

2SCALE



Highlights 2019

2SCALE Consortium

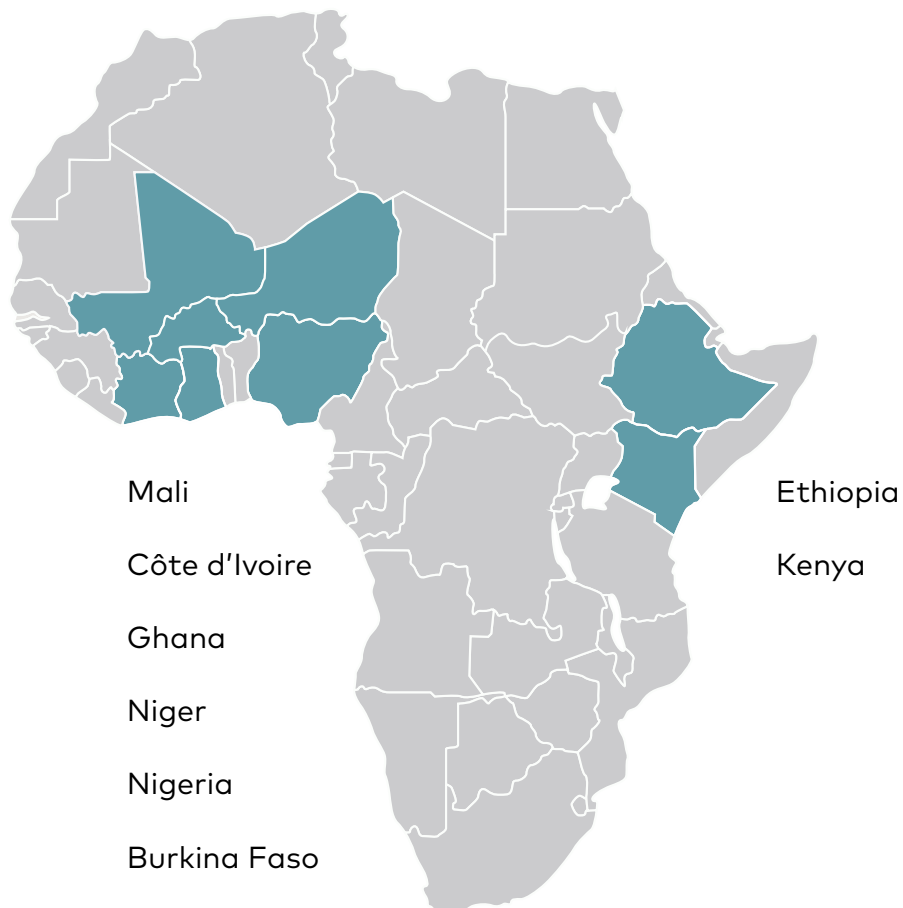


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1. Introduction

About

2SCALE works together with the local private sector to build sustainable agribusiness networks. Small-scale farmers are connected with each other, with produce buyers and processors, and with other partners who supply goods and services. Through collaboration in public private partnerships (PPP), training, technical advice and business linkages are provided, to help farmers and other local small and medium businesses become more competitive and able to respond quickly to new opportunities. Through all this, entrepreneurial agribusiness 'clusters' are built, that support local economies and create jobs. Most importantly, 2SCALE has shown that the concept of inclusive business – farmers and other entrepreneurs working together for mutual benefit – is not simply a theoretical ideal but a practical, effective development approach.

2SCALE was launched in June 2012 and entered a second phase of implementation as of 2019. In 2019, we built the foundation for 35 of an anticipated 60 new business partnerships for this second phase, in 8 countries, and in 10 different sub-sectors – cassava, maize, rice, sorghum, onion, green vegetables, soy, groundnuts, dairy and poultry. We're laying the foundation to introduce on- and off-farm innovations for eco-efficient agriculture, improve business skills, and develop nutritious, affordable food products for low income consumers.

What's new

This second phase of 2SCALE brought significant change. In 2018, almost the entire portfolio of partnerships of the first phase had been concluded, and the foundations for 10 new partnerships were established. However, 25 of the new partnerships in this second phase have been entirely built from scratch in 2019. In addition, compared to 2018, two new countries were also added to the geographical scope of the program, Burkina Faso and Niger, next to the ongoing operations in Cote d'Ivoire, Ethiopia, Ghana, Kenya, Mali and Nigeria.

Another notable change is that 2SCALE has welcomed SNV as a new key partner to the implementing consortium, bringing in necessary experience and expertise on dairy and horticulture and on new topics for the program, such as youth inclusion and sector change. Additional themes, along with the topics of climate adaptation, green innovation and more emphasis on BoP marketing and distribution that the program will work on over the next five years. The program will also continue to work on the other themes critical to inclusive agribusiness, which are private sector development, women economic empowerment, agribusiness cluster formation, loyalty & trust building and financial inclusion.

Process

What hasn't changed, is the general way 2SCALE works. We still believe entrepreneurial or commercial and development goals go together very well. Although some entrepreneurs take advantage of farmers, many are willing to work equitably with smallholders. Even investing in building farmer capacity, simply because it makes business sense. As before, 2SCALE still identifies committed entrepreneurs (or business-oriented producer organizations) who want to build a sustainable and inclusive business. Together with them, we work to move from vision to reality, benefiting partners in the value chain. The process begins with a business idea for a partnership from a group of farmers, a local entrepreneur or sometimes a large company. The business idea could be to introduce a new food product, a diversification plan, a more inclusive sourcing strategy or a

marketing innovation. An entrepreneur may have the vision but not the resources; a farmer cooperative may need help with their business strategy; a multinational may want insights into the local market. There is no standard 2SCALE partnership, no blueprint; every partnership is tailored to local circumstances. All stakeholders involved determine priorities by consensus based on joint interest, share revenues, keep transparent records, and ensure that vulnerable groups, especially women and youth, are part of the decision-making. Trained agribusiness support services and coaches, based in or near farmer communities, acts as advisor and mentor in the partnerships. Implementation is funded largely by private partners, and financial services of different financial institution supplemented with technical assistance and brokering from 2SCALE staff.



