



# ANNUAL REPORT

CNFA | *Cultivating New Frontiers in Agriculture*



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**Our Vision**

A prosperous world  
without hunger.

**Our Mission**

To stimulate economic  
growth and improve  
livelihoods by cultivating  
entrepreneurship.

Cultivating New Frontiers in Agriculture (CNFA) is an international non-profit organization headquartered in Washington, D.C. and Brussels, Belgium, with offices in 15 countries throughout Africa, Asia and Eastern Europe. We work with businesses, foundations, governments and communities to build customized local and global partnerships that meet the world's growing demand for food. Since our inception in 1985, we have designed and implemented enterprise-based, agricultural development initiatives to facilitate market access, enhance agribusiness competitiveness, increase productivity and improve access to inputs and credit in 45 countries around the world.

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## Letter from Board Chair and President & CEO

CNFA logged significant success in cultivating entrepreneurship to stimulate economic growth and improve livelihoods throughout 2017.

Thanks to the support and confidence of our clients—particularly USAID and USDA—CNFA continued to experience strong growth over the past year, reinforcing our ability to bring enterprise-based, agricultural development initiatives to greater numbers of farmers, families and workers in 15 countries around the world.

Despite recent security threats, our dedication to our mission remains unshaken and only intensifies our commitment to build a better world through agricultural development. That's because when we create jobs, improve agricultural productivity, and facilitate development of new markets, we directly contribute to a better future for people living in poverty, and help provide them with the incomes and jobs that make them less prone to heed the call of radical elements in their societies.

And that is exactly what CNFA does every day—thanks to the hundreds of our dedicated colleagues who work passionately to create a better world.

Our colleagues are a source of inspiration to all of us—and serve as proof that when

we all work together, pool our talents, and work with a shared commitment, we can accomplish great things.

Along with a few of our CNFA Board of Director members, we were privileged to see a great example of our impact in September 2017 during our visit to the USAID-funded Amalima Project in Zimbabwe.

This five-year USAID Food for Peace Program, implemented by CNFA, has helped more than 56,000 households by increasing agricultural productivity and improving nutrition practices and behaviors.

Amalima has generated improvements on multiple fronts. Over its lifetime, the project has worked with local communities to make them more drought resilient by building dams, irrigation schemes, and dip tanks; formed or strengthened village savings and lending groups; and facilitated the establishment of hundreds of community health education centers that train thousands of people to improve household sanitation and hygiene, among other things.

The program is truly life-changing—since its inception in 2013, Amalima has distributed more than 7,000 metric tons of U.S. supplementary food to more than 45,000 mothers and children at rural clinics and other distribution points, helping





**Pictured**  
*Elin Miller*  
 Chair of CNFA,  
 Board of Directors

*Sylvain Roy*  
 CNFA President  
 & CEO



to mitigate the chronic malnutrition that affects children during their first 1,000 days of life.

The project stands as proof of the lasting impacts we produce through the hard work and exceptional dedication of our CNFA team—which by the end of 2017 had grown to more than 500 employees worldwide.

Words cannot express how proud we are of our CNFA team, many of whom serve right at the front lines of development, living in the same communities as our beneficiaries, working alongside them, and sharing their fears and dreams.

This is the real face of development.

These individuals inspire us to raise our voices to inform and educate people in all four corners of the world on the critical importance of international development.

And we can start right here in the United States. It should be an easy sell—because what CNFA does “over there” also helps people “over here.” Witness the following example - Last year, when we expanded a development initiative in the country of

Georgia in response to a massive pest infestation destroying the country’s hazelnut crop, we turned to a company from America’s heartland—Oklahoma-based Trécé Inc.—to produce and supply pheromone traps and lures to manage that threat.

Thanks to USAID, our overseas beneficiaries got access to the best U.S. technology, and Trécé expanded its production and increased its revenues. That’s a win-win deal. And that’s just a single example. The bottom line is that when we help underserved nations in faraway regions of the world, we also contribute to our own well-being—right here in the United States.

That’s just one more reason that the work of nonpartisan, non-profit organizations like CNFA is so important. The fact is that all of our work product—the improvements we generate, the goodwill we create, the lives we change—is of mutual benefit to us all.

That’s what drives our passion and makes us proud to be a part of CNFA. And something we will keep in mind as we tackle new challenges in 2018.

## We are CNFA

We design and implement enterprise-based, sustainable agricultural development initiatives that improve livelihoods of the world's underserved populations.

We field the teams that implement volunteer-based programs in the Caucasus, Central Asia, and in East and Southern Africa—as well as Global Food Security programs in Egypt, Ethiopia, Nigeria, Guinea and Rwanda, and many other agricultural development initiatives around the globe. Our retail service models—Farm Service Centers, Machinery Service Centers and Agrodealers—empower rural entrepreneurs to reach thousands of farmers in Ethiopia, Mali, Tanzania, Georgia and more.

