

CULTIVATING NEW FRONTIERS IN AGRICULTURE



ANNUAL REPORT

2015



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JOINT LETTER BY CNFA BOARD CHAIRMAN AND CEO

In 2015, CNFA celebrated its 30th year of successfully developing market-driven agricultural and livestock development initiatives. Over that period, we have helped bolster the economic welfare and food security of communities in underserved areas of 43 countries around the world.

As we look back over those 30 years, we are proud that CNFA time and again has applied and proven the effectiveness of its commercially-oriented approach to agricultural development. And we are looking forward to continuing to design these types of programs through our newly launched CNFA Europe, which was officially registered in Belgium, Brussels during July 2015.

We often say, CNFA is an aggregation of talent. In September 2015, we held a global staff conference in Addis Ababa, Ethiopia, bringing together our field leadership team. Our staff represents the most valuable factor of success in our organization. That's why at our 30th anniversary event one month later, we used this milestone year as an opportunity to celebrate the hundreds of dedicated individuals both within and outside our organization who have made possible CNFA's achievements of the past three decades. We also recognized the contributions of our founding leaders, John H. Costello, Frank Carlucci and John Block. Their passion, commitment and expertise to leave sustainable impacts have made our organization what it is today, and will carry us through another 30 years of success.

2015 was also a very eventful year. CNFA strengthened its partnership with one of the world-class agribusinesses – AGCO Corporation. At the end of 2015, AGCO and CNFA jointly agreed to promote agricultural mechanization within Africa through the introduction of a package of tractors and agricultural implements scaled and customized to meet the needs of African farmers. Furthermore, CNFA and GSI- a global brand of AGCO- continued to promote grain and perishable food commodities by improving post-harvest handling and storage. This partnership focuses on reducing the multibillion-dollar food losses caused by insufficient and inadequate post-harvest infrastructures in Sub-Saharan Africa. CNFA concluded an important agreement with one of the world's

largest hazelnut processors - Ferrero. In partnership with Ferrero and USAID, CNFA is working in increasing the quality and quantity of Georgian hazelnuts which will improve the livelihoods of up to 50,000 Georgian hazelnut producing families. Each of these new relationships will leverage our strong, mutual commitment to developing sustainable and inclusive growth in agriculture in underserved countries.

Last year likewise saw significant progress on many key projects. In arid areas of Zimbabwe, the USAID Food for Peace Amalima program taught conservation agriculture techniques to increase yields and trained more than 27,660 —nearly 15,000 of whom are female. In Ethiopia, the USAID Agricultural Growth Program-Livestock Market Development project began the development of its Ethiopian Livestock Identification and Traceability System, a first of its kind, which will build and improve consumer confidence in Ethiopian meat and live animal products. And in Bangladesh, the Agro-Input Retailers' Network was officially incorporated as a legal entity in the country, allowing it to continue to serve the 2,500 retail members of the USAID Agro-Inputs Project after the closure of that initiative. And those are only a few of the year's advances.

But CNFA has always been about looking forward to new possibilities. We believe that CNFA today—with its growing staff of more than 400 agricultural development experts around the globe, and its expanding portfolio of partnerships with the world's leading agribusinesses—has never been more prepared to meet the challenge of feeding a hungry world. On behalf of all of CNFA, we encourage you to help us meet that challenge.



A handwritten signature in black ink, appearing to read 'Sylvain Roy'.

SYLVAIN ROY
CNFA President
& CEO



A handwritten signature in black ink, appearing to read 'John J. Cavanaugh'.

JOHN J. CAVANAUGH
Chairman of CNFA,
Board of Directors

CELEBRATING 30 YEARS OF HISTORY

1985

CNFA is established as a nonprofit, nonpartisan organization aimed at promoting the U.S. stake in global growth among diverse groups of Americans.

1986-1989

With the publication of "U.S. Agriculture and the Developing World," CNFA emerges as a thought leader and jumpstarts a nationwide conversation on the role that America will play in supporting economic growth in emerging economies.



1991

CNFA launches its first volunteer program and sends more than 370 Americans to the former Soviet Union over the next four years to provide technical assistance in agronomy, business management, agribusiness and enterprise development. Twenty-five years later, CNFA continues to use volunteers as a cost-effective strategy to provide much needed assistance in the communities we work in, resulting in the deployment of more than 2,700 volunteers across 21 countries.

1990



Under CNFA's leadership, the Citizens Network Agribusiness Alliance (CNAA), a coalition of more than 220 U.S. food companies, agribusinesses, farm bureaus, banks, family farms, trade associations and universities is established to collaborate on investment opportunities and build new markets for U.S. agricultural goods and products.

