

# STRATEGY

2021 - 2025



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# SUMMARY

## BUILDING THE RESILIENCE OF RURAL COMMUNITIES IN EASTERN AFRICA

Farm Africa's approach will continue to be based on three thematic pillars:



**Agriculture:** By 2025, Farm Africa will support one million smallholder farmers and agro-pastoralists per year to increase their productivity, household incomes and resilience to shocks. We will boost livelihoods in a number of core value chains such as coffee, aquaculture, oilseeds and livestock, and increase farmers' participation in market systems, while exploring regenerative agricultural principles and nature-based solutions that promote responsible environmental stewardship.



**Market engagement:** By 2025, Farm Africa will support at least 200 farmer groups, cooperatives and small and growing businesses (SGBs) to grow sustainably and support 12 private sector partners to transition to sustainable supply chains.



**Environment:** By 2025, Farm Africa will implement integrated landscape management projects in all countries of operation, supporting the sustainable management of 12 priority landscapes, including forests, rangelands and coastal ecosystems. We will expand payment for ecosystem services schemes, including carbon sequestration and REDD+ projects.

The three pillars will be underpinned by five cross-cutting themes:

- **Climate action:** We will work to reduce greenhouse gas emissions and strengthen the resilience and adaptive capacity of communities to climate change.
- **Gender equality:** We will design projects to be gender-sensitive and include meaningful outcomes for women's economic empowerment.
- **Youth employment:** We will emphasise the creation of job opportunities for young people throughout the value chain.
- **Resilience:** We will enhance communities', enterprises' and ecosystems' ability to mitigate and adapt to shocks.
- **Agri-tech:** We will embrace the use of technology at all stages of the value chain.

The concept of **food systems** – describing the connections between producers, consumers, the environment and policy – provides a useful way of integrating the approaches and is the lens through which our approaches, interventions and programmes are analysed.

## A RESPECTED TECHNICAL LEADER

We will prioritise capturing and disseminating learning in order to maximise the effectiveness of our programmes. We will measure the reach of our work and its impact on households, enterprises and landscapes by reporting against key metrics such as household revenue, number of jobs created and hectares of degraded land restored.

