



**STRATEGY
2011 - 2014**

Our Mission

To help villagers living in the drylands of Africa
unlock the potential of trees
to reduce poverty and protect the environment

“Two for One”: The TREE AID Philosophy

At TREE AID, we know that tackling poverty and environmental protection are inseparable.

We know that poor people are heavily dependent on their immediate environment and where it is degraded, poor people suffer disproportionately.

We know that poverty limits the choices of poor people and that they are often forced to over-exploit their environment simply to survive. Over time, this leads to greater poverty.

We know that poor people are also more vulnerable to the impact of climate change. They do not have the greater security that money buys the rest of us and the fragile environments in which they live are more vulnerable to changes in temperature and extreme weather events such as drought and flooding.

At TREE AID, we help villagers and especially women in the drylands of Africa unlock the potential of trees to break this cycle of environmental decline and poverty. We help create self-reliance for poor communities building not only their chances of survival but also their dignity and respect.

At the same time, we help poor people invest in their environment, building its richness and well-being not just for today but for generations to come.

It's what we call a “two for one” solution that breaks the cycle of poverty and environmental decline and offers a sustainable way forward for people across Africa.

Our Programme

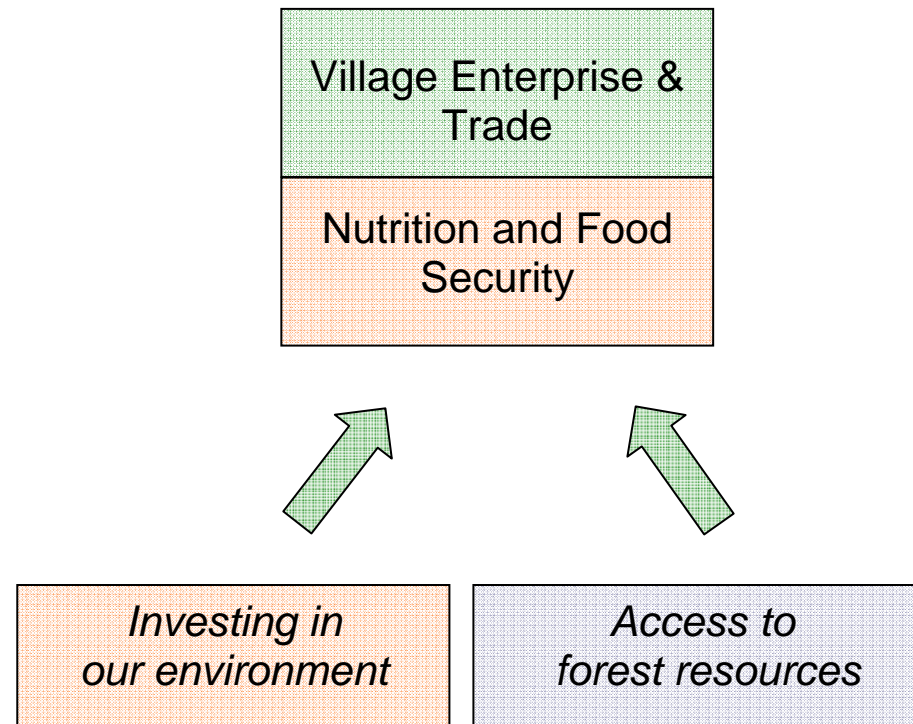
Our work:

Protects and improves the environment by building greater understanding of how best to manage natural resources

Secures long-term access to natural resources for the poor ensuring they can benefit from protecting and enhancing those resources

Helps poor communities become more resilient in the face of drought and famine through our work on nutrition and food security

Creates the means to invest in their families' future through our work on village enterprise and trade



Our Approach

Working with our African partners for nearly 25 years, we have learnt how to unlock the potential of trees to tackle poverty and produce environmental improvement in the drylands of Africa.