1993

CNFA partners with USAID by kicking off the Food Systems Restructuring Program (later renamed Agribusiness Partnerships Program) where for the first time, public funds are used to leverage U.S. agribusiness resources to build market-based food systems in the former Soviet Union. Eighteen development joint ventures are created over the next three years – one of those is between H.J. Heinz and Georgievsk Agro Industrial Company. This joint venture led to the establishment of a high-quality baby food production plant, producing more than 1,700 tons of badly needed baby food. This new baby food garners 10 million consumer buyers and has an immediate positive impact on the health of Russian infants.

2000s

Over 10 years, CNFA programs span across 19 new countries throughout Africa, Eastern Europe, and South and Central Asia.

2008



When farming halted as a result of the 2008 conflict with Russia, CNFA came to the immediate need of farmers and displaced families in Georgia. Through the USAID Georgian Agricultural Risk Reduction Program, CNFA distributed vouchers (like the one above) to nearly 40,000 families, including almost 2,200 international displaced families leading to more than 36,120 hectares of agricultural land primed for crop production.

1996

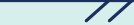
The first private, Farm Service Center network is established in Moldova. These enterprises, which CNFA will use as a model to replicate in other countries across Eastern Europe, Africa and South and Central Asia over the next 20 years, provide farmers' access to world class technology and inputs, financing and technical assistance.

2015

CNFA signs its first new project under the newly launched CNFA Europe. The Farm Service Center Project, in partnership with German Gesellschaft fur Internationale Zusammenarbeit (GIZ) is continuing to roll out the Farm Service Center network in Ethiopia – establishing up to three additional stores.

2012

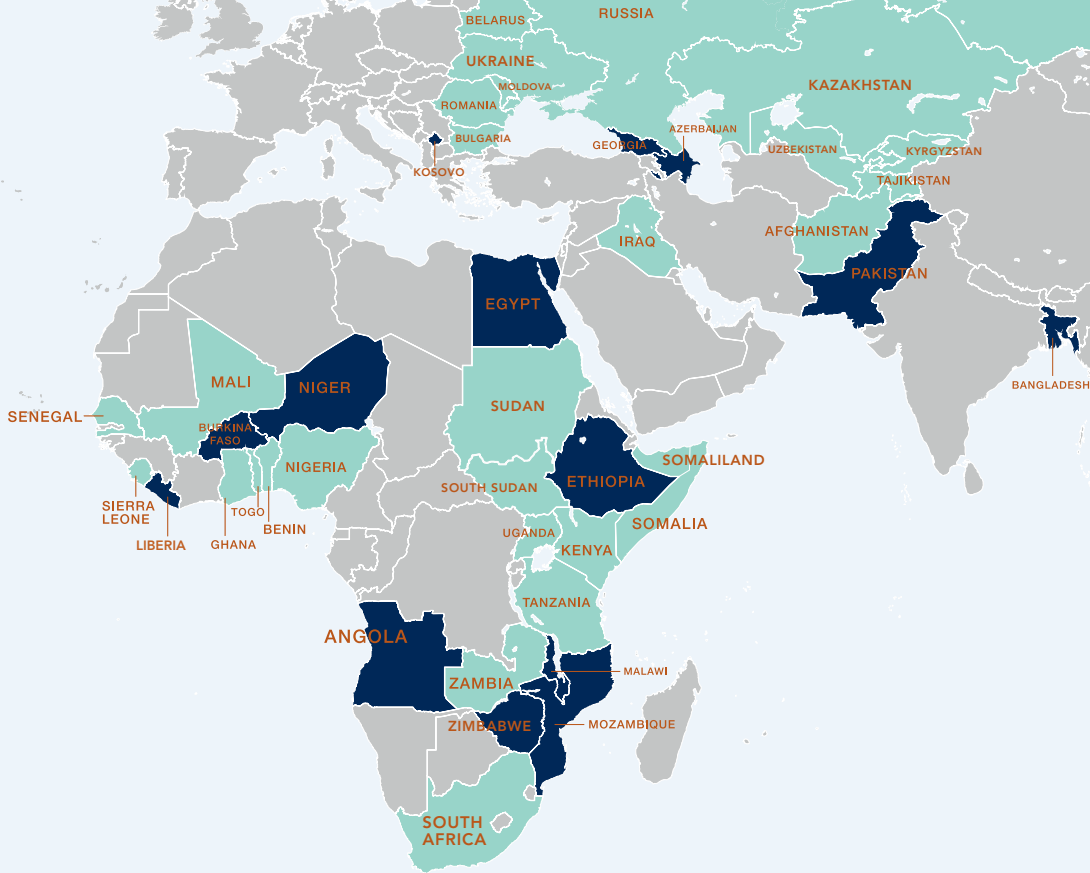
CNFA expands into three new countries: Bangladesh, Ethiopia and South Sudan.