Targets

For this second phase of 2SCALE, the targets are as shown below. Over the course of 2019, 35 partnerships developed from scratch, were approved by the external selection committee. More about that can be read under the section further below: Building partnerships. 10 of these were signed and initial activity commenced before the end of the year.

Partners

2SCALE is funded by the Netherlands government and implemented jointly by a consortium of the International Fertilizer Development Center (IFDC), BoP Innovation Center (BoPInc) and SNV (Netherlands Development Organisation). The Partnership Resource Center (PrC) is a strategic partner to the consortium and works within 2SCALE on action research and the establishment of the monitoring & evaluation (M&E) approach.

And with us are a host of partners we collaborate with. Private firms bring in new technologies and provide technical training.

Producer organizations help reach and include smallholder farmers. Banks assist with financial literacy programs and adapted financial services. Public sector agencies provide staff, facilities and other resources. Development organizations introduce inclusive business concepts applied in their own programs and fund add-on projects that complement 2SCALE. Universities and international research centers support specific research components.

The report

To present to you the main achievements of 2SCALE in a concise matter, in this highlights report 2019 we have made a selection of the topics and themes we are working on, and under each section we describe a few of the highlights we have worked on over the course of the year. For the full stories and more information on the topics, themes, countries and sub-sectors 2SCALE is working on, we highly recommend you to visit [2SCALE's website](#) or follow us of [Twitter](#), [Facebook](#) and [LinkedIn](#).

Targets for the second phase of the program



Improve access to nutritious food for at least 1 million BoP consumers

In 40 BoP markets, access to nutritious food products for 1 million BoP consumers will be improved, through inclusion in targeted value chains.



Develop inclusive business with 5000 MSMEs

5000 MSMEs and farmer producer organizations (50% women-led) are supported to participate in inclusive value chains and to develop innovative business strategies.



Improve the livelihoods of 750.000 smallholders

750.000 smallholders (of which 50% women, 40% youth) will benefit from interventions like training on agricultural practices, access to better inputs or increased negotiation skills.



Scale over 60 public private partnerships

Starting 2019, 60 Public Private Partnerships driving inclusive agribusiness strategies will be established and developed in 8 different countries in Sub-Saharan Africa.

Nigeria A Tays Food Limited farmer on the onion plot



2. Building partnerships

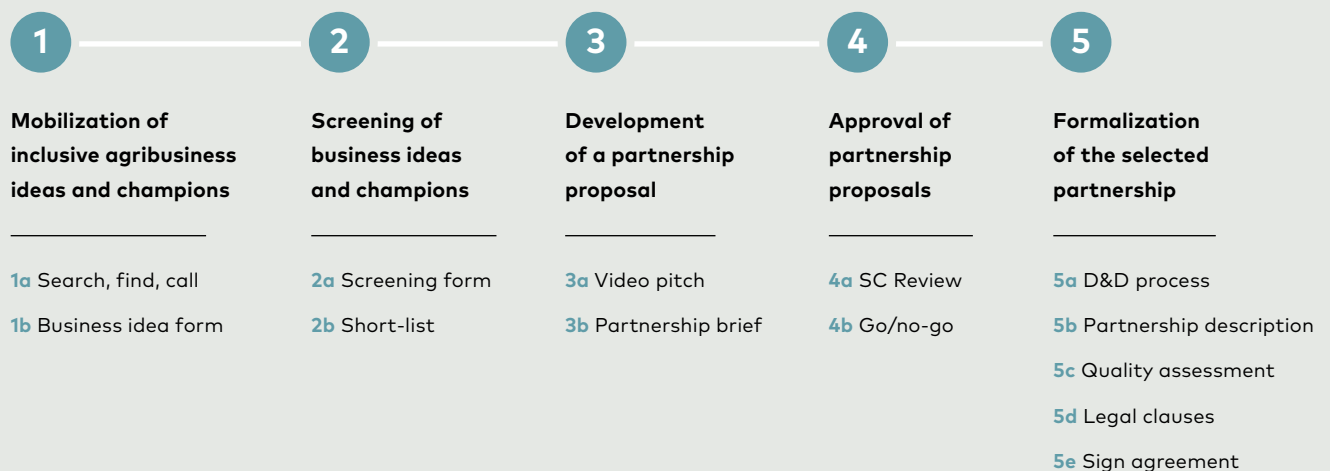
Entering a new stage of the program, for 2SCALE also means starting off with an (almost) clean slate. With a target of establishing 60 new partnerships, this means that 2SCALE's work in 2019 was mostly focused on building these new partnerships. For this, a rigorous process was re-developed, called the Public-Private Partnership (PPP) protocol. This process ensures that the selection and choice for new business champions, the small & medium-sized enterprises (SMEs) or producer organizations (POs) leading the partnerships, and their inclusive business ideas, is made in a transparent and accountable way, and ultimately providing a balanced contribution to a sustainable inclusive business model and the program's overall targets.

Scoping at the start

At the start of this phase, 2SCALE's country teams conducted scoping studies that guided the development of the overall program and its future partnerships. Conducting these scoping studies allowed staff to collect relevant qualitative and quantitative information, as well as documentation of potential business champion or supportive partners, which helped to save time on program start-up. The country teams organized the scoping in a highly interactive way, for instance through information sessions, field visits and meetings with relevant companies and producer organization who could potentially become future business champions.

