

AGRI-HUB ETHIOPIA

ANNUAL PLAN 2013

Final draft for steering committee
January 22, 2013



A large, vibrant collage of images and text. The background is a light green with a repeating pattern of the words 'AGRI PRO FOCUS'. The collage features several photographs: a man in a white shirt holding a green fruit in front of a tree; a group of men in suits sitting around a table, looking at documents; a woman in a colorful patterned dress standing in front of a chalkboard; a man in a white shirt holding a box of produce; and a group of people sitting on a bench outdoors. Overlaid on the collage are several text elements: 'JOINT ACTION' in red, 'OWNERSHIP' in green, 'PRODUCER ORGANISATIONS' in green, 'PARTNERSHIP' in green, 'OUR PARTNERSHIP PROMOTES FARMER ENTREPRENEURSHIP' in large green letters, and 'CHANGE' in large red letters. The website address 'WWW.AGRI-PROFOCUS.NL' is written in white at the bottom right.



Agri-Hub Ethiopia, Annual Plan 2013

1. Introduction

With this annual plan 2013, Agri-Hub Ethiopia starts a very interesting new phase. The track record started in 2007 with the Ethiopia Learning Alliance, a joint action and learning programme on value chain empowerment. This involved 5 Dutch members, 14 Ethiopian NGOs and 18 farmer organisations. Since then, the Agri-Hub held organised learning, brokered deals between partners and developed the online platform to 450+ members by the end of 2012.

In 2013, the Food Security and Rural Entrepreneurship Fund will be launched by ICCO on behalf of Agri-Hub. The aim is 1) to boost innovation and food security among many farmers and other rural entrepreneurs and 2) to foster joint action in our network in support of these farmers. The FSRE Fund includes a learning agenda that aims at exchange of lessons and knowledge.

The same perspectives are found in the Agri-ProFocus [general strategy](#) 2013-216. Our network aims at sharing and co-creating, producing triggers for our members and partners. These triggers help improve their support systems (uptake), resulting in stronger farmer entrepreneurs.



The result areas for Agri-ProFocus and Agri-Hub Ethiopia are:

Network development and coordination	The Agri-Hub will serve as the port of call in Ethiopia for all stakeholders to create linkages and potential synergies with regard to farmer entrepreneurship and food security
Business and partnership brokering	With member cooperation the Agri-Hub establishes a pre-competitive environment to increase deal making in the agro- and food business, and facilitates joint resource mobilisation
Innovation communities and working groups	Groups of members cooperate thematically or sector-wise to develop knowledge and solve practical issues
Platform for debate and learning	The Agri-Hub provides a neutral platform for members to debate, learn from each other and exchange information

2. Agri-Hub priorities for 2013

The annual plan for 2013 builds on ongoing processes in addition to the development of new opportunities to strengthen the network and its outreach. These opportunities were identified during the Agri-Hub network day (13 December 2012, at Harmony hotel).

Below we summarise the general priorities for 2013 per result area. This is further elaborated in the result matrix chapter 3 in terms of intended deliverables. Some of these deliverables still need to be verified/ detailed with working groups of Agri-Hub members. Agri-Hub can only deliver when members share their input and leadership.

Network development and coordination

- Agri-Hub steering committee expanded, as representatives of new working groups join. Clarity on role in network and towards FSRE Fund.
- Agri-Hub online membership grows, with a focus on private sector. Further linking between online membership and live events.
- Agri-Hub coordination support to at least 4 thematic working groups, in addition to on-going topics.
- Agri-Hub budget for coordination and activities agreed and funded.
- All communication materials up-to-date, to-the-point, and bilingual (English and Amharic). Online platform administration up to date.

Business and partnership brokering

- Up-to-date directory of companies/organisations in food and business in Ethiopia.
- Linking to the agri-business support facility (EKN/CoC)
- Regular scouting for investment and grant fund opportunities.
- On-demand quick scans to prepare programme interventions.
- Support to joint resource mobilisation.
- Online marketplace tested and decided
- Agri-business finance fair events with universities in the Agri-Biz coalition.

Innovation communities and working groups

- Learning support to at least 4 innovation communities and working groups that emerged during network day.
- Learning tracks to be established around FSRE Fund calls

Platform for debate and learning

- Agri-ProFocus and Agri-Hub coordinate around policy issues in the context of Ethiopia-Dutch cooperation.
- Quarterly network events ('Agri-Club'), combining informal networking and sharing from practice.

3. Management and governance

The lead for Agri-Hub Ethiopia is with ICCO regional office in Kampala. Daily Agri-Hub coordination in Ethiopia is delegated to Fair & Sustainable Ethiopia. This arrangement is settled in a Letter of Intent between Agri-ProFocus and ICCO and a service contract between ICCO and F&S.

