



CorporateTreasury
SOLUTIONS

Value Chain Financing in Agriculture:

Relevance of South African Experience to Africa

27 Nov – 8 Dec
Johannesburg

CTS supported by & Agri-Park and John Deere



Overview

There is a large demand for agricultural finance as farmers, suppliers, processors and buyers need access to finance to operate and develop their businesses. However, on the supply side, bankers often struggle to contain their risks and costs in financing agriculture which results in a large gap in adequate financing. In this 10-day programme, participants will learn about developing commercially attractive financial services that meet the needs of the various actors in the value chain and how a value chain focus can result in market growth and reduced credit risk. The Programme raises awareness of the concept, practice and relevance of different aspects of value chain financing in agriculture within the African landscape.

Within the 10 days in South Africa, participants will have an on-site field visit opportunity to Agri-Park sites to gain practical experience on Agricultural Value-Chain Financing success stories in South Africa.

The content and orientation of the training, is focused primarily on Strategy personnel, senior and middle management in African agricultural development finance institutions, the agricultural finance units of banks and the agricultural finance units or departments in non-bank agricultural organisations. However, the course will also benefit the policy makers, employees of government departments/ministries tasked with policy level issues and private sector performance monitoring, as well as others interested in agricultural development finance, from overview to implementation. The objective of the course is to both provide the context and a deeper understanding of what is needed to reach out to farmers mainly smallholder families and low-income rural households sustainably and to serve them with an appropriate range of financial products and services. The training course is geared specifically to equip those who are responsible for agricultural finance units focused on serving smallholder families to provide strategic guidance for the development of their units.

10-Day Intensive Training

Facilitator:
Dr. Ronny Sibanda
and AVCF Experts &
Guest Speakers

Venue: The Palazzo Hotel,
Montecasino, Fourways,
Johannesburg,
South Africa

Date: 27 Nov – 8 Dec 2017

Normal Price:
US\$ 5 600 per delegate

SUBSIDIZED PRICE:
US\$ 3 900 per delegate
*(includes Hotel Accommodation
+ transport to field sites)*

- **ONSITE FIELD VISITS** (Agri-Park)
- **PRACTICAL KNOWLEDGE**
- **CASE STUDIES**

**To Register,
Please Contact:**

Victor Nkomo

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Course Objectives

Using practical interactive learning methods, case studies and field site visits, participants who complete the training will achieve a level of competence in all of the fields covered, enabling them to guide the development of **Agricultural and Rural Finance Strategy** in their home institutions and to oversee the **Operational Implementation** thereof.

This will include, inter alia:

- Understanding value chain concepts and competitiveness and be able to assess risks and identify strategic opportunities to strengthen value chains;
- Recognize how cohesive value chains can be used to reduce risks and facilitate access to finance;
- Learn how to apply value chain financial products to meet the needs of various actors in the value chain;
- Using strategic alliances in financing;
- Ability to drive Value chain financing Strategy of their home institutions;
- Participants will be from different types of institution and from different African locations across the region, interaction with their peers will add value to desired learning outcomes.