We cultivate networks and linkages to strengthen supply chains, develop new markets and increase smallholder incomes. We seek a prosperous world without hunger. We are CNFA.



### Our Global Reach

#### AFRICA

Angola  
Benin  
Burkina Faso  
Cote D'ivoire  
Ethiopia  
Egypt  
Ghana  
Guinea  
Kenya  
Liberia  
Malawi  
Mali  
Mozambique  
Niger  
Nigeria  
Rwanda  
Senegal  
Sierra Leone  
Somalia  
Somaliland  
South Africa  
South Sudan  
Sudan  
Tanzania  
Togo  
Uganda  
Zambia  
Zimbabwe

#### EASTERN EUROPE & THE CAUCASUS

Azerbaijan  
Belarus  
Bulgaria  
Georgia  
Kosovo  
Moldova  
Romania  
Russia  
Ukraine

#### SOUTH & CENTRAL ASIA

Afghanistan  
Bangladesh  
Iraq  
Kazakhstan  
Kyrgyzstan  
Pakistan  
Tajikistan  
Uzbekistan

#### LATIN AMERICA & THE CARRIBEAN

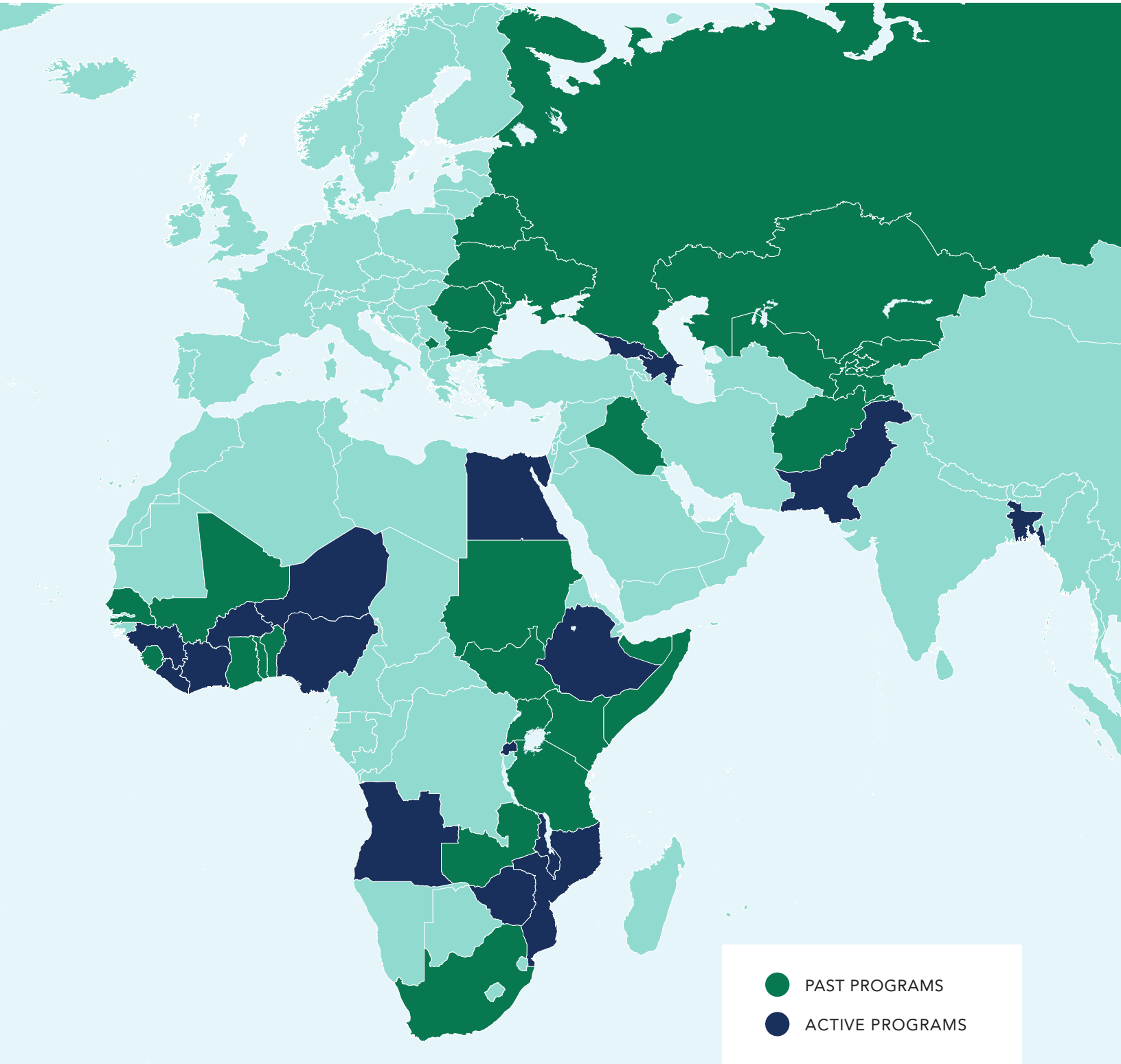
Haiti

### Our Headquarters

**CNFA**  
Washington, DC

**CNFA Europe**  
Brussels, Belgium





# Our Expertise



## Sustainable Agricultural Production

CNFA harnesses a private-sector-driven and value chain approach to promote sustainable agricultural practices. We provide the assistance producers need to make their agricultural operations more economically viable so they can reach a substantial level of production to satisfy their family and commercialize surpluses.