Five steps to build PPPs

The PPP Protocol governed by 2SCALE to build Public-Private Partnerships



These scoping efforts also helped to target high-potential agricultural subsectors within the 2SCALE target sectors (staple crops, fresh produce, animal production and oil seeds) and areas of intervention in a more strategic way. Identifying producer organizations and other local SMEs with the most potential for a 2SCALE partnership. Helping to fine-tune criteria and guidelines for future selection of business ideas. While also identifying other programs and organizations with potential for strategic collaborations.

The selection committee

2SCALE is all about setting up partnerships around inclusive business champions. The development and selection of these partnerships is an important and critical step in the 2SCALE approach, and decisions made on this have to be transparent and accountable, though also as fast as possible to keep enough time for field implementation. For this reason, in 2019 2SCALE established an external selection committee (SC).

Composed of five experts, all women, coming from different institutions, the SC has the critical role and responsibility of approving partnership proposals of the program's business champions. 2SCALE's program director is also a member and serves as an interface between the committee and the 2SCALE country teams.

Sonja Timmer, an investment officer at Common Fund for Commodities, is a member of the selection committee. She first heard of 2SCALE in the first phase through a potential investee in Kenya. The company used to be a sorghum trader, and together with 2SCALE, they rebuilt the business case to be more consumer focused, and also expanded the base of smallholder

farmers. The new production line which was needed for this, was eventually financed by a Dutch Investor Fund. Sonja's reflections on 2SCALE:

"I think 2SCALE really helps to further professionalize businesses to get them to the next step of development and to get commitment from both the businesses as well as farmers to work on improving linkages and productivity at farmer level, for instance through improved extension services. On the other side of the value chain there is a lot to be gained by more specifically targeting the BoP consumer segment, which holds a lot of potential."

From business idea to approval

On a 2-3 months base the SC meets to oversee, validate and approve the new partnership briefs that the different country teams have developed together with prospective business champions. The SC reviews the proposals, based on the criteria developed by the program. The partnership approval is the fourth amongst five steps that compose the Public-Private Partnership (PPP) protocol within 2SCALE. Prior to the assessment by the SC, partnership facilitators mobilize inclusive agribusiness ideas from the private sector, and their ideas are screened by the country teams and program management team, the country will then write a partnership brief together with the business champion, which will be reviewed and submitted to the SC by the program management. Once approved, a partnership description and agreement are developed, including detailed budgets and public - private cost division, which are signed between the business champion and 2SCALE.

Challenges

The members of the SC are aware of the local challenges of entrepreneurship within the African continent, where companies are set up and at some point, cannot grow further because of issues like the lack of backward integration, climate adaptive production technologies, suitable market channels especially in local markets, access to innovation, young employees, last mile distribution, technical assistance or of certain know-how or lack of partnerships.

Even though the SC has a diverse and relevant background, one of the challenges they face is to assess the information they are receiving. The partnership proposals they receive are a snapshot of reality, based on which they have to make an objective assessment. To enrich this information, 2SCALE also provides the SC with individual video pitches by the business champion, explaining the business idea. Watching a video makes it easier for the committee to get a better impression of what the business idea is about, as it gives more insight on the business champions, their factories, the farmers they work with and other aspects of their ambition. Also, developing such a video is a good exercise, as pitching is not always easy for many entrepreneurs.

Diagnostics and design workshops

A lot of time in 2019 went into the development of a partnership in 2SCALE. One of the key stages in the partnership development process is the diagnostic and design (D&D) workshop. This D&D workshop is held when a partnership brief is approved and provides the basic input for the final partnership description, which is the core component of the final partnership agreement.

The D&D workshop brings together the business champion and key stakeholders in their value chain to analyze the value chain, and key factors that are preventing

the business champion from realizing their inclusive business idea. For this, the current and desired situation is analyzed. Participants in the workshop are diverse and come from various backgrounds, and can include farmers, women processors, service providers, input dealers, distributors, local government officials, financial institutions, processors, aggregators, research institutions and all the way down to end consumers.

At the end of each D&D workshop, a value chain map and a pictorial view of the desirable situation is developed. At the same time, a list of assumptions underlying the pathway to reach the desired situation is documented. These assumptions will be used to develop impact pathways for the partnership (see also the chapter 3. Assessing impact).

35 new partnerships approved

The challenge to develop 60 inclusive agribusiness partnerships across eight countries in sub-Saharan Africa is huge, and we are very happy that in 2019 we have made significant progress. By the end of 2019, a total of 35 new partnerships were approved. This is a great first step in realizing the overall impact indicators of the program.

The business champions leading these partnerships have already gone through quite a journey with the 2SCALE team, each going through the five essential steps of the PPP protocol that are needed to start a partnership. In every country this journey was somewhat different. Based on the experience and insights of the program's first phase, country teams proceeded with different methods to identify potential partnerships. While in some countries the choice of the first business ideas was based on the scoping studies, for others it took many information sessions and field visits to find potential business champions. In addition, some of the

partnership pilots that were initiated in 2018, such as the cooking oil pilot with Tsehay Union in Ethiopia, have transitioned over to full partnerships in 2019.

And the work continues; also in 2020 new partnerships will be developed to reach the overall program targets within about

60 or more partnerships. The experienced and embedded country teams, the scoping reports, the fine-tuned PPP protocol, CSR guidelines, strategies for Green Innovation, Women Economic Empowerment, Youth Inclusion, Financial Inclusion and other deliverables that were developed in 2019, will help to continue this work in 2020.

Active partnerships in 2019

Even though most of the focus in 2019 on 2SCALE has been on building partnerships, several partnerships already got started in 2019, and activities kicked-off full steam in different partnerships. A few examples:

Sorghum in Nigeria

In Nigeria, under the sorghum partnership, trainings were held on good agricultural practices and post-harvest management. Also, access to weather information services was provided. In total, 8984 farmers were reached, of which 4.393 were women and 4980 were youth (according to African Union definition, younger than 35 years).

