

# **DRIVING PROSPERITY THROUGH AGRICULTURE.**

**STRATEGIC PLAN  
2016-2020**

# AGRICULTURE IS THE BACKBONE OF AFRICA.

Investing in smallholder farming is the number one way to combat poverty in rural Africa. Prosperity depends on making agriculture work better, using natural resources well, and creating stronger markets for what farmers produce.



## AGRICULTURE

Developing agricultural expertise for long-term change.



## ENVIRONMENT

Safeguarding the environment for years to come.



## BUSINESS

Boosting business to drive prosperity.

We are the leading European NGO specialising in growing agriculture, protecting the environment and developing businesses in rural Africa.

We will lift more communities out of poverty. We will work with more corporate partners who share our vision and open up more agricultural markets.

Building on over 30 years' experience of helping Africa's people thrive, we help farmers grow more, sell more and sell for more, while protecting the environment for years to come.

To do this, we need to scale up. By 2020, we will work in six countries and help 3.6 million people a year, creating more programmes that are effective across regions.

Now, we have an ambitious plan to grow. Over the next five years, we'll increase our impact and provide more expertise.

We'll unlock the potential of agriculture to transform rural Africa.

# TACKLING POVERTY HEAD ON.



While there has been huge progress in bringing global poverty levels down, sub-Saharan Africa has benefitted the least. Today, almost half of the world's extreme poor live in sub-Saharan Africa. The vast majority work in agriculture in rural areas. We tackle the three big challenges trapping people in rural Africa in poverty: ineffective agriculture, environmental destruction and their lack of access to markets. We focus on community-led sustainable development in eastern Africa. Our work contributes towards achieving all but one of the 17 Sustainable Development Goals (SDGs).



## AGRICULTURE

Agricultural yields and profits in sub-Saharan Africa are a fraction of their potential. Yet, fertile land and water resources are available there, and smallholders manage 80% of the farmland. Unlocking the potential of smallholders and farm workers in sub-Saharan Africa is key to driving prosperity there.



## BUSINESS DEVELOPMENT

Despite the growth in global trade, today only 1.7% of the world's exports originate from sub-Saharan Africa. Many smallholder farmers lack links to local markets, let alone international buyers. There is huge potential to push up sales.

From creating cooperatives to finding finance, helping farms become sustainable businesses could lift millions of families in rural Africa out of poverty and bolster the continent's food security.



## ENVIRONMENT

Soil erosion, deforestation and destruction of grazing lands are threatening rural people's livelihoods across eastern Africa, as well as contributing to climate change. Climate uncertainty and weather extremes are making the situation worse. The preservation of soil, forests, grazing lands and water resources and the adoption of climate-smart agricultural techniques are all critical to growth.

OUR VALUES

## EXPERT.

Deep expertise and insightful evidence-based solutions are at the heart of everything Farm Africa does.

## GROUNDDED.

Positive change starts with Africa's people, so our experts work closely with local communities, engaging them in every level of decision-making.

## IMPACTFUL.

We take a long-term view so we can deliver lasting changes for farmers and their families.

## BOLD.

We model innovative new approaches and are not afraid to challenge strategies that are failing.

**“FARM AFRICA AIMS TO CREATE CHANGE THAT IS SUSTAINABLE RATHER THAN QUICK-FIX SOLUTIONS.**

**I HAVE NOTHING BUT PRAISE FOR THE WORK THEY DO AND THE WAY THEY DO IT.”**

— Michael Palin



**“Before I received the goats, my children had to drop out of school and I had to send them away to other families to ensure they could eat. Now, they have moved back in with me and I can afford to send them to school.**

**I feel happy that I have a herd. Now people will lend me seeds or money because I have assets. I am proud that the goats are truly mine.”**

Aster, a farmer from Tigray, Ethiopia



Livestock is often a family's most valuable asset, providing security during difficult times. Aster received goats from Farm Africa, which will produce offspring that will be passed on to another family, transforming whole communities.

