



# ANNUAL REPORT

2013-2014



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# Acronyms

AECF	Africa Enterprise Challenge Fund
AGRITEX	Department of Research, Technical and Extension Services
AgriVAS	Agricultural value added services
AWM	Andaralink Web Mobile
AWP	Andaralink Web Portal
B2C	Business to Community
BoD	Board of Directors
BRI	Bank Rakyat Indonesia ( a state owned bank)
FACE	Farmer Centre
FARMIS	Farmer record and management information system
FO	Farmer Organization
Gapoktan	Gabungan Kelompok Tani/Farmer Group Union
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit
KUR	Kredit Usaha Rakyat/People Business Loan
KYC	Know your customer
LISA	Layanan Informasi Desa/Village Information Service
MFI	Microfinance Institution
MNO	Mobile Network Operator
MOA	Ministry of Agriculture
MoU	Memorandum of Understanding
NAADS	National Agricultural Advisory services
PIA	Production Information Agents
PISAgro	Partnership for Indonesia's Sustainable Agriculture
RAS	Rural Agricultural Services
SHFs	Smallholder Farmers
SHU	Sisa Hasil Usaha/Annual Cooperative's profit shared to member
ToT	Training of Trainers
WG	Working Group
ZFU	Zimbabwe Farmers Union



# MercyCorps at a Glance

Since 1979, we have helped people grappling with the toughest hardships survive — and then thrive. That’s the heart of our approach: we help communities turn crisis into opportunity. Throughout its history, Mercy Corps has demonstrated innovation, timeliness and the ability to adapt quickly to changing realities. Today, Mercy Corps is helping 19 million people recover from disasters, build stronger communities and find their own solutions to poverty. Since its founding in 1979, Mercy Corps has provided \$2.2 billion in assistance to people in 114 countries. The agency consistently ranks as one of America’s most effective and efficient charitable organizations. Over the last five years, more than 88 percent of resources have been allocated directly to programmes that help families turn crisis into opportunity in some of the world’s most challenging places.

## VISION FOR CHANGE



## OUR MISSION

Alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.

## OUR VALUES

- We believe in the intrinsic **value** and **dignity** of human life.
- We are awed by human **resilience**, and believe in the ability of all people to **thrive**, not just exist.
- We believe that all people have the right to live in **peaceful communities** and **participate fully** in the decisions that affect their lives.
- We value stewardship of the **earth’s health**, pledging to accountably and efficiently preserve and manage its resources.
- We believe that it is our duty to be effective stewards of the **financial resources** entrusted to us.

## OUR AREAS OF WORK:

- Agriculture
- Children and Youth
- Conflict and Governance
- Disaster preparedness
- Economic opportunity
- Education
- Emergency response
- Environment
- Health
- Innovations
- Water
- Women and Gender

# Executive Summary

The Agri-Fin Mobile programme is supporting the emergence of an ecosystem of partners including both the public and private sector in Indonesia, Uganda, and Zimbabwe to develop and deliver critical financial and rural advisory services via appropriate technology platforms. Through collaborations with rural advisory service, financial service, mobile telecommunications providers and others player the program is supporting the establishment of sustainable and replicable business models providing bundled financial and information services to enable small holder farmers to improve their productivity and incomes. This annual report focuses on the second year of implementation (June 2013 to June 2014) and highlights key accomplishments and lessons learnt in the development, promotion and distribution of demand driven bundled financial and rural information services in the three countries. The report additionally outlines preliminary findings of the impact of bundled services on farming techniques and smallholder farmer income.

During the second year of implementation the program began to identify the shape and components of bundled services that were relevant and potentially economically viable as the development of the second stage of bundled services in the three countries began. The different partnerships and country contexts have shaped the bundled offerings across the three countries. In Zimbabwe our MNO partner has developed one unified platform (Ecofarmer) to offer financial and rural advisory services with interactions with other existing platforms that include a mobile money platform. However, in Indonesia and Uganda access to services is provided through various platforms from different partners including third party providers, mobile network operators and banks that offer different components of the bundle. The definition of bundled services will in this final year of implementation continue to take shape and the programme will be sure to measure the impact at the small holder farmer level in terms of improved productivity and incomes as a result of accessing and using bundled financial and information services.

In the course of the second year, uptake by small holder farmers of the services offered by the various providers increased on the different platforms as the farmers were able to access and use the services and . As at 15 July 2014, an estimated 284,529 smallholder farmers had interacted with and accesses services via the various platforms supported by the programme. The programme played a key role in supporting marketing, promotion and distribution efforts for the bundled services through the development of marketing strategies and facilitating marketing events. Additionally, to support an increase in the uptake and use of the services the programme facilitated training of trainer sessions and developed supporting training materials for the bundled services in collaboration with the different partners. These activities were well supported by rural advisory service providers that include farmer organizations and extension officers emphasizing the importance of having a human interface to engage with potential users and to enable uptake of services in the rural market.

The year saw the programme solidify key partnerships for the development of bundled services targeting smallholder farmers. In an effort to build a robust ecosystem of committed partners the programme engaged new partners particularly in Uganda where three MOUs were signed with new partners. During the programmes first year of implementation mainly advisory services were made available to smallholder farmers. Assessments in the second year revealed that smallholder farmers find the advisory services useful and the mobile platform is a convenient and affordable platform for them to access the critical services. Given this positive feedback, the second year was therefore dominated by activities around research and rollout of financial services as part of the next stage of efforts to bundle services both advisory and financial on the platforms. Key partners for financial services included Orange, Farmer Centre, Bank of Uganda in Uganda, Bank Andara, 8 villages in Indonesia and Kaite and Econet in Zimbabwe. These partnerships have resulted in the development of financial services (mobile payments, insurance, micro loans) and the programme has also initiated

efforts to support the users of financial services with developing and rolling out financial literacy training that will be layered on top of the financial services and should build the capacity and skills of the smallholder farmers. Partnerships in Uganda and Zimbabwe saw the registration and training of smallholder farmers on mobile payment platforms to facilitate agriculture value chain payments through two successful pilot programs. Through its partnership with Econet a weather based insurance product was developed and provided to 1,100 smallholder farmers in a pilot programme in Mashonaland East in Zimbabwe. Micro loans were offered to 2,343 smallholder farmers in a pilot project in Yogyakarta province in Indonesia. Efforts are being stepped up to further develop other financial services in each country depending on the context and demand for the services.

During the period under review efforts were increased to reach vulnerable groups with Indonesia leading the way in training women farmers through the agriculture extension office. 1,450 women farmers were trained in collaboration with the agriculture extension office in Bogor district. This will be a major focus for the final year of implementation for all three countries as the programme seeks to increase access of bundled services to vulnerable groups.

Dissemination of programme activities and key milestones was achieved through participation in regional and international conferences, posting of blogs and sharing of publications. A key publication for year two was the second e-book on lessons learned on product development for the three countries. Activities around dissemination of lessons learned, knowledge management and sharing the key achievements of the programme will be stepped up in the final year of implementation to ensure the good practices and lessons are shared effectively at a global level.

The programme will continue to ensure the development of tailor made services through continuous engagement with beneficiaries and provision of evidence-based advisory services to relevant partners.

## Background on Agri-Fin Mobile

Half of the billion people affected by undernourishment worldwide earn their primary living from smallholder agriculture. The productivity of these farmers remains very low. Research across the globe shows that the major constraints for these farmers include: lack of access to technical and market information; and to financial services. Providing access to rural advisory and financial services through mobile phones – a highly promising medium to reach millions in remote areas – has a high potential to improve smallholders' productivity, stabilise their incomes, and contribute to increased food security.

Access to mobile phone networks is growing dramatically in rural areas of developing countries, providing a powerful channel of communication and the ability to link excluded rural communities to up-to-date information. Mobile networks now cover more than 90% of the world's population. The aim of Mercy Corps' Agri-Fin Mobile programme is to "bundle" key services of agricultural advice from private sector, research and extension institutions with financial service providers and telecommunications companies in a commercially viable manner.

The Agri-Fin Mobile programme works with partners to build sustainable models, where farm and crop management tools and financial services are "bundled" in affordable, unified platforms on mobile phones. The programme targets financial, Mobile Network Operators (MNO) and agricultural technical service partners who have built mobile platforms or applications, or have demonstrated interest in developing and investing in them. Agri-Fin Mobile then facilitates the development of a partnership, which incorporates a clear business model for the bundled services, and a strong value proposition for each partner, such as increased revenues, greater outreach or reduced risk. The role as a "facilitator" is an important one for Agri-Fin Mobile, in which partners, investment, and products are curated to best serve farmer needs, produce sustainable business models, and lower the risk of new market activity. In practice, Agri-Fin Mobile does this through performing market research in key agricultural value chains, using strategic grants to seed these new business opportunities, engaging with commercial partners to shape product, marketing, or expansion



strategies based on our knowledge of these markets, and communicating lessons and impact in our work.

The overall goal is that smallholders increase and stabilize their incomes and manage their production cycle in a more effective way. This shall contribute to improved livelihoods and an increased food security at household and system levels.

- Primary outcomes of the programme are:**
- Demand-driven bundled financial and rural advisory services via mobile phones are elaborated and made available.
  - Sustainable and scalable business models are established and work.

### The Farmer Cycle



At each stage of a farmer's life cycle there are different needs for financial and information services. During Planting, the farmer requires access to information on input recommendations, as well as loans and insurance to purchase new inputs and protect his or her investment. At this time, the farmer is also purchasing inputs and requires a payment mechanism to send payment to the input supplier. During the Growing season, the farmer continues to purchase inputs and requires information and recommendations, as well as payment mechanism. In addition, the farmer also needs weather data. Upon Harvest, the farmer will be looking for an off-taker and needs market-pricing information to negotiate their harvests, as well as a payment mechanism to receive payment from the buyer. After Harvest, the farmer will need a safe place to hold their income, as well as look for new information for the next Planning season, that will require information on the costs and availability of inputs, as well as predicted market prices for the new season.





# PRODUCT DEVELOPMENT PROCESSES

Table 1  
Agri-fin Mobile Programme

Partner	Econet Wireless Mobile Network Operator (MNO) Zimbabwe	FIT Uganda Rural Advisory Service Provider (RAS) Uganda
Value	<ul style="list-style-type: none"> <li>Market leader in mobile communication with robust technology and extensive mobile money footprint</li> <li>Mandate to develop products for the agriculture sector</li> </ul>	<ul style="list-style-type: none"> <li>Existing advisory services targeting smallholder farmers</li> <li>Market leader in agriculture market prices and trend analysis</li> <li>Commitment to serving smallholder farmers</li> </ul>
Idea generation	<p>Conducted needs assessment of target market with a focus on constraints impacting agriculture productivity:</p> <ul style="list-style-type: none"> <li>Baseline survey and product development research conducted in 2012 covering three Districts in Mashonaland East Province (Goromonzi, Murehwa and Mutoko) and covering the maize, tomatoes and onion value chains.</li> </ul>	<p>Conducted needs assessment of target market with a focus on constraints impacting agriculture productivity:</p> <ul style="list-style-type: none"> <li>Baseline survey and product development research conducted in 2012 covering south Western Uganda in the districts of Mbarara, Ntingamo and Isingiro and in Northern Uganda in Lamwo district across the selected value chains of maize, beans and bananas.</li> </ul>
Product concept development	<p><b>A need for pure design of new products</b></p> <p>Facilitated the screening of ideas and identification of key products that best addressed identified information, market and financial needs.</p> <ul style="list-style-type: none"> <li>A product development workshop conducted using the Human Centered Design approach where three products were defined for Ecofarmer.</li> </ul>	<p><b>A need to modify/repackage existing products</b></p> <p>Conducted a product assessment of FIT Uganda to explore the products and services offered and establish a clear understanding of the revenue streams and determine a minimum viable product.</p> <ul style="list-style-type: none"> <li>FARMIS a farm management and record keeping tool that also allows farmers access to market information, advisory services and weather information was identified.</li> </ul>
Concept testing	<p>Tested the proposed Ecofarmer suit of services concept with smallholder farmers in Domboshava.</p> <ul style="list-style-type: none"> <li>The test sought to determine the relevance, suitability of and attitude to proposed product features. The willingness to pay for the information service (farming tips, market prices, and weather data) and weather insurance product was explored</li> </ul>	<p>Conducted a user assessment exercise of FARMIS in the districts of Lira and Kitgum covering product relevance, features and farmers willingness to pay. This resulted in the programme providing:</p> <ul style="list-style-type: none"> <li>Advice on product features e.g. frequency of messages, pricing and local language use</li> <li>support for marketing and distribution activities and on boarding of farmers</li> </ul>
User Feedback	<p>Programme continues to collect data to feed into product refinement through:</p> <ul style="list-style-type: none"> <li>periodic user feedback sessions - focus group discussions and in-depth interviews</li> <li>Annual surveys - Mid line survey to be conducted July –August 2014 covering evaluation of pilot.</li> </ul>	<p>Programme continues to collect data to feed into product refinement through:</p> <ul style="list-style-type: none"> <li>Periodic user feedback sessions</li> </ul>
Results	<p>Ecofarmer is a suite of services that disseminates farming tips, weather data and market prices through the mobile phone and provides weather index insurance coverage to smallholder farmers.</p> <ul style="list-style-type: none"> <li>Over 300 000 users have opted into the service</li> <li>26 000 smallholder farmers have been profiled</li> <li>1100 smallholder farmers were covered in the 2013/2014 agricultural season</li> <li>Pilot study has the potential of expanding into other provinces</li> </ul>	<p>Farmers Record Management System (FARMIS) is a farm management and record keeping web based and mobile tool that additionally provides smallholder farmers access to market prices, market linkages, weather information, and advisory services and potentially credit.</p> <ul style="list-style-type: none"> <li>12,000 smallholder farmers registered through 47 cooperative</li> </ul>

“ Agri-Fin Mobile uses mobile technology to provide small-scale farmers with “bundled” localised financial services, market information & agricultural expertise. ”

## Agri-Fin Mobile Monthly Dashboard

AS OF: JULY 15 , 2014

PROGRAMME KEY INDICATORS (ALL CUMULATIVE)		LAST MONTH:
TOTAL # SHF	284,529	273,733

INDONESIA KEY INDICATORS		LAST MONTH:
# SHFS	11,618	9,316
# ACTIVE SHFS	11,288	8,986
AVG # FINANCIAL TRANS. PER SHF	1	1
AVG # INFO SERVICES PER SHF	0.35	0.35

UGANDA KEY INDICATORS		LAST MONTH:
# SHFS	16,713	15,774
# ACTIVE SHFS	9,155	8,221
# SHF WITH FINANCIAL SERVICE	1,791	1,791
# SHF WITH INFO SERVICES	7,965	7,031
AVG # FINANCIAL TRANS. PER SHF	0	0
AVG # INFO SERVICES PER SHF	9	16

ZIMBABWE KEY INDICATORS		LAST MONTH:
# SHFS	256,198	248,643
# ACTIVE SHFS	238,250	231,303
# PROFILED SHFS	28,355	25,647
# SHFS WITH FINANCIAL SERVICES (1)	1,596	1,596
# SHFS WITH INFO. SERVICES	238,250	231,303
AVG # FINANCIAL TRANS. PER SHF	0	0
AVG # INFO SERVICES PER SHF	30	30

ToRs for the Programme review ready and we are looking for consultants

A lot of interest came out of the CTA Fin4Ag conference in Nairobi, Gates Foundation, Scoul and Ford foundation some out of so many interested in working with AgriFin and understanding our models.

### 1. TOP PRIORITIES

- Transcribing of messages is due to be completed by 16th July and should follow with a pre-test of the messages to 100 smallholder farmers and possibly one radio station for feedback, before full blast roll out.
- Signing MoU agreement with Beyonic and MTN for setting up the ag payment systems for Agri-Net and its agents
- Mid Line Survey: The survey will be undertaken over an 8 week period commencing 14 July 2014. Emphasis of the survey will be the impact of EcoFarmer on SHF agricultural production and incomes and any changes in behavioral savings patterns which have been observed.
- Launch of EcoFarmer in Mashonaland Central Province: Preliminary introductions for the EcoFarmer product to local leadership structures was undertaken in June and the official launch of the product is scheduled to take place late July.
- As of mid-July, 70 female extension workers have delivered training to 7,000 female farmers. Due to the Eidul Fitri holidays, it is expected to reach the target of training 10,000 female farmers in the first week of August 2014. Based on tracking with trainers, 60% of the training participants have mobile phones and 50% of those who own mobile phones have registered in the LISA Platform. The programme will do a follow-up to training participants registered in the LISA platform by sending SMS Blast and Quiz based on the mobile agricultural information and financial literacy materials during August to October 2014.

### 2. KEY OBSTACLES:

- Development of a Savings and Loans Product for EcoFarmer: Progress was stalled and a work plan not yet agreed on with the EcoCash/Steward Bank team. In late June EcoFarmer however announced that they are taking over the development of the product by incepting the Savings component of the product. The Loans product will be derived from the Savings component in due course
- The decision on the Loan scheme to rice farmers in Subang District has not been finalized yet. The loan scheme has been approved by Bank Pundi's Business Director, but Corporate Finance of Tiga Pilar has not provided the green light. Due to the interest rate and provision fees which Bank Pundi will charge to the rice farmers, the corporate finance team of Tiga Pilar wonders if this will reduce the supply from rice farmer groups to Tiga Pilar.

### 3. KEY HIGHLIGHTS:

Based on the Agri-Fin annual meeting in Harare, the workplans and budgets for year three implementation have been completed and disseminated.

#### Indonesia

- Presented Agri-Fin Mobile's work in the Financial Service Authority Workshop. The Financial Service Authority will prepare a branchless banking regulation and it is expected the Agri-Fin Programme could share the mobile agricultural information and mobile payment services for the farmer experiences.
- A part-time consultant who is expected to develop a marketing strategy for 8 Villages has presented the monthly deliverables on Organization, KPIs, Key processes, user insight exploitation and user feedback; and carrier's value proposition, business case, execution strategy, financials.

#### Uganda

- Completed revising the concept for the financial literacy with currently transcribing of the messages to sms bit size to be completed by 16th July, 2014. Monitoring and Evaluation strategy yet to be completed.
- Completed negotiations with FIT Uganda for the expanded FARMIS services to 30,000 smallholder farmers financial literacy to 10,000 already on and using the platform
- Engaged with other partners for agricultural value chain payments: Beyonic, MTN and Airtel and currently being aligned to the buyer structure; AgriNet. Revised concept for engagement should be ready by 18th July, 2014

#### Zimbabwe

- Content development workshop for EcoFarmer held in Harare on the 25th of June 2014 for major stakeholders in the agricultural sector. The participants evaluated the existing process and recommended means of improving on the process flow to ensure that smallholder farmers derived maximum benefit from the system.
- Preparation work on the CGAP proposal commenced in June for submission to the World Bank in July. In the proposal Mercy Corps seeks to work with the MNO, Econet to develop and roll out financially viable products to the smallholder farmer which will complement the existing advisory and insurance services to improve smallholder farmer productivity and income and establish a clear lucrative market for all Econet services.
- Meetings held with a local service provider to explore the group feature for smallholder farmers. Concept to be adopted by EcoFarmer to provide more personalized



## COUNTRY HIGHLIGHTS

# Uganda

### Overview

In Uganda, agriculture has remained a huge sector that engages 80% of the country's population despite a low level of return and contributing only 20% to the country's GDP. Government prioritization of the sector was funded to a tune of 23% in the current financial year. The operational environment for the mAgri service delivery has remained challenging as well both from the regulatory side and from competition Uganda. The Government's National Agricultural Advisory Services (NAADS) has remained unclear on its strategies and lacked continuity, it was therefore finally disbanded and handed over the mainstream production departments at the different districts. Skeptism although still appears too drawn on the framework for its implementation and monitoring. Other Non-governmental organizations in the area continued to provide free delivery of similar agricultural advisory services to smallholder farmers which was greatly undermining the business models that had been jointly developed by Agri-Fin Mobile. In addition, a regulatory guideline for mobile money services and agent banking has still not been passed by the central bank and the legislative body of the country. Many financial institutions are gearing innovations around agency networks and mobile banking wallets. The latest being the introduction of the Bank of Africa mobile wallet, Crane bank and CenteMobile.

### Programme review

The Uganda Agri-Fin Mobile programme has over the last year been focusing on increasing access to and remodelling of its products and services with the various partners through a series of feedback sessions. Key to driving access in the last year has been the marketing of products and services to smallholders and the product offerings are now

widely gaining popularity among the smallholder farmers. Over the last year, we have worked with Orange Telecom, Farmer Center, Mobipay and FIT Uganda. These partners have been involved in the development and provision of agricultural advisory information and agricultural value chain payments.

The programme managed to foster some new relationships by establishing partnerships and engagement with other services or product providers that were felt to be critical actors. An MOU was signed with FIT Uganda for the provision of agricultural information services through mobile while an MOU with Beyonic to provide a platform for agricultural value chain payments is in the process of being finalised.

Partnerships with the Agrilife platform and with Orange telecom were pre-tested to prove the business model for each of their deployments to rural farmers. Both had a mixed level of success Agrilife had to constantly customize its platform to different buyers and couldn't match up the time for farmer transactions whereas for the Orange money pilot, the farmers recruitment drive was very successful, reaching over 3,000 smallholder farmers unfortunately, the buyer couldn't complete setting up an agent account in time to allow for transactions during the buying season by outputs.

Rigorous user feedback sessions were conducted between farmers and providers to further refine the products being delivered on the market. Potential buyers for the Agrilife platform were engaged, as was FIT Uganda for the FARMIS platform. The results of these feedback sessions provided the opportunity for development of Agrilife version 2.0 and for further development of messages in the local languages and a reduction in frequency. The FARMIS platform currently has over 12,000 smallholder registered farmers that are receiving information.