Training Programme Daily Schedule

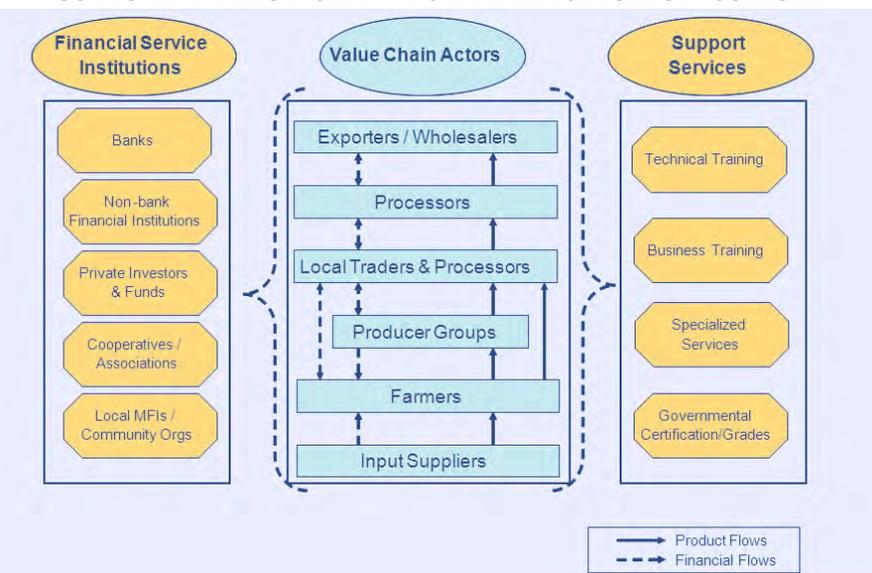
Time	Scheduled Activity
08.45 – 09.00	Registration / Settling in
09.00 – 10.00	Session 1 – 1hr
10.00 – 10.20	Mid-morning refreshments / Comfort break
10.20 – 12.30	Session 2 – 1hr 10min
12.30 – 13.30	Lunch Break
13.30 – 15.00	Session 3 – 1hr 30min
15.00 – 15.20	Afternoon refreshments / Comfort break
15.20 – 16.30	Session 4 – 1hr 10min
16.30	End of day's proceedings

Note: this program schedule is a guide for all theory sessions, therefore it does not apply for the 2 field-visit days.

Lead Co-Facilitators – Dr. Ronny Sibanda & Mr. Victor Nkomo

Training Content

USING THE VALUE CHAIN FOR FINANCING AGRICULTURE



Facilitator Profile:

Dr. Ronny Sibanda:

- PhD Agricultural Economics, Newcastle upon Tyne England, UK
- Mphil Agriculture, University of Zimbabwe, Harare, Zimbabwe
- BSc Agriculture, University of Sierra Leone, Njala, Sierra Leone

Dr. Ronny Sibanda is an agricultural economist with demonstrated competence in Development Finance in Agriculture, production economics and marketing. Ronny has experience spanning over 10 years of Agricultural Research in livestock production systems, 14 years of commercial agribusiness management at senior level, 24 months leading research and development in a non-governmental organization (NGO) environment, 3 years as Senior Advisor Livestock Marketing at Netherlands Development Organization (SNV), and done several consultancy assignments in development work (including livestock assets preservation and end of projects evaluations at FAO, Zim-ACP and SNV; sector and policy analysis; crop and livestock value chain studies and innovative financing, workshops facilitation at community and professional levels; setting up of multi-stakeholder platforms; institutional and technical capacity building of smallholder farming communities; and production of various reports).

Some career experiences include: Leading management teams; Developing strategies for businesses, producer organisations, and Local Authorities, coordination of research at country and regional levels, key informant contribution to national agricultural policies and strategies, assessment of potential for adoption of new cattle breeding technologies by resource-constrained farmers under communal area settings, developing production systems that aim to increase the productivity of goats through exploitation of their biological ability to kid at relatively short intervals, policy and policy processes analysis, and development of models that focus on increasing rural household incomes and empowering small holder farmers, and diagnostic market assessment to inform innovative business plans. Ronny holds a PhD in Agricultural Economics, an MPhil in Agriculture, and a BSc in Agriculture.

More on Dr. Sibanda on following pages.

Course Agenda

DAY 1: Agribusiness in Africa

- Defining Agribusiness: Conceptual issues
- Unique characteristics related to agriculture & agribusiness
- Recent development of agribusiness sector in Africa
- Driving forces of agribusiness in Africa
- African Development

Overview of agriculture value chains:

The day's module will give an overview of the role of agriculture in economic growth, food security and poverty reduction. It will also outlay general understanding of value chains in agriculture, market linkages, context, governance and the roles of the different value chain actors.

Case Studies

Objectives: after this session, participants should be able to:

1. Recognize and identify the various agriculture value chains and their relevance to both micro and macro-economic development
2. Appreciate the importance of the value chain actors in agribusiness and economic development.
3. Outline the value chain analysis framework and factors affecting them.
4. Outline the different type of linkages that exist for various agriculture products from farm to fork.

