



Strategic Plan

2023-2027



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Acronyms

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



The interventions and models implemented by Africa Harvest in the last two decades are a sure foundation for the organization to continue to respond to the food and nutrition issues in Africa.

Mrs. Sylvia Banda, the Chair of the Board of Directors, Africa Harvest

The world is grappling with current and emerging challenges such as climate change, rapid population growth, and most recently the COVID-19 pandemic; all of which continue to negatively impact lives and livelihoods. According to FAO and partners, the number of people affected by hunger will surpass 840 million (9.8% of the population) by 2030, if sufficient corrective measures are not taken. Though every part of the world is affected differently, Africa remains disproportionately impacted due to the prevailing socioeconomic conditions. It is therefore quite encouraging that organizations such as Africa Harvest are stepping out and deploying their capacities to contribute to the much-needed solutions. This includes mainstreaming youth in agriculture and deploying climate-smart technologies such as drought-tolerant crops."

The interventions and models implemented by Africa Harvest in the last two decades are a sure foundation for the organization to continue to

respond to the food and nutrition issues in Africa. Africa Harvest's work in the previous 20 years has generated critical evidence supporting the deployment of science and technology to improve agricultural productivity and food security for smallholder households. Going forward, Africa Harvest will strengthen its communication program to facilitate the dissemination of its best practices and proven models and work with like-minded local, regional and international stakeholders for more significant replication, hence bringing its impact to a greater scale". In addition, the organization will proactively participate in stakeholders' engagement on issues affecting crop productivity through evidence-based policy dialogues, to influence a favourable policy environment and private sector support.

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Mrs Sylvia Banda, the Chair of the Board of Directors, Africa Harvest





The new strategic plan (2023-2027) is designed to consolidate Gains from the last 20 years of our work in Africa, adding relevant innovations in Agriculture and Creating meaningful Jobs for the Youth.

Dr Florence Wambugu, CEO, Africa Harvest

Following review of the Africa Harvest 2012-2022 Strategic Plan, it is very clear that the vision and mission of Africa Harvest remain relevant in the near future. The interventions and models implemented in the last two decades are a good foundation for the organization to continue to respond to the food, nutrition and income security concerns for communities in Africa.

Meaningful Job Creation for Women and Youth: A lot has changed within the period of

the 2012-2022 Strategic Plan, as many of the then children have now become employable youth joining the workforce in huge numbers. Agriculture remains one of the major creators of job opportunities in Africa. The growing youthful workforce in the continent will play a major role in making Agriculture a source of profitable businesses. However, there is need to modernize agriculture through the adoption of innovations that support profitable Agri-based businesses.

Increased Crop Value Chains: When the 2012-2022 strategy implementation started, Africa Harvest was dealing with a handful of crops and value chains. We were known for our flagship, The Tissue Culture Banana project. We have since expanded our scope to about ten crop and livestock value chains, in different and diverse countries in Sub-Sahara Africa (SSA) as follows:

☑ Rice	Uganda, Madagascar, Kenya
☑ Roots and 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
☑ Legumes and Dry Beans	Kenya, Tanzania and Burundi
☑ Groundnuts	Kenya
☑ Short Cycle Livestock (Poultry and Goats):	Kenya

Our Resilience based program on semi-arid and arid lands focusing on dryland cereals and legumes has seen a great expansion, driven by the Sorghum Value Chain. The program has gained great significance as it is driven by a sustainable market pull from commercial sector interests with ready and expanding markets in food, feed, and malting industries.

The Impact of COVID-19

Epidemic: Another major happening, near the end of the strategy period, is the COVID-19 pandemic with its unprecedented, disruptive impact in all our areas of doing business. Africa Harvest was seriously impacted in 2020. We lost major project

opportunities and funding due to the ensuing disruptions, lockdowns and restrictions in movement. Several approved projects could not move to funding and implementation. Recovery has been slow, but sure, now that things have stabilized, we have all come to accept the “new normal” for

life and work to continue.

Going forward, the organization will integrate emerging opportunities like the youth and women job creation, and strong aspects of nutrition, into the new 2023 – 2027 Strategic Plan.

The aim is to build on what has been developed over time while integrating the emerging opportunities, as follows:

- Continue to improve technology dissemination by deliberately looking for relevant technologies and creating businesses models around them
- Working with strategic partnerships in implementation and scale up
- Embrace nutrition-sensitive programming in all new and emerging projects
- Embrace market facilitation programming (Market Systems and Beyond) by promoting private-sector partnerships to provide sustainable market solutions to farmers
- Continue to facilitate the replication of our proven models in other countries
- Incorporate food systems in the programming including traceability, food safety,
- Incorporate Information Communication Technology in programming, including artificial intelligence and blockchain, to influence production and food systems.
- Embrace inclusive approaches in development especially gender and youth inclusion in the value chains. The programming will intentionally support youth to find employment in agriculture.
- Continue to develop and roll out online training and mentorship for youth
- Incorporate climate-smart and resilience-building interventions through appropriate partnerships
- Support Small and Medium Enterprises (SMEs) to be competitive in the African Free Trade Zone
- Embrace diversified interventions to mitigate changes in policies and regulations

Dr Florence Wambugu, CEO, Africa Harvest

Africa Harvest Biotech Foundation International (popularly known as Africa Harvest) was founded in the year 2002 by the current Chief Executive Officer (CEO), Dr. Florence Muringi Wambugu with a vision of an Africa free from hunger, poverty and malnutrition. She was inspired by God to leave her job as the Regional Director of ISAAA, where she had worked for seven years to start Africa Harvest. There were also founding Board of Directors (BOD) who included late Dr. Cyrus Ndiritu, former Director General of Kenya Agricultural Research Institute (now KALRO), and others, currently represented in the BOD by Mr. Joseph Gilbert Kibe. A significant contribution was made in the establishment of the organization by Dr. Kanayo Nwanze, then Director General of WARDA (now The Africa Rice Centre), who served as the Chair of the BOD for five years.