"We have been offering agricultural content, market information and financial services using our mobile platform. The platform is not only cost effective but it is also a convenient way for small-holder farmers to access financial and market services."

Carol Kyazze Kakooza,  
Programme Director Agri-Fin Mobile

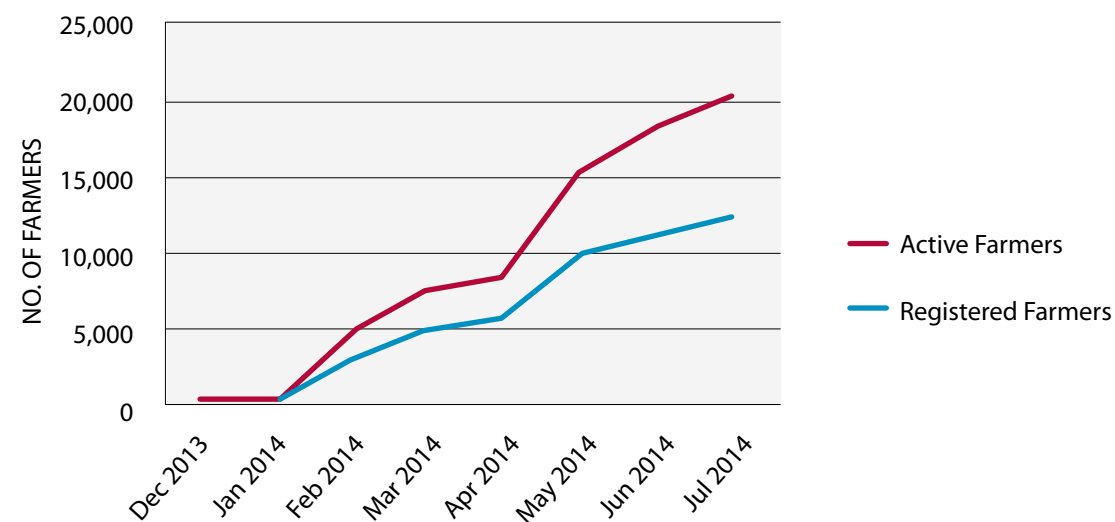


## Agricultural advisory services

The Agri-Fin Mobile programme has been working with FIT Uganda to roll-out their agricultural advisory platform - Farmer Records and Management Information System (FARMIS), a farm management and record keeping web-based tool that is backed up by a physical farm book. The benefits of being on FARMIS include access to market prices, market linkages, weather information, and advisory services as well as potential access to credit. The Agri-Fin programme partnered with FIT Uganda to roll-out the product to the market in October 2013, and the deployment approach was informed by the market research which was previously conducted.

The product focused on entry points in the markets through mapping out smallholder farmers in the country and structures in place with network of farmers, and thereby introducing the partners to those farmer networks that were concentrated around farmer cooperatives and associations. FIT Uganda directed its marketing of the service through radio stations which resulted in several cooperatives and associations expressing interest to partner with FIT Uganda. A follow-up sensitization was then conducted with the leaders of the cooperatives with 21 consequently signing agreements to avail the service to their members. 47 Production Information Agents (PIA's) were selected and trained on the profiling and support process to farmers.

Figure 1  
FARMER GROWTH AND ACTIVE USERS

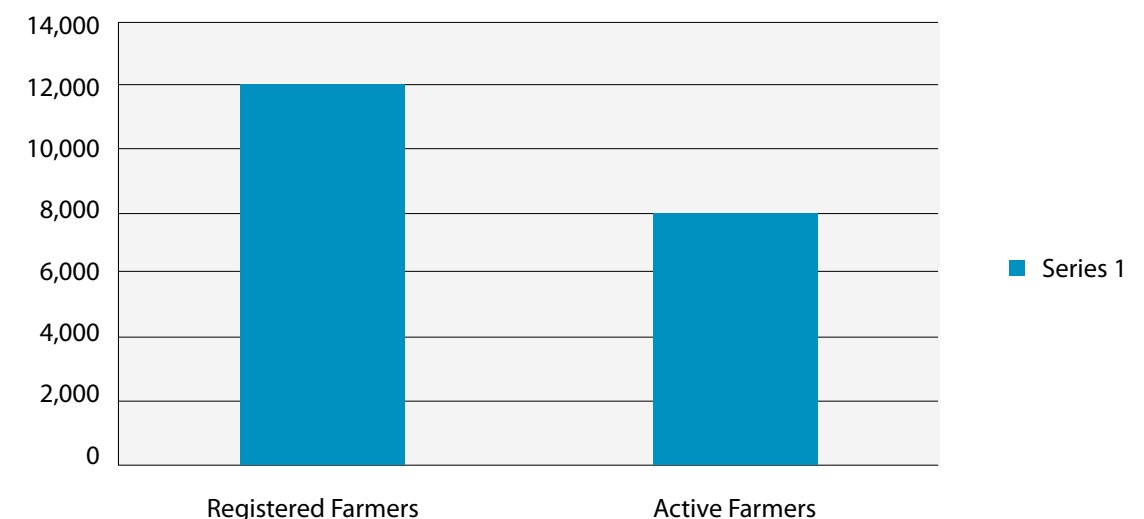


To date, 12,069 farmers have been profiled through a robust marketing drive to farmers directly and on radio. Currently 7,965 are active users which includes farmers that have either paid for the service or are on the trial period. The revenue model is based on annual subscriber payments and farmer association and cooperative annual service fees. At present 61.4% of the farmers using the service are male and 38.6% are female, which exceeds the programme target of having at least 30% of the female farmers enrolled for services. The business model is designed to create a win-win situation for the different actors in the process including the PIA's and Associations who receive a percentage for every profiled farmer and subscription made respectively. FIT Uganda hasn't yet broken-even with this business model but

currently working towards farmer payment for the service to break-even.

Farmers profiled on the system can list up to three crops that they are producing with number of acres being cultivated. Once profiled, a farmer is entered directly to the system and begins to receive information for a trial period of one farming season; this is to allow time for payment before they are locked out of the system. Farmers have overwhelmingly expressed their willingness to pay for the service but are hindered by the mobile money payment ecosystem around them with either distance from agents or literacy levels hindering their access. Registered farmers have been receiving farming tips, weather information and market information on a weekly basis.

Figure 2  
PROFILED AND ACTIVE USERS ON FARMS



Overtime, 105,768 messages have been shared and farmers have appreciated the information they are receiving according to the user assessment conducted by the Agri-Fin Mobile programme and have also provided feedback which will help to improve the services. The need to translate the messages into the local languages and reducing the frequency of the messages was addressed. Other agencies have been providing free mobile advisory services to the smallholder farmers and this has posed a challenge to the model developed by the Agri-Fin programme with FIT Uganda. We have coordinated with these agencies and agreed on principles of sustainability for these messages; one of the agencies has since then significantly scaled down its operations in this sector thereby creating a healthier environment for our mobile advisory services.

FIT Uganda is progressively escalating its provision of additional bundled services to smallholder farmers by adding value into the messages sent through the inclusion of financial services. A financial literacy component has been jointly developed with the Bank of Uganda which has created 8 core messages to increase farmer knowledge and increase behaviours on savings that are currently being pre-tested. The messages are targeting 10,000 smallholder farmers of which 30% are women; The messages are also being reinforced with a business information session through the five radio stations in the locations where the farmers are. A full impact study will be conducted after four months of the farmers receiving this information, with Bank of Uganda keen to forward the approach if it proves impactful at the farmer level. FIT Uganda has also signed up with Interswitch Uganda to allow for interconnectivity to financial institutions, this is all in line with current developments and records of farmers on the FARMIS platform that would generate a credit rating.

“We have these buyers that come to our village to buy products but usually want to cheat farmers, I refused to sell to them because I got market price information through my phone and decided to bring it to Kitgum town because I know there is a better price.”

**Martin, Sesame Farmer, Kitgum.**



## Agricultural value chain payments

The Agri-Fin programme initially partnered with Orange Telecom, a French franchise company after the launch of its Orange money product in January, 2013. Despite being a small shareholder in the market, Orange has been fundamental in taking the opportunity offered through the Agri-Fin programme to market its products and develop its mobile money network for cash in and cash out services in areas where output dealers were churning out payments. Orange Telecom worked with Farmer Center, a farmer centric association to layer its Orange money services for the input and output transactions.

During the last year, Orange Telecom managed to train and register 30 farmer agents for Farmer Center and branded at least fifteen (15) outlets to become full Orange money agents that would support in cash in and cash out services. The partnership was also intended to target farmers working with the Farmer Center to have them enlisted for Orange money services. Farmer Center was tasked with the mobilization while Orange telecom was required to provide training, sale of sim cards and registration of farmers to Orange Money. 2,025 farmers were trained on Orange money services of which 1,790 farmers successfully registered for the service (81% male farmers and 19% female). Main challenge registered during the process was that many farmers lacked for the KYC requirement. During the last year the Government enforced a rule through the Uganda Communications Commission for all mobile phone owners to register and for those without identification to be cut out of the system. This has since left clients in the difficult position of urgently needing an identity card where there is no national identification system yet in place. Orange Telecom responded by drafting a letter that would allow farmers to gain authenticity through endorsement by the area local administrator. The Government has since issued out a national identification process resulting from the different challenges that citizens were facing.

Orange Telecom also supported FACE in setting up a merchant account for them and allowed them to hock float across its different agents during the harvest and transaction time. Unfortunately, FACE wasn't able to have of its pre- financing for purchases in time in the accounts and the season was missed.

## BEYONIC LIMITED

Beyonic is a mobile payment systems solution provider for mobile network operators and other service providers which offers innovative solutions and consultancy services for businesses in the public and private sectors. The Agri-Fin Mobile programme has just partnered with this company work with the agricultural value chain payments ecosystem through their current fund to phone platform. Experience from the first year of implementation encouraged a focus on how to support the challenges of low mobile network penetration and of hocking float across the agent during peak times of transactions. Beyonic as an aggregator for MTN and soon with Airtel allows for payments across networks and has the capacity to recruit and train agents on behalf of MTN.

The current partnership is structured with a buyer, AgriNet that provides market information to 20,000 smallholder farmers in the value chains of beans, sorghum, soya beans and cassava with the role of providing the infrastructures and building the ecosystem to support mobile to 10,000 farmers through registration coupled with recruitment of 200 AgriNet's agents. These partnerships will not be limited to AgriNet but continuous linkages will be sought out with other output dealers.

## MOBIPAY

Mobipay is a third party provider for the AgriLife platform that allows farmers to generate transaction records through the different service provisions on inputs, outputs, financial services etc. The programme introduced the partner to different service providers in the country. The impression around the system was that it required an in-depth level of customization to benefit from the structure that each of the partners were operating with different buyer organizations required different parameters. What became clear was that the output dealers needed a ware housing management system to first of all allow them to manage flow and supply of their products before adding the financial mechanism to effect payments. This took a longer time to be configured with another buyer season and was hence lost in the process. However, it led to the development of the Agrilife 2.0 version that is now being used by buyers in eastern and western Uganda.

The Agrilife platform despite being a great technology is still finding its way around the dynamics of smallholder farmers in Uganda which is a little different from the environment in Kenya; nonetheless many other service providers have expressed a desire to work with Agrilife. Current emphasis is on scaling the reach and profiling of smallholder farmers on the system for it to be attractive to other service providers and provide a reasonable case.



12,069

farmers profiled  
and registered

7,965

Active users

47

Production  
Information Agents  
trained

105,768

messages shared  
with farmers



## Technology used on the programme

### FARMIS

The Farmers Record Management System (FARMIS) is a farm management and record keeping web based tool that is backed by a physical farm book. The benefits of being on FARMIS include access to market prices, market linkages, weather information, advisory services and potentially access to credit through mobile.

### FUND TO PHONE

Fund-to-Phone is a web platform that supports multiple organizations through multiple networks to allow tracking of farmers and of payments made to each farmer. It supports flexible approval processes that cover a number of different in-field situations. Beyonic offers training and support to help organizations move from cash based disbursements to mobile based disbursements.

## Conferences attended

- Agricultural finance forum organized by SwissContact in Uganda (Presentation)
- Market information symposium organized by FIT Uganda in Uganda (Participation)
- ICT4ag conference organized by CTA in Rwanda (Participation)
- AgriFin webinar organized by WorldBank (Joint presentation with Mobipay)

## Blogs and papers written

- Blog on Agri-Fin mobile by French journalist on access to credit to rural farmers

## Meetings attended

- Business opportunity meetings with Airtel, Postbank and Gulu Agricultural Development Companies
- Bank of Uganda/GIZ in engaging for the financial literacy messages
- Hiinga Uganda for collaboration
- Trais for collaboration
- Agrittera for collaboration
- Mcash for collaboration
- Access Agriculture for collaboration
- Panamax for collaborations their MobiFin product
- Mobipay for continued engagement
- FIT Uganda for continued engagement
- MTN for collaboration
- Outbox and Ensibuuko for collaboration
- FIT Uganda for continued engagement
- AgriNet for collaboration
- Beyonic for collaboration and engagement
- Equity Bank for collaboration
- Pride Micro-Finance for collaboration
- Postbank for collaboration
- Orange Telecom for continued engagement

## Trainings conducted

- Orange money training to 2,025 farmers for Agricultural value chain payments
- Training of 47 Production Information agents on farmer profiling and FARMIS products
- Training of Trainers to FIT staff on financial literacy

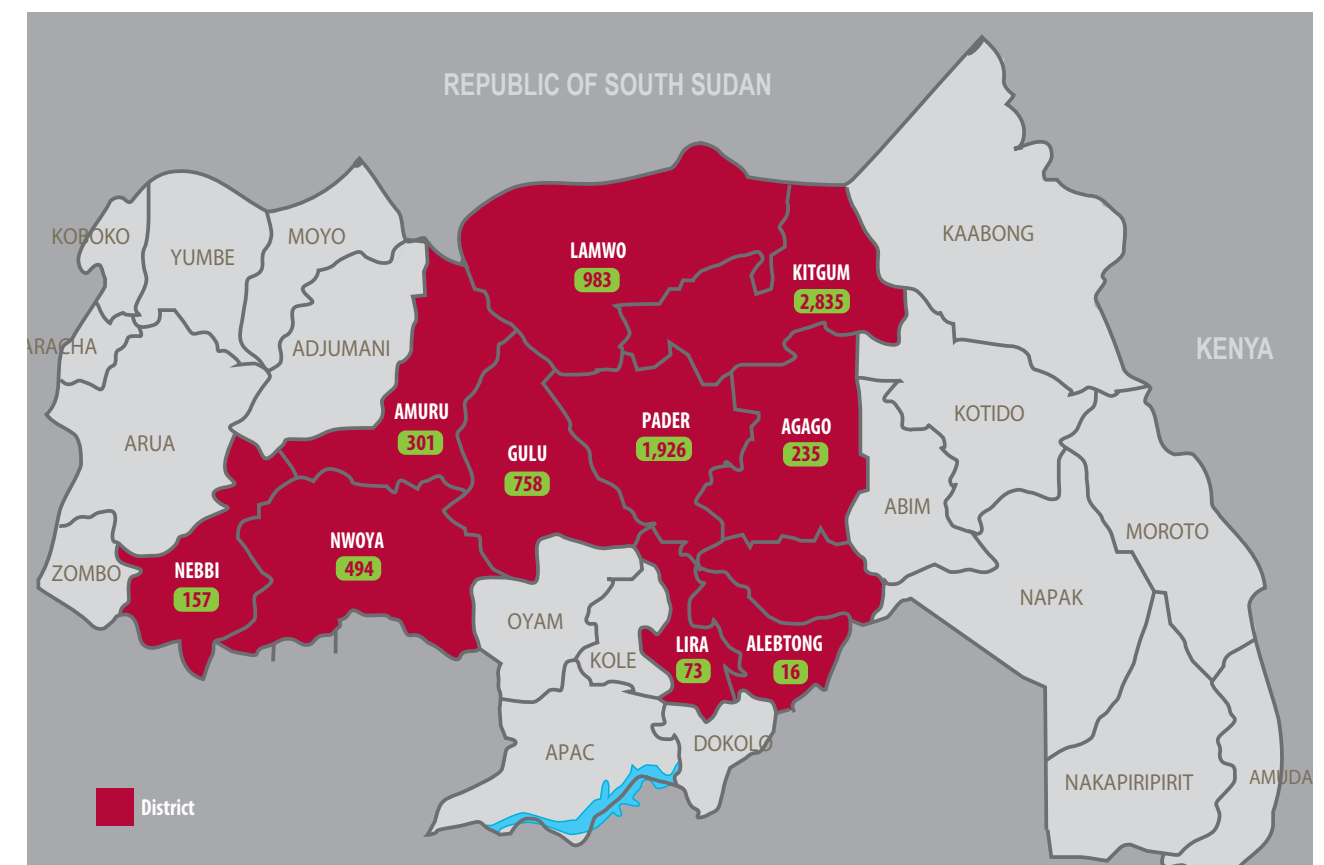


## Bundling

Actual bundled services are yet to take effect through the current FARMIS platform and with Beyonic. The FARMIS platform is currently providing agricultural advisory services to smallholder farmers who receive farming tips, weather and market information. The Agri-Fin programme is working through the Bank of Uganda is transcribing financial literacy messages previously developed to sms's. This will then be added on to the current agricultural advisory services to target 10,000 smallholder farmers. FIT Uganda has also signed up with Interswitch to allow for interconnectivity with financial institutions, transactions through the FARMIS platform will form a basis for transactional history with credit scoring and other input loans.

Beyonic's fund-to-phone product will be layering over the AgriNet's current market information to provide agricultural mobile value chain payments to its agent's network and provide a true bundled service. Financial literacy messages will be accessed by farmers receiving payments through this platform as well.

## Map showing farmer location per district







KAITE trains thousands of small-scale farmers around Zimbabwe in cultivating and processing organic herbs and spices to be sold at international fair trade markets. Mercy Corps works with KAITE to train and register farmers to set up EcoCash accounts through which farmers receive direct deposits of exact payments to a secure private mobile account on collection day.

## COUNTRY HIGHLIGHTS

# Zimbabwe

### Programmeme overview

#### ECOFARMER LAUNCH IN ZIMBABWE

Following the signing of the collaboration agreement between Mercy Corps and Econet in March 2013, the EcoFarmer service was launched in Mashonaland East Province of Zimbabwe on 11 October 2013. The service sought to provide farmers with weather-indexed insurance cover, as well as technical agricultural information and financial services. The EcoFarmer insurance cover was initially piloted in Mashonaland East Province before going on a countrywide rollout. At the Launch of EcoFarmer on Oct 11, 2013, Mercy Corps donated 230 mobile phone handsets with a total value of US\$ 7,300 to the Ministry of Agriculture, to assist extension officers (Agritex) throughout Mash East province with the registration of farmers onto the EcoFarmer platform. This gesture served to underscore the continued good working relationship between Econet and MC; and also highlighted the importance with which Mercy Corps attaches to collaborations with both private and public sector partners. EcoFarmer was launched in time for the 2013/2014 rain-fed cropping season that begins in Nov 2013 and ends in April 2014. Over 240,000 Smallholder Farmers had been registered on the platform as at 30 June 2014 and were receiving farming tips and market and weather information. About 1,100 smallholder farmers were covered by the weather index insurance in 2013/2014 agricultural season.

#### THE 4 PILLARS OF ECOFARMER WERE DEFINED AS FOLLOWS:

- **Insurance based product:** Insurance in the new season will also cover livestock and other products. This is a new concept to the rural farmer and there is an increased interest in uptake of the product due to the effects of global warming and the erratic weather patterns being experienced.
- **Financial services:** Econet's role is aimed at encouraging a savings culture among farmers' savings. Farmers are currently saving through the EcoSave<sup>1</sup> product but a customised savings product is going to be launched in the upcoming season so that groups of farmers save adequately to purchase inputs. A credit product is also in the pipeline.
- **Market prices:** Esoko who have a wealth of experience from East and West Africa and trading as Mubatsiri- provide support on the trading platform where the farmer can trade produce from the small holding directly to the market.
- **Information Services pillar:-** aimed at disseminating farming tips
  - Livestock tips
  - Crop tips

<sup>1</sup> The service offers a mobile virtual savings account for the subscriber in much the same way that EcoCash users have a virtual mobile wallet. The EcoCash Save account can be opened by any subscriber within seconds via a new EcoCash USSD menu option



In order to enhance the capacity of agricultural extension officers working with SHFs on the EcoFarmer platform, a partnership agreement between Mercy Corps and the Ministry of Agriculture on the creation of an Agriculture content database to be hosted by the MoAg. However an MOU between Mercy Corps and MoAg is yet to be signed by the Attorney General and approved by parliament. A vendor was hired to develop the agricultural Information Management System (AIMS) database, which is a web-based platform aimed at providing information to stakeholders within the agricultural sector.

A cash-grant agreement of US\$ 28,000 was signed in November 2013 between Mercy Corps and ZFU (Zimbabwe Farmers Union), to utilize ZFU's grassroots structures at district and ward levels in Mashonaland East province for farmer registrations onto the EcoFarmer platform. ZFU's target is to register 70,300 farmers in Mashonaland East province. To date Mercy Corps has initiated an Agri-Fin Mobile Programmeme pilot focused on building a partnership between Mobile Network Operator Econet and a specialized produce buyer, KAITE, to register farmers to EcoCash to receive payments for produce through their mobile phones. KAITE trains thousands of small-scale farmers around Zimbabwe in cultivating and processing organic herbs and spices to be sold at international fair trade markets. In the area of Domboshawa, farmers were ready to harvest chilies in August, and Mercy Corps worked with KAITE to train and register farmers to set up Ecocash accounts with Econet sim cards. This allowed farmers to receive direct deposits of exact payments to a secure private mobile account on collection day. Prior to mobile payments, coordinating cash payments was a challenge for KAITE. With only rough estimates of the quality and amount of produce farmers would bring to collection points, KAITE sometimes did not bring enough cash to the remote locations. The Domboshawa pilot (in which farmers successfully received payments worth \$9,000 through EcoCash) proved that farmers were interested in and able to receive payments through their mobile phones, and that they even preferred it to cash. For KAITE, the upfront investment in training and registering farmers paid off in increased overall efficiency. Now, without Mercy Corps support, they are planning on expanding mobile payments to all regions of Zimbabwe in which they work.

