

# One Acre Fund



**Fall 2011 Performance Report**

# One Acre Fund Semi-Annual Performance Report

May 2011 – October 2011

Friends – Greetings from the One Acre Fund family!

I wanted to introduce you to one of our Rwandan field directors, Charite Nirere.

Charite joined One Acre Fund in 2007 as a field officer in Nyamasheke District. She quickly became known throughout the district for her skill at enrolling farmers and teaching them agriculture practices.

In 2008, Charite was promoted to field manager, and she developed into an excellent leader. She was interested in One Acre Fund's plan to grow to new districts throughout Rwanda,

and she expressed interest in taking a leadership role in a new district. First, however, Charite had to learn French. After six months of intensive French lessons, she became the field director of Rutsiro district, a role she continues to hold. In just four years, Charite has grown to lead over thirty staff.



Please read on—there will be more about Charite later in this report. Charite's rapid rise is possible because your generous support has ensured our program's continued growth. This is our ninth 6-month report, which offers a frank look at the hard metrics we use to guide every step of our operations. From May 2011 – October 2011, we:

- Grew program size from 54,000 farm families to 75,000 farm families, serving more than 300,000 children.
- Had our tenth harvest, increasing take-home farm income by 100% per acre, with 98% of farmers repaying program fees.
- Covered 77% of our field costs through farmer repayments, exceeding our 2011 goal of 75 percent.

This report briefly concludes with our vision for the future, which we are truly excited about. Our momentum continues to build at a terrific pace, and we are on track to create life change for 180,000 families in the next 24 months. This growth is largely due to you, our loudest supporters. On behalf of the children and families that we serve: **Thank You.**

A handwritten signature in black ink, appearing to read "Andrew Youn".

Andrew Youn  
Founder, One Acre Fund

A handwritten signature in black ink, appearing to read "Matt Forti".

Matt Forti  
Founding Board Chair, One Acre Fund

Governing Board Members: Joel Ackerman, board chair; CEO, Champions Oncology, Inc.; Fred Ogana, Kenya country director, Technoserve; Wally Scott, professor of management, Kellogg School of Management; John Wood, founder and executive chairman, Room to Read

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## One Acre Fund: Core Values and Program Model

*Our purpose:* We serve small-scale farmers. In everything we do, we place the farmer first. We measure success in our ability to make more farmers more prosperous.

*Core values:*

- **Humble Service** – We meet farmers in their fields and we get our shoes muddy. Farmers are our customers and we serve them with humility.
- **Hard Work** – We work hard every day. We execute with world-class professionalism and business excellence. Farmers deserve nothing less.
- **Continual Growth** – We improve every season. We work with determination to meet our goals and then stretch ourselves by raising the bar even higher.
- **Family of Leaders** – We bring together the best leaders, and build long-term careers. We care for team members like family.
- **Dreaming Big** – We envision serving millions of farm families. We build for scale with every idea and solution.
- **Integrity** – We do what we say, and our words match our values.

*One Acre Fund's "Market Bundle"*

**1) Group formation:** One Acre Fund meets existing women's self-help groups, and organizes them into a producer group.

**2) Farm inputs:** One Acre Fund finances and delivers all of the planting materials that our farmers need to increase their yields.



**3) Education:** One Acre Fund field officers deliver trainings on planting, weeding, and fertilizer application to groups in their fields.

**4) Market facilitation:** One Acre Fund trains its farmers on post-harvest crop handling and storage, and helps link farmer groups to traders.



None of the individual pieces of our model is particularly new – but the *combination* of them is extremely unique. Our "market bundle" is an innovative new tool in the world's fight against hunger.

