

A photograph of two women in traditional African clothing working in a field. They are kneeling on the ground, which is covered with rows of black drip irrigation tubing. The woman on the left is wearing a white tank top and a green and white patterned skirt, with a red and white headband. The woman on the right is wearing a red tank top and a red and white patterned skirt, with a red and white headband. Both women have multiple colorful beaded bracelets on their wrists. The background shows a dirt field with rows of irrigation tubing extending into the distance.

STRATEGIC PLAN 2012-2015

END HUNGER >>> GROW FARMING
FARM AFRICA

OUR VALUES

We believe smallholder farmers can and will play a key role in achieving rural prosperity in Africa.

We deliver on our belief by:

- **Being experts in our field**, delivering insightful and impactful evidence-based solutions
- **Pushing boundaries**, being creative with new and old solutions and approaches
- **Acting for the long-term**, building relationships and delivering long-lasting change for farmers
- **Working flexibly**, taking advantage of the most effective solutions, whether from communities, private sector, civil sector or government
- **Sharing knowledge with others**, reaching more farmers than we could alone, ensuring effective technologies are widely accessed

Cover image: **Ethiopian farmers prepare a drip irrigation system to ensure a good harvest even in the arid environment.** Photo: Farm Africa

FARM AFRICA is a different kind of charity working to end hunger and bring prosperity to rural Africa.

For too long, Africa has struggled with the problems of hunger and poverty. Again and again, images of famine have challenged the world to end this human tragedy – but still it happens. Today, with climate change to deal with too, the need is more urgent than ever.

Farm Africa is helping Africa's farmers end this cycle of despair.

We're there, on the ground, ensuring farmers have the equipment and know-how to manage their land more effectively.

Working shoulder to shoulder with farmers, we help the best farming techniques take root and spread so there's food not just this harvest, but every harvest.

We bridge communities, governments and businesses so that Africa's farmers can not only grow food but sell it too, allowing them to take charge of their future and build better lives.

We believe Africa has the power to feed itself.
Let's make it happen.



OUR VISION

A prosperous rural Africa.

OUR MISSION

We reduce poverty permanently by unleashing African farmers' abilities to grow their incomes and manage their natural resources sustainably.

We work with different types of farmers (pastoralists, agro-pastoralists, smallholders and forest dwellers) in a range of regions in eastern Africa. Their specific situations vary but most are facing increasing economic, health and environmental vulnerability. We work with them, and other stakeholders, to develop, test, and support the roll-out of successful solutions to achieve long-term improvements in their lives.

“ With the money from my crop sales I am able to feed my family. I am also able to pay school fees for my son in secondary school and save money to pay the school fees for my second son. At a time like this, most households are depending on food aid, but I am in a position to feed my family.”

David Kitua, a farmer in Kitui, Kenya



Musyoki Munyoki and fellow farmers plant crops in land prepared for dryland conditions.

Photo: Farm Africa

THE STORY SO FAR

For over 25 years, Farm Africa has been working in eastern Africa and now has programmes in Ethiopia, Kenya, South Sudan, Tanzania and Uganda. We work at the intersection of building incomes and managing agricultural natural resources. We focus on crops, livestock and forestry and have a track record of world class technical expertise and delivery. We are recognised for the quality of our 200+ east African staff who work closely with local communities to ensure an approach that combines an understanding of local cultures with expert knowledge.

Farm Africa is known for delivering projects based on long term, sustainable solutions grounded by a robust evidence base. Combined with our innovative thinking, this approach has enabled Farm Africa to grow its impact – helping Africa’s farmers feed Africa’s people.

“ Farm Africa is especially important because it supports locally relevant and scalable demonstrations of what works. Farm Africa is helping to solve rural poverty in Africa.”

Kofi Annan, Chairman, Alliance for a Green Revolution in Africa

EXAMPLES OF OUR IMPACT

Helping more people Beneficiary numbers have grown by 13% a year and we are now working directly with 650,000 people and improving the lives of 7.6 million.

Improving crop yields Increasing sorghum harvests in Kenya by 250%.