PHOTO: FARM AFRICA / NICHOLE SOBECKI





Prolonged droughts are putting the livelihoods of communities in the lowlands of Ethiopia at risk. By helping women set up Village Savings and Loan Associations and therefore gain access to credit they can use to start new businesses, Farm Africa is helping families diversify their incomes and build their resilience against climate extremes.



CROSS-CUTTING PRIORITIES.

# COMMUNITY ENGAGEMENT.

We tap into local communities' real-life experiences and work with them to innovate and adapt appropriate approaches that they feel a sense of ownership over.

# EMPOWERING WOMEN.

When women are involved in farming, their incomes rise radically and family farm production increases. We're committed to empowering women as decision-makers in communities. With women's full inclusion, our work will be far more effective.



# AGRICULTURE.



- Technology
- Climate-smart agriculture
- Land, water and environment

Effective farming techniques and high-quality inputs are key to driving up agricultural production in Africa.

Right now, farming is not reaching its full potential. Agriculture needs intense development to bring about prosperity for rural communities and the region as a whole.

We have spent more than a generation working directly with farmers in eastern Africa. We've worked with them to improve the quality of crops, livestock and fisheries. We've helped them to increase their profits and their harvests.

We will learn more. We will share more. We will do more to push up the quantity, quality and value of what farmers produce, whatever scale they are farming at. We'll help subsistence farmers produce surpluses, so they are able to sell what they grow for the first time. We'll help medium-scale farms who already sell produce to better respond to the demands of their buyers near and far.



Working with farmers growing crops, keeping livestock and managing fisheries, Farm Africa will ensure farmers make the most of their land. We'll share our

expertise in growing the most appropriate and profitable crops. We'll help them prevent pests.

We will act as a bridge with suppliers. We'll ensure farmers get the high-quality seed and fertilisers they need, warehouses to store their crops and the vaccines that will protect their animals.



One good harvest is not enough. We'll take a long-term view to help farmers achieve good harvests year after year. We'll work with them to better manage their resources, to improve soil quality, to conserve water and to better protect grazing land.