Oilseeds in Ethiopia

In Ethiopia, under the oilseeds partnership, through field days, trainings and demonstrations on topics such as integrated pest management, good agricultural practices and seed conservation, 15926 farmers were reached, of which 6171 women. \$385.220 in loans was mobilized for 3900 farmers, and a first 24491 BoP consumers were reached with affordable nutritious cooking oil.

Vegetables in Mali

In Mali, under the vegetables partnership, new vegetables seeds were introduced to farmers working with the business champion SCS, such as onion and African eggplant, and trained on how to cultivate it. Also online sales was tested, and work started on brokering access to finance for farmers. In total, 3533 farmers were reached.

Dairy in Nigeria

Also in Nigeria, under the dairy partnership, partners worked on dairy cooperative formation, and provided training on topics such as herd health and proper use of veterinary medicine, feed formulation and feed conservation. In total, 1795 farmers were reached, of which 390 were women and 1390 were youth.

3. Assessing impact

From East to West Africa, from milk to millet, and from youth inclusion to climate-smart agriculture. 2SCALE's approach is quite comprehensive and so are its ambitions for this second phase. To ensure that in this context we can measure the impact we intend to achieve, 2SCALE, in close consultation with the Dutch Ministry of Foreign Affairs, have developed a comprehensive monitoring and evaluation approach over the course of 2019.

Monitoring our contribution

How to address the dilemma of balancing credibility and practicality in reporting our contribution to development?

2SCALE developed a practical approach to monitoring and evaluation (M&E) that engages partners and partnership facilitators in monitoring progress and direction of the change processes underlying inclusive agribusiness. An important decision has been made to rely strongly on reporting by the business champion (SMEs and/or POs) and the partnership facilitators; they are 2SCALE staff in charge of facilitating the implementation of the individual partnerships.

For example, one of our program goals is to improve access to nutritious food for one million BoP consumers. The business champion regularly collects data on the commercial sales of nutritious, food

products - and reports on this in the M&E system. From this, 2SCALE will translate these volumes sold into numbers of consumers with access to food. Additional validity checks will be done by the program's M&E specialists to ensure that the business champion serves market channels accessed by low-income consumers, that the food product is competitive, and that the product is actually nutritious. In other words, the business champion is the source of M&E information, and reports on it, and it's up to the partnership facilitators and M&E specialists to verify and validate this data.

Knowing how much the partners contribute to development impact is important to measure overall progress. However, for learning purposes, it is just as important to monitor the change processes through which the partners envision to realize these contributions. In addition to measuring impact indicators, the program engages partners and partnership facilitators in developing, monitoring and refining or adjusting impact pathways.

To further ensure the credibility of this participatory M&E approach, it has been reviewed by a panel of external experts and builds on the standard for M&E developed by the Donor Committee for Enterprise Development (DCED).



4. Finding finance

Ask any farmer or SME involved in 2SCALE about their key challenges in inclusive business, and for sure financing is going to be in their top three. Whether it's financing through savings, loans or any other way, farmers and SMEs need (pre) financing to pay for machines, seeds, fertilizer or any other capital good needed for agricultural production and processing. For many of them, when savings are (often) not there, the difficult route to finding external financing begins. Challenges are usually worse for women and youth, who do not own any asset to be used as collateral.

As this is such an important challenge to inclusive business, 2SCALE actively works on financial inclusion in its partnerships, starting from financial literacy and promoting self-capitalization (fancy word for savings) with farmers to brokering impact investments for processing SMEs. In the following, we're highlighting some of the first results we achieved in 2019.

Brokering for working capital

A good example of how 2SCALE brokers for access to working capital, is the collaboration we set up with the Netherlands-based, Rabobank Foundation. The collaboration was announced late 2018, but mostly implemented in 2019. They provided a \$260,000 loan to the Tsehay Multipurpose Farmers' Cooperative Union (Tsehay) in Gondar, northern Ethiopia. The loan allowed Tsehay to bulk-purchase Niger seed stocks for its cooking oil factory. Around 3,900 smallholder farmers have benefited from this loan, and the newly established factory created 45 new employment opportunities.

2SCALE was pleased that over the course of 2019, the collaboration expanded with financing of two more farmer unions in Ethiopia, both active in the sorghum partnership: Setit Humera and Dansha Aurora unions. They respectively received loans of \$250,000 and \$260,000 - which ultimately benefited a total of 10,026 smallholder farmers.

Just how important these loans are for these farmers, is aptly expressed by Kidane Mariam, board chairman of Dansha Aurora union, and a farmer himself, who said:

"When all the financial institutions in the country paid no attention to our agribusiness, maintaining the relationship with the only one that took the risk of financing us, is a question of life and death. Rabobank has helped us to increase our transaction, expand the agrochemicals business and above all, has contributed significantly to improve the relations with our member farmers as the union was able to provide them the much needed input financing, especially at harvest season."

Over the course of 2019, more of these strategic collaborations with financial institutions were brokered, such as with Equity Bank in Kenya and the new crowdfunding platform PlusPlus.

An acceleration of these collaborations in 2020 will further increase the access to working capital to farmers and SMEs active in 2SCALE.

Our new team kicks off in Nairobi

April 2019

In April, team members from the eight different 2SCALE countries came together to kick-off activities of the second phase of the program, with a meeting in Nairobi, Kenya. This meeting's main purpose was to bring together the entire team for the first time, which consists of around 50 team members from the eight countries where the program is implemented. Many new colleagues joined the team, such as from new 2SCALE partner SNV, and with new colleagues from the two new program countries, Burkina Faso and Niger. The meeting provided a great opportunity for the team to meet and share past experiences and learnings to enable the entire team to start a new portfolio of 2SCALE partnerships.