Growing household incomes Raising annual incomes within our dairy goat project in Kenya by ten fold.

Delivering returns on investment A 25x return from indigenous vegetables in Kenya through post-harvest marketing and value addition.

Sustaining natural resources Our forestry work in Ethiopia now covers seven forest areas, and we are a key partner in designing a new REDD+* project covering 500,000 hectares.

Private sector relationships Developing market links between 2,000 cassava farmers in South Sudan and SABMiller, generating an additional £300 annual net income for each individual smallholder.

Developing new models Launching Sidai, a franchised animal health social enterprise business with 150 branded outlets across Kenya. This will create 540 jobs and provide access to quality veterinary care to 300,000 households.

*REDD+ = UN Reduced Emissions from Deforestation and Forest Degradation

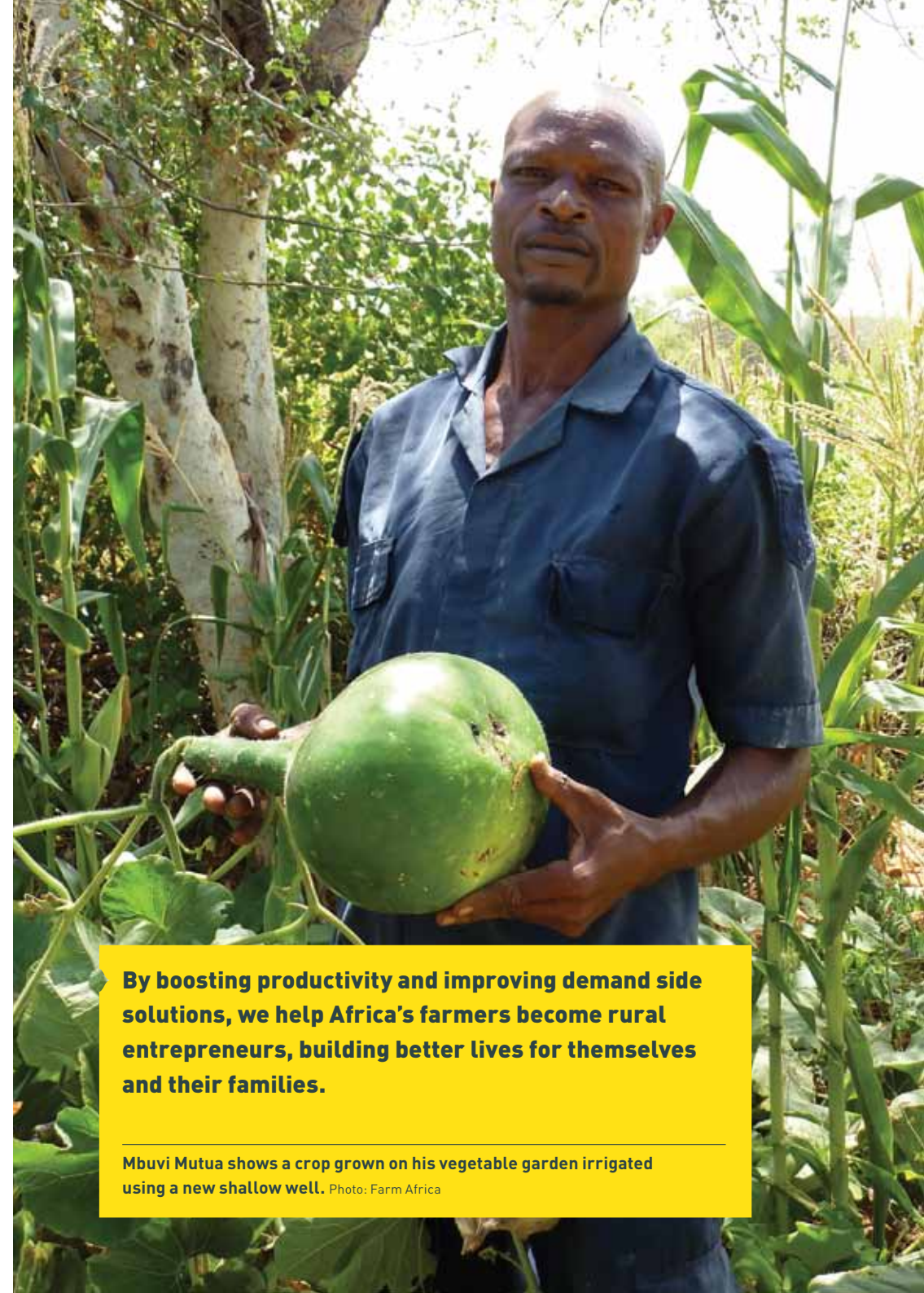
A CHANGING WORLD

Rising food prices, continued chronic hunger and the unpredictability of climate change is focusing the world's attention on the importance of agriculture for Africa.

- 30% of people in sub-Saharan Africa are undernourished – the highest rate anywhere in the world.
- Agricultural yields in Africa are up to three times lower than global averages.
- East Africa's net food imports increased by 24% per year between 2001 and 2008.
- Climate change could reduce productivity in sub-Saharan Africa by up to 50% by 2070.

Despite these challenges, Farm Africa believes that Africa, through its smallholder farmers, has the potential to be food secure in the future and develop rural prosperity.

- Africa has 60% of the world's uncultivated crop land.
- Agriculture in Africa accounts for 65% of employment and over half of export earnings.
- With the right technical support, smallholders have the potential to at least double current yields.
