activities to double the productivity of 35 000 cocoa farmers from 400 kg/ha to 800 kg/ha.</li> <li>3. WCF also plans to invest USD 800 000, of which USD 400 000 is from corporate partners, in a financial growth fund to increase farmers' access to financial services, which will enable farmers to have the necessary working capital to purchase inputs.</li> </ol>	

## Status on Letters of Intent

14 companies directed Letters of Intent to Ethiopia.

Goals	Year 1 – Progress update
<p><b>AGCO</b> Contribute to capacity building, knowledge transfer on the agronomic system and the <b>intensification of agriculture and farming mechanization</b> by:</p> <ol style="list-style-type: none"> <li>1. establishing a demonstration farm and training center together with global and local partners (mainly in the value chain), aimed at large- to small-scale farmers, agriculture students and local schoolchildren;</li> <li>2. providing infrastructure and technical support with mechanization, storage and livestock systems, including after-sales services for commercial smallholders, and emerging and large-scale farmers; and</li> <li>3. offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital.</li> </ol>	<ul style="list-style-type: none"> <li>■ Deepened country-specific market research.</li> <li>■ Conducted meetings and in-depth discussion with MoA and ATA, global partners and local institutions (e.g. Boehm Foundation).</li> <li>■ Opened and supported Technical Training College in Kulumsa in collaboration with partners (project of the German Ministry of Agriculture).</li> <li>■ At a pan-Africa level, over \$50 million invested and more than 100 employees hired locally, with further employment and investments planned.</li> </ul>
<p><b>Bank of Abyssinia</b> Contribute (along with Zemen Bank) to <b>improved financial inclusion and mechanization of agri-businesses</b> by targeting lending facilities to agricultural equipment suppliers and leasing companies, in order to enable farmers to acquire necessary equipment and enhance farming yields.</p>	<ul style="list-style-type: none"> <li>■ Disbursed \$424,000 loan to an agricultural equipment leasing company.</li> <li>■ Loan in the pipeline currently being reviewed.</li> </ul>
<p><b>Diageo</b> Contribute to <b>developing and implementing a scalable barley value-chain project</b> with a potential to scale up sourcing (from 6,000 smallholders) to 20,000 MT/year by 2016 for local use and export.</p>	<ul style="list-style-type: none"> <li>■ In partnership with the ATA, global and local NGOs, farmers' cooperatives, and civil society organizations, launched a 3-year pilot program to improve barley production.</li> <li>■ Project in pilot phase – captured clearly-defined lessons learned and engaging partners to enhance the program for the coming years.</li> <li>■ Contracted 764 growers (30% of whom are young farmers), sourcing around 225 MT of barley from them in the pilot crop season; provided farmers with pre-financing inputs, capacity building on sustainable farming practices, and guaranteed off-take agreements.</li> </ul>
<p><b>DuPont</b> Contribute to <b>increasing the productivity and sustainability of smallholders</b> by:</p> <ol style="list-style-type: none"> <li>1. investing in a new seed warehouse/conditioning plant;</li> <li>2. co-developing a rapid soil information system for farmers; and</li> <li>3. partnering to improve smallholder maize productivity through increased hybrid adoption.</li> </ol>	<ul style="list-style-type: none"> <li>■ Approval received for all 3 initiatives.</li> <li>■ Warehouse plant construction underway; machinery purchased and delivered.</li> <li>■ Implementation plan for soil testing agreed with Earth Institute, and first tranche of funding disbursed.</li> <li>■ Staff identified and selection of farmers underway for advanced maize seed adoption program; launch in April 2013.</li> <li>■ Committed to invest \$3.5 million and expect to reach 35,000 smallholders.</li> </ul>



## Goals

## Year 1 – Progress update

### GUTS Agro Industry

Foster the development of local farmers and supply partners by:

1. expanding food processing operations into baby foods, iodized salt, and corn-soy blends;
2. integrating further up the value chain in chickpeas; and
3. increasing local sourcing of maize, soybeans, and chickpeas by 40-50,000 MT in the next 12 months.

- Enhancing nutrition with production of fortified products, including corn-soy blend, fortified snack, iodized salt, infant formula, cereal, and chickpea-based RUSF.
- Trial RUSF product launched and undergoing taste testing.
- Pilot project in progress for production of super cereal plus.
- Launched new packaged shiro (a traditional food), competitively priced at around the cost to consumers to make it themselves.
- Invested \$3 million to date across all efforts.
- Sourced 4,000 MT of chickpea, soybean, and maize (worth \$1.5 million) from 52,000 smallholders (10% of whom are women and 20% young farmers), 100% of which remained in-country for further value addition – creating 164 new jobs in the process.

### Hilina Enriched Foods

Help improve the daily income and nutritional status of smallholders by:

1. expanding agreements with smallholders who (through cooperative unions) supply chickpeas, unshelled and shelled peanuts, and soybeans;
2. introducing commercially-viable nutritionally-rich products;
3. developing industry/university links to make improved technologies available to farmers; and
4. increasing local sourcing of cereals and legumes from 32,500 MT to 50,000 MT by 2015.

- In process of hiring staff and applying for bank loan for additional working capital.
- Conducted research into why peanuts were highly contaminated with aflatoxin to learn cause and develop prevention approach.
- Studied the environmental impact assessment of company and working with partners towards addressing the shortcomings identified.

### Jain Irrigation

In line with national 2015 poverty reduction targets, contribute to developing irrigation and enabling infrastructure by:

1. developing an integrated agricultural cluster in an area identified as suitable; and
2. adopting modern technology in irrigation, agronomic practices, harvesting, supply-chain management and produce processing.

- Investing approximately \$6 million and working with Metals & Engineering Corp. (METEC), an Ethiopian defense organization, to improve sugarcane and farm development facilities.

### Mullege

Scale up coffee operations and catalyze investment in other value chains by:

1. increasing local sourcing of coffee, oilseeds, and pulses;
2. extending partnerships with local/international companies; and
3. directly impacting 90,000 smallholders by 2015.

- 2 cooperatives identified as partners for organizing smallholders in the best sesame growing area, but must first secure access to the land.
- Exploring partnerships with two major international companies in the sesame value chain.
- Working with Geocert and the Ethiopia Commodity Exchange on new traceability standards for coffee.
- Pursuing investment in a new coffee plantation, planting shade trees in smallholder areas to increase yield.

### Netafim

Contribute to advancing irrigation systems for smallholders by:

1. piloting a household irrigation system, targeting 40-50,000 smallholders over 5 years;
2. introducing large-scale drip irrigation projects in chickpea and/or sugarcane, in partnership with other companies working along the value chain; and
3. exploring 3 export-oriented projects in cooperation with local company partners in the coffee and banana value chains.

- Performed market research and reviewed potential projects and pilots with local representatives.
- Meeting relevant organizations such as the ATA.
- Exploring opportunities for project financing, including microfinance for smallholders.



