



A Review of 2012-2022:

---

# Strategic Plan

**Designed to Empower**



**Citation:** Africa Harvest Biotech Foundation International (AHBFI) 2022. A Review of 2012-2022 Strategic Plan. Nairobi, Kenya.

All information in this publication may be quoted, provided the source is properly acknowledged, as cited above. © 2022 Africa Harvest

**Website:** [www.africaharvest.org](http://www.africaharvest.org)

**Cover photos:** Africa Harvest

**Content Credit:** Spard Africa Consulting Limited

**Editing and Design:** Picture Narratives

**Photography:** Africa Harvest

Online: Africa Harvest

November 2022

# Table of Contents

Table of Contents .....	<b>3</b>
Relevance of Mission and Vision of Africa Harvest .....	<b>6</b>
Key Milestones .....	<b>8</b>
Achievement of 2012-2022 Strategic Objectives .....	<b>15</b>
Summary of Lessons Learnt 16 .....	<b>25</b>
Conclusions .....	<b>27</b>



# Acronyms

---

<b>AFDB</b>	Africa Development Bank
<b>CBOs</b>	Community Based Organization
<b>CEO</b>	Chief Executive Officer
<b>EA</b>	East Africa
<b>FAO</b>	Food and Agricultural Organization
<b>GMOs</b>	Genetically Modified Organisms
<b>HR</b>	Human Resources
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEAL</b>	Monitoring Evaluation and Learning
<b>NGOs</b>	Non-Governmental Organizations
<b>SA</b>	South Africa
<b>SDGs</b>	Sustainable Development Goals
<b>SMEs</b>	Small and Micro Enterprises
<b>SSA</b>	Sub-Saharan Africa
<b>ToTs</b>	Training of Trainers
<b>WA</b>	West Africa

**01**  
**No Poverty**



End poverty in all its forms everywhere

**02**  
**Zero Hunger**



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

**03**  
**Good Health & Well Being**



Tackling poverty and malnutrition, development interventions focus on hunger

**05**  
**Gender Equality**



Achieving gender equality and empower all women and girls.

**06**  
**Clean Water & Sanitation**



Ensure availability and sustainable water and sanitation for all

**13**  
**Climate Action**



Action to combat climate change and its impacts.

**15**  
**Life on Land**



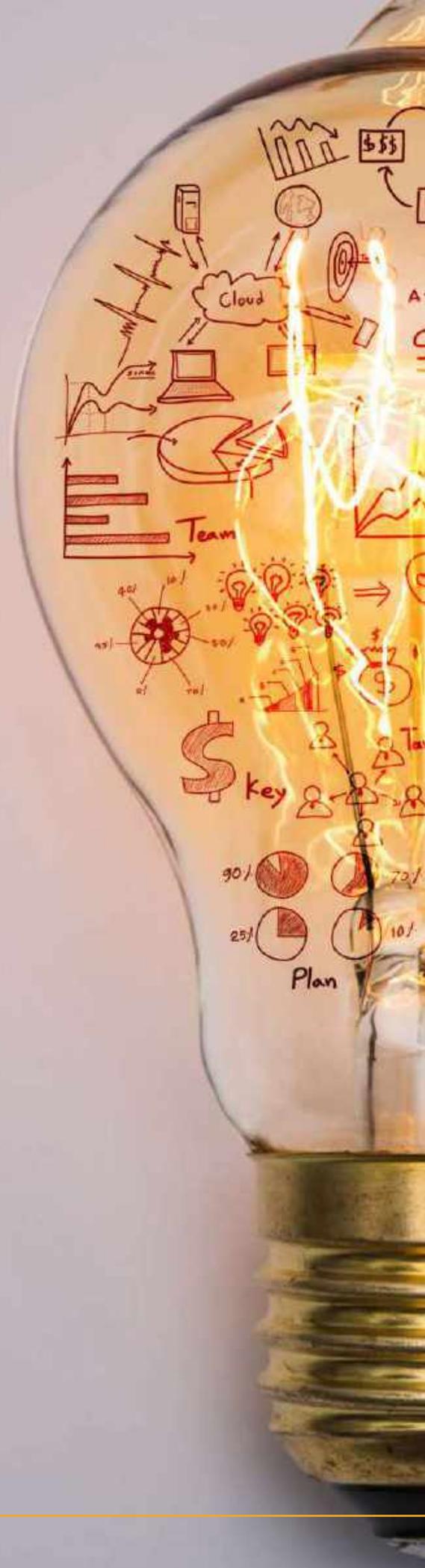
Protect, restore and promote sustainably use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss



**To be a lead contributor in making Africa free of hunger, poverty and malnutrition through the current strategic plan (2012-2022)**



# RELEVANCE OF THE MISSION AND VISION OF AFRICA HARVEST



The mission and vision of Africa Harvest are relevant to the extent that hunger, poverty and malnutrition are prevalent in the continent of Africa.

- An estimated **36%** of the food-insecure people globally (**256,000 people**) are found in Africa.
- Africa is recording the fastest growth rates for undernourished people than any other part of the world.



**Africa Harvest**  
BIOTECH FOUNDATION INTERNATIONAL

**Vision**  
To be a lead contributor in making Africa free of hunger, poverty and malnutrition

**Mission**  
To apply innovative technologies and institutional approaches to improve livelihoods of rural communities, particularly of smallholders, through science and technology-based sustainable models of agriculture.

The banner also features a small image of a woman and a child at the bottom left, and a circular inset image showing a person working in a field.



# KEY MILESTONES

# 01

## DIVERSIFICATION IN VALUE CHAINS

From one value chain to nine crop and short lifecycle livestock value chains in seven countries.

