



Financing Agriculture
Forum Istanbul
12 May 2015

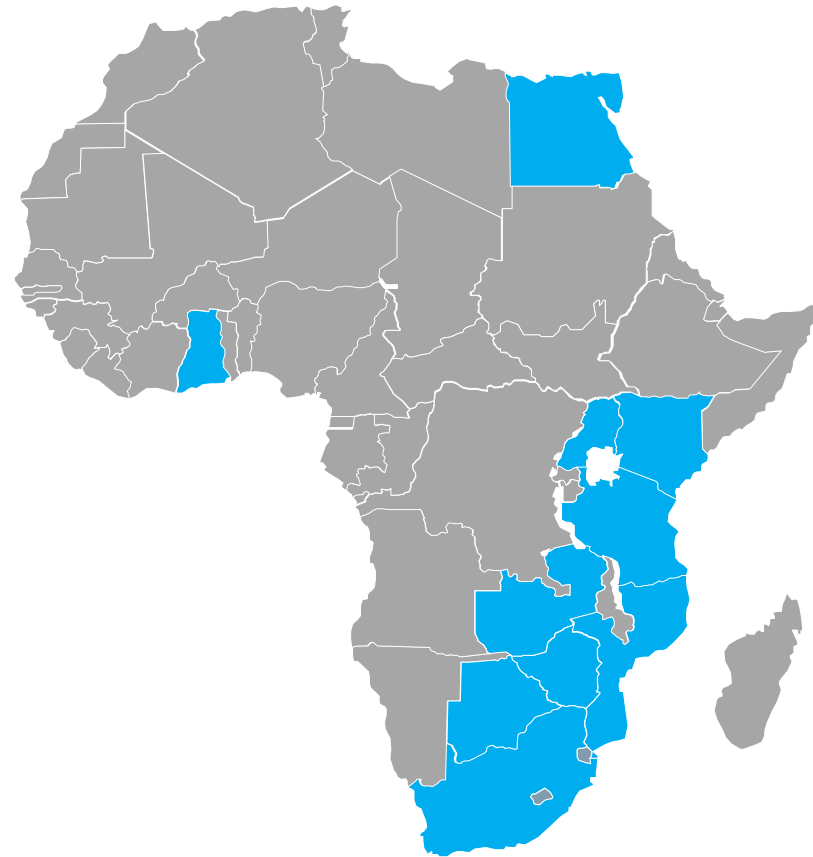
Optimizing the Sorghum Value Chain in Ghana