## Review of Program Metrics: May 2011– October 2011



**++** = Met/Exceeded Goal      **+** = Additional Opportunity      **-** = Did not meet goal

### HOW MANY PEOPLE DID WE REACH?      Program grows to over 75,000 farmers

Scalability	Previous Nov 10 - Apr 11	New goal May 11 - Oct 11	Actual May 11 - Oct 11	Rating	Rationale
- # Families Reached	54,912	65,000	75,322	++	- Exceeded goal due to strong Rwanda enrollment
- # Children Enrolled	219k	260k	304k	++	- Our clients have an average of four children
- # Acres Cultivated	38,432	48,000	57,242	+	- Our average number of acres per farmer increased

#### FUTURE ACTIONS:

- We plan to further increase the average number of acres per farmer in 2012
- We are on track to exceed our target of 120,000 families in the next 12 months

### WHAT WAS OUR QUALITY OF IMPACT?      Farm income doubles per planted acre

Impact	Previous	New goal	Actual	Rating	Rationale
- Increased Size of Harvest (year-on-year) Per Acre	3x	3x	3x	++	- Raw harvest increased by approximately 3x per planted acre (verified by One Acre Fund M&E staff)
- Increase in Farm Income (year-on-year) Per Acre	2x	2x	2x	++	- Farm income increased by approximately 2x per planted acre, after program repayment

#### FUTURE ACTIONS:

- Farm income targets remain on track

### HOW MUCH DID IT COST?      Program improves to 77% sustainability

Financial Return	Previous	New goal	Actual	Rating	Rationale
- Repayment Rate	99%	95%	98%	++	- 98% of farmers repaid, well above target of 95%
- Field cost Per Family	\$80	\$75	\$80	+	- We are attacking operations cost at the district level and believe there is room for further cuts in 2012
- Infrastructure investment	\$2 mil	\$2 mil	\$2.8 mil	+	- We are making significant investments to prepare for our future growth plans
- % of Donations to Program Services	100%	100%	100%	++	- 100% of individual donations went directly to program; overhead covered by foundation grants
- Program Sustainability	70%	75%	77%	+	- Farmer repayments covered 77% of field costs

#### FUTURE ACTIONS:

- Our target is to cover 80% of our field expenses through farmer repayments by the end of 2012
- We aim to reach 85%+ sustainability in the next 24 months

# Management Discussion

## 1. Our Expansion Strategy

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One Acre Fund has an ambitious goal to reach more than 1 million farmers in the next eight years. To do so, we plan to grow our operations in Kenya and Rwanda, as well as add new countries of operation. We've developed a thoughtful and systematic approach for new country expansion. First, we conduct desk research to see if the country fits our expansion requirements. If it does, we make an initial trip to the country to conduct lots of farmer interviews to understand whether the One Acre Fund model is a good fit for the needs of local farmers.

If the conditions look good for our operating model, we start a small trial with 100-200 farmers. Currently, we are conducting small trials in Ghana and Cambodia, and preparing for a small trial in Tanzania. If the small trial is successful, we move to a larger trial with 500-1,500 farmers. We are now conducting a trial in Burundi with about 1,400 farmers. If the larger trial is successful, we will move to a full country launch.



## 2. Sharing Our Field Successes with A Wider Audience

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In 2011, our field successes were celebrated across the world. We were featured in the WorldWatch Institute's *Nourishing the Planet*, a book that examined agriculture development innovations across sub-Saharan Africa. We were also included in *The New Harvest: Agriculture Innovation in Africa*, by Harvard professor Calestous Juma.

In June, we won the FT/IFC Sustainable Finance Award for Achievement in Basic Needs Financing—for the second year in a row! Some of the best minds in the banking world continue to be impressed with our work.

This summer, the *Stanford Social Innovation Review* featured One Acre Fund in a “What Works” article. In November, we were included in the Forbes Impact 30, the magazine's first-ever list of the leading social entrepreneurs tackling “the world's most intractable challenges.”

Members of the One Acre Fund team spoke at the Skoll World Forum in Oxford, the “Cracking the Nut” conference in Washington, DC, the World Food Prize symposium in Des Moines, Iowa, and the Global Microcredit Summit in Valladolid, Spain. Sharing our field successes is a way to extend our impact, and to build a movement of people who are committed to serving smallholder farmers.