	Rice	Uganda, Madagascar, Kenya
	Root & Tubers	Uganda and Tanzania
	Banana	Kenya, Tanzania, Uganda, Burundi and Malawi
	Cassava	Ethiopia, Tanzania and Uganda
	Sweet Potato	Ethiopia, Tanzania and Uganda
	Sorghum	Kenya, South Africa, Nigeria, Burkina Faso, Tanzania & Uganda
	Millet	Kenya and Tanzania



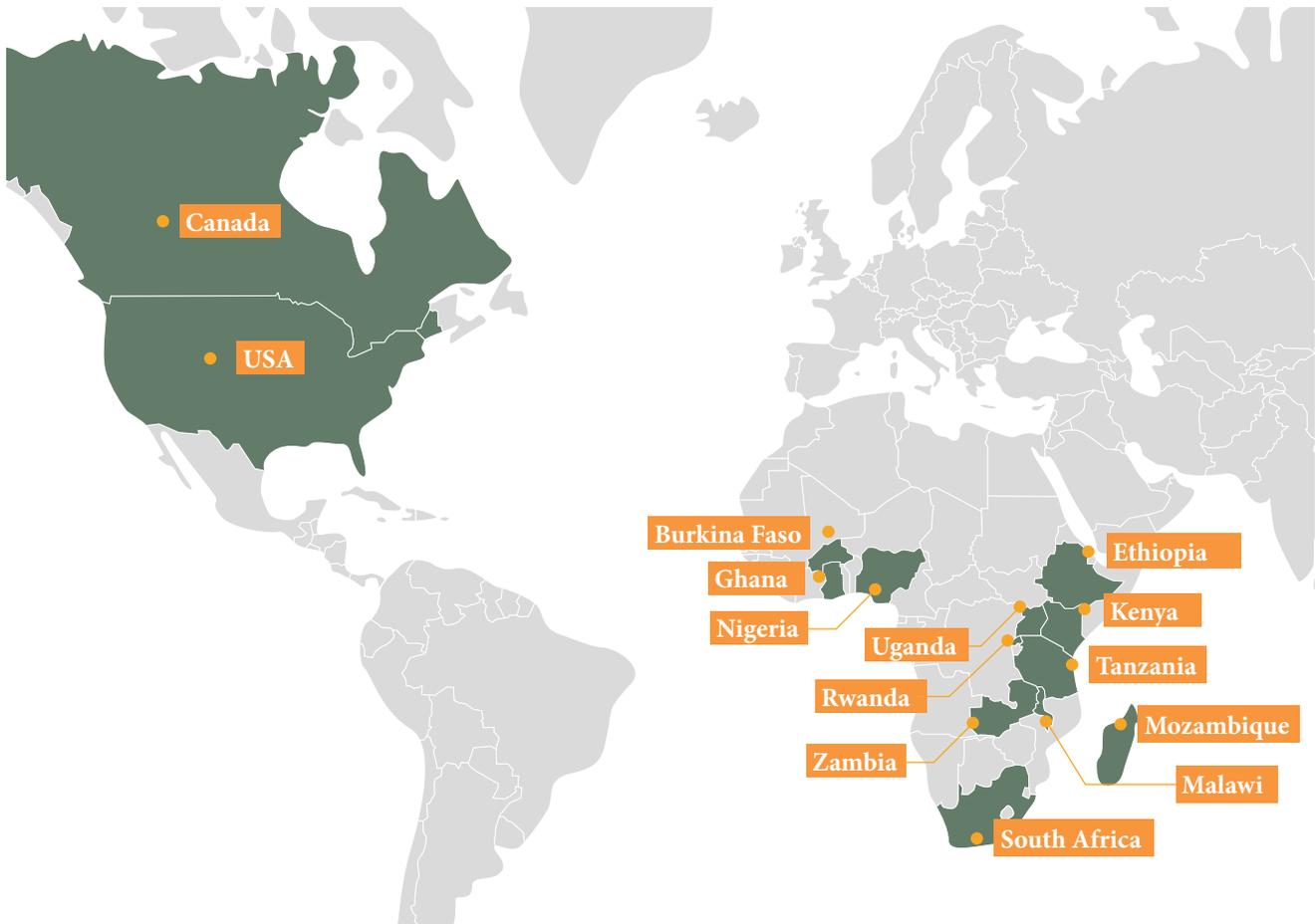
# 02

## EXPANDED GEOGRAPHICAL FOOTPRINTS

A big leap towards its Pan Africa dream.

From two countries in 2003 to twelve countries by 2022 which include Kenya, Uganda, Tanzania, Burundi, Malawi, Zambia, Ethiopia, Ghana, Nigeria, Burkina Faso, Madagascar and South Africa.

New Regional officers that now root the organization in South Africa and Zambia for SADC Region, Kenya as Headquarters for the whole of Sub-Sahara Africa and Eastern Africa Region; Washington DC, USA and Toronto Canada.



# 03

## ADAPTIVE LEARNING

**A** lot of learning has been used in the delivery of the mandate of the organization. The organization has remained aligned with the changing operating environment through this learning.

1. By 2012 when the current strategic plan was launched, the major issues then were poverty, food and nutritional insecurity. But with time, the need to consider food safety is now at the centre of which Africa Harvest has responded to in its current programming.
2. Embracing Climate SMART programming, the whole value chain approach, and youth inclusion align with the changing programming context.
3. Through a whole-value chain approach, Africa Harvest with its partners has successfully intervened with significant

results on the introduction of new improved seeds and products from research institutions to smallholder farmers, along with immense contribution in the development of improved seeds and inputs distribution systems, marketing and environment conservation.



# 04

## LEVERAGING PARTNERSHIPS

One of the key success factors for Africa Harvest has been the effective partnerships in the last 10 years. These partnerships have been crucial in helping the organization implement its programs in a wide geographical scope without necessarily

opening independent offices. In the last 10 years, the organization has worked with partners from research institutions, the Private sector, International Development Organizations, governments and donors, which brought effective synergies.



