

# BIOVISION AFRICA TRUST

## STRATEGIC PLAN 2016 – 2020

*C/O icipe-African Insect Science for Food and Health*

*P.O. Box 30772, 00100, Duduville Kasarani,*

*Off Thika Road, Nairobi/Kenya*



**A natural healthy future for all, collectively**

## FOREWORD

The crisis of inadequacy and lack of sustainability in Agriculture and Food Security systems in Africa is widely felt and acknowledged. The African continent is still food insecure and the threat of intensive external-input based agricultural practices to the agroecosystems is becoming more and more evident. More people are developing illnesses related to the food they consume, while animal and plant health steadily deteriorates. The use of synthetic pesticides has already proven to be detrimental to the soils and plants, while the use of genetically modified seeds have cannibalised indigenous seed species that are resilient to the climate of Africa and therefore alternative efforts are required to deal with these challenges.

Against the aforementioned background Biovision Africa Trust (BvAT) started its operations in 2011 in Kenya, working with smallholder farmers to increase agricultural production and improve human, animal, plant and environment health through providing relevant and effective information based on research and proven practice. BvAT has gone through its first strategic plan focusing on supporting applications in 4-H and this is its second five-year Strategic Plan for the period 2016 - 2020. It outlines the key priority areas of focus and the strategies and methods to deliver on the mandate.

Building on the achievements within a reasonably short period of time I am pleased to announce that, with within the next strategic plan period, BvAT will become an autonomous institution. The BvAT Board of Trustees greatly appreciates the International Centre of Insect Physiology and Ecology (ICIPE), for its full support over the past years and guidance towards autonomy. In spite of the autonomy ICIPE will continue to be a great partner, hosting and supporting the Trust to further develop and learn from its well-organized, experienced and reputable organizational systems.

I wish to also thank all our development partners especially the Swedish Society for Nature and Conservation (SSNC) and the Swiss Agency for Development and Cooperation (SDC) for supporting the Trust from its humble beginnings in Kenya, into an organisation that is steadily gaining recognition in Sub-Saharan Africa through the two main programmes it is running. The Biovision Farmer Communication Programme has become a household name in Eastern Africa, while the Ecological Organic Agriculture Initiative is fast gaining continental approval and recognition. With a current presence in eight (8) countries in Africa, working through various partners, I wish to affirm that the Trust is beginning to '*make the vision come true*'.

I also want to thank all the friends and partners who have supported the Trust during the transition period, conducting systems audits, developing organisational manuals and plans and advising the Board on how to proceed with autonomy. Very special thanks to all the BvAT staff in Kenya and Tanzania who have contributed enormously in the development of this Strategic Plan and for being a great part of the implementation of the previous plan. The work has only begun and with concerted effort and team work, we will contribute to a continent that is free from hunger, with healthy people and animals, living in healthy environments.

Andreas Schriber  
**CHAIRMAN, BOARD OF TRUSTEES**

## EXECUTIVE SUMMARY

This Strategic Plan is essentially a guiding Plan designed to facilitate the effective operationalization of the Biovision Africa Trust's vision, goals and objectives for the next five years. Its added-value lies largely in depth and clarity to the contextual landscape of ecological sustainable agriculture in Africa and the contribution of the Trust in realising the change needed.

The planning exercise carried out in the month of April 2015 involved the active participation of BvAT staff, the BvAT Board of Trustees, staff from the Biovision Foundation and stakeholders (farmers). The Plan takes into account discussions of the consultative and participatory exercises carried out during the four day workshop as well as revisions of the document by the BvAT staff and consultant who helped prepare this document.

The document has seven chapters: Chapter 1 gives an overview detailing the background to this strategic plan, the achievements made and lessons learnt under the previous strategic plan (2011-2015) and how the new strategy is aligned to the Biovision Foundation global strategy; Chapter 2 provides an analysis of the external context in which the Trust is operating and how this impacts on the operations of the Trust; Chapter 3 presents the vision, mission and core values of BvAT; Chapter 4 outlines the BvAT key priority areas and strategic objectives to guide implementation of activities during the five year period; Chapter 5 explains where and with who the Trust will be collaborating i.e. geographical focus, target communities, partners and other stakeholders; Chapter 6 outlines how the strategy will be implemented, the skills and resources needed; and Chapter 7 presents the theory of change using an intervention logic outlined in a logframe.

The document also provides annexes that further describe the human and physical resources needed to successfully implement the strategy. It also builds on the work and lessons learnt from the previous strategic plan period (2011 – 2015). In developing this strategy, various hases and tools were used to capture pertinent information presented below;

**Phase 1:** A rapid desk review of all relevant documents was carried out by the consultant. The review enabled the consultant to have an In-depth knowledge of the Trust's work over the past five years.