## Entrepreneurship

We promote sustainable, rural-based enterprise development by targeting Micro, Small & Medium Enterprises to drive growth, generate higher incomes and provide new opportunities in the agricultural sector. By increasing private investment and commercial finance opportunities, we mitigate risk for rural entrepreneurs and their small and growing businesses, while expanding commercially sustainable links between producers, post-harvest enterprises, service providers, local consulting firms and end-markets.



## Input Supply and Farm Services

Improving access to agricultural inputs and services is one of the most important ways to boost yields and help smallholder farmers move from subsistence farming to commercially oriented agriculture. Our Farm Service Center model provides one-stop-shop access to agricultural inputs, machinery services, training, credit, veterinary services and products, and marketing assistance for agricultural outputs.







## Access to Finance

CNFA improves financial access for agribusinesses and smallholder farmers by engaging both supply- and demand-side stakeholders to help clear away obstacles to obtaining agricultural finance. We work with commercial banks, microfinance institutions, village savings and credit groups and policymakers to improve their ability to design and market agricultural lending products.



## Processing and Post-Harvest Management

CNFA integrates processing and post-harvest handling practices into its programs to expand the profitability, competitiveness and export capacities of food processing enterprises. Our programs ultimately help mitigate food loss while increasing rural incomes and creating new jobs.



## Strengthening Livelihoods

Through a holistic and localized approach, CNFA strengthens livelihoods by improving agricultural production, helping smallholder farmers engage in new and existing markets, developing household assets, and increasing the resilience of vulnerable households to shocks. Our unique push-pull strategy moves vulnerable, subsistence farming households into commercially-oriented, market-led agriculture.



## Market Access

CNFA focuses on the demands of processors, traders and consumers to guide improvements all along the value chain because post-harvest handling practices, traceability and quality standards are essential to ensure market access at local, national and international levels.

## Our Team

CNFA's dedicated team works to stimulate growth and improve livelihoods by championing the entrepreneurial spirit at all levels, and embraces the notion that bold development solutions can come from many sources. CNFA has a diverse workforce of more than 500 employees worldwide comprised of development experts, business owners, agronomists and farmers whose collective knowledge shapes and informs our work, and whose passion and commitment to help smallholder farmers, entrepreneurs, women, children and youth underlies the success of our organization.

**500+**

*global  
employees*



### Volunteer Technical Assistance

Volunteers are invaluable to furthering CNFA's mission and impact around the world. CNFA leverages the volunteer expertise of U.S. farmers, researchers and agribusiness professionals to provide technical assistance to aspiring entrepreneurs, generating sustained economic growth abroad.

### Spotlight

## CNFA Volunteer Wayne Burleson Named Volunteer of the Year

On Dec. 5, 2017—International Volunteer Day—Volunteers for Economic Growth Alliance (VEGA) presented the 2017 Volunteer of the Year Award to Montana farmer Wayne Burleson for his work with the USAID-funded Farmer-to-Farmer (F2F) Program, which aims to generate rapid, sustained economic growth in the agricultural sector through short-term technical assistance provided by U.S. volunteers. Burleson, who has volunteered nine times with CNFA, was recognized for his support of the F2F program over the past decade, and for his innovative soil management approaches that hold the potential to positively impact hundreds of smallholder farmers.





CNFA F2F Volunteer Wayne Burleson and 2017  
Volunteer of the Year Award Winner.

“  
I wanted to teach anyone,  
anywhere in the world,  
that if you can rejuvenate  
the soils and transform  
them into ‘born-again  
soils,’ you have the power  
to grow food faster,  
tastier and stronger than  
ever before.

”

## Spotlight

### Farmer-to-Farmer Program

The USAID-funded Farmer-to-Farmer (F2F) Program promotes sustainable economic growth, food security and agricultural development worldwide. F2F Volunteers help developing countries improve productivity, access new markets, build local capacity, mitigate climate change and conserve natural resources by sharing their expertise in crop production, post-harvest handling and cooperative and association development.

#### Program Strengths

- High-quality, cost-effective technical assistance from practical, experienced specialists
- Capacity development and technology transfer in a focused value chain or sector support area
- Citizen diplomacy that establishes long term relations, promotes goodwill, and raises understanding of international development issues

**81**

*volunteers in 2017*

**1,836**

*days volunteered*

# 2017 Highlights

# 1

## CNFA and Trécé Join Forces to Protect Georgian Hazelnut Crop

CNFA provided an agronomist and specialized equipment to prevent the destruction of the hazelnut industry in the country of Georgia from a brown marmorated stinkbug infestation using specialized equipment sourced from Trécé Inc., a U.S. company that manufactures insect-monitoring systems and pheromones, through the USAID-funded Restoring Efficiency to Agriculture Production project (more on page 21).