# 05

## SUSTAINABILITY

In April 2019, Africa Harvest successfully launched a private sector company known as Blossom Markets Development Ltd (BMDL) headquartered in Nairobi, Kenya. The company will contribute to the sustainability of Africa Harvest work by providing market solutions to beneficiaries of Africa Harvest. In 2020, Africa Harvest legally changed its status in Kenya from being an NGO to a Private Limited Company by Guarantee

(LCG). This shift was a strategic move to enhance its positioning in the shifting development landscape.



# 06

## GROWING PROJECT PORTFOLIO

1. A total of 10 donor-funded projects were implemented after the year 2012
2. One of the key success factors for Africa Harvest in the last 10 years has been leveraging effective partnerships with

partners like research institutions, the Private sector, International Development Organizations, governments and donors, which brought effective synergies.





# ACHIEVEMENT OF 2012-2022 STRATEGIC OBJECTIVES

# Strategic Objective

**1** Reduce rural poverty and food and nutrition insecurity through improved agricultural systems by using science and technologies

The main interventions around this strategic goal were largely drawn from the replication of models and best practices from the development of sorghum and tissues culture banana value chains

## **1** Development of the Sorghum Value Chain

Africa Harvest, Working with strategic partners like ICRISAT and public institutions to champion the development of the Sorghum Value Chain, has succeeded in moving the crop from subsistence to a Commercial Crop with major off-takers including Breweries and flour Millers. This initiative led to the replacement of barley with improved varieties of sorghum, thus a high-value sustainable market for local farmers in Kenya and Tanzania. **The success model has been replicated by other organizations and development partners, and it has diverted the importation of barley to the local supply of improved sorghum** with similar attributes and therefore brought great economic gains to sorghum farmers, who were previously lavishing with poverty.

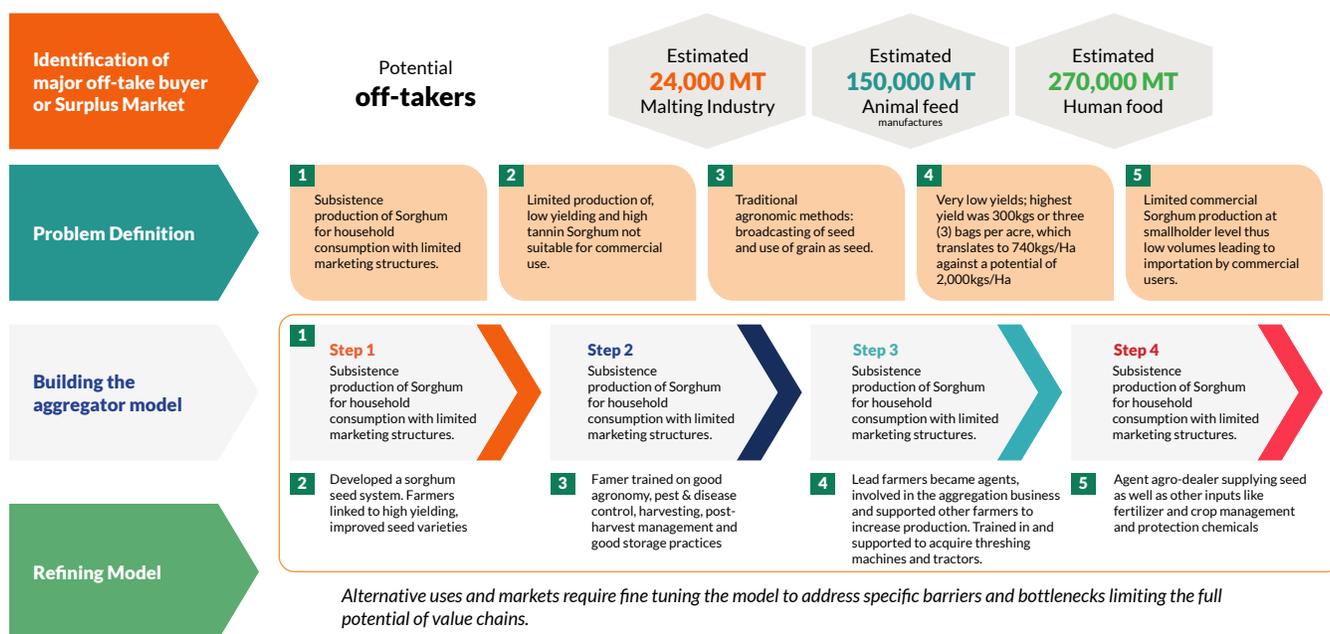


Sorghum productivity for farmers under the SMU project increased from 800 to 2,000 kg / by the year 2015



# Adopting the Aggregator model into Sorghum Value Chain Development

## How the Sorghum Aggregator Model was developed



## 2 Tissue Culture Bananas

Africa Harvest has been involved in the development of the banana value chain for the last two decades, starting with the introduction of tissue culture banana technology in Kenya in the 1990s. The interventions on this value chain included:

- a. Development of seed systems
- b. Supporting the establishment of seedling nurseries for sustained access to planting materials by farmers.
- c. Increasing production and productivity through training, capacity building, facilitating access to inputs and financial services.