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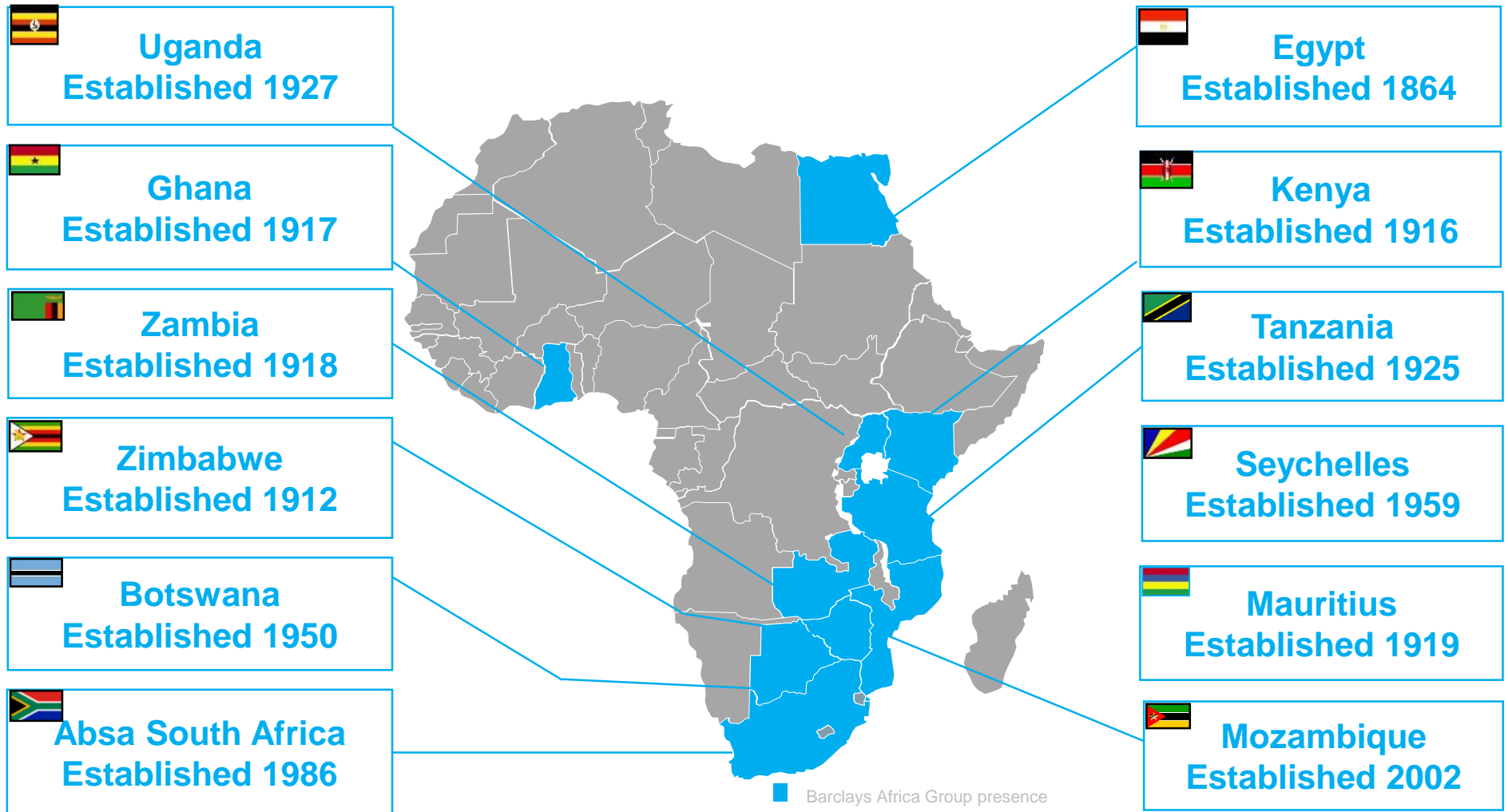
Barclays- a substantial commitment to Africa

Barclays Africa Group Limited

- Headquarters: Johannesburg, SA
- Listed: JSE
- Total Assets: ZAR 962bn (£55bn)
- 12 countries
- 12+ million customers
- 1,200+ branches
- 42,000+ employees