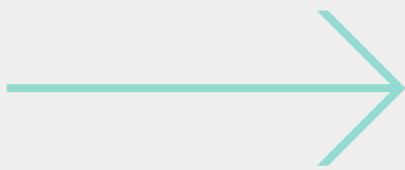
## Launch of Food for Progress Program to Strengthen Cocoa Value Chain in Côte d'Ivoire

In Côte d'Ivoire, CNFA partnered with the U.S. Department of Agriculture (USDA) to launch Maximizing Opportunities in Cocoa Activity (MOCA), a three-year Food for Progress program focusing on increasing the productivity and efficiency of actors in the cocoa value chain by strengthening the capacity of cooperatives/producer groups, research institutions, input suppliers and processors of cocoa.

# 3

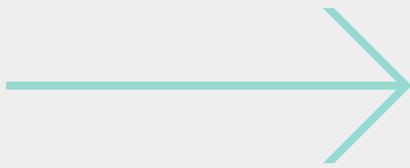
## Public-Private Partnership to Improve Nutrition and Livelihoods in Nigeria

CNFA, Nestlé, VEGA and USAID teamed up to launch the Feed the Future Nigeria and Nestlé Maize Quality Improvement Partnership, a three-year collaboration leveraging the expertise of volunteers to train farmers, workers and small agricultural businesses to reduce aflatoxin and other crop contaminants to sustainably increase the safety and quality of maize and soybeans, and to improve health, nutrition and livelihoods in Kaduna State, Nigeria.



# 2





# 5

## Celebrating the Success of the Agro-Inputs Project

CNFA wrapped up the successful implementation of the USAID-funded Agro-Inputs Project (AIP), which worked to help farmers in Bangladesh gain greater knowledge of, and access to, high-quality agricultural inputs. AIP established the Agro-Input Retailers' Network (AIRN), a network of 3,000 agro-input retailer members—including more than 200 women—that acts as a first-of-its-kind inputs training and service provider on business, financial management and safety. During AIP, over 31,000 farmers and input retailers participated in input demonstrations and 3,205 AIRN retailers were accredited, generating more than \$110 million in inputs sales.

## Amalima Program in Zimbabwe to Continue into 2020

USAID/Zimbabwe officially granted a two-year extension to Amalima, a Food for Peace program. Launched in 2013, the program is set to continue into 2020 and will leverage community-led approaches to improve household food security and nutrition by strengthening food access and availability, community resilience to shocks, and nutrition and health among mothers and children in Zimbabwe.



## Looking to 2020

CNFA convened a strategic planning workshop in Washington, D.C. that brought together CNFA project leaders from around the world and home-office staff to analyze progress over the past years, and to identify strategic priorities and milestones to be achieved by the end of 2020.

## Kickoff of a New Feed the Future Activity to Improve Rwanda's Agricultural Systems

CNFA partnered with USAID to launch the Feed the Future Rwanda Hinga Weze Activity, a five-year project that aims to sustainably increase smallholder farmers' income, improve the nutritional status of women and children, and increase the resilience of Rwanda's agricultural and food systems to a changing climate. The program focuses on the sustainable intensification of Rwandan smallholder farming systems, with an emphasis on climate-smart, nutrition-sensitive approaches.

# 4

# 6



# 2017 Impact



**Assisted**  
784 agrodealers  
& service  
providers



**Trained**  
255,369 value-  
chain actors  
in improved  
agricultural  
practices



**Supported**  
the creation of  
3,474 new jobs







**Formed or strengthened**  
2,703  
associations  
of farmers,  
producers and  
agrodealers



**Fielded**  
81 U.S.  
volunteers in  
four countries



**Facilitated**  
\$7,797,870  
in loans to  
agribusinesses,  
including farmers



## Program Spotlights

### Women's Economic Empowerment

CNFA recognizes the relationship between increasing women's empowerment in the agricultural sector and achieving positive outcomes in agricultural productivity, economic growth, and nutrition—particularly in light of a growing population and increased food demands.

Our gender-centered approach to agricultural development identifies gender-related constraints in the value chains and geographic areas in which we work, and designs program interventions that directly address those constraints.





Improved cowpea storage technologies. Women, employed by Amate Seed Farm, sorting cowpea seeds. Amate received training on the use of improved cowpea storage technologies as part of the USAID-funded REGIS program.