Board members L to R seated:

Dr. Om Dangi, President & CEO of Agriculture Environmental Renewal Canada; Dr. Florence Wambugu, CEO, Africa Harvest; Mrs Sylvia Banda, Managing Director of Sylvia Food Solutions, Zambia; Mr. Joseph Kibe, chair of the Kenya Horticulture Crops Development Authority.

L to R standing: *Dr. Ephraim Mukisira, consultant, ILRI; Dr. Rose Gidado, Assistant Director Nigeria Biotechnology Development Agency and Dr. Walter De Miliano, alternate member of the Board for the Authorization of Plant Protection Products and Biocides Wageningen, the Netherlands.*

In 2020, Africa Harvest legally changed its status in Kenya from being an NGO to a Private Limited Company by Guarantee (LCG). This was a strategic move to enhance its positioning in the shifting development landscape

The mission of founding the organization was to use agricultural science and technological innovations to help the poor rural farming communities in Africa to achieve food security, economic well-being, and sustainable rural development. This Pan-African vision was premised on using tools of agricultural science and technological innovations

and strategic partnerships with grassroots communities, governments, research institutions, public/private sector and development partners at different levels to create sustainable life-changing impact and developing working models based on crops value chains, which could be shared widely to further scale up the impact.

The organization is well governed by a well-experienced Board of Directors made up of professionals with diverse backgrounds who hail from different Regional Blocks in Africa and other parts of the world. In April 2019, Africa Harvest successfully launched a private sector company known as Blossom Markets Development Ltd (BMDL) which is headquartered in Nairobi, Kenya. The company will contribute to the sustainability of Africa Harvest work by providing market solutions to beneficiaries of Africa Harvest.



Launch of Blossom Markets Development Ltd (BMDL)

Some of the key milestones achieved in the last decade include moving

1

From one value chain to nine crop value chains and short lifecycle livestock;

2

From one country in 2002 to encompass over 12 countries in Africa, covering three regions;

3

From poverty, and food and nutritional insecurity to food systems, climate-smart programming, whole value chain approach and youth inclusion.



Africa Harvest's six programs and projects advance the SDGs

1 	2 	3 	5 	6 
End poverty in all its forms everywhere	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Tackling poverty and malnutrition, development interventions focus on hunger	Achieving gender equality and empower all women and girls.	Ensure availability and sustainable water and sanitation for all
13 	Action to combat climate change and its impacts.	15 	Protect, restore and promote sustainably use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss	



The State of Food and Nutrition Security in Africa



An Estimated 8.9% of the global population (690 million people) are hungry, an increase of nearly 60 million in five years.



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



Nutrition outcomes are generally improving across Africa but at a very slow pace, too slow to meet the SDG targets for stunting, wasting, and being overweight in children under five years.

The world is not on track to achieve zero hunger by 2030. If current trends continue, the number of people affected by hunger will surpass 840 million (9.8% of the population) by 2030, without taking into account the COVID-19 impacts.

FAO, IFAD, UNICEF, WFP and WHO. 2020. The State of Food Security and Nutrition in the World 2020.

Transforming food systems for affordable healthy diets. Rome, FAO.

The State of Food and Nutrition Security in Africa



More than 80% (475 million) of the world's farms operate on less than two hectares of land (Fan and, Rue, 2020), accounting for only 12% of the world's farmland, but providing an estimated 80% of the food produced in Asia and sub-Saharan Africa (SSA) (Lowder et al. 2014).



Ironically, smallholder farmers remain the most food insecure and largely vulnerable in Africa.



AgriFIJetlak Project Monitoring field trip in Busia and Siaya - June

Climate Change Impact on Agriculture

Globally, Africa is considered to be the most vulnerable continent to the impacts of climate change (Bwalya 2013, World Bank 2016; IPCC, 2007; Liliana, 2005). The frequency and/or severity of extreme climatic events is increasing as temperatures are projected to continue rising, and rainfall patterns are expected to shift more than they have already. Agricultural productivity will decline from 21% to 9% by 2080 while production of staple food in Africa will reduce by 50% by the year 2080 as a result of rising temperatures and unreliable precipitation (IPCC 2007). About two-thirds of Africa's arable land is expected to be lost by 2025 because of the lack of rainfall and drought (Liliana (2005). Temperatures are expected to rise by 20C by 2050, resulting in the reduction of the average production of maize, sorghum and rice by 13%, 8.8% and 7.6%, respectively (Pedram et al 2011).