Barclays- a substantial commitment to Africa



A Centre of Excellence for Agribusiness

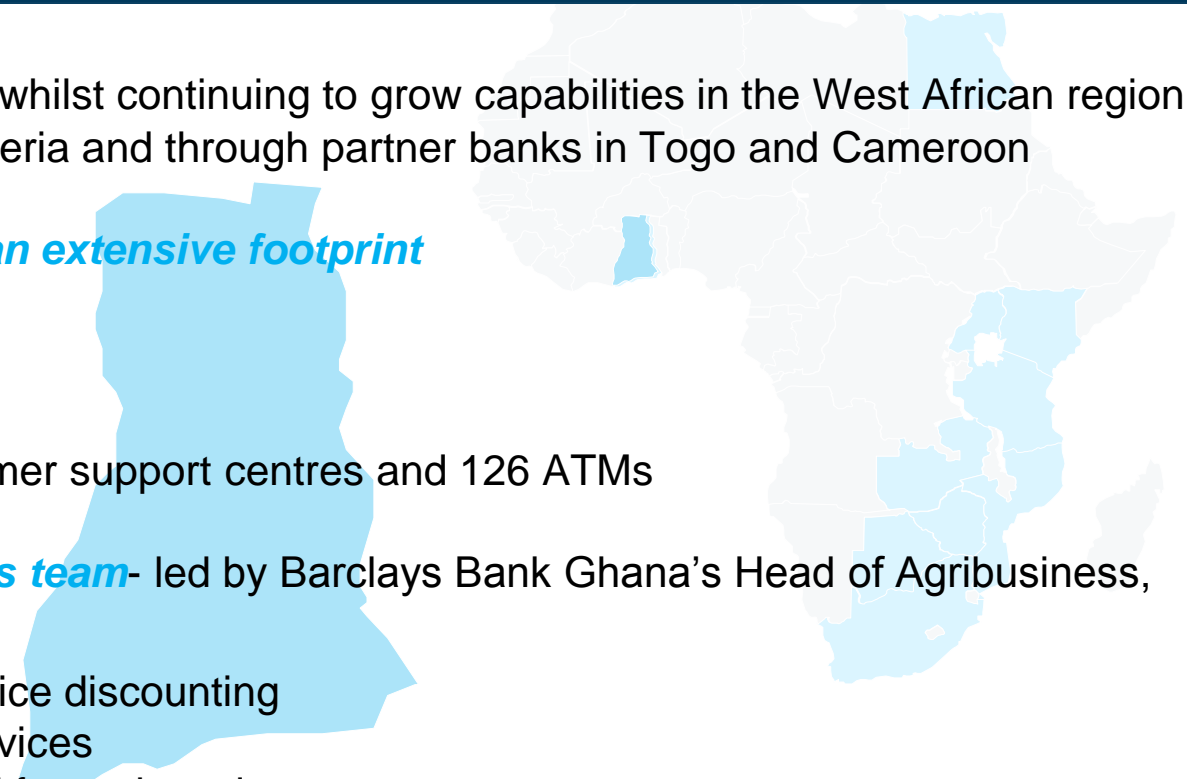
Barclays Africa Agribusiness

- **A dedicated team** - 46 Agribusiness specialists, aligned under a single, customer-led strategy
- **Execution at local frontline** - across all business units, serving over 20,000 clients
- **Centre of Excellence** - headquartered in Johannesburg
- **Dedicated Heads of Agribusiness** - in SA, Ghana, Kenya, Zambia, Mozambique & hiring in Botswana
- **A dedicated credit sanctioning team** - working closely with the Agribusiness team