OUR GLOBAL REACH

CNFA specializes in designing sustainable, market-led agriculture and livestock initiatives. We build strong local and global partnerships, incorporate innovative approaches in our programs, and foster inclusive development to offer enhanced opportunities to under-served groups. Since 1985, CNFA has managed more than \$580 million in donor-funded agriculture development programs and has worked in 43 countries across the world throughout Africa, Eastern Europe, Latin America and the Caribbean, the Middle East, and South and Central Asia.





Our Global Reach

- PAST PROGRAMS
- ACTIVE PROGRAMS

OUR VISION

A prosperous world without hunger

OUR MISSION

To stimulate economic growth and improve livelihoods by cultivating entrepreneurship

OUR GUIDING PRINCIPLES

Foster **inclusive** development to offer enhanced opportunities for participation to under-served groups

Facilitate connections with the **private sector** to leverage its resources, knowledge and creativity through public-private partnerships

Develop **sustainable** models that respect our environment, the communities we work in and natural systems

Build strong **partnerships** and work as a team to collectively devise the best solutions

Incorporate **innovation** into our programs and activities to foster new approaches and create lasting change

Manage client funds **responsibly** to maximize program impact

Continually **learn** from our past programs to guide us in future endeavors, initiatives and programs



OUR TEAM

CNFA's staff is the most significant driver in pursuing our mission. We champion the entrepreneurial spirit at all levels and embrace the notion that bold development solutions can come from singular, sometimes unexpected sources. Recognizing this is inherent in our DNA.

Our diverse organization has grown to more than 400 employees worldwide – we are not only development experts but are also experienced business owners, agronomists, and farmers. As a global team, this collective knowledge shapes and informs our work.

But what truly sets our staff apart is their passion and commitment to help those we work with – smallholder farmers, entrepreneurs, women, children and youth. These testimonials from our team provide a small window into what motivates them to come to work every day.

“

After spending 10 years in international development I can say without a doubt that the most exciting part of my job is when I see one of the entrepreneurs that we have supported grow their start-up business to a commercially-viable company. There is a moment when you realize that work you have done years ago worked. All efforts and energy that you and your team have invested led to the solid foundation for further growth and development of these hardworking women and men. There is no better motivation than realizing that your work can bring extraordinary changes in these peoples' lives.

Bauka Namicheishvili
Chief of Party of USAID Restoring Efficiency
to Agriculture Production



“

I grew up in a developing country (the Philippines) and I could see how fortunate I was compared to many others around me. That made me determined to do my part in improving other people's lives so that they could also have a chance at having the same opportunities that I did.

Zarreen Baqir
Program Officer



“

I work in international development because I feel like I'm contributing indirectly to the betterment of many smallholder farmers' lives through our programs.

Essayas Cherakssa
Staff Accountant



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 community food and fiber needs.



Enterprise Development

We promote sustainable, rural-based enterprise development by targeting micro- and 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 enterprises and entrepreneurs, while expanding commercially sustainable links between producers, post-harvest enterprises, service providers, local consulting firms, and end-markets.



Input Supply and Farm Services

CNFA believes that improved access to agricultural inputs and services results in one of the most important ways to boost yields and help smallholder farmers move from subsistence to commercially oriented farming. Our one-stop-shop model provides a range of agricultural inputs, machinery services, veterinary services and products, marketing assistance for agricultural outputs, training, and access to credit.



Access to Finance

CNFA improves financial access for agribusinesses and smallholder farmers by engaging both supply- and demand-side stakeholders to help in clearing away obstacles to obtaining agricultural financing. We work with commercial banks, micro-finance institutions, village saving and credit groups, village saving and credit groups and policy-makers to improve their ability to design and market agricultural lending products.



Processing and Post-Harvest Management

CNFA integrates processing and post-harvest handling practices in its programs to expand 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 resiliency of vulnerable households. 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. We believe that post-harvest handling practices, traceability, and quality standards are essential to ensuring market access at the local, national and international levels.



