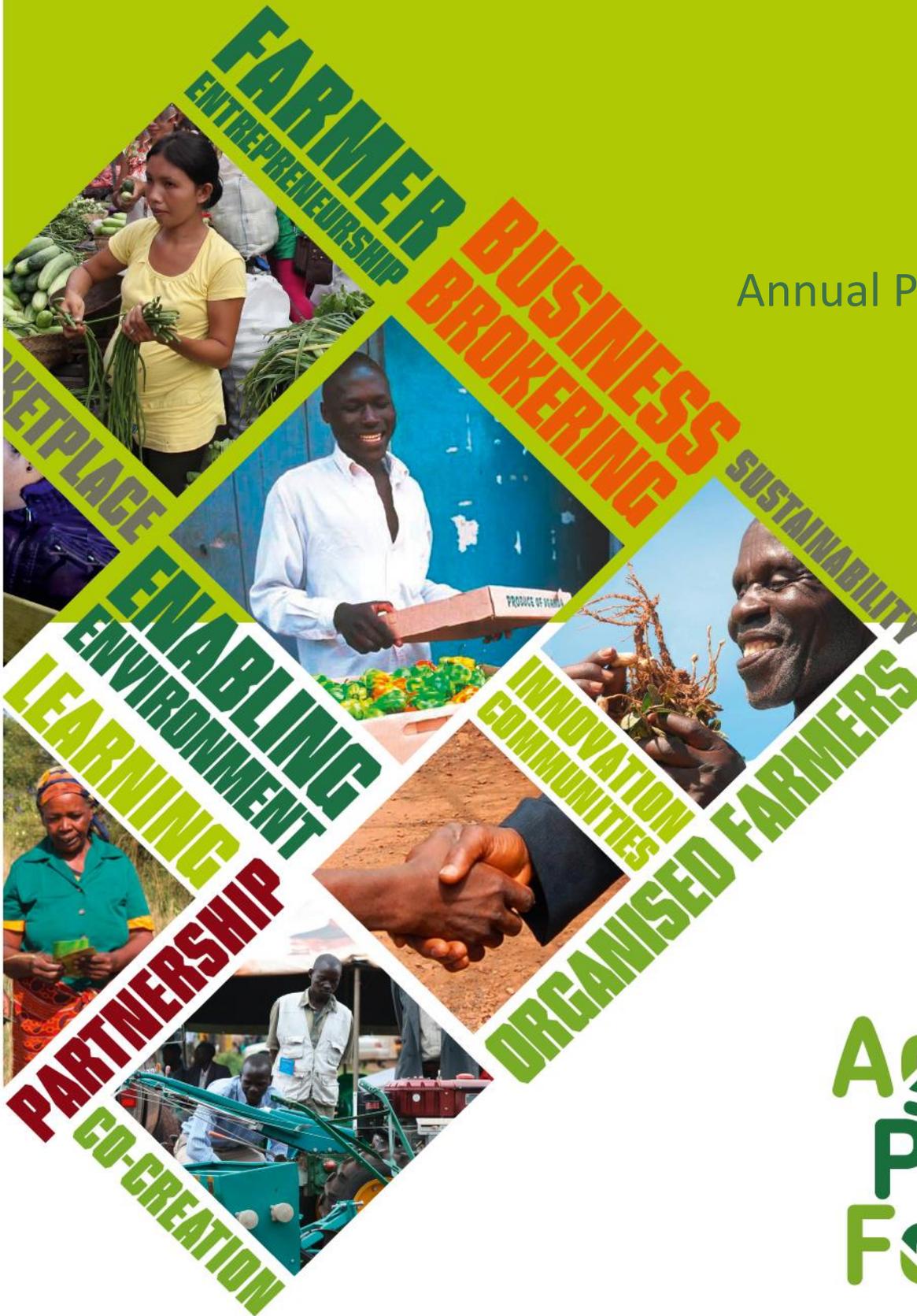


# AgriProFocus Ethiopia

Annual Plan 2015



# Agri Pro Focus

Promoting farmer entrepreneurship

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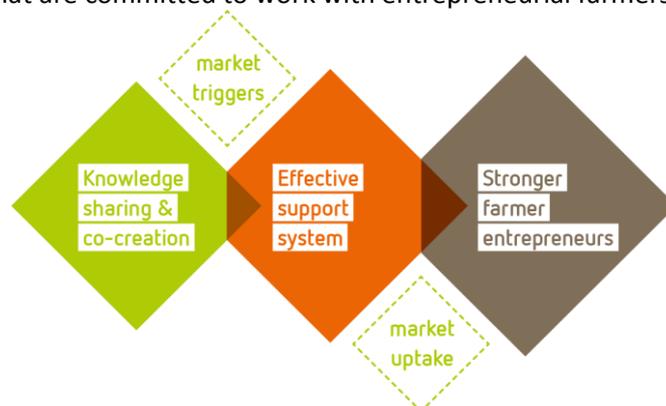
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# Preamble

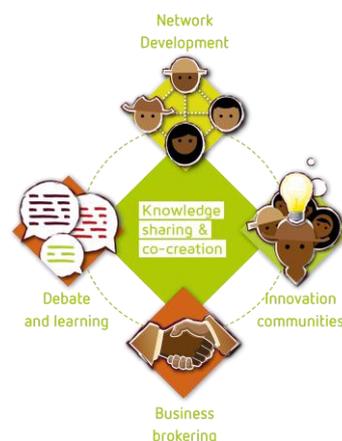
AgriProFocus Ethiopia is part of the global AgriProFocus network. As a network we believe that primary producers are key to local economic growth, sustainable agri-food systems, and food security for all. AgriProFocus convenes stakeholders from the private and public sector and civil society that are committed to work with entrepreneurial farmers.



The network works through sharing and co-creating. Our results which we call 'market triggers' are effectively aimed to improve the support system for farmer entrepreneurship. Those improvements we call the 'market uptake': in other words how is the market of stakeholders responding, are the results of the network actually been put to good use. Further down the line the improved support system should contribute to strong farmer entrepreneurs who are able to make better informed choices for their business.

The priorities - as defined under our four delivery areas - build on the planning process, which has taken place within AgriProFocus Ethiopia and through interaction within the Dutch partnership. The results of AgriProFocus Ethiopia are broken down in four service areas.

- a. Network development and coordination.
- b. Business and partnership brokering.
- c. Innovation communities.
- d. Platform for debate and learning.



## What is your stake?

As is good common practice within AgriProFocus, the agenda leaves room for engagement of interested stakeholders. Throughout the year new opportunities emerge and these are incorporated in the network. The readers of this annual plan are invited to contact AgriProFocus to see how and where to link up, find their interest and contribute.