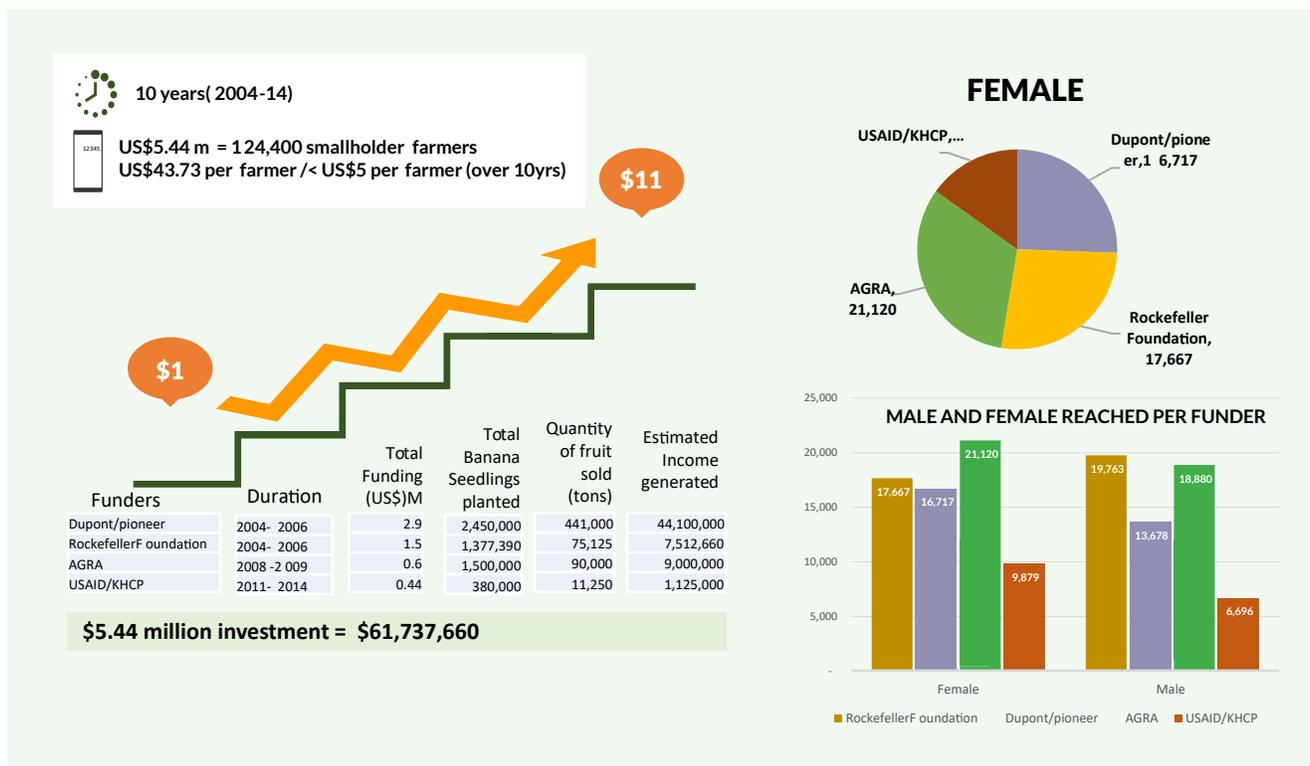
The technology has been scaled out to Tanzania and Burundi. Building on this success, Africa Harvest anticipates receiving funding to implement the Technology for African Agriculture Transformation (TAAT) Banana /Plantain Compact project in Zambia, Kenya and Uganda. Currently, Africa Harvest is working with partners to take tissue culture banana technology and the commercialization of the banana value chain to other regions including Western Africa and SADDAC amounting to **eight** more countries in Africa.



About **6 million** tissue culture banana seedlings planted by 2019. An estimated **5,327 ha** were put under tissue culture bananas and 41 nurseries were established. Over **1.2 million tons of banana fruits** were sold by farmers, earning an estimated USD 145 million. A total of **217,000 farmers** have been reached, 43% being women

# Adopting the Aggregator model into Sorghum Value Chain Development

## How the Sorghum Aggregator Model was developed



### 3 Promotion of Short Cycle Livestock

Supporting short-cycle livestock was a strong component in reducing rural poverty and food and nutrition insecurity. Key interventions in this component included:

- Providing farmers with adapted and high yielding short cycle livestock.
- Training farmers on husbandry practices of this livestock.
- Facilitate access to market for the livestock products.

This has resulted in improved nutrition among the benefiting households. Below are some examples of the impacts of these interventions, as documented in various reports:

- A total of 17,213 people were supported with poultry (Kenbro chicken with

farmers getting an average of 50-60 eggs per month .

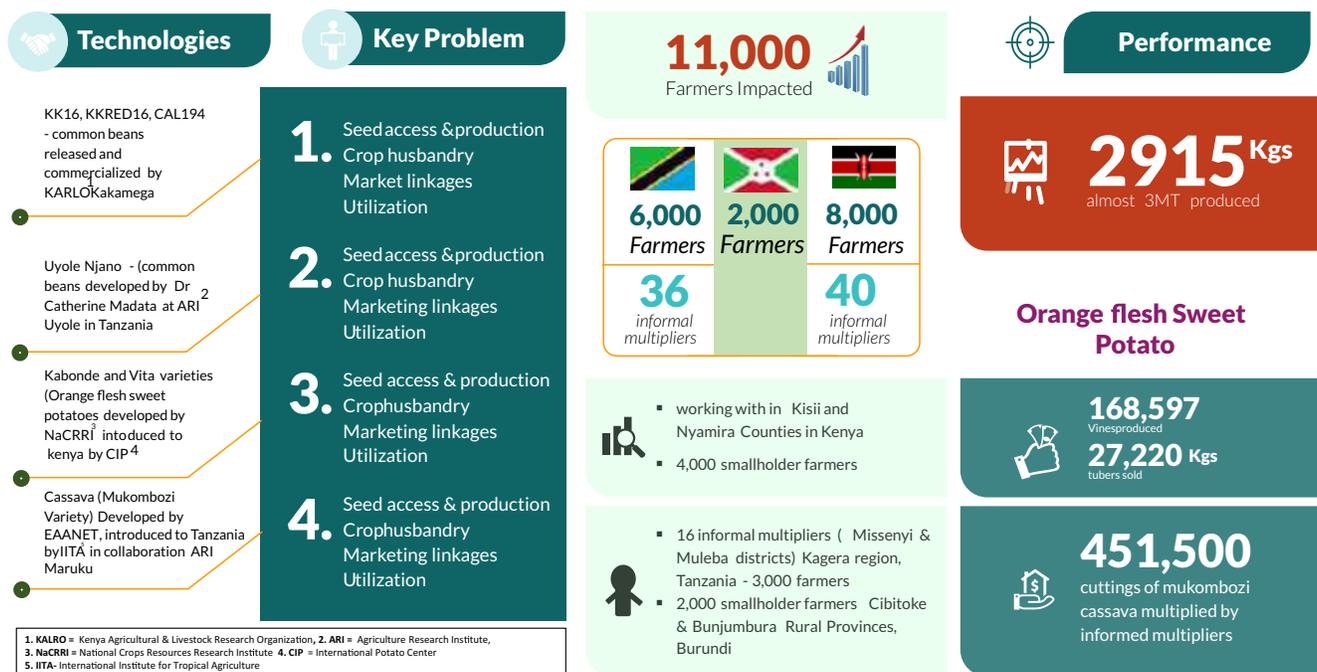
- A total of 4,237 one-year-old chickens were distributed to 2,459 households generating a monthly income of KES 295,590 from the sale of eggs.
- A total of 90 Toggenburg goats were distributed to 45 groups benefiting 11,018 people by end of 2012.
- FOSEMS distributed a total of 3,700 chicks across hubs; three automatic incubators were provided to the farmers with a capacity of 176 eggs. Annual income increment from poultry sales was estimated at 46,080,000.
- In 2016, the project facilitated linkages between poultry producers and structured markets which, including Nguku Products Ltd and Bene Hatcheries. The combined market was valued at USD 72,960 and USD 875,520 annually.