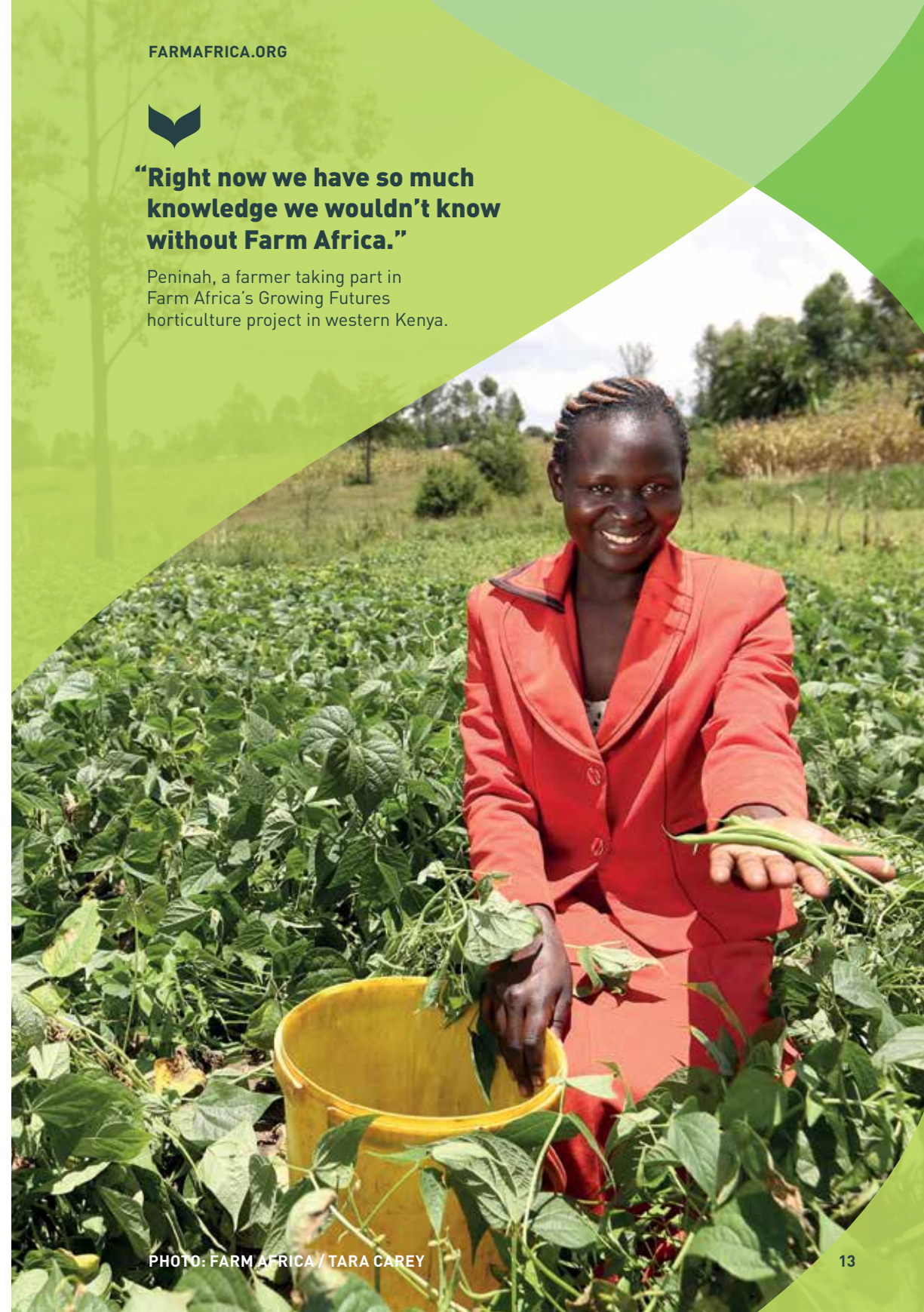


Climate change is an additional challenge to effective farming in Africa. We'll help farmers prepare. We'll work with them to plan for the long term, especially for climate shocks, like flooding or drought.



**“Right now we have so much knowledge we wouldn't know without Farm Africa.”**

Peninah, a farmer taking part in Farm Africa's Growing Futures horticulture project in western Kenya.





# THE ENVIRONMENT.



- Forest management
- Grazing land management
- Ecosystem management
- Developing viable enterprises for ecosystem goods

We'll promote the sustainable management of fields, forests, grazing lands and water resources, and we'll build communities' resilience to future climate shocks.

Eastern Africa's population relies on the region's widespread forests and grazing lands and the health of its soils and water resources. But these natural resources are running out.

Unless things change, the populations who rely on them will not survive.



We'll use our expertise in participatory forest and rangeland management in eastern Africa to bring farmers, governments and other stakeholders together to make agreements on using natural resources sustainably, for the benefit of all.