## INSURANCE PAY-OUTS

The Insurance cover indemnified farmers against the loss of maize grain yield worth US\$100 if they experienced 24 consecutive dry days within any contract period. Farmers would also receive a similar pay-out if they experienced 50mm of rainfall daily over 6 consecutive days within 50 days from the earliest contract date. EcoFarmer made Insurance pay-outs to 22 farmers with each receiving US\$100 each as compensation for their maize crop which was written off. The total amount paid was US\$1,225.

## FEEDBACK FROM FARMERS

Mercy Corps carried out periodic feedback sessions with registered farmers and shared the reports with Econet. The general agronomic messages have been received well and an appetite for more targeted crop specific messages is building up. The market information has proven to be the most popular service, particularly for horticulture farmers. The Insurance product as highlighted earlier has had considerable uptake and registration processes will be stepped up during the 2014/15 agricultural season which commences in November. Farmers showed willingness to pay for the daily tips being disseminated. Although the majority of farmers were willing to pay premiums for the insurance premium of \$10, a proportion requested for the payments to be spread out as they could not afford the one off payment.

Over  
**240,000**  
smallholder farmers  
registered  
  
**1,100 farmers**  
covered by Weather  
based Indexed Insurance

## Access, Uptake and Utility

Initial assessments of the mobile platform bundled services reveal that smallholder farmers consider it an affordable and convenient platform to access advisory, financial and market services. Of particular note are the advisory services that have contributed to improved farming techniques and decision making with regards to markets with the potential of positively impacting income.



“To reach Binga in the northwest of Zimbabwe costs us \$528 just for transportation, not to mention time and labor. It is 1,600 km round trip – 10 hours minimum one-way. The whole trip takes several days. There’s no bank there, so we have been bringing cash. Just last month, we had planned on paying around 470 farmers \$25,000 for rosella and safflower, but they had an excess of product worth around \$2,000. So we registered the farmers still in need of payment and sent them the money through EcoCash.”

**Dominic Collenberg,**  
CEO KAITE



## Technology used

- When the programme was launched in Zimbabwe there was need to bring together various players including banks, MNOs, Smallholder Farmer Aggregators, Rural Advisory Service Providers and Platform Hosting & Content Managers to build a comprehensive suite of services and operational business model. The team used the shared value approach to bring together an ecosystem of public and private sector players committed to serving and improving the livelihoods of smallholder farmers.
- The key partner was EcoFarmer, a unit of Econet Wireless Zimbabwe mandated to develop products for the agriculture sector. Econet partnered with Mercy Corps's Agrifin Mobile Programme to provide advisory, market and financial services to the smallholder farmer through the mobile phone. A Memorandum of Understanding was signed in April 2013 outlining the roles and responsibilities of the partners. Agri-Fin Mobile's role is to provide advisory services for "bundled" agricultural and financial services as well as market information for dissemination to the smallholder farmer via mobile phone.
- Although the MNO was a key partner, it was also vital to have a partner with existing structures and knowledge of the targeted market. ZFU the largest farmer organization for smallholder farmers was engaged to facilitate the identification and training of reliable agents and drive the registration of farmers on EcoFarmer.
- Based on the shared value approach the ZFU was involved in the marketing of EcoFarmer and additionally used the opportunity to offer new services to their members and potential members. This has resulted in a significant increase in their membership base and a new realization of the value of ICTs in the extension of rural advisory services.

## Conferences attended

- GSMA Mobile for development summit

The debut GSMA Mobile for Development Summit occurred in Cape Town on the 11 & 12 November 2013, where senior executives and stakeholders from the mobile industry and development community joined to discuss the opportunities, challenges and impacts of mobile in driving the development agenda.

- ICT summit in Switzerland in September 2013

## Blogs written

- Case Study: Lessons from a buyer's experience of mobile money; <http://www.mercycorps.org/research-resources/case-study-lessons-buyers-experience-mobile-money>
- Beneficiary Story: A smallholder farmer finds more than one use for her EcoCash wallet: <http://www.mercycorps.org/research-resources/beneficiary-story-smallholder-farmer-finds-more-one-use-her-ecocash-wallet>

## Meetings attended

- Market Linkages Working Group - The group provides a platform that partners meet and discuss monthly on market related issues. A guest speaker(s) are invited to share experiences. Of particular note:
- AECF seminar programme in the financial sector covering micro-insurance and credit for smallholder farmers – 8 May 2014.
- Attended an ICT summit in Switzerland in September 2013 (Attended by Lesley)

## Trainings conducted

- The Content Development Workshop for daily tips for EcoFarmer was co-hosted by Mercy Corps and Econet. The World Café model was used for the group discussions and presentations. The participants were divided into 5 groups led by 5 facilitators. The workshop was aimed at getting input from stakeholders on how content for EcoFarmer can be developed and packaged. The workshop also focused on gathering feedback on relevancy, channels to disseminate information and the timing of disseminating information.

## Bundling

### DESCRIPTION OF SERVICES

**EcoFarmer** is a suite of services where smallholder farmers can opt into the service through a designated short code and can additionally be manually profiled by designated registration agents in their communities. The service disseminates farming tips, weather data and market prices to smallholder farmers through the mobile phone. This information is currently being offered for free. EcoFarmer additionally provides the smallholder farmer access to weather index insurance coverage for each agricultural season. During the 2013/2014 agricultural season SHF would pay \$10 or \$2.50 premium for insurance cover of 10kg of maize seed for a payout of \$100 and \$25 respectively.

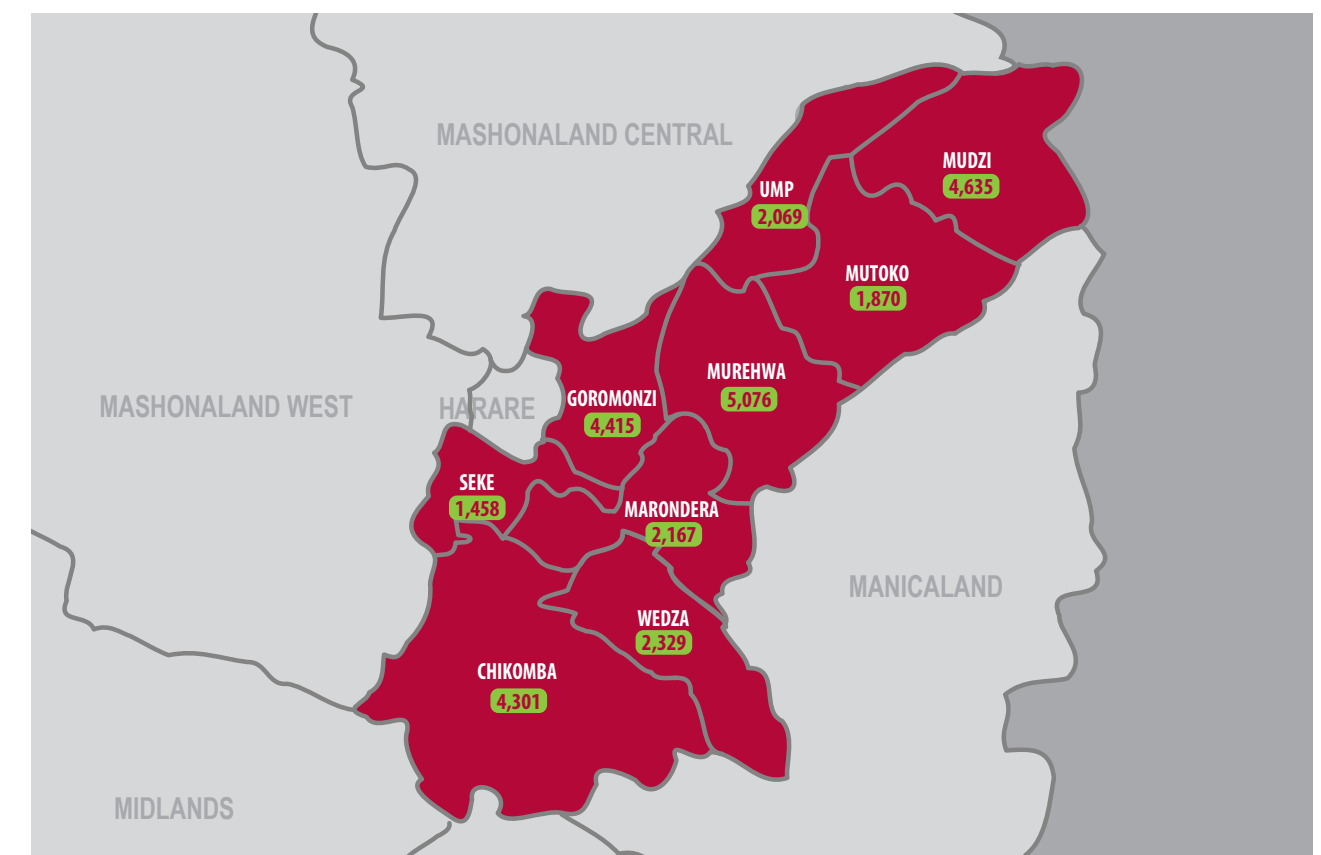
Econet is working on adding an interactive option to their agricultural technical information service and market service. Following the profiling of farmers that is currently underway, Econet will provide tailored agronomic information to respective farmers.

Furthermore, an interactivity functionality will be provided to help better address farmers' queries based on crop types and varieties, regions and locality specificities. This will elevate the dissemination of agricultural technical information to take on a more focused and personalized dimension, whilst bringing buyers and farmers together on an interactive real-time trading platform.

### THE BRAND AMBASSADOR INITIATIVE

Based on the need for trust to penetrate the rural market individuals from the respective communities were carefully selected to spearhead the marketing and distribution of the EcoFarmer services as brand ambassadors. The brand ambassadors are selected by key authorities in the communities, trained by EcoFarmer and ZFU and equipped with promotional material to register farmers. The representatives from the districts and wards have become the trusted face of EcoFarmer and this has resulted in increased uptake and use of the services.

## Mashonaland East showing number of registered Ecofarmers per district





## COUNTRY HIGHLIGHTS

# Indonesia

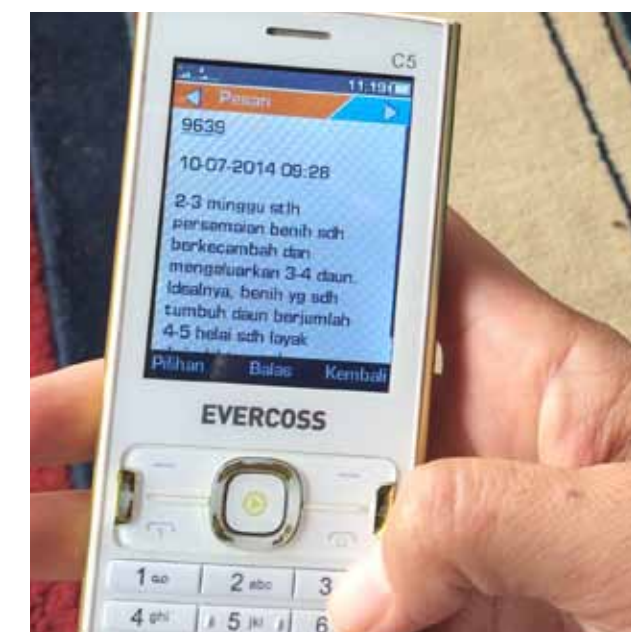
### Programme Overview

During the period June 2013 – May 2014, the implementation of the Agri-Fin Mobile programme in Indonesia showed at least seven significant developments compared with the first year of programme implementation, as follows:

- While in the first year all that was available was agricultural advisory services for SHFs, in the second year the services available expanded to include agricultural advisory services, a mobile payment service, and financial literacy.
- The number of smallholder farmers (SHFs) with access to the services provided by the partners of the Agri-Fin Mobile programme grew significantly. While in May 2013, the number of SHFs able to access agricultural advisory services was 802, in May 2014 the number of SHFs using agricultural advisory, mobile payment services and taking part in financial literacy training was 11,816.
- The number of features available in the mobile agricultural information platform (LISA platform) increased. Whereas in the first year the only features available were ask the expert and daily tips, in the second year the LISA features expanded to include quiz, survey and member get member.
- To reach 10,000 female farmers (as part of the programme target that “30,000 farmers of vulnerable groups have the capacity to make accurate use of the services”), in June – July 2013 a gender integration assessment<sup>1</sup> was conducted to formulate the strategy for implementation of the capacity building for female farmers. Based on the results of the assessment, in December 2013 we conducted ToT and a trial of the training

module for female farmers and trainers (female agricultural extension workers) in cooperation with the agricultural extension office in Subang district. The ToT was attended by 26 female agricultural extension workers and the female extension workers conducted the trial of the training method and module with 650 female farmers.

- In the first year, the training and promotion of LISA for agricultural extension workers and farmers was only done through cooperation with the agricultural extension offices at the district level; whilst in the second year 8 Villages developed cooperation with agribusiness companies and agricultural programmes conducted by private companies, local governments, and international donor institutions. Supported by the issuance of a regulation by the Minister of Communication and Informatics concerning content providers in July and November 2013, since February 2014 the number of SHFs registered on the LISA platform has grown significantly.



**16 million** smallholder farmers in rural parts of Indonesia struggle to earn a living at or near poverty wages. Lack of access to markets and financial services limits their ability to optimize their crops and maximize their distribution channels.

<sup>1</sup> Funded by the Gender Integration Fund, Mercy Corps HQ. The concept note that was prepared by the Indonesia Programme Coordinator of Agri-Fin Mobile won a grant of USD20,000.



- The proportion of female farmers accessing the LISA platform in the first year was only 10% and in May 2014 it had risen to 23%. This happened because of the ToT that was implemented for female agricultural extension workers in December 2013 and the training for female farmers (as part of the plan to train 10,000 female farmers) which began in early May 2014. As of May 2014, ToTs had been conducted for 40 female agricultural extension workers and these extension workers had trained 1,450 female farmers.
- Bundled services for SHFs were available for 2,342 SHFs in February 2014. One form of the bundled services was that borrowers who received micro loan from Bank Rakyat Indonesia (BRI) also received agricultural advisory services through the LISA platform. This was done through a cooperation pilot between 8Villages and BRI and was carried out in Bantul district, Jogjakarta province. Although the Agri-Fin Mobile programme does not have a direct MoU with BRI, BRI plans to conduct an evaluation of the results of the pilot and if it is to be developed in other localities, the opportunity will exist to develop direct cooperation between Agri-Fin Mobile programme, BRI and 8Villages.

## Access, uptake and utility

In the second year of implementation, there were three services provided to SHFs, as follows:

1. Agricultural advisory services, provided by 8Villages through the LISA platform.
2. Mobile payment services, provided by Bank Andara through the AndaraLink platform.
3. Bundled training in agricultural advisory services, mobile payment service and financial literacy conducted by Master Trainers of the Agri-Fin Mobile programme in cooperation with the Agricultural extension offices of Bogor district, Karawang district, and Indramayu district.

## Agricultural advisory services

The agricultural advisory services are provided by 8Villages through the LISA platform. To answer questions from farmers, 8Villages has 314 experts who come from a university (Bogor Agriculture Institute), the Ministry of Agriculture, and sub-district agricultural extension offices as local experts. Several indicators related to the use of the LISA platform from July 2013 to May 2014 can be seen in the following table.



Table 4  
Indicators related to the use of the LISA platform from July 2013 to May 2014

Indicator	Unit	July-13	Feb-14	March-14	April-14	May-14
Number of registered users (cumulative)	#	1,068	5,682	7,417	8,794	9,167
Number of farmers LISA Platform	#	1,037	2,107	2,127	2,205	2,518
Number of users Brilian Bantul 5000, Jogyakarta Province	#		2,342	4,049	4,640	4,696
Number of Bayer farmers	#	0	150	150	150	150
Number of Rumah Pintar Petani Farmers (Farmer Smart House), Central Java Province	#	0	1,000	1,000	1,489	1,489
Number of experts	#	31	83	91	310	314
Percentage male	%	90%	82%	82%	79%	77%
Percentage female	%	10%	18%	18%	21%	23%
Number of Groups established	#	209	945	945	962	962
Total UNREG	#	23	83	25	58	55
Monthly attrition rate	%	2.22%	3.94%	1.18%	2.63%	2.18%
Monthly Group % growth	%	8.13%	2%	0.00%	1.77%	0.00%
Number of questions sent by farmers (cumulative)	#	1,198	2,699	2,860	2,955	3,075
Number of answers generated (cumulative)	#	1,071	3,797	3,958	4,044	4,134
Total number of SMS to LISA (cumulative)	#	20,805	35,685	38,812	41,112	43,750
Total number of SMS from LISA (cumulative Push / Pull)	#	275,883	1,100,537	1,107,355	1,699,003	2,290,651
LISA marketing events in collaboration with the MoA are held	#	-	7	7	7	7
LISA marketing events in collaboration with the carriers are held	#	22	65	67	67	67
Number of agribusiness company signed-up	#	1	4	4	4	4
Number of extension workers that are trained	#	222	845	845	1,115	1,115

Since February 2014, to reach even more SHFs, 8Villages has been in cooperation with an agribusiness company (Bayer Crops) and agricultural programmes conducted by a private company (Programme Brilian, conducted by Bank BRI), a local government (Programme Rumah Pintar Petani, with the Central Java Provincial Government), and an international donor institution (the Market Programme funded by USAID). With the support of training and promotion funding from MNOs, the business strategy

to reach farmers directly through cooperation with the agricultural extension offices at the district level continues to be pursued, though at a lower intensity than in the first year. In addition, the training for female farmers conducted by the Agri-Fin Mobile programme starting in early May 2014 has also had a positive impact in increasing the number of female farmers registered in the LISA platform. Of the 1,450 female farmers who took part in training in May 2014, around 478 have registered with the LISA platform.



Based on group discussions and 1-to-1 interviews with LISA users, the number of farmers who unregistor remains very small (attrition rate of only 2%) even though sometimes the answers from the experts are not received quickly. Nearly all LISA users say that the daily tips received from the LISA platform are very useful in suggesting good agricultural practices for farmers. Before registering with the LISA platform, generally farmers applied agricultural practices simply by following their friends or neighbours. Based on the information received through the daily tips and the answers from experts to the farming business problems that they face, farmers receive benefits in the form of increased productivity and reduced production costs.

MOBILE PAYMENT SERVICES

The mobile payment services are provided by Bank Andara through the AndaraLink platform. Through the AndaraLink platform, farmers can pay bills (electricity and telephone), make domestic remittances and receive incoming international remittances. Domestic remittances are not only in the form of sending funds to the farmers’ families but can also be used by farmers to make payments for production inputs, motorcycle

installments, etc. which are directed to recipients who have accounts with commercial banks. AndaraLink also provides a collection feature that can be used by MFI field personnel to mobilize saving and loan installments. The AndaraLink platform can be used through two channels: the AndaraLink Web Portal (AWP) at MFI offices and AndaraLink Web Mobile (AWM) at the locations of MFI customers/ members.

Bank Andara, as a wholesale bank, partners with Micro Finance Institutions (MFIs) to provide financial services to customers/members of the MFIs. Although AndaraLink has been installed at 350 MFIs, most of these MFIs are located in urban or semi-urban areas. To conduct a trial of the use of AndaraLink for farmers located in rural areas, the Agri-Fin Mobile programme and Bank Andara conducted a trial of the use of AndaraLink for members and business counterparts of the Farmer Group Union Cooperative (Koperasi GAPOKTAN Sinarlanggeng) located in Karawang District in July – November 2013 to test its usefulness to farmers in rural and often remote areas. Several indicators related to the use of the AndaraLink features by members/counterparts of Koperasi GAPOKTAN Sinarlanggeng during the period July 2013 – May 2014 can be seen in the following table.

Table 5  
Indicators related to the use of the AndaraLink platform from July 2013 to May 2014

Indicator	Unit	July 13	Sept - 13	Dec -13	March 14	May 14
Number of users	#	1	83	120	132	133
Percentage male	%	100	100	100	100	100
Percentage female	%	0	0	0	0	0
Number of Rice Farmer users	#	1	68	88	91	92
Number of Kiosk users	#	0	15	32	41	41
Electricity/Phone Bill transactions	#	0	63	83	86	87
Domestic Remittance transactions	#	1	5	5	5	5
Collection (Saving/Loan) transactions	#	0	15	32	41	41
Total number of transactions	#	1	83	120	132	133
Electricity Bill amounts	IDR	-	4,425,274	8,236,477	8,604,052	8,899,802
Domestic Remittance amounts	IDR	500,000	51,880,000	51,880,000	51,880,000	51,880,000
Total amount of transactions	IDR	500,000	56,305,274	60,116,477	60,484,052	60,779,802
Andaralink installed	#	3	3	3	3	3
Marketing events	#	0	2	3	3	3
Demand Deposit in Bank Andara	IDR Million	5	60	65	65	65
Number of MFI Field Officers that are trained	#	3	4	4	4	4

During the implementation of the pilot, several constraints were faced:

- 1. Unstable GPRS signal hindered use of Andaralink mobile in rural areas.
- 2. AndaraLink’s operating time is only half a day on Saturday, and it is off all day on Sunday

- 3. The farmer group cooperative heads worry that the funds may be used by the field officers (who come only once a week)
- 4. Commitment from management of farmer group cooperative to use AndaraLink Mobile.

Benefits for MFI and their members can be seen below.