### Warehouse receipt system increases female cowpea producers' access to credit.

Access to affordable credit and effective storage are leading barriers that hinder smallholder farmers in West Africa from cutting post-harvest losses and increasing incomes. CNFA is addressing this gap through the five-year, USAID-funded Resilience and Economic Growth in the Sahel – Accelerated Growth (REGIS-AG) program, which is designed to boost incomes of vulnerable households by increasing the performance and inclusiveness of the cowpea, poultry and small ruminant value chains in Niger and Burkina Faso. REGIS-AG targeted producer groups, including all-female groups, to participate in a warehouse receipt program

(also known as “warrantage”), an inventory credit system that allowed producers to obtain credit based on stored cowpea as collateral which can fund the purchase of agricultural inputs or start-up costs for income-generating activities. The project also trained female producers to store cowpeas in hermetically sealed Purdue Improved Crop Storage (PICS) bags, which increases shelf life and prevents insect infestation, enabling these women to hold their grains and legumes until they can sell at higher prices when the supply is low and prices are high. As a result of this activity, 982 beneficiaries stored 187 tons of cowpea in Burkina Faso and Niger through the warehouse receipt system, allowing them to earn over 50 percent more than they would have earned without the warehouse receipt system.

## Comic street theater shifts perceptions of women's employment in Pakistan.

Women in Pakistan experience cultural, social, and religious barriers that hinder them from earning additional income through formal employment. In their submission for the John H. Costello\* Award—an award bestowed upon the winner of an organization-wide competition that aims to inspire the best ideas to rise to the top—CNFA staff, Mubarika Aijazuddin and Zarreen Baqir, aimed to address this issue by developing a plan to use comic street theater to break down traditional gender stereotypes and encourage more equitable employment of women in Pakistan. As the winners of this award, Mubarika and Zarreen received the funds necessary to bring this idea to fruition. Over the course of 2017, CNFA brought together Pakistani women, men, and children to witness interactive performances that narrated the story of a family that challenges gender norms and demonstrates the value of women's employment. This innovative exercise created community dialogue surrounding gender perceptions and supported efforts to stimulate opportunities for women through formal employment. CNFA successfully conducted gender sensitization outreach through comic street theater to over 550 individuals and demonstrated how innovative activities that transform mindsets and perceptions can build gender equity in patriarchal societies.

*\*John Costello is a senior executive with more than 30 years of experience in international foreign policy, economic development and program management. He served for 29 years as the President and Co-Founder of CNFA and currently serves on the Board of Directors.*

Changing gender perceptions. CNFA used street theater to challenge gender norms and demonstrate the value of women's employment in Pakistan.









Georgian Hazelnut & Trécé. Utilized traps and lures to prevent the spread of the brown marmorated stinkbug in hazelnut industry.



### Private-Sector Engagement

Since CNFA's inception in 1985, we have harnessed the power of public-private partnerships to drive economic growth and sustainable development in emerging economies.

By leveraging the expertise and capital resources of the private sector, CNFA is able to tap into greater resources, creativity and technology to help build market-based agriculture systems and increase the incomes of smallholder farmers.



### **CNFA and Trécé join forces to protect Georgian hazelnut crop.**

The brown marmorated stinkbug (BMSB) spread rapidly across the South Caucasus Republic of Georgia, causing significant damage to fruit and vegetable crops, particularly on hazelnut orchards. CNFA and Trécé Inc., a leading U.S. manufacturer of insect-monitoring systems and

pheromones, teamed up to combat the BMSB infestation that threatened crops in western regions of Georgia. Restoring Efficiency to Agriculture Production (REAP), a five-year USAID project implemented by CNFA worked directly with Georgia's National Food Agency to procure two large shipments of Trécé's lures and traps and trained local farmers on their use.

## **Market Access**

CNFA works to improve post-harvest handling, traceability and quality in order to meet the processor, trader and consumer requirements necessary to gain access to new markets.

### **Innovative agricultural storage methods help gain access to new markets for Pakistan's mango sector.**

Pakistan is a leading producer of fresh mangoes, but the short shelf life of the fruit and limitations in transportation and technology have prevented the growth of exports. In an effort to improve market linkages, the U.S.-Pakistan Partnership for Agricultural Market Development (AMD)—a USAID-funded program that aims to improve the ability of Pakistan's horticulture and livestock sectors to meet international and domestic demand and requirements in targeted product lines—supported two trial shipments of fresh mangoes shipped

by sea from Karachi to Singapore. To help reach these new markets, AMD introduced controlled atmosphere storage, which regulates temperature, humidity and concentrations of oxygen, carbon dioxide and nitrogen, and thereby halts ripening. Using this technology, AMD shipped two containers of mangoes to Singapore over the course of 21 days with no changes to the quality of the fruit, demonstrating that this shipment method can significantly increase the competitiveness of Pakistani mangoes in the international market. The ultimate goal is to link such sea shipments to airports in order to ship by air to additional markets, including the U.S. and Europe.