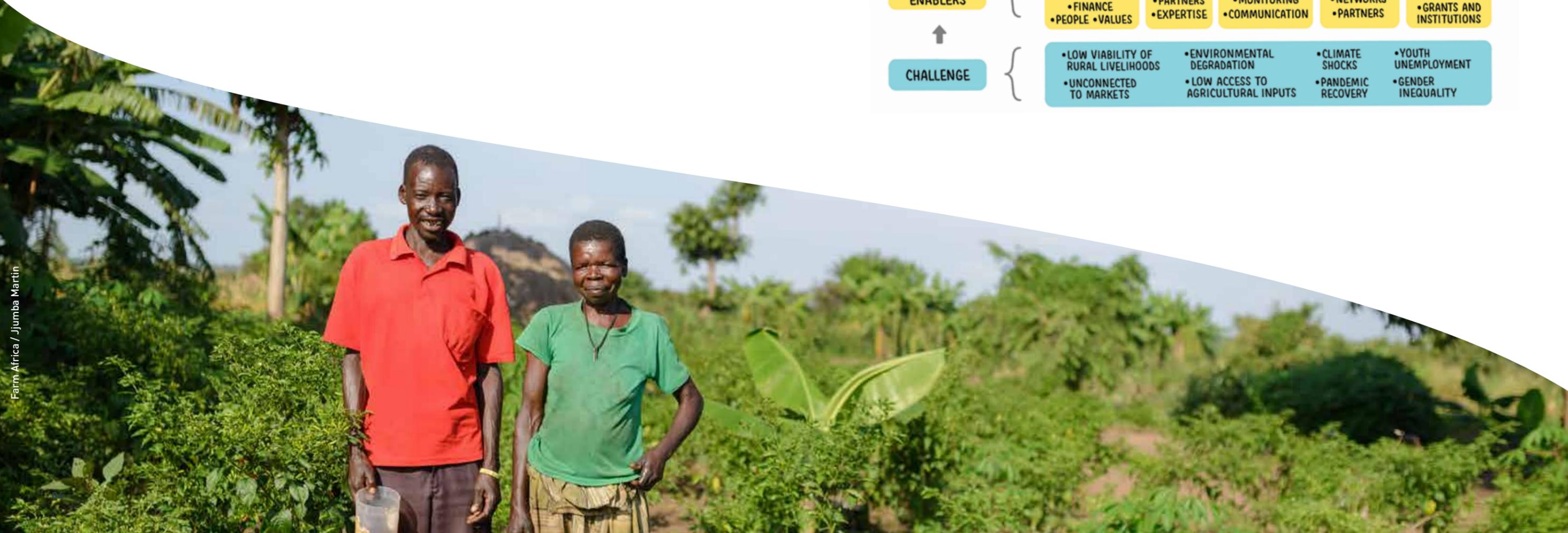
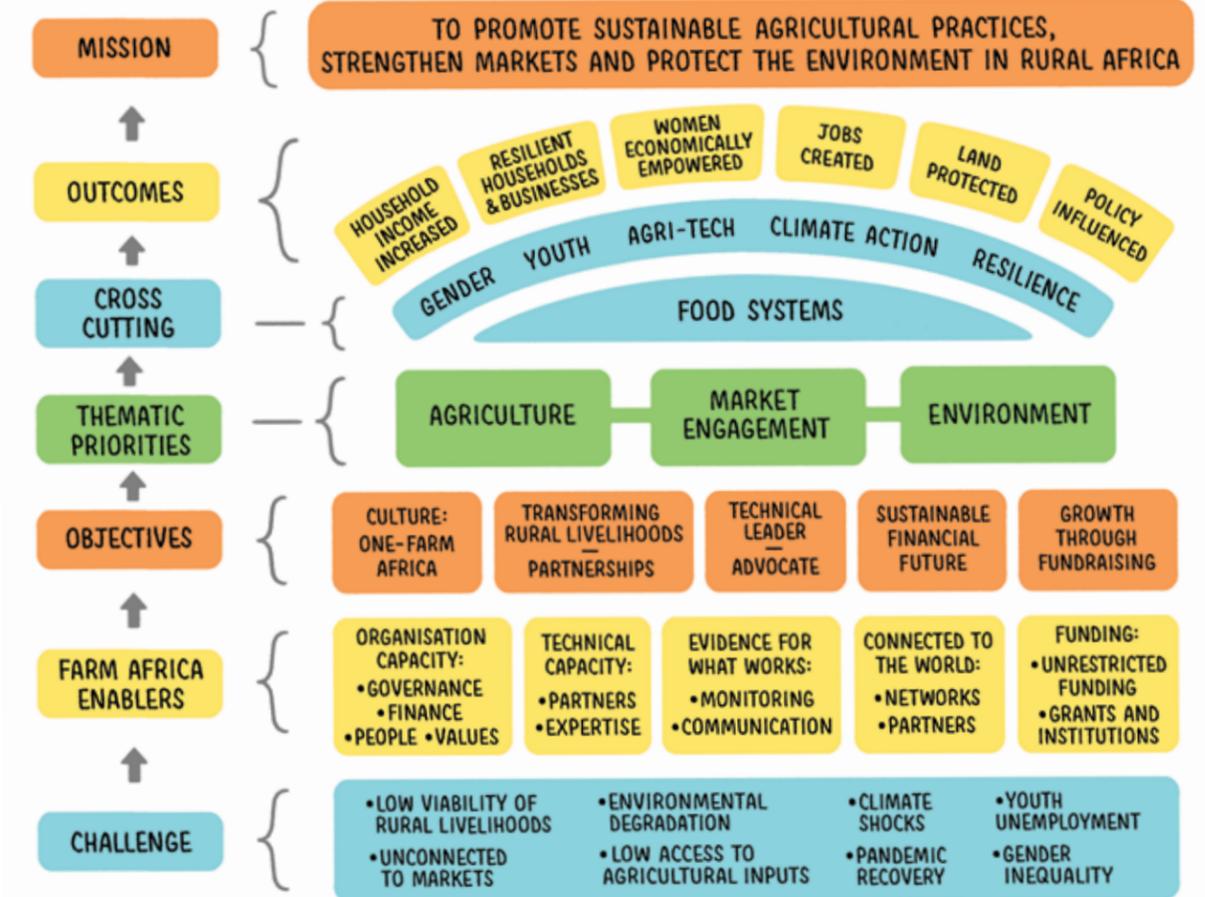
We will grow our expertise in a number of core value chains, likely to include coffee, aquaculture, horticulture, oilseeds, sorghum, non-timber forest products and livestock. We will amplify our impact by working in partnership with a wide range of organisations including community-based organisations, businesses, government, NGOs and research organisations. We will share evidence-based learning in order to influence the policy and practice of others.

## ONE FARM AFRICA

We will develop a culture that demonstrably lives the organisation's values and that prioritises staff well-being. Our communication will be inclusive and respectful, prioritise accountability and transparency in decision making, and build trust and diversity in leadership. Our code of conduct, safeguarding policy and security measures are the building blocks of this objective.

The plan also steers Farm Africa to a sustainable financial future, which maintains strong reserve levels and delivers steady growth in restricted and unrestricted income.

# STRATEGY ON A PAGE



Over 30% of the population in Uganda, Kenya, Tanzania and Ethiopia live on degrading agricultural land.