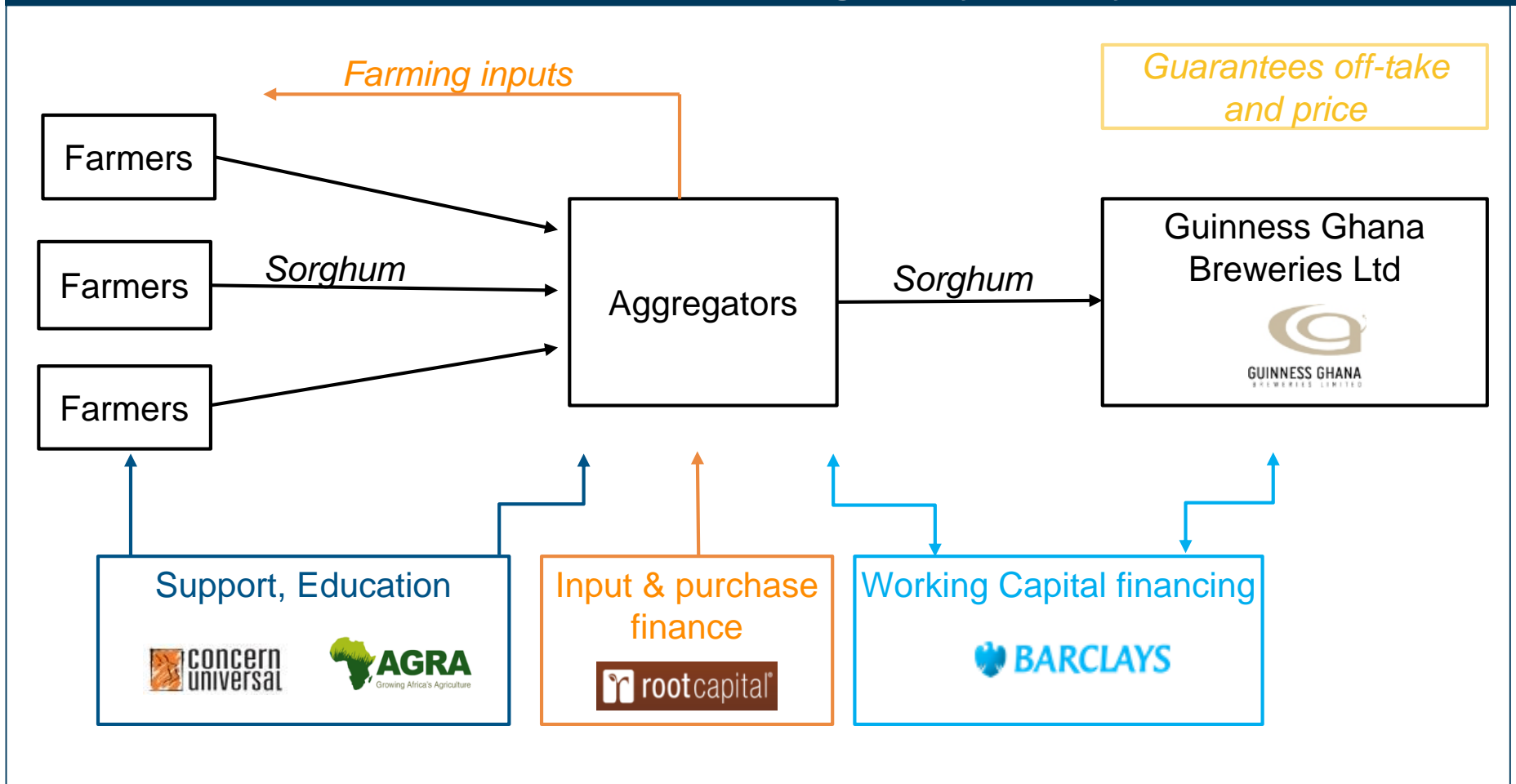
Barclays- West African banking focused in Ghana

Barclays Bank Ghana

- **Regional hub in Ghana** - whilst continuing to grow capabilities in the West African region through expansion into Nigeria and through partner banks in Togo and Cameroon
 - **Barclays Bank Ghana – an extensive footprint**
 - ✓ Established 1917
 - ✓ 2,000 employees
 - ✓ Over 550,000 clients
 - ✓ 68 branches, 12 customer support centres and 126 ATMs
 - **A dedicated Agribusiness team**- led by Barclays Bank Ghana's Head of Agribusiness, currently offers:
 - ✓ Trade finance and invoice discounting
 - ✓ Cash management services
 - ✓ FX on funding received from abroad
 - ✓ End-to-end supply chain solutions
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The Sorghum Value Chain Partnership, Ghana