### **Ethiopian Livestock Identification and Traceability System increases animal health and food safety.**

Feed the Future Agricultural Growth Program-Livestock Market Development (AGP-LMD) aimed to foster economic growth, create jobs for rural households, and reduce hunger and malnutrition through increased competitiveness of selected livestock value chains in meat and dairy. AGP-LMD worked directly with

the Government of Ethiopia's Ministry of Livestock and Fisheries to launch the Ethiopian Livestock Identification and Traceability System, which is enabling organizations and businesses to track the lifespan of livestock, health, and the production, processing, distribution and transport of livestock into the broader retail market. The system improves animal health and food safety, and moves Ethiopian meat and live animal products towards meeting requirements for new export markets.

### **Input Supply and Farm Services**

Improved access to agricultural inputs and services is one of the most important ways to boost yields and help smallholders move from subsistence to market-oriented farming. These improvements generate higher profits and improve livelihoods for smallholder farmers and their families.

**100,000+**

*smallholder farmers accessed inputs and services from FSCs*

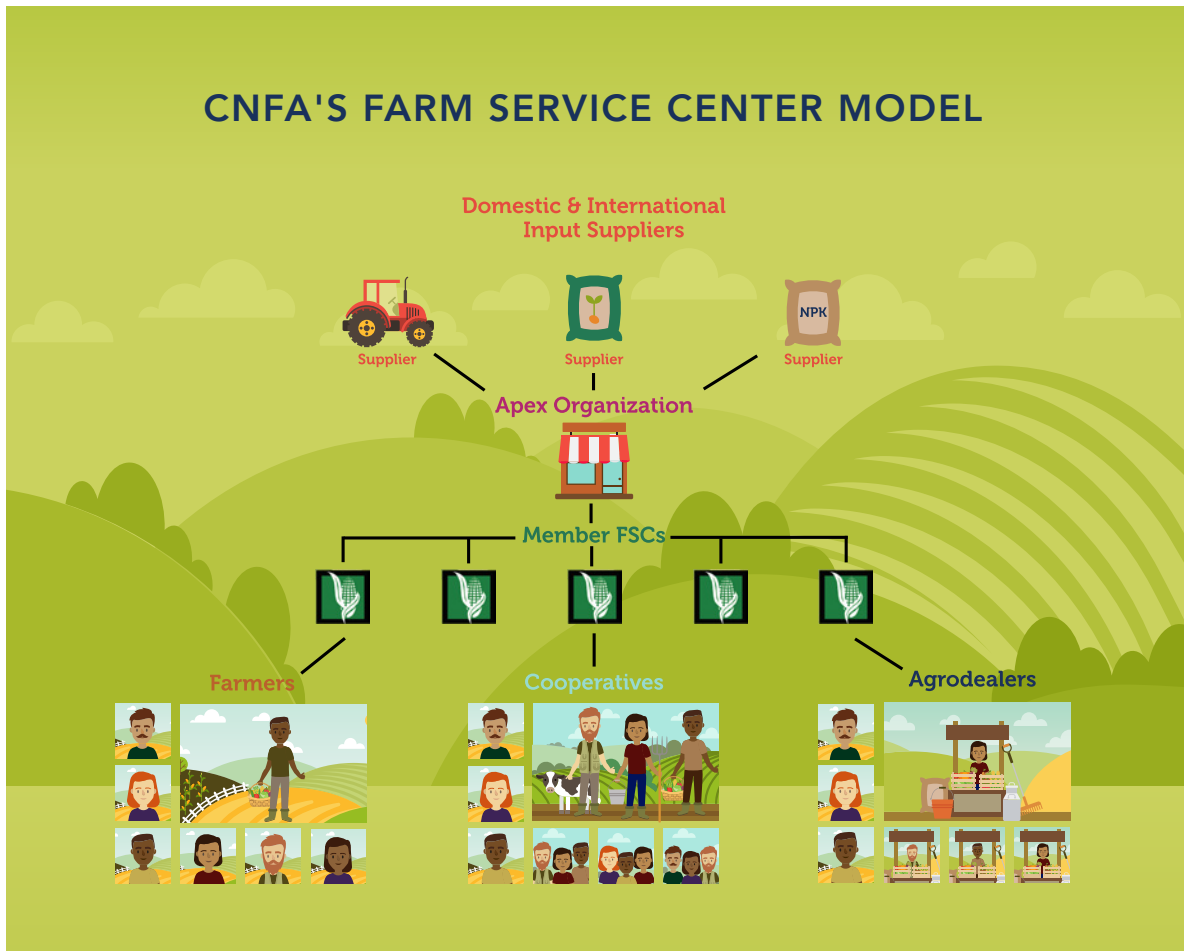
**\$3.12 M**

*invested in Ethiopia's private input supply network*

**150**

*jobs created with FSCs*





**CNFA's Farm Service Center model enhances access to inputs.**

Among the biggest obstacles to expanding agricultural productivity and enhancing food security is finding a sustainable approach to improving smallholder farmer access to critical agricultural inputs such as high-quality seeds, fertilizers, plant protection products and veterinary supplies. In response to these challenges, CNFA developed the CNFA Farm Service Center (FSC) model—a market-oriented model for delivery of farm supplies and services. FSCs are privately-owned, one-stop shops that provide a complete range of the inputs, services, information and output marketing linkages that smallholder farmers

need to move from subsistence farming to commercial production.