AgriProFocus Ethiopia is an open network with a low threshold to become member and access information. At the same time AgriProFocus Ethiopia only functions based on members' commitment and willingness to share and work together. The mode of operation is 'for and through its members'.

# 1. Introduction

The year 2014 meant further consolidation of AgriProFocus Ethiopia. The highlights that inspire us for 2015 include:

April            The first FSREF Linking and Learning Workshop with the 10 innovation projects (1<sup>st</sup> call). The event included field visits to Dutch agribusiness Alema Koudijs Feed PLC and Solagrow PLC; peer review by AgriProFocus members active in working groups; action plans on specific learning questions.

April            The fifth Finance Fair in Hawassa attracted 17 financial institutions and service providers and 350 farmers. The fair encompassed a market place, a forum where 5 papers on access to finance were presented. On the 2<sup>nd</sup> day a field visit was organised to Kayo Seed Producers Cooperative in Borchha. According to a survey, 15% of the visitors are female and 50% of the interviewees gained useful information on agri-finance. It was co-organised with Hawassa University and ISSD.

Similar fairs were held in Bishoftu (Debre Zeit, July), co-organised with OSE and ISSD, and with Haramaya University (November).

June            The EKN Ethiopia expressed their intention for cooperation between AgriProFocus, EKN and their programmes: CASCAPE, ISSD, SBN, HoAREC, ABSF and FSREF. It was also agreed that AgriProFocus will take over the Learning Agenda of the agri-projects of the embassy that was started with MDF. This is an acknowledgement of our power to convene different groups of stakeholders in meaningful events.

The IC on cooperative development organised a meeting with the embassy leadership to provide them with an in-depth and comprehensive overview of the (policy) constraints hindering the development of cooperatives.