BUILDING STRATEGIC PARTNERSHIPS

Since CNFA's inception, we have partnered with both the public and private sector to better achieve economic growth and sustainable development in emerging economies. We leverage the know-how and capital resources of the private sector, coupled with donor support, to help build market-based agriculture systems. Through these partnerships, CNFA is able to tap into greater resources, creativity and technology for farmers, agribusinesses and entrepreneurs worldwide.

Improving Smallholder Farmers' Access to Mechanization

CNFA and AGCO, a global leader in the design, manufacture and distribution of agricultural equipment, are working together to take action to increase farmers' access to machinery, equipment and services Africa-wide. By channeling the expertise of CNFA's Farm Service Centers and agrodealers, AGCO will distribute its farm mechanization package and host trainings and demonstrations to exhibit its models and technology.

Reducing Food Losses through Innovative Technology

CNFA and GSI Group, a world-class manufacturer of grain storage, material handling, conditioning and drying equipment, as well as a full line supplier of swine and poultry production equipment, launched a partnership aimed at promoting food storage and protein production systems as a critical way to improve farm productivity and food security. This partnership strives to significantly reduce the multi-billion-dollar food loss that occurs yearly due to insufficient and inadequate post-harvest infrastructures in Sub-Sahara Africa. It will leverage CNFA's close proximity to thousands of smallholder farmers in Africa with GSI's cutting-edge, scalable technologies for grain and perishable storage.

In Egypt, CNFA and GSI will introduce innovative solar power technology by piloting two 2.5 metric ton-capacity solar-powered cold storage units in Upper Egypt as part of the Feed the Future Egypt Food and Agribusiness Support Project, in partnership with USAID and VEGA. The units will be deployed at strategic aggregation points wherein smallholder farmers are able to store perishable crops before transportation and sale.

Raising the Quality and Quantity of Georgian Hazelnut Production

In Georgia, CNFA is partnering with Ferrero and USAID to utilize market based approaches and solutions to improve the quality and increase the quantity of Georgia hazelnut production through a five-year Global Development Alliance. This public-private partnership will expand market linkages with end buyers by sustainably improving production, processing, and matching practices while simultaneously organizing producers to better access to end markets.



OUR IMPACT

01

13,000

agribusinesses improved

—
Improved the operations and profitability of over 13,000 agribusinesses across 12 countries, including Afghanistan, Bangladesh, Ethiopia, Georgia, Ghana, Kenya, Malawi, Mali, Moldova, Sierra Leone, Tanzania and Zimbabwe

02

43,000

jobs created

03

1,590

associations strengthened

—
Formed or strengthened more than 1,590 associations and groups of farmers, producers and agrodealers



MANA BARIITEE
በጌታ
Berite House 10405 8 260



Giddugala Tajaajila Qonnaa Shashamane
Shashemane Farm Service Center
Barite Agricultural Input Trader





ESTABLISHING ETHIOPIA'S FIRST PRIVATE FARM SERVICE CENTER ENTERPRISES

CNFA is an industry leader in establishing commercially viable, locally owned and operated input supply enterprises and farm service centers that positively impact smallholder farmers. In Ethiopia, CNFA established the first, private Farm Service Center network through the USAID Commercial Farm Service Program. Our Farm Service Centers provide a complete range of supplies such as quality seeds, fertilizers, plant protection products, and veterinary products, information, and marketing links for Ethiopian smallholder farmers, allowing them to make the step from subsistence to commercial production.

Building on the success of the Commercial Farm Service Program in Ethiopia, CNFA continues to expand the Farm Service Center network through two distinct programs. Under the Feed the Future Ethiopia Farm Service Center Project, CNFA partners with USAID and the Ethiopian Agricultural Transformation Agency to scale the model and establish 20 additional centers throughout Amhara, Oromia, SNNPR, and Tigray. CNFA is also working with the German Gesellschaft für Internationale Zusammenarbeit (GIZ) under their Green Innovation Centre for the Agriculture and Food Sector Portfolio to scale the model and establish up to three Farm Service Centers in the Arsi zone of Oromia.

The Commercial Farm Service Program's network: served more than **24,800 customers** in the Oromia Region, generated more than **\$1.3 million** in private sector matching contribution, generated **\$2.7 million** in collective sales of seeds, feed, fertilizer, small-scale farm implements, veterinary medicines and plant protection products.



Collectively, Feed the Future Ethiopia Farm Service Center Project and Farm Service Center Project – Green Innovation Centres for the Agriculture and Food Sector – Ethiopia will: help **160,000+ farmers** to apply new innovative technologies, and invest **\$2 million** in Ethiopia's private input supply network.