Solution Structure – designed by Barclays



Sorghum Value Chain Lessons & Replication

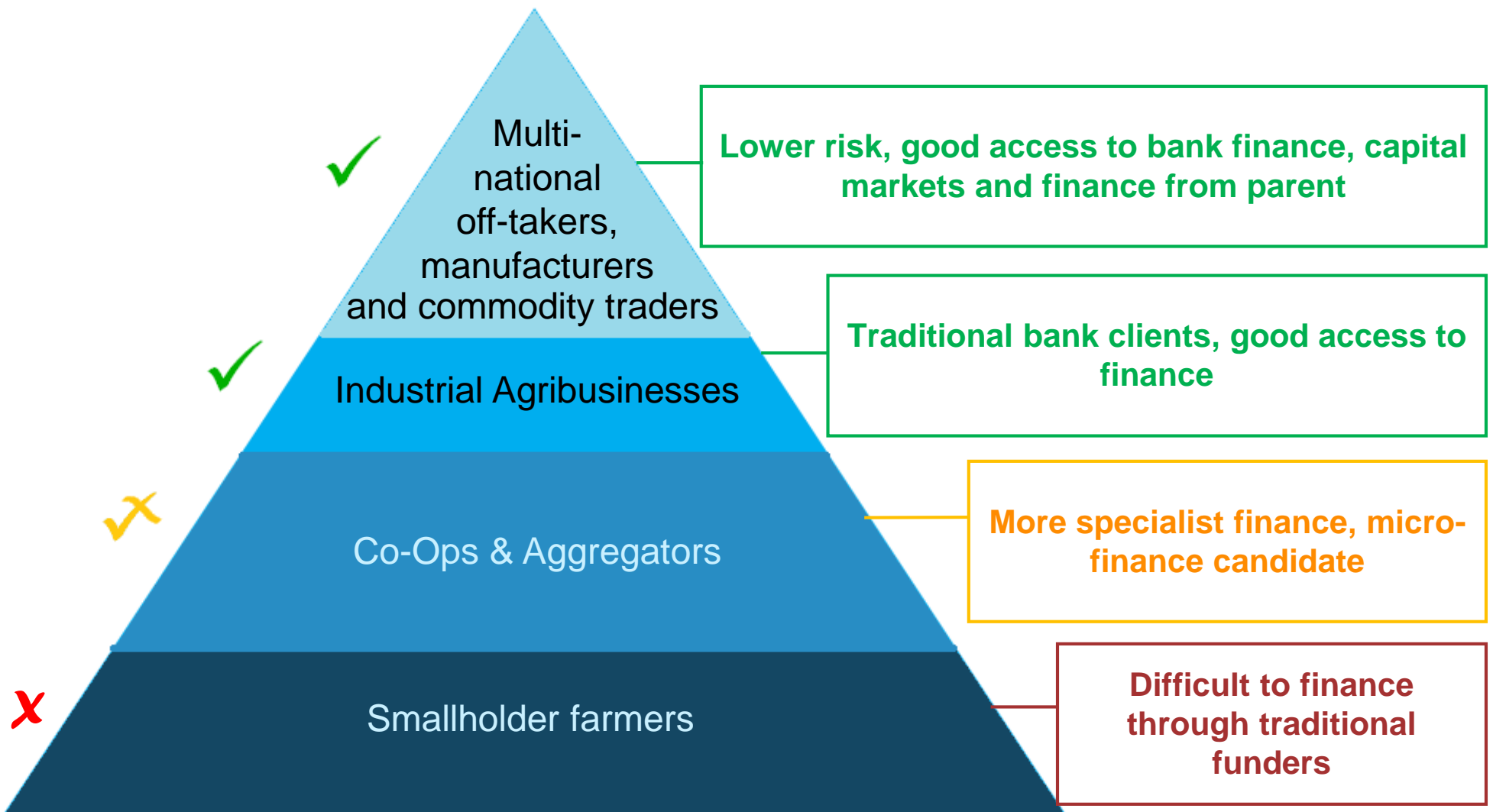
Challenges

- **Multi-partner co-ordination-** on a brand new initiative across several countries, companies & teams
- **Measuring performance-** Balancing, tracking and measuring commercial and social performance
- **New product development-** and accompanying services
- **Tight timing-** Little room flexibility being bound to crop seasonality