	Goals	Year 1 – Progress update
Omega Farms	<p>Contribute to <b>adoption of enhanced chickpea growing methods</b> by:</p> <ol style="list-style-type: none"> <li>1. sharing improved chickpea production trial results with interested smallholders;</li> <li>2. expanding commercial chickpea farm activities that create linkages with smallholder outgrowers; and</li> <li>3. exploring opportunities to partner with other investors to integrate into processing activities (e.g. a plant to produce chickpea powder and hummus).</li> </ol>	<ul style="list-style-type: none"> <li>■ Engaged with ATA, seed suppliers, cooperatives (in progress) and international companies, with potential impact for 1,000 farmers in the Oromia woreda; so far, 700 farmers engaged.</li> <li>■ Pursuing opportunity to support a rotational crop to chickpea, in response to demand from off-takers.</li> </ul>
Syngenta	<p>Launch <b>productivity partnerships</b> providing advice, knowledge transfer, and solutions to farmers by:</p> <ol style="list-style-type: none"> <li>1. developing at least one value-chain partnership;</li> <li>2. partnering with at least one large-scale farm to support development of specific crops;</li> <li>3. bringing in new technology, such as seed varieties; and</li> <li>4. investing in farmer training.</li> </ol>	<ul style="list-style-type: none"> <li>■ Exploring opportunities with other large-scale players and value-chain companies.</li> <li>■ Working with Fair Planet to trial and commercialize vegetable seeds, and train smallholder farmers.</li> <li>■ Doing business with large-scale farms (Saudi Star, S&amp;P), developing crop protection plans, and providing technical training – reaching 9,300 ha.</li> <li>■ Syngenta’s Africa Academy program, a specially-designed course focused on large-farm management, attended by many managers of larger farms.</li> </ul>
United Phosphorus Limited (UPL)	<p>Contribute to <b>improving productivity and income of small and marginal farmers of interest crops</b> (corn, sorghum, sunflower, canola, rice, cotton, forages, legumes and vegetables) through technology transfer via on-farm training schools (3,000 trainees planned in 1st year), and by acting as key input and knowledge partner to large farms.</p>	<ul style="list-style-type: none"> <li>■ Work plan shared with ATA; exploring opportunities.</li> </ul>
Yara	<p>Build <b>plant nutrition knowledge and co-develop national fertilizer market</b> by:</p> <ol style="list-style-type: none"> <li>1. developing an integrated approach to horticulture and coffee value-chain initiatives;</li> <li>2. creating a tailored agronomic package (of people, tools and services) to support national priorities;</li> <li>3. fast-tracking business investment program to link trade and distributor model aligned to specific crops; and</li> <li>4. providing technical support to plant nutrition development capacity.</li> </ol>	<ul style="list-style-type: none"> <li>■ Recruited two agronomists to develop Yara’s Crop Nutrition Concept on key crops in Ethiopia, including coffee, cereals, and horticulture.</li> <li>■ Yara Crop Nutrition trials in progress for cereals and coffee.</li> <li>■ Working in collaboration with GoE and ATA to develop business engagement strategy, in light of new government goals since the signing of the Letter of Intent.</li> </ul>
Zemen Bank	<p>Contribute (along with the Bank of Abyssinia) to <b>improved financial inclusion and mechanization of agri-businesses</b> by targeting lending facilities to agricultural equipment suppliers and leasing companies, in order to enable farmers to acquire necessary equipment and enhance farming yields.</p>	<ul style="list-style-type: none"> <li>■ Disbursed 3 loans to agricultural equipment lessors; average loan size of \$764,000, average term of five years.</li> </ul>



## GHANA

# Status on Letters of Intent

11 companies directed Letters of Intent to Ghana (with 4 more making reference to work in the country).

	Goals	Year 1 – Progress update
<b>African Cashew Initiative (ACi)</b>	<p>Contribute to <b>increasing competitiveness of cashew production and processing</b> in Benin, Burkina Faso, Cote d'Ivoire, Ghana, Mozambique, by:</p> <ol style="list-style-type: none"> <li>1. convening investments from corporate partners (around \$21 million);</li> <li>2. linking processing industry to farmer groups so processors can source up to 60% of raw cashew stock directly from farmers or their organizations;</li> <li>3. utilizing matching grant funding to assist private-sector projects to enhance farmer productivity; and</li> <li>4. planning to invest around \$50 million through Phase 1 (lasting into 2013) – 50% from private companies and potentially \$20-30 million in 2013-2015 – 60% from private players.</li> </ol>	<ul style="list-style-type: none"> <li>Internal staffing and processes in place.</li> <li>Several project partners identified.</li> <li>Increased local processing capacity through new ACi investments.</li> <li>Development of regional governmental agricultural services supported in order to serve producing and processing stakeholders.</li> <li>Across Africa, 240,000 farmers trained since 2009, and invested a portion of around \$32 million (reaching 330,000 smallholders).</li> </ul>
<b>AGCO</b>	<p>Contribute to capacity building, knowledge transfer on the agronomic system, and the <b>intensification of agriculture and farming mechanization</b> by:</p> <ol style="list-style-type: none"> <li>1. establishing a demonstration farm and training center together with global and local partners (mainly in the value chain), aimed at large- to small-scale farmers, agriculture students and local schoolchildren;</li> <li>2. providing infrastructure and technical support with mechanization, storage and livestock systems, including after-sales services for commercial smallholders, and emerging and large-scale farmers; and</li> <li>3. offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital.</li> </ol>	<ul style="list-style-type: none"> <li>Started country-specific market research.</li> <li>Conducted meetings and in-depth discussion with MOFA, others in Ghana government, global partners and local institutions (e.g. Kufuor Foundation).</li> <li>In planning to identify investment needs.</li> <li>Intending to schedule meetings with potential partners.</li> <li>At a pan-Africa level, over \$50 million invested and more than 100 employees hired locally, with further employment and investments planned.</li> </ul>
<b>Agriserv</b>	<p>Actively <b>engage across the value chain</b> with a goal to impact three major areas:</p> <ol style="list-style-type: none"> <li>1. hybrid maize: partner with Pioneer (a DuPont business) to introduce hybrid, high-yielding and drought-tolerant maize seeds to Ghana capable of lowering farmers' production costs and improve profits;</li> <li>2. local production: renew and expand procurement partnerships with local production companies and extend business linkages and off-take agreements with smallholders. Plan to have 5-6 partners, each having direct contact with 3,000-10,000 smallholders, providing, for instance, extension and tractor services, storage and warehousing; and</li> <li>3. poultry and livestock: cooperate closely with the Ghana Federation of Agricultural Producers, covering 3.5 million farmers, to focus on reviving the Ghanaian poultry value chain and livestock industry, the start of broiler activities, and cattle fattening.</li> </ol>	<ul style="list-style-type: none"> <li>Hired relevant staff resources.</li> <li>Identified two commercial farms with which to partner, including one producing feed for livestock.</li> <li>Planting of maize seeds in progress; working on sorghum trial.</li> <li>Partnered with Valmont Valley to introduce maize under irrigation in 2012, allowing 3 crop cycles per year.</li> <li>Invested \$500,000 and reached 20,000 smallholders with distribution of 5,000 MT of Pioneer maize hybrids.</li> </ul>



## Goals

## Year 1 – Progress update

### Armajaro

Help establish community-based farmer organizations (536) to disseminate training, improved planting material, and finance for farm inputs, by collaborating with the Ghana Cocoa Board and other cocoa stakeholders to invest \$3.7 million in doubling yield income for 26,800 cocoa farm families.