DAY 2: Agricultural Value Chain Finance: Context, Concepts, Business models.

The module will provide an overview of the concepts, contexts and business models relating to agriculture value chains; and how they are applied in financing different V.C actors along the various value chains. The need of an enabling environment for financing agricultural value chains will also be stressed out.

The second module of the day will critically examine the different business models employed in agriculture value chains and the importance of financial intervention for those business models.

Objectives: after this session, participants should be able to:

1. Justify the importance of financing agriculture value chains.
2. Recognize the various types of financing available to the actors of the value chain.
3. Define the factors influencing financial access by agricultural VC actors.
4. Explain how V.Cs work and the various financing systems/ models that can be used on the value chains.
5. Document mechanisms of producer/ product driven and buyer/market driven value chain models and financial interventions in these models.
6. Highlight systems and procedures of contract farming and role of the non-financial intermediaries.

Case Studies, Group Discussions, Experience Sharing

Day3: Field Visit – AgriPark

Guest Speaker

Case Studies, Group Discussions, Experience Sharing.

DAY 4: Use of Product Financing Instruments & Credit Policy and Processes & Credit Management

The day will start with a review of the field visit of the previous day. Principle of trader credit, input supplier credit, marketing company credit and lead firm financing will be explored. Their mechanisms of operation will also be reviewed, including the pros and cons of these types of financing in the agriculture value chains.

Objectives: Thereafter participants should be able to:

1. Analyze different products for financing agriculture value chains, their operational mechanisms, advantages and limitations.
2. Link value chain actors to specific financial products e.g. trader's credit, input suppliers credit, marketing company credit and lead firm financing.
3. Application of principles of credit policy in agribusiness, VC's & AVCF
4. Knowledge of the industry and actors in the VC.
5. Application to credit processes & credit management, aftercare & monitoring to agribusiness
6. Meeting the customer / interview
7. Client site visit – importance & impact on credit applications & credit decisions
8. Credit application: what is required? Application requirements
9. Credit Committee
10. Turnaround time of application
11. Risks in the VC, industry, VC actors

Case Studies, Group Discussions, Experience Sharing

Dr Sibanda (continued)

Consultancies:

Institute of Development Studies (IDS), University of Sussex, Brighton BN1 9RE:

- Consultant: Livestock for Life Project: Market Access Options for FMD challenged Zimbabwe: a re-think; Country Coordinator.

International Crops Research Institute for the Semi-arid tropics (ICRISAT), Matopos Research Station.

- Independent Consultant: Livestock Sector Analysis.

W.K. Kellogg Foundation Program in Bulilima-Mangwe, Zimbabwe.

- Consultant: Beef and Smallstock sub-sectors Production and Marketing analyses.

LEAD Trust , Harare, Zimbabwe.

- Lead Consultant- Project review of the indigenous chicken component of the small stock production model in Lupane and Mutare Districts.

Imani Development (International) Ltd, Western Cape, South Africa.

- Consultant: Feasibility assessment and Investment Plans for revamping the livestock Identification, Traceability and Improvement Systems in Zimbabwe.

Food and Agriculture Organisation of the United Nations (FAO), Zimbabwe.

- Consultant: Technical advice & guidance; technical and institutional capacity building of local institutions benefiting from the Emergency Livestock Drought Mitigation Project.

Imani Development (International) Ltd, Western Cape, South Africa

- Consultant: Cost Benefit Analysis of live cattle imports from Botswana.

Zimbabwe Opportunities Industrialization Centres (ZOIC).

- Lead Consultant: Market Assessment & Business Plan proposal for piloting a Mobile Abattoir in Matobo District.

The Centre de cooperation Internationale de recherché en Agronomie pour le Development (CIRAD)

- Lead Consultant: Diagnostic of the Agricultural and Environmental Research in Zimbabwe. Assignment contracted to the Institute for Rural Technologies.