The frequency of climatic shocks to per capita food production has reduced from every 12.5 years (1982-2006) to once every 2.5 years during the 2007-2016 period

-
World Bank blogs Feb 2021



Urban food demand in major cities in Africa is estimated at USD 250 billion annually.

Increasing Population and Urbanization

The United Nations (2015) projects that Africa's population will double by the year 2050, reaching 2.4 billion up from 1.1 billion in 2015. Africa continent has the highest rate of urban population growth in the world with an annual

growth rate of 3.4%. Cities like Johannesburg, Cape town, Kinshasa, Nairobi, Dares Salam, Addis Ababa, Khartoum, and Lagos among others are growing into economic magnets due to increasing purchasing power, growing markets, Labour flows, communication networks and transport hubs, (Haggblade, 2021).



Limited Expansion of Irrigation Farming

Agricultural production is mainly rain fed, which, in face of changing climate is becoming increasingly risky for farmers. Expansion of irrigation presents an opportunity to increase productivity on existing land, extend growing seasons throughout the year and further increase productivity of marginal areas while minimizing the impacts of climate change on the farming systems.



Only 6% of the agricultural land in Africa is irrigated and on average only 1.5 % is equipped for irrigation

(FAOSTAT, 2018).



High population of Youth

Africa continent has the youngest population (aged 15-24 years) with a median age of 19.5. By 2030. It is projected that the number of youths in Africa will have increased by 42 per cent and is expected to continue to grow throughout the remainder of the 21st century, more than doubling from current levels by 2055. This is both an opportunity to reap

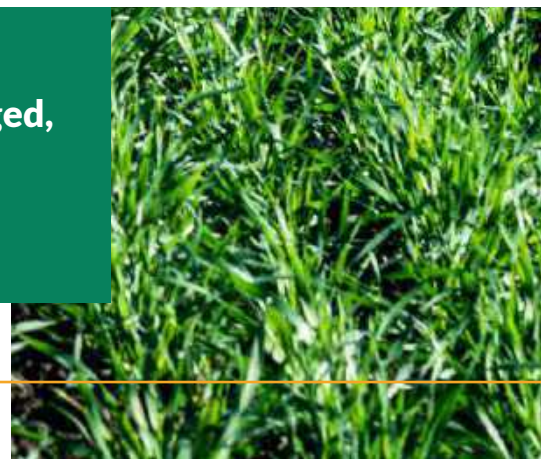
the demographic dividend and an imminent time bomb and threat to social cohesion as well as massive migration in search of opportunities if appropriate policies are not implemented to harness the dividend. Creating employment opportunities for youth will therefore go a long way in helping drive inclusive economic growth, turning Africa's demographic dividend into an economic one. The agriculture sector offers significant opportunities for

youth employment, given the role agriculture plays in the economies of most African counties. The employment creation by the agriculture sector could only be unleashed by modernizing agriculture, shifting from subsistence to market-oriented production. Further, there is a need to develop the skills of youth, provide market information and facilitate market linkages, quality inputs and technologies.



Of Africa's nearly 420 million youth aged 15-35, one-third are unemployed and discouraged, another third is vulnerably employed, and only one in six is in wage employment

(AfDB, 2016).



Digital Technology

Africa has continued to embrace digital technology in the last two decades, an indication of the relevance of this technology in the continent. In 2018, the number of sim connections in Sub-Saharan Africa reached 747 million presenting a 74% penetration rate and with projections of reaching 1.04 billion in 2025. A report by Tsan et al (2019) indicates that at least 310 distinct digital agricultural tools and solutions are currently active in Africa. These tools include mobile phone-based

apps and tools that increase access to markets, financial services weather information, disease and pest outbreaks among others.



Agriculture digital tools are active in 43 out of 49 African countries; these are largely concentrated in East Africa where nearly two-thirds of farmers using digital tools are in East African nations such as Kenya. *Tsan et al (2019)*



Agricultural Technologies and Innovations

Research has developed many technologies with the potential to increase production and productivity while also helping the continent adapt and build resilience to the impacts of the changing climate. These include expanding mechanization,

genetically improved crops, conventional breeding and selection, gene editing, irrigation technologies, and climate-smart farming techniques among others. Harnessing science and technology for the various dimensions of food security requires making the food system itself more dynamic. This includes, among other things, defining a research agenda that focuses on smallholder farmers,

investing in human capacity, enabling infrastructure for food systems, putting appropriate governance structures in place for agricultural innovation, strengthening farmer-scientist knowledge flows, developing appropriate seed systems, extension and technology dissemination systems as well as policy reforms, especially in the regulation of GMOs.



Science and technology hold one of the keys to increasing food production in Africa if the continent will feed and nourish its people.



The Situational Analysis clearly reveals that Africa is still faced with the same challenges of poverty, hunger and malnutrition. A number of African countries like Kenya are increasingly becoming food insecure with high dependence on food imports for their staple food. The problem is further compounded by a bulging unemployed youthful population, food safety concerns among consumers, the negative impacts of climate change on agricultural production as well as increased rural-urban migration.

Despite this situation, all is not lost for Africa, because of the immense opportunities within the continent as well as those presented by the global context. These include reaping

the demographic dividend by supporting youth to find employment opportunities in Africa, the use of digital technology to introduce efficiency in the agricultural production as well as the many technologies and innovations from research institutions with potential to transform agricultural production in Africa.