July            Under the guidance of the A-TVET working group, two students from the Netherlands and Tigray did a research on the career perspectives of youth in agriculture and agri-business. Stakeholders in Wukro-Mekelle were interviewed. Follow-up may include a campaign to improve the perception of agriculture. Co-organised with Red een Kind and Van Hall Larenstein.

Aug            Field visit on Best Practises in Contract Farming; contract farming schemes in Ejere and Tulubolo were visited. During the exchange day at ILRI, lessons learned and best practices were shared. Based on the outcomes a draft Guide on Contract Farming was written; it will be complemented with cases studies that are being selected and written in Q4. It was co-organised with SupHort (a new Italian partner).

Sept            All ten first round FSRE winners were visited by an Ethiopian consultant. He wrote a detailed and extensive report on their progress and challenges.

- Oct A second learning event with now 20 innovation projects of the FSRE was held. The Learning Agenda of the 10 first round innovation projects was concluded; based on the report of the external consultant five innovations were identified with the potential for scaling up. The FSRE Fund is managed by ICCO.
- Nov/Dec We drafted an outline for a Guide on Contract Farming, in consultation with the Innovation Community and SupHort. Case writers were identified and instructed.  
Eight of the ten innovators of calls of the FSRE Fund were visited.
- The gender in value chain coaching track had a dual face: ten organisations were successfully supported by an external coach. The second batch of ten (of SNV projects) suffered from personnel problems. In December a final workshop was organised and a possible follow up formulated.
- On 12 December more than 120 people participated in our annual network day. Eight organisations and seven companies presented themselves on the market place. Four working groups gave suggestions on how to improve and extend our work in 2015.

Also during 2014, new working groups emerged on youth/A-TVET and soil health. Both are starting to set the agenda for innovation communities on these topics.

In November 2014, the online network counts 940+ professional members and 80+ profiles of companies and organisations. The coordinators serviced over 30 requests on Business and Partnership Brokering. Many led to meetings between potential partners; one FDOV application was born out of this, as well as some funding relationships. A G4AW consortium was formed as well. We published four calls for projects and helped members to reflect on their proposals.

In contrast to these achievements, we had a slow start in 2014 due to three consecutive staff changes. This affected the ongoing support to finance fairs and the dialogue with co-organisers and stakeholders in finance sector. With regard to innovation communities, it was decided to merge 3 working groups on contract farming, coop development and access to finance in a new group called Farm-Firm relations. It is expected that this will help to revive the working groups and innovation communities.

Throughout the year we supported the transition from the 'Ning' to the new online platform. We have been actively supporting our members to make the transition as well. A special mention deserves the google map that shows FSRE innovations. In 2014 we have done very little on documentation: in 2015 this will be a priority with a local toolkit on gender in value chains, with a guide on contract farming and with the foundation for a publication on FSRE innovations in 2016.

We are on the right track and we gained speed. In the second half of the year we had several events with an active participation of a wide range of people and organisations. About 100 people are member of the five Innovation Communities.

An important positive element is that large players show an increasing interest in our work (i.c. USAID, GIZ, DfID, ILRI, ATA). The step in 2015 is to get them involved (also financially) in our network.

## 2. Priorities for 2015

The overall strategy for AgriProFocus Ethiopia in 2015 is to reduce the dependency on Dutch funds. As in 2016 the MFS subsidies of the Dutch government for the main Dutch NGOs will be phased out, there is a risk that their contribution to AgriProFocus will be reduced as well. Therefore we need to extend our network, especially among non-Dutch organisations and programs.

Our work on two Learning Agendas is of strategic importance as well. The FSRE fund allows us to build up a country wide network among local companies and organisations. The planned Learning Agenda for the EKN will allow us to enter into a meaningful dialogue with all Dutch agricultural programs.

A third strategic aim is to work towards concrete knowledge products: toolkits, manual and guidelines that can be the foundation for workshops and other learning events.

The focus of our work is on the members of the network. These are mostly people working as development partners (NGOs, projects) or in private companies. Only the Finance Fairs are directly geared to farmers, particularly to farmers' leaders. So in most instances our circle of direct influence is limited to capacity building and to improving the coordination between development partners. At that level that we can measure our impact.