- Geo-traceability tools rolled out to begin the process of farm mapping, farmer socio-economic data and farm biodiversity data collection.
- Piloted 3 farm shops to test and learn lessons from input-supply model in order to scale this up in the following years.
- Nursery development and demo plots in progress
- Registered and conducted training for around 16,000 farmers (30% women), resulting in about 25,000 ha of land under improved technology and management practices.
- Invested \$746,000, leading to the creation of 30 new jobs .

### Ecobank

Continue to work towards improving access to affordable finance for the agriculture sector by:

1. promoting market access, ensuring market supply consistency, and enhancing market return;
2. over the next 7 years, targeting \$5 million in lending to agri-SMEs in rice, maize and soya value chains, with a particular goal of extending medium-term lending;
3. expand access to finance to include nucleus farm operators, aggregators and traders, processors, agro-inputs and supply companies, transportation and mechanization services companies, or farm-based organizations.

- Pursuing strategies to better extend finance across the value chain, including internal training; trained 10 officers in 2012 in northern Ghana in best practices in agro-lending.
- Signed on as a member of the GGC to help implement the warehouse receipts system.
- Established partnership with technical assistance provider to make agri-SMEs and farmer groups more attractive for bank financing.
- Increased agriculture portfolio by 10% since mid-2012.

### Finatrade

1. Expand sourcing beyond current cocoa, cashew nut, sugar and rice to include maize and soya;
2. Increase cocoa procurement to reach 60,000 farmers producing 150,000 MT by 2015;
3. Support access to credit and production resources, training programs, and award schemes; and
4. Expand input and output distribution networks and trade channels by 20% over 4 years, including haulage and port clearing services, redistribution hubs, storage facilities, and distribution vehicles.

- Developing supply-chain optimization strategy, including mapping farmers.
- New collection hubs under construction to expand current logistics infrastructure.
- Ramping up Finatrade Agribusiness Resource Model (FARM), which provides farmers access to a range of inputs, training programs, and traceability schemes through a reverse logistics system (bringing goods to the farmers).
- Invested \$800,000, directly and indirectly reaching about 200,000 farmers (12% women), leading to improved technology and management practices on about 300,000 ha, and supporting about 900 jobs (primarily in logistics and processing) throughout the country.

### Ghana Nuts

1. Promote soya by:
  - increasing procurement from 25,000 MT to 70,000 MT by 2015
  - advancing mechanized production and investing in increased processing capability; and
  - extending business linkages and partnerships to 60 partners to drive efficiency in crop and animal production, processing and marketing – impacting 25,000 smallholders;
2. Target to expand into maize by:
  - expanding procurement/ processing (50,000 MT by 2015);
  - doubling the area under cultivation to 1,000 acres and source 3,000 MT by 2013; and
  - designing a pilot project to test the viability of yellow maize for the poultry industry.

- Feasibility studies and market size estimation projects finalized.
- Met with various stakeholders to discuss the plan and agree on timelines.
- Cultivated pilot 1,000 acres of yellow maize, with harvest underway; plan to expand to around 4,000 acres.
- Invested \$4 million (and \$600,000 in-kind) reaching 27,000 smallholders.
- Procured 45,000 MT of commodity from smallholders.



Goals	Year 1 – Progress update
<p><b>Injaro Agricultural Capital Holdings</b></p> <ol style="list-style-type: none"> <li>Invest a minimum of \$5 million in-country (through subsidiary Injaro Agricultural Venture Capital Ltd) to <b>develop 5 agriculture/agri-business ventures</b> by 2015 that support: <ul style="list-style-type: none"> <li>production and supply of improved seeds to smallholder farmers;</li> <li>capacity building in agricultural SMEs; and</li> <li>increased investment in the agricultural sector;</li> </ul> </li> <li><b>Play a catalytic role in the agri-sector</b> by furthering job creation, wage growth, increased local procurement, mobilization of additional finance, and creation of a tax base.</li> </ol>	<ul style="list-style-type: none"> <li>Commitments of approximately \$7 million made to 6 companies in 5 countries, including 2 in Ghana.</li> <li>Results to date from one of these Ghanaian companies has seen 100 new jobs and \$400,000 in local procurement of cashew added, increased processing capacity usage, and twenty-fold growth in revenues.</li> <li>Actively exploring good investment opportunities in Ghana, with a number of companies in the immediate pipeline.</li> </ul>
<p><b>Premium Foods</b></p> <p>Renew and expand local procurement partnerships to increase smallholder productivity (maize by 40%, soya by 20%, and rice by 60% by 2015) through:</p> <ol style="list-style-type: none"> <li>recruiting 25,000 new farmers, training 200+ new tractor/combine harvesters;</li> <li>increasing farmer access to and use of improved seed/agrochemicals;</li> <li>improving access to warehousing services for 15,000 smallholders or 30,000 MT of storage.</li> </ol>	<ul style="list-style-type: none"> <li>Trained operators with combine harvesters (bought 3 and started training smallholders and MOFA staff).</li> <li>Plan to gain access to abandoned government land in partnership with communities; exploring 100,000 ha joint pilot as a first step to provide land for farmers.</li> <li>\$400,000 made available in capital investments, \$250,000 in inputs credit.</li> <li>Worked with 2,600 small farmers, providing inputs credit with in-kind repayment.</li> </ul>
<p><b>Rabobank</b></p> <p>Contribute to <b>improving access to finance for small and medium-sized agri-businesses</b> by:</p> <ol style="list-style-type: none"> <li>establishing a new agri-business finance institution in West Africa aiming for a portfolio of over 200 customers;</li> <li>building capacity of local agro-sector professionals to maximize benefits of increased access to finance.</li> </ol>	<ul style="list-style-type: none"> <li>Pursuing all licenses required to launch operations in Ghana.</li> <li>Secured key staff to lead these operations.</li> <li>Recruiting farm and agri-business company shareholders.</li> </ul>
<p><b>SABMiller</b></p> <ol style="list-style-type: none"> <li>Target to <b>bring cassava processing technology to Ghana</b> (through Ghanaian subsidiary ABL) via mobile processing units;</li> <li>Plan to <b>expand brewing capacity and create new jobs</b> (89,000 across Africa) by investing \$400-500 million a year over the next 4-5 years in Africa; and</li> <li><b>Work closely with GoG for creation of farmer cooperatives</b> to give farmers better access to credit and loans.</li> </ol>	<ul style="list-style-type: none"> <li>Launched cassava beer under “Eagle” brand in March 2013.</li> <li>Ongoing partnership with DADTCO and IFDC for processing and extension services.</li> <li>ABL sourcing sorghum and maize from 2,000 smallholders via two processing intermediaries.</li> <li>Purchased cassava from 20-25 farmers with expected increase to 1,500-2,000 in future.</li> <li>With DADTCO, invested approximately \$3.7 million, plus \$600,000 in equipment, in relation to cassava beer launch.</li> </ul>
<p><b>SFMC</b></p> <ol style="list-style-type: none"> <li><b>Improve farmer efficiency, yields, quality, and sustainability</b> and hence increased incomes; and</li> <li><b>Boost the number of smallholders engaged</b> – providing business linkages and market access tied to maize, soya, and sorghum – from 15,000 to 26,000 by 2016, as the sourcing network is expanded through increased procurement agreements and additional partnerships.</li> </ol>	<ul style="list-style-type: none"> <li>Started operations at an Agri-business Center to enhance handling of post-harvest activities for smallholders – procuring grains and cereals from 1,000 smallholders through this effort.</li> <li>Engaged an Operations Manager, Warehouse Technician and 4 other staff for warehouse operations.</li> <li>Signed supply contract with 700 farmers.</li> <li>Reached 12,000 smallholders, purchased about 1,632 MT of products (2,000 MT soya and 200 MT sorghum) worth \$240,000.</li> <li>Set up rice parboiling shed for 3 women groups of 45 individuals, who are being supported to process rice from large-scale farmers, which is then milled within the Agri-business Center.</li> </ul>



