



A Decade of Innovations & Impact

Annual Report 2013



Foreword

This Annual Report highlights Farm Concern International's (FCI) experiential learning as it turns 10 years since its operations commenced in 2004. Using both private sector and development orientation mix, FCI has been exploring answers for smallholders' market participation, testing multiple pathways, assessing market trends and designing systems that respond to dynamic globalized market requirements.

Creating optimal value for smallholder farmers and agro-pastoral communities in Africa requires FCI to be innovative in delivery of development programmes. This resulted in FCI team being architects of modern Business Models that forge long term business partnerships for the smallholder farmers and market players.

To be responsive to a real market world, FCI's Business Models are designed to provide guide to the programmes through commercialization and sustainable market-led development platform. A team of Technical experts, market and trade professional and front line village staff have been the architects of revolutionary business and trade models that are changing the landscape of smallholders' market participation.

In 2013, as well as the past one decade, FCI has been in the deep-end of market development, smallholder commercialization and the growth curve has been characterized by; Practical solutions, Resolving real challenges, Experiential learning, Great ideas, Creativity, Innovation Facing market reality and unearthing the unique market frontiers

FCI has further systematically worked in partnership with various market players including informal wholesale traders and high-end corporate companies to address trade inefficiencies. FCI is therefore enhancing strategic business partnerships among business investors and to promote best business practices based on upgraded supply chain management systems customized for smallholder integration.

FCI enters its second decade founded on innovative foundation that continues to unlock investment ! FCI has built a Pan African focus and has been developing enduring partnerships that bring governments, private sector, research and development organizations as the solution to sustainable transformation amongst communities through trade facilitation.

FCI believes that Africa renaissance begins with "winning markets for Africa"!

David Ruchiu
Africa Director



The Journey...

"The past 10 years has been a decade of innovations, impact, great experiential lessons, dynamic ideas as well as tremendous exponential growth."

David Ruchiu, FCI Africa Director, RAMAC Feb 2014



CELEBRATING

10

YEARS

2004 - 2014

A Decade of
Innovations & Impact

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CELEBRATING

10

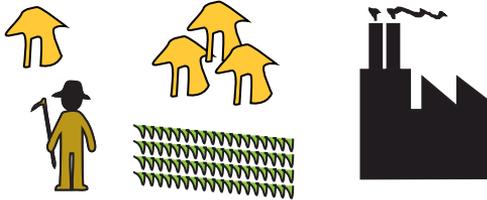
YEARS

2004 - 2014

A Decade of
Innovations & Impact

FCI Highlights

A decade of Innovations and Impact



- 2.5 Million Smallholder Farmers;
- 17,000 Villages [Avg.150 SHF per village]
- 340 Commercialization Zones [CoZos]...Avg 50 Commercial Villages/CoZo

Sales & Trade Facilitation



- USD 3 Billion trade facilitation annually
- Assorted commodities

Market Strategic Partnerships:



- 6,500 Traditional Market Wholesale buyers;
- 550 Corporate companies;
- 200 Small & Medium Enterprises
- 50 Development Partners;
- 25 Large-scale Commercial Farmers

Staff: Technical & Frontline

1. 165 Technical Staff
2. 450 Frontline Village Trade Facilitators [Village extension staff]
3. 110 Frontline Market & Trade Facilitators [Market level sales force]

$$1 + 2 + 3$$

$$= 725$$

Regional, National & Local Staff

Programmes

56 Programmes & Interventions
2004-2013

22 Ongoing Programme in [2014]

22 Ongoing programmes 2012/13

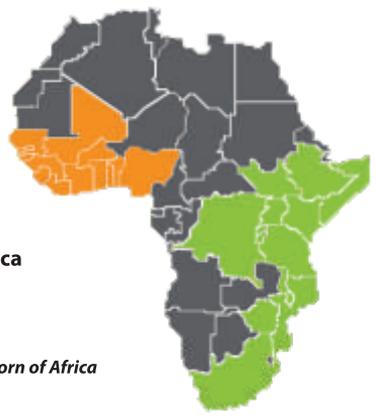
56 programmes & interventions 2004-2014



Countries & Regions:



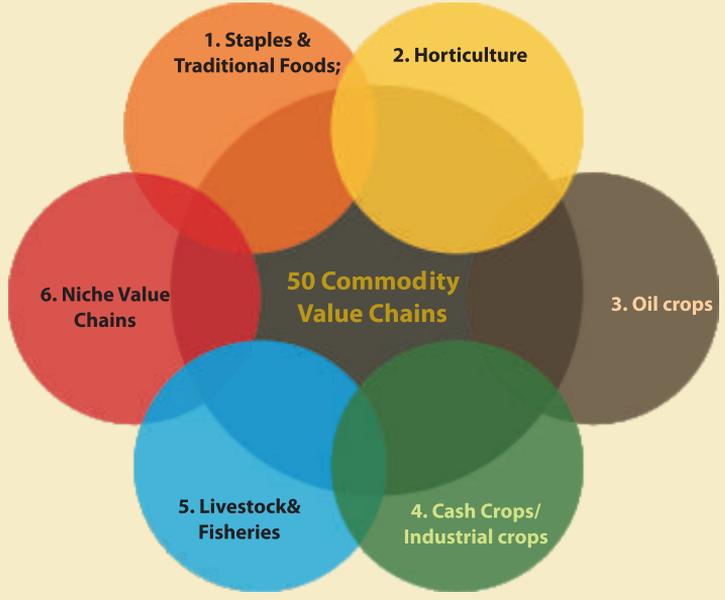
12 Countries across Africa
25 FCI Offices
5 Africa Regions:
Eastern / Central / Southern / West & Horn of Africa



Commodity categories & Value Chains:

50 Commodity Value Chains

- 1. Staples & Traditional Foods;**
 - i). Cereals
 - ii). Legumes
 - iii). Roots and Tubers
- 2. Horticulture**
 - i). Fruits
 - ii). Vegetables
 - iii). Ornamental plants
 - iv). Spices
- 3. Oil crops**
- 4. Cash Crops/Industrial crops**
 - i). Textile- Cotton
 - ii). Beverages
 - iii). Medicinal Plants
- 5. Livestock& Fisheries**
 1. Large Ruminants(e.g. Cattle)
 2. Poultry(Birds)
 3. Small ruminants(goats, sheep)
 4. Fisheries
- 6. Niche Value Chains**



Development Partners



Canadian International Development Agency





Agricultural Business Development (ABD)



Tear FUND



VisionFund INTERNATIONAL

Swiss Foundation for Technical Co-operation



THE ROCKEFELLER FOUNDATION



About Farm Concern International (FCI)

Overview

Farm Concern International (FCI) is an Africa-wide market development agency whose work is focused on commercialization of smallholder's farmers and agro-pastoral communities. FCI develops modern marketing concepts and building business relationships through strategic alliances to enhance competitiveness in the market place, economic growth, sustainability and profitability of Agro-enterprises in various countries of Africa.

No markets are designed for smallholder farmers! All suppliers must competitively meet requirements and standards set by markets, they indeed are indiscriminative and set the rules for suppliers to obey!

Markets are so dynamic that even some private sector investors actually never make through it through the markets dynamics. The private sector has therefore gone ahead to heavily invest in preparation to contend market forces with skilled marketing experts who 24/7 seek to understand the unforgiving trade waves. The private sector has further set up systems based on high-level human resource to ensure the following requirements are not compromised;

• **Quality** • **Timeliness** • **Quantity** • **Consistency** • **Reliability** • **Cost-effectiveness** • **Efficiency** • **Business**

Smallholder farmers (SHF) and smallholder Agro-pastoral communities (SAPC) must compete in the same markets...

- Who then ensures that the smallholders are on a consistent graduation pathway to markets?
- How will communities be equipped with the skills, understanding and capacity to global systems?
- What then is required to facilitate SHF and SAPC into respectable value chain players?
- Without tuning smallholders into marketing experts, how then is capacity building packaged?
- How can smallholders evolve into attractive investment hubs attractive to private investors?
- Who is systematically upgrading, modifying and customizing high-end systems for smallholder?
- Will smallholders succeed in the real market world?
- Is the future offering smallholders an opportunity?

Farm Concern International exists to respond to the above questions on behalf of smallholder farmers and agro-pastoral communities while innovatively equipping them with relevant skills sufficient for their level, designing business platforms benchmarked to private sector systems but with architectural features especially for smallholders' integration. FCI has developed Business models that are designed to provide guidance to the various programmes and sustainable market led development platform. FCI's continuous active participation with the smallholders provides avenues for enhancing competitiveness.