- 80% of smallholders own less than 2 hectares of land, yet contribute over 90% of Africa's agricultural production and often generate a higher economic value per hectare than larger farms.



By boosting productivity and improving demand side solutions, we help Africa's farmers become rural entrepreneurs, building better lives for themselves and their families.

Mbuvi Mutua shows a crop grown on his vegetable garden irrigated using a new shallow well. Photo: Farm Africa

FARM AFRICA'S GOALS

There is a unique opportunity for Farm Africa to help overcome chronic food insecurity and increase rural prosperity over the next four years.

A Ugandan farmer with his crop of improved cassava after training in new farming techniques and improved seed varieties.

Photo: Dan Chung, Guardian

GOAL ONE

By 2016, we will be directly helping 1.5 million people a year to:

- Build long-term food security, significantly increase household income and move out of poverty.
- Implement sustainable agricultural and forestry management practices that enable them to better withstand climate change challenges, protect natural resources, and enhance productivity.

Measuring success

- ✓ **Reduced** hunger days, particularly in lean times
- ✓ **Increased** crops and livestock yields
- ✓ **Increased** household income
- ✓ **Increased** use of sustainable agricultural and forestry practices

CROSS-CUTTING PRIORITIES

Women play a critical role in farming and rural economic development, making up over 50% of the agricultural labour force and growing up to 90% of the food. We remain committed to building female farmers' skills and opportunities so they can improve their incomes and lead enterprises.

GOAL TWO

By 2016, we will have rolled out a minimum of six development models that deliver sustainable change at scale across the region.