	Goals	Year 1 – Progress update
<p><b>United Phosphorus Limited (UPL)</b></p>	<p>Contribute to <b>improving productivity and income of small and marginal farmers of interest crops</b> (corn, sorghum, sunflower, canola, rice, cotton, forages, legumes and vegetables) through technology transfer via on-farm training schools (3,000 trainees planned in 1st year), and by acting as key input and knowledge partner to large farms.</p>	<ul style="list-style-type: none"> <li>■ Despite multiple attempts, UPL has not yet had an opportunity to discuss business plans in more detail with government.</li> </ul>
<p><b>World Cocoa Foundation</b></p>	<p>Roll out <b>two new initiatives</b> as part of its \$40 million Cocoa Livelihoods Program:</p> <ol style="list-style-type: none"> <li>1. investing \$3 million in a Matching Grants program to promote private sector-led farmer training and service activities to double the productivity of 35,000 cocoa farmers from 400 kg/ha to 800 kg/ha; and</li> <li>2. investing \$800,000 in a Financial Growth Fund to increase farmers' access to financial services providing them with the necessary working capital to purchase inputs.</li> </ol>	<ul style="list-style-type: none"> <li>■ Mobilization of financial institutions to provide credit to cocoa farmers for the purchase of inputs, namely fertilizer.</li> <li>■ Training of cocoa farmers in proper use of inputs, including fertilizer, planting material, as well as training in good agricultural practices, marketing, soil conservation, waste management, integrated crop and pest management, and farm management.</li> <li>■ Training of farmer cooperatives in business management and governance structures.</li> </ul>
<p><b>Yara</b></p>	<ol style="list-style-type: none"> <li>1. <b>Develop a world class fertilizer production facility</b> (overall investment of \$1.5-2 billion); combine investment in production facility with development of regional fertilizer hubs and holistic value-chain initiative;</li> <li>2. <b>Cultivate long-term partnerships with government</b> to incorporate the agriculture strategy into a broader development context, and to co-create a national strategy for holistic, in-country fertilizer market development; and</li> <li>3. <b>Promote comprehensive end-to-end value-chain initiatives and cluster-based approaches, and build up local crop-specific plant nutrition knowledge.</b></li> </ol>	<ul style="list-style-type: none"> <li>■ Exploring the development of a \$22 million revolving fertilizer terminal in the port of Tema.</li> <li>■ Continued focus on smallholder development through training, group cohesion and providing storage capacity.</li> <li>■ In collaboration with the Cocoa Research Institute of Ghana, developed tailored products for cocoa, which have doubled yields in trials.</li> <li>■ Invested additional \$1.5 million in Masara N'Arziki Farmers Association reaching 8,500 farmers with almost 12,000 ha under production, leading to domestic sales and processing of around 31,500 MT, in turn resulting in farmers tripling their yields and doubling profits.</li> </ul>

The following investment plans exist, but no progress report has been shared to date:

	Goals
<p><b>Jain Irrigation</b></p>	<ol style="list-style-type: none"> <li>1. Contribute its proprietary agricultural and irrigation technology and know-how, expertise in capacity building, market linkages, processing capabilities, and solar technology;</li> <li>2. Convene investments in irrigation and enabling infrastructure for the creation of storage, handling, supply-chain, procurement and processing infrastructure; and</li> <li>3. Work with partner countries to select priority value chains and regional locations to develop a feasibility study for this integrated approach.</li> </ol>



## MOZAMBIQUE

### STATUS ON LETTERS OF INTENT

17 companies directed Letters of Intent to Mozambique (with 3 more making reference to work in the country)

	Goals	Year 1 - Progress update
<b>African Cashew initiative (ACI)</b>	<p>Contribute to <b>increasing competitiveness of cashew production and processing</b> by:</p> <ol style="list-style-type: none"> <li>(1) convening investments from corporate partners (approximately \$21 million);</li> <li>(2) linking processing industry to farmer groups so processors can source up to 60% of raw cashew stock directly from farmers or their organizations; and</li> <li>(3) utilizing matching grant fund to assist private sector projects to enhance farmer productivity.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Staffing and process in place</li> <li>▪ Several project partners identified</li> <li>▪ Increased local processing capacity due to new investments through ACi</li> <li>▪ Development of sector strategies supported by providing sector analysis, organization of stakeholder meetings and experiences sharing during implementation</li> <li>▪ Supported foundation and supervised operation of Farmer-based Organizations (FBOs)</li> <li>▪ 240,000 farmers trained since 2009</li> <li>▪ Invested a portion of around \$32 million (reaching 330,000 smallholders)</li> </ul>
<b>AGCO</b>	<p>Contribute to capacity building, knowledge transfer on the agronomic system, and the <b>intensification of agriculture and farming mechanization</b> by:</p> <ol style="list-style-type: none"> <li>(1) establishing a demonstration farm and training center together with global and local partners (mainly in the value chain), aimed at large- to small-scale farmers, agriculture students and local schoolchildren;</li> <li>(2) providing infrastructure and technical support with mechanization, storage and livestock systems, including after-sales services for commercial smallholders, and emerging and large-scale farmers; and</li> <li>(3) offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Started country-specific market research</li> <li>▪ Conducted meetings and in-depth discussion with Ministry of Agriculture and CEPAGRI, global partners and local institutions</li> <li>▪ Conducted 1 investor conference and 3 field trips to identify location for Future Farm and Training Center; shared proposal with HMA</li> <li>▪ In planning phase to identify the value of in-kind investment required in agriculture</li> <li>▪ At a pan-Africa level, over \$50 million invested and more than 100 employees hired locally, with further employment and investments planned</li> </ul>
<b>Cargill</b>	<p>Contribute to <b>building sustainable market-based agribusinesses</b> by:</p> <ol style="list-style-type: none"> <li>(1) participating in a 5-10 year public-private partnership to improve grain production, combining risk management tools, investments in agri-infrastructure, and farmer training programs – to increase yields and farm incomes for an estimated 16,000 smallholders; and</li> <li>(2) providing \$1.35 million to improve</li> </ol>	<ul style="list-style-type: none"> <li>▪ Established partnership with Aga Khan foundation, agricultural university and government ministry to improve vocational training. Cargill's support for this partnership will fund students' tuition, critical infrastructure improvements, training equipment, curriculum improvements, and faculty recruitment and development</li> <li>▪ Ongoing discussion with government ministries, USAID, and exploratory</li> </ul>