A team of marketing, commercialization and market research experts drawn from the private sector, development specialists with hands-on experience, ex-Government officials, village level extension staff and with a team of seasoned management teams drive the FCI agenda across Africa. FCI is expanding its local presence with experts across Africa.

FCI has gradually and organically developed to be a leading market development agency and as an African Organization, FCI implements these interventions through pursuing our Organizational Vision and Mission, set out below:.

Mission:

To build and implement innovative pro-poor market & business models that catalyzes solutions for smallholder commercialization and competitiveness in value networks for household economic growth and community empowerment in Africa and beyond.

Vision:

Commercialized African households with increased incomes for improved, stabilized & sustainable livelihoods in Africa and beyond.



FCI Objectives

- a) To be a market leader, a global authority and a cutting edge institution in the development space in Africa with a focus on FCI's core competences.
- b) To design, develop and implement innovative business models targeting smallholder communities in Africa as a catalyst for sustainable economic transformation.
- c) To be the preferred top value delivery organization for donor agents, Governments, inter-government agencies, international bodies and development organizations through frontline solution implementation that results in high-impact household centered growth.
- d) To be a highly-sought strategic partner to private sector investors in development and implementation of real time solutions for market and trade interventions targeting smallholder participation as valuable supply chain partners.
- e) To offer a competitive, innovative and growth-oriented culture that builds an enabling environment for Staff at all levels as well as partners and clients.
- f) To adopt an organic expansion pathway that is aimed at efficient and sustainable performance guaranteeing a globally competitive operational structure and reputation that is responsive to investors, partners and clients.
- g) To be the information hub and reservoir on emerging African market-driven opportunities that ensures highly informed decision-making processes for stakeholders that trigger exponential growth in agri-investments.

Market development initiatives by FCI have been benchmarked to private sector market development approaches with an aim of enhancing the competitiveness of the smallholders farming households in the market place through Business Models that enhance sustainability and profitability of smallholders in Africa.



Summary of 2013 Programmes

In the year 2013, FCI implemented several programmes, targeting smallholder commercialization and market access leading to transformed livelihoods and economic empowerment across Africa. The programmes were implemented with various market players including informal wholesale traders and high-end corporate companies to address trade inefficiencies by enhancing strategic business partnerships among business investors and to promote best business practices.

Across all programmes, market development initiatives by FCI have been benchmarked to private sector market development approaches with an aim of enhancing the competitiveness of the smallholders farming households in the market place through Business Models that enhance sustainability and profitability of smallholders in Africa.

Below is a summary of the various programmes and achievements realized.

Domestic Horticulture Markets (DoHoMa)

Supported by: Bill & Melinda Gates Foundation

DoHoMa is implemented in Tanzania, Malawi, Kenya and Rwanda with support from The Bill & Melinda Gates Foundation. Currently, the project has 114,880 total programme clients; 113, 579 smallholder farmers and established partnerships with 1,801 buyers (1,778 buyers from informal markets and 23 formal buyers). Commercialization and market development of prioritized crops has continuously increased and as a result, farmers' sales increased from USD 63,422,687 in 2012 to USD 89,113,837 in 2013. In addition, farmers were able to significantly improve on their savings drawn from sales; USD 84,784,539 in 2013 from USD 18,938,994 in 2012, an increase of 348% of 2012 savings.





Commercialization, Nutrition Promotion, Women & Youth Integration and Market development (NuCom)

Supported by: Hivos Foundation

Nucom is implemented in Tanzania with funding from Hivos Foundation. 250 groups from 43 villages; with 45,898 farmers were formed in the regions of Arusha, Meru, Hai and Siha districts of Northern Tanzania. Sales amounting to USD 29,358 were recorded for maize, beans, banana and vegetables by the smallholder farmers in the region. Establishment of kitchen gardens for improved nutrition and increased youth participation. 10 formal and 10 informal markets with 50 traders have been identified and linked to the CVs in the project site.

Capacity Development and Passion & Mango Commercialization for Project Narture in partnership with Technoserve

Supported by: 1. Coca Cola Foundation 2. Bill & Melinda Gates Foundation

The FCI implemented component was in Kenya with funding from Bill and Melinda Gates Foundation and the Coca Cola Foundation in partnership with Technoserve. 168 villages; 23,799 households with a population of 98,111 and 59,498 farmers were reached by the project. 11 formal and 18 informal markets with 70 traders were profiled and linked to the CVs. 160 CPGs were established, which have formed 18CVs.