Following this review, it is very clear that the vision and mission of Africa Harvest remain relevant in the near future. The interventions and models implemented in the last two decades are a sure foundation for the organization to continue to respond to the food and nutrition issues in Africa.



Strategic Plan 2023-2027

Our Vision, Mission and Core Values



Our Vision:

Africa free from Hunger, Poverty and Malnutrition.



Our Mission:

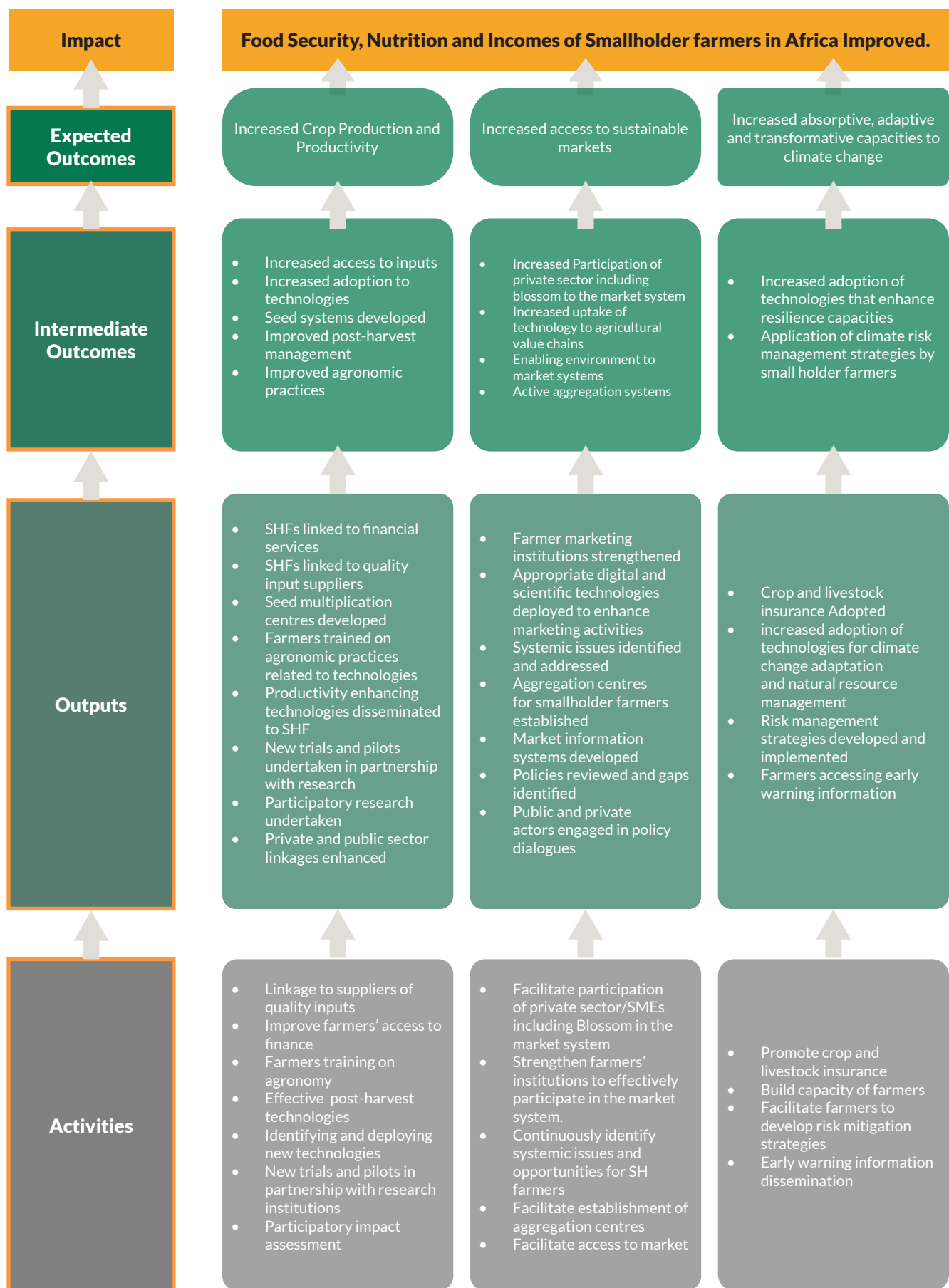
To disseminate appropriate innovative agricultural technologies and institution approaches through the whole value chain to improve the livelihoods of rural communities.



Our Core Values:

- ▶ Building trust with partners
- ▶ Excellence and Commitment to Make an Impact
- ▶ Innovation and creativity
- ▶ Social Inclusion and Cultural Diversity
- ▶ Integrity and Accountability
- ▶ Diversity of opinions and approach
- ▶ Environmental protection

Our Theory of Change



Overall Goal

To reach 10 million beneficiaries in East Africa, West Africa, SADC and Central African countries between the year 2023- 2027 through agricultural programs that increase their incomes, food and nutrition security.



Strategic Objective

1

Increasing production and productivity of at least 10 food crops and Livestock value chains across East Africa, West Africa, SADC and Central African countries.