	<b>Goals</b>	<b>Year 1 - Progress update</b>
	farmer vocational education opportunities in Northern Mozambique.	<p>conversations with other public- and private-sector actors and select NGOs on potential for collaboration around grain value chains</p> <ul style="list-style-type: none"> <li>▪ In process of setting up new country operations</li> <li>▪ Tuition support for 400 students in agricultural vocational training</li> </ul>
<b>Competitive African Cotton Initiative (COMPACI)</b>	<p>Contribute to <b>improving the livelihoods of smallholder cotton farmers</b> by:</p> <ol style="list-style-type: none"> <li>(1) convening investment in the cotton value chain from corporate partners to train farmers in soil/water conservation, balanced crop rotation, and business principles;</li> <li>(2) expanding cotton demand by promoting the "Cotton made in Africa" brand; and</li> <li>(3) linking smallholders to larger markets by partnering with the "Better Cotton Initiative".</li> </ol>	<ul style="list-style-type: none"> <li>▪ Strategic and investment plans completed through 2015</li> <li>▪ Plan for further investment of \$3 million over 2013-2015 to reach 60,000 farmers</li> <li>▪ Over \$550,000 invested by private partner (Plexus Cotton), reaching around 25,000 farmers in 2012</li> </ul>
<b>Corvus Investments International</b>	<p>Contribute to <b>integrating export horticulture investments/projects</b> by:</p> <ol style="list-style-type: none"> <li>(1) currently planning (as an advisor and investor) and looking to expand 3 projects with a collective scope of \$140 million;</li> <li>(2) potentially partnering in rice, grains, tropical fruit, and vegetable production value chains in the Beira, Nacala, and Maputo corridors; and</li> <li>(3) Over several years, significantly growing agri-investment portfolio in the country.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Developed the following investments: <ul style="list-style-type: none"> <li>• a 200 ha melon farm in the north;</li> <li>• a 500 ha banana farm in the south;</li> <li>• 3,000 ha of integrated livestock and extensive/intensive cropping, including abattoir complex, in the south; and</li> <li>• a 500 ha macadamia farm.</li> </ul> </li> </ul>
<b>ENICA</b>	<p>Capitalize on opportunity to <b>supply bananas to regional and international markets</b> by:</p> <ol style="list-style-type: none"> <li>(1) planting 300ha in 2013 with intended growth to 1,000 ha by 2015;</li> <li>(2) achieving a strong production model as an anchor for the larger area; and</li> <li>(3) hiring 400 workers annually initially, extending business linkages with up to 15 local companies, and impacting smallholders through improved agricultural techniques and new crops.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Surveying potential project area, including aerial photo to give information for detailed design; negotiating detailed soil analysis to inform design of the plantation/irrigation/water supply and building construction (with launch of operations anticipated in early 2014)</li> <li>▪ Negotiating with 1,500 ha project to link production with post-production supply chain</li> <li>▪ Conducted land occupational survey for first 1,000 ha, with representatives from local, district and provincial government and land users – as part of request for land-use rights</li> </ul>
<b>Jain Irrigation</b>	<p>In line with national 2020 malnutrition and poverty reduction targets, contribute to <b>developing irrigation and enabling infrastructure</b> by:</p>	<ul style="list-style-type: none"> <li>▪ Supporting \$2 million investment in sugarcane farm (Pure Diet). Completed preparatory design phase and ready for implementation</li> </ul>

	<b>Goals</b>	<b>Year 1 - Progress update</b>
	<p>(1) developing an integrated agricultural cluster in an area identified as suitable; and</p> <p>(2) adopting modern technology in irrigation, agronomic practices, harvesting, supply-chain management and produce processing.</p>	
<b>JFS Holding</b>	<p><b>Increase cotton production and industry capacity</b> by:</p> <p>(1) investing in expanded cotton production (to 22,000 MT by end of 2012) and increased ginning capacity (to 30,000 MT per year by end of 2012);</p> <p>(2) exploring investment in oil crushing and refining capacity; and</p> <p>(3) participating in the BCI, bringing the initiative to all its smallholders by 2015.</p>	<ul style="list-style-type: none"> <li>▪ Exploring pilot commercial farming in food crops</li> <li>▪ Plan to become part of BCI and benefit farmers by 2015</li> <li>▪ Completed oil crushing study</li> <li>▪ Extended \$1 million of credits, in-kind and as cash, to cotton farmers last season</li> <li>▪ Increased cotton production to 27,000 MT (gin in place already) and ginning capacity to 30,000 MT per year</li> </ul>
<b>Khulima Púnguè Agricultura e Serviços (KPAS)</b>	<p><b>Invest in diversified crop production</b> in the Beira Corridor by:</p> <p>(1) focusing on a balance of crops with short- versus longer-term returns;</p> <p>(2) planting 100 ha (10 maize seed, 10 soya, 10 potato, 30 litchi, 20 avocado, 20 mango), while also working with smallholders in an outgrower scheme; and</p> <p>(3) partnering with other companies further up the value chain to create a more integrated offering.</p>	<ul style="list-style-type: none"> <li>▪ Working with 30 farmers to grow seed and providing technical assistance in management practices, including on how to generate profits, which seed to grow, why/where to sell, and quality standards</li> <li>▪ Working with farmers association in cooperation with government</li> <li>▪ Formally requested land-usage rights to expand operations</li> </ul>
<b>Lozane Farms</b>	<p><b>Expand the market for smallholder crops</b> by:</p> <p>(1) investing in a seed processing plant in Alto Molocue in Zambézia province, while planning to negotiate off-take agreements of orange-fleshed sweet potatoes to countries in the region and outside Africa;</p> <p>(2) increasing soya bean and maize seed production in response to growing demand from the chicken industry; and</p> <p>(3) partnering with new investors (domestic or international) to integrate further up the value chain, including in agro-processing.</p>	<ul style="list-style-type: none"> <li>▪ Started contracts with farmer group leaders, now in the process of entering into MOUs with individual farmers</li> <li>▪ Investing in a seed processing plant as demand grows (\$150-180,000)</li> <li>▪ Extending business linkages and partnerships with local companies to foreign partners</li> <li>▪ Formal relationship with 425 maize and soya (intercropping) farmers for seed supply and procurement</li> </ul>
<b>Nippon Biodiesel Fuel Co. Ltd</b>	<p>Contribute to <b>strengthening food and energy security in un-electrified villages</b> by:</p> <p>(1) establishing supply chains for rice production, processing and distribution in three additional districts; and</p> <p>(2) expanding biofuel production by providing 1,800,000 jatropha saplings to more than 6,000 farmers.</p>	<ul style="list-style-type: none"> <li>▪ Established a local subsidiary (Agro-Negócio para o Desenvolvimento de Moçambique Limitada), hired local staff, and gained approval from local community to implement project</li> <li>▪ Conducted market research, feasibility study, and pilot projects in Cabo Delgado, Niassa, and Nampula provinces</li> </ul>