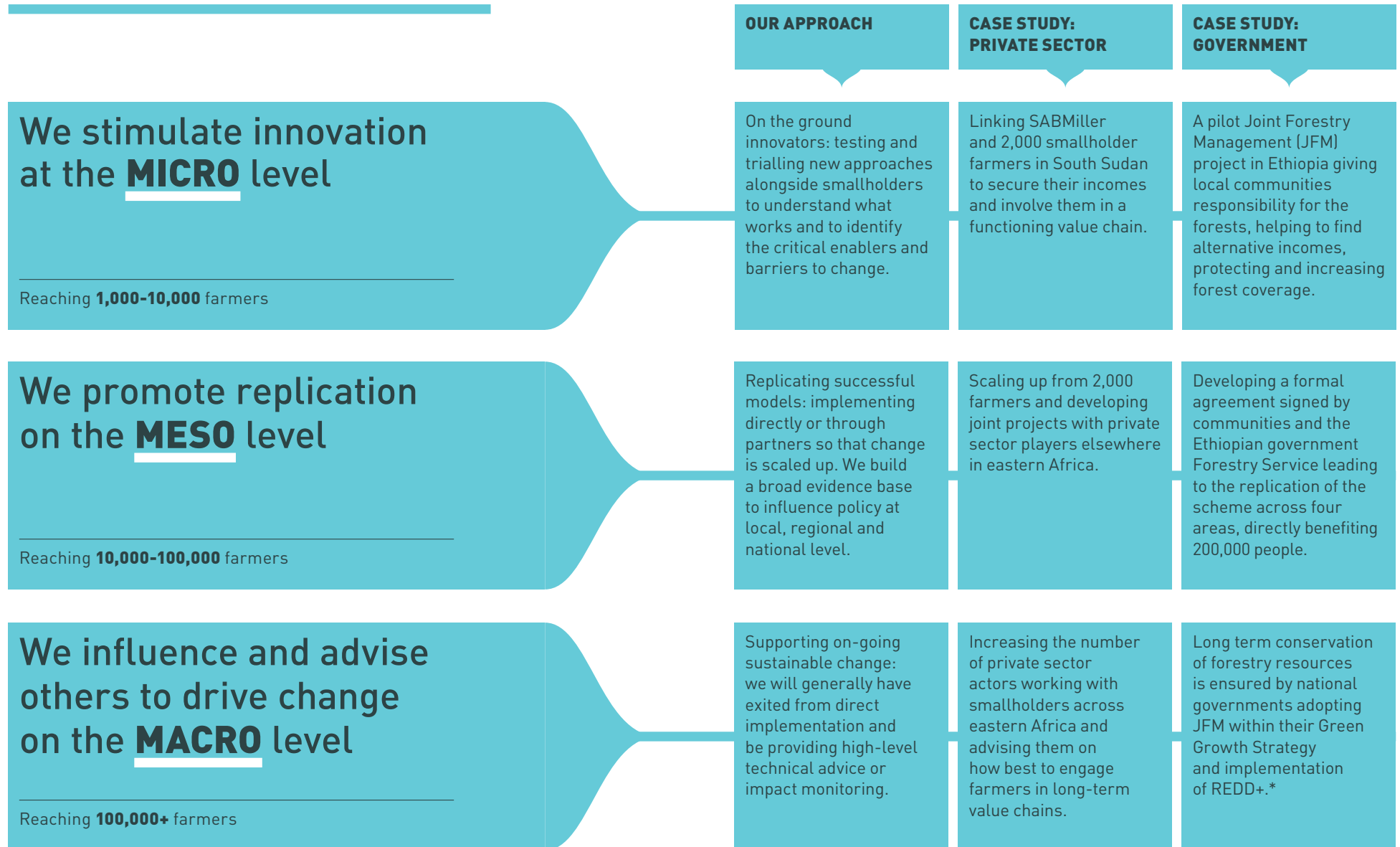
Working with partners and other key players, we will indirectly improve the lives of over **15 million people** each year in eastern Africa.

Measuring success

- ✓ **Increased** adoption of pro-smallholder best practice by the private sector
- ✓ **New/improved** markets that we have supported
- ✓ **Increased** food production levels influenced by our models for development practice
- ✓ **Local, regional and country policies** that have been influenced and implemented

Young people under 24 make up 60% of Africa's population and 70% live in rural areas. We will inspire young people to see agriculture as a viable career choice, creating commercial opportunities for them within our programmes.