New program director Henk Van Duijn opened the training, explaining that 2SCALE is a flagship program for the Dutch government's food security policy, and therefore aiming to contribute to the overall goals of the Dutch government, such as the goal to create 180,000 jobs, support 5.5 m farmers to have increased income and productivity, and to support bringing 5 million hectares under eco-efficient production.



The 2SCALE team in Nairobi, kicking off the program's second phase

Mobilizing savings through innovative ways

To ensure 2SCALE does not only look at loans and credit but does also see how farmers can mobilize their own finances accurately, we also looked at how to mobilize savings in an innovative way.

Just like in most other African countries, in Mali financing of the agricultural sector is considered a high-risk investment by financial institutions. To help solve this challenge, Doun Ka Fa, a Malian company that produces and distributes improved seeds and fertilizers, saw the potential of combining digital technology with input provision by launching a mobile savings platform called Dôni-Dôni - that means 'little by little' in local Bambara language. The platform offers farmers the opportunity to save small amounts of money via their mobile money account and to use these savings to buy inputs packages. Inputs are provided via convenience kiosks, and agronomic advice is offered via a phone helpdesk and on-the-ground extension officers.

One of the major strengths of the Dôni Dôni pilot lies in its combination of savings, seeds, fertilizers and agronomic advice. In addition the system is accessible to all and does not require a smartphone or internet connection, as it works with agents at the community level. 2SCALE supports initiatives such as Doun Ka Fa's to innovate access to input credit for smallholder farmers.

On the other side of the continent, in Kenya, 2SCALE has a similar collaboration with Agri-Wallet, an innovative, mobile application that assists farmers to save money. The application helps farmers to set aside funds, and ensures that the funds are invested in agricultural inputs; they remain inaccessible

between the harvest period and the start of the next farming season. Also, as the founder of Agri-Wallet, Ad Rietberg, highlights

"Next to saving, the platform can also make it easier for banks to lend money and lower transaction costs"

In 2019, 2SCALE, in partnership with Agri-Wallet, received a prestigious FiniAward as part of the inaugural Financial Inclusion Awards held in Nairobi. But perhaps even more importantly, farmers are happy with the solution Agri-Wallet provides. Joice Koskei, a woman potato farmer involved in 2SCALE mentioned:

"Previously, when I got money from harvesting, other needs such as school fees arose, then during planting season I had no money to use for farming. So I am very happy about Agri-Wallet because it helps me save my money"

The new collaboration with Agri-Wallet follows the pilot phase in 2018, in which the application was first introduced to Kenyan farmers. At the end of 2019, 25,123 farmers (incl. xxx women) involved in 2SCALE signed up, as did 190 input merchants. Together, during this period the farmers mobilized a first modest amount of savings of around €38,000, which we expect to grow significantly over the coming years.

In the future, efforts will focus more on driving not only the access, but also the use of these solutions, to save from earnings. The program will ensure that total amounts saved by farmers through the platforms will significantly increase, making a substantial contribution to 2SCALE's goals to mobilize €50 million in credit and savings for farmers and SMEs - from now until the end of 2023.

Signing ceremony with FrieslandCampina WAMCO

July 2019

On July 10, 2019 in Lagos, Nigeria, 2SCALE signed its first partnership agreement under the second phase of the program with FrieslandCampina WAMCO (FCW). The aim of the partnership is to sustainably transform and lead the local dairy sector in Nigeria by supporting Fulani Milk Producers (FMP) to become modern dairy farmers and develop key infrastructures required for a sustainable value chain.

The partnership agreement was signed on behalf of 2SCALE by Mr Albin Hubscher, President & CEO of IFDC and Mr. Ben Langat, Managing Director of FrieslandCampina WAMCO Nigeria Plc. Witnessing the event were Mrs Sigrid Kaag, Minister of International Trade and Development Cooperation of The Netherlands and a host of dignitaries.



Milk churns from Fulani Milk Producers being transported by motorbike in Nigeria

5. Power to everybody

According to the United Nations, women make up over 40% of the agricultural labor force in developing countries. UN data also indicates that if these women had the same access to productive resources as men, they could increase yields on their farms by 20 to 30%, raising total agricultural output by 2.5 to 4%. At the same time, women are faced with serious constraints in meeting this potential. To help overcome the challenges women currently face in agribusiness, 2SCALE has set ambitious goals for all its activities when it comes to inclusion of women. Aiming for at least 50% of all farmers and enterprises involved, to be female or led by women.

Secondly, these challenges are not just there for women in agriculture and agribusiness, they are also there for youth. In the same vein, but of course with a

different approach, 2SCALE intends that at least 40% of farmers integrated in the value chains and jobs created are (for) youth.

Together this is not an easy task, and a journey that starts at the bottom, with our own 2SCALE staff. In 2019, for both the French and English-speaking staff of 2SCALE, three-day workshops were organized to better equip partnership facilitators with the necessary skills to identify key constraints faced by women, and the potential opportunities for women in partnerships and target value chains. The training, largely based on 2SCALE's [thematic paper on gender mainstreaming](#), helped the country teams to better understand social roles and gender inequalities in the agricultural sector. From the mobilization of business



Ethiopia Tsehay Union's oil factory

ideas, to the implementation of the partnership agreement. Partnership facilitators developed strategies for greater inclusion of women in the various stages of partnership development and implementation.

Being a female coach in the 2SCALE program

Partnership facilitators take a critical role in the implementation of 2SCALE, but they also rely largely on the external local agribusiness cluster coaches, that work with key partnership actors on a more day-to-day basis. Selecting more women as coaches, and enabling and training them, can also provide an even greater opportunity to advance women's empowerment overall.