In Agri-Hub Ethiopia, the coordination work is organised per topic and shared between the manager and 3 consultants in the Fair & Sustainable team. In 2013, Agri-Hub will hire a fulltime communication and support assistant, responsible for the online platform, secretariat work and for event support. See the pictures below for the division of responsibilities.

				
Gerrit Holtland coordinator	Tarekegn Garomsa Topic BDS	Dereje Legesse Topic Finance	Wikke Tuinhout Topic Gender	Amarech Haile Online Platform

The current members of the steering committee are EKN, Cordaid, ICCO, Hundee, SOS Sahel, Terrafina Microfinance and SNV. New members that represent working groups are AfricaJuice, BDS consultant Yared Girma and other names to be confirmed. Early 2013, the steering

committee will reaffirm its role, responsibilities, composition and commitment. The aim is a balanced participation and a firm link to working groups and topics. In the Netherlands, Agri-ProFocus will link up to Dutch-based members contributing to the Agri-Hub.

4. Budget

Agri-Hub Ethiopia is counting with core support from ICCO and smaller contributions from the members and partners in the table below. Member contributions are matched with DGIS-DDE funds. The FSREF contribution is not matched as it is Embassy-funded. The FSREF budget for the learning agenda will kick in only in the 2nd half of 2013.

In conclusion

The Agri-Hub is in a much better position than at 1-1-2012, with coordination established and good prospects for activities and budget. In the next years, Agri-Hub will be branded as a platform for business. This means that Agri-Hub Ethiopia will give more visibility to business brokering and market intelligence. Agri-Hub will continue to focus the learning on practice, on pooling of resources and mobilising additional funding.

Contributions	Estimated/ pledged (€)	Confirmed (in €)
Agriterra (2 studies)	7.500	
Cordaid	14.500	14.500
Hunger Project	Tbc	
SNV	Tbc	
Terrafina	5.000	
ICCO	21.000	
Woord + Daad	10.000	
WUR ISSD	Tbc	
WUR CoQa	6.000	6.000
FDOV coalitions	10.000	
Ethiopian Universities (finance fairs)	15.000	
Target other income	10.000	
DGIS matching	100.000	
FSREF learning agenda ICCO	40.000	
Total	240.000	

Expenditure	Planned (€)	
Network development and coordination		
General coordination, office	60.000	
Business and partnership brokering		
3 finance fairs	30.000	
4 Agri-club network events	10.000	
Innovation Communities & working groups		
Support to 4 new groups	40.000	
FSREF learning agenda	40.000	
Platform for debate and learning		
Event support and Ning administration	40.000	
Contingency	20.000	

5. Agri-Hub Ethiopia results chain

Outcome – Market Uptake	Output –Market Trigger	Input – members & Agri-Hub coordination / support
1. Coordination & Network Development		
<p>The Agri-Hub visible and recognised as the Ethio-Dutch network on farm entrepreneurship and food security.</p>	<p>Coordination</p> <ul style="list-style-type: none"> • Governance structure strengthened <ul style="list-style-type: none"> ○ steering committee expanded from 6 to 10 members with working group representation and balanced for gender, business and nationality ○ steering committee nominates 2 members for FSREF governance board. ○ coordination reports quarterly to steering committee. • Strengthening of coordination team in online communication <ul style="list-style-type: none"> ○ 1 full time online platform assistant hired on agreed ToR <p>Network development</p> <ul style="list-style-type: none"> • Scope – expansion / decentralisation <ul style="list-style-type: none"> ○ establishment of at least 4 thematic working groups ○ coordination modality for topics finance, BDS • Composition and growth rate of membership <ul style="list-style-type: none"> ○ professional members registered online from 450 to 750. ○ organisation members registered with profiles from 20 to 80 • Financial goals (diversification income members and from services) <ul style="list-style-type: none"> ○ 5 members contributing to the Agri-Hub budget ○ Agri-Hub and Agri-ProFocus Arnhem promote joint resource mobilisation for coalitions of members • PME: adaptation of PME guidelines for context Agri-Hub Ethiopia. • Communication timely and to-the-point (fact sheets, PR) <ul style="list-style-type: none"> ○ Agri-Hub Ethiopia fact sheet updated twice a year (English and Amharic). ○ Bi-weekly online platform broadcast “updates from Agri-Hub Ethiopia” 	<p>Lead ICCO through F&S</p> <p>Members involved Agriterra, Cordaid, Hunger Project, SNV, Terrafina, ICCO, Woord + Daad, WUR ISSD, WUR CoQa, FDOV coalitions, Ethiopian Universities (finance fairs), EKN</p> <p>Budget target: € 240,000 per year</p>
2. Business and Partnership Brokering		