Outcome

Increased productivity/yields and marketable quantities of agricultural produce

Crop and animal production in Africa is largely subsistence, utilizing traditional farming methods. As a result, low yields, chronic food insecurity and malnutrition have been characterizing the agricultural systems in Africa. On the other hand, the research institutions are continuously developing new knowledge, technologies and innovations that have potential to solve practical problems facing smallholder farmers. However, in most of the African countries, there is a weak connection between research institutions/ researchers and the possible users of research findings. Hence, there are numerous research findings across the region, with potential of improving productivity in the agriculture sector that has not been disseminated to the possible users especially the smallholder farmers.

Under this Strategic Objective, Africa Harvest will continue scaling up the existing models both geographically and to other value chains. The focus on our interventions will mainly be increasing productivity, enhanced nutritional and income generation as well as climate smart farming technologies. Critical technologies not prioritized by the private sector but relevant to needs of smallholder farmers will also be deployed with a view of developing systems for their commercialization. We shall continue to influence the research agenda through participatory impacts assessment and continues feedback with the research. Facilitating access to appropriate seeds/planting materials, financial services, mechanization, and storage services among others as well as capacity building will underpin the interventions under this strategic objective.



Strategic Objective

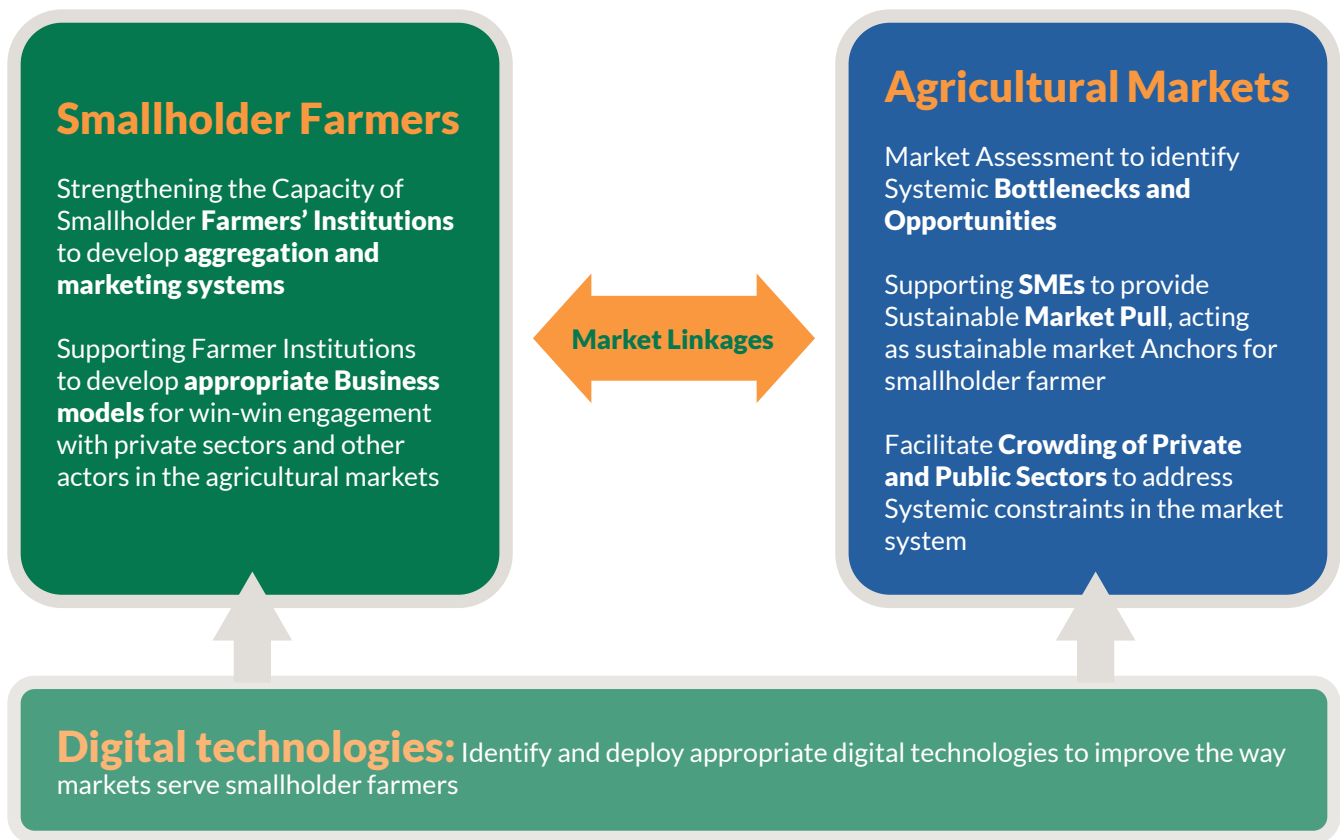
- 2** To enhance incomes for smallholder farmers by intervening in agricultural market systems and policy.

Outcome

Increased household income and assets

Majority of agricultural production in Africa is largely in the hand of smallholder farmers. Access to markets and active participation of small-scale farmers remains a key challenge in commercialization of small-scale farming systems. In addition, the small-scale nature of these production systems limits the ability of smallholder farmers to meet market requirements in terms of volumes, quality and timeliness in the delivery of produce. Our aggregation models with banana and sorghum farmers have successfully linked smallholder farmers with structured markets and positioned farmers as key actors in the market place by successfully reducing exploitation by middlemen. We have made steps towards replicating these models with groundnuts in western Kenya together with a private sector partner.