One of these female coaches on 2SCALE is Aisha, working on the sorghum partnership in Northern Nigeria. Aisha is 27 years old and started to work with 2SCALE in 2017. She coaches the Gidan Bakwai sorghum cluster, built around a female farmers' organization. In her daily work, Aisha teaches women how they can improve their farming activities and gain better quality inputs, improve access to market, nutritious food and increased incomes.

"What I like most in my work is the coaching actions. I like interacting with these women, because I get to know what their problems are. And I would help them find solutions to those problems"

The involvement of female coaches like Aisha is strongly encouraged within the partnerships. However, being a female coach in a conservative society such as Northern Nigeria, where tradition and religion live side-by-side, is not easy. For Aisha, training sessions and capacity-building workshops in other locations than her home town were becoming more frequent. Her husband, who

originally encouraged her to apply for the coaching position, became weary of the extent of her travelling.

"It was in 2018, when we were called to go to Lagos for a training and meet with some people. We are Houssa and Muslim. We believe so much in our religion, so we don't really like women travelling to a far place without their husbands. That's why he refused to allow me to go. I had to talk to his parents. But his parents were backing him up".

Aisha was unsure what to do next, so she reached out to the 2SCALE country team leader in Nigeria, Maxwell Olitsa.

"Then I told Maxwell to intervene and he called him. They spoke on the phone and met face to face. He understood after that. Now I continue going for my training and coaching sessions".

The female farmers in the sorghum agribusiness cluster are happy with Aisha's coaching. Before, they used to have a male coach. There were always some limitations during discussions. But with a female coach, there is a clearer level of understanding. The women also felt they could express themselves better with a female coach.

"In our society, female-to-female is often better than female-to-male, especially when the male is not your husband",

Getting more coaches like Aisha on board in 2SCALE, and ensuring they get the room and liberty to do their work at the best of their ability, will bring 2SCALE a long way in effectively reaching large groups of women rural entrepreneurs.

Aya: Empowering women entrepreneurs

2SCALE has set itself not only ambitious targets for women as entrepreneurs. That this is not going to be an easy journey, is clearly backed up by statistics. Except for Ghana, where according to Mastercard statistics around 40% of entrepreneurs in the country are women, all other 2SCALE countries fall far short from the aspired goal of 2SCALE to involve at least 50% women entrepreneurs. To boost these numbers, 2SCALE decided it was time to have a dedicated approach to trigger more women-owned business to join 2SCALE. For this, 2SCALE created aya, a six-month entrepreneurship track for women in agribusiness with the ambition to link these entrepreneurs to the partnerships in 2020.

After a first successful track pilot in Ghana in 2018, 2SCALE decided to expand aya in 2019 to Ethiopia and Burkina Faso, leading in 2020 to a roll-out of aya in all program

countries. In 2019, 33 women agribusiness entrepreneurs in Ethiopia and 49 in Burkina Faso were trained. Participants greatly valued the experience of sharing among peers, as well as more technical support on topics such as finance and marketing. Currently, the country teams in Ethiopia and Burkina Faso are looking at opportunities to connect these women entrepreneurs to existing partnerships, or to build new partnerships with them.

Interestingly, what we found out in 2019 is that aya even created a ripple effect beyond 2SCALE; the women that were part of aya in Ghana in 2018, still form a strong bond, and exchange thoughts and do business over Whatsapp groups. They often still frequently meeting each other face-to-face. The same thing currently happens in Burkina Faso. In Ethiopia this was less common, because of a lower proactive use of social media in general.

Martha Fanny Gaisie



I went to a Startup Academy and my team with the Healthy Choice Mushroom won the price for best pitch.

13:50

Martha Fanny Gaisie

Thank you so much AYA for the foundational training you gave me. It went a long way to help my team.

13:51

Pamela Agbotse

Hi AYA family!

18:29

Pamela Agbotse

Really want to thank you for the training. I had to do a five minute pitch today. It went great and I have been given an exclusive distributor contract.

18:31

Sandwidi Bakawan Mireille

Congratulations Pamela!

18:29

Sandwidi Bakawan Mireille

I have good news too. Because of the training I have better control over my production costs so I now know exactly what my profit will be. I plan to collect a salary at the end of the month and all other months to come.

18:31

Nadiatu Ali Dawud



Big thanks to our coaches! After the AYA canvas, we have added value to our ZLB Shea butter and improved on sales.

20:37

Ami Adade

That's wonderful to hear Martha. By how much has the sales gone up?

20:40

Screenshots of the AYA WhatsApp group

Showcasing our work at the SARA event

November 2019

If you were at the International Exhibition of Agriculture and Animal Resources (SARA) in Côte d'Ivoire late november, you may have come across the 2SCALE team busy amongst the crowd. This nine-day event which commenced on November 22 in Abidjan, focused on Smart Agriculture and Technological Innovations.

2SCALE took the opportunity to share with the many event visitors its own unique vision, approach and partnerships. In addition to its dedicated exhibition at the event, 2SCALE was also invited to join a dedicated panel discussion on the topic of financial inclusion. 2SCALE's presence at SARA certainly provided ideal networking opportunities, potentially leading to new partnerships.



K'Chibo, FAGRI and SCS sharing knowledge and exhibiting products at the 2SCALE stand.

6. Searching for green innovations

To ensure that the Dutch government policy has a sustainable impact on food security, by 2030 it wants to contribute to having 1 million hectares of agricultural land under eco-efficient production. 2SCALE, being one of the flagship programs on food security of the Dutch government, has set itself the goal to have 375,000 hectares under eco-efficient production (meaning that less ecological resources are needed for the production of food) by the end of 2023. For this to be achieved, we foresee there is not just a need for farmers to be trained on more eco-efficient agricultural practices; a wider change is needed that will also be strongly based on the introduction of innovations to spur the adoption of eco-efficient agricultural practices. In total, 2SCALE intends to successfully link and introduce 50 innovations to the business champions and partners in the partnerships.