### 2.1 Network Development and Coordination

#### Key message

*AgriProFocus Ethiopia will serve as a main port of call in Ethiopia for all stakeholders to create linkages and potential synergies with regard to farmer entrepreneurship and food security.*

#### For 2015 we are planning the following:

- Steering committee strengthened via representation of the innovation communities. Also, AgriProFocus is represented in FSREF advisory board.
- All communication materials are up-to-date and to-the-point. Local languages will be used whenever appropriate.
- Ensure that the online membership (966 at Ning 31 Oct) does not drop during migration to new platform. Based on historic growth rates of 50%, the target for end 2015 is 1500 online members.
- 150 companies and organisations with a focus on private sector and educational institutes.
- Members understand the value of the network and become the driving force. At least 10 members based in Ethiopia make a financial contribution.
- AgriProFocus Ethiopia cooperates with the Dutch embassy on private sector development in agriculture.
- Further link with relevant actors and networks on farmer entrepreneurship and food security.

## 2.2 Business and Partnership Brokering

### Key message

*With member cooperation AgriProFocus Ethiopia establishes a pre-competitive environment to increase deal making in agro- and food business, and facilitates joint resource mobilisation.*

#### In more concrete terms:

- Offering Q&A service for members and companies (online platform).
- Maintaining an up-to-date overview of existing directories of actors in food and business in Ethiopia. This focus on useful links on the internet.
- We link actors to each other and to ABSF, ENLBA and FSRE Fund for innovation in agri-business and farmer entrepreneurship.
- We improve or record keeping on brokering activities.
- We link (and contribute) to a database of Dutch and international impact investors at AgriProFocus Arnhem.
- We organise quarterly ABC- Agri-Business Cafe's with ABSF.
- We support members in joint resource mobilisation by regular scouting for investment and grant fund opportunities.
- We review the set-up of the Finance Fairs with all partners to see if and how we can update/revise the approach. We plan to have 2 events that might be of a different nature.

## 2.3 Innovation Communities

### Key message

*Groups of members cooperate thematically or sector-wise to develop knowledge and solve practical issues to improve the support system for farmer entrepreneurship. Our target group for the IC are those who serve the farmers.*

In 2014 we worked mostly on concept- and product development. The aim for 2015 is to develop knowledge products, based on the work we have done so far in the Innovation Communities. In each case, we collect what is already there, and we aim to add practical materials. True to our network spirit, we propose to members and stakeholders to work together in co-creation and dissemination.

#### In concrete terms:

- The Innovation Community on Farm-Firm Relationship wants to publish a manual on Contract Farming that can be used by the large number of companies and programs that are dealing with CF arrangements. It will be particularly relevant for many innovators of the FSRE Fund.
- The IC on Gender in Value Chains wants to adjust the present AgriProFocus Toolkit towards the Ethiopian context; including a translation in Amharic. This will be very interesting for the many AgriProFocus-members that are engaged in value chain based development programs.
- The IC on Soil health wants to design a comprehensive plan that would lead to more synergy between their actions. The main beneficiaries of this would be the different

soil related activities that are presently not well integrated (FGI, SLM, ATA, HoAREC etc.).

- The IC on Youth and Agriculture wants to start a small pilot project in Wukro, called “Proud to be a farmer”. The principle target groups are local stakeholders and some AgriProFocus members (ReK, W&D, Aeres).
- The IC on Rural BDS is less active at the moment; if this does not improve we will phase out our support.
- We will also support possible new Innovation Communities that emerge in the network during the year.
- Knowledge products will be disseminated via workshops /training.
- Every IC has three events/field visits per year. We will ask members to host these. Lessons Learned will be documented for the website. If applicable, it will be printed as well in a small booklet with a partner.