**Farmer Cooperatives**

Value Added Services

Increase Cooperative’s image

Reduce potential of fraud

Reduce operational expenses

Increase member transactions

**Smallholder Farmers**

Reduced transaction cost

Easy

Convenient

More Secure

Receive more SHU





Female farmers’ training

This training was focused on female farmers, with a target that a minimum of 10,000 female farmers will have access to and can use agricultural advisory and financial services accurately. The training was conducted using a ToT mechanism and was done through cooperation between the Agri-Fin Mobile programme and the Agricultural Extension Offices in Bogor District, Karawang District, and Indramayu

District The Agri-Fin Mobile programme provided the master trainer, developed the modules for the trainers (female agricultutal extension workers) and the modules for the female farmers. The implementation of the training used a combination of classroom and digital channels.

The implementation of the training began in early May 2014 in Bogor district and the developments up to the end of May 2014 can be seen in the following table.

No	District	Target for Female Farmers # Participants	Training implementation as of May 31, 2014					
			Mobile Owned	Registered on LISA	Mobile Owned (%)	Registered on LISA (% of mobile owned)	Registered on LISA (% of female farmers trained)	
1	Bogor	3,500	1,450	877	478	60%	55%	33%
2	Karawang	3,500						
3	Indramayu	3,000						
	Total	10,000	1,450	877	478	60%	55%	33%

From the implementation of the pilot trial of the training modules in December 2013, the results of the evaluation conveyed by the female agricultural extension workers and female farmers are as follows.

It is expected that the Agri-Fin Mobile programme will complete the training for 10,000 female farmers

in mid-August 2014 and will then conduct a follow-up on the LISA literacy and financial literacy using a mobile platform between September and November 2014. An evaluation of the impact of the training will be conducted in December 2014.

Female Agricultural Extension Workers

“I am very happy with this training material, especially on the LISA services, which can make information easier and expand the outlook of female farmers in rural areas.”

“I have always found it difficult to save, because I have so many expenditures. With the education material on financial literacy, I realized that all this time I have not set the priorities of my expenditures based on needs wants.”

Female Farmers

“The material on mobile payment services is still quite unfamiliar to female farmers. To date, when performing finanacial transactions, farmers always use cash.”

“The material on saving is interesting because up to now we only save when there’s some money left money left over after shopping, but actually saving needs to be planned beforehand, before shopping for our day-to-day needs.”

Efficiency

As of the end of the second year, there are three types of services that are provided and can be accessed by SHFs: agricultural advisory services, mobile payment services, and financial literacy. To increase SHFs’ access to these services and enable them to use the services more accurately, the Agri-Fin Mobile programme provides support to its partners in the forms of sub-grants as given to 8Villages and cash grants to Koperasi GAPOKTAN Sinarlanggeng. The programme also allocated USD 10,000 towards capacity building for 10,000 female farmers. Basing on results achieved, we find that the programme execution this year was quite efficient.

Effectiveness

According to the baseline survey conducted in June–September 2012, the main constraints faced by SHFs are access to finance as a result of failure to meet collateral requirements, the complicated nature of the loan application process, high interest rates and the inappropriate structuring of the loan repayment process considering intermittent and unpredictable farmer cash flow. In addition, farmers do not have adequate access to information as a result of inability to access and use technology, distance from the information source, and the basic lack of information available. The most critical information needs for farmers include input and market pricing information, production related information and additional information on how/where to access finance. With the LISA platform, farmers access information related to problems they face not only from agricultural extension personnel, but also from experts at the universities and Ministry of Agriculture.

With regard to mobile payment services, considering the number of transactions and the types of services occurring at Koperasi Gapoktan Sinarlanggeng, it can be concluded that the benefits from availability of mobile payment services are still felt mainly by the Koperasi Gapoktan and the agricultural input kiosks in partnership with it.

In addition, based on the increased interest from the Agricultural Extension Offices to partner with the programme, the number of agricultural extension personnel participating in the ToT, and the number of members of women’s farmer groups that took part in the training, it can be concluded that the bundled

training has enhanced female farmers’ access to use the services accurately. This is also been shown by the percentage of female farmers using LISA, which was previously 10% and has now risen in the second year to 23%. This proves that implementation has been effective.

Technology used

1. LISA PLATFORM

The LISA Platform is a web and sms based platform developed by 8Villages that helps farmers have access to ask questions of agricultural experts (from the university, Ministry of Agriculture, District Agricultural Extension Offices), receive daily tips relating to farming activities (currently the focus is on food and horticultural crops), encourage other farmers to join LISA (the “member invite member” feature) and form groups for farmers communities from different farmer groups or villages.

Considering that many agricultural extension personnel in Indonesia already use smart phones and that the prices of data packages sold by MNOs are showing a steady downward trend, in September 2014, 8Villages, with funding support from the Agri-Fin Mobile programme, will develop a LISA application based on the Android platform. In this way, extension personnel will have more extensive access to sources of agricultural information and can then convey this information to the farmers that they serve.

2. ANDARALINK PLATFORM

The AndaraLink platform is a payment system developed by Bank Andara that helps customers/ members (including farmers) to make bill payments (electricity and telephone), send funds domestically, and receive remittances of funds from abroad. AndaraLink also provides a collection feature that helps MFIs mobilize savings and loan installments from customers/ members in the field, so that the MFI members/ customers do not have to travel to the MFI offices. AndaraLink can be accessed using a computer at a MFI office through the AndaraLink Web Portal (AWP) or using Android mobile (AWM) equipped with a Bluetooth printer and carried by MFI field personnel to the customer’s/ member’s location. Currently Bank Andara is finalizing some features to be added to AndaraLink: pre-paid electricity and credit top-up.



## Conferences attended

- 3<sup>rd</sup> GFRAS meeting in Berlin. Presented Mobile Agriculture Information Pilot during the share fair event, September 2013
- Presented the Agri-Fin Mobile Programme and focused on the LISA implementation at the ICT4Ag conference in Rwanda, November 2013. The presentation was delivered by the Mercy Corps Uganda Country Director in the Tech Talk for Agriculture session
- Mercy Corps East Asia Programme Director has shared the Indonesia Agri-Fin Mobile Programme's experience as a PISAgro member on the plenary Building a New Spirit of Partnership at the Grow Asia Agriculture Forum in Manila which was organized by the World Economic Forum, May 2014.

## Blogs and papers written

- Working to give female farmers in Indonesia access to agricultural information and financial services. Posted in Tuffsgloballeadership.org in July 2013 (<http://www.tuffsgloballeadership.org/blog/working-give-female-farmers-indonesia-access-agricultural-information-and-financial-services>)
- Agri-Fin Mobile's Gender Analysis Highlights Female Farmer's Vital Role in Production, Limited Access to Agriculture Information. Posted in e-Agriculture.org in September 2013 (<http://www.e-agriculture.org/blog/agri-fin-mobile%E2%80%99s-gender-analysis-highlights-female-farmer%E2%80%99s-vital-role-production-limited-acce>)
- How Do Smallholder Farmers Access Information? Posted in CGAP.org in January 2014 (<http://www.cgap.org/blog/how-do-smallholder-farmers-access-information>)
- Breaking the Agricultural Financing Myth through Supply Chain Viable Business Model, in PISAgro News (a quarterly newsletter), November 2013 (<http://pisagro.org/wp-content/uploads/2014/01/PISAgro-Newsletter-V.pdf>)
- Working with Smallholder Female Farmers in Improving their Access to Agriculture Information and Financial Services, in PISAgro News (a quarterly newsletter), February 2014 (<http://pisagro.org/wp-content/uploads/2013/10/PISAgro-Newsletter-6.pdf>)

A female-owned fertiliser kiosk doubles as a mobile services distributor. Mercy Corps found that in Kutawaluya, Indonesia, the head of a female farmer group owned a kiosk that distributes fertiliser, which also doubles as a top-up service for adding credit to mobile phones and could potentially distribute additional mAgri services.



## Meetings attended

1. PISAgro General Meetings, quarterly bases
2. The Farmer Day in Garut District which was organised by Value Chain Center, Padjajaran University.
3. Presented the Agri-Fin Mobile Programme to the NetHope NGO members, December 2013. The programme has been facilitating other NGOs that are interested in having more discussion on LISA Application and have potential to partner with 8Villages.
4. Presented the Agri-Fin Mobile Programme in Mercy Corps East Asia Regional Meeting, February 2014
5. Presented Agri-Fin Mobile's work in the Financial Service Authority and TNP2K Workshop. The Financial Service Authority will prepare a branchless banking regulation and it is expected the Agri-Fin Programme could share the mobile agricultural information and mobile payment services for the farmer experiences, June 2014
6. Meeting with Asuransi Jasindo (an insurance company provides rice crop insurance) and Bank Pundi to discuss the possibility of bundling rice crop insurance with working capital loans for rice farmers.
7. PISAgro Rice WG member meetings
8. PISAgro Corn WG member meetings
9. PISAgro Agri Finance WG member meetings
10. PISAgro Agri Finance WG member meeting with Vice Minister of Ministry of Agriculture
11. PISAgro Rice WG and PISAgro Corn WG meetings with Director General of Food Stuffs, Ministry of Agriculture
12. PISAgro Rice WG and PISAgro Corn WG meetings with Cereal Director, Ministry of Agriculture
13. PISAgro Rice WG and PISAgro Agri Finance WG meetings with Finance Director, Ministry of Agriculture

## Map showing project locations in Indonesia





# Partnerships for Impact

The programmatic success of Mercy Corps positions it as the lead NGO in turning crises into opportunities. Institutional, corporate and foundation partners recognise this and have maintained their support of Mercy Corps. However, as institutional funding priorities shift, there is an increasing imperative to diversify income sources and expand the role of individual and public philanthropy to catalyse support for Mercy Corps Programmes. It is through vertical as well as horizontal investment that Mercy Corps can build infrastructure and capacity to deliver its programmes to improve the livelihoods of its beneficiaries.

The Agri-Fin Mobile programme is such an integrated programme that relies on collaboration of numerous partners. Key players include banks, MNOs, Smallholder Farmer Aggregators, Rural Advisory Service Providers and Platform Hosting & Content Managers to build a comprehensive suite of services and operational business model. Considering the diversity of potential stakeholders and the wide-ranging business objectives there was need for an innovative approach that brings diverse players to deliver critical services to create change in a once vibrant agriculture. The programme sought therefore to create a cluster of private and public sector players that share the same objective of creating and distributing a solution for smallholder farmers to improve their livelihoods. Although an implementing partner particularly an MNO is a key partner for the programme, of equal importance is a partner that has key networks and structures within local communities to facilitate market penetration and effective distribution of the services.

The Agri-Fin Mobile programme is grateful to all its

partners listed per country;

## UGANDA

1. FIT Uganda
2. Orange Uganda
3. Beyonic Limited
4. Farmer Center (FACE)
5. Mobipay
6. Bank of Uganda/GIZ
7. MTN
8. Airtel
9. AgriNet

## ZIMBABWE

1. Zimbabwe Farmers Union
2. The Ministry of Agriculture
3. Econet Wireless.
4. Kaite Zimbabwe.

## INDONESIA

1. 8Villages
2. Bank Andara
3. IRRI

“Our partnership with Mercy Corps in working with 2,340 Indonesian rice farmers has yielded considerable results, from improvement of farming practices that have led to production yield increases in excess of 50% per harvest for select farmers, expansion of buyer/seller networks not previously realized by smallholder farmers, and increased availability and realized access to finance. Given these successes, it seemed a natural extension to seek out opportunities in other agricultural areas, including aquaculture. We are excited to initiate this pilot through the partnership between USAID, 8Villages and select local Indonesian academic institutions.”  
Anita Hesti, General Manager, 8Villages



Table 2

## Mercy Corps Agri Finance Mobile M&amp;E Framework 2012-2015

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
<b>A Impact/overall Goal: Incomes of smallholders increased and stabilised</b>				
Aa	% increase in Smallholders income at the end of a 3-year phase (farmers' investments)	1 Baseline report	Feedback sessions highlighted reduced transport cost attributed to access to market information and improved yield from improved farming practices however current midline survey will outline more concrete findings.	No activity for second year of grant
Ab	Proportion of Smallholders managing their production cycle in a more effective way	Conducted a user assessment for feedback on the FARMIS services and shared learnings with FIT Uganda	Feedback sessions indicated improved farming practices. Current midline survey will outline more concrete findings.	Conducted Group discussions and 1-1 interviews with LISA's user in Subang and Karawang Districts. The results has used for Mercy Corps Agri-Fin Mobile - Lessons Learnt Report, December 2013
<b>1 Outcome 1: Demand-driven bundled financial and rural advisory services via mobile phones are elaborated and made available</b>				
1a	At least 1 set of context-specific and appropriate mobile services are available to target groups		Weather Based Indexed Insurance and EcoFarmer Information dissemination system providing farmers with daily agronomic, market prices and weather tips	1. LISA (Layanan Informasi Desa/Village Information Service), an SMS and internet platform that allows farmers to join their local crop community, share and receive regular user-generated content; 2. Andaralink, is a payment platform that allows farmer to pay bills (electricity and phone), domestic remittances and incoming information remittance through microfinance institution (MFI). The system is available for access through web portal (AWP) in the MF's office and mobile web application (AWM) using tablet and bluetooth printer in the field.
1b	# of farmers and RAS providers who contribute to the content services		Content dissemination primarily being done by EcoFarmer agronomist with support through a stakeholder working group comprising agricultural experts from CIMMYT, Agricultural and Extension Services and private sector players. Content provision to change during Year 3 following the content development Workshop hosted by Mercy Corps in June.	314 experts from Universities (Agriculture Faculty, Bogor Agriculture Institute and Agriculture Faculty, Gajah Mada University), Center for Agricultural Extension, Ministry of Agriculture and Agricultural Extension Worker (local expert) have contribute to LISA's content; 2. E-Petani and Cyberextension, a web platform developed by Ministry of Agriculture as source of information for LISA's daily tips
	# of utility of services at farmers' level		Monthly consumer insight reports produced through farmer interviews and focus groups. A consumer feedback presentation was made at the Ecofarmer strategic meeting in April 2014.	Received monthly beneficiary report refereed to the indicators agreed

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
<b>2.1 Output 1 of Outcome 1: 3 product development research studies conducted to build understanding among partners of need for agricultural and financial services, and major barriers to their use</b>				
2.1.1	Research studies to build understanding among partners of need for agricultural and financial services, and major barriers to their use		Periodic feedback sessions and one explorative exercise conducted highlighted the credit and savings needs of the smallholder farmers beyond the existing services.	1. Conducted product development research 2. Conducted the Indonesia Market Assessment for Agricultural Value-Chain Payments via Mobile Technology
2.1.2	Dissemination of research products to partners, colleague agencies and other stakeholders	1. Baseline and product development research results presented in the official launch of Agri-Fin Mobile programme in December, 2012 2. Summary of baseline and product development research was published in the Agri-fin bulletin (January 2013 edition)	There were no dissemination workshops of the baseline survey which was held during the year. Results of the midline survey currently underway will be shared with partners during Year 3.	1. Published summary of baseline and product development research in the Agri-Fin bulletin, (January 13 edition) 2. The Indonesia Market Assessment for Agricultural Value-Chain Payments via Mobile Technology was uploaded onto the NetHope Solutions Center Round Up   MARCH 2014 3. Distributed The Indonesia Market Assessment for Agricultural Value-Chain Payments via Mobile Technology to the Agri-Fin Mobile Programme mailing list
<b>2.2 Output 2 of Outcome 1: First stage bundled mobile services and products are identified, tested, and built by partners in each country</b>				
2.2.1	# of products and services tested and delivered to the market	1. Agricultural payments and market information 2. Agricultural advisory information and financial literacy and services	The EcoFarmer service was launched in Mash East on 11 October 2013. The service provides farmers a weather-indexed insurance cover, as well as technical agricultural information and financial services. The EcoFarmer insurance cover will initially be piloted in Mash East Province before going on a countrywide roll-out. The agricultural information services, however, will be available to farmers throughout the country. Farmer registration onto the EcoFarmer platform is underway.	1. Conducted events in Subang District to promote Lisa Application to extension workers, farmers and farmer groups 2. Delivered Andaralink payment services to rice farmers and agriculture input kiosks in Karawang District 3. Launched a "member get member" feature 4. Launched incoming international remittance feature in the Andaralink 5. 8Villages has partnered with BRI to drive its customer building programme or BRILIAN in Bantul District, Jogjakarta Province 6. Bank Andara has tested the new features of Andaralink, namely prepaid electricity and air time top-up



No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
2.2.2	# of engaged RAS/FOs and types of technical inputs in each country	2 (FIT Uganda and AgriNet)	1. Sub-grant partnership agreement with Kaite Zimbabwe, a social enterprise that provides RAS to its 2,000 farmers, was extended to 30 Sept 2013. 2. CIMMYT and the University of Zimbabwe have been engaged and have shown interest in partnering with the programme. Bureaucracy within CIMMYT, delaying the finalization of the MOU with CIMMYT Zimbabwe as a content provider for EcoFarmer and Ministry of Agriculture database. Letter of Intent still pending from the University of Zimbabwe, in order to regularize the University's participation in the Content Working Group for Min. of Agriculture database. 3. Agri-Fin helped coordinate a content development meeting for Econet and an experienced Maize consultant, who developed 76 messages for the maize farming season. These messages are now being refined and circulated within Econet and the Min. of Agriculture's Extension Services arm (AgriTex) for endorsement.	1. Rollout LISA application in cooperation with experts from Bogor Agriculture University and Centre for Agriculture Extension, Ministry of Agriculture, farmer groups and agricultural extension offices in Karawang, Subang, Bogor and Indramayu districts 2. Rollout Andaralink incorporation with farmer group union cooperative in Karawang District 3. Group discussions with rice farmer organizations in Indramayu and Subang Districts which have signed the partnership agreement with Bayer Crops and Tiga Pilar with Bank Pundi to develop a loan harvest scheme for the rice farmer groups
2.2.3	Financial engagement of MC, engagement of partners (financial, in-kind)	1. Projected first year cost of MobiPay implementation was \$300,000. Mercy Corps' contribution was \$95,000 2. Cost of Orange agricultural value chain pilot was \$30,000. Mercy Corps' contribution was \$10,000 -3. Cost of FIT Uganda agricultural advisory service with financial literacy and services cost at \$399,029. Mercy Corps' contribution of \$ 116,004 4. Cost for of Agricultural payments with Beyonic cost at was \$ 118,864. Mercy Corps contribution of \$ 35,000	1. Total project cost of Kaite Value Chain payments pilot was pegged at US\$36,000. Agri-Fin provided \$9,000 (25%) through a sub-grant agreement to the Social Enterprise. 2. Mercy Corps donated 230 mobile phone handsets with a total value of US\$ 7,300 to the Ministry of Agriculture, to assist extension officers (AgriTex) to register farmers onto Econet's newly unveiled EcoFarmer platform throughout Mash East province. This gesture served to underscore the continued good working relationship between Econet and Mercy Corps; and also highlighted the importance with which Mercy Corps attaches to collaborations with both private and public sector partners.	1. The 8Villages contribution is USD 247,936 for USD 108,761 Subgrant for year 2 implementation with 8Villages 2. The farmer group association cooperative has placed demand deposit IDR 65 million in Bank Andara for the amount of IDR 34 million cash grant

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
2.3 Mobile applications and interfaces developed or identified for 1st bundled services by the project				
2.3.1	# of 1 <sup>st</sup> stage bundled services for which appropriate mobile application and/or interfaces are developed or identified	Nil (currently integration is taking place with FARMIS to Interswitch and later to financial institutions)	First stage bundled services were developed and tested with smallholder farmers before being launched. Possible interface of platform with Ministry of Agriculture Database.	8Villages has partnership with BRI to bundling LISA and micro loan for 5,000 BRI's micro loan (KUR) debtors. BRI's micro loan debtors have access to to use four features of the LISA application (daily tips, question and answer, quiz and survey).
2.3.2	Applicability/user-friendliness of applications	FARMIS platform tested out and modified with feedback from farmers	Periodic product assessments were carried out to ascertain product acceptance and ease of use the services by farmers. Users highlighted the user friendliness of the Ecofarmer platform on registration and accessing of information services however the registration process for the insurance cover proved complicated and technical glitches were encountered.	1. Conducted group discussions and 1-1 interviews with LISA's user 2. Conducted 1-1 interviews with farmer group association cooperative field officers 3. 8Villages conducted 1-1 interviews with bundled's user
2.4 Output 2 of Outcome 1: 2nd & 3rd stage products developed by the project				
2.4.1	Number of services added to each first stage bundle under a cohesive business model	2 (Financial literacy added to the current agricultural advisory service with FARMIS) Ag mobile payments to current market information provided by AgriNet	Agri-Fin Mobile has worked with Econet to develop the first bundle of services that covered information, market and insurance product. New products are now being developed to cover the savings and credit needs of the smallholder farmers.	Financial literacy added to mobile agriculture information service and delivered through LISA platform to female farmers were participated in the training for farmers vulnerable groups
2.4.2	Applicability/user-friendliness of applications	Not yet tested	Periodic product assessments were carried out to ascertain product acceptance and ease of use the services by farmers. Users highlighted the user friendliness of the Ecofarmer platform on registration and accessing of information services however the registration process for the insurance cover proved complicated and technical glitches were encountered.	1. Bank Andara provided training on how to operate Andaralink using web portal and mobile in the MFIs office and in the field as well ; 2. Train the female extension workers and female farmers on how to register and use LISA features in partnership with Districts Agricultural Extension Office and Female Farmer Groups; 3. 8Villages field officers had trained the agricultural extension workers and member of farmer groups incooperation with MNOs



No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
<b>2 Outcome 2: Sustainable and scalable business models are established and work</b>				
2a	At least one partnership of 4 stakeholders with a working business model has been established	1. MOUs signed with MobiPay, Orange. 2. MoU signed with FIT Uganda 3. MoU is in the process of being signed with Beyonic and Bank of Uganda	Econet has established that there is real value in targeting smallholder farmers who have been neglected thus far by mainstream financial institutions and agribusinesses. Econet is actually expanding its Agent Network in previously underserved rural areas, as a result of the resounding acceptance of its mobile platform services.  1 Business plan developed	1. MOU signed document available 2. Produced sub-grant documents for 8Villages
2b	RAS providers, FO and input supplier in partnership	1 Business plan developed		Developed business plan by 8Villages in early 2013 and has revised in April 2014
<b>2.1 Out put 1 of outcome 2: Partner MOUs signed &amp; project plans developed in each country</b>				
2.1.1	# of partnerships developed between financial institutions, agricultural value-added service providers, and mobile operators		1. Sub-grant partnership agreement with Kaite Zimbabwe, a social enterprise that provides RAS to its 2,000 farmers, was extended to 30 Sept 2013. 2. CIMMYT and the University of Zimbabwe have been engaged and have shown interest in partnering with the programme. Bureaucracy within CIMMYT, delaying the finalization of the MOU with CIMMYT Zimbabwe as a content provider for EcoFarmer and Ministry of Agriculture database. Letter of Intent still pending from the University of Zimbabwe, in order to regularize the University's participation in the Content Working Group for Min. of Ag. database. 3. Agri-Fin helped coordinate a content development meeting for Econet and an experienced Maize consultant, who developed 76 messages for the maize farming season. These messages are now being refined and circulated within Econet and the Min. of Agriculture's Extension Services arm (Agritex) for endorsement.	1. Signed MOUs with Bank Andara, 8Villages and IRRRI 2. On going development for MOUs with Bayer Crops, Tiga Pilar Sejahtera, Syngenta Indonesia (PISAgro members) and Bank Pundi (a private commercial bank)
<b>2.2 Output 2 of outcome 2: Detailed business plan written to guide partners in implementation of the bundled services</b>				
2.2.1	# of business plans written		Product design crafted during Product development workshop fed into Econet's business plan in the implementation of the EcoFarmer mobile bundled services.	8Villages has developed a business plan in early 2013. Consider the business environment in 2013 and 2014, 8Villages has developed the revised business plan in April 2014.