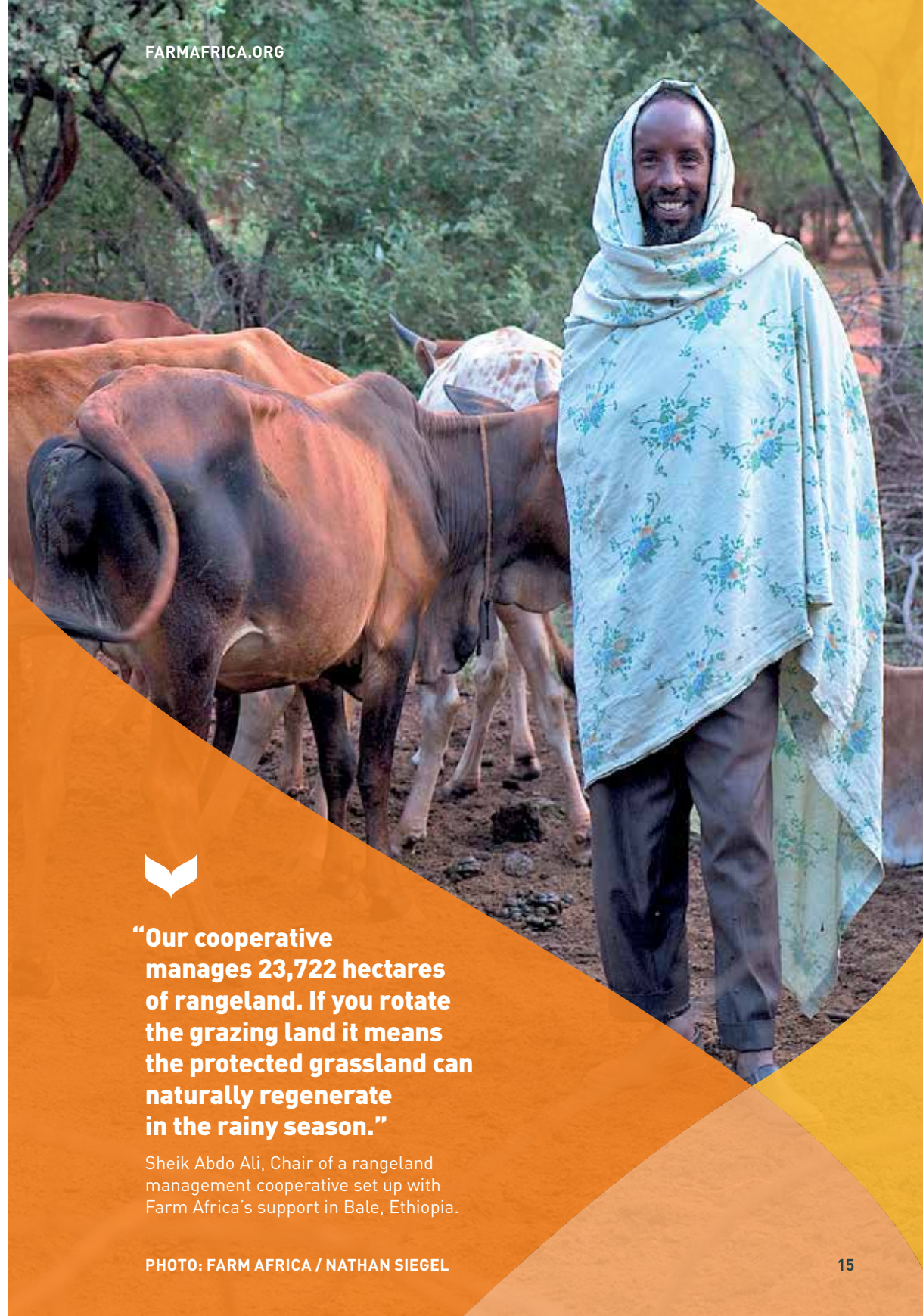
What happens in one part of the landscape affects what happens elsewhere. Introducing pesticides to improve crop yields in one area may kill vital predators that control pests on other crops.

Diverting water from one source means those relying on the water elsewhere may suffer.

Ecosystems provide many essential services, such as water supplies and pollination that are usually not considered in economic development plans. We'll help farmers and communities develop plans for the holistic management of the landscapes they live in, so that gains from rural development in one region are not cancelled out by losses in another.



There is huge value for communities in protecting natural resources. We'll help unlock the potential to make conservation profitable. We'll help local people earn an income from ecosystem goods, such as timber, honey and frankincense. And we'll help them to get paid for the ecosystem services they deliver, such as reducing carbon emissions by preventing deforestation or conserving biodiversity.



**“Our cooperative manages 23,722 hectares of rangeland. If you rotate the grazing land it means the protected grassland can naturally regenerate in the rainy season.”**

Sheik Abdo Ali, Chair of a rangeland management cooperative set up with Farm Africa's support in Bale, Ethiopia.



# BUSINESS.



- Business development services
- Trade
- Finance

From livestock to loans to legal advice, we empower Africa's rural entrepreneurs to achieve more.

Creating and opening up access to wider markets for farmers will help lift Africa out of poverty and increase its food security. We work to strengthen every aspect of farming supply chains, from soil to supermarket.

Our expertise is in joining up the dots. Our local staff work directly with farmers as a bridge: to wider markets, to government, to the funders and the private sector.