HOW WE ACHIEVE IMPACT



*REDD+ = UN Reduced Emissions from Deforestation and Forest Degradation

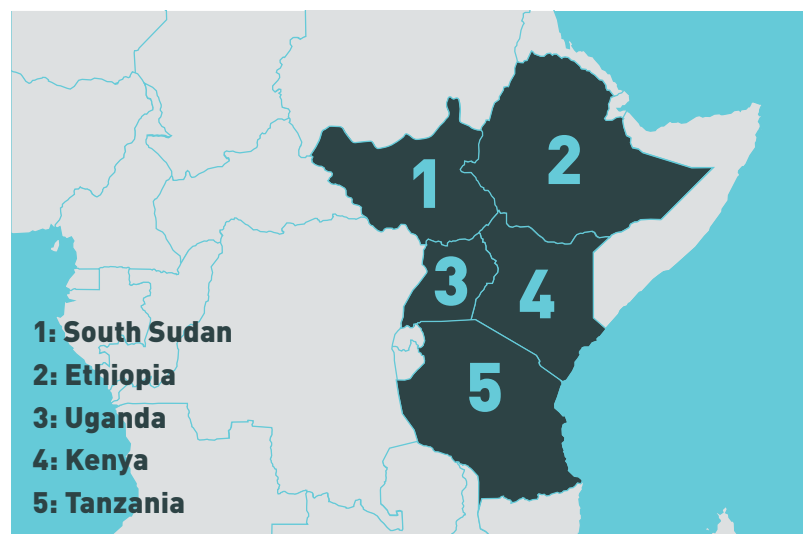
PROGRAMME FOCUS

Farm Africa plays a unique role as a technical expert at the intersection of two fundamental and interlinked challenges for African farmers:

- Generating food security, improved nutrition and sustainable income streams for farmers to move them out of hunger and poverty
- Promoting 'climate-smart' approaches to enable farmers to manage their natural resources sustainably, become more resilient to climate change and build long-term food security

Our key strength is acting as the bridge, through our local staff, between smallholder farmers and governments, research institutions, funders, the private sector and civil society.

We work in 5 countries:



OUR EXPERTISE

Crops

Soil and land management

Inputs trialling (especially indigenous and dryland crops)

Agricultural water management and small-scale irrigation

Value chains of food crops with high nutritional value and unmet local, national and international demand

Post-harvest processing

Livestock and Fisheries

Participatory rangeland management

Animal and fisheries health and productivity

Livestock and fisheries value chains

Feed, fodder and non-food crops complementary to livestock production (eg sisal)

Forestry

Participatory forest management

Forestry policy and regulations support

Sustainable agro-forestry techniques

Carbon financing and trading

Non-timber based value chains

Commercial woodlots and sustainable timber harvesting

PROGRAMME PRIORITIES

Rebalance and grow our portfolio within our five core countries where we have deep understanding and local expertise. Specifically we will invest in Tanzania and Uganda, opening new country offices in Dar es Salaam and Kampala. We will continue to work primarily in arid and semi-arid areas but will look to work with smallholders in selected high potential areas.

Raise our ambition for our work with governments and key decision makers in eastern Africa. With in-depth knowledge of the issues smallholder farmers face and evidence of tested solutions, we will influence the implementation of policy and regulations.

Increase the proportion of projects at meso and macro level, designed to achieve long term change at scale by embedding work into government policy, building financially sustainable models and ensuring smallholder farmers play an economically viable and rewarding part in commercial value chains.

Explore the potential for a broad range of sustainable models beyond direct delivery where there is a clear link or extension to our current core services. For example, social enterprise (eg Sidai), technical advisory services (eg vaccine distribution) and enterprise grants (eg Maendeleo Agricultural Enterprise Fund*).



A Tanzanian farmer with a modern beehive provided by Farm Africa that produces more honey allowing surplus to be sold to increase income. Photo: Farm Africa

Increase the proportion of our work directed at helping farmers maximise post-harvest value. Invest in building our own commercial skills for market opportunity scanning, primary processing and agro-enterprise development.

Expand aggressively into emerging agricultural, forestry and commercial technical areas, specifically agricultural water management, carbon financing and trading, and REDD+**.

*MAEF makes grants to test innovative approaches including new post-harvest technologies
 **REDD+ = UN Reduced Emissions from Deforestation and Forest Degradation

CASE STUDY

Elisha Okelo farms pineapples in a remote part of western Kenya where 60% of the crop had been wasted through lack of access to markets. Farm Africa helped Elisha and 600 other farmers with solar drying and access to higher value markets which increased their income per pineapple from 10KSh to 300KSh.

“If you have good quality fruit but no market, you can do nothing. Initially we had a big problem because these are seasonal fruits. We learnt a new method so we can now dry our fruits and wait for the off-season to sell them. Now we don't have any losses!”