## Harvest Measurement



### < Selecting a Plot

One Acre Fund's monitoring and evaluation agents choose an area of the farmer's land for doing harvest measurement. This area, the "harvest box," is a square in Kenya and a triangle in Rwanda. This box is a percentage of the farmer's land, and the harvest in that area can be used to calculate the farmer's total harvest.



### < Harvesting the Plot >

Monitoring and evaluation agents harvest everything in the harvest box. Maize is left on the cob, but beans are removed from the pod by beating a bag full of pods with a stick, then removing the empty pods to weigh the remaining beans.



### Weighing the Harvest >

Agents travel with scales to the field. For beans, agents only measure weight once. For maize, agents return after the maize is dried and calculate a second "dry weight." The M&E department uses these figures to calculate the harvest income increase of One Acre Fund farmers as compared to a control group of farmers.





## Meet Charite Nirere, Field Director, Rwanda



### < Building Relationships

Charite is known throughout One Acre Fund's Rwanda operation for her ability to spread the word about One Acre Fund to farmers. In her first season as a field officer, she enrolled over 200 farmers! In 2011, she wrote a book describing her enrollment strategies. Now, her strategies have been incorporated throughout the entire operation.



### < Field Work >

Charite has become a leader because she takes her field work seriously. As a field officer, she asked her farmers lots of questions. As a field director, she mentors field managers and field officers to do the same.



### Leading the Team >

In under four years, Charite has grown from a field officer serving 200 clients to lead a district of operations with over 30 staff and over 2,000 clients. To do so, she had to learn French, move her family from Nyamasheke District to Rutsiro District, and learn how to effectively manage a large team. She dreams of the day when One Acre Fund will work in every district in Rwanda.



## Vision for the Future

Can our model be scaled into a major force against world hunger?

**We have proven our program model, and we need to reach as many needy people as possible!**

### We have set an ambitious goal ...

We have set an extremely ambitious goal for the next 24 months: to begin expanding a program model that we have proven. Our milestones in the next two years are to:

- 1 Reach 180,000+ farm families
- 2 Create a 100% gain in farm income per acre
- 3 Achieve 85%+ financial sustainability (farmer repayments covering 85% of field expenses)

We believe that if we can create a program model that achieves all of these goals, we will be in a position to grow to serve millions of lives in the coming decades. Our vision is millions of farm families feeding themselves.

### We have a realistic plan ...

These are not idealistic words – they are carefully constructed milestones, supported by our current field experience, and the advice of dozens of prominent advisers.

#### Annual milestones

	2010	2011	2012	2013
<b>Scale</b>	30,000+ families	75,000+ families	120,000+ families	180,000+ families
<b>Impact</b>	100% average gain in farm income	100% average gain in farm income	100% average gain in farm income	100% average gain in farm income
<b>Financial sustainability</b>	65% cost recovery on field programs	75% cost recovery on field programs	80% cost recovery on field programs	85% cost recovery on field programs

### ... And your support makes it happen

Your support makes this possible! We need to raise a total of \$12.0 million dollars over the next two years to execute this plan, and every dollar matters. Maybe you are donating \$240 a year to support two families in our program. Those families matter. Maybe you are donating \$10,000 a year to help support an entire village of farm families. That village matters. Maybe you are donating \$50,000 a year to help us make key infrastructure investments. These investments matter.

Your donation matters for real people. Every dollar empowers a hungry person to feed her own family, and every dollar helps us invest for the future. We will continue to strive to report exactly how much social impact your investments are making for our families, and please, never hesitate to write to us with questions and comments.

On behalf of our children and families: THANK YOU.



## One Acre Fund by the Numbers

One Acre Fund continues its strong growth, evidenced by the numbers below. In particular, the increase in staff members reflects our desire to build infrastructure to support our anticipated growth to more than 120,000 families by 2012. The number of unique donors increased, as did our total donations during this period.