## CONTEXT

### NATURAL RESOURCES UNDER PRESSURE

Deforestation rates remain high across DR Congo, Tanzania, Uganda, Ethiopia and Kenya, where a total of 20.3 million hectares (ha) of tree cover were lost between 2000 and 2020 – a land size almost equivalent to the whole of England and Scotland.

Rangelands and drylands, the traditional homes of pastoralists and agro-pastoralists, are in transition, driven by agricultural expansion, population pressure, government settlement programmes, changing life expectations of agro-pastoralists and climate change. Coastal ecosystems in Tanzania and Kenya are also threatened. Mangroves – which sequester four times as much carbon as rainforests – are under threat from rice cultivation, salt pans, aquaculture, urbanisation and pollution by untreated wastewater.<sup>1</sup>

Smallholder farmers are contributing to pressure on natural resources, as land use change and an expanding agricultural frontier threaten ecosystems and reduce mitigation opportunities, driven by increasing population pressure, and particularly land degradation. Across rangelands, cropland and at the edge of forests, soil erosion, high soil acidity and a lack of organic matter constrain production potential for crops and fodder, driving further agricultural expansion.

### THE NEED FOR ACTION ON THE ENVIRONMENT

The 2021 World Economic Forum's Global Risk Report highlighted extreme weather, climate action failure and biodiversity loss as three of the top five risks to the world.<sup>2</sup>

Important global agreements on climate change (Paris Agreement), land degradation neutrality (LDN), biodiversity (Aichi Strategic Plan), ecosystem restoration and reforestation (Marrakesh) and soil carbon (4 per 1000) are setting targets and countries' obligations to tackle these issues. The UN has denoted 2021 - 30 the Decade of Ecosystem Restoration.

<sup>1</sup> <https://www.worldwildlife.org/ecoregions/at1402>

<sup>2</sup> WEF (2021)- Global Risk Report

### THREATS TO FOOD SECURITY

Eastern Africa is no longer food insecure overall<sup>3</sup> - although areas of food insecurity remain. Since 2017, food exports from eastern Africa have overtaken food imports, but the region still relies on imports from outside Africa for a range of staple foods. Local producers often struggle to compete with international suppliers on quality, food safety and price.

### FOOD SYSTEMS AND THE SDGS

In 2020, the UN launched a Decade of Action for achieving the Sustainable Development Goals before 2030, noting that only a minority of targets had been achieved and for some, the trend was going in the opposite direction.<sup>4</sup> Donors and policymakers are urgently seeking to accelerate progress towards reaching these goals – with the concept of food system transformation at the centre.

Our current food system contributes 30% of global emissions, produces the wrong food and destroys ecosystems and biodiversity. Wasted food globally amounts to 1.3 billion tonnes per year, accounting for almost 30% of the world's agricultural land – and 3.3 billion tonnes of CO<sub>2</sub> per year. In 2020, 691 million people were still undernourished globally, and this number is growing, while 675 million adults were classified as obese.

A fundamental rethinking of global and local food systems is a key conceptual shift that will frame Farm Africa's work in the coming decade.

### A DEMOGRAPHIC SHIFT

Africa will continue to be the youngest continent with 75% of the population under 35. However, jobs in rural areas are often limited, particularly those that don't involve physical labour and that meet the aspirations of young people, leading to rapid urbanisation. Job creation will remain a priority in eastern Africa.

### A DIGITAL REVOLUTION IN AGRI-TECH

The next decade promises a technological revolution in smallholder farming, driven by improved connectivity, increased smartphone penetration, more stringent requirements for traceability across supply chains, and a requirement (or at least a target) to reduce input usage. The introduction of agri-tech along the value chain provides new opportunities for agri-entrepreneurs to generate livelihoods and income from agriculture. It will connect farmers to markets, information and services like never before.

### RESILIENCE FOR FARMERS, BUSINESSES AND COMMUNITIES

Smallholder farmers, agro-pastoralists and businesses remain vulnerable to shocks such as climate change, COVID-19, civil unrest and global commodity price fluctuations, and lack the safety nets and resilience to bounce back from shocks. Compared to the pre-COVID-19 forecast, Africa's economy is predicted to be between US\$349 billion and US\$643 billion smaller in 2030.

<sup>3</sup> <https://agra.org/wp-content/uploads/2020/09/AASR-2020-Feeding-African-Cities.pdf> NB These figures relate to the whole of eastern Africa: Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Réunion, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania

<sup>4</sup> [https://sustainabledevelopment.un.org/content/documents/26298HLPF\\_2020\\_impact\\_COVID19.pdf](https://sustainabledevelopment.un.org/content/documents/26298HLPF_2020_impact_COVID19.pdf)

# GEOGRAPHICAL SCOPE AND SCALE

Farm Africa will continue to work in four focus countries (Ethiopia, Kenya, Tanzania and Uganda) while also developing our presence in eastern DR Congo, and reaching a million people per year by 2025. In 2019 Farm Africa reached 840,000 people.