Innovation through collaboration

The numbers don't lie. 375,000 hectares under eco-efficient production and the introduction of 50 innovations, is not an easy task. To achieve this, it is important that 2SCALE partners with private and public companies that specialize in innovations and climate-smart practices, also through other projects.

For this reason, 2SCALE participated in the 2019 Geodata For Agriculture and Water (G4AW) conference held on the 17th and 18th of April in Ouagadougou, Burkina Faso. G4AW is another program actively supported by the Dutch government. The conference brought together various stakeholders from the Sahel region to exchange ideas on the significance of geodata and ICT services for sustainable agricultural productivity in the region. The



Nigeria Friesland Campina Wamco's Maya milk collection centre



conference addressed three major points: technology and geodata for climate change adaptation, climate-smart agriculture and food systems, and increasing entrepreneurship opportunities for women and the youth in the Sahel region via ICT.

Next to the many learnings the conference brought, it was also a great opportunity to meet with other organizations and companies that are addressing the topic. More particularly, 2SCALE also discussed with the organization of G4AW on the potential alignment with several G4AW-funded projects. This has led in 2019 to advanced discussions on collaboration to develop a sustainable business of one of the G4AW projects with a large financial institution in Kenya amongst others, which is likely to materialize in 2020.

Nigerian farmers introduced to climate adaptation innovation

Innovations are just one part of the solution for more eco-efficient production in agriculture. The basis is and will continue to be in the adoption of more eco-efficient production practices. Several activities on this were implemented in 2019, for instance in Sokoto State, Nigeria, where trainings were organized, with the aim to help smallholder farmers to avoid wastage of inputs and produce during key farming seasons. The training focused on how to use mobile phones to get daily weather forecasts in their locality, ensuring that onion farmers become more acquainted with the reality of weather and climate change in their region and properly align their farming activities. Initially 15 youths from the Agricultural Graduates Association of Nigeria (AGAN)

were selected to receive the training, who then introduced the use of localized weather forecasting to a total of 575 smallholder onion farmers at community level, across eight different agribusiness clusters. The weather forecast service for the farmers was made possible by the company Ignitia technologies, with which 2SCALE signed an MoU in 2019 for broader collaboration. Prior to the farmer training, AGAN youths were recruited, trained and deployed to collect farmers' names, mobile numbers and farm locations - including GPS coordinates.

After the training, farmers highlighted the importance of accessing this localized and timely information. They found that the weather prediction from the SMS services corresponded with the reality of what was happening in their local communities. Through this, it can potentially help them increase agricultural income and productivity; to adapt and build resilience to climate change, and where possible to reduce greenhouse gas emissions.

Digital innovation challenge for climate smart agriculture

Companies like Ignitia and other innovative service and technology providers can mean a great deal to achieve more eco-efficient production. To ensure that 2SCALE provides a level playing field for all these innovators, and to promote, facilitate and increase the adoption of sustainable innovations among

agrifood value chain actors in 2SCALE partnerships, the program decided to launch an innovation challenge for digital innovations in agriculture. It is foreseen that in the future 2SCALE will launch more innovation challenges in domains, other than digital, that are also relevant for eco-efficient production.

The challenge was launched in the second half of 2019 and invited entrepreneurs, startups and SMEs that provide digital innovations (such as hyperlocal weather forecasting, mobile finance and traceability solutions) and are interested in scaling them. This is not only relevant for 2SCALE: it is also a unique opportunity for these entrepreneurs to reach 750,000 farmers, that will be part of the 2SCALE program.

The challenge mobilized in total 173 applications, of which 124 eligible. 72% of the applicants have their headquarters in Kenya, Nigeria or Ghana, but also innovators from the other 2SCALE countries applied. Most of the applications were in the focus areas of value chain integration, financial inclusion and sustainable farming. Already started late 2019, moving into 2020, 2SCALE has created a shortlist of the 20 most promising innovators that will be introduced to actors in 2SCALE, with the expectation that this will lead to the adoption of several digital innovations for eco-efficient agriculture in different partnerships in 2020 and beyond.

Coming to agreement with Service Commercial Sylvain

December 2019

Following on from the success of an earlier pilot phase, 2SCALE transformed Service Commercial Sylvain (SCS) into a full and inclusive partnership in order to meet the growing demand for fresh vegetables in Mali. On December 12th, 2019, an official signing ceremony of the partnership agreement took place at the premises of SCS, in the presence of the Ambassador of the Netherlands in Mali, Jolke Oppewal, along with local authorities and farmers.

2SCALE will support SCS in working with smallholder vegetable farmers and developing a more inclusive value chain. The partnership ensures that by 2023, the urban market of Bamako will be supplied annually with a total of 1000 tonnes of locally produced.



Official signing ceremony of the partnership agreement between 2SCALE and SCS in Mali

7. Partnership portfolio

2SCALE works through partnerships that connect local entrepreneurs – farmers, traders, processors and others – who, together, develop a business idea into a robust, financially stable, sustainable relationship.

As 2SCALE entered a new phase in 2019, we built a new partnership portfolio from the ground up. Here is a sample of some of the partnerships that have been established in 2019. As this provides just a snapshot of all 35 partnerships developed so far, we encourage you to have a look at the full portfolio of partnerships on 2SCALE's website.



Ghana Faranaya's sorghum demonstration plot of Aflasafe

Burkina Faso

Nanalim



The cassava value chain has high potential in Burkina Faso, but the sector is very fragmented. 2SCALE wishes to improve this situation together with business champion Nanalim, a Burkinabe company that wants to produce dehydrated attiéké at a large scale, and to increase the direct sales of the product to low-income consumers (BoP) markets. The company also intends to develop a decentralized distribution model that will create jobs for youth and women. To have access to good quality raw material, local small-scale cassava processors will be actively engaged to sustain a steady supply of semi-processed cassava to Nanalim.