To support these FSCs, CNFA establishes “apex” organizations that pool the resources, buying power and needs of individual FSCs, and govern FSC networks to ensure that members share interests and common branding. These apex organizations also allow FSC networks to reach economies of scale that unlock access to top-tier distributors for crop seed, volume discounts and trade credit; give them negotiating power for inventory selection and delivery terms; and reduce the prices paid by farmers.

Under the USAID-funded Feed the Future

CNFA's Farm Service Center Model. CNFA establishes networks of private input retailers that are united through shared interests, common branding and a commitment to serving smallholder farmers. Through informal and formal cooperation, FSC networks engage collectively with multinational input suppliers to negotiate competitive prices for their farmer customers.



Ethiopia Farm Service Center Project, for example, CNFA partnered with the Government of Ethiopia's Agricultural Transformation Agency to establish 20 FSCs throughout Amhara, Oromia, Tigray and the Southern Nations, Nationalities and Peoples' Region (SNNPR).

A second program—led by CNFA Europe and the German Corporation for International Cooperation (GIZ)—built three new FSCs under GIZ's Green Innovation Centers for the Agriculture and Food Sector program. These two initiatives connected thousands of Ethiopian farmers to improved inputs, knowledge and tools.

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### Access to Finance

CNFA improves financial access for small enterprises and smallholder farmers by engaging supply- and demand-side stakeholders, and using information and communication technology solutions to remove obstacles to obtaining agricultural financing.

We work with commercial banks, microfinance institutions, village saving and credit groups, non-bank lending institutions and policymakers to improve their ability to design and market agricultural lending products. We also provide training in business planning and loan application development to help generate commercial opportunities for banks and other lenders.



Increasing access to finance. A Liberian farmer and participant of The Feed the Future Liberia Agribusiness Development Activity (LADA) stands in front of his rice field. LADA is helping Liberian farmers access credit to improve farm production and processing using digital mobile solutions.



### Digital mobile solutions increase access to finance for Liberian farmers.

Liberian farmers, particularly in rural areas, often lack the collateral necessary to access credit they need to improve farm production and processing. Under the Feed the Future Liberia Agribusiness Development Activity (LADA), a USAID food security initiative, CNFA partnered with Liberia Entrepreneurial Asset Development (LEAD), a micro financial lending institution, and wireless carrier Orange GSM in a pilot program to provide access to loans for rural farmers through the Digital Financial Services (DFS) platform using Smile Mobile Money. Through this platform, farmers used mobile phones to receive loans and make repayments. As a result of LADA's intervention, 360 micro, small, and medium-sized enterprises received agricultural-related credit totaling over half a million dollars in loans.

*“The support provided by LADA and LEAD has greatly helped me to increase the sizes of both my rice and cassava farms. Frankly, I do not know how I would have done this without the loan they gave to me.”*

**Annie Kruah**  
Chairlady of the Gbealay-Geh Rural Women Multipurpose Farming Cooperative (GRWFC) in Karnplay, Nimba County and recipient of a \$20,000 loan.



*Creating opportunities for youth. As part of SAVV's youth training program, Mohamed Soumah specialized in pineapple production and is conducting his apprenticeship with Fabrik Farm, a pineapple producer, in Kindia, Guinea.*

### **Building Local Capacity**

CNFA recognizes that building local capacity is central to the long-term development of the agricultural sector.

This includes direct capacity-building in support of public and private sectors at the local, regional and national levels, as well as support of local partner organizations and individuals who aid the implementation of many CNFA projects.





**SAVY builds the next generation of entrepreneurs in Guinea's agricultural sector.**

Guinea has one of the world's youngest and fastest-growing populations, but the nation struggles with high unemployment rates, and its young people lack the skills needed to take advantage of economic opportunities. CNFA worked to address these issues through the Strengthening Agricultural Value Chains and Youth (SAVY) project, a five-year program launched by CNFA and USAID to increase smallholder farmers' revenue by improving input supply services, and boosting access to credit and agricultural output markets for rice, horticulture and livestock. At the core of this effort is a training program launched in July 2017 and designed to develop entrepreneurship skills in young Guineans who have graduated from colleges and rural development schools. Through this training program, participants engage in four weeks of initial training before moving on to nine months of practical internship program with a host organization in the agricultural value chain. In 2017, this program trained and placed 99 individuals with host organizations for practical apprenticeships.

Aboubacar Sylla, a youth in Friguiagbe, Guinea, dreamed of becoming a pineapple producer. After participating in the AVENIR training, he was placed with N'Fasory Soumah, one of the largest producers of pineapple in the area to gain on-the-ground experience. "There are things that you only get to know when you have hands-on experience. I learned quite a lot in terms of pineapple production with my host," he said.