Our four focus countries cover a wide range of ecosystems and landscapes, from arid and semi-arid lands, to forests and coasts. Ethiopia will remain our largest country programme, while we expand the scale and reach of the programmes in Kenya, Tanzania and Uganda.

The range of countries and ecological zones is consistent with our approach to targeting farmers and communities who range from people living in extreme poverty to those who are stepping up to small and larger scale commercial farming and value chains.

Opportunities will arise for project work outside of these core countries. We aim to build on Farm Africa's pilot coffee project on the borders of Virunga National Park in DR Congo and the recent USAID funded Price Risk Management (PRM) project with 12 DR Congo coffee cooperatives, providing a platform for expansion in eastern DR Congo. The security and logistics challenges of establishing an office in DR Congo are likely to be beyond our investment and management capacity. However, a partnership-based model managed from Uganda or a regional hub is feasible.

We will explore opportunities for regional programmes to include work in countries where Farm Africa does not have a physical presence, as an avenue to develop a track record in new geographies. This would build on the PRM project that included work with 12 Rwandan coffee cooperatives.

We do not anticipate setting up any new country hub offices in this strategy period. However, if funding presents Farm Africa with the opportunity to develop a new country office, then the strategy allows for this.

We may also undertake a limited number of smaller technical partnerships in other countries, such as Nigeria, Somalia and Malawi, where there is clear strategic value in engaging with new partners and donors.

# AGRICULTURE



**We will deliver nature-positive projects that increase the agricultural expertise, productivity and incomes of one million smallholder farmers and agro-pastoralists per year.**

## OUR APPROACH

We focus on climate-smart agriculture (CSA), regenerative agriculture, access to inputs and soil health, recognising that responsible environmental stewardship must be balanced with livelihoods priorities.

## STATE OF PLAY

Farm Africa is seen as a thought leader in CSA in Ethiopia and is the national convener of the CSA Forum. Climate-smart agriculture has been a central focus for a number of projects since 2016, particularly in Ethiopia and Tanzania.

## WHAT WE'VE LEARNT

- **Soil fertility matters** for increased productivity and biodiversity. Agriculture practices such as mulching, organic composting and diverse cover crops build soil fertility and soil organic carbon stocks.
- **Climate and market information positively influences adoption** of good agricultural practices and crop diversification. Farmers are willing to invest in inputs and /or technologies if there is an available market for their produce and the weather is favourable.
- **Learning by doing:** smallholder farmers learn best from demonstration plots managed locally by other farmers and Farmer Training Centres. CSA approaches should be adapted to suit the context, drawing from farm assessments on knowledge, adaptive capacity and priorities of the farmers and communities.

## WHAT WE WILL DO

Over the next five years, Farm Africa will:

- **Support farmers to increase their productivity in our core value chains such as coffee, aquaculture, oilseeds and livestock** while maintaining a focus on the environmental and resilience benefits that come from diversified farming systems and integrated soil fertility management.
- **Increase farmers' access to timely and quality inputs and information**, recognising that productivity and livelihood improvements depend on timely access to agricultural inputs such as improved seeds, fertiliser, livestock drugs and animal feed, and farmer-facing services such as finance, insurance and weather data.



- Grow our expertise in key areas of **nature-based solutions and climate resilience** - and mainstream these methodologies across our projects.
- **Deepen our understanding of regenerative agriculture techniques**, but resist a transition to purely organic or regenerative agriculture where livelihoods might be compromised.
- Increase our expertise in and knowledge of **land restoration techniques** including agro-forestry, and farmer-managed natural regeneration (FMNR), in particular ensuring that expertise developed in Ethiopia is applied across all other country programmes.

# MARKET ENGAGEMENT



**We will support 200+ farmer groups and cooperatives and small and growing businesses (SGBs) to grow sustainably, and support 12 private sector partners to transition to sustainable supply chains by 2025.**

## OUR APPROACH

We place farmers' access to markets, business development services and finance at the centre of our work. We support farmers to interact with markets through a range of intermediaries including farmer groups, cooperatives, SMEs and contract farming with larger organisations.

## STATE OF PLAY

Farm Africa's recent strategic period (2016-20) saw a successful shift towards programming in markets and trade. Our focus on market-driven approaches is observed in almost all current projects.

We have market insight, expertise and experience in a range of crops and sub-sectors such as coffee, cashew nuts, horticulture, sorghum, sesame and orange-fleshed sweet potato. Farm Africa has established expertise in the market dynamics for agricultural products entering local and international markets, and knowledge of regional trade dynamics in local food crops.