	<b>Goals</b>	<b>Year 1 - Progress update</b>
		<ul style="list-style-type: none"> <li>▪ Working with around 10,000 local farmers, the majority of which are youth, for cultivation of Jatropha and rice</li> <li>▪ Invested almost \$400,000 to date</li> </ul>
<b>Rei do Agro</b>	<p><b>Boost own-farm production and extension program impact by:</b></p> <p>(1) increasing production/procurement/off-take agreements in soybeans to 2,000 MT, maize to 700 MT, and sunflower to 400 MT;</p> <p>(2) expanding extension farmer program from 30 farmers with 250 ha, to around 50 farmers with 500 ha;</p> <p>(3) extending business linkages with local companies to ten partners; and</p> <p>(4) directly impacting on 50 smallholders through soybean extension program.</p>	<ul style="list-style-type: none"> <li>▪ 700 ha of soya planted on farm and 330 ha with 60 extension farmers – these farmers are now expanding their land under production</li> <li>▪ Constructed silos with 2,500 MT storage capacity</li> </ul>
<b>SABMiller</b>	<p>Contribute to <b>improving crop quality, yields and increasing local sourcing</b> by transferring and up-scaling existing cassava processing model to develop the cassava value chain, expanding production to enhance smallholders' productivity, and ensuring the provision of appropriate agricultural extension services.</p>	<ul style="list-style-type: none"> <li>▪ Executed cassava value-chain project in partnership with the Dutch Agricultural Development and Trading Company (DADTCO) and the International Fertilizer Development Center, including farmer extension support and sourcing of cassava for local processing by DADTCO</li> <li>▪ Sales figures for cassava beer brand "Impala" significantly ahead of projections, with strong growth anticipated</li> <li>▪ Cassava program reached over 1,400 smallholders (training: 600; service provision: 1,400), resulting in the purchase of over 4,000 MT from 1,200 farmers in 2012</li> </ul>
<b>Sunshine Nut Company</b>	<p>Combine <b>social with financial capital in a new cashew processing venture</b> by:</p> <p>(1) reaching \$20 million in sales, with 50 roasting and 1,000 shelling employees, while buying raw cashew nuts from around 50,000 smallholders; and</p> <p>(2) enhancing the community, with 1/3 of net distributions going to farming communities in "hands-up" assistance, 1/3 to care for orphans and vulnerable children, and 1/3 to help create similar food processing companies.</p>	<ul style="list-style-type: none"> <li>▪ Plan to open factories as teaching facility for food processing, in conjunction with universities</li> <li>▪ Working on collaboration with Whole Foods and Pick 'n Pay for sale of roasted cashew products</li> <li>▪ Committed to strengthening local cashew industry with The Sunshine Approach</li> </ul>
<b>Swiss Re</b>	<p>Develop <b>micro-insurance solutions to agricultural risks</b> by investing in-kind to support development of sustainable agri-risk management markets, with a view to assisting farmers with production risk coverage, accessing finance and engaging in higher income-generating activities.</p>	<ul style="list-style-type: none"> <li>▪ Collaborations in place for International Finance Corporation-supported projects to help the advancement of agricultural risk-transfer markets</li> <li>▪ Conducted training and local awareness events</li> </ul>

	<b>Goals</b>	<b>Year 1 - Progress update</b>
		<ul style="list-style-type: none"> <li>▪ Exploring pilot weather risk-transfer scheme</li> <li>▪ At pan-African level, 180,000 smallholders reached</li> </ul>
<b>United Phosphorus Limited (UPL)</b>	Contribute to <b>improving productivity and income of small and marginal farmers of interest crops</b> (corn, sorghum, sunflower, canola, rice, cotton, forages, legumes and vegetables) through technology transfer via on-farm training schools (3,000 trainees planned in 1 <sup>st</sup> year), and by acting as key input and knowledge partner to large farms.	<ul style="list-style-type: none"> <li>▪ Building partnership for improved rice and maize cultivation with government, agriculture extension services, and commercial farms with outgrowers</li> <li>▪ Finished 1<sup>st</sup> phase of planting and primary training to set up 5 on-farm training schools in 2012</li> <li>▪ Currently reaching about 750 smallholders</li> </ul>
<b>Vodafone</b>	Contribute to <b>increasing the productivity, incomes and resilience of smallholders</b> by: <ol style="list-style-type: none"> <li>(1) establishing the Connected Farmer Alliance with USAID and TechnoServe;</li> <li>(2) optimizing supply chains by strengthening linkages and feedback loops between smallholders and large agri-businesses; and</li> <li>(3) improving access to secure, timely payments and other financial services.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Negotiated 3-year \$10 million Connected Farmer Alliance partnership agreement with USAID and TechnoServe (working in Mozambique, Kenya, and Tanzania)</li> <li>▪ TechnoServe hired overall program manager, in-country manager and researchers to map value chain business</li> <li>▪ Developed selection criteria for agri-business partners (currently engaging several in Mozambique), as well as the measurement and impact assessment process</li> <li>▪ Conducted 5 workshops to map value chains and identify priorities where mobile solutions can best be of support</li> </ul>

## TANZANIA

# Status on Letters of Intent

19 companies directed Letters of Intent to Tanzania (with 2 more making reference to working in the country).

	Goals	Year 1 – Progress update
<b>AGCO</b>	<p>Contribute to capacity building, knowledge transfer on the agronomic system and the <b>intensification of agriculture and farming mechanization</b> by:</p> <ol style="list-style-type: none"> <li>1. establishing a demonstration farm and training center together with global and local partners (mainly in the value chain), aimed at large- to small-scale farmers, agriculture students and local schoolchildren;</li> <li>2. providing infrastructure and technical support with mechanization, storage and livestock systems, including after-sales services for commercial small-holders, and emerging and large-scale farmers; and</li> <li>3. offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital.</li> </ol>	<ul style="list-style-type: none"> <li>Started country specific market research.</li> <li>Conducted meetings and in-depth discussion with PM, Ministry of Agriculture and SAGCOT, global partners and local institutions (e.g. TAHA).</li> <li>In planning phase to identify the value of in-kind investment required in agriculture.</li> <li>Conducted 2 investor conferences, SAGCOT visit planned.</li> <li>Conducting an in-depth research with a consulting company in 2013.</li> <li>At a pan-Africa level, over \$50 million invested and more than 100 employees hired locally, with further employment and investments planned.</li> </ul>
<b>Agrica/KPL</b>	<p>Subject to improvements to road and tax regime, <b>support increased agricultural productivity and commercialization</b> by:</p> <ol style="list-style-type: none"> <li>1. increasing the reach of the KPL smallholder program from 1,500 to over 5,000 farmer families;</li> <li>2. completing KPL's irrigation system to cover over 3,000ha; and</li> <li>3. constructing biomass power plants totaling 3 MW.</li> </ol>	<ul style="list-style-type: none"> <li>Awaiting GoT progress on joint strategic investor contract as well as on the removal of crop cess before building the first 500kW biomass power plant.</li> <li>Increased smallholder program to over 4,300 farmer families.</li> <li>Spent over \$150,000 building a clinic for the company and neighboring village.</li> </ul>
<b>Agro EcoEnergy</b>	<p><b>Produce sugar and renewable energy sustainably</b> by:</p> <ol style="list-style-type: none"> <li>1. developing a \$425 million agro-energy project with sugar mill and bio-refinery via a 7,800 ha sugarcane estate and 3,000 ha outgrower program, both fully-irrigated; and</li> <li>2. producing 125,000 MT of sugar, 8-15,000 m3 of ethanol, and 100,000 MWh/year of renewable electricity to the national grid.</li> </ol>	<ul style="list-style-type: none"> <li>Negotiated public-private partnership with GoT (Bagamoyo project) to establish a greenfield sugarcane plantation of approximately 7,800 ha, with about 3,000 ha of additional land operated by outgrowers.</li> <li>Hiring professional sugarcane management company to manage the outgrower farms organized in groups of 30 farmers.</li> <li>GoT to fund infrastructure on smallholder plots, including a pivot irrigation scheme.</li> </ul>
<b>Armajaro</b>	<p>Contribute to <b>supporting the development of smallholder coffee farmers</b> in the Mbeya and Mbina regions, doubling the income of around 25,000 farmers by:</p> <ol style="list-style-type: none"> <li>1. improving productivity;</li> <li>2. strengthening market linkages; and</li> <li>3. providing access to finance.</li> </ol>	<ul style="list-style-type: none"> <li>Identified specific villages for farmer trainings to be conducted, currently running baseline surveys in these villages.</li> <li>Partnered with Coffee Management Services Ltd (CMS) to implement this project, Tanzania Coffee Research Institute (TaCRI) to facilitate establishment of tree nurseries, and also signed MoU with Solidaridad and Hivos to conduct training and assist in biogas and livestock projects.</li> <li>Hired &amp; trained 26 employees to conduct baseline survey across 736 farmers.</li> <li>Training in progress of 62 promoter farmers who will then train around 5,000 farmers currently registered.</li> <li>Projects underway in 24 villages reaching around 5,000 farmers; hired project manager and agronomist responsible for implementation and monitoring of projects.</li> </ul>