*"There are things that you only get to know when you have hands-on experience. I learned quite a lot in terms of pineapple production with my host."*

**Aboubacar Sylla**  
a youth in Friguiagbe,  
Guinea





## CNFA Europe

CNFA Europe is an international non-profit organization headquartered in Brussels, Belgium. CNFA Europe adheres to the same CNFA vision, mission and guiding principles, which focus on inclusive micro, small and medium enterprises (MSME) development, public-private partnerships and expanded access to agricultural technologies. CNFA Europe's priority areas include program growth and diversification, as well as advancing field-driven innovations, thought leadership and representation that further the overall impact of CNFA worldwide.

## Program Spotlights

### **Expansion of Farm Service Centers in Ethiopia**

CNFA received a cost extension from the German Corporation for International Cooperation (GIZ) Green Innovation Centres for the Agriculture and Food Sector in Ethiopia to expand the number of Farm Service Center Programs from three to five in Arsi Zone, Ethiopia. These two additional stores are anticipated to open in 2018. During 2017, the three established FSCs together served over 20,000 farmers, surpassing their sales target by 112 percent. Over 368,482 EUR (\$455,348 USD) in private sector investment was leveraged, exceeding program targets by 400%, and 18 new jobs were created.





**Farm Service Centers.**  
*CNFA has opened three Farm Service Centers with the support of the German Corporation for International Cooperation (GIZ), serving over 20,000 farmers.*

### **Market Studies for GIZ in Ethiopia**

With the support of GIZ, CNFA Europe conducted a situational assessment on the impact of drought on livestock conditions in Bale Zone, Ethiopia as well as a market systems analysis on the availability and quality of inputs for livestock and agricultural production in Afar and Somali regions of Ethiopia.

### **Conflict-sensitive Market Assessment in the Democratic Republic of the Congo**

CNFA Europe conducted a Conflict-sensitive Market Assessment in the Democratic Republic of the Congo which aimed to develop strategies to positively impact Congolese farmers, herders and entrepreneurs engaged in the agriculture market systems that have limited access to resources. This assessment provided key insights on the interrelations between conflicts and the studied markets and proposed interventions with the highest potential for conflict mitigation and poverty alleviation.

### **Market-led Smallholder Farmer Development for Poverty Reduction in Malawi**

CNFA acted as a technical advisor to the European Union-funded Market-led Smallholder Farmer Development for Poverty Reduction in Malawi Project, implemented by Malawi Mangoes and Agricultural Commodity Exchange for Africa (ACE). The project aims to establish 11 village orchards and four ACE certified warehouses as scalable, inclusive business models servicing smallholder farmers and contributing to poverty reduction in Malawi.

## Board of Directors

### **CNFA**

Elin Miller

*Chair*

John R. Block

John J. Cavanaugh

John H. Costello

A. Michael Espy

Doug Keesling

David Kirvalidze

Jackie Klippenstein

Gail Mitchell

Devry Boughner Vorwerk

Sylvain Roy

*CNFA President & CEO*

### **CNFA EUROPE**

John H. Costello

*Chairman*

A. Michael Espy

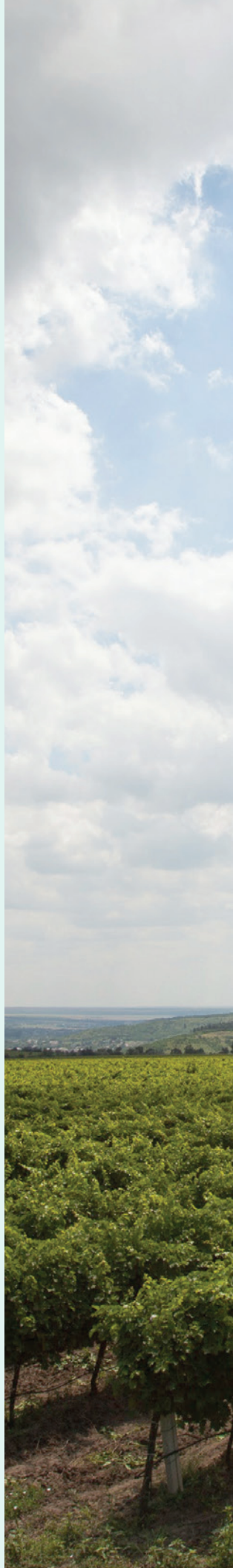
David Kirvalidze

Elin Miller

Gail Mitchell

Sylvain Roy

*CNFA President & CEO*





## Financials

### Total Revenue

\$55,837,340

**\$54,799,777**

Federal & Non-Federal  
Grant Income

**\$147,145**

Other Income

**\$890,418**

In-Kind Contributions

### Total Expenses

\$55,422,217

**\$4,326,746**

Net Assets, Beginning of the Year

**\$4,390,870**

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