## WHAT WE'VE LEARNT

- Our experience with export vegetables in Kenya has shown how to **de-risk smallholder enterprises** and connect them sustainably to both international and domestic markets. This methodology involves climate-smart post-harvest storage, access to finance for smallholders and diversified (renewable) off-taking contracts with multiple buyers.
- Our **rural agribusiness advisory unit** for small growing businesses (SGBs) creates a pipeline of rural agri-SGBs, conducts due diligence and uses bespoke packages of capacity development support to improve the financial performance and management of businesses and link them with working capital finance providers.
- **Corporate and retailer engagement:** providing CSR solutions in green energy, digital micro-lending and food security has demonstrated to corporate suppliers and retailers their ability to go 'beyond certification' and have a tangible developmental impact upon workers and growers in their supply chains as well as increase traceability.

We have developed, tested and iterated a clear design and vision for **sustainable smallholder outgrower solutions** for large commercial agri-businesses and estates. Our offer mitigates the risks associated with mono-cropping, increases the resilience of smallholder outgrowers to supply and demand fluctuations, and stimulates access to appropriate finance.



## WHAT WE WILL DO

Over the next five years, Farm Africa will:

- **Prioritise market systems programming in our core value chains and use a food systems lens** to analyse and support access to local, regional and international markets.
- **Develop projects with new private sector partners** in relevant value chains that promote positive environmental and social outcomes within their supply chains, with a focus on living incomes.
- **Target our business development support at smaller, emerging rural agribusinesses and producer organisations<sup>5</sup>** - particularly in complex and fragile geographic locations - who are typically excluded from formal, urban-focused business development services and credit opportunities.
- **Leverage our Cultivate programme, refine our diagnostic methodology and business development services** for SMEs and farmer groups, tailoring this support to drive sustainable organisational growth and expand smallholder farmers' access to markets.
- **Emphasise market diversification** for farmers and businesses to ensure resilience in the face of market shocks and changing market dynamics.
- **Promote the farm-level business case for crop production** via a focus on crop budgets, profit and loss analysis, and farmer record keeping.

<sup>5</sup> Producer organisations include formal and informal farmer groups and agricultural marketing cooperatives.

# ENVIRONMENT



**We will deliver at least 12 projects that promote participatory and integrated management of cropland, rangelands, forests and/or coastal ecosystems by 2025.<sup>6</sup>**

## OUR APPROACH

Our natural resource management work emphasises integrated landscape management with a particular focus on participatory approaches to forest and rangeland management and payment for ecosystem services arrangements, including REDD+ carbon credits.

## STATE OF PLAY

Farm Africa is seen as a thought leader in market-based and participatory approaches to forest and rangeland management. Farm Africa initiated a REDD+<sup>7</sup> scheme to enable local communities to earn income from the sale of carbon credits for avoided deforestation in Ethiopia's Bale Eco-region in 2012. We also supported local communities to sustainably manage the Nou Forest in Tanzania from 2007 to 2017. Farm Africa's work on participatory forest management (PFM) in Ethiopia has had an impact on harmonised national guidelines and regional forest policy.

## WHAT WE'VE LEARNT

- Landscapes comprise interconnected ecosystems and types of land use. What happens in one part of the landscape affects what happens elsewhere. **Optimising the use of a landscape requires coordination based on agreed land and watershed management plans and economic incentives**, so land users do the right thing.
- **Coordination with government is vital if the approach is to be sustainable and scaled up.**
- **The sale of non-timber forest products such as forest coffee can give local communities an economic incentive** to protect forests.
- **Increasing agricultural yields can reduce pressure on forests:** supporting households to practise climate-smart agriculture and increase productivity of crops reduced the need of communities in Bale to clear more forest for agricultural expansion.
- **The sustainable management of rangelands depends on multiple interventions supporting the needs of livestock:** such as increasing access to water, markets, animal health services, fodder and breeding services.
- **Localised climate data enables agro-pastoralists to make informed decisions** on how to manage their agricultural land and rangelands. Radio broadcasts enabled the Market Approaches to Resilience (MAR) project in Ethiopia to reach remote communities with data from small weather stations, along with relevant advice.

<sup>6</sup> Farm Africa currently works in four priority landscapes – Bale Eco-region, Majang Biosphere, Central Rift Valley (all Ethiopia) and Virunga (DR Congo).

<sup>7</sup> Reducing emissions from deforestation and forest degradation

- **Access to finance is key to building communities' resilience to drought.** Village Savings and Loans Associations (VSLAs) and tailored micro-finance loan packages ensured that communities supported by the MAR project had access to money when drought struck, allowing them to purchase food items and animal feed swiftly.