Under this strategic objective, we shall continue to use a market systems approach and beyond allowing the markets to drive production with greater private sector participation as anchors of the smallholder farmers. The interventions will focus on strengthening the aggregation model and replicating both geographically and to other value chains, ensuring strong farmer institutions to effectively aggregate and engage with market actors. Further partnerships with SMEs to provide market solutions to smallholder farmers will be emphasized with a view to creating sustainable market systems. Deployment of digital technology will also be a key focal area to introduce efficiency in the value chains.



Strategic Objective

- 3** To increase Smallholders' Resilience to Climate Change

Outcome

Enhanced adaptive capacities of the smallholder farmers.

Climate change is real and continues to negatively impact on agricultural production. We are therefore alive to the fact that the success of our initiatives with smallholder farmers is highly dependent on how well they have capacity to withstand climate change impacts through adaptation and mitigation strategies. This is more critical in our program work in the arid and semi-arid areas. This objective area will therefore significantly determine the extent to which the first two objectives will be achieved. In the past we have been integrating soil and water management as well as adoption of climate smart crop technologies as strategies to enhance adaptation to climate change while increasing production especially in the semi-arid areas. We shall focus on ensuring that smallholder farmers are deliberate in creating sustainable production environment. To achieve this, we shall be intentional at promoting climate smart technologies in the production of drought resistance crops, their utilization and markets access for such crops. We shall work with partners to set up systems for dissemination of early warning information to smallholder farmers for informed preparation and response to disasters. Soil and water resource management, nutrient recycling among others will be promoted to ensure the integrity of the natural resource base is maintained.



Strategic Objective

4 Scaling up and Promotion of successful Innovative Agricultural Technologies and Models to improve crop and animal productivity across East Africa, West Africa, SADC and Central African countries.

Outcome

Successful agricultural technologies and models scaled up in East, West and Central Africa as well as SADC countries

Africa Harvest work in the last 20 years has generated critical evidence supporting deployment of science and technology for improving agricultural productivity and securing food security for the smallholder households. The experiences gained, lessons learnt, best practices and models developed have not yet been shared widely to influence policy and practice in the sector.

Going forward, we will strengthen the communication program to facilitate dissemination of best practices and models as well as information sharing among stakeholders across the region. This will result to greater replication of our models by other stakeholders, hence bringing the impact of the organization to a greater scale. Continued engagement with stakeholders on issues affecting crop productivity will further create opportunity for evidence-based policy dialogues, with a view to influencing favourable policy environment and private sector support.

Strategic Objective

- 5** To Establish a Technical Services Unit to provide training and capacity-building services for stakeholders in agriculture

Outcome

Increased access to technical capacity building services by agriculture sector stakeholders

This objective builds on our expertise and knowledge accumulated in the last twenty years. This knowledge remains as an asset for the organization with potential to not only generate incomes for Africa Harvest but create an opportunity for promoting replication by partners while also strategically positioning the organization as a leader in the sector. This is one of the strategic actions that could lead to scaling up our work to meso level in order to accelerate impact.

The potential recipients of training services include staff from local and international organizations; beneficiaries from projects intervening in crop productivity and market system development which could be delivered as contracted services; ToT's involved in farmer training at the grassroots as well as individuals working in the development sector. We shall use both in person our online training program to deliver technical services.

Key Milestones

- ✓ Establish a Training Unit
- ✓ Package our expertise into curriculum
- ✓ Undertake promotion and marketing
- ✓ Monitoring and improvement



Strategic Objective

6

Cross Cutting Objective: Promoting women and youth employment along the agricultural value chain

Outcome

Increased youth and women employment along our priority agricultural value chains



Africa's age structure is largely dominated by the youthful population with a median age of 19 years. This brings the need for creating job opportunities for the youth to the fore. Agriculture holds a great potential for employing youth, given that the economies of most African countries are driven by agriculture. There is need to package profitable agribusiness cases in order to incentivize young people to engage in agriculture. This should go along with capacity building of young people on farming practices and equip them with business and entrepreneurship skills, so they take farming as a business.

Women play a critical role in agriculture in Africa. They provide most of the labour required in farming albeit with limited access to factors of production. When using a value chain approach, it is quite possible for women to find opportunities which do not necessarily require ownership of factors of production. Empowerment of women and youth will definitely require facilitating access to financing, given that these two social groups largely lack ownership of resources for investing in agriculture. Our interventions will build on our ongoing youth empowerment programs. Through our value chain approach, we shall continuously undertake value chain and gender analysis to determine the constraints that limit youth and women from getting employed in the value chains and thereafter come up with working solutions to address these gaps. We shall work with partners like financial service providers to develop appropriate solutions that are aligned to the needs of youth and women and the value chains they work in.

The women and youth employment promotion along the agricultural value chain will cut across all the Strategic objectives.