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
2.2.2	Usefulness of plan in implementation of services, and that the plan reflects positive impact on their institution	1. Feedback gathered for the FARMIS platform 2. Shared results with Mobipay on the Agrilife system	Product design crafted during Product Development workshop fed into Econet's business plan in the implementation of the EcoFarmer mobile bundled services.	1. Shared the gender assessment report to 8Villages to include female farmer image in to marketing collaterals 2. Held FGDs and 1-1 interviews with LISAs user to improve the quality of LISA application and an incentive system to extension workers and farmers 3. Held 1-1 interviews with the Head and FOs of farmer group union and shared the results to Bank Andara 4. Held FGDs and 1-1 interviews with the extension workers and farmers as input for the lessons learned report
2.2.3	# RAS provider or FO participation in each partnership	2 (FIT Uganda and AgriNet)	Agri-Fin Mobile programme in Zimbabwe has been working with various partners to develop and sign various MoUs for formalising programme related partnerships. The Zimbabwe Farmers Union signed an MOU with Mercy Corps in May 2013. Mercy Corps has been working very closely with both Econet and ZFU in mapping out an action plan for registering farmers onto the EcoFarmer platform in Mashonaland East. The Ministry of Agriculture signed a letter of intent which is currently guiding the collaboration between Mercy Corps and Min. of Agriculture. However the respective MOU is still pending as it requires the approval of the Attorney General prior to signing.	1. On-going product development stages with Bank Andara and Bank Pundi to provide financial services (loan and mobile payment services the programme is focusing on the farmer groups and farmer group unions which have signed the partnership agreement with PISAgro's members 2. Trained to 10,000 female farmers in partnership with the Agricultural Extension Offices and the Female Farmer Groups in three districts in West Java Province
<b>3 Outcome 3: Smallholders have sustainable access and make accurate use of financial and rural advisory services</b>				
3a	# Smallholders have access and make accurate use of services		Baseline study carried out during the first year.	11,288 have access to information services and financial services
3b	Number of farmers accessing agricultural advisory services		This will be captured in the midline survey currently underway.	11,154 have registered and using LISA's features
3c	# Farmers of vulnerable groups have the capacity to make accurate use of the services		This will be captured in the midline survey currently underway.	4,010 female farmers trained on mobile agriculture information service, mobile payment service and financial literacy. Will do a follow up on LISA literacy and Financial literacy during September - November 2014 and do an evaluation in December 2014



No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
3d	% Reduction in transaction costs of financial advisory services for smallholders and service providers		This will be captured in the midline survey currently underway.	Not yet captured
<b>3.1 Output 1 of outcome 3: Implementation to marketing strategy to reach target groups</b>				
3.1.1	# Marketing strategies elaborated and put into use with partners	Not been completed	A comprehensive marketing strategy was developed for Econet's EcoFarmer suite, launched 11 Oct 2013. The EcoFarmer marketing recommended the use of trusted community representatives to be the face of EcoFarmer and market the services in their respective wards and villages.	Hired a part-time consultant in Mid of May 2014 to produce a marketing strategy document for 8Villages to understand the demand for LISA and strategy development and ability to leverage both approaches for success and scale have available. The consultant will work in May – October 2014
3.1.2	# Farmers report ability to utilize and benefit from access to services	Not been completed	Periodic feedback reports have shown positive responsiveness to the EcoFarmer product. Brochures were circulated to farmers and radio programmes flighted to bring awareness to farmers. EcoFarmer awareness campaigns were also conducted in schools in certain districts within Mashonaland East province; in an attempt to achieve a greater awareness outreach considering that children are generally excited and curious about mobile technology and would therefore carry home the information and excitement about EcoFarmer; thereby encouraging their parents/ grandparents/ others to join EcoFarmer. Community based agents were recruited to market the EcoFarmer services in their communities.	Has not been assessed in second year of grant
<b>3.2 Capacity building and education strategies developed And implemented</b>				
3.2.1	# Farmers of vulnerable groups have received capacity building	Not been completed	Mercy Corps assisted the MoAg's extension services division (Agritex), in training a total of 644 extension officers based in the pilot province (Mashonaland East) on current agronomic practices.	1. Tested the training modules to 26 agricultural female extension workers and 650 female farmer in Subang District; 2. Trained 40 agricultural female extension workers and 4,010 female farmers as end of June 2014. It's expected to trained 10,000 female farmers in Mid August

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
3.2.2	# of Vulnerable farmers report ability to utilize and benefit from access to services	Not been assessed	1. Feedback from farmers has been very positive, in the use of mobile payments in receiving payments from buyers and transacting with other traders. Advantages cited by farmers include timely receipt of payments and increased security whilst transacting, as possession of physical cash is eliminated. 2. The general agronomic messages have been received well and an appetite for more targeted crop specific messages is building up. The market information has proven to be the most popular service, particularly for horticulture farmers. There is willingness to pay for the agronomic information service, however the insurance premium set for the Maize Crop Insurance appears to be a hindrance for most smallholder farmers.	1. Distributed baseline form during the training and input in to the database for the participant's profile 2. Collected and tracked the information on mobile owned and number of training's participant has registered in LISA platform from the agricultural female extension workers and 8Villages 3. Planned to do an evaluation in December 2014
<b>3.3 Training of trainers developed and delivered to partner staff to train smallholders on how to use their mobile phones to access services</b>				
3.3.1	# of trainings developed	1. Orange Ltd and FACE Ltd have jointly developed training materials geared towards ToTs and SHFs for the Orange pilot 2. Mobipay has developed trainings and ToTs for the agri-businesses 3. Bank of Uganda/GiZ has develop a ToT for FIT staff, farmer agents and radio station presenters 4. FIT Uganda has developed a FARMIS training to the production information agents, radio station presenters and farmer cooperatives leaders	Brochures in local language constituting the suite of EcoFarmer products were developed and utilised for training programmes in Mashonaland East Province.	Delivered 200 trainings and reached 4,010 female farmers by 40 agricultural female extension workers in Bogor and Karawang Districts (end of June 2014)
3.3.1	# ToT workshops delivered	1. Orange has conducted 47 trainings with the buyer and local mobile money agents 2. Bank of Uganda/GiZ delivered ToT training to FIT Uganda staff	In a pilot with a local buyer Kaite 488 farmers were trained on mobile technology and mobile payments and facilitated value chain payments system through Ecocash. Agri-Fin Mobile Zimbabwe organized and conducted training workshops in collaboration with Econet and ZFU, to train 218 ZFU members in all 9 districts of Mashonaland East. The ZFU members were to go out to their respective Wards and commence farmer registrations immediately after training. The ToT training coupled with EcoFarmer information brochures lasted 2 hours for each district.	1. Delivered two ToTs to 40 agricultural female extension workers by Master Trainer in Bogor and Karawang Districts (end of May 2014; 2. Developed workplan for these 40 agricultural female extension workers to train 5,500 female extension workers until end of July 2014



No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
3.3.3	# of Quality and utility of training to target groups (not only the trained staff)	Has not been assessed.	Farmers trained on mobile technology and the bundled services have shown an appreciation of the valuable information shared. The quality and utility will be outlined through responses from the midline and endline surveys.	1. Included the question about the training process in to baseline information form. The results would be available in August 2014; 2. Planned to do an evaluation in December 2014; 3. Started to do 1-1 interviews with female farmer trained to write a case study/blog
<b>3.4 Groundwork for and measures of sustainability for service delivery established</b>				
3.4.1	# Business models include financial projections showing path to sustainability. Partners on track for break-even	FIT Uganda has an financial projection developed for the FARMIS platform products	Econet has established that there is real value in targeting smallholder farmers who have been neglected thus far by mainstream financial institutions and agribusinesses. Econet is actually expanding its Agent Network in previously underserved rural areas, as a result of the resounding acceptance of its mobile platform services.	8Villages has the revised business plan in April 2014 which include break-even and financial projections calculation
3.4.2	# Willingness of partners to continue investing in services for target group	To be assessed in last year of the programme	Continued collaboration between Econet and Mercy Corps during the reporting period shows the willingness of Econet to continue investing in services for the target group. EcoFarmer's expansion drive to Mashonaland Central reiterates the importance that the product is to Econet. The ZFU responsible for marketing Ecofarmer services is also will to continue distributing the Ecofarmer services.	1. 8villages will launch similar to LISA platform in Myanmar in August 2014. But, the platform would be available using Android mobile; 2. 8Villages has planned to develop LISA platform in android mobile in Indonesia in September 2014 (since the price of data package would be cheaper in the next future and many extension workers have android mobile)
<b>4 Out come 4: Knowledge of models, services and products are captured and shared internationally for dissemination and replication</b>				
4a	Participation and product positioning in 3 international knowledge networks (Fin, ICT, RAS)		1. <b>GSMA Mobile for Development Summit:</b> The debut GSMA Mobile for Development Summit occurred in Cape Town on the <b>11 &amp; 12 November 2013</b> , where senior executives and stakeholders from the mobile industry and development community joined to discuss the opportunities, challenges and impacts of mobile in driving the development agenda. <b>2. ICT Summit in Switzerland in September 2013.</b>	Participated in the GFRAS Annual meeting and presented the mobile agricultural information

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
<b>4.1 Output 1 of Outcome 4: Documentation of good practices and of lessons learned established</b>				
4.1.1	Programme website launched with all programme documents for public use, as well as regular programme updates and blogs		Not country specific	Not country specific
4.1.2	Ebooks on building business models and technology (year 1), product development (year 2), service delivery, marketing & capacity building (year 3) Partners report access and usage of programme publications		Provided input for E-book Year 2	Provided input for E-book Year 2
<b>4.2 Change assessments on farmers' incomes, profits, savings and assets and productivity made</b>				
4.2.1	At least 3 analytical studies with lessons learned are produced (1 per year), published and socialized		The Lessons Learned document (E book) was compiled outlining the lessons learned from product development.	1. Conducted Gender Integration Assessment and shared to 8Villages and distributed to the Agri-Fin mailing list; 2. Wrote a blog based on gender integration assessment report; 3. Planned to conducted a mobile survey to the female farmers which have participated in the bundled training (mobile agricultural information, mobile payment services and financial literacy) in December 2014



No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
4.2.1	# Partners report access and usage of programme publications		Not country specific	Not country specific
4.3	Active promotion of project experience in target countries and internationally.			
4.3.1	# of international forum attended and presented at		<p><b>1. GSMA Mobile for Development Summit:</b> The debut GSMA Mobile for Development Summit occurred in Cape Town on the <b>11 &amp; 12 November 2013</b>, where senior executives and stakeholders from the mobile industry and development community joined to discuss the opportunities, challenges and impacts of mobile in driving the development agenda. <b>2. ICT Summit in Switzerland in September 2013.</b></p>	<p>1. Presented Mobile Agriculture Information Pilot during the share fair event, 3rd GFRAS meeting in Berlin, September 2013;</p> <p>2. Presented the Agri-Fin Mobile Programme and focused on the LISA implementation at the ICT4Ag conference in Rwanda, November 2013;</p> <p>3. Shared the Indonesia Agri-Fin Mobile Programme's experience as a PISAgro member on the plenary Building a New Spirit of Partnership at the Grow Asia Agriculture Forum in Manila which organized by the World Economic Forum, May 2014</p>
4.3.2	# Own meetings/ conference for socialization		<p>Agri-Fin Teams from the three countries (Uganda, Indonesia and Zimbabwe) actively participated in the Agri-Fin mobile strategic workshop held in Zimbabwe.</p>	<p>1. Presented the Agri-Fin Mobile Programme to the NetHope NGO members, December 2013;</p> <p>2. Presented Agri-Fin Mobile's work in the Financial Service Authority and TNP2K Workshop. The Financial Service Authority will prepare a branchless banking regulation and it is expected the Agri-Fin Programme could share the mobile agricultural information and mobile payment services for the farmer experiences, June 2014;</p> <p>3. Presented the Agri-Fin Mobile Programme in Mercy Corps East Asia Regional Meeting, February 2014</p>

No.	Indicator	UGANDA	ZIMBABWE	INDONESIA
4.3.3	# of development partners, forums engaged		<p>Presented at the Leveraging ICT4D Regional Forum in Harare organised by UNDP, HIVOS and culture and culture Fund- Participated in a UNDP brown bag series on Harnessing Digital Tools and New Technologies for Development in Harare. Presented at the Concern Zimbabwe's Innovations Conference in Harare. Held two development agency engagement meetings in Harare and Bulawayo to introduce and market a partners product specifically developed for the Development sector (eVoucher).</p>	<p>1. PISAgro General Meetings (quarterly bases);</p> <p>2. Farmer Day in Garut District which organized by Value Chain Center, Padjajaran University;</p> <p>3. PISAgro Rice WG member meetings;</p> <p>4. PISAgro Corn WG member meetings;</p> <p>5. PISAgro Agri Finance WG member meeting;</p> <p>6. PISAgro Agri Finance WG member meeting with Vice Minister of Ministry of Agriculture;</p> <p>7. PISAgro Rice WG and PISAgro Corn WG meetings with Director General of Food Stuffs, Ministry of Agriculture;</p> <p>8. PISAgro Rice WG and PISAgro Corn WG meetings with Cereal Director, Ministry of Agriculture</p> <p>9. PISAgro Rice WG and PISAgro Agri Finance WG meetings with Finance Director, Ministry of Agriculture</p>





# Lessons Learned

Like all undertakings, the Agri-Fin Mobile programme story has been marked with successes and challenges. Below we highlight country specific lessons learned that will inform our next steps towards ensuring that our programme targets are met and impact is achieved.

## UGANDA

- Farmer primary profiling is a paper or mobile based process that takes an average 5 to 10 minutes or 15 minutes respectively. However the mobile profiling reduces the need for data entry, verification and tracking of data. In places where the mobile network is stable and financial resources are available, it should be the preferred option. It is also possible to look for alternative technologies that can be used to catch data offline and then upload it when network becomes available.
- There is a need to educate all the NGOs regarding farmer profiling so that the message of profiling is understood by the programme officers from the various programmes. This will reduce the misconception that FARMIS is taking farmer groups. This is a service that offers a solution to both NGOs and farmers so needs to be endorsed and supported by all the NGOs and Public organizations in the target areas.
- Profiling needs to be intensive before the season and also that the farmers are able to understand records management as the season begins.
- As farmers are profiled, at least 30 days need to be given to the farmers before payment is realised. The farmers' mobilization is critical in the growth of the service and expansion of FARMIS network. Awareness programmes on both radio and other sources need to be enhanced.
- To support the profiling of farmers in the cooperatives, it is now necessary to develop independent profiling agents that can support them as individual PIAs seem to be pre-occupied with a number of cooperative activities.
- FIT Uganda needs to think of using video or mobile cinema to educate farmers about records in the different towns in the target districts. This will back up the radio campaigns.
- Our experience with launching the FARMIS product into the market has proved that registration alone doesn't drive interest among smallholder farmers, there is need to include a strong marketing strategy for the service with a business model that wins for every actor along the value chain.
- Farmer peers have very strong influence in increasing uptake. Most farmers we spoke to acknowledged that they learnt about the product from their peers and wanted to get involved. The confidence that a product generates in its first launch is critical for the expansion of its markets.
- Human interface is still a critical aspect for delivery services or products, despite the good technology in place, farmers still want to be reassured that there is a person they can speak to within the community who can identify with the service or product. Literacy levels among smallholder farmers remains a challenge which can be assisted by this.
- Products and services that give farmers additional benefits other than a single service are generally appreciated and encourages farmer willingness to pay. Some of the farmers reported that they would pay for insurance if it gave them access to financial services.
- Bundling services is better placed when farmers are allowed to move through the spectrum without necessarily paying for bundled services at once. A case in point is providing information to empower them to make better decisions including financial literacy, this easily triggers the benefits through

mobile payments and later enables a move to credit facilities with financial institutions

- Payment by Milestones while dealing with private partners is a more conscious way of rewarding performance and reinforces sustainability by facilitating companies to progress towards break-even with the services or products
- Pilot stages for the roll out of the products have been crucial in understanding what the market looks like and what are the features that need to be modified. A process by process approach was developed for the rollout of the FARMIS platform and will be expanded to a wider market once the model has been tested.
- Time is a crucial factor for products and services to again acceptance in the market and for the business to find a market niche especially for AgriVAS products as they have previously been provided for free by Governments and Non-Governmental Organizations in some environments. This will require at least a minimum of three years to gain traction and break-even.
- Partners require a certain level of investments to unlock the potential for products, however this should be done with caution to ensure it is still consistent with the sustainable business models that have been proposed.

#### INDONESIA

- It is more realistic and feasible to define bundling services as SHFs having access to and being able to accurately use more than one service (a combination of agricultural advisory services and financial services) or using more than one product for both advisory agricultural services and financial services. The delivery channel of the bundled services should use at least one of the mobile platforms of the Agri-Fin Mobile programme's partners. Thus, bundling services is not defined as the existence of integration/interface between partners' platforms.
- Content regulation is crucial for 8Villages business development (after the air time stolen tsunami in 2011).
- It is not productive to push farmers to change sim cards.
- The partner was not fully focused on the beneficiaries target but rather prioritised the

#### UGANDA

*Farmer peers have very strong influence in increasing uptake.*

#### INDONESIA

*Engaging with the district extension offices is key for collaborating with farmer organizations.*

#### ZIMBABWE

*The shared value approach is critical in creating an ecosystem of partners for bundling services. Provided the roles are linked with organizational objectives, scale is assured.*

acquisition cost.

- Development of products for farmer groups is an internal concern of the commercial banks, with regard to risk mitigation. To reduce risks, commercial banks require issuance of an additional document from the off-taker.
- Loans to farmer groups are a new product for commercial banks, and require approval from the BoDs, which delays the process.
- The process of facilitation and education for the partners took a longer time than anticipated, especially for a new financial product development.
- Risk management tools should be discussed in advance with other potential partners.
- Engaging with the district extension offices is key for collaborating with the farmer organization.
- Understanding the ecosystem to rollout the MFS to the farmer is a key requirement.

#### ZIMBABWE

- The shared value approach is critical in creating an ecosystem of partners for bundling services. Providing the roles are linked with organizational objectives, scale is assured.
- Bundling is relevant but the economic situation in Zimbabwe has entailed thinking outside the box in the development of an array of services. The EcoFarmer model comprises provision of farming and marketing tips, weather based indexed insurance, a savings and a loans product. Traditionally banks provided a window to lend to smallholder farmers but with the country's prevailing liquidity crunch, banks perceive the sector as high risk and are reluctant to finance projects there.
- Existing social structures and accepted platforms should be utilized when introducing innovative programme. Progress is being made in providing credit facilities to smallholder farmers based on the group savings facility currently availed through EcoSave.
- Implementing a programme with a quasi-government organization such as the ZFU and a private sector company, Econet, has presented challenges because contextually the ZFU have bureaucratic processes resulting in delayed decision making processes. Although ZFU has a wealth of experience in dealing with SHFs the

focus of activities has not been private sector driven. Econet on the other hand is profit driven and has set targets to achieve. Due to organizational differences in the way business is done, there is need to nurture the different business cultures and find common ground. Although the process can take time, it is essential for building and maintaining partnerships for the effective delivery of services.

- It is not easy to introduce a new concept to the rural market however partnering with community leaders and organizations that assist in developing trust and marketing the services can be valuable.