“Becoming the first female Farm Service Center owner brought a new set of challenges. Unfortunately, many of these hurdles stem from a lingering perception in Ethiopia that women are not as capable as men at running a big business. These stereotypes are shifting, and I’m grateful I was given the chance to prove my skills as a woman entrepreneur.”

Through my business, I’ve met people that share my passion for improving our country’s food security. I’ve also connected with other female entrepreneurs who are looking to increase their families’ incomes. These women inspire me every day and demonstrate just how important gender equity is to our nation’s economic security.”

ADANECH ZEWDIE
Farm Service Center Owner



RECORDS - WHAT?
WHO?

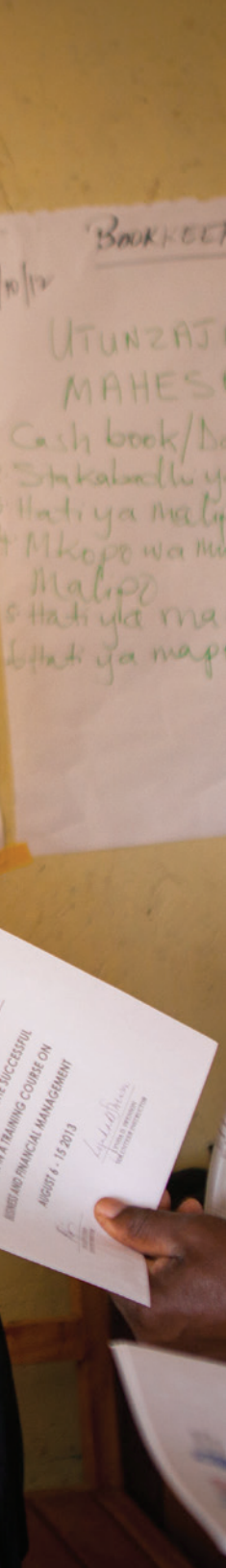
NINI?
NANI?

Mabwacha
mburumba
Vikochama
kubwa
chama
Mikopo ya
chama kabla
za Kif

HEKIMA SAKO!

A Teanfa za mwana chama
+ Miriti wa mwana chama
2 Mabi za mwana chama

USAID
JACK MARIYA
STRENGTHENING INDICIES TRIP
INDICIES W...



VALUING OUR VOLUNTEERS

CNFA leverages volunteer technical assistance to boost incomes of smallholder farmers and small- and medium-sized enterprises. Our vast network of volunteer consultants comprises of experts in their fields, representing all ages and industries. CNFA volunteers work with agribusinesses, extension agencies, cooperatives, and farmers to provide their expertise on topics such as crop production, post-harvest handling, marketing and association development, business plan development, and financial management. We combine their skillset with the local knowledge of in-country staff to deliver professional and appropriate solutions.

Deploying American Volunteers Creates Two-Way Learning Exchange

CNFA implements the USAID Farmer-to-Farmer (F2F) program in Southern Africa working in Malawi, Mozambique, and Angola. The F2F program generates rapid, sustained economic growth in the agricultural sector through short-term technical assistance provided by U.S. volunteers. In the Southern Africa region, CNFA works in the legumes and horticulture value chains in all three countries. We believe that through outreach and the storytelling of returned volunteers, F2F succeeds in increasing the broader American public's understanding of international development issues and the critical importance of U.S. development programs.

We have fielded more than: **2,700 volunteers**,
across **21 countries** in Africa, Eastern Europe, and
Central Asia.

Since kicking off the USAID Farmer-to-Farmer Southern Africa program in 2013, CNFA has deployed:



47

**MALAWI
VOLUNTEERS**



39

**MOZAMBIQUE
VOLUNTEERS**



26

**ANGOLA
VOLUNTEERS**



USAID
FOR THE AMERICAN PEOPLE



“The most rewarding part of a Farmer-to-Farmer assignment is sitting collaboratively and problem solving with a part of the world and people you would never in any other way encounter and being able to relate to each other, not as a tourist, but as partners. It is an opportunity where I think as a professional you grow and perhaps get more than you give.”

—

JANE WEIZMANN

Jane has volunteered with CNFA in Moldova, Kenya and Mozambique.