## 2.4 Platform for Debate and Learning

### Key message

*AgriProFocus Ethiopia provides a neutral platform for members to debate, learn from each other and exchange information.*

#### In concrete terms:

- AgriProFocus and members coordinate around policy issues in Ethiopia-Netherlands cooperation; especially on Cooperative Development.
- Quarterly network events, combining informal networking and sharing from practice.
- The online platform offers a directory with information on members and companies (including in other countries).
- Initiate a depository of grey literature on agriculture in Ethiopia. We will ask members to mail us any kind of report they have and that could be useful for others. We will put the tags and make it available online. We will also have a section on URLs that will lead people directly to important websites with publications on Ethiopian agriculture.
- Organise the Linking and Learning Agenda in the FSRE (Food Security & Rural Entrepreneurship Fund).
  - Use learning questions, field visits & workshops for sharing. Focus on successful innovations that can be scaled up.
  - A curated page with all information on FSREF and summaries of innovation projects.
  - Start the documentation process that will lead to a publication in 2016 that explores what agricultural innovation is and how outsiders can support it.
- Organising the Learning Agenda for EKN supported programmes:
  - Use learning questions, peer review, enhanced linking.
  - Potential topics: sub-sector platforms, gender, contract farming.
  - A curated page with summary information.

### 3. Management and Governance

AgriProFocus Ethiopia is hosted by ICCO. As the regional office is in Kampala, daily coordination is delegated to Fair & Sustainable Ethiopia. This arrangement is settled in an agreement between AgriProFocus and ICCO and a service contract between ICCO and F&S. The coordination work is done by a core team of Gizaw Legesse (online communication), Kebede Dhuga (Finance Fairs), Jelleke de Nooy (Linking and Learning) and Gerrit Holtland (coordinator).

The coordination team reports to members during the annual network day event. In addition, key members sit in the steering committee who meets twice a year to discuss progress of AgriProFocus. In Ethiopia, current members are EKN, ICCO, SNV, HUNDEE and representatives of ICs: Ethio-Consumers Coop (farm-firm), ACIDI-VOCA (gender), Red een Kind (youth), Yared Girma (BDS) and Soil Information Centre (soil health). HUNDEE and SNV represent AgriProFocus in the FSRE Fund. The aim for 2015 is a balanced participation and a firm link to the working groups and topics.

AgriProFocus is a network in Ethiopia and registered in the Netherlands. Membership of the online platform requires agreement with the terms of service. Otherwise, membership is open for all subscribing to the values and content of AgriProFocus.

## 4. Budget

The AgriProFocus Ethiopia annual budget is to cover costs of events, activities, support and coordination. Based on the agenda set with the members an estimate has been made for 2015 with regard to the expected cost and contributions. The cost estimate will have to be verified by making specific budgets per activity with co-organisers and sponsors.

Members are hereby asked to commit resources (money, staff time, accommodation) for joint activities and for coordination. The sum of member contributions is matched by the AgriProFocus Matching Fund.

<b>Country:</b>	<b>Ethiopia</b>
<b>Estimated receipts</b>	
<b>A) Dutch members</b>	73.000
<b>B) Service delivery programmes</b>	-
<b>C) Local stakeholders / other partners</b>	37.500
<b>D) Total Matcheable income</b>	110.500
<b>E) DGIS matching fund</b>	110.500
<b>F) Public partners</b>	112.230
<b>G) Other income</b>	3.000
<b>H) Estimated balance 2014</b>	68.490
<b>I) Total estimated receipts</b>	<b>404.720</b>
<b>Estimated costs</b>	
<b>J) Coordination</b>	6.873
<b>K) Network development</b>	18.901
<b>L) Business &amp; partnership brokering</b>	75.503
<b>M) Innovation communities</b>	123.928
<b>N) Platform for debate and learning</b>	122.621
<b>O) Planning in progress</b>	56.895
<b>P) Total estimated cost</b>	<b>404.720</b>

The detailed breakdown of costs is available on request.