# Conclusion and Way Forward

The year two report has highlighted the programme's activities and the significant contribution made to our beneficiaries; the smallholder farmers with a hope of improved livelihoods and food security. In Uganda, we focused on increasing uptake of the current agricultural information and agricultural value chain payments through product refinements and through support to our key partners Farmis, Orange Money and Agrilife system the programme has reached over 16,000 small holder farmers. In Zimbabwe, despite the declining economic situation the programme together with our key partner Ecofarmer, was able to reach over 20,000 farmers accessing information services and over 1,000 smallholder farmers with insurance cover. On a special note, implementation of capacity building for vulnerable farmer groups as was done in Indonesia. A training of trainers for female agricultural extension workers was conducted with key partner 8 villages and the ministry of agriculture. The female extension workers in turn conducted bundled training (mobile agricultural information, mobile payment services, and financial literacy) for female farmers. It is expected that by the end of August 2014, the female extension workers will have reached 10,000 women farmers.

The main challenges that the Uganda work has encountered in regards to the adoption of services has been due to the low mobile network penetration in some rural areas in Uganda. There have also been real challenges with the basic literacy as well as financial literacy of the small holder farmers. There continue to be barriers around the broader expansion and penetration of the mobile money ecosystem, with the Government of Uganda introducing the Know

Your Customer (KYC) for telecoms and making it mandatory for every mobile phone user to register their numbers. While the intention of the government is in the best interest of all customers and clients it has created real difficulties for the farmers as there is no official identification system in place In Uganda with identify cards and therefor this inhibited many farmers from owning mobile phones and being able to register for mobile money. In addition in Uganda, the bundling of financial and advisory services has not been fully attained during the year, but it is expected that in year three the programs current partners will be able to hit targets as they gain a better understanding of the markets they are operating in. FIT Uganda is working towards integrating financial literacy messaging within the FARMIS platform in year 3 and the aim is to provide 10,000 farmers that have subscribed for both the agricultural advisory information and agricultural value chain payments with additional with financial literacy messaging. The programme will also focus efforts in year three to support the development of an input credit for farmers under the FARMIS platform with Post bank through the unique farmer identification number. Agri-Fin Mobile's new partnership in Uganda with Beyonic will focus on bundling agricultural mobile payments to information currently provided by AgriNet, an input/output agent.

The beginning of the 2013/14 year coincided with the run up to and actual election period in Zimbabwe, which resulted in a slow-down in programme activities. This coupled with the declining economic situation prevailing in the country have presented great challenges for the expansion and scale up of the EcoFarmer product targeted at the small holder

farmer sector. With these challenges of expansion and scale up a comprehensive marketing strategy was developed by Mercy Corps for Econet and is based on the idea of establishing and supporting 'EcoChampions' who will be brand ambassadors in the field to spread the word and teach fellow farmers how to access the EcoFarmer services. In addition, Econet will leverage on the existing relationships with the agricultural extension services and the Zimbabwe Farmers Union to promote services through their networks. The political, market and economic risks in Zimbabwe demanded that the EcoFarmer product be dynamic and while conforming to the prevailing environment. For example, the running costs of brick and mortar based financial institutions is not economically viable and so EcoFarmer are developing a savings and loans product to cater for small holder farmers who have no or limited access to banks Ecofarmer is now looking into developing these financial services for smallholder farmers to complement the existing advisory, market and insurance service. This will entail the design of clear innovative financial services and products for smallholder farmers to be incorporated in the Ecofarmer suite of services.

Indonesia's unique set of challenges encountered in year two included a new regulation concerning content providers, acquisition of Nokia by Microsoft caused several cooperation plans between 8Villages, MNOs and Nokia not to be implemented or a delay in decision making. The MOU process between agribusiness companies and financial institutions has also been a challenge and has often taken a long time because each party first has to identify and mitigate the risks real or perceived involved with the partnerships. The Indonesia programme has been working on plans to provide bundled agricultural information services and harvest loan products for rice farmer groups. The idea was to partner with an agricultural input company, a buyer and a commercial bank in order to enable bundling of the services of each entity, however this has not been achieved yet as the buyer is still concerned about the interest rate that will be charged to the farmer groups. The key learning from year two has been that often the establishment of partnership between the various providers takes a lot more time than expected. This is due to differing priorities of each partner, the perceived and real risks

and the general challenge of each partner being able to identify clearly the value add of the partnership and the revenue streams. With the lessons learned and successes cited, the programme will focus its strategies in year three on achieving scale and uptake of the services currently being provided by the partners and providers to the farmers. This will be done so as to ensure partners are able to define and clearly establish economically viable business relationships and models and become sustainable while looking at opportunities to bundle 2nd and 3rd products and services on to the platforms that can then be accessed by farmers through a single mobile channel.

### UGANDA

*will focus its strategies in the coming year on increasing payments for services currently being provided by the partners to the farmers.*

### ZIMBABWE

*will work with EcoChampions as brand ambassadors in the field to teach farmers how to access services as well as leverage on the existing relationships to promote Econet services through their networks.*

As the second year of implementation comes to an end the programme across the three countries has supported a wide range of interesting providers of financial and advisory / information services. A wide variety of business partnerships have been supported and there have been a number of critical learnings and challenges identified. As the programme enters the third year of implementation, the focus must now be on really beginning to look at the three critical questions; i) better define and demonstrate what is meant by the bundling of financial and advisory services; ii) work to support those emerging economically viable business partnerships between financial service providers, MNOs third party providers that have been supported by the programme over the first two years; and iii) work to really measure and document the impact on small holder farmer productivity and income that is generated as a result of small holder farmers being able to access and use these services provided by the various providers. The programme in the third year will also be focusing efforts on the documentation of lessons learnt, the business models supported and the impact achieved and disseminating these learning to the broader development and ICT for development communities.

### INDONESIA

*will continue its discussions with agribusiness companies and commercial banks to carry out the planned pilot for provision of bundled loan services and mobile payment services for farmers, specifically rice farmers and corn farmers.*







## ANNEX 1

# Workplans

### Uganda

**Agri-Fin Mobile Implementation**

**Year: 3**

**Period: July 1, 2014 - May 31, 2015**

### Zimbabwe

**Agri-Fin Mobile Implementation**

**Year: 3**

**Period: July 1, 2014 - May 31, 2015**

### Indonesia

**Agri-Fin Mobile Implementation**

**Year: 3**

**Period: July 1, 2014 - May 31, 2015**





# ZIMBABWE: Workplan July 1, 2014 - May 31, 2015

	Start Date	End Date	Responsible	Lead on activity	6	7	8	9	10	11	12
<b>Outcome 1-Demand-driven bundled financial and rural advisory services via mobile phones are elaborated and made available</b>											
<b>Activities:</b>											
<b>Ecofarmer registrations</b>											
Conduct Brand Ambassador selection based on set criteria- Ecocash Agents,Agritex,ZFU high performers				Mercy corps							
Develop mobile application for registration and payment of commissions				Econet							
Complete profiling for registered farmers by capturing data in database				Mercy corps							
Profile remaining 26 000 farmers to reach target through brand ambassadors @ \$500 per month for 2 data capture clerks for 6 months (Data capture clerks to profile all data for 50000 farmers)				Mercy corps							
Profile 10 000 vulnerable farmers (women)				Mercy corps							
Training of 10,000 vulnerable farmers (women) by Brand Ambassadors (1200 per district). One trainer per ward training an average of 70 farmers.@\$10 per session*100 trainers-2 Sessions per person				Mercy corps/Econet/ZFU							
Develop and rollout member bring a member approach				Mercy Corps							
Develop training pack for brand ambassadors(Ecofarmer,mobile and financial literacy, group benefits- bulking,insurance, member bring a member, profiling)+700@\$15 each				Mercy corps							
Conduct TOT for Brand Ambassadors				Econet/Mercy corps							
Tablets for registration - engage SAT on areas of convergence with project				Mercy corps							
Help connect Econet with other actors to increase registrations and uptake (WFP NGOs)				Mercy corps							
Establish unique identification number for Ecofarmers - Virtual farmers union				Econet							
<b>Marketing and distribution</b>											
Conduct promotional activities for Ecofarmers (e.g discounts for input purchases)				Econet							
Promote member to member approach				Mercy Corps							
Conduct promotional activities for agents to boost registration				Econet							
<b>Content development</b>											
Conduct content evaluation workshop with all stakeholder (evaluate content, determine incentives for stakeholder and establish content development processes)				Mercy corps							
Assist Econet to establish their own ongoing content development mechanism based on the outcome of the workshop				Econet							
Provide ongoing technical support to the content development strategy				Mercy corps							
Sstem to provide feedback into content development				Mercy corps							
<b>Product development - Information services</b>											
Finalise phase 2 information services product design - payments(minimum balance,airtime deductions depending on commodity) pricing structure,marketing				Econet							
Based on farmer profiling start delivering targeted messages				Econet							
Engage private sector players to sponsor messages				Econet							
<b>Product development - financial services</b>											
Conduct initial engagements with relevant stakeholders to identify risk proxies ( Ecocash,Steward Bank)				Mercy corps							
Conduct HCD to identify financial services needs of smallholder farmers and existing savings and credit practices (focus on products especially useful for women)				Mercy corps							
Finalise product design and delivery mechanisms				Econet							
Facilitate ToT of brand ambassadors on financial services products and rollout service				Mercy corps							
<b>Product development- insurance</b>											
Work with Econet to refine insurance product (pricing,payment options, coverage types, triggers)				Econet							
Support early promotion of the product (Mashonaland East and Central)-6+9 Districts				Econet							
Facilitate ToT of brand ambassadors on insurance product (Mash Central)-6 Districts, 20 Wards,\$12 per person)											
Continue SwissRe engagements for reinsurance services				Econet							
<b>Product development- Market Linkages</b>											
Identify buyers of the major crops selected and develop and share with Econet a database for future access by EcoFarmers.				Mercy Corps							
Recommend a mechanism on the mobile phone for linking farmers to non traditional markets				Mercy Corps							
<b>Outcome 2- Sustainable and scalable business models are established and work</b>											
<b>Activities:</b>											
Develop business plan ( including revenue model)				Mercy corps							
Share reviewed business plan with Econet to ensure there prioritising of quality of services				Mercy corps							
Evaluate the viability of the business plan and revenue model as new products are rolled out.				Mercy corps							
<b>Outcome 3 -Smallholders have sustainable access and make accurate use of financial and rural advisory services</b>											
<b>Activities:</b>											
Complement ToT rollout by engaging additional partners to conduct/fund mobile & financial literacy training (Walmart,World Bank,Cgap,RBZ), farming as a business, household level decision making				Mercy corps							
Establish the group feature to enable farmers to share information and learn from each other				Econet							
Promote group feature to farmers (9 Districts*\$100 for fuel)				Mercy corps							
Establish mechanisms to pull older messages and search for information(USSD, booklets for recording information) 200 Booklets for Brand Ambassadors @\$5 each *2 quarters				Mercy corps							
Assist Econet to identify experts for Ecofarmer call centre				Mercy corps							
<b>Outcome 4- Knowledge of models, services and products are captured and shared internationally for dissemination and replication</b>											
<b>Activities:</b>											
<b>Monitoring and Evaluation</b>											
Conduct feedback sessions and provide recommendations for scaling				Mercy corps							
Collect indicators for use in end line survey through Mid Line survey emphasis on impact SHF incomes,vulnerable populations,mobile money usage,partner behaviour change) disseminate				Mercy corps							
Develop and publish case studies and beneficiary stories and disseminate findings at domestic, regional and international forum including Mobile for Development Summit approx. \$1,000 and Argentina FRAIS approx. \$4,000, Quarterly Newsletter.				Mercy corps							
Conduct final project end evaluation and EcoFarmer Publications.				Mercy corps							
<b>Reporting</b>											
Monthly financial & outreach reporting				Econet/ZFU							

# INDONESIA Workplan Year 3

## Period: July 1, 2014 - May 31, 2015

Activity	14-May	41804	41834	41865	41896	41926	41957	41987	41654	41685	41713	41744	41774
<b>Outcome 1: Demand driven bundled financial &amp; rural advisory services via mobile phones are elaborated and made available</b>													
<b>Activities</b>													
1. DEMAND RESEARCH FOR CORN FARMERS IN UNDERSERVED MARKETS													
2. Android Application Development for Extension Workers and Field Agents													
3. AndaraLink mobile payment rollout to Rice and Corn Farmer Groups													
4. Work with partners to identify 2nd & 3rd stage bundled services													
5. Monitoring & feedback loop of bundled services - revise as needed.													
<b>Outcome 2: Sustainable &amp; scalable business models are established and work</b>													
<b>Activities</b>													
1. Partner MoUs													
2. Develop overall framework for business model													
3. Revised business plan written													
4. Monthly outreach reporting of partners													
<b>Outcome 3: Smallholders have sustainable access &amp; make accurate use of financial and rural advisory services</b>													
<b>Activities</b>													
DEVELOPMENT 8VILLAGES MARKETING STRATEGY DOCUMENTS													
DEVELOPMENT OF THE JOINT CAMPAIGN CREATIVE DESIGN FOR 8VILLAGES AND FINANCIAL INSTITUTIONS + PRINTING													
CAPACITY BUILDING TO FARMERS OF VURNERABLE GROUPS													
1. Printing of training modules for female extension workers and female farmers													
2. ToT to 70 female extension workers and train 10,000 female farmers													
3. LISA Literacy and Financial Literacy to 7,000 female farmers													
4. Training impact evaluation and Report writing													
<b>Outcome 4: Knowledge of models, services and products are captured and shared internationally for dissemination and replication</b>													
<b>Activities</b>													
1. Analytical Study with Lessons Learned													
2. Year 3 E-book													
3. Annual Grant Reporting													
4. Quaterly Report													
4.5 Ongoing development and publication of case studies and beneficiary stories													
4.6 Attendance & representation at local and international forums													



## ANNEX 2

# Communication Strategy July 2014

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## 1. Background

The **Agri-Fin Mobile** programme has over the last two years built ecosystems of public and private sector partners in Indonesia, Uganda, and Zimbabwe to deliver mAgri services to smallholder farmers. The **Agri-Fin Mobile** programme has reached over 300,000 beneficiaries in Zimbabwe, Uganda & Indonesia over the last two years. The programme seeks to improve productivity and increase incomes of smallholders and contribute to food security. The following are the primary outcomes:

**Outcome 1:** Demand-driven bundled financial and rural advisory services via mobile phones are elaborated and made available

**Outcome 2:** Sustainable and scalable business models are established and work

**Outcome 3:** Smallholders have sustainable access and make accurate use of financial and rural advisory services

**Outcome 4:** Knowledge of models, services and products are captured and shared internationally for dissemination and replication

As per outcome 4 the programme is expected to disseminate best practices and learnings from the three country programme. This communication strategy will serve as a guide to the communication of programme accomplishment in the final year of implementation.

## 2. Situational analysis

The programme has been actively participating in selected regional and international forums and disseminating information through various channels. The following is a list of the communication activities to date:

Table 2

### Communication activities to date

Communication channel	Activity done
International Forums	<ul style="list-style-type: none"> <li>GSMA Mobile for Development Summit 2013</li> <li>GFRAS Conference 2013</li> <li>Cracking the Nut Conference 2013</li> <li>Global forum for innovations in agriculture, Dubai</li> <li>PIS agro conference 2012/2013</li> <li>CTA Fin4Ag 2014</li> <li>Design Lab Dalberg 2014</li> </ul>
Agrifin online resources	<ul style="list-style-type: none"> <li>Agrifin mobile webpage available</li> <li>Agrifin Mobile linkedIn page</li> <li>Agri-Fin mobile tweets</li> </ul>
Other publications	<ul style="list-style-type: none"> <li>Agri-fin Quarterly newsletters have been produced for the whole programme</li> <li>An electronic Agrifin fact sheet was developed when the programme commenced</li> <li>EBook 1 and 2</li> </ul>
Blogs	<ul style="list-style-type: none"> <li>CGAP blog - How Do Smallholder Farmers Access Information?</li> <li>E-agriculture blog - Lessons with Farmers and Mobile Financial Services</li> <li>Economic landscape for digital finance</li> </ul>
Online unpublished articles	<ul style="list-style-type: none"> <li>Baseline studies for the three countries are available online</li> <li>Case study partnering for success the actors, their motivations, and lessons learnt from year 1 available online</li> </ul>

Some communication tools have not been fully utilized to ensure effective communication of programme activities and accomplishments.

### 3. Communication objectives

As phase 1 of the programme is coming to an end the objective of the strategy is to begin to disseminate evidence based learnings on the strategies and models utilized and accomplishments of the three country programme fully utilizing relevant communication channels. The programme is mandated to share knowledge acquired in the 3 year programme and will focus on disseminating lessons learnt on three key areas specifically the impact of the programme on **smallholder farmers**, the role of **partnerships** and the concept of **bundling of services** and leveraging **ICTs** in the programme. The programme will seek to achieve the following:

#### a) Impact on smallholder farmers

- Increase understanding of the role of smallholder farmers in economic development given access to relevant rural advisory services and change attitudes;

#### b) Partnerships

- Highlight the value of innovative approaches and models and contribute to attitude change towards non traditional approaches;
- Heighten awareness of the benefits of public private partnership and creating sustainable business models;
- Raise awareness of the programme experience and products developed to drive policy change in agriculture and ICT sectors and raise donor funding for expansion.

#### c) Bundling of services and leveraging ICTs

- Increase understanding on the concept of bundling and value of bundling of services on the mobile phone
- Promote the use of mobile phone /ICTs in tackling developmental challenges;

### 4. Key messages

In line with the communication objectives the Agri-Fin Mobile programme will seek to deliver the following key messages:

- Smallholder farmers productivity and incomes can be improved given access to relevant advisory and financial services through affordable and convenient platforms;
- PPP result in scalable and replicable mAgri projects and accelerate achievement of goals;
- The mobile phone is an inexpensive tool that can facilitate affordable, convenient access to services for smallholder farmers;
- Access to relevant bundled services can improve incomes of smallholder farmers and improve food security;
- The role of development agencies in product development, penetrating and delivering services in rural markets.

### 5. Key audiences

The programme will target the following key audiences in line with the communication strategy objective:

#### EXTERNAL STAKEHOLDERS

- Agri-Fin Mobile programme partners
- Agriculture sector practitioners
- ICT industry practitioners
- ICT for development donors and practitioners
- ICT for Ag donors and practitioners
- Food Security donors and practitioners
- mAgri service providers
- SDC

#### INTERNAL STAKEHOLDERS

- Mercy Corps Employees

### 6. Communication channels

The Agri-Fin mobile team will convey the message through the following channels:

#### 6.1 EXTERNAL EVENTS

Programme representatives will attend national and international workshops, conferences and working groups where they will participate as expected. Presentations will be made and participation in plenary sessions to ensure the programme activities are articulated in various forums. Events that are organized by rural advisory, financial inclusion, ICT and agriculture players will be prioritized. Events funded by particular donors will additionally be targeted. These include events funded by the Bill and Melinda Gates Foundation, Microsoft, Wal-Mart, SDC among others.

#### 6.2 AGRI-FIN EVENTS

The programme will organize a conference in 2015 in Uganda and bring together relevant actors in the different sectors to discuss key issues that have arisen in the implementation of the programme.

#### 6.3 MEDIA

The media will be engaged to capture the programmes activities and particularly beneficiary stories for wider dissemination of the programme outcomes.

#### 6.4 ONLINE TOOLS

The internet is fast becoming the most useful communication tool therefore the programme will utilize the internet platform to share programme activities and outcomes. The following online tools will be used:

- *Website communication – programme and partner websites*

The Agrifin mobile website and partner websites will be frequently updated with programme information. The Mercy Corps internal online platform the Globe will be utilized to update internal stakeholders on programme achievements.

- *Webinars*

Webinars are an opportunity for stakeholders to understand in depth key programme concepts, topics or activities. Therefore webinars with key partners in the three countries will be facilitated.



- *Social media*  
Frequent updates will be made on the existing programme social media pages for real time updates for interested stakeholders. These include updating the Agri-fin Facebook page, posts in the programme twitter and blogging on various sector specific platforms

### 6.5 PUBLICATIONS

As outlined in the project plan the following publications will be done and made available online and in print form:

- E-books on product development (year 2),
- E-book on service delivery, marketing & capacity building (year 3)
- Partners report access and usage of programme publications
- Student Thesis publications
- Papers developed for different conferences in lieu to publication

These publications will provide key learnings meaning from the three year programme to be disseminated to private and public players offering mAgri services or guide future endeavors in the sector.

Additionally, relevant journal articles will also be written for publication in Journals that include *Information Technologies & International Development Journal* and *The Electronic Journal of Information Systems in Developing Countries* among others.

### 6.6 OTHER PUBLICATIONS AND MATERIALS

- Newsletters  
The quarterly newsletter will continue to be compiled and distributed in line with the quarterly themes.
- Brochures  
Country specific brochures will be developed for local dissemination in the relevant government ministries, agriculture and telecommunications organizations.
- Fact sheets  
A fact sheet will be developed to summarize the overall impact of the programme and the milestones reached.

## 7. Implementing strategy

The last year of phase 1 of the programme will focus on effectively communicating the programme activities and outputs. .Key to the success of the strategy is the timely dissemination of relevant information. The programme will seek to disseminate information through the various channels each quarter depending on the achievements and milestones identified in the last quarter. The final year has therefore been broken down into four quarters that have set communication objectives and themes.