✓ Attractive Business Cases for Youth and Women

✓ Access to Finance

✓ Capacity Building and Technical Assistance

✓ Strategic Partnerships for Inclusive Business

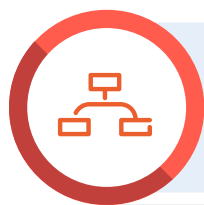
Our Program Focus



Deployment of Technologies to Improve Food production, nutrition and safety



Climate Change Adaptation and Sustainable **Natural Resource Management**



Market Systems Development, and beyond: to create the required market pull

GENERATING AND DISSEMINATION OF CRITICAL EVIDENCE REQUIRED TO INFLUENCE POLICY AND PRACTICE

CREATION OF EMPLOYMENT FOR YOUTH AND WOMEN IN THE AGRICULTURAL VALUE CHAINS

Our Delivery Models



Through Local Partners:

This will be the main approach in the majority of our project activities implementation.



Direct Implementation

In specific Instances for instance implementing Pilots



Consortia:

For Specific Projects where this will be deemed necessary

Our social enterprises will be part of our delivery models. We have made our first move to this direction through our first social enterprise, Blossom Ltd. Further we shall explore provision of technical services, mainly capacity building and training as a way of scaling up our work by leveraging information on technology-based platforms.

What we plan to achieve going forward:

Tissue culture banana



- To establish and strengthen national and regional technology delivery partnerships.
- Scale up the multiplication of elite Banana/Plantain cultivars
- Scale up the seedling distribution system
- Scale up adoption and good agronomic practices
- Strengthen and scale up market linkages
- Enhance quality assurance systems through virus indexing technologies.

Countries: Kenya, Uganda, Tanzania, Zambia, Malawi, Nigeria, Cote D'Ivoire and Cameroun

Sorghum and Millet (pearl and finger)



- Scale production using a market-led strategy.
- Leverage value chains to support job creation for youth.
- Value addition
- Mechanization
- SME development
- Integrated and circular economies (integrating with other value chains e.g. Poultry, Aquaculture)

Countries: Kenya, Tanzania, South Africa, Nigeria and Burkina Faso

High Iron beans



- Scaling production
- Nutrition training
- Market Access

Country: Kenya, Tanzania, Burundi, Zambia and Malawi

Improved Highland rice



- Seed and inputs access
- Milling Services
- Marketing models
- Scaling production

Countries: Kenya, Rwanda and Uganda.

Improved groundnuts



Enhanced access to improved seed and inputs (including Aflasafe)
Scaling production
Diversifying markets and utilization
Quality assurance and traceability
Youth engagement and jobs

Countries: Kenya, Uganda, Malawi and Zambia

Short-cycle livestock (poultry and goats)



Scaling production and marketing systems
Youth engagement and job creation.

Country: Kenya

Orange Fleshed Sweet Potatoes



Scaling seedling access
Scaling production and productivity
Value addition and marketing
Valorization of waste to support circular economies.
Trade through the support of SMEs (Work in InnoFoodAfrica project)

Countries: Kenya, Tanzania, Burundi, South Africa and Uganda.

Cassava



Scaling access to quality and disease-free planting materials
Scaling production
SME development for increased value addition and trade (starch etc.)
Mechanization to enhance productivity and reduce drudgery.

Countries: Kenya, Uganda and Tanzania.

Dryland legumes (green grams, pigeon pea)



- Scaling access to seed
- Scaling production and productivity enhancement interventions
- SME development
- Trade facilitation
- Circular economies and value chain integration for feed production.

Countries: Kenya and Tanzania

Regional Focus

Africa harvest shall focus on the following regions in the African Continent:

1. Eastern Africa (Kenya, Uganda, Tanzania, Burundi, Ethiopia, Madagascar among others)
2. West Africa (Ghana, Nigeria, Burkina Faso among others)
3. Central Africa (Cameroun, DRC)
4. SADC (South Africa, Malawi, Zambia, Madagascar among others)

Others shall include;

1. USA (Washington DC)
2. Canada (Toronto)



An Integrated and Holistic Approach to sustainable food systems

Moving from increasing yields to an entire food system approach.

Responding to emerging changes in the operating context such as increasing demand for food as population and urbanization increase; increasing health concerns on food quality and safety, the rising cases of malnutrition, obesity, and lifestyle/non-communicable diseases which are largely linked to diets and nutrition; the increasingly negative impact of climate changes as well as high post-harvest losses.

Working with Private Sector in Scaling Our Aggregator Model

Responding to the demand for smallholders to consistently supply required volumes of the desired quality by commercial markets and timely delivery. As such Smallholder farmers will focus on production, while the producer organizations will focus on primary aggregation and marketing to secondary aggregators and Commercial markets

Leveraging Information Communication Technology

We shall leverage digital technology including artificial intelligence to provide more options for small-holder farmers. We shall explore how to increase efficiency at production and market levels through ICT taking advantage of growing mobile phone ownership, increased Internet coverage and mobile money payment options as well as exploring more digital solutions for small-holder farmers.

Scaling and Deepening our Successful Models

Scaling up geographically: Scaling and Replication proved models in different countries **Deepening:** in Kenya and other countries in the flagship value chains by responding to market needs of quality and volumes.