CO-INVESTING IN AGRIBUSINESSES TO SPUR LOCAL ECONOMIC GROWTH

CNFA's unique grants programming catalyzes private sector investment, introduces new technologies, and kick-starts the growth of competitive import and export industries. We co-invest in agribusinesses and small- and medium-sized enterprises to create jobs and improve food security. We typically do this by leveraging development funding to provide 1:1 match start-up venture capital, and linking private investment into the capital structure as well. We design a wide range of grant programs including micro-grants, livelihoods restitution grants, enterprise grants, community grants, and large investment grants, ranging from \$50 USD to \$5 million USD. To ensure business growth, we link technical assistance in the form of business planning and strategy, governance, and at times, board representation.

In Georgia, CNFA leads the USAID Restoring Efficiency for Agriculture Production (REAP) project which catalyzes private investment and commercial finance to the agriculture sector, mitigates risk for rural small and medium enterprises and entrepreneurs, and expands commercially-sustainable linkages between service providers, producers, postharvest enterprises and smallholder farmers. REAP has partnered with 70 agribusinesses to launch new profit centers that provide input supply, services, technical trainings, and commercial markets to smallholders.

USAID Restoring Efficiency to Agriculture Production Impacts to Date:

\$3.8M

CO-INVESTED

11.4M

**IN PRIVATE
INVESTMENT**

278

NEW JOBS CREATED

Due to an abundance of fertile soil and favorable climate, the cultivation of agricultural products is one of the main economic activities for Georgia. According to Georgia's Ministry of Agriculture, agricultural product outputs amounted to almost 1.4 billion USD, in 2014. As the sector continues to grow, agricultural producers must adapt and utilize new technologies to keep up with both local and international market demand.

One such company that has risen to the challenge is Herbia Ltd. Founded in 2006, Herbia opened a consolidation center where local farmers began supplying their produce. Just several years after it opened for business, Herbia expanded its operations by establishing a three-hectare greenhouse for culinary production and became the first GlobalGap certified business in Georgia. When conflict erupted with Russia in 2008, displacing thousands of Georgians, Herbia did what it could to help its surrounding community. Employing mainly internally displaced persons, Herbia continued to grow and by 2013 became the first company in Georgia to introduce packaged herbs on the local market.

Despite its phenomenal growth and success, Herbia needed new technologies to increase its sales and market share. In 2014, Herbia applied to the USAID Restoring Efficiency to Agriculture Production (REAP) matching grant program and invested more than \$220,000 USD of its own money which was met by an \$80,000 USD USAID/REAP grant. With this, Herbia established a new refrigerated warehouse with two modern packing lines.

This new equipment quickly enabled Herbia to purchase more goods from smallholders and to launch a new product line that provides whole vegetables for ready made salads. Additionally, REAP assisted Herbia in rebranding including the development of a new logo and packaging. In April 2015, the new brand launched in more than 80 Tbilisi supermarkets, resulting in an immediate rise in sales of more than 20%.



The new equipment, coupled with Herbia's rebrand, produced impressive impacts: Created **16 new jobs (including 9 for women)**, generated more than 550,000 GEL (approximately **\$222,690 USD**) in gross incremental sales, enabled the **purchase of more than 44MT** of new herbs and vegetables **from more than 150 new farmers**, equipped Herbia to **provide training to 125 new farmers** about proper planting practices.



VISITOR
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CREATING NEW MARKET OPPORTUNITIES

Increasing Sales of Ethiopia's Meat and Live Animal Exports

CNFA leads the USAID Agricultural Growth Program-Livestock Market Development (AGP-LMD) project which targets two distinct value chains and product lines: meat and live animals and dairy. AGP-LMD's strategy is centered on facilitating the development of value chain drivers – critical value adding and marketing enterprises that understand the market's needs and preferences. These market-driven enterprises serve as the link to smallholder livestock producers' participation in the agricultural economy and pull through demand, which results in expanded rural incomes, and ensures inclusive and commercially sustainable economic growth.



By implementing our “push-pull” strategy, the AGP-LMD project to date has: **linked 8,989 vulnerable households** to markets, **increased Ethiopia's meat exports from 2% in 2013, to 15% in 2014**, and to **28% of the total national exports in 2015**. This brings the total exports amount from LMD to **\$50.6 million USD** since the start of the project.

Expected Impacts in Pakistan:

\$265M

**INCREASE IN
EXPORT SALES**

8,000

**WOMEN
PRODUCERS**

30,000

**NEW EMPLOYMENT
OPPORTUNITIES**

Reaching New Markets for Pakistani Agricultural Products

In February 2015, CNFA launched the four-year U.S.-Pakistan Partnership for Agricultural Market Development activity, in partnership with USAID, which aims to improve the ability of Pakistan's commercial agriculture and livestock sectors to compete in international and national markets in four target product lines: meat, high value and off season vegetables, mangoes and citrus.