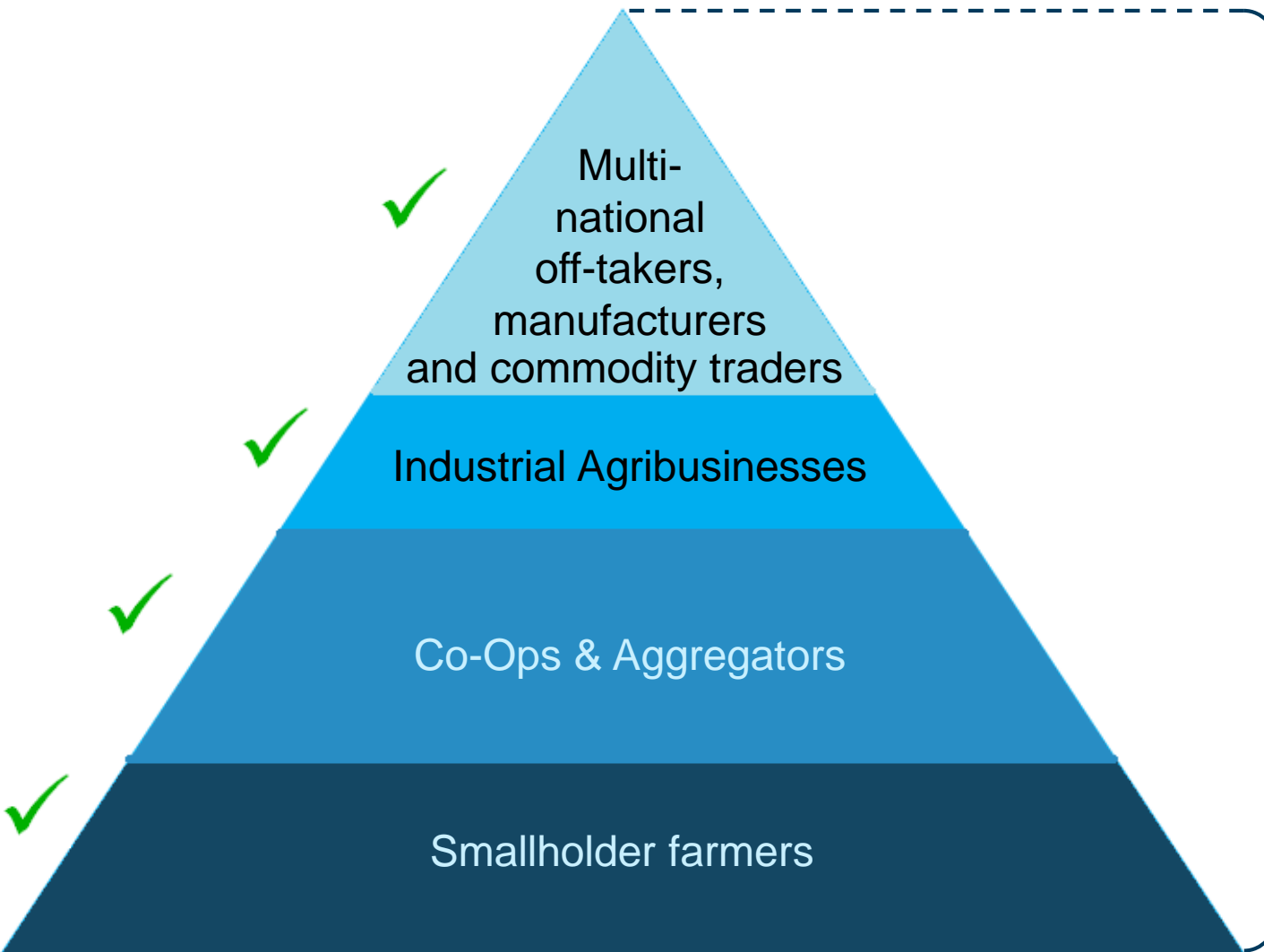
Outcomes

- **Increased local sourcing-** Assisting GGBL in meeting targets
- **Social impact-** 800+ farmers have benefitted from finance and 6,000+ from education
- **Commercially viable-** new business opportunity in an under-banked market segment
- **Shared value-** Strengthening relationships with clients, partners, community, government around mutual benefits

Sorghum Value Chain Lessons & Replication



Success through Partnerships



End-to-end value chain optimisation which addresses both multination corporates' and bottom-of-the-pyramid financing needs, requires partnerships between commercial banks, micro-financiers and NGOs.