Table 3

#### Quarterly objectives and themes

QUARTER	PERIOD	KEY THEMES
1st quarter	Jul – Sept 2014	<b>Partnerships</b> <ul style="list-style-type: none"> <li>• The value of partnerships and lessons learnt for partnering public and private players</li> <li>• The role of development agencies in product development, process and outcomes</li> <li>• Content development process in rural advisory services</li> </ul> <b>Impact on smallholder farmers</b> <ul style="list-style-type: none"> <li>• Benefits to smallholder farmers - preliminary findings</li> </ul>
2 <sup>nd</sup> quarter	Oct – Dec 2014	<b>Partnerships</b> <ul style="list-style-type: none"> <li>• Product development process for 2nd /3rd bundle i.e. financial services</li> <li>• Successful marketing and distribution partnerships and strategies for the rural market</li> </ul> <b>Impact on smallholder farmers</b> <ul style="list-style-type: none"> <li>• Impact of services on income and productivity for vulnerable groups</li> </ul> <b>Bundling of services and ICT</b> <ul style="list-style-type: none"> <li>• Mobile technology use, challenges and outlook</li> </ul>
3 <sup>rd</sup> quarter	Jan – Mar 2015	<b>Partnerships</b> <ul style="list-style-type: none"> <li>• Lessons learnt – product development, marketing strategies, uptake and use of bundled services and ecosystem development</li> <li>• The role of financial literacy in adoption of financial services products</li> </ul>
4 <sup>th</sup> quarter	Jan – Ma 2015	<b>Partnerships</b> <ul style="list-style-type: none"> <li>• Lessons learnt for programme, models and PPPs</li> </ul> <b>Bundling of services and ICT</b> <ul style="list-style-type: none"> <li>• The true form and value of bundled services</li> </ul> <b>Impact on smallholder farmers</b> <ul style="list-style-type: none"> <li>• Impact of bundled mAgri services on farmer income and yield</li> </ul>

## 8. Evaluation

The impact and effectiveness of the communication activities will be periodically evaluated. The programme will evaluate the extent to which the communication tools are meeting the set objectives of this strategy. Specifically to assess the impact on awareness levels, understanding and attitudes with regards to the programme itself, strategies, approaches, models and achievements in ICT for agriculture arena.

Similar to 2013 a survey shall be carried to access the following

Table 4

#### Summary of accessed Agri-fin resources

STAKEHOLDER	RESPONSE
Mercy Corps Employee	Had accessed at least one resources and all had accessed Agri-Fin Mobile programme staff and 2/3 had accessed that website and the newsletter
Agri-Fin Mobile programme partner	Most had been in direct contact with Agri-Fin programme staff and accessed the newsletter and some had accessed the programme website
Industry practitioner	Mostly accessed website, newsletter & abridged findings for research studies. Blogs and direct contact with programme staff was limited
External stakeholder	Most have been in direct contact with Agri-Fin programme staff and had also accessed the website and the programme newsletter

The following activities will therefore be conducted to evaluate the communication activities identified in this strategy:

- Survey monkey of online tools
- Direct feedback from conference participants and participant lists
- Assessing web page hits /face book likes
- Conferences attended/requests to present or participate
- Content analysis of media articles
- Tracking of stakeholder enquiries

A communication evaluation report will be conducted at the end of each quarter to ensure that relevant improvements and changes on the strategy are made in the subsequent quarter.

## 9. Budget

Budget allocation is with the programme either under activities or conferences attended and publications will be handled at the programme leadership level whereas country level will have all the resources needed embedded in their budgets

## 10. Conclusion

The outlined communication plan will result in increased visibility of the programme and its work to date.

### 11. annexure: 2014- 2015 workplan

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Donors – PPP</li> <li>• Internal Mercy Corps</li> </ul>	Initial engagements		Jul – Sept 2014	Article of PPP	Moyra Mahari
		<ul style="list-style-type: none"> <li>• How the partnership came to be</li> </ul>				
		Key roles in partnership - MNO and Mercy Corps	GSMA – articles and blogs Joint Webinar – Econet and MC	Jul – Sept 2014	Article on roles and responsibilities and their efficacies	Moyra Mahari
		Benefits of partnership		Jul – Sept 2014	Interview GSMA	Carol Kakooza
		<ul style="list-style-type: none"> <li>• Shared value approach</li> </ul>	Interview GSMA			
<b>Product development</b>	<ul style="list-style-type: none"> <li>• Financial Inclusion community</li> <li>• Donors – human centered design</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging and partnering the public sector in Zimbabwe</li> </ul>	Agri-fin Website and quarterly newsletter	Oct – Dec 2014	Article on PPP	Moyra Mahari
		<b>Lessons learnt</b>	GSMA/CGAP/ GFRAS / CTA/ website and linkedin account	Apr – May 2015	Blog on lessons learnt	Carol Kakooza
		Product development workshop:Ecofarmer	CGAP blog	Jul – Sept 2014	Article on the product development workshop held in 2013	Mildred Makore
		<ul style="list-style-type: none"> <li>• Process and value derived</li> </ul>				
		Financial services	CGAP – blogs, articles	Oct – Dec 2014	Blog and article on HCD, Financial Inclusion and financial literacy on the EcoFarmer Programme.	Mildred Makore
<b>Content development</b>	<ul style="list-style-type: none"> <li>• Rural Advisory services community</li> <li>• mAgri</li> </ul>	<ul style="list-style-type: none"> <li>• Human Centered Design value</li> <li>• Financial inclusion and financial education</li> </ul>	IDEO,			
		<b>Lessons Learnt</b>	CGAP	Jan – Mar 2015	Blog on lessons learnt	Carol Kakooza
		Content development workshop	Agri-fin Website and quarterly newsletter	Jul – Sept 2014	Article on website on the Content Development process	Moyra Mahari
		Content development process	GSMA - blogs			
			Agri-fin Website	Oct – Dec 2014	Blog on lessons learnt	Mildred Makore



Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
<b>Marketing and distribution</b>		Partnerships – ZFU and Agritex officers	Agri-fin Website	Oct – Dec 2014	Article on website on the partnership	Moyra Mahari
		<ul style="list-style-type: none"> <li>• Key roles and Human face to mAgri services</li> <li>• Brand ambassadors</li> </ul>	Agri-fin Website	Oct – Dec 2014	Article on website on HCD	Moyra Mahari
		Marketing strategies for agricultural information to community and agribusiness company	Agri-Fin Website	Jun - Oct 2014	Consultant report on the 8Villages marketing strategies available	Andi Ikhwan
		Joint marketing strategies of bundled agricultural information and financial services	Agri-Fin Website	Oct - Dec 2014	Consultant report on the joint marketing strategies of bundled services available	Andi Ikhwan
		<b>Lessons learnt in market penetration and reaching scale</b>	Agri-Fin Website	Jan – Mar 2015	Summary of marketing strategies and joint marketing strategies reports available	Andi Ikhwan

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
<b>Product value and user experience</b>	<ul style="list-style-type: none"> <li>• Rural Advisory Services community</li> <li>• Financial Inclusion community</li> <li>• Donors – financial inclusion, food security a</li> <li>• PISAgro members and network</li> </ul>	Rural advisory services	GFRAS conference - Argentina	<b>Sep-14</b>	Presentation at Conference on utilization of mobile for rural advisory and financial services/sharing of presentations from Conference	Carol Kakooza
		• Ecofarmer beneficiary stories				
		• Women				
		• Households/family farming				
		over view of Agri fin	Agri-fin website	Jul – Sept 2014	Write a paper	Carol Kakooza
		Financial services	GSDMA mWomen	Jan – Mar 2015	write a paper	Carol Kakooza
		• Insurance (experiences of payout recipients)	CGAP - blogs	Jul – Sept 2014	Brochures on Bundled financial and information services	Entire Team to compile and we post
		• Financial Inclusion	World Bank/IFC – webinars	Jan – Mar 2015	share with CGAP	Mildred Makore
		• Bundled services	CFI Accion- blogs			Carol Kakooza
		Use of mobile technology	GSDMA mobile for development summit – South Africa	Nov 2014	Sharing of presentations from GSMA summit.	Carol Kakooza/ Mildred Makore
		• Challenges				
		• Benefits				
		Used cases of Agricultural information services by farmers, female farmer groups and extension workers	Agri-Fin website and Newsletters	Jul 2014 - Mar 2015	Stories of LISA's user available	Andi Ikhwan
		Use cases of Financial Services by farmers and farmer groups	Agri-Fin website and Newsletters	Sept 2014 - Mar 2015	Stories of Andaralink payment services available	Andi Ikhwan

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
		<b>Lessons Learnt</b>		<i>Jan – Mar 2015</i>	website , lindekin , CGAP , GSMA , CTA and any other forums	Carol/Sean
<b>Impact</b>	• ICT4D international community	Ecofarmer impact on income and productivity	Agri-fin Website	<i>Oct – Dec 2014</i>	Article for Website	Moyra Mahari
	• Internal Mercy Corps	Mid-line survey findings				
	• Policymakers		Agri-fin	<i>Oct – Dec 2014</i>	Write up for Newsletter on mid line survey findings	Moyra Mahari
	• Donors – food security		Quarterly Newsletter			
		End line survey	Agri-fin Website	<i>Jan – Mar 2015</i>	Impact assessment for yield and income's farmer in Indonesia, Zimbabwe and Uganda available Distribution of fact sheet	Carol Kakooza
		<b>Overall Lessons learnt</b>		<i>Apr – May 2015</i>	Share with different Forum plus SDC	Carol Kakooza
<b>Agriculture advisory services</b>	• GFRAAS	Adoption of agricultural advisory messages by smallholder farmers	Agri-Fin Website and quarterly newsletter	<i>Aug – Sept 2014</i>	Demand research on advisory services	Daniel
	• Rural advisory community		Conferences organized by GFRAS			
	• Mercy Corps and Agri-Fin team	Impact of agricultural advisory services to smallholder farmers		<i>Oct – Dec 2014</i>	Impact assessment for yield and income's farmer in Indonesia available	Daniel

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
	mAgri	<b>Lessons learnt</b>	Agri-Fin Mobile website and quarterly newsletter	<i>Jan – Mar 2015</i>	Used cases on benefit of LISA's, Farnis and Eco farmer user available	Carol Kakooza
<b>Financial literacy</b>	• CGAP	Impact of sms financial literacy on savings and borrowing	Agri-Fin Mobile website and quarterly newsletter	<i>October – December 2014</i>	Impact study on fin.lit messages	Daniel
	• CTA	Behavior adoption and practices from sms messaging				
	• Bank of Uganda( Policy Makers)	Lessons learnt	Agri-Fin Blogs and websites	<i>January – March 2015</i>	Case studies and field assessment	Daniel
	• Mercy Corps and Agri-Fin team	Experience from developing an ecosystem that supports Mobile payments and financial services in underserved markets	Agri-Fin website	<i>Aug to Mar, 2015</i>	Demand research report available	Andi Ikhwana
<b>Agricultural payments and financial services</b>	• CGAP		Case studies			
	• GSMA					
	• Mercy Corps and Agri-Fin Team	Demand for financial services in underserved markets	Agri-Fin websites and blogs	<i>Sept to Mar, 2015</i>	Demand research report and business cases available	Andi Ikhwana
	Worldbank Webinars		Conferences			
		Lessons learnt		<i>Sept to Mar, 2015</i>	Used cases of bundled loan and mobile payment services for corn farmers available	Andi Ikhwana
<b>Value of essential bundled services to smallholder farmers</b>	• CGAP	Farmer journey and adoption of bundled layered services	Agri-Fin websites and blogs	<i>Jul to Mar, 2015</i>	Farmer experience and user feedback	Daniel, carol kakooza
	• GSMA		News letters			
	• CTA		Conferences			



Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
	• SDC	Demand for bundled farmer services in underserved markets	Agri-Fin websites and blogs	Sept 2014 to Mar 2015	Stories of Bundled used cases of corn farmers in underserved markets available	Andi Ikhwan, carol kakooza
	• Mercy Corps and Agri-Fin Team		News letters			
	• PISAgro		Conferences			
	Worldbank Webinars	Lessons learnt	Agri-Fin websites and blogs Quarterly news letter	Jul to Apr, 2015	Case studies and field assessment	Daniel
<b>Impact</b>	• Agri-Fin Team and core team	Impact	End of programme report	Apr, 2015	Impact study on farmer income and yields	Carol Kakooza
	• Mercy Corps Global		Blogs and case studies			
	• SDC		Agri-Fin website and blogs			
	• CGAP	Overall lessons learnt	Agri-Fin website and blog Conferences	Apr, 2015	Case studies and field assessment	Agri-Fin team

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
<b>Capacity building to farmers of vulnerable groups</b>	• Gender Advisor, Mercy Corps HQ	LISA Literacy and Financial Literacy design (using a mobile platform)	PISAgro News	Aug – Sept 2014	Stories on training to female farmers in farmer groups and individual contexts available	Andi Ikhwan
	• Agri-Fin Team and Core Team		Agri-Fin Website and quarterly newsletter			
	• PISAgro members and Network					
	• Rural advisory services community	Respond of female farmers to LISA Literacy and Financial Literacy content	Agri fin Website	Oct – Nov 2014	Stories on how female farmers applied the training contents to their daily lives (agricultural and non agricultural parts) available	Andi Ikhwan
		Impact of training to female farmers and Lessons learnt	GFRAS or E-Agriculture Blogs	Jan – Mar 2015	(1) Summary of training impact assessment available, (2) Stories on the benefit of training to female farmer groups and individual	Andi Ikhwan
			Agri-Fin Mobile website and quarterly newsletter			
			PISAgro News			

Area of Communication	Key Audience	Themes and Messages	Communication channel	Date(s) of Communication	Out Put / Action Points	Responsibility
<b>Product development</b>	<ul style="list-style-type: none"> <li>• PISAgro members and Network</li> </ul>	Demand of Financial Services in underserved markets	PISAgro News	Oct – Dec 2014	Demand research report and Process of product development for corn farmers available	Andi Ikhwana
	<ul style="list-style-type: none"> <li>• Agri-Fin Team and Core Team</li> </ul>	Bundling of Loan products and Mobile payment services for farmer in underserved markets	Agri-Fin Mobile website and quarterly newsletter			
	<ul style="list-style-type: none"> <li>• AgriFin community</li> </ul>	<b>Lessons Learnt</b>	E-Agriculture or CGAP or AgriFin Blogs	Jan – Mar 2015	Financial schemes for corn farmers in underserved markets available	Andi Ikhwana

ANNEX 3

Agri-Fin Mobile

Team Meeting Report



Agri Fin Mobile Team members attending Annual Meeting:  
20<sup>th</sup> - 23<sup>rd</sup> May 2014, Bushman Rock Safari Lodge, Zimbabwe



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## I. Attendees

Sean Granville-Ross	Country Director Uganda
Daniel Odinga	Programme Coordinator Uganda
Carol Kakooza	Programme Director
Kokoévi Sossouvi	Technical Advisor Uganda and Zimbabwe
Jennifer Mayer	Country Director Zimbabwe
Mildred Makore	Product Development Advisor, Zimbabwe
Moyra Mahari	Programme Coordinator, Zimbabwe
Andi Ikhwan	Programme Coordinator Indonesia
Lesley Denyes Linville	Technical Advisor Indonesia
Sandy Biggar	Programme Officer, Scotland
Judith Moore	Deputy Finance Director, Scotland
Pierre-André Cordey	Programme Manager, Global Programme Food Security SDC
Mkhululi Ngwenya	Programmeme Officer, Food Security Embassy of Switzerland

## II. Meeting Objectives

To provide a networking opportunity for the programme offices and a chance to:

- Share an overview of Phase 2 of the Agri-Fin programme, its goals, objectives, current achievements and anticipated outcomes.
- Provide an overview of partner activities, clarify roles and responsibilities and discuss how to build strong partnerships for the final year.
- Develop a work plan with all countries for year three of implementation that will provide a basis for good programme M&E.
- Develop a workable solution and plan around financial literacy and financial services as an integrated component in each programme country
- Dissemination and knowledge management, plans, topics and responsibilities

## III. Introductions and Welcome

### ROUNDTABLE INITIAL COMMENTS

- Need to refine the definition of “bundled services” with SDC
- Need for Urgency + Creativity + Commitment
- Need to address and put in place a clear strategy for knowledge management and communications and dissemination.
- May need new partners to hit new targets/improve impact and to add new models of partnerships
- Improve our tracking and monitoring and agreement on definition of the indicators and what we mean by the terms, ‘use’, ‘access’ etc.

### PROGRAMME STRUCTURE

Sean as the Uganda Country Director will allocate 30% of his time to support as the overall Director for Agri-

Fin in the final year. Carol Kakooza based in Uganda will provide daily support to the country coordinators and will assume responsibility for the communications, documentation and knowledge management.

INTERNAL CHALLENGES

- Need to clarify:
- Reporting lines and timely sharing of information
  - Approval authority matrix and who will approve programme costs at the field level as well as international travel
  - Budget, including in-country travel money and cost allocations
  - Log frame/Dashboard definitions. (Get SDC’s vision on these + Lesley’s vision). What are the numbers?
  - Need to refine the definition of “bundled services”, document the business models and partnerships and articulate the ‘value add for the farmer’ with SDC
  - Where should cost be allocated, e.g. Hire drivers for the day.
  - Knowledge management and dissemination strategy.
  - Institutional memory.
  - M&E including data from EcoNet
  - Need to identify new partners to hit new targets/improve impact

IV. Country Overviews

See country presentations.

ZIMBABWE

Table 5

Partnerships:

Partner	Type	Role	MOU status
Econet	MNO	Product owner	MOU signed May 2013
ZFU	FO	Product promoter	MOU signed June 2013
Ministry of Agriculture	RAS	Product promoter and content provider	MOU yet to be concluded. Letter of intent in place

Priorities

- Technology integration between Ministry of Agriculture and EcoNet
- Speed up registration of farmers by Zimbabwe Farmers Union
- Farmers push to use Eco Farmers by relatives – possible marketing entry?
- Insurance – requires consumer education + modify premium payment + timing of the marketing the product (start in June). Product refinement – more comprehensive package to include drought and floods/ heavy rains.

Challenges

- Slow registration of farmers. Coordination challenges between EcoNet and ZFU and the programme
- Handholding of sub grant recipients
- Managing EcoNet Board expectations
- Poor Zimbabwe economic situation making partners risk averse
- Content development- Bureaucracy at Government not compatible with private sector PPP

Sustainability

- Willingness of farmers to pay

- National Expansion of Eco Farmer
- Bundle – opportunity to access services not considered before
- Make youth programme participants Eco Farmer brand Ambassador

UGANDA

Context

- Pivotal role of agriculture in the economy contributing 23.9% to GDP. Increased usage of mobile money. Agri fin is working in 7 districts in Northern Uganda.
- A total 10,085 SHFs profiled with 3 crops options to date.
  - 5,541 farmers are paying for the service.
  - A marketing drive introduced in March helped increase numbers.
  - Women have embraced the product these stats were based on registration figures.
  - The financial aspect will be introduced to FARMIS in the June 2014.

Partnerships

- ORANGE-FACE Ag Payments
- Fit Uganda – FARMIS
- Mobipay - AgriLife
- But pursuing other partners such as MTN, Beyonic and Hiinga.

Target

- 35,000 SHF and 10,000 SHF receiving financial literacy messages and need to work with more buyers.
- Financial literacy Model. [www.simplifymoney.co.ug](http://www.simplifymoney.co.ug) Agri Fin working with Central Bank and GIZ to reduce the 8 core financial literacy messages to fit the mobile phone and develop a roll out strategy for the messages using a combination of radio and SMS messaging through the Fit Uganda partnership

Challenges

- Mobile access is still low thus registration has been slow.
- System registration with Fit Uganda and FARMIS platform has been low
- Literacy levels are low
- Undermining of the business models being developed by other partners i.e. free versus payment
- Unclear Government strategy on agricultural extension services.

Lessons learned

- Registration alone doesn't drive interest
- Farmers will pay if it gives them better access to financial services
- Payment by milestones, hence farmers will pay if they see the benefit
- Peer to peer influence important.

Sustainability

- Replication of services by expanding and continuing services.

INDONESIA

Partnerships

- A total of 3 MOUs signed with Bank Andara, IRRI and 8Villages. The target is to reach 80,000 farmers but currently 8,943 farmers have been registered. A total of 10,000 female farmers to be trained by the end of July.



- 8Villages-SMS Platform (question and answer, daily tips, group feature, quiz, survey) works with District and sub-district Extension Offices, Bayer Corps, Bank Rakyat Indonesia (BRI), MARKET (a programme funded by USAID) Farmer Smart House (in partnership with Central Java Province Government and Gajah Mada University)
- Opportunities to provide articles for PIS Agro Quarterly NEWS

**Potential Partners:** Bayer Crops, TPS Food, Sygenta, Bank Agris, Asuransi Jasindo, Charoen Pokphand, Bank Pundi to develop a loan product and crop insurance for rice and corn farmer groups

#### Challenges

- Regulation of the Minister of Communication and Informatics concerning content provider services
- Answers from experts are not received promptly
- Unstable GPRS signal when using AndaraLink mobile in rural area
- Farmer groups/Farmer group unions are reluctant to become cooperatives because many cooperatives that have had problems (had a negative impact on the installation of AndaraLink)
- Loans to farmer groups are a new product for commercial banks, and require approval from the BoDs, which is a lengthy process
- Changes in partner policy and management teams

#### Lessons Learnt

- Don't push farmers to change their SIM card.
- Content regulation is a key for 8Villages.
- Risk management tools should be discussed in advance with other potential partners (e.i. input suppliers, buyers and financial institutions).
- Engagement with the District Extension Offices would be a key factor to have a successful collaboration with the Farmer Organizations

#### Sustainability

- For financial services, farmers pay fees to the MFI's FO or FI, when transactions take place. However, for the services from 8Villages, the farmers do not pay directly to 8Villages but by maintaining a minimum airtime balance to get access to the daily tips and group feature.

## V. Reflection from Country Presentations

### QUESTIONS AND ANSWERS SESSION ON COUNTRY PRESENTATIONS

- Need to work out internal politics within EcoNet. The Financial products to be developed are for EcoFarmer and not necessarily EcoCash. Yet, EcoCash is a conduit for the financial service products and loan products.
- Information and advisory services: What can be achieved about the quality vis-a-vis the quantity of messages? What is the best service design and delivery mechanism, user friendliness, human interactions)?
- It is interesting to look at the virtual help desk e.g. Group Feature, LISA Platform, USSD Apps to pull up back messages.
- What level of change can we attribute to Agrifin Mobile?
  - This can be documented that is the impact we have had throughout the project.
  - The percentage of farmers reporting ability to utilize and benefit should be picked up from survey.