Outcome – Market Uptake	Output –Market Trigger	Input – members & Agri-Hub coordination / support
Effective business linkages between organised farmers on one side and firms, banks and traders along the chain on the other side, through face-to-face and online services.	Market intelligence on food and business <ul style="list-style-type: none"> • Online: “Who-is-Who” tab on agriculture in Ethiopia, indicating products, location and contact details. • Agri-Hub creates 1 on-line overview for business in Ethiopia, by linking to EKN-BSF and other relevant actors and sources of intelligence. The overview includes opportunities, investors, investment instruments, trade missions • Agri-Hub provides an on-demand service for Sector Quick-Scans with a pool of specialist consultants. 	Lead Agri-Hub coordination Members involved Precise consult, Chamber of Commerce/ PSD, ATA, BSF, Agentschap NL, CBI, PUM, NABC, HPC, EKN
2 business deals made between business/ investors and farmer entrepreneurs. Focus first on Ethiopian farmers and also on Dutch business	Business brokering support <ul style="list-style-type: none"> • Facilitate promotion of the Food Security and Rural Entrepreneurship Fund (administered by ICCO) • Online marketplace for Q&A on farmer business and related issues; • Active promotion of (Dutch) PSD instruments & business challenges • Farmer entrepreneurship and agri-business network B2B Events (3 Agri-Finance Fairs/ year); • Agri-Hub links to (member) organisations for follow-up support in business brokering 	
Joint resource mobilisation for 3 coalitions of members	Partnership brokering support <ul style="list-style-type: none"> • Agri-Hub creates an overview for all members on opportunities for joint resource mobilisation, by linking to relevant actors and sources of information. • Facilitate consortia of members to analyse specific funding opportunities (FDOV, GAFSP); • Facilitate shared value propositions and/or concept notes for joint resource mobilisation. • Agri-Hub links to (member) organisations for follow-up support in partnership brokering 	
3. Innovation Communities and working groups		
	<ul style="list-style-type: none"> • In Ethiopia, there are 6 working groups planned for 2013. At least 4 groups will kick off by defining their membership, (innovation) goal and specific activities before 15 February • In addition to these working groups, Agri-Hub will set-up 1 learning track after the 2013 call of FSREF. Theme to be decided by fund manager and governance board 	Working groups are led by members. Agri-Hub support is secretariat and online sharing.
	Contract Farming / outgrower schemes <ul style="list-style-type: none"> • The approach is to organise sharing/ exchange of experiences between international and national agri-business companies in Ethiopia who work with smallholders. 	Lead F&S Ethiopia
Outcome – Market Uptake	Output –Market Trigger	Input – members & Agri-Hub coordination / support

	<p>Transfer of production technology and knowhow</p> <ul style="list-style-type: none"> • The approach is to mobilise international expertise for practical training of small-holders on issues as irrigation, inputs, mechanisation, new crops, and new packages. • This group shared by AfricaJuice wants to link to international expertise within Agri-ProFocus partnership. 	<p>Lead AfricaJuice</p>
	<p>Business Development Services</p> <ul style="list-style-type: none"> • The approach is to follow-up on the BDS writeshop in Addis Ababa by organising the book launch. Group members are consultants in agricultural BDS, their interest is to develop practices on financial sustainability, inclusiveness and accountability 	<p>Lead tbc</p>
	<p>Gender in value chains</p> <ul style="list-style-type: none"> • The approach is to promote use of gender toolkit and by training/coaching and sharing of experience in bimonthly meetings. This group will link to main actors in Ethiopia, government and international expertise in Agri-ProFocus level. 	<p>Lead Agri-Hub coordination</p>
	<p>Access to finance</p> <ul style="list-style-type: none"> • The approach is to organise 3 finance fairs for awareness raising on the need for a coordinated response between financial institutes and non-financial capacity builders • This theme has working groups for each fair and links to AEMFI, Terrafina Microfinance, SCOPEinsight 	<p>Lead Agri-Hub coordination, agricultural universities chair local committees of each fair</p>
4. Platform for debate and learning		
<p>Enabling an open culture of learning and peer support</p> <p>Evidence-based support for policy dialogue</p>	<ul style="list-style-type: none"> • Increase in visitors for http://apf-ethiopia.ning.com • Online visits will double to 22,000 per year with similar increase in unique visitors, pageviews and % of returning visitors. • Online hosting of learning programmes (see FSREF etc) • Agri-Hub will organise on-line facilitation of learning tracks and support live events. • Agri-Club: 4 network events combining informal networking and sharing from practice • Agri-ProFocus and Agri-Hub coordinate around policy issues in the context of Ethiopia-Dutch cooperation. 	