Netherlands Development Organisation (SNV)

- Lead Consultant: EU Integrated Food, Nutrition, & Income Security Programme in Hwange and Binga Districts: Value Chain Studies (livestock, horticulture, grains & fisheries)

Heath Education Food Security Organisation(HEFO)

- Lead Consultant: Summative evaluation of the community livelihoods recovery programme (CLRP) in Nkayi District, Matabeleland North Province, Zimbabwe.

Netherlands Development Organisation (SNV)

- Local Capacity Builder: Food, Nutrition, and Income Security Programme in Hwange and Binga Districts : Livestock Producer Associations Formation and Strengthening.

Course Agenda (continued)

DAY 5: Receivable Financing Applied to AgVCs

The module will define and give an overview of trade receivables, factoring and forfeiting as a source of finance to agriculture value chains, their operational mechanisms, advantages and limitations.

Objectives: Thereafter participants should be able to:

1. Examine different products of receivable financing,
2. Detail out: factoring and forfeiting as a source of finance along the agriculture VC.

Case Studies, Group Discussions, Experience Sharing

DAY 6: Physical Asset Collateralization Instruments

The module will explore collateralisation as a source of financing agriculture value chains. It will describe instruments used in physical asset collateralisation, including warehouse receipt system and collateral management services.

Objectives: Thereafter participants should be able to:

1. Appreciate asset collateralisation as a source of financing agriculture V.Cs.
2. Explore physical assets collateralisation, including warehouse receipts and collateral management services.

Case Studies, Group Discussions, Experience Sharing

Day 7: Risk Mitigation in AgVCF

This module identifies various risk elements and analyses risk associated with agriculture value chains and their impact on the various actors. Different mitigation techniques will also be outlined.

Objectives: There after participants should be able to:

1. Identify and recognize the different various risks elements in the agriculture value chain and their possible impacts on the chain
2. Analyze the degree of impacts of those risk elements and the extent to which they can break down the chain
3. Outline various risk avertion and migratory m

DAY 8: Structured Finance and Financing Enhancements for the AgVC

This module examines various structured finance products and their mechanisms, including operational aspects of securitisation of loan assets and swapping portfolios by financial institutions, and credit enhancement through guarantee and credit guarantee funds.

Objectives: There after participants should be able to:

1. Interrogate the various structured financial products in the agriculture value chain
2. Scrutinize the operational aspects of securitisation of loan assets and portfolio swapping by financial institutions
3. Enhance credit access through guarantee and creation of guarantee funds.

Case Studies, Group Discussions, Experience Sharing

Day 9: Field Visit – AgriPark

Guest Speaker

Case Studies,

Group Discussions, Experience Sharing

Day 10: AgVCF ICT, Innovations, Lessons and Course Wrap-Up

This module will examine the role of new information and communication technologies (ICTs) in agriculture value chains linkages with the markets and financial institutions. It will also explore mechanisms of critical and support information gathering and dissemination.

Objectives: Thereafter participants should be able to:

1. Explore the application of ICTs on agriculture value chains.
2. Outline the role of ICTs in linking smallholders with markets and financial institutions as well as a tool of risk mitigation.
3. Create data bases and resource centers reference links to further information and support for addressing future challenges in the application of AgVCF

Venue: The Palazzo Hotel, Johannesburg, South Africa

Dates: 27 November – 8 December 2017

Course Fees: US\$5 600 per delegate

SUBSIDIZED PRICE: US\$3 900 per delegate

(includes Hotel Accommodation + transport to field sites)

To REGISTER, please complete attached form or contact:

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E-mail: victor@corporatetreasuryolutions.com



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1. Course Details & Fees

Course Title: Value Chain Financing in Agriculture

Date: 27 Nov to 8 Dec 2017 **City:** Johannesburg, RSA

Delegate Booking	Price (excl. VAT)	Price (incl. VAT)	Quantity	Total
Standard delegate rate				
			Total	

NB: Special offers cannot be combined.

What does this include? All prices include workshop entry, full documentation, lunch and refreshments. When you register, you will receive a confirmation e-mail including venue details, a full agenda and contact information. Delegates are responsible for the arrangement and payment of their own travel and accommodation.