**Phase 2:** Data collection from programmes staff, Board of Trustees and stakeholders during the four day strategic planning event.

Among tools used to collect data were:

- A framework of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis to capture the prevailing external contexts in which the Trust is operating. Information from the exercise was then analysed to identify critical opportunity areas and existing threats that will influence implementation of this Plan.
- A framework of Strengths, Weaknesses, Opportunities and Threats (SWOT) was also used to understand the internal environment of the Trust. The findings of the SWOT exercise were then critically analysed to align with the key priority areas,

the strategic direction of the Trust, advice on appropriate approaches to use in implementing the plan and the broad objectives and planned outcomes.

Participants took time to reflect on the previous strategic plan (2011 – 2015) and how the implemented projects had contributed in realising the goals and objectives of the plan. Programme project briefs presented during the planning exercise clearly indicated focus and consistency in implementing the previous strategy.

During this strategic period (2016 – 2020), BvAT will consolidate and implement its work through a growth plan that promises a likelihood of greater impact in Kenya particular and Africa in general.

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>CHAPTER ONE: OVERVIEW</b> .....	<b>6</b>
1.1    INTRODUCTION .....	6
1.2    ACHIEVEMENTS AND LESSONS LEARNT FROM THE FIRST STRATEGIC PLAN .....	7
1.3    ALIGNMENT WITH BIOVISION FOUNDATION’S PRIORITY PROGRAMMES.....	9
<b>CHAPTER TWO: OPERATIONAL CONTEXT</b> .....	<b>10</b>
2.1    PESTEL ANALYSIS.....	10
2.2    SWOT ANALYSIS .....	15
<b>CHAPTER THREE: STATEMENTS OF PURPOSE</b> .....	<b>17</b>
<b>CHAPTER FOUR: KEY PRIORITY AREAS AND STRATEGIC OBJECTIVES</b> .....	<b>18</b>
4.1    KEY PRIORITY AREAS.....	18
4.2    STRATEGIC OBJECTIVES.....	20
THE TRUST WILL PURSUE BOTH PROGRAMME DEVELOPMENT AND ORGANISATIONAL OBJECTIVES. ....	20
4.1.1 <i>Development Objectives</i> .....	20
4.1.2 <i>Organizational objectives</i> .....	20
4.3    STRATEGIC IMPLEMENTATION APPROACHES .....	21
<b>CHAPTER FIVE: GEOGRAPHICAL FOCUS, CONSTITUENCIES AND PARTNERSHIPS</b> .....	<b>23</b>
5.1    GEOGRAPHICAL FOCUS.....	23
5.2    CONSTITUENCIES/TARGET GROUPS .....	23
5.3    STAKEHOLDER ANALYSIS .....	24
<b>CHAPTER SIX: ORGANISATIONAL STRUCTURE, IMPLEMENTATION AND MANAGEMENT OF THE STRATEGIC PLAN</b> .....	<b>26</b>
6.1    ORGANISATIONAL STRUCTURE .....	26
6.2    IMPLEMENTATION AND MANAGEMENT OF THE STRATEGIC PLAN .....	28
6.3    FINANCIAL PROJECTIONS AND RESOURCE MOBILISATION .....	31
6.4    SUSTAINABILITY STRATEGIES.....	33
<b>CHAPTER SEVEN: THE INTERVENTION LOGIC</b> .....	<b>35</b>
7.1    LOGICAL FRAMEWORK FOR THE PERIOD 2016 - 2020.....	35
7.2    RISKS AND MITIGATION STRATEGIES .....	38
<b>ANNEXES</b> .....	<b>39</b>
<b>List of Tables</b>	
Table1: SWOT Analysis.....	14
Table 2: Stakeholder relationship and responsiveness.....	24
Table 3: Implementation Arrangement.....	27
Table 4: Financial Projections.....	29
Table 5: Risks and Mitigation strategies.....	35

## CHAPTER ONE: OVERVIEW

### 1.1 Introduction

Biovision Africa Trust (BvAT) is a not-for-profit organization established in Kenya in 2009 by the Biovision Foundation for ecological development in Switzerland and supported by the International Centre of Insect Physiology and Ecology (ICIPE) in Nairobi. The Trust's goal is to alleviate poverty and improve the livelihoods of smallholder farmers in Kenya and other African countries through supporting dissemination of information and knowledge on appropriate technology to improve human, animal, plant, and environmental health. Agricultural output and food supply are however hindered by various environmental factors and lack of information and relevant training for the African smallholder farmers. Plant pests, for instance, are responsible for up to 80% of crop losses. Ecologically sustainable solutions are a practical alternative for African farmers to achieve good crop yields without relying on expensive chemical fertilizers and pesticides. What is lacking, however, are effective dissemination pathways to deliver relevant information to the farmers.