“My brother is now studying at Olare Secondary School and I can pay his fees and expenses. Now I also have a nice house. Nowadays I can even employ some people to help me farm my land.”



DELIVERING THE STRATEGY

We have identified the enablers critical to ensuring we are properly equipped to deliver our organisational goals.

1 Programmes

We will take an integrated approach to programme development with aligned country strategies and thematic project development. We will expand the project pipeline and increase on-the-ground presence, particularly within Tanzania and Uganda.

2 Outcomes & Impact

We will build on our strong evidence base and establish a dedicated function to integrate outcomes and impact into all programme work to maximise our learning and effectiveness as well as provide evidence to influence others.

3 Research & Development

We will prioritise knowledge management to disseminate our research and evidence and ensure Farm Africa remains the go-to source for expertise and insight regarding crops, livestock and forestry.

4 Partnerships

We will develop partnerships and business models that are pro-smallholder, working with the private sector, specialist NGOs with complementary strengths, and selected research institutions, particularly those based in Africa.

5 Communications

We will implement a global communications strategy to better align communications messages and improve information flows. We will create more effective messaging to better reflect the quality and energy of our work.

6 Culture

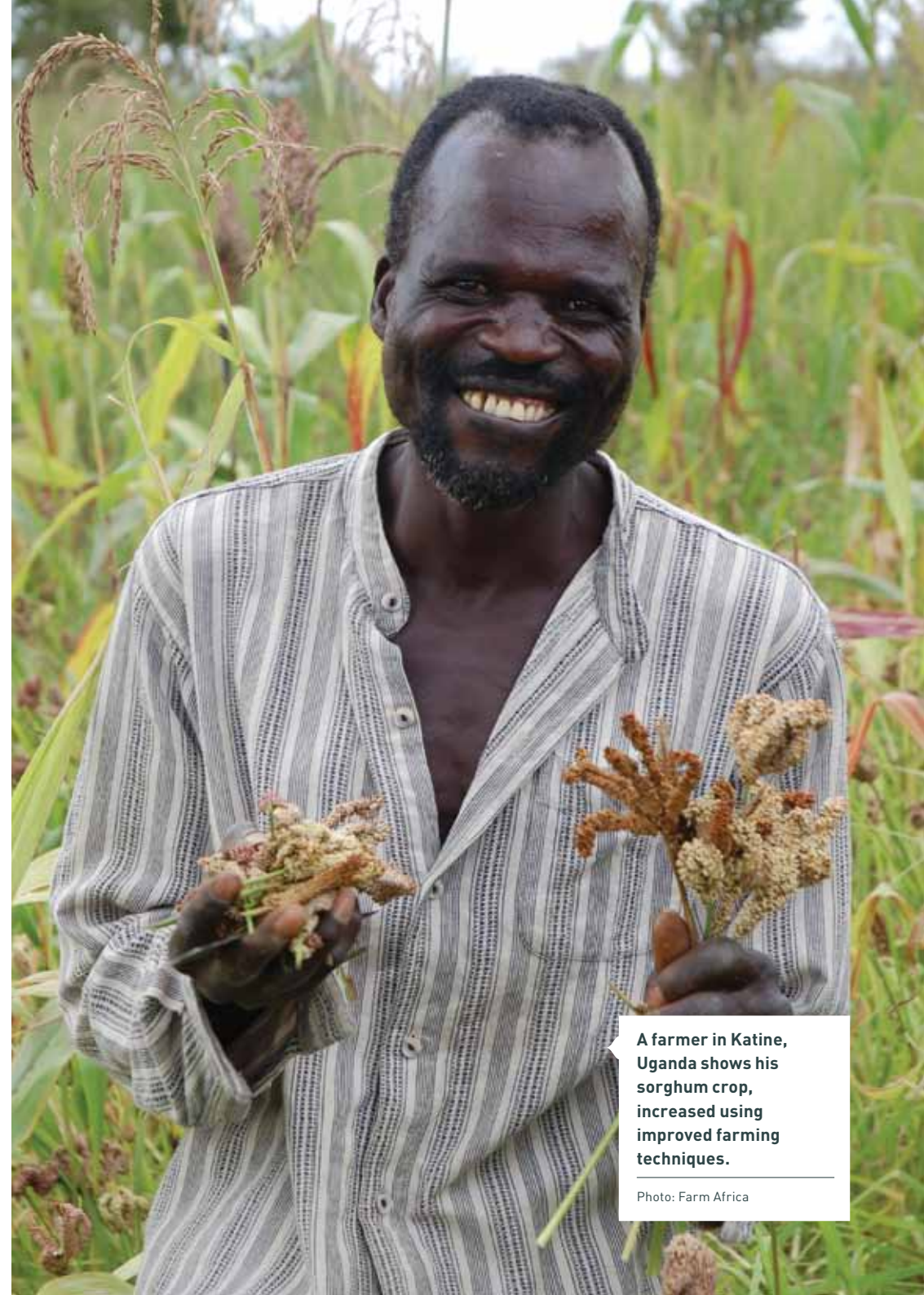
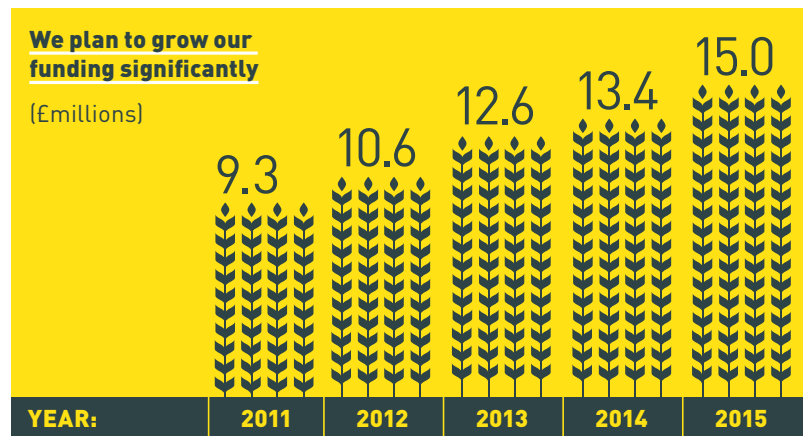
We will strengthen cross-team working, focusing on improved learning opportunities across geographies and themes. We will continue to invest in our commercial and technical skills to ensure we deliver at a world class level.