## WHAT WE WILL DO

Over the next five years, Farm Africa will:

- **Aim to replicate and scale landscape-level projects such as our SHARE II project** in Ethiopia's Bale Eco-region. We will introduce natural resource management targets within our business development processes and in each of our country programmes and define appropriate measures for sustainable climate action.
- **Embark on work in participatory marine and freshwater natural resource management**, building on our recent work on the Kenyan coast, extending this to Tanzania and exploring opportunities for freshwater management work around Lake Victoria.
- **Pursue further carbon sequestration and REDD+ projects**, recognising the opportunity these schemes provide in financially rewarding rural communities for environmental stewardship.
- **Define our approach to other payment for ecosystem services schemes** in areas of water management, regenerative agriculture and biodiversity protection, building our technical capacity in ecosystem valuation, assessment and carbon accounting; and sharing lessons and data to inform local, regional and national government decision making.
- **Mainstream recognised land degradation neutrality methodologies<sup>8</sup>** for monitoring and measuring land degradation and restoration into our projects, and align with local government targets.



# CROSS-CUTTING PRIORITIES

## CLIMATE ACTION

Farm Africa will keep SDG 13: Climate Action – defined as “stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts”<sup>9</sup> – at the centre of our programmes, messaging and advocacy.

We will continue our commitment to climate-smart agriculture, while adding further commitments to agroforestry, soil health and regenerative agriculture. We will also support sustainable livestock management through managed grazing and innovation in livestock feeding. At a market level, this will include support in decarbonising supply chains, developing stronger urban-rural linkages, reducing food loss, and supporting private sector efforts to improve sustainable sourcing practices. We will support SMEs in reducing their carbon footprint.

## GENDER EQUALITY

We will design all projects to be gender-sensitive, including meaningful outcomes for women’s economic empowerment. Particular areas of focus will include women-friendly agricultural extension services (women receive only 2-5% of agricultural extension services in Africa); technology most appropriate for women; prioritisation of village savings and loan associations (VSLAs); and tailored support for women-owned enterprises.

We commit to undertaking a gender assessment in all new projects; becoming experts in the Gender Action Learning Systems (GALS) methodology; incorporating land rights dynamics into projects where possible, and moving beyond women’s representation in leadership positions as a proxy for women’s empowerment.

## YOUTH EMPLOYMENT

We will emphasise the creation of youth employment opportunities throughout the value chain. We will deepen our understanding of the challenge of youth land ownership and the aspirations of young people in rural areas, and explore off-farm agricultural opportunities for young people such as agro-processing, retail and marketing.

We will showcase the profit-making potential of farming and promote short-term, cash-earning crops for young people. We will work with farmer groups, cooperatives and farmer-allied SMEs to create both full-time and seasonal jobs for young people.

<sup>9</sup> <https://www.sdfinance.undp.org/content/sdfinance/en/home/sdg/goal-13--climate-action.html>

## RESILIENCE

Farming is a risky business. Farmers’, enterprises’ and communities’ ability to mitigate and adapt to shocks is central to sustainable development.

At household level, we will focus on crop diversification, access to information such as actionable weather data, and fit-for-purpose financial and market information products. We will further promote healthy soils and watershed management. At enterprise level, we will help optimise internal operations, plan for growth, manage inventory and price risk, and diversify market channels for farmer groups, cooperatives and farmer-allied SMEs.

## AGRI-TECH

We will embrace the use of technology across all our pillars:



**Agriculture:** we will embrace simple technological advances in new seed varieties, fertiliser innovations, soil testing, irrigation and integrated pest management, taking into account indigenous knowledge. Some agri-tech is low tech, for example promoting nature-based innovations such as vermi-composting and small-scale irrigation. It also includes more innovative technologies in terms of remote sensing, microbial innovations in soil health, agri-robotics or on-farm sensors. We will encourage demand for green technologies such as solar-powered water pumps.



**Market engagement:** there is great potential for technology to develop trade and market linkages (via app-based crop forward contracting, traceability systems and market information provision). We will support technology-savvy business models, such as for online sales and marketing, stock management systems and app-based payments. Digital approaches provide new opportunities for e-extension, and new forms of market access through e-commerce.



**Environment:** We will use technology including improvements to the satellite imaging methodologies we use to assess deforestation or reforestation in REDD+, and the use of rangeland tracking technology such as the Rangeland Vegetation NDVI (RaVen). We will use software such as the Integrated Valuation of Ecosystem Services and Trade-offs (InVest) to assess and model ecosystem services and trade-offs.



# MONITORING, EVALUATION AND LEARNING

We will define our impact metrics; invest in monitoring, evaluation and learning and improve our data quality. Sharing our learning will allow us to influence the policy and practice of other organisations in our sector, generate future business, improve our programme design and scale up our successful approaches.

We will develop our capacity to report on the reach and impact of our work, developing a framework of standardised indicators we will report on, such as those listed below, which will enable aggregation of like-for-like results across projects.