We started with trees ... **using our “know-how”** of species, techniques and places to show the amazing benefits that trees can bring

... But we realised that without understanding and connecting with **what motivates people** to take action, this knowledge could only ever be a part of the solution

And as time went by, we saw that without **secure access** to trees, people would not be willing to invest in the land and could not benefit from what trees produce

This is the insight we bring to our work. It is a simple equation:

$$\begin{array}{c} \text{know-how} \\ + \\ \text{motivation} \\ + \\ \text{access} \\ = \\ \text{social, economic and environmental change} \end{array}$$

Our Success

Using our distinctive approach TREE AID has ensured that:

- 7.2 million trees have been planted across Africa
- Hundreds of thousands more trees have naturally regenerated through improvements in natural resource management
- over 450,000 villagers have benefitted from improved incomes from tree products meaning better health, education and life chances
- over 1,000,000 people have benefitted from improvements in soil and water conservation
- last year alone we were working with over 350 communities in Burkina Faso, Ethiopia, Ghana and Mali
- the survival rate of trees in communities supported by TREE AID are 60-70% compared with an average of 40% on other tree planting initiatives
- in achieving all this, we have spent around £9.5m since 1987 – that's around £21 for each person who has directly benefitted from our work and £1.30 per tree planted.

Our Values

Our work changes lives. We never, ever compromise on the **quality** of the work that we do or the **honesty** with which we do it.

We are **inspired** by the people we support. We strive to inspire others with what we do.

We believe **everyone** has something to add. We want to understand what others think, feel and do.

Actions count. We want every penny and every moment to make a difference. We don't waste time making excuses or blaming others. We **count on each other** to reflect, act, learn, share and improve.

People trust us to do something wonderful in a complex world. We want to tell them what we achieve in **simple** terms, without hiding behind jargon.

Our plans for the next three years (2011-14)

Our dream

We have achieved a lot since we began our work in 1987. We have developed a sophisticated and holistic model that works in delivering real and sustainable change for poor people and in improving the environment. But we know that the global needs are enormous. Now, we have an opportunity to embark on an exciting journey and make a leap in extending the impact and influence of our work.

By using our experience and insight, we can make an increasingly significant difference. We can reach many more people and places across the African drylands by expanding our project work and building on past success. At the same time, we can inspire others to adopt and support similar approaches elsewhere around the world. This will increase our impact, building upon practical work that makes a real difference to people in poor communities.

By focusing on the following 3 challenges and taking the actions described, we will make a significant step towards realising this dream.

1. Increasing our impact

We will maintain our existing three focus areas of work:

- investing in our environment through improvements in natural resource management
- fair access to forest resources; and
- improving incomes through village tree enterprise initiatives and trade.

To this we will add a fourth area:

- using tree products to improve nutritional security.

We will manage our work to achieve the best synergy between these interdependent areas. Our projects are designed to deliver improvements for beneficiaries that can be managed and sustained after direct project support has finished. By working at the policy level, we seek to create an institutional environment that nurtures the progress made in rural communities.

We will continue to focus on our current countries of operation increasing the reach of our work there maintaining our programme in Burkina Faso but increasing it in Ghana and Mali. At the same time, we will increase activities in East Africa by building partnerships with complementary organisations, with a view to carefully extending our countries of operation and increasing the overall numbers of people benefitting from our work.

We will deliver a stronger link between practical action on the ground and national and international policy to ensure that what works is developed and replicated globally. We will work to

ensure that national and international policy supports positive change for poor people and stimulates significant environmental improvement. We will continue to expand our network of national and international partners.

We will work in a way that builds the capacity and effectiveness of our African partner organisations and to learn from their success.

We will grow the demand for our expertise in dryland forestry and development.