FUNDING

In order to resource our ambitious organisational goals, we will be bolder in pursuing funding opportunities, not for the sake of growth alone, but so we can have greater impact and ensure we benefit from greater economies of scale.

Farm Africa has already seen major increases in programmatic funding and we plan to significantly increase income from this source over the plan period. At the same time, we plan to more than double our income from voluntary sources to ensure the flexibility to invest in innovative work.

We are confident this is achievable based on historic growth and our assessment of potential funding streams, particularly given that agriculture and climate change is an increasingly important focus area for donors. We have undertaken detailed modelling of a number of investment strategies to grow voluntary income and are targeting increases across a number of different streams.



A farmer in Katine, Uganda shows his sorghum crop, increased using improved farming techniques.

Photo: Farm Africa

A FINAL WORD FROM OUR CHIEF EXECUTIVE...

The next four years will be the most exciting yet for Farm Africa. An external environment more focused on agriculture, food security, and climate change provides us with a unique opportunity to deliver sustained change for the communities we work with.

We support farmers living at subsistence level, constantly at risk of crop failure, to build food and income security so they can grow a better, more reliable future for their families.

By focusing on driving sustainable agricultural and forestry techniques, working with key partners, building market links and adding value to production, we can unleash the entrepreneurial abilities of the farmers and rural communities we work with.

This is the time to turn challenge into opportunity for African farmers. We believe passionately that smallholders can and will play a key role in achieving rural prosperity in Africa.

Please join us to help to change the lives of millions of people for the better, for good.



Nigel Harris
CEO



**FARM AFRICA
HELPING AFRICA'S FARMERS
FEED AFRICA'S PEOPLE.**



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Back cover image: Farm Africa helped the Halideg community clear the highly invasive shrub *Prosopis* from their land and cultivate maize. Photo: Farm Africa



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