## 4 Promotion of Dryland Crops

Africa Harvest program introduced dry land crops as a strategy for improving food and nutritional security while generating smallholder farmers in the dry areas with incomes. In the year 2016, in addition to

introducing the improved Kuroiler chicken, Africa Harvest introduced nutritionally enhanced KK beans through the ADDA project. Various bean varieties were promoted in Kenya, Tanzania and Burundi.

## Deployment of Critical Technologies Not Prioritized by the Private Sector



## 5 New Initiatives Building on The Sorghum and Banana Value Chains

- Experiences gained and lessons learnt from sorghum are being used to develop high yielding groundnuts value chain in Western Kenya through partnerships with a private sector off-taker called Jetlak and using Aflasafe technology from Koppert Ltd to control aflatoxins to enhance food safety standards to ensure local and international market access.
- Africa Harvest is working in partnership with Africa Rice and other local partners, to introduce both improved paddy rice and highland rice, in the Central and Coastal parts of Kenya, Uganda and Madagascar. Africa Harvest is working with County Government in Taita Taveta on lowland Rice Irrigation while also introducing some improved rice varieties with local and International Research Africa Rice and KALRO respectively.
- The organization has been putting significant focus on climate change resilience building, by intervening in drought-resilient crops like sorghum, millets, dryland beans, groundnuts, and cassava) nutrition (iron-rich beans, OFSP, TC Banana), income generation and environmental protection.

## Records High Payoff to its Deliberate Efforts of Including Youth in Agribusiness

	Tissue Culture Banana	Sorghum	Poultry
Problem Statement	<ol style="list-style-type: none"> <li>Access to tissue culture banana seedlings</li> <li>Farmer extension and distribution</li> <li>Aggregating for marketing</li> </ol>	<ol style="list-style-type: none"> <li>Value chain undeveloped</li> <li>Demonstrate the opportunities to target youth groups</li> </ol>	<ol style="list-style-type: none"> <li>Production of day 21 day old chicks,</li> <li>Feed formulation and production</li> <li>Aggregation of produce in preparation &amp; markets</li> </ol>
Interventions	<ol style="list-style-type: none"> <li>During conceptualization and project design, it was discovered that youth were well suited for challenges.</li> <li>Project empowered youth through information and minimal financial support to play the role of market makers.</li> </ol>	<ol style="list-style-type: none"> <li>Youth best suited to provide farmers with services such as threshing, bagging &amp; transportation.</li> <li>Youth agri-business has expanded to include mechanized land preparation, seed production and grain aggregation.</li> </ol>	<ol style="list-style-type: none"> <li>Youth groups facilitated with starter kits for brooding eggs and hatching these into day old chicks that are ready for the market.</li> <li>Mechanical grinders for feed production and generators</li> </ol>
Impact	<ol style="list-style-type: none"> <li>Private nurseries started, Employment created ,</li> <li>Gender empowerment,</li> <li>Faster technology transfer</li> <li>Economic development of rural communities</li> </ol>	<ol style="list-style-type: none"> <li>Tharaka Nithi increase in youth owning motorbikes. This has transformed transport and logistics in the area, helping people and good move faster to markets and other income generating activities. One of the aggregators now provides services to over 20,000 smallholder farmers.</li> <li></li> </ol>	<ol style="list-style-type: none"> <li>Makueni establishment of 3 hubs where youth are engaged in the production and marketing of day old chicks</li> <li>Communities around Emali/ Mulala, wote and Kikumini/Muvau wards have enhanced access to day old chicks, quality feed made of locally available materials which increase income margins</li> </ol>

# Strategic Objective

**2** Ensure that enhanced agricultural production and commercialization are sustainable and stable, with minimum negative environmental impact, and that the target countries can cope with climate change.

Crop value chain selection includes considerations for resilience to climate change which led to a greater focus on crops such as sorghum, cassava, millet, dry land legumes, groundnuts, beans, Groundnuts, Orange Fleshed sweet potato, Cassava and short cycle livestock like goats and poultry. Examples of specific outcomes under this component include:

- In the year 2012, a total of 5,000 cacia siamea seedlings were distributed to one thousand beneficiaries under the SMU project. This was in addition to 1,000 seedlings donated



As a result of the dam construction, women would spend only two hours fetching water compared to the normal eight hours.

to institutions within the project areas.