	Agriculture	Market engagement	Environment
<b>Reach indicators</b>	<ul style="list-style-type: none"> <li>➤ Number of people reached</li> <li>➤ Number of women reached</li> <li>➤ Number of supply chains and commodities worked in</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of small and medium-sized enterprises (SMEs) / farmer groups supported</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of landscapes operating in</li> </ul>
<b>Results indicators</b>	<ul style="list-style-type: none"> <li>➤ Household / living income</li> <li>➤ Productivity</li> <li>➤ Soil health</li> <li>➤ Household resilience</li> </ul>	<ul style="list-style-type: none"> <li>➤ Job creation</li> <li>➤ Business growth</li> <li>➤ Access to finance</li> <li>➤ Business resilience</li> </ul>	<ul style="list-style-type: none"> <li>➤ Hectares of land restored</li> <li>➤ Hectares of land sustainable managed</li> <li>➤ Ecosystem resilience</li> </ul>

We will prioritise learning, ensuring that insights generated by projects, staff, evaluations and community feedback are reflected in our operations in the short term (via project monthly plans) and the long term (via new programme design).

At project design stage, we will ensure every new Farm Africa project has a robust and resourced plan to capture, document and disseminate learning and provide opportunities for staff development in technical areas of our work. We will seek to monitor the sustainability of our programmes beyond their official end dates where possible.

## PRIORITY VALUE CHAINS

Farm Africa will build expertise in a number of core value chains, which will be selected based on the following criteria:

1. Farm Africa’s track record / evidence base
2. National government priorities<sup>10</sup>
3. Regional opportunities (across countries and landscapes)
4. Transformational potential (pro-poor / gender impact)
5. Green growth opportunities

Below are the potential priority value chains that offer possible avenues of focus and we commit to achieving significant success in two or three of these by 2025:

- Coffee
- Aquaculture
- Horticulture (export/local)
- Oilseed (sunflower/sesame)
- Sorghum
- Non-timber forest products<sup>11</sup>
- Livestock (goats)

We will support country teams to identify two to three additional value chains of national importance and interest in addition to the core value chains as part of each country’s annual planning process.

<sup>10</sup> Particularly: Agricultural Sector Development Plan II (ASDP II) in Tanzania, National Development Plan in Uganda

<sup>11</sup> Defined as “any biological resources found in forests, except timber” but in Farm Africa’s work typically include honey, mushrooms, spices, fodder and forage, bamboo, gums and resins, medicinal plants.





# PARTNERSHIPS AND INFLUENCING

## PARTNERSHIPS

Partnerships present a route to scale through replication of our approach and policy influence. They also enable Farm Africa to localise international development efforts. More than 30% of our programme funding passes to partners and over the course of the strategy we would like to see that proportion grow to 35-40%.

Farm Africa works with a range of different partner types:

- **Community-based organisations (CBOs):** Almost all Farm Africa programmes engage with some type of CBO, often with an objective to support these entities to become stronger in governance, technical capacity and market linkage. These groups of organised civil society, which include farmer groups, forest cooperatives, coffee cooperatives and village savings and loans schemes often improve access to markets, inputs (including information) and financial services.
- **Local and national businesses:** This includes SMEs and larger commercial off-takers providing services and market access to smallholder and estate farmers. Strengthening SMEs through business development services is an effective market-oriented route to scale.
- **National and sub-national NGOs (and farmer organisations):** Farm Africa has well established links with civil society organisations who share common objectives and who have particular expertise and/or access to geographic areas or population groups. We commit to a regular survey of partners that indicates their satisfaction in the quality of support from Farm Africa.
- **Government partners:** Working with government bodies charged with supporting agriculture development is likely our best route to scale.

- **Corporate partners:** Farm Africa is well positioned to build on existing and potential partnerships within the UK and global food industry. The Food for Good network has generated loyal relationships and unrestricted funding totalling £2 million over ten years. We plan to increase the number of partnerships with companies in the food and farming industry. Shared interests and objectives in quality, fairness, traceability, environmental protection, producer welfare and food systems mean that Farm Africa is a natural partner for companies looking for sustainability and corporate social responsibility solutions.
- **Technical and research partners (including INGOs):** We aim to strengthen consortium and technical partnerships with organisations with which there is a strategic fit in terms of the potential to share knowledge, develop complementary programme approaches and access funding.

## INFLUENCING POLICY AND PRACTICE

We use evidence and data to inform programme design and influence the policy and practice of local and national governments, donors, the private sector and other NGOs. In this way we amplify our impact and reach far more people than we could on our own, as shown by our work on participatory forest management policy and on climate action coordination in Ethiopia.