- Soft Indicator-EcoNet realizes the mistakes they have made and how much quality is important.
- The Partners that are implementing have achieved 100% cost share. For example, AgriFin mobile Zimbabwe has not contributed any funds to EcoNet. EcoNet has a budget of \$900,000 for 2014 allocated to the development of EcoFarmer.

### EMERGING THEMES

#### Private Sector/Government engagement

- Need to understand internal power dynamics (e.g. EcoNet and the relationship between EcoFarmer and EcoCash)
- Need to figure out ways of working with Rural Advisory Services (government and private agricultural extension services) (see below learnings from partnership)
- Need to build the management/institutional capacity of our partners, business models, human resource skills and capacities and overall planning and budgeting

#### Impact

- What is the best service design and delivery mechanism (factoring in quality of information, ability of farmers to use the service, human interaction, information vs knowledge and the use of the information provided)
- How to measure it successfully?
  - Related to improving yield and reducing the transaction cost, which could improve the farmer's income

#### Agent Model

- Role of female agents – tradition of providing better services. How to ensure that in year 3, the programme allocates adequate resources to target women more effectively?
- Need for Brand ambassadors as “oracles in the community”. Where are the touch points for farmers in the communities? How do we interact with the early adopters of the bundled services?
- Can this be built around agent hierarchy model (agents, super agents, aggregators)?
- The role of extension worker is important to build trust from farmers in agricultural information and financial services in rural areas in Indonesia

#### Credit risk mitigation

- What model is in the best interest of the SHF?
- Requires a better understanding of rural financial landscape

#### Marketing and research

- “Member gets member” approach
- Need for an incentive package for farmers and extension workers
- Need to strike the balance between scale vs. service quality
- Need to invest and support more our partners and their efforts around marketing and promotion – how do you engage farmers and drive adoption and use of the services?

#### Bundling

- Multiple services to the same farmer
- Access to additional services not initially considered by farmer/provided as a “reward”
- Provision of tailored services (once profiling is completed)
- Provides a pathway to moving farmers along from subsistence to commercial farming

- Buying down risk for future more complex product delivery

#### Extension Services

- Best to adopt a multi-partner approach

## VI. M&E

See M&E presentation.

#### Expectations from Farmers Union

- Train them and give them specific timelines to deliver. Agri-Fin cannot do without them as they can block activities in the field. We may want to tap at different levels to reach different groups levels, for example, engagement with ZFU took place at the Ward Level, district and provincial levels. The Managing Director is responsible for the organization and engagement has been made with him.

#### Data tracking

- Kaite figures not reflected for Ecocash under the value chain payment figures.
- Need to track financial service usage (what types of payments) and bundle
- Active users are those who interacted with the service in the last 30 days including passive SMS push. Non active are those who opted out.
- Need to refine user ability to use the service by conducting surveys (e.g. Zimbabwe fortnightly surveys)
- Need to refine definition of vulnerable groups.
- The percentage of farmers reporting ability to utilize and benefit should be picked up from survey or focus group discussions.
- Need to get partner consensus on the data tracking, including gender and age groups disaggregation, since this information is needed for the annual report.
- Partner didn't pay adequate attention to target beneficiaries (considering the acquisition cost).

#### Attribution

- This is an issue. Where is our impact, what have we actively influenced?
- Project best tracked using a theory of change model
- Difference in scale in all three programmes is due to the partner engagement model. Zimbabwe has higher volumes but a "simpler" product.
- Link to Grow Africa Initiative via our relationship with PISAgro and link to WEF.

#### Farmers' willingness to pay

- Uganda – SHF on FARMIS platform are paying for information services
- Indonesia – SHF must maintain a minimum airtime balance to receive daily tips and access to the group feature
- Zimbabwe – Price assessment done

#### Zimbabwe Recommendations on role of MC:

- Formulate cost recovery model based on input suppliers and buyers and growing the EcoSave portfolio

(through VSLAs)

- Design a loan system in collaboration with Steward Bank
- Terms of Reference for brand ambassadors for EcoFarmer

## VII. Lessons Learnt From Partnership

### FARMER ORGANIZATION (INCLUDES AG EXTENSION WORKERS)

#### 2013 Learnings

- **Decision making takes time.** While Farmer organizations are collaborative by nature, their engagement in a formal consortium is new and it takes time to socialize the concept internally and to gain traction from their board. Decision-making is done through a democratic process involving their board or full member votes, and may take time to finalize.
- **Develop a partnership, not just a sales pitch.** Farmer organizations are keen to protect the value they provide to their constituents and do not want it to seem that outside actors are doing it for them. Success and traction will be greater if products are developed and rolled out in a collaborative, open and coordinated manner.

#### 2014 Learnings

- Agriculture extension services. Limited support from and engagement with Government (except in Indonesia)
- Their limited institutional capacity will determine the level of engagement possible. Often a one-man show.
- Partners are very political.
- Most Partners are not used to working with NGOs,
- Partners are hungry for funding.
- Capacity building for female farmers should be done in collaboration with female extension workers and supported by Head of Extension Worker Coordinator at district level.

### WHAT ENGAGEMENT MODEL?

#### Most critical in an MNO- or Bank-led Model. They are/ they can:

- A channel to farmers and or farmer groups
- Provide understanding of the farming context
- Help drive volume
- Support product/service awareness amongst farmers – Trust-driver.

#### To engage Farmer Organizations successfully, there is a need for:

- Capacity building (focus on training and promotion)
- Demonstrate the benefit of mobile platform through supporting their core activity and shared value:
  - Increase the reach of their catchment zone
  - Reserve information flow, feedback collection
  - Group feature for communication between farmers
  - Access to SMS-blast to address the need of their constituency

### BANK

#### 2013 Learnings

- **Establish a business case first.** Before approaching a bank, ensure that a clear business case is in



hand. They are concerned with bottom lines, are typically risk-averse and are less experimental than other partners.

- **Payments are less attractive to banks.** Unlike MNOs, which see payments as a source of major revenue, banks are most interested in deriving revenue through lending over the long run.

#### 2014 Learnings

- **Banks are highly risk averse.** After a series of bad loans, an example; Bank Andara stopped loaning to cooperatives.
- Bank are likely to likely to “kill” low performing products with limited warning
- Sensitisation and education of the partners took longer than expected, especially for a new financial product development

#### WHAT ENGAGEMENT MODEL?

Determine risk mitigation in advance and develop other forms of credit rating indicators. This may vary by banks and so we need to understand risk appetite and what proxies are acceptable to them.

#### MNO

#### 2013 Learnings

- **Be patient!** It takes time to build trust, particularly when the role is to support the development of new products and services. Trust is demonstrated over time and the MNO needs to understand upfront what value the NGO brings to the table.
- **Clarify motivations and roles.** Sometimes, the role of Agri-Fin Mobile as a market “facilitator” can be confusing to private sector partners, and particularly to large MNOs with little perceived need for outside help. Clarify motivations and expectations up front and try to frame the rationale for engagement in language that can be understood by partners (altruism is often something to be suspected).
- **MNO ownership of products – perceived and actual – is important.** For MNOs who are concerned about introducing new products into the market, complete ownership is important. They have a desire to minimize publicity and input from outsiders and emphasize the homegrown nature of successful products.
- **Fund elements that are additives and outside normal budgets.** MNOs may be hesitant to accept external funding for implementation or design. They will, however, accept funding related to new activities that support new business development and rollout, and that are outside of their normal budget scopes but could generate income. For example, product design workshops may be an appropriate additive service.

#### 2014 Learnings

- Need to move away from the current “volume vs quality” paradigm.
- “Unfair competition” from NGOs projects providing information services free of charge.
- Content development should not be internalised by the MNO. In Indonesia, organizations are required to get licence from the Government to develop and deliver content.
- Issue with where the revenue lies with content push (quality of information and delivery model)
- Need to push for next phase of tailored content

#### WHAT ENGAGEMENT MODEL?

- Build a business case for more investment in new products

- Provide consumer research
- Define the Mercy Corps ‘s role as partner in product design

## VIII. Original Vision Refresh

- Group work in pairs to regroup around the original programme vision.

### 1. WHAT IS THE MISSION STATEMENT/MOTTO OF AGRIFIN MOBILE?

**Exercise:** Draft a mission statement in 10-12 words. Split the statement into “ends” and “means”.

Group work:

- a) Building sustainable partnerships and develop mobile-based solutions for improved SHF income
- b) Leveraging partnerships and technology to enable SHF to utilise information to improve their income.
- c) Increase productivity and by fostering new partnership models through sustainable mobile bundled services.
- d) Improve yield and reduce transaction costs through mobile ag and financial services and learn

#### Common themes from draft mission statements:

- SHFs as target group;
- Mobile solutions (USSD-based);
- Productivity/Profitability/Income

### 2. HOW DOES AGRIFIN MAKE A DIFFERENCE IN SHFS’ LIVES?

**Exercise:** Articulate in simple language the difference AgriFin makes in SHFs’ lives.

Group work:

- a) By providing advisory and financial services and access to lucrative markets; improved agricultural techniques, access to credit and empowerment of SHF to fully participate in value chains.
- b) Through access and utilisation of advisory and information services, SHF can reduce transaction costs and improve yield.
- c) When SHFs use the bundled, they’re able to make informed decisions, reduce their costs (e.g. transport) and make more money.
- d) Utilising technology, SHFs access (in their hands) advisory information, markets, financial tools and resources to empower themselves and improve their farm business.
- e) Visible: Access to information, improved productivity, improved income, one-stop-shop  
Invisible: Building/strengthening the mobile ecosystem for ag info and financial services, convening the key actors, risk absorption for key actors.

#### Common themes:

Access, utilisation, informed decisions, empowerment/participate fully

### 3. YOU ARE A SHF. WHAT DO YOU EXPECT FROM THE NEW SERVICES?

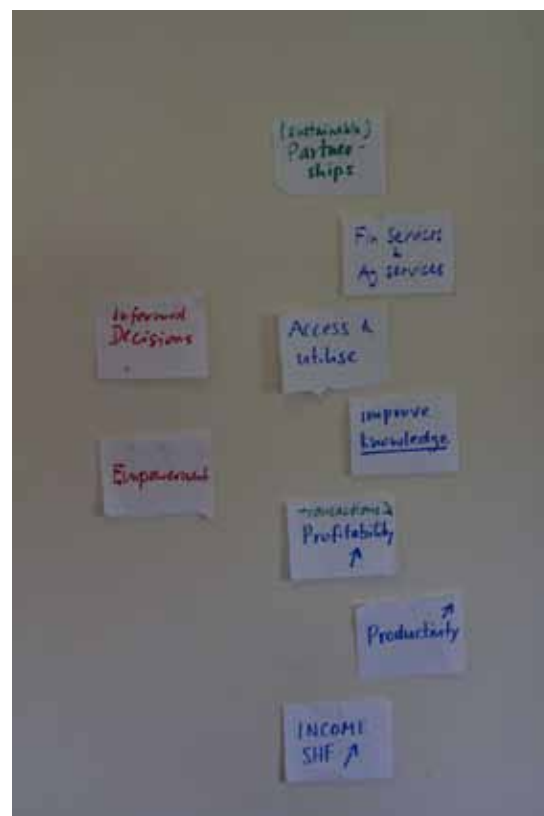
**Exercise:** Capture this using 5 adjectives.

Group work:

- a) Relevant, Easily accessible, Timely, Affordable, Profitable
- b) User-friendly, Relevant, Affordable, Timely, Accessible
- c) Accessible, Affordable, Understandable, Reliable, Comprehensive

- d) Relevant, Timely, Valuable, Accessible (channel, format, language), User-friendliness
- e) Affordable, Timely, Relevant, Easy to act on, Intuitive to access (interface)

#### IMPACT PATHWAY



## IX. Country Workplans

### Year 3 Highlights:

- Services
- Partnerships
- Access and Utility
- Knowledge

#### INDONESIA

- **Service model:** 8Villages (support smartphone usage by Extension officers/agrodealers based on the existing relationship that exist between 8Villages and MofAg. New more complex content will be developed for the benefit of extension workers (above the max of 160 characters restrictions of basic phones).
  - Belief that the service has depth and meaning with push messages, “ask an expert”, group feature, quiz and survey.
  - Expand service will (i) support 8Villages to text blast LISA literacy ad financial literacy to users, (ii) develop new content and feature sent only to extension workers and field agents for dissemination through other networks.
- **Fin Services.** With Bank Andara and Bank Pundi, including loans and value chain payments, will expand

to savings and other mobile payments including air time top-up and prepaid electricity.

Bank Pundi will facilitate the ATM cards for the farmer groups which receive Bank Pundi’s loan to transfer money to their group members

- **Partnerships.**
  - Bank Pundi ↔ Bank Andara  
Bank Pundi to begin using AndaraLink to make them “mobile-enabled”. Needs MOUs and negotiation facilitation.  
Need farmers group to organise themselves as a cooperative and open a demand deposit account at Bank Andara.
  - 8Villages ↔ Banks  
Will support facilitation of agreements for joint marketing, training and promotion  
Will hire firm/individual through public tender to do a creative on a joint campaign  
Will tender out print/radio joint campaign
- **Access and Utility** hinged on bridging the gap. Services are there! Farmers are there!
  - Training /marketing and literacy (LISA, mobile financial, etc.) campaigns
  - Demand research for corn farmers/corn farmer groups on new geographies in Central Sulawesi and West Nusa Tenggara to bridge gaps to underserved markets.

#### UGANDA

- **Services:** Bundling Service, value chain payments and credit to farmer. Increase the outreach of advisory services including developing a feedback mechanism for farmers including through “Farmer get farmer” approach.
- **Partnership:** Will work with:
  - MTN for agricultural payments.
  - FIT Uganda for advisory services and financial literacy.
  - MobiPay for credit facilities, by getting financial institutions on the platform. Fit Uganda and Farmis are more geared towards individual SHFs and MobiPay and AgriLife more towards buyer-led model.
- **Access and Utility.** Take more advantage of the strong emerging agent network (seeds, etc.), Mapping them out, understand their scale, etc. Engage the female agents. Will learn from Zim on the brand ambassador model.
- **Resources** required to push financial literacy piece and mapping out the farmers extension network given how big the catchment area is. Adding another layer of financial services to the FARMIS platform.

#### ZIMBABWE

- **Information Services:** reevaluate through a stakeholder workshop. Establish a mechanism for content development and management and work on tailored messages.
- **Financial services:** Evaluate and refine product, roll out insurance much sooner. Want to do more to assess need, current practices through HCD.
- **Partnerships:** EcoNet remains core but will improve partnerships around EcoNet. Will engage Agritex, EcoCash agents, ZFU, etc. and brand ambassador approach.
- **Access and Utility:** Currently a gap. Will profile additional farmers, Vulnerable target are women (10,000 of the profiled SHF). Will focus product development of fin services most relevant to women. Forthcoming training will focus on Crop planning, financial management and literacy and mobile literacy, Whole HH



decision making. Want to include group feature. Will use the “Farmer get farmer” approach to increase registration push. Will make recommendation on pricing based on Indonesia experience (eg. Minimum balance requirement etc.). Will seek to leverage other partners for training (Bank of Zim, WorldBank, etc.)

#### Common themes:

- Literacy, Marketing and training.
  - Opportunity for cross-country extrapolations, e.g. Indonesia marketing campaign and for co-designing of some of the products in view of using them in other countries.
  - Need to develop knowledge base (e.g. fin literacy work done in Indonesia).
- **Agents**
  - Brand ambassadors, etc.

## X.EBook 2

Presents the different types of information and financial services with a real life example. See draft ebook.

### KEY LEARNINGS DISCUSSION

#### Market Prices:

- Content development is best outsourced if not part of existing core competences
- Begin with a minimum viable product (MVP) and build it up (EcoFarmer vs Farmis approaches). Role of Mercy Corps in refining focus. Farmis sought to introduce bundle from the outset on the assumption that farmers would be more willing to pay for a complete suite of services than a single one. Has pros and cons, the major drawback being possible consumer confusion.

#### Agriculture extension services:

- Important to include feedback loop with users including for product refinement
- Big data management can support tracking of recurring queries, pushing out messages etc.
- In Indonesia, the LISA application for extension workers and farmers provides an exit strategy from agricultural digitalization and capacity building work done by the World Bank previously.

#### Warehouse receipting:

- Is used in the programme to generate credit scoring (e.g. MobiPay in Uganda) but may be best suited to value chains with recurring payments (e.g. dairy, horticulture)
- The service may not have a revenue model but may be sold to buyers/warehouse as a software as a service basis (SAAS).

#### Value Chain payments:

- Issue with agent capacity and presence. Who's the right person to be an agent? Best to use existing agricultural value chain actors.

#### Insurance:

- Needs to be easy to understand, yet comprehensive, with easy subscription and pay-out process. Can be issued as collateral substitute.

#### Loan disbursement:

- Need to map out credit scoring indicators before product development and agree risk management strategies with other ecosystem actors.

### NEXT STEPS

- Need to identify audience to capture all lessons learned and sync with all partners engaged and ensure that we meet their requirements before we publish
- Need infographics/visuals for some of the products

- Organise the information around the initial programme visualisation model. Point out the complementarity of the products in all three countries to show how each product covers farmer needs. Could be an effective programme marketing tool.
- Integrate the qualifiers from session VIII 3. Recurring themes are: Accessible, relevant/timely, understandable/easy to act on/user-friendly, reliable, affordable/valuable.

## XI. Knowledge Management

Outcome 4: Knowledge of models, services and products are captured and shared internationally for dissemination and replication. [One deliverable is a joint publication GFRAS].

- What media do you want to use?
- How should we disseminate the information?
- Who's the audience?
- What's the objective of our knowledge management?

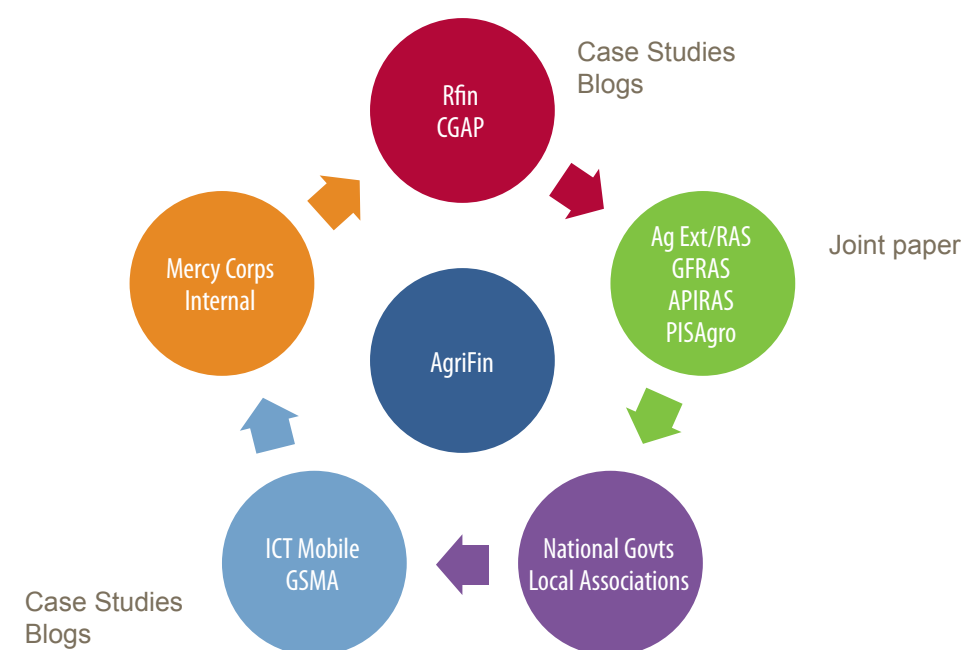
### THE AGRIFIN MOBILE “BRAND”

#### What's the added value? Where's the innovation?

- Indonesia: unlimited interaction with information in the hands of the farmer via mobile
- Shared valued partnership including with ag extension workers.
- Addresses a knowledge gap (in public sector information) for farmers to make informed decision → empowerment
- Context smart facilitation and effective indirect implementation (M4P approach)
- “synchronise” business and development objectives create opportunities for shared interest and engagement

#### What audience / what messages?

Key is to define the theory around “bundling”, to document the interesting partnership models and revenue streams/business viability of the partnerships and products and finally an ability to clearly define what is the ‘value add to a smallholder farmer’ when accessing and using the bundled services.



**Fig 3**  
Agrifin Knowledment Management

**Tools:**

- Newsletter
- Fact Sheets
- Ebook
- Blogs
- Video

*Looking ahead:*

Can Mercy Corps, as an agency, use all the works and lessons learned from the programme to develop a training course like the Springfield-developed M4P course?

**XII. Budget**

Item	Year 2 left over CHF	Year 3 CHF	Total CHF
Research	16,000	52,000	68,000
Consultants	28,000	85,500	107,500
Partner support	60,000	234,000	294,000
Travel		43,000	43,000
Publication	2,400	4,000	6,4000

This budget lines are for programme activities and will be allocated based against each countries workplans. The other costs for staff and office costs will be allocated based on staffing structure and the Mercy Corps al- location policy for office costs.

**XIII. Parking Lot**

- Information Services Provision => Access and usage
- Extension Services Support /Government involvement in Agri fin activities => Brand ambassadors + Indonesia experience
- New ways of lending money to farmers + Credit Risk Assessment Model may be developed e.g. other credit rating such as using VSLA membership records to rate farmers =>
- Lessons learned on partnership, product development and technology =>Document more consistently
- Revisit M&E indicators => New data collection and collation

**XIV. Wrap up**

- End-line impact analysis and strategic review are two different exercises => need to capture elements that can help us plan the next phase. Timing is important to be able to gauge impact and exploit information for planning of next phase.
- Finalize budget and work plans by Friday 30 May.

**XV. Field Visit**

Murewa, Mashonaland East







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