- Three sand dams were constructed as part of natural resource management. Up to 50,000 community members were part of the water harvesting intervention implemented by the project.
- o In 2015, The FOSEM project provided 10,000-litre plastic water tanks to help harvest water in three schools in ASALs.
- In the Kibwezi sub-county, two new dams were constructed. Furthermore, two earth dams were also constructed in Kalomo and Matiliku. The project went further to promote roof water harvesting. Through the project, six schools were supported with 10,000-liter water tanks and gutters.
- In the year 2017, the INFAS project was implemented during which a total of 137,167 seedlings were sold by beneficiaries which earned the farmers USD 11,228. Agroforestry trees including Grevillea spp and Calliandra spp were also provided to farmers and assisted in preventing soil erosion and enhancing soil fertility.

## Strategic Objective

### 3 Improve the nutrition and health of smallholder farmers and poor consumers

The nutritional focus has been addressed by:

- Introduction and distribution of high iron beans, Orange Fresh Sweet Potato (OFSP) and being part of a Public/Private Consortium involved with the long-term development of Africa Biofortified Sorghum (ABS) Project targeting to enhance Sorghum with Vitamin A, Iron and Zinc.

- Promotion of poultry and dairy goats for income generation and as sources of high-quality proteins for households.
- Improving dietary diversity by promoting dryland legume diverse foods of high nutritional value.



## Strategic Objective

### 4 Provide equitable access to information and, knowledge to all smallholders and other supportive stakeholders on improved agricultural technologies in progressive and dynamic organizations along selected value chains.

Towards this goal, Africa Harvest in partnership with CropLife International had over the years been involved with policy advocacy and communication to create awareness of the benefits of Genetically Modified (GM) crops and well as now Gene Editing Technologies, for crop improvements in support of smallholder farmers, with the example of Bt. Cotton has now been

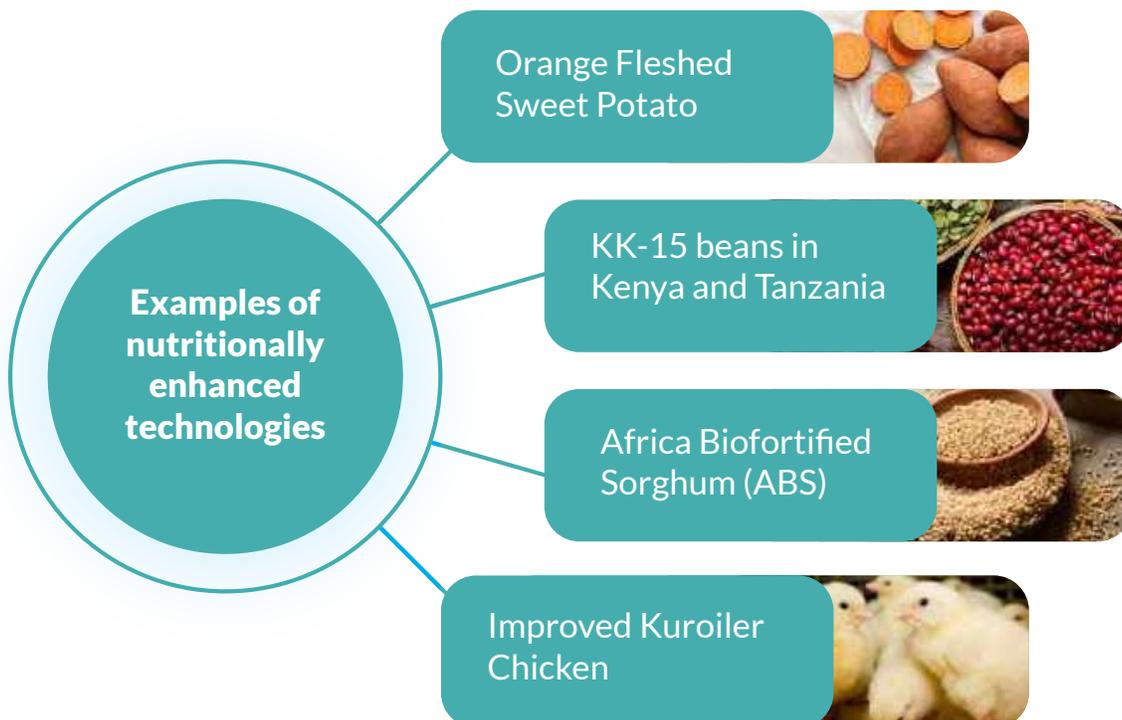
adopted by seven countries in Africa with major economic gains. Africa Harvest in partnership with Corteva and local research institutions in Kenya and Nigeria have been advancing a project called Africa Biofortified Sorghum (ABS) Project for nutrition enhancement for Vitamin A, Iron and Zinc using GM-Technology.