Our new strategy does not propose for Farm Africa to develop specialist capacity in advocacy, nor to become a public facing campaigning organisation. But investments in telling our story and in capturing the evidence for change can be used as capital for an expanded advocacy role with the organisation's existing leadership and technical experts.

Our best channels for advocacy and policy influencing exist within our countries of operation, at both national and sub-national level. Participatory forest management in Ethiopia and fisheries policy in Kenya are good examples of how we have successfully influenced government policy, and benefitted from policy work being written into programme design at inception.

Integrating local advocacy activities into our programming can also drive behaviour change, amplify results and build Farm Africa's reputation. Recent local advocacy work in Uganda on women's involvement in the coffee value chain, or the uptake and replication of irrigation technology in Ethiopia are good examples of this.

Internationally, Farm Africa will expand its visibility at relevant sector events, seminars, summits and conferences. Farm Africa is a member of a range of networks<sup>12</sup> and works with a number of strategic partners and agencies<sup>13</sup> and will expand these networks and use opportunities to share our results and learning.

<sup>12</sup> Including: the WEF's Food Action Alliance, the Development & Environment Group (DEG) under BOND, Global Alliance for Climate Smart Agriculture (GACSA), Global Alliance for Sustainable Livestock (GASL), the New York Declaration on Forests, the Sustainable Coffee Challenge and Farming First.

<sup>13</sup> Tree Aid, GAIN, Root Capital, WFP.

# ONE FARM AFRICA

As a geographically and demographically diverse organisation we place a high value on the idea of One Farm Africa, in which all staff are recognised for the role they play in the delivery of the strategy and feel part of an inclusive, collaborative and transparent organisation. The One Farm Africa culture is built on trust in the leadership to listen, make good decisions and be accountable. It is also about trusting that everybody will play their part and treat each other with respect.

## STRENGTHENING COLLABORATION, TRANSPARENCY AND TRUST

A sense of belonging across a dispersed team is achieved through an inclusive, collaborative and transparent workplace culture, where people and teams connect easily, and where expectations on standards of communication and conduct are high.

We will continue to build our culture and identity through:

- **Regular internal communication**, through monthly newsletters, all-staff meetings, budget updates and transparent sharing of information.
- **Creating new opportunities to meet, share news, learn and collaborate** through events such as webinars and monthly learning events.
- **Actively seeking feedback from our people** through staff surveys gauging the level of confidence that the organisation has in its leadership.

## AN INCLUSIVE ORGANISATION

Being an inclusive organisation is key to building a sense of belonging and engagement, improving performance, creating space for innovation and connecting with the people we work to help. We will recruit staff and trustees who will strengthen the diversity of the organisation and will support an inclusive workplace through:

- **Growing a more representative leadership** (board, senior management team and country directors).
- **Improving gender balance** with women making up 30% of staff within our country programmes.
- **Featuring inclusion in our leadership and management development programme.**
- **Developing and embedding a model of inclusive language** to ensure we eliminate biases, slang or discriminatory expressions, and providing multi-language versions of staff surveys, code of conduct and other key policies.

## STAFF RECRUITMENT AND RETENTION

Retaining valuable skills and expertise, while also being able to attract new talent is key to our strategic aims. Farm Africa has built its reputation on the basis of technical expertise, and enhancing the organisation's technical capacity is a critical priority. We will support retention and recruitment by:

- **Developing leadership and people management skills** within our teams.
- **Maintaining the technical expertise** of the organisation by prioritising investment funding and recruiting one more technical specialist in 2021.
- **Becoming a learning organisation** that seeks to build expertise through routine internal learning events and investment in staff development.
- **Structuring efforts to retain and develop staff.**
- **Building our employer branding** through the introduction of a revamped jobs section of our website.
- **Developing a people management system** that consolidates personnel records across the organisation and streamlines management processes.

## MANAGEMENT POLICIES

Farm Africa has a well defined safeguarding policy. We will demonstrate our commitment to safeguarding through annual training.

We will better align our operational practices with the pillars of our approaches, in particular the sustainable management of the environment. We will develop a carbon policy that tracks our carbon footprint and seeks to reduce it.





## GROWING FUTURES

### OUR MISSION

To promote sustainable agricultural practices, strengthen markets and protect the environment in rural Africa.

### OUR VISION

A resilient rural Africa where people and the environment thrive.

### OUR VALUES

**EXPERT:** Expertise and insightful evidence-based solutions are at the heart of everything Farm Africa does.

**GROUNDLED:** Our teams and partners work closely with local communities, engaging them in every level of decision-making.

**IMPACTFUL:** We deliver long-lasting change for farmers, their families and the environments they live in.

**BOLD:** We model innovative approaches and are not afraid to challenge strategies that are failing.

DR Congo  
Ethiopia  
Kenya  
Tanzania  
Uganda  
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