2013-14 ANNUAL REPORT SNAPSHOT

CELEBRATING AND SERVING FAMILY FARMS

FOR OUR FULL, MEDIA-RICH ANNUAL REPORT, PLEASE VISIT FARMRADIO.ORG/2014.
WELCOME TO THIS YEAR’S ANNUAL REPORT

A MESSAGE FROM THE EXECUTIVE DIRECTOR AND THE CHAIR OF THE BOARD OF DIRECTORS

2014 is the International Year of Family Farming, and we at Farm Radio International are as committed as ever to serving small-scale farmers and their families.

This year, we worked with more than 530 radio partners in 38 countries to increase food security and economic prosperity for tens of millions of small-scale and family farmers.

Family farming dates back thousands of years, but it is not stuck in the past. In fact, small-scale family farmers have been developing in incredible ways — finding new approaches to produce more and better food in a changing climate, organizing to access new markets and bring home a better paycheque, and adopting new ways to manage produce after harvest time so that less food is lost to disease, pests and damage.

Farm radio has also been around for a while (albeit not quite as long as farming). But it is not a relic of the past either. It has also been innovating in delightful and creative ways. We are proud to say that FRI is at the fore in this “new age of radio,” always looking to apply new ideas and technologies to better serve broadcasters and family farmers.

2013-14 was a busy year for our team, which ran 21 projects in eight countries supported by 12 different funders. The impact and cost-effectiveness of our work is drawing more and more organizations to us that want to share knowledge and give voice to farmers.

A big year like this deserves a big thank you — to our staff, board members, partners, volunteers and donors. Every penny of support and every hour of time has been of great significance our work in 2013-14.

We work tirelessly to ensure that the money we raise goes to serve African farmers over the airwaves. This annual report provides the basics on our governance and financial information for the year. We invite you to visit www.farmradio.org/2014 for our full, media-rich annual report to read about all that we have achieved together.

Kevin Perkins
Executive Director

Doug Ward
Chair of the Board of Directors
THANK YOU!

2013-14 DONORS
We gratefully acknowledge the financial support of the many individuals, groups, foundations and corporations that gave to FRI this year. Tens of millions of small-scale farmers and their families benefited as a result of the generosity of our friends and supporters.

We would like to make special mention of the following contributors to our work:

- Foreign Affairs, Trade and Development Canada
- Bill & Melinda Gates Foundation
- Grand Challenges Canada
- Irish Aid
- Aga Khan Foundation Canada
- Alliance for a Green Revolution in Africa (AGRA)
- Anne Burnett
- Canadian Auto Workers (CAW) — Social Justice Fund
- Canadian Feed the Children
- Catholic Relief Services
- Faida Market Link
- David Frere
- GIZ
- At the request of Beth Haddon — Tides Canada
- HarvestPlus
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
- International Development Research Centre (IDRC)
- International Institute of Tropical Agriculture (IITA)
- International Maize and Wheat Improvement Center (CIMMYT)
- Kitchener and Waterloo Community Foundation — Hughraine Fund
- Marilyn & Wally King
- McCain Foundation
- Novozymes
- Oscroft Ltd.
- Rockefeller Foundation
- Sisters of St. Joseph of London
- S.M. Blair Family Foundation
- Les Soeurs de la Congrégation de Notre-Dame
- Technical Centre for Agricultural and Rural Cooperation (CTA)
- Laura Tiberti Foundation
- Wellspring Fund, held at the Vancouver Foundation
- World Food Programme
- World Vision Tanzania
- World University Service of Canada (WUSC)

CIRCLE OF PRODUCERS
Sincere and heartfelt thanks also go out to all members of our Circle of Producers, a group of generous supporters who have each cumulatively donated $1,000 or more to FRI.

We would like to welcome and thank our newest Circle of Producers members:

Marion Ballard • Jonathan Barker • Donald & Alma Bealle • Graham Beck • Marjorie Bryant • Donna Clandfield • H.J. & F.R. Clase • Ralph Clayton • Robert Connolly • Heather Davidson • Lise De-Araujo • Mary P. Doherty • Michael Drainie • Stephen Dreezer • Joy Duncan • Marie Dunn • Christopher Eaton • Ruth L. Farquhar • M. Jennie Frost • Jean Fulton • Jean & Hubert Gabrielse • John Gavloski • James P. Gordon • Christopher Gosselin • Carolyn Hall • Helen Hambly Odame • David L. Hitchcock • Lorna Hood • Bob & Darleen Hopkins • Judith H. Humphries • Geraldine Irby • Brenda Jackson & Kahlil Cappuccino • Roy W. Kendall • Patricia L. Kennedy • Allison Killam • Glenn Kimmett • Franz J. Krausz • Margaret E. Larson • Brian Le Conte • Jacqueline Lewis • Edmund Livingston • Carol J. Lodge • Alison & Chris Longson • Shirley & James Lowe • Ian A. Macdonald • Janet Mackay • Ann-Marie MacLennan • Garfield Mahood & Helen Kennedy • Ann Malcolmson • Romanie Manuel • B. E. Marsh • Nicholas Mattison & Ms. Margo Lindener • Audrey McClellan • Alan McDougall • Blythe McKay • Mark McLean • Margaret Miller • William Miller • Roger Moore • Helen Nation • Michael Nilson & Mary McClure • John Ogletree • Stephen Otto • Annette Oudejans • Patricia Pender • Barb Philips • Blodwen Piercy • Richard N. Piper • Linda Ratcliffe • Douglas Reid • Daisy R. Rickard • Nichole Riese • Eva Rolfe • Marnie Schaetti • Cornelia Schuh • W. Scott • Robert Sheppard • Joan Sinclair • Beth & Greg Skala • Judith Skinner • Ronald Skinner • Sheila Soulier • Michael Stapyton • Gregory Suttor • Verne Tant • Rose Marie Threndyle • Dierdre Tomlinson • Jacquie Toupin & Mr. John Piper • Pamela Verdun • Edwinna von Baeyer • Mark Waldron • Wayne Westfall • David Whitson • Mary Wilson • Robert Wilson • I. Withers • Mary Wright • Eve Wyatt • Helen Y. Young
Small-scale farmers work where they live, and have a vested interest in the health of their local communities and environments. Our work has taken radio broadcasters into the fields and marketplace to discuss health, nutrition, food security, climate change and marketing to support farmers and their farming businesses. Our projects take on a variety of topics and a variety of formats, from Participatory Radio Campaigns to dramas. With two new initiatives, we are reaching farmers in unique ways: Her Farm Radio is serving women farmers’ particular needs and The Hangar is developing innovative ways to turn radio into an interactive communication tool. Learn more about how we are broadcasting change in our media-rich annual report.

READ, LISTEN and WATCH content that showcases the impact of our work in 2013-2014 at: www.farmradio.org/2014

This is a condensed version of our annual report, providing basic information about our governance and financial management over the 2013-14 year. We are moving from printed to electronic annual reports to reduce financial and environmental costs, and to provide a more dynamic and engaging experience for our friends and supporters.
BOARD REPORT

The board of directors oversees management and operations to ensure that FRI advances its mission of supporting broadcasters to strengthen small-scale farming as efficiently, economically and effectively as possible.

On a yearly basis, we:

• Review strategic intentions, and approve a detailed plan and budget for the coming year;
• Review the achievement of the past year’s plan;
• Support the executive director and evaluate his performance; and
• Ensure that we have appropriate board-level policies to focus and expedite FRI’s work.
• In addition, all directors serve on either our program committee or our fundraising and public engagement committee.

Specific board initiatives in 2013-14 included:

• Reviewing and approving recommendations to provide more focused services to farm radio broadcasters, based on the African Rural Radio Program Analysis (ARRPA) report that documented the current state of farm radio programs across the continent;
• Revising the organizational vision statement as the beginning of an exercise to revise our strategic intentions in 2014-15;
• Establishing board member term limits;
• Launching a study to establish policy guidelines for approving agricultural improvements featured in our impact projects; and
• Commencing a process to revise the terms of reference of an augmented system of board committees.

We thank our donors, Executive Director Kevin Perkins, and our dedicated staff in Africa and Canada for a year of exceptional achievements.

Doug Ward
Chair of the board of directors

BOARD OF DIRECTORS

Doug Ward (Chair)
Retired radio producer, station manager and vice-president,
Canadian Broadcasting Corporation (CBC)

Charles Marful (Vice-chair)
Director, Human Resources Assurance Practice, Ernst & Young LLP

Nancy Brown Andison (Treasurer)
Retired executive, IBM Canada Ltd.