Farming cannot grow if there is no-one to buy what farmers produce. Farm Africa develops strong markets for farmers' products. We'll ensure farmers adapt to what buyers want. We'll help them build co-operatives, so they can sell in bulk. We'll bolster first-mile businesses that supply small farms with high-quality seed, fertilisers and animal fodder. And we'll support those who collate smaller farms' produce to sell to wider markets.



How can you pay for the construction of a warehouse if you have no money?

How can you save if you have no bank account? There's too little cash to keep African farming markets moving. We'll help farmers and agribusinesses gain access to the finance they need. We'll establish local savings associations, and help small and medium-sized businesses apply for loans. This gets markets moving, helping markets to grow, which not only boosts farmers' profits, but also provides job opportunities for people making the move from being farmers themselves to seeking work in small towns.



Funders are often reluctant to lend to high-risk, inexperienced farming businesses with no paperwork or proof they can become viable. We'll provide those small businesses with training on how to professionalise and develop into respected enterprises. With our help, they'll gain the track record they need to build their own relationships with lenders, social investors and buyers for the long term.



**“I would recommend fish farming to others and encourage people I know because when you harvest you can get an income. It is a good business because you can make money and get something to eat.”**

Joyce Kadenge, a fish farmer taking part in Farm Africa's Kenya Market-led Aquaculture Programme.



**“I am excited to hear of market linkages between our cooperative and Kenyan traders. When we have direct sales with buyers through our cooperative, we are hopeful of better prices.**

**I will be able to earn more money than before, which will help me educate my two children and I will also be able to build a permanent house.”**

Benjamin, a maize and bean farmer and from Katine, Uganda



While Tanzania and Uganda typically produce a surplus of staple crops every year, Kenya only grows enough maize to feed itself one year in every five. Farm Africa is helping rice, maize and beans farmers in Tanzania and Uganda harvest and store their crops more effectively and develop cross-border sales.





# SMART ABOUT GROWTH.



Having more impact means we need to grow. But we need to be smart about how we grow, ensuring we streamline our approaches and build on our successes.



## FORMALISING OUR APPROACH

We will invest time in documenting and sharing our tried and tested approaches in subjects ranging from forest management to climate-smart agriculture to international trade so they can be effectively and consistently replicated, not just by us, but by others who share our vision.



## PRIVATE SECTOR ENGAGEMENT

Farmers' abilities to build thriving businesses depend on well-functioning markets. We will scale up work with a wide range of private sector players from those providing agricultural inputs or access to finance to companies acting as gateways to international export markets.



## MONITORING AND EVALUATION

We will further develop our monitoring and evaluation systems to allow us to assess our impact at project, regional, country and global levels. We'll be able to compare and contrast, and learn what works best where to increase our impact wherever we work.



## SCALING UP

Small changes are not enough. That means scaling up. By 2020, we will increase our footprint from four to six countries, and double the number of farmers we work with, reaching 3.6 million people a year. We will create more programmes that are effective across regions.



## INNOVATION

We will build on our strong track record of innovative thinking. We'll focus on how we can effect systemic change, and strive to build links between our work in different locations, so that our programmes work in synergy, increasing our regional impact.



## FUNDRAISING AND COMMUNICATIONS

We will harness the power of digital communications to engage with new audiences, share the lessons we learn and shine a spotlight on the stories of farmers whose lives we've changed. We'll scale up our partnerships with corporate and institutional partners alike.



Farm Africa is helping farmers in northern Tanzania grow bigger and better sesame crops, and market them better to earn higher prices.

## JOIN US

Rural prosperity in Africa can no longer be about dependence on aid. It must be about effective knowledge-sharing. It must be about self-sustainable projects. It must be about relevant financing for the communities that need it. And it must be about conserving natural resources for the long term.

Opening up markets for farmers, and developing sustainable supply chains are essential to make farming work for the future of Africa. In a globalised world, well-functioning agricultural markets are needed to attract the international private sector and statutory funding that will contribute to African economic development. Environmental sustainability, and the ability for farmers and markets to manage the effects of climate change, are vital if farming is to survive.

We're the go-to European agency for partners seeking to grow farming in eastern Africa. We are experts, with the experience, evidence, influence and on-the-ground partnerships to make change happen.





We change lives.

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