This project acts as a catalyst for development and investment in targeted product lines by actively promoting cooperation and coordination amongst the value chain actors and ancillary service providers. The Agricultural Market Development activity's implementation strategy is underpinned by a strictly commercial and market driven approach with a clear focus on strengthening market access for its partner

organizations, and support marketing and sales efforts, both nationally and internationally. This broad-based approach supports the upgrading and streamlining supply chains, optimizing profit margins, increasing participation of women entrepreneurs, and ultimately making Pakistani mango, citrus, meat and HV/OSV more profitable and more competitive.







BUILDING COMMUNITY RESILIENCE TO DISASTERS

Cash for Assets is an important program activity of Amalima, a five-year USAID Food for Peace program led by CNFA in Zimbabwe. Cash for Assets gets much needed cash into the hands of the most vulnerable community members, enabling them to access food and other household essentials, while also developing or rehabilitating assets that make communities more resilient to shocks. The program pays beneficiaries a daily wage for labor, which produces shared assets including dip tanks, dams and healthy grazing land, as prioritized by the communities' Disaster Risk Reduction (DRR) plans. As a direct result of Cash for Assets work, 33 productive assets were developed or rehabilitated including dip tanks, grazing land, irrigation schemes and dams.

Amalima also works with communities to organize DRR Groups. Areas that Amalima operates in receive training on how DRR can benefit their communities, working hand-in-hand with Amalima staff to develop and implement a community DRR plan.

Amalima Impacts:

8,000+

INDIVIDUALS TRAINED
in disaster preparedness

65

COMMUNITIES
with disaster early warning
and response systems working
effectively



USAID air

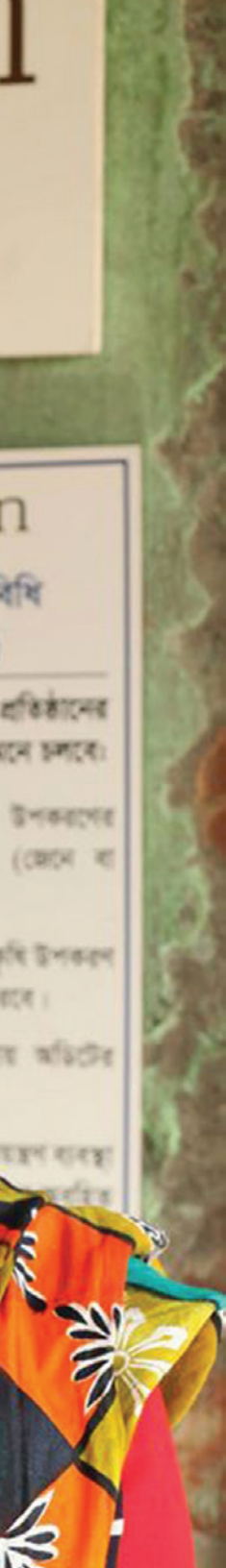
আমেরিকার জনস্বাস্থ্যের পক্ষ থেকে



USAID air

স্বাস্থ্যের আচরণ (conduct)

স্বাস্থ্যের আচরণ (conduct)
স্বাস্থ্যের আচরণ (conduct)
স্বাস্থ্যের আচরণ (conduct)



EMPOWERING WOMEN ENTREPRENEURS

Swapna Mondol, from Batiaghata, Khulna district, has worked in Bangladesh's agro-inputs industry for six years. She initially worked for her husband's business, but when she heard about the CNFA-led Agro-Inputs Project (AIP) matching grants program for women agro-retailers, Swapna decided to start her own business.

With this vision in mind, she obtained provisional membership in the Agro-Inputs Retailers Network (AIRN) and participated in the training programs it provided. Swapna learned about new techniques for sowing seeds, applying crop specific fertilizer and protection products, and proper protective measures for using these products and spraying crops.

To help transform her dream of opening her own business into a reality, AIP provided an in-kind grant for establishment of an agro-inputs retail shop as well as further training on technical aspects of agro-inputs and business management. Additionally, in order to provide Swapna with more local support, AIP engaged a local AIRN retailer, Farid Sarder, who has long-term experience in the agro-inputs business. "Through mentorship, we are learning from each other," Swapna said.

Now, Swapna is a fully accredited member of AIRN and proudly displays her certification logo in her shop. Business management training from AIRN has helped her increase her clientele from 200 to 500 in the course of three months. One of her clients, Smriti Roy reflected, "we are inspired seeing such an organized shop of Swapna. Above all, she has the AIRN logo in her shop, and that means we'll get quality products here."