Sarah Andrewes
Vice-president, Hill+Knowlton Strategies

Anthony Anyia
Executive director, Ag-Food and Forestry Sectors,
Alberta Innovates – Technology Futures

Beth Haddon
Journalist and former broadcast executive

Caitlynn Reesor
Journalist and broadcaster

Heather E. Hudson
Professor of communications policy, Institute of Social and Economic Research, University of Alaska Anchorage

Graham McLeod
Partner, Blake, Cassels & Graydon LLP

John Morriss
Associate publisher and editorial director, Farm Business Communications

David Okidi
Journalist and former station manager of Uganda’s Mega FM, manager of the Business for Peace project with International Alert, and director and proprietor of ABS FM

Bernard Pelletier
Lecturer and research associate, McGill University

Glenn B. Powell
Freelance writer and communications consultant, and retired CBC farm broadcaster

Bill Stunt
Director, Production Systems Implementation, Media Operations and Technology, CBC

Jacqueline Toupin
Media and communications consultant and former CBC broadcaster

John van Mossel
Expert consultant at ICFI-Canada and independent climate change and development consultant

Kevin Perkins
Secretary and FRI’s executive director
Over the 2013-14 fiscal year, FRI managed the resources entrusted to us by our donors to deliver invaluable services to African broadcasters and small-scale farmers, with impressive, measurable results.

An audit of our year-end financial statements was conducted by Deloitte LLP in Ottawa, in accordance with Canadian standards. The statements reveal a year of unparalleled growth in revenue and activity. The total revenues for the year exceeded $4.96 million, up from $2.91 million in the previous year — growth of 70 per cent. Program expenditures rose from about $2.36 million over 2012-13 to $4.25 million in 2013-14 — growth of 80 per cent. We had unrestricted net assets of $188,030 at the end of March 2014.

**Statement of revenues and expenses year ended March 31, 2014**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>$4,966,038</td>
<td>$2,914,370</td>
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<tr>
<td>Program grants/contracts:</td>
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<tr>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>$1,388,588</td>
<td>$1,386,480</td>
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<td>Grand Challenges Canada</td>
<td>$760,318</td>
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<td>DFATD/CIDA</td>
<td>$457,375</td>
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<td>Canadian Feed the Children</td>
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<td>Irish Aid</td>
<td>$343,498</td>
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<td>Other project grants</td>
<td>$1,317,075</td>
<td>$681,171</td>
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<td>Donations:</td>
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<tr>
<td>Individuals</td>
<td>$270,194</td>
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<td>Foundations</td>
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<td>Investment</td>
<td>$8,318</td>
<td>$892</td>
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<td>Miscellaneous</td>
<td>$12,772</td>
<td>$8,209</td>
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<tr>
<td>Total</td>
<td>$4,966,038</td>
<td>$2,914,370</td>
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**Balance sheet as at March 31, 2014**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>ASSETS</td>
<td></td>
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<tr>
<td>Current assets:</td>
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<td>Cash and cash equivalents</td>
<td>$745,780</td>
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<td>Accounts receivable</td>
<td>$27,692</td>
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<td>Project receivables from donors</td>
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<td>Program Advances</td>
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<td>Prepaid expenses</td>
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<td>$1,709,138</td>
<td>$1,393,158</td>
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<td>Capital Assets</td>
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<td>Gift receivable</td>
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<td>$24,798</td>
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<td>$1,747,455</td>
<td>$1,429,993</td>
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<tr>
<td>LIABILITIES AND NET ASSETS</td>
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<tr>
<td>Current liabilities:</td>
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<td></td>
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<td>Accounts payable and accrued liabilities</td>
<td>$240,052</td>
<td>$42,992</td>
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<td>Deferred contributions</td>
<td>$1,300,297</td>
<td>$1,249,686</td>
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<td></td>
<td>$1,540,349</td>
<td>$1,249,686</td>
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<tr>
<td>Net assets:</td>
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<tr>
<td>Unrestricted</td>
<td>$188,030</td>
<td>$168,270</td>
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<td>Internally restricted</td>
<td>$6,397</td>
<td>$-</td>
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<tr>
<td>Invested in capital assets</td>
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<td>$12,037</td>
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<td>$207,106</td>
<td>$180,307</td>
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<td></td>
<td>$1,747,455</td>
<td>$1,429,993</td>
</tr>
</tbody>
</table>

**2013-14 EXPENSE SUMMARY**

- Program expenses: 86%
- Administrative expenses: 11%
- Fundraising expenses: 3%