Goals	Year 1 – Progress update
<p><b>Diageo</b> Contribute to <b>developing and implementing a scalable sorghum value-chain project</b> with a potential to scale up sourcing to 20,000 MT/year by 2016 for local use and export.</p>	<ul style="list-style-type: none"> <li>■ Assessing commercial viability of next phase of sorghum pilot project, in close consultation with stakeholders.</li> <li>■ Building internal capacity for sourcing of local agricultural materials in order to deliver on business objectives and handle larger volumes of some local agricultural materials.</li> </ul>
<p><b>Jain Irrigation</b> In line with the national Kilimo Kwanza strategy, contribute to <b>developing irrigation and enabling infrastructure</b> by:</p> <ol style="list-style-type: none"> <li>1. developing an integrated agricultural cluster in an area identified as suitable; and</li> <li>2. adopting modern technology in irrigation, agronomic practices, harvesting, supply-chain management and produce processing.</li> </ol>	<ul style="list-style-type: none"> <li>■ Working with Ministry of Water, Ministry of Agriculture, and with SAGCOT to identify investment and project opportunities worth \$100 million.</li> </ul>
<p><b>Monsanto</b> Contribute to <b>strengthening maize and vegetable value chains</b> in the SAGCOT corridor by improving access to finance, making 3-5 new maize hybrids available royalty-free to seed companies, strengthening agro-dealer networks, providing farmers with information and inputs, measuring and strengthening soil health, improving nutrition and cash income, and facilitating better grain-market access for farmers.</p>	<ul style="list-style-type: none"> <li>■ On track to release one mid-altitude maize variety for Southern Tanzania in Q1 2013.</li> <li>■ Developed a pilot project proposal with Opportunity International to establish a financial services branch in Morogoro and a platform to link smallholder farmers and input dealers to finance and other services through mobile technology.</li> <li>■ developed and formalized a partnership with AGMARK to establish 20 demonstration plots and train 600 agro-dealers.</li> <li>■ Formalized a partnership with: <ol style="list-style-type: none"> <li>1. Farm Input Promotions Africa (FIPS-Africa): to distribute seed and best practices to 200,000 farmers, establish 400 nurseries and train farmers on transplant technology;</li> <li>2. Earth Institute: to train and equip partners on the use of soil diagnostic tools, and create a national soil information system; and</li> <li>3. the Muunganisho Ujasiriamali Vijijini program (MUVI): to develop 250 trainer agents to establish 33 demo plots and nurseries, impacting 3,000 farmers.</li> </ol> </li> </ul>
<p><b>SABMiller</b> Contribute to <b>improving crop quality, yields and local sourcing</b> by:</p> <ol style="list-style-type: none"> <li>1. increasing locally-sourced barley each year through subsidiary Tanzania Breweries (end target: to malt 100% locally, including from smallholders); and</li> <li>2. investing in farming programs, providing funding, seed, and assisting with machinery such as power tillers.</li> </ol>	<ul style="list-style-type: none"> <li>■ Expanding operations already underway, namely the barley project, which is promoting farming practices that support higher yields, while protecting soil health for the long term by following good crop rotation and input-use practices.</li> <li>■ Identifying new potential areas and farmers for barley production; focus on ensuring suitability of soil and climate, as pilots in some locations have been hampered by acidic soils.</li> <li>■ Developing demonstration farm project in partnership with Syngenta, Yara and John Deere for yield improvement, impacting 300 farmers this season.</li> <li>■ Investing (through Tanzania Breweries Ltd) \$1.2 million to assist 200 farmers across 8,000 ha to purchase inputs for 2013 crop; enough seed contracts will be issued in 2013 to grow up to 18,000 tons of malting barley in 2014.</li> </ul>



	Goals	Year 1 – Progress update
<p><b>Shambani Graduates Enterprises</b></p>	<p>Contribute to <b>meeting national increased annual milk production targets</b> by:</p> <ol style="list-style-type: none"> <li>investing in expanding Shambani Graduates Enterprises' milk collection, processing and marketing; and</li> <li>building quality/hygiene capacity of around 400 milk producers to supply 4,000 liters/day, resulting in additional \$900 in annual income per farmer.</li> </ol>	<ul style="list-style-type: none"> <li>Plan to build own processing facilities; secured landsite in a government-designated light industry area.</li> <li>Putting together a business plan with detailed figures to secure financing for expansion plans and new investment, by early 2013.</li> <li>In talks with Heifer International around a Gates Foundation-funded data project.</li> </ul>
<p><b>Swiss Re</b></p>	<p>Develop <b>micro-insurance solutions to agricultural risks</b> by investing in-kind to support development of sustainable agri-risk management markets, with a view to assisting farmers gain production risk coverage, access finance, and engage in higher income-generating activities.</p>	<ul style="list-style-type: none"> <li>Collaborations in place for International Finance Corporation-supported projects to help the advancement of agricultural risk-transfer markets.</li> <li>Conducted training and local awareness events.</li> <li>At pan-African level, 180,000 smallholders reached.</li> </ul>
<p><b>Syngenta</b></p>	<p>Contribute to <b>delivering cluster initiatives aimed at developing large farms and surrounding smallholders</b> by:</p> <ol style="list-style-type: none"> <li>supporting the SAGCOT initiative and private-sector partnership;</li> <li>supporting the KPL rice plantation and smallholder program (in partnership with Yara and USAID);</li> <li>exploring opportunities with other clusters;</li> <li>developing the Environment and Climate Compatible Agriculture (ECCAg) approach (with Yara) for smallholder rice and maize farmers; and</li> <li>partnering with other companies and USAID to develop a village-based agro-dealer network.</li> </ol>	<ul style="list-style-type: none"> <li>Hired project team members.</li> <li>Testing seed varieties and crop protection protocols at KPL.</li> <li>Setting up demo sites for smallholder outgrowers for KPL and other geographies.</li> <li>Developing sustainable agriculture protocols (with Sokoine University and the Dakawa Rice Institute).</li> <li>ECCAg project shows an increase in profits between 75-300%, income by 75%, with no extra water or land use.</li> </ul>



## Goals

## Year 1 – Progress update

### TAHA

Contribute to **promoting and facilitating horticultural investments** by:

1. mapping horticulture activities/ projects/plans in priority clusters and throughout the SAGCOT corridor;
2. being the first point of contact for horticulture-interested parties; and
3. presenting SAGCOT at horticulture fora/events.