# Annex 1 Result Matrix

Outcome – Market Uptake	Output –Market Trigger	Input leading stakeholders
<b>Coordination &amp; Network Development</b>		
<p>Be a major port of call in Ethiopia for all stakeholders to create linkages and potential synergies with regard to farmer entrepreneurship and food security.</p> <p>Members understand the value of the network and become the driving force of the network. Members become the ambassadors of AgriProFocus</p>	<p><b>Coordination</b></p> <ol style="list-style-type: none"> <li>1. Governance structure strengthened.               <ol style="list-style-type: none"> <li>a. Coordination team reports every 6 months to steering committee.</li> <li>b. Steering committee meets twice a year and represents innovation communities and key members.</li> <li>c. Steering committee represented in the FSREF advisory board.</li> </ol> </li> <li>2. Strengthening of coordination team in online communication, brokering and learning, through exchange and learning within AgriProFocus network.</li> <li>3. Coordinating with the EKN embassy and EKN programmes on food security and private sector development in agriculture.</li> <li>4. Linking with relevant actors and networks in Ethiopia on farmer entrepreneurship and food security (focus on the agenda of the Innovation Communities).</li> </ol> <p><b>Network development</b></p> <ol style="list-style-type: none"> <li>5. Develop a long term strategy for network development:               <ol style="list-style-type: none"> <li>a) Make an analysis of the major players in the agriculture sector, set the desired relationship with each of them and approach them to explore ways of participation in the AgriProFocus network.</li> <li>b) Define a 2016-2020 strategy for the long term development of the AgriProFocus Ethiopia network.</li> </ol> </li> <li>6. Composition and growth rate of membership:               <ol style="list-style-type: none"> <li>a. 1500 professional members register online (after migration to new platform)</li> <li>b. 150 firms and organisations with profiles in directory (including 30 innovation projects).</li> </ol> </li> <li>7. Financial goals (diversification income members and from services).               <ol style="list-style-type: none"> <li>a. 10 members and partners contribute to 2015 budget:</li> <li>b. Income from exhibitors pay for direct costs marketplace events (finance fairs).</li> </ol> </li> </ol>	<p>Host: ICCO through F&amp;S Ethiopia</p> <p>Members in steering committee: Cordaid, EKN, HUNDEE, ICCO, SNV, WUR, ACIDI-VOCA (IC gender), Yared Girma (IC RBDS), Pim Marijs (IC Youth and Agric.), Ethio-Consumer Association (IC-Farm-firm).</p> <p>Representatives in FSREF board: AgriProFocus, SNV, vacancy</p> <p>Relevant for PSD are ABSF, ENLBA, NABC.</p> <p>Relevant for Food Security are CASCAPE, ISSD, SBN, SNV, Partners of ICCO, Cordaid, Dorcas, Red een Knd, W&amp;D etc.</p> <p>Relevant for Farmers Entrepreneurship are ten companies winning a FSRE innovation or matching grant. And companies like Solagrow, Rangvet, Guts Agro, etc.</p> <p>Relevant actors in Ethiopia include ATA, FCA, MofA, UNDP, ACIDI-VOCA.</p>

Outcome – Market Uptake	Output –Market Trigger	Input leading stakeholders
<b>Business and Partnership Brokering</b>		
<b>Market intelligence on food &amp; business</b> Establish pre-competitive environment for promising sectors that is being used for deal making by chain actors.	8. Online directory of Who-is-Who in our network, indicating products, location and contact details. AgriProFocus also maintains an overview of existing directories of actors in food and business in Ethiopia with links on the internet. 9. Online Q&A service for members and companies on agri-business in Ethiopia. A coordinated overview and response on investment opportunities, investors, investment instruments, trade missions.	Existing directories include: Mercato.  Item 9 and 10 link to EKN, ABSF, ENLBA, NABC and members.  Finance fairs hosted by universities, contributions ISSD, banks, MFIs, Unions, ILRI, DEC, MEDA.
<b>Business brokering support</b> Increased business deals among value chain stakeholders (national and international)	10. Quarterly agri-business drinks for Ethio-Dutch agriculture and agri-business community. 11. Agri-business finance fairs with universities and banks/MFIs. Early 2015, a strategic review with key partners and sponsors on the fairs. Plan 2015: 2 Fairs.	
<b>Partnership brokering support</b> Joint resources mobilisation by members.	12. AgriProFocus Ethiopia supports members in joint resource mobilisation by regular scouting for investment and grant fund opportunities: <ul style="list-style-type: none"> <li>a. Circulating relevant calls via online platform like ARF, FSRE etc.</li> </ul>	
<b>Innovation Communities</b>		
<b>General</b> Improving member support to farmer entrepreneurs by sharing in network communities.	Approach: Working group of members co-organize topical events for innovation communities to develop knowledge, skills and share practices. <ul style="list-style-type: none"> <li>13. Each innovation community/working group agrees to a terms of reference for coordination team support. Every IC has a field visit once per quarter.</li> <li>14. Knowledge products: Lessons Learned documented for the website or in print.</li> </ul>	ICs groups include GIZ-SLM, HoAREC, SBN, SNV programs (ASPIRE & EDGET), Dutch NGOs like ICCO, Cordaid, Red een Kind/ W&D, Canadian Embassy, WUR (on soil health), Agriterra, SupHort, Aeres (for Ardaita college), ZOA, Tear Fund, Mennonite Foundation etc.