# Records High Payoff to its Deliberate Efforts of Including Youth in Agribusiness

## Our Approach



## Benefits & Impact



# Strategic Objective

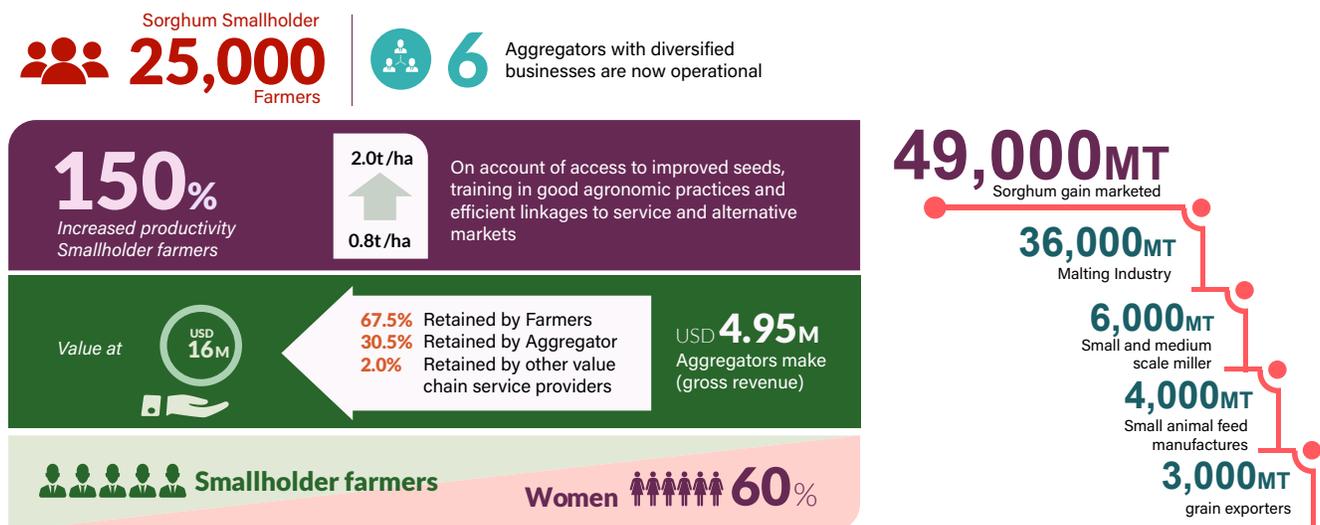
**5** Facilitate the development of agricultural value chains by involving and empowering all relevant stakeholders in the value chain.



Africa Harvest has been implementing a whole value chain approach to holistically respond to farmers' needs, from production to marketing. Through this approach, the organization with its partners has successfully intervened with significant results on the introduction of new and improved seeds and products to the market, from research institutions. The organization is partnering with SMEs to develop

sustainable crop value chains scalable models, with SMEs providing the growing Market Pull, and Africa Harvest contributing towards streamlining the crop supply chain with the capacity to grow. An example is the Sorghum Value Chain, and currently under development is the Groundnut Value Chain in Western Kenya. One of the major achievements of the development was the aggregator model which is presented below.

## Impact of Aggregator Model in Kenya



## Areas of future investment or scale-up



Africa Harvest has been implementing a whole value chain approach to holistically respond to farmers' needs

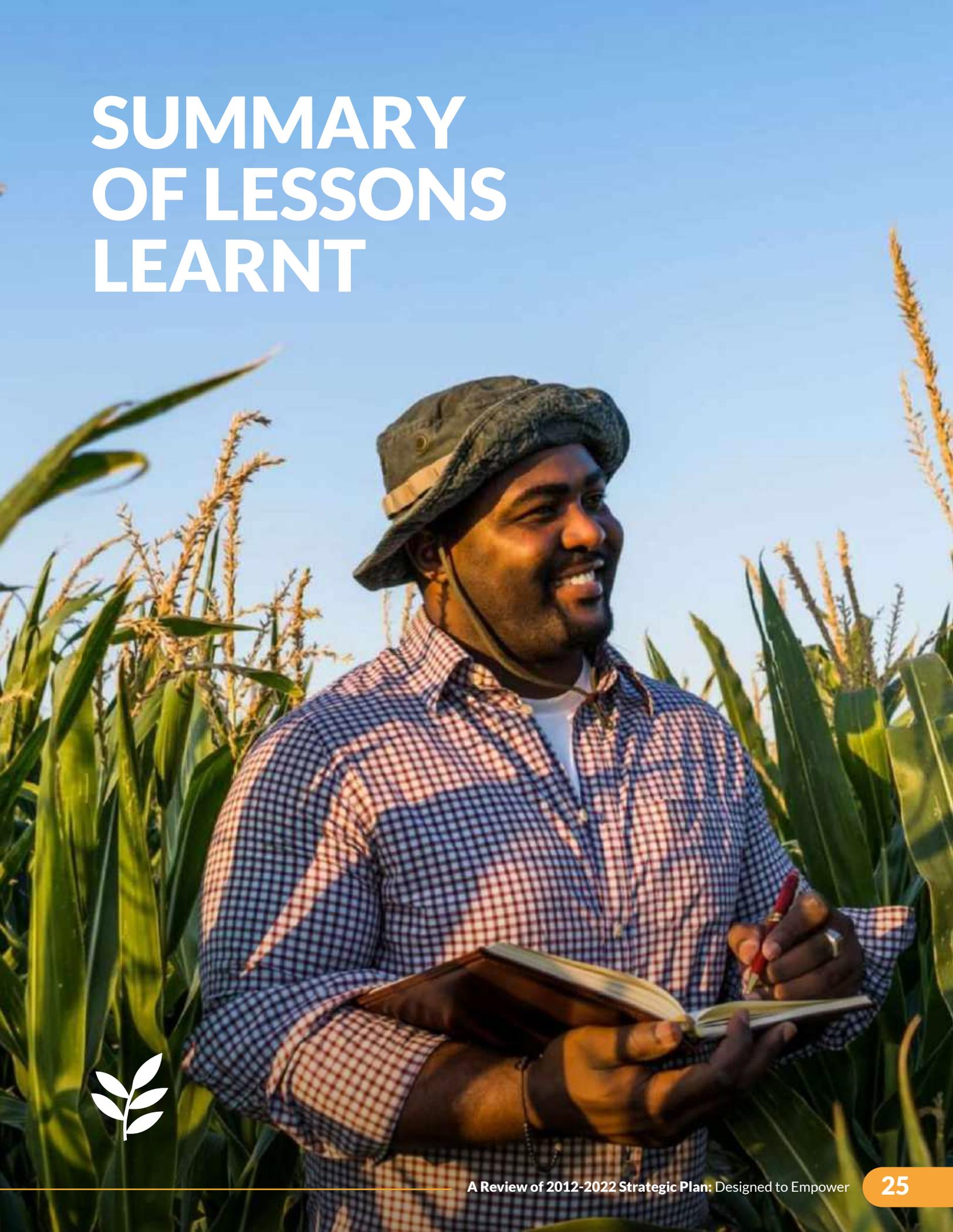


Mechanization, enterprise and market development are the main investment areas



Supportive policy frameworks needed to expand markets for smallholder producers. E.g blending of sorghum flour with maize or wheat, reduce imports, strengthen the balance of trade