- Restructured and upgraded management systems.
- Entered into strategic agreement with SAGCOT Center and Kilimo Trust for collaboration on efforts required to strengthen horticulture industry.
- Working with several government authorities towards simplifying/waiving import and relevant taxes.
- Established office in Morogoro with two officers to run a vegetable project.
- In process of creating pineapple farmers' association.
- Offered trainings and best practices support for around 3,000 smallholders.
- Recruited 15 new members and offered training to several partner groups.
- \$4 million to be utilized in implementation of horticulture program, benefiting thousands of smallholders and agri-businesses in the SAGCOT area.

### Tanseed

Contribute to **stabilizing and increasing rice and maize productivity** and profitability among smallholders by improving the availability and adoption of affordable, high-quality rice and maize seed varieties, as well as crop management practices that increase yields.

- Employed 3 additional staff and initiated links with potential partners.
- Supporting nutrition-enhanced quality protein maize project, working with over 8,000 smallholders for production and distribution of seed.
- Testing of Drought-Tolerant Maize (DTM) hybrids for possible registration in Tanzania.
- Finalized partnership agreement with USAID to support rice seed production that will benefit 16,667 smallholder farmers produce certified rice seed.
- Contributed 2,000 kg certified rice and maize seed varieties in small packs to USAID project to conduct production demonstration plots involving 98 farmer associations and 108 villages that will impact nearly 37,000 households.
- Invested \$262,000 along with \$27,000 in-kind.

### TASTA

Contribute to **increasing access to improved seed varieties** by working with government to reduce the tax burden on the seed market.

- Helped increase access to improved seed varieties (45 seed dealers are affiliated).
- Collaborating with GoT to reduce tax burden.
- Received exemption on import duty for "Seed packed for sowing"; work in progress to receive exemption on taxes for seed packing materials.
- Received interim approval to produce and export seed to Kenya.

### Unilever

Contribute to **improving supply-chain integration of smallholders** by:

1. setting up value-chain partnerships in tea, leveraging investment (e.g. so as to develop the Mufindi tea estate to double the value of exports by 2020), bringing expertise, and stimulating the supply side by creating market demand;
2. improving smallholder livelihoods in tea through sustainable sourcing and investment; and
3. exploring local sourcing opportunities for cocoa, vegetable oils, fruits and vegetables.

- Currently finalizing MoU with GoT after field trip and ongoing negotiations with partners to finalize related smallholder support.
- Field trip to scope local sourcing completed.



	Goals	Year 1 – Progress update
United Phosphorus Limited (UPL)	Contribute to <b>improving productivity and income of small and marginal farmers of interest crops</b> (corn, sorghum, sunflower, canola, rice, cotton, forages, legumes and vegetables) through technology transfer to small and marginal farmers via on-farm training schools (3,000 trainees planned in 1st year), and by acting as key input and knowledge partner to large farms.	<ul style="list-style-type: none"> <li>■ Project is pending approval from GoT.</li> <li>■ Hybrids are undergoing testing at Selian Agricultural Research Institute (SARI).</li> </ul>
Vodafone	Contribute to <b>increasing the productivity, incomes and resilience of smallholders</b> by: <ol style="list-style-type: none"> <li>1. establishing the Connected Farmer Alliance with USAID and TechnoServe;</li> <li>2. optimizing supply chains by strengthening linkages and feedback loops between smallholders and large agri-businesses; and</li> <li>3. improving access to secure, timely payments and other financial services.</li> </ol>	<ul style="list-style-type: none"> <li>■ Negotiated 3-year, \$10 million Connected Farmer Alliance partnership agreement with USAID and TechnoServe (work in Mozambique, Kenya, and Tanzania).</li> <li>■ TechnoServe hired overall program manager and researchers to map value chain business.</li> <li>■ Developed selection criteria for agri-business partners, as well as the measurement and impact assessment process.</li> <li>■ First formal partnership agreed with KPL to test how mobile solutions can support its engagement with smallholder rice farmers; expected pilot in April 2013 with an estimated 500 smallholders.</li> </ul>
Yara	Cultivate <b>long-term partnerships for co-developing national fertilizer market</b> by: <ol style="list-style-type: none"> <li>1. continuing existing efforts in SAGCOT, specifically the rice value-chain partnership with KPL, and developing an integrated Green Corridor;</li> <li>2. initiating an integrated sustainability approach with the Norwegian Agency for Development Cooperation (NORAD) and the Alliance for Green Revolution in Africa (AGRA);</li> <li>3. developing 2-3 subsequent value-chain initiatives under SAGCOT; and</li> <li>4. developing a pilot initiative with Vodafone and government to field-test cellphone delivery mechanisms for improved supply-chain efficiencies.</li> </ol>	<ul style="list-style-type: none"> <li>■ Held numerous discussions on project specific activities in SAGCOT and Tanzania as a whole.</li> <li>■ Construction of the \$20 million revolving fertilizer terminal in the port of Dar es Salaam is underway; terminal expected to be fully operational by end of 2013.</li> <li>■ Developed a more organized and high-quality fertilizer distribution and agro-dealer market network in Tanzania, including an innovative smallholder outreach program.</li> <li>■ Working in partnership with Tigo - a mobile phone operator - to test mobile agronomy services in two regions of key importance for Yara; expected start up in April 2013.</li> </ul>

The following investment plans exist, but no progress report has been shared to date:

	Goals
Agricultural Council of Tanzania (ACT)	Improve the <b>Tanzanian agri-business environment</b> by: <ol style="list-style-type: none"> <li>1. assisting in preparation/dissemination of policy papers on constraints to realization of increased investment objectives; and</li> <li>2. providing a platform for information analysis, and dialogue for private and public stakeholders in the sector.</li> </ol>
Selous Farming	On securing access to long-term financing or an investor with shared vision, <b>strengthen regional cereals and livestock supply chains</b> by: <ol style="list-style-type: none"> <li>1. expanding livestock from 500 beef breeding cows to 900, and 400 ewes to 1,200;</li> <li>2. expanding processing at abattoir and butchery for meat and poultry products;</li> <li>3. expanding production of seed maize from 150 ha to 400 ha, and soya from 60 ha to 400 ha; and</li> <li>4. establishing a mill to produce quality animal feed.</li> </ol>
Tatepa	Contribute to <b>enhancing smallholder agricultural development</b> in the Rungwe District by working towards launching the Suma 1.5 MW Hydro Plant project, aimed at benefiting smallholders through lower-cost reliable power and direct employment.