Metrics	As of 4-30-11	As of 10-31-11	Percent growth, last six months
# Unique Donors	2,555	2,745	7.4%
# Investment Council Members	632	684	8.2%
# Staff Members	538	868	61%

### Donors (for the twelve months ending 10-31-2011)

One Acre Fund measures its success not only by the impact we have on the ground in Africa, but also by our ability to attract and retain donors. The extraordinary individuals who donate to One Acre Fund represent a group committed to ending hunger through empowerment. We can't thank you enough for your support.

#### Fellow Farmers (\$500,000 and up)

- Barr Foundation
- The Pershing Square Foundation
- Stephen and Susan Wilson

#### Partners (\$100,000 - \$499,999)

- Anonymous (2)
- Ackerman Charitable Fund and Coventry Health Care
- Casten Family Foundation
- Cubit Family Foundation
- David Weekley Family Fund
- Dr. Yaron Minsky and Dr. Lisa Minsky-Primus
- Horace W. Goldsmith Foundation
- Jasmine Social Investments
- Mulago Foundation
- New Zealand Aid Programme
- Planet Wheeler Foundation
- Skoll Foundation
- Stavros Niarchos Foundation
- Syngenta Foundation for Sustainable Agriculture
- The Charitable Foundation
- The Peery Fund
- Whole Planet Foundation, a Whole Foods Market Foundation

#### Honorary Advisory Board (\$25,000 - \$99,999)

- CF Industries
- Code Family Foundation
- Conservation Food & Health Foundation Inc. c/o GMA Foundations
- Cooper Foundation
- Combe Family
- David and Joanne Mullen
- GlobalisLocal Fund
- Harry and Julie Kraemer
- International Raw Materials LTD
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- Prana Foundation
- R & L Uechtritz Foundation
- Rock Paper Scissors Foundation
- Satter Foundation
- Segal Family Foundation
- USAID Compete
- Weyerhaeuser Family Foundation

## Leadership Circle (\$10,000 - \$24,999)

- Anonymous (2)
- Barbara and Walter Scott Charitable Fund
- Cooper Investors PTY Limited
- Deborah and Cody Engle
- FJC Philanthropic Funds
- Greg and Rita Bustamante
- Kaspar Von Braun
- Kellogg School of Management
- Martha Escobar and Sandor Lehoczky
- Mike and Carol Anderson
- Sierra Foundation
- Stanley and Dorothy Winter Fund of the Jewish Community Foundation
- The Evangelical Formosan Church of NASA
- Tom and Analisa Barrett
- Twig Foundation
- William Doty

## Major Supporters (\$5,000 - \$9,999)

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- Benjamin Flaumenhaft
- Careerbuilder
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- Harlan Simon
- Hoban Family Charitable Foundation
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- L.E.K. Consulting, LLC
- LGT Venture Philanthropy
- Linville Family Foundation
- Marquette Associates
- Megan Lyons
- Miles Lasater
- Muffy, Andy and Megan DiSabatino
- Robert J. Mariano
- Roxanne Hori and Robert Felsenthal
- Sandy and Mark Ehlert
- Steven Florsheim

## Investment Council Members

Investment Council members donate \$20 or more per month or \$240 or more one-time in the past year