Success measures:

Our effectiveness:

By 2014:

- We will be working in 475 communities across Africa.
- 80,000 people will directly benefit from our work taking up opportunities to diversify their livelihoods. Over 70% of these will be women.
- In addition, the benefits of TREE AID's programme will reach many millions more through sustainable improvements in forest governance, natural resource management and trade in non timber forest products.
- We will have helped plant a million trees and ensured that over 2 million more are planted or regenerate naturally.
- We will see identifiable shifts in forest and land-use policy in Burkina Faso, Ghana and Mali that benefit tens of millions of poor people.

Our efficiency:

- ✿ We will spend no more than £20 / person directly benefitting from our work and a fraction of this cost for the millions more experiencing the wider benefits of our work.
- ✿ We will spend no more than £1 / tree planted.
- ✿ 70% of trees planted on TREE AID projects will survive.
- ✿ By 2014, our village enterprise work will ensure that poor villagers make the local equivalent of £2.50 for every £1 that they invest

Our impact:

- ✿ 475 poor communities will have higher levels of income
- ✿ Numbers of children in education will have increased
- ✿ The number of hungry months faced by 475 poor communities will be reduced
- ✿ 70% of women involved in our projects will be more confident and active participants in decision-making in their families and communities
- ✿ 60% of local partners will be able to identify improvements in their capacity as a result of TREE AID's support

2. Increasing our influence

We will build our influence by enhancing our international partnerships to ensure that lessons learned from our work are shared across the African drylands and beyond. We will actively share insights from our work, invest in research where necessary and ensure that impact and lessons learned are available to policy makers and influencers.

We will build our reputation through a campaign approach to fundraising and communication that builds on the 2011 UN Year of the Forest and our 25th anniversary in 2012. We will develop our strategic partnerships in the UK in order to attract new audiences and build greater understanding of and active support for our work.

We will build our profile by constantly updating the quality of our online and offline materials, ensuring that our communications are clearly targeted and accurately represent our identity as an innovative, creative and dynamic organisation. We will create new opportunities for people to engage with us both directly and through partners.

Success measures:

By 2014:

- we will have at least 6 strategic international partnerships in place that increase our knowledge base, enable us to share lessons learned and allow us to scale up our impact
- we will have developed at least 4 research partnerships that have grown and shared the evidence base for and insights from our work

- TREE AID expertise is shared through at least 10 quality publications and 10 international events
- we will have a 100% increase in supporters who actively support our mission
- TREE AID name recognition is 9% in the UK
- we will receive 100,000 visits to the TREE AID website and associated campaign site

3. Increasing our capacity to deliver

We will increase our funding by ensuring that we have strong leadership of the fundraising team with clear expertise in fundraising and communications, and by developing a better understanding of and connections with our supporter audience.

We will deliver a campaign approach to fundraising and communications building upon the 2011 UN Year of the Forest and the 25th anniversary of TREE AID in 2012 to increase our individual and corporate support base.

We will increase the number of proposals submitted to institutional and trust funders ensuring proposals are of a manageable size and deliver a portfolio of activity that is funded by a diverse number of institutional and trust funders. We will outsource key elements of our supporter development and management.

We will build the strength of the TREE AID team by investing in additional programme team support in the UK and in our African operations so that we can increase our ability to develop projects, build stronger links to UK and international policy developments and improve our capacity to learn and share insights and expertise.

We will invest in additional fundraising and communications expertise in the UK, and ensure that the UK and African teams are better linked and able to work more effectively together.

At the same time we will consolidate our Policy and Programme Group of external advisors ensuring that we draw on its insights and knowledge to inform the development of our programme. We will also place permanent staff in-country in Mali and Ghana to build partnerships with local organisations and with local and national governments, to build support and funding for our work, and to deepen our understanding of dryland forestry issues ensuring that knowledge is shared internationally.

We will put in place a formal team-building and organisational learning process.

Success measures

Between 2011 and 2014 we will have delivered:

- a 46% increase in income from individual sources
- a 32% increase in trust funding
- an 104% increase in institutional funding
- a ratio of unrestricted: restricted funding of 1:2.5
- a cost : income ratio of 1:3.4 for fundraising activities