Outcome – Market Uptake	Output –Market Trigger	Input leading stakeholders
<b>Farm-firm relations</b> improved member support to farmer entrepreneurs and their relation with firms.	15. Quarterly events hosted in turn by members. The present focus is on the Guide on Contract Farming. A next focus has to be decided in Q 1 of 2015. 16. Knowledge product: a manual on contract farming in Ethiopia. 17. An outreach event on role of cooperatives in Ethiopia.	ICs includes companies like Solagrow, Heineken, Africa Bamboo, Africa JUICE, Soil and More, unions like Meki Batu and Wolayta. The role of SNV and Agriterra will be crucial when it comes to coop. development.
<b>Soil Health Management</b> Improved member support to farmer entrepreneurs on soil management topics.	18. Quarterly events hosted in turn by members. Topics on rock in soil, pricing of manure/compost 19. An outreach event on sustainable soil management.	IC on soil health covers Soil&More, Cascape, WUR, HoAREC, ZOA, MEDA, Tear Fund, Mennonite Foundation, GIZ-SLM, Soil Information Centre, ATA, University staff.
<b>Youth and A-TVET</b> improved member support to young farmers in the context of A-TVET.	20. Quarterly events hosted in turn by members. 21. Proposal development in Wukro that can be implemented by AgriProFocus members. 22. Proposal for campaign/bootcamp “Proud to be a young farmer”.	IC includes Red een Kind, VHL, stakeholders in Wukro-Mekelle, Acdi-Voca, Cordaid, Cascape.
<b>Gender</b>	23. Quarterly events hosted in turn by members. Topics on technology, young women, 24. Conclusion of gender coaching track with a workshop and documentation (article, film) 25. Knowledge products <ul style="list-style-type: none"> <li>a. A calendar of gender activities hosted by members / field visits.</li> <li>b. Inventory of who does what in gender and agriculture.</li> <li>c. Ethiopian version of gender in VC toolkit.</li> </ul>	IC Gender in Value Chain includes SNV (several projects), ACIDI-VOCA, GOAL, ATA, DFATD (Canadia), CASCAPE, many NGOs in the coaching trajectory.
<b>Emerging topics</b>	26. Support to (max 2) new Innovation Communities that emerge in the network during the year.	CMDRR could be interesting topic; ICCO, Cordaid and Dorcas are involved.

Outcome – Market Uptake	Output –Market Trigger	Input leading stakeholders
<b>Platform for debate and learning</b>		
<p><b>Learning</b></p> <p>Establishing an open culture of peer support and learning.</p>	<ul style="list-style-type: none"> <li>27. Providing access to grey literature on agriculture, agri-business, food security by organising a depository. Professionals share via mail, coordination team puts tags, year, author, title, pdf.</li> <li>28. Communication timely and to-the-point on our Ethiopia page <a href="http://agriprofocus.com/ethiopia">http://agriprofocus.com/ethiopia</a> with regular updates, overviews and online Q&amp;A.</li> <li>29. Update our AgriProFocus Ethiopia fact sheet twice a year (English, Amharic).</li> <li>30. Organising the Learning Agenda in the FSRE (Food Security &amp; Rural Entrepreneurship Fund). <ul style="list-style-type: none"> <li>a. Use learning questions, field visits &amp; workshops for sharing. Focus on successful innovations.</li> <li>b. A curated page with all information on FSREF and summaries of innovation projects.</li> </ul> </li> <li>31. Organising the Learning Agenda for EKN supported programs. <ul style="list-style-type: none"> <li>a. The approach uses learning questions, peer review, enhanced linking.</li> <li>b. Topics: gender, seed, contract farming, CF, sub-sector platforms.</li> <li>c. A curated page with summary information.</li> </ul> </li> </ul>	

# Agri Pro Focus

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NETWORK  
DEVELOPMENT