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Adrian Coppel Calvo	Aner Ben-Ami	Benjamin Markham	C. Vaughn
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Alexander Kowell	Anna Taboada	Bobby Smith	Caroline Pollak
Alice Tybout	Annabel Khouri	Boudhayan Sen	Carolyn Panning
Alissa Leviness	Anne Bubba	Brad O 'Dell	Carolyn Randolph
Allana Jackson	Anne and David	Brad Roberts	Catherine Kozen
Allen Coulter	Heider	Bradley Davids	Charles Burhans
Allie Cecich	Anthony and Chelsea	Bradley Rager	Charles Slaughter and
Alok Sindher	Showalter	Brandon Benson	Molly West
Amanda Solomon	Anthony Bowes	Brannan Schell	Chip Heady
Amit Bouri	Anwei Li	Bree Januhowski	Chris and Danika
Amy Abeling	Art Formento	Brett Burgess	Addy
Amy Hsiao	Ashley Crossan	Brian and Lori Moeller	Chris Ashley
Amy and Ben	Ashley Lawrence	Brian Irwin	Chris Cerf
Markham	Audrey Liu	Brian O 'Malley	Chris Enock
Andrea Greenwood	Barbara Case	Brian Thome	Chris Herron
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Andrew Choquette	Barbara Ritchie	Bruce and Alisa	Christina Blodgett
Andrew Johnson	Ben and Kim Olds	Weber	Christine Warden
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William D. Spring  
William Dowd  
William Hobert  
World of Color  
Yaasmeen Cook  
Young An  
Young Hee and Sun  
Hie Lee  
Yvonne Chao  
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Zubin Vandrevala

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## Your Feedback

Your candid feedback matters immensely to us. Please contact us at [katie.hubner@oneacrefund.org](mailto:katie.hubner@oneacrefund.org) with your comments, questions, or suggestions.



# One Acre Fund's Field Leadership

## Rwanda

Joseph Bunozande, Assistant Field Director  
Fidele Habimana, Innovation Assistant Director  
Emmanuel Habineza, Innovation Assistant Director  
Fiston Habinshuti, Assistant Field Director  
Christine Ingabire, Finance Director  
Jean-Baptiste Kagabo, Regional Field Director  
Jean-Pierre Kanyemera, Field Director  
Theogene Bigenimana Karekezi, Technology Assistant Director  
Jacques Mudakikwa, Logistics Director  
Aaron Mundanikure, M&E Director  
Esperance Mundanikure, Assistant Field Director  
Verene Musengimana, Field Director  
Vicky Ndatamahoro, Field Director  
Charite Nirere, Field Director  
Gaudence Niyompatsi, Field Director  
Martha Niyonshuti, Seed Assistant Director  
Alphonse Nkinamubanzai, Sales Assistant Director  
Boaz Nsengumuremyi, Assistant Field Director  
Agnes Nyirahabyarimana, Assistant Field Director  
Marcelline Nyirahabyarimana, Assistant Field Director  
Claver Rugirangoga, Field Director  
Nehemie Uwimana, Seed Assistant Director  
Marie Therese Uwingabiye, Field Director  
Marie-Gorette Uwizeyimana, Assistant Field Director  
Francoise Yankurije, Assistant Field Director

Christophe Bimenyimana, Field Manager  
Innocent Birindiro, Logistics Manager  
Louis Byumvuhore, Regional Field Manager  
Venuste Bizimana, Motorcycle Manager  
Thomas Hafashimana, Sales Manager  
Jean Damascene Hagenimana, Field Manager  
Etienne Halindintwali, Field Manager  
Samson Iyamuremye, Field Manager  
Phanuel Kubwimana, Technology Manager  
Aloys Majyambere, Innovation Manager  
Desire Manirumva, Sales Manager  
Gaudiose Mpinyuje, Technology Manager  
Rosalie Muhawenimana, Field Manager  
Eline Mukabonera, Field Manager  
Mathilde Mukabucyana, Field Manager  
Dancille Mukabungo, Field Manager  
Albertine Mukandamage, Field Manager  
Colette Mukantwari, Field Manager  
Angelique Mukasine, HR Manager  
Diane Murekatete, Logistics Manager  
Mediatrice Musabyemaliya, Field Manager  
Eugene Namuhoranye, Logistics Manager  
Jean Marie Ndayisenga, Seed Manager  
Oscar Ndayayino, Field Manager