With her now well established shop, Swapna and her husband are able to save a substantial amount of money each month, allowing their two sons and one daughter to attend school regularly. Swapna not only operates her own business, but also does social work by providing nutrition information to her clients. She has become a leader in the community, and her efforts have encouraged other local women to consider involvement with an agro-inputs business as well.

As part of the U.S. Government's Feed the Future initiative, CNFA is partnering with USAID through the Agro-Inputs Project, and raising awareness of quality inputs including seeds, crop protection products and fertilizer. AIP supports more than 2500 agro-retailers through the Agro-Inputs Retailers' Network (AIRN). AIRN, a first-of-its-kind inputs training and service provider, works with retailers committed to supply quality agro-inputs, including fertilizers, to farmer customers. In order to create demand for quality inputs, AIRN retailers undergo training on the safe use of inputs and improved agronomic use of agro-inputs. AIRN members, who agree to a code of business conduct, are committed to identify and combat the adulteration of all inputs.





PARTNERING WITH THE PRIVATE SECTOR IN LIBERIA TO INCREASE SMALLHOLDER FARMERS' INCOMES

CNFA kicked off the Feed the Future Liberia Agribusiness Development Activity, in partnership with USAID, to expand access to quality inputs, finance, mechanization, agricultural advice, and markets to strengthen the food security and increase incomes for Liberian smallholder farmers. Utilizing its unique grants programming approach, coupled with technical assistance, this project will generate substantial increases in private sector investment in agribusinesses, agricultural input systems, post-harvest handling support, storage, packaging, transport, marketing, and auxiliary services.



Expected Impacts:

\$8.75M+



**TOTAL PRIVATE
INVESTMENT**

20,000



**FARMERS USING
IMPROVED INPUTS +
TECHNOLOGY**

INCREASING ACCESS TO CREDIT HELPS BUSINESSES GENERATE HIGHER PROFITS

In Ethiopia, CNFA assisted 10 livestock businesses to access \$4.7 million USD in loans from commercial banks – five of the 10 businesses that received loans were women owned. Approximately 75 percent (\$3.6 million USD) of the value of the loans were facilitated through the USAID Development Credit Authority (DCA) loan guarantee program. Businesses working with the USAID Agricultural Growth Program-Livestock Market Development project invested a total of more than \$5 million USD of their own funds towards their respective projects. Borrowing businesses ranged from small, to medium and large businesses, with loan sizes ranging from \$20,000 USD to over \$3 million USD.

CNFA's experience with livestock and dairy includes a range of livestock projects, many of which have taken place in dryland conditions. In particular, CNFA fosters livestock productivity through best practices in herd management and breeding, trade in livestock and livestock products by adding value to milk and meat products, as well as establishing innovative milk collection centers and model dairy farms and facilitated animal health services through training of veterinary pharmacists and strengthening animal drug regulatory systems. CNFA engages in capacity-building at a variety of levels including trainings at the farmer-level in dairy farm management, enterprise development, and marketing/supply chain management.



***Our Impact in Ethiopia's
Livestock Sector:***

30+

**DAIRY AND
MEAT-PROCESSING
COMPANIES**

have seen improved post-
production efficiencies and
economies of scale

600+

**PROCESSORS, RETAILERS,
COOPERATIVES, FEEDLOTS,
FEED DEALERS, AND
SMALL-SCALE ENTERPRISES**

introduced to business
management best practices

7,868

INDIVIDUALS TRAINED
on agricultural sector
productivity and food security

198, 116

HOUSEHOLDS BENEFITED
during 2015 from sales valued
at +\$25,900 USD

BOARD OF DIRECTORS

John J. Cavanaugh
Chairman

John R. Block

John H. Costello

A. Michael Espy

David Kirvalidze

Jackie Klippenstein

Elin Miller

Gail Mitchell

Richard P. Reising

Devry Boughner Vorwerk

Sylvain Roy
CNFA President & CEO

FINANCIAL HIGHLIGHTS FY 2015

\$36,605,591
Total Revenue

\$36,257,413
Total Expenses

—

\$35,975,181
Federal & Non-Federal
Grant Income

\$70,640
Other Income

\$559,770
In-Kind Contributions

\$348,178
Net Assets Increase/
(Decrease)

\$3,742,259
Net Assets, Beginning
of the Year

\$4,090,437
Net Assets, End of the Year



CNFA

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www.cnfa.org

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