FROM MICRO, MESO TO MACRO LEVEL

We shall build on our accumulated knowledge, expertise and proven models and best practices to upgrade our projects to the meso level and where possible macro level. We shall promote replication either directly or through partnerships to achieve a scale that ensures:

- a. *Ownership by farmers, the private sector and other players for long-term sustainable solutions.*
- b. *Sufficient breadth and depth of evidence to influence any necessary changes to government and private sector policies and practice.*
- c. *Ensure long-term sustainability of interventions through integration with public and private partners like Blossom in value chain activities.*
- d. *Share experiences and lessons learnt with our partners to scale up the impact*
- e. *Influence policy through communication, awareness creation and new agricultural technologies documentation and innovation beyond our current projects' catchment areas.*

We have six organizational enablers which will help us achieve the aspirations of this strategy:

1. Strengthen Communication and Knowledge Management

- Developing and Disseminating Information Communication Materials
- Improving visibility
- Strengthen Learning and Knowledge Management

2. Improve Program and Project Cycle Management

- Review and restructure our program management team to increase our on-the-ground presence in other countries, building stronger in-country relationships with partners and donors
- Integrate all our projects across all the countries in which we are working to foster sharing of expertise, lessons and, experiences as well as cross-fertilizing of ideas ensuring synergies across the country and project teams
- Develop a strategy for each country program based on their contextual realities

3. Improve the organizational monitoring, evaluation and learning (MEAL)

- Develop and implement Results based M&E system for all the projects
- Consistently conduct Project Assessments/ Evaluations

4. Strengthen the organizational structures and systems.

- Improve Human Resource (HR) management
- Review and restructure the organogram

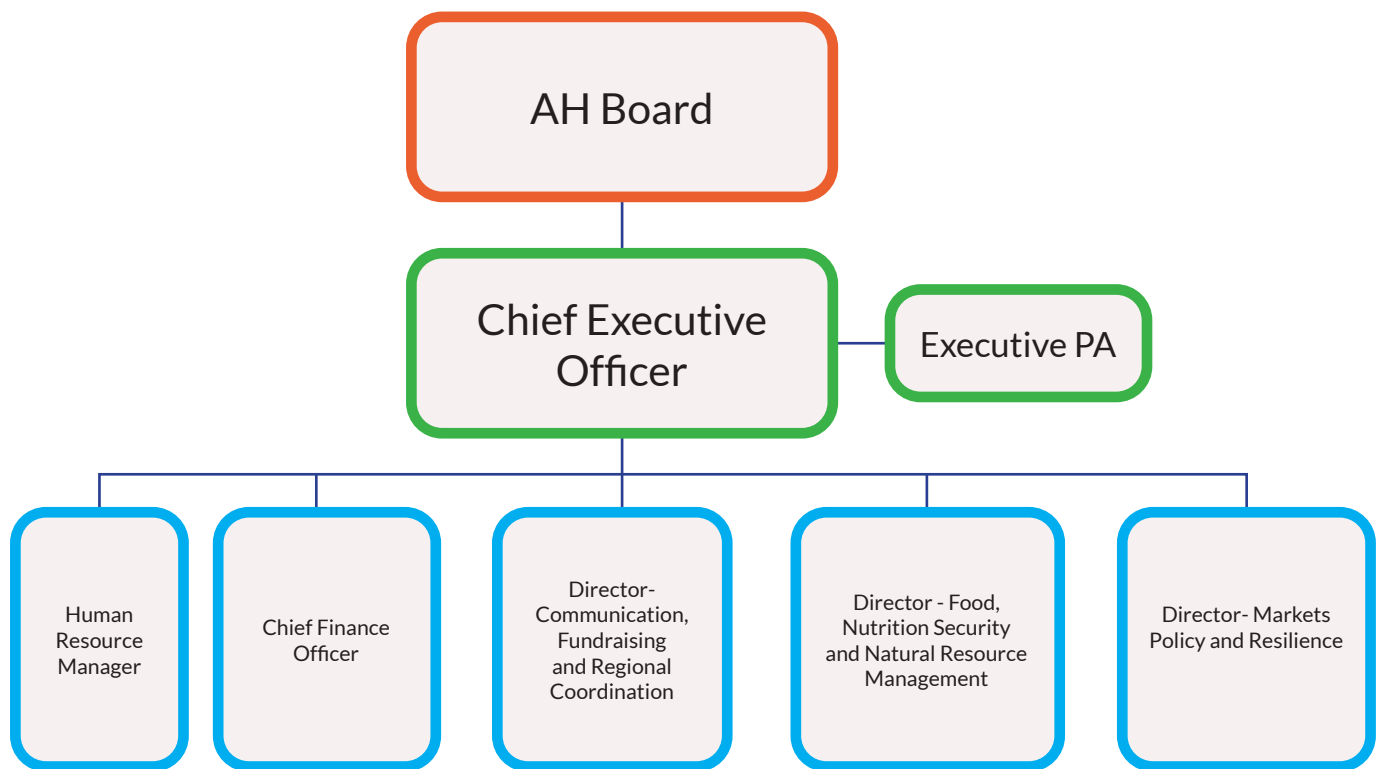
5. Strengthen Fundraising and Resource Mobilization Systems and Capacities

- Focus on growing revenues from both restricted and non-restricted sources
- Strengthen Finance and Risk Management systems:
- Strengthening Partnerships

6. Strengthen Donor and Partnership Management

- Donor scoping
- Implement a comprehensive donor engagement and management strategy
- A structured review of the status of fundraising and donor relations.
- Strengthen the capacity of partner institutions for compliance in delivering on donor commitments

Organizational Structure





Contact us

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