Geraldine Niyitegeka, Field Manager  
Canesius Niyitegeka, Sales Manager  
Joel Niyizubugingo, Sales Manager  
Jean Pierre Nsabimana, Field Manager  
Damien Nsekanabo, Field Manager  
Joseph Nshamihigo, Field Manager  
Virginie Nyambuza, Field Manager  
Beathe Nyirahavugimana, Field Manager  
Monique Nyiramporansenga, Field Manager  
Eline Nyiramwiza, Field Manager  
Francine Nyirangirimana, Field Manager  
Theoneste Nzaramba, Field Manager  
Theodores Rwagasore, Field Manager  
Faustin Shyirakera, Field Manager  
Thomas Sindikubwabo, Field Manager  
Elyse Tuyishime, Innovation Manager  
Diane Twagiramariya, Sales Manager  
Maurice Ugirashebuja, M&E Manager  
Jeanette Ugiribambe, Field Manager  
Protais Urayenzeza, M&E Manager  
Wellars Usanzineza, Field Manager  
Christine Uwabagira, Field Manager  
Thacienne Uwamaliya, Field Manager  
Marie Rose Uwimana, Field Manager

Speciose Uwimana, Field Manager  
Placide Uzayisenga, Field Manager

Patrice Uzayisenga, Sales Manager

## Kenya

Patrick Keya, Field Director  
Isaac Khaemba, Field Director  
Joan Lirhu, Field Director  
Martin Lusuli, Assistant Field Director  
Everlyne Mamai, Assistant Field Director  
Meshack Mocho, Field Director  
Daniel Okongo, Field Director  
Alex Mungaru, Field Director  
Phoebe Siketi, Field Director  
Protus Wanguche, Assistant Field Director  
Pauline Wanjala, Assistant Field Director

Mildred Adhiambo, Field Manager  
Fred Akuku, Horticulture Manager  
Shadrack Atulo, Field Manager  
Nelson Awino, Field Manager  
Jacklyne Barasa, Field Manager  
Carolyn Barasa, Field Manager  
Jacinta Barasa, Child Health Manager  
Nakitare Baraza, Field Manager  
Michael Chenge, M&E Manager  
Timothy Chole, Horticulture Manager  
Alice Digoh, Field Manager  
Margaret Emali, Field Manager  
Elphas Kaserwa, Field Manager  
Henry Kawa, Field Manager  
Agneta Kazirah, Field Manager  
Evans Libeya, Nursery Manager  
Grace Lumala, Field Manager  
Betty Luvuga, Child Health Manager  
Frederick Maisiba, Field Manager  
Margaret Makari, Child Health Manager  
Dorica Manuni, Field Manager  
Samuel Masinde, Field Manager  
Vincent Mateyi, Field Manager  
Anne Midigo, Field Manager  
Marykevin Milimo, Field Manager  
Emmanuel Muchele, Horticulture Manager  
James Munoko, Field Manager  
Millicent Mwugusi, Field Manager  
Violet Nalianyana, Field Manager  
Sarah Nasong'o, Field Manager

Isaiah Obwoyele, Field Manager  
Cleric Odongo, Field Manager  
Susan Omollo, Field Manager  
Harrison Omupachi, Field Manager  
James Onyango, Field Manager  
Samuel Opondo, M&E Manager  
Bernard Otech, Field Manager  
Richard Ouma, Field Manager  
Abraham Rabach, Field Manager  
Geoffrey Saya, Field Manager  
Alfred Shitendesha, Field Manager  
Kassim Simiyu, Field Manager  
Maxwel Simiyu, Field Manager  
Jacob Siro, Logistics Manager  
Robert Sitati, Field Manager  
Patrick Siundu, Field Manager  
Felister Theuri, Field Manager  
Oliver Wabomba, Field Manager  
Festus Wabwile, Field Manager  
Moses Wafula, Field Manager  
Evans Wafula, Field Manager  
Kennedy Wambulwa, Field Manager  
Henry Wanjala, Field Manager  
Andrew Wanyonyi, Logistics Manager  
Phelix Wasonga, Field Manager  
Francis Wefwafwa, Field Manager  
Judith Wekesa, Horticulture Manager  
Scholastica Wekesa, Field Manager  
Sylvanos Yabwetsa, Field Manager

## Burundi

Jonas Ndarihорanye, Field Director