Partnership goals

2.105 smallholder farmers involved

150 micro-small and medium enterprises involved

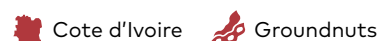
5 producer organizations involved

€437.681 private sector co-investment

15.000 BoP consumers with better access to nutritious food

Cote d'Ivoire

K'Chibo



The production of groundnuts in Cote d'Ivoire is widespread, but the commercial drivers for improving the professionalism and productivity in the sector are limited. Commercial groundnut processors can create a boost for this and with one of them, K'Chibo, 2SCALE has set up a partnership to improve the organization of the sector, improve the traceability and quality of production by smallholder farmers, so that companies like K'Chibo have improved access to quality groundnuts and farmers can benefit from steady market opportunities. This partnership will also focus on development of new groundnut-based products, and on strengthening the marketing of the existing Mielard product to low-income markets.

Partnership goals

2.000 smallholder farmers involved

20 micro-small and medium enterprises involved

30 producer organizations involved

€23.000 private sector co-investment

10.000 BoP consumers with better access to nutritious food

Ethiopia

Bench Maji

 Ethiopia  Honey

Through working on a radical change in the production of honey, this partnership will encourage women and youth to be engaged in the honey value chain; shifting part of the honey production from the forest to backyard farming will significantly increase the number of women and youth that can become active in honey production but also in other off-farm activities such as processing, distribution and retail. With business champion Bench Maji Farmers' Cooperatives Union, we will work on this change, potentially also opening up opportunities for lower cost prices that will unlock the opportunity to reach urban BoP markets with honey and honey-based products.

Partnership goals

5.000 smallholder farmers involved

50 micro-small and medium enterprises involved

18 producer organizations involved

€310.150 private sector co-investment

20.000 BoP consumers with better access to nutritious food

Ghana

Tamanaa

 Ghana  Rice

This partnership aims to increase availability of parboiled rice and rice blends (broken rice and soya) to the low income segment of the population in the country. The processing, marketing and distribution will be led by women and the youth to reach BoP consumers. Its goal is to increase the participation, and employment in production, processing, marketing and distribution of women, youth and men along the value chain of Tamanaa Company. This business champion, located in Nasia in the northeast region of Ghana, aggregates paddy rice, but also produces parboiled rice and rice blends (soya-rice flour). Raw materials (paddy rice) mainly comes from smallholder women farmers who are organized into groups.

Partnership goals

10.000 smallholder farmers involved

30 micro-small and medium enterprises involved

350 producer organizations involved

€800.000 private sector co-investment

15.000 BoP consumers with better access to nutritious food

Kenya

Sweet 'n Dried

 Kenya  Vegetables

This partnership aims to reduce the post-harvest losses of African Indigenous Vegetables (AIVs), during the high production season, through drying, making the product available throughout the year. The reduction of post-harvest losses will also improve incomes to smallholder farmers. In addition, the year-round processing of the vegetables will ensure more permanent jobs for workers of Sweet 'n Dried, the business champion. This is a female-led company specializing in processing of fruits, vegetables, and grains. Based in Tharaka-Nithi county, it works with over 1,200 smallholder farmers (60% women) in the upper and lower eastern parts of Kenya.

Partnership goals

5.000 smallholder farmers involved

50 micro-small and medium enterprises involved

60 producer organizations involved

€649.000 private sector co-investment

10.000 BoP consumers with better access to nutritious food

Mali

Service Commercial Silvain

 Mali  Fresh produce

Under this partnership, 2SCALE will collaborate with business champion Service Commercial Silvain (SCS) to diversify its dependency on international markets for mangoes, to a more diverse market for a broader range of products (fruits and vegetables) in local and regional markets, offering improved opportunities for local farmers and providing access to fresh and healthy vegetables and fruits to local consumers. SCS will collaborate with female wholesalers of the open markets of Bamako, as well as develop a dedicated marketing approach to the niche market of (local) middle class customers. SCS is a company, established in 1997.

Partnership goals

15.000 smallholder farmers involved

105 micro-small and medium enterprises involved

€888.214 private sector co-investment

15.000 BoP consumers with better access to nutritious food

Niger

AINOMA



This partnership aims to revive the groundnut sector through the inclusion of rural women and youth, and increase productivity and quality of produce. One intervention to realize this, is to set up a financial mechanism between farmers and business champion AINOMA, that will allow farmers to pay inputs through microfinance institutions, to produce increased volumes of quality groundnuts and sell to AINOMA. AINOMA is a production, trading and distribution company of improved and hybrid seeds. AINOMA has recently also started aggregating groundnuts to supply one of the largest food processing companies in Niger, Société de Transformation d'Alimentaire (STA).

Partnership goals

13.571 smallholder farmers involved

31 micro-small and medium enterprises involved

65 producer organizations involved

€232.428 private sector co-investment

50.000 BoP consumers with better access to nutritious food

Nigeria

FrieslandCampina Wamco



This partnership aims to develop local production capacity and supply of fresh milk by investing in infrastructure and capacity building needs to create a stable market, empower and integrate local Fulani milk producers (mostly women) into this supply chain. Nigeria's demand for milk products is estimated at 1.3 million tons per annum of which just 40% is locally produced. This gap has always been bridged by importing powdered milk. 2SCALE is partnering with business champion FrieslandCampina Wamco to build capacity for local production of milk with smallholder farmers and positively influence investments in infrastructure for dairy supply chains.

Partnership goals

7.290 smallholder farmers involved

20 micro-small and medium enterprises involved

26 producer organizations involved

€2.257.766 private sector co-investment

50.000 BoP consumers with better access to nutritious food



Ghana 2SCALE team retreat in Bolgatanga