# SUMMARY OF LESSONS LEARNT



 Efforts to make smallholder farmers and their organizations business units are quite unsustainable due to several factors including the short period provided by donor projects to build the capacity of farmers to become sustainable business units

 It is becoming increasingly evident that it is possible to develop community-level entrepreneurs to procure produce from smallholder farmers. To achieve a grander scale the most sustainable option is to bring along a commercial off-taker to work with smallholder farmer organizations in the marketing of farmers' produce. Africa harvest, based on this lesson, has already started working with the private sector as market anchors for smallholder farmers like East African Malting Limited, Jetlak and animal feed processors among others.

 Government policies can negatively impact development initiatives and sometimes erode gains made. A case in point is when the government of Kenya re-introduced a 50% excise duty on sorghum-based beer in 2014, which led to a significant decline in demand for sorghum from EABL and necessitating the program to quickly identify other market outlets to cushion the smallholder farmers. It is therefore important in the design of projects to start with the market in mind, to provide diversified options to smallholder farmers.

 Engagement of the market players should be quite strategic through a process of co-designing of solutions, to come up with effective business cases. The SMEs who work with smallholder farmers need support to effectively provide the required services and market pull. It is important therefore the market systems projects support SMEs who work with farmers by removing some of the bottlenecks that limit their performance including access to affordable financing and capacity building.

 Many policy issues affect smallholder farmers that need to be brought to the fore. Some of the results from the

dissemination of innovations and technologies have also come up with some best practices that need to be shared and disseminated to influence change of practice.

 Most of the interventions are usually time bound, within the donor funding period. As a result, engagement with project beneficiaries is discontinued. This eventually leads to a loss of touch with the beneficiaries, leaving no room for further support and mentorship. Further, some of the crops supported by Africa Harvest are 'orphaned crops' which the regulators and commercial seed companies have not paid interest in. This leaves significant gaps for instance in the seed supply system and continued market engagement. In response to this, Africa Harvest established Blossom Limited which will continue to engage with farmers by providing market solutions post-project funding.

 Interventions on smallholder farmers should address their multiple needs which include access to inputs, market information, and financing among others. Farmers should therefore be given multiple solutions instead of standalone interventions. Based on this lesson, Africa Harvest has developed and is now using a whole value chain approach to deliver sustainable results. This approach will continue in the next planning period and will remain a key delivery approach for the organization.

 Extension service delivery can be made more efficient through partnership as well as the application of ICT. Africa Harvest has been working with government extension structures to deliver extension services to farmers, thus making the work efficient and sustainable. Going forward, there will be a need to maximize opportunities from ICTs to bring greater efficiency and scale in extension service delivery. The organization has developed one online learning program which will continue to be strengthened/expanded while exploring other opportunities like block chain and artificial intelligence.



# CONCLUSION

The vision and mission of Africa Harvest are still relevant in Africa today and in the next five years. The review has further generated evidence that it takes leadership, passion, focus on the organizational mission and effective partnership to deliver impact. The achievements made through the 2012-2022 Strategic Plan are a building block for the 2023-2027 strategic planning period. Going forward and building on the achievement of this strategic plan, Africa Harvest will:

1. Focus on market systems development, for sustainable value chain development
2. Aim to balance its portfolio by deepening while expanding geographically
3. Continue to incorporate strategies for building resilience to climate change in its programming
4. Strengthen its monitoring, evaluation and learning capacity for continuous tracking of its impact
5. Remain committed to developing programs that create employment for the youth in Africa
6. Leverage IT in its programming, coordination and monitoring
7. Strengthen its systems and structures to effectively support geographical expansion while ensuring that everyone is embracing, the vision of the organization
8. Develop an effective resource mobilization strategy.



## **We are grateful to our donors:**

IFAD  
Pioneer Hi-Bred International  
Crop Life International  
Individuals  
ICRISAT  
Bills and Melinda Gates Foundation  
USAID Fintrac  
International Institute of Tropical Agriculture (IITA)  
ICRISAT (SOMNI)  
University of Gottenberg  
Cooperative Housing Foundation (CHF)  
United Nations Development Programme (UNDP)  
The Context Network- RAPID  
Grand Challenge Canada (GCC)  
ECRDA  
EU Funded Innofood Project  
Australian Agency for INTERNATIONAL Development (AusAID)  
World Vision  
Alliance for a Green Revolution in Africa (AGRA)  
Aberystwyth University  
A 4 Africa  
GIZ  
Danforth Plant Science Centre  
EOWE SNV



## Contact us

Dr Florence Wambugu, CEO, Africa Harvest  
Africa Harvest Biotech Foundation International

Block A, 2nd Floor, Suite 6 Spring Valley Business Park, Westlands  
P.O. Box 642 – 00621 Village Market, Nairobi, Kenya

T: +254 724 256977, +254 733 635260

Email: [info@africaharvest.org](mailto:info@africaharvest.org) | Website: [www.africaharvest.org](http://www.africaharvest.org)



Facebook: [AfricaHarvestIntl](https://www.facebook.com/AfricaHarvestIntl) | Twitter: [africaharvestke](https://twitter.com/africaharvestke)