2. Delegate Details

Delegate One

Title:	First Name:	Surname:
Job Title:		
Telephone:		Fax:
E-mail:		

Delegate Two

Title:	First Name:	Surname:
Job Title:		
Telephone:		Fax:
E-mail:		

Delegate Three

Title:	First Name:	Surname:
Job Title:		
Telephone:		Fax:
E-mail:		

3. Organisation Details

Name:
Reg No:
Address:
Town:
Post Code:
Country:
Tel:
Fax:
E-mail:
Authorised Signature:
Name:

4. Payment Methods (Delegates fee(s) strictly payable in advance)

- Creditcard:** (tick): Visa Mastercard Other: _____ Name as it appears on card: _____
Card No. _____ Expiry date: ____ / ____ WT (3/4 digital security number): _____
- Cheque:** Made payable to 'Corporate Treasury Solutions', post with this form to:
Corporate Treasury Solutions, 414 Annabela Estate, Montrose Road, Kyalami, Midrand, 1684, South Africa.
- Bank transfer / EFT:** Account Name: **Corporate Treasury Solutions**, Bank: **Standard Bank**, Account Number: **330 806 270**
Branch Code: **00051001** SWIFT Code: **SBZAJJ** Reference: Your Name & Course Ref No.
- We require an invoice to raise payment:** Please complete below if the billing contact is not the registered delegate.
Billing contact: _____ PO number (if required): _____
Billing address (if different from the Organisation address): _____

TERMS & CONDITIONS

This is a binding contract, please read and understand the terms and conditions before signing as signed booking forms will not be cancelled 10 days after Corporate Treasury Solutions Management has received the booking form.

- Terms of payment: In order to secure your registration, payment is due in full upon receipt of invoice. Early registration is vital due to limited workshop space.
- Right of Admission: Corporate Treasury Solutions reserves the right to refuse admission to the conference where evidence of full payment cannot be shown.
- Delegate Cancellation: Provided the total fee has been settled, substitutions will be at no extra charge up till 7 days before the workshop date. Cancellations must be received in writing (14) days before the workshop in order to obtain a full credit voucher for our future events. Any cancellations received less than 14 days before the date of the event, the full fee will be payable and no refunds or credit voucher will be given. If a delegate does not cancel and fails to attend the conference, he/she is liable for the full payment and no refund / credit voucher will be issued.
- Substitutions Policy: Please note that speakers and topics were confirmed at the time of publishing, however, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such Corporate Treasury Solutions reserves the right to alter/modify the advertised speakers/topics if necessary and all delegates will be notified as soon as possible.

I confirm that I have read and accepted **Corporate Treasury Solutions'** Terms and Conditions policy and I am authorised to sign this document on behalf of the above company.

Name: _____ Date: _____ Signature: _____



CorporateTreasury
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Profile Summary

Corporate Treasury Solutions (CTS) is the Africa market leader in Treasury, Enterprise Risk Management Consulting and Capacity Building. We are an innovative consulting firm serving corporates and Banks who want to optimize treasury business processes, manage Cash and liquidity. Our mission has been to consistently provide treasury process optimization, analytics and risk quantification management advice to corporates and financial institutions across Africa. CTS is a SAP Services partner that helps SAP clients deliver breakthrough results by improving business processes and the SAP solutions and products that support them, We are Treasury experts in SAP.

Our Services

- Treasury & Risk Management Consulting
- Treasury Technology Consulting
- SAP Treasury & Risk Management, SAP Cash Management implementations and support
- Treasury Analytics developed on SAP Business Objects Platform
- Credit Risk Modelling
- Revenue modelling
- Customized Treasury Training

Other Available Training

- Fundamentals of Corporate Treasury Management for Non-Treasury Managers (2 Days)
- Global Treasury Management – Controlling your Cash and Risk (3 days)
- Bank Treasury Best Practices (4 Days)
- Basel III Retail Credit Risk Modeling (3 days)
- Tax Revenue Forecasting, Modelling and Revenue Analysis (3 Days)
- SAP Treasury and Risk Management
- SAP Cash Management



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