BvAT is run by a Board of Trustees (BoT) consisting of four Trustees, a director who is an ex-official and a secretary to the board. The Trustees are drawn from a wide range of backgrounds and institutions and serve in their personal capacities. The board provides oversight and governance to the Trust and is responsible for directing the overall management of the Trust by setting and reviewing the Trust's strategic partnership framework, appointing and monitoring the Director and approving financial accounts, budgets and financial statements.

The Trust began its operations in 2011 in Kenya when its first director was employed and currently has projects in East Africa (Kenya and Tanzania) and supports organizations and institutions in eight (8<sup>1</sup>) African countries to realize its broader goals. Over the five year period of its first strategic plan (2011 – 2015), the Trust has been supported by the International Centre of Insect Physiology and Ecology (ICIPE) through a well respected MOU. Discussions for autonomy started in 2012 during the implementation of the pilot phase of the Ecological Organic Agriculture (EOA) project in six countries in Africa (Kenya, Uganda, Tanzania, Zambia, Ethiopia and Nigeria), where BvAT was responsible for the Information and Communication pillar and Research, Training and Extension pillar and worked with various partner organizations and institutions supporting smallholder farmers. As a compliance requirement, a Systems and Compliance Audit was conducted on BvAT from 13<sup>th</sup> September to 18<sup>th</sup> September 2012, by Baker Tilly Merali's, Nairobi-Kenya commissioned by one of its earliest donors, the Swedish Society for Nature Conservation (SSNC). The audit was intended to probe the Trust's systems and capacity to deliver effectively and efficiently on the EOA project. The audit's recommendations led to the action plan and process of developing various organizational policies and procedures manuals, thereby setting the stage for institutional autonomy during the next strategic plan phase. Therefore, the development of this Strategic Plan (2016 – 2020) will guide the Trust to take up the

---

<sup>1</sup> Nigeria, Benin, Senegal and Mali in West Africa; Kenya, Tanzania, Ethiopia and Uganda in Eastern Africa – under the Ecological Organic Agriculture (EOA) Initiative.

challenge of running its operations independent of ICIPE unless under defined paid for services while forging string collaborative partnership with it and other like-minded organisations.

## **1.2 Achievements and Lessons Learnt from the first Strategic Plan**

Although no external evaluation has been undertaken to collect empirical data to inform performance, the following are some of the achievements BvAT has realised during the just ended strategy (2011 – 2015) period. As a learning organisation, BvAT will take on these lessons to shape the content (approaches and activities) for the next planning period in order to enable it to make a change in the agricultural sector in Africa:

Anecdotal evidence indicates that the Biovision Farmer Communication Programme (FCP) has contributed to **reducing the cost of production, increasing yields, improved incomes** for smallholder farmers who previously practised conventional agriculture. These improvements have been accompanied by an increase of smallholder farmer uptake of the ecological friendly farming practices promoted through the FCP's communication pathways. Some popular practices adopted include the Integrated Pest Management (IPM), organic manure (compost) preparation and the Push / Pull technology of managing stemborer pest and improving soil fertility. The current production numbers of the Organic Farmer magazine (TOF) and increased listeners of the TOF radio in Kenya and MkM radio in Tanzania is proof of a demand for information on ecological organic agriculture.

The Trust also increased its role in addressing more issues along the sustainable agriculture value chain. Through the Ecological Organic Agriculture Initiative (EOA-I), the Trust supported organisations and institutions working with smallholder farmers in Africa on specific nodes along this value chain e.g. Research, Training and Extension; and Value Chain and Market Development with reasonable success and learning. Some of the lessons learnt included:

- The fact that farmers in Africa are ready to adopt and adapt EOA practices if this translates into direct improved household food security and financial benefits;
- National governments are ready to re-focus their efforts in agriculture toward EOA if convinced that the initiative will ensure food security and they will be able to feed their citizens;
- The shortage of organic farm inputs (especially seeds and fertilisers) remains a big challenge in promoting EOA and farmers with large tracts of land are not able to access adequate and affordable organic seeds and fertilisers;
- The inclusion of women and youth in EOA initiatives more prominently will ensure higher uptake of the initiative as well as sustain its future;
- The adaptability of farmers to this initiative is high since it embraces practices that are familiar and rooted in the agricultural practices of society long before conventional farming came along;
- There exists a lot of un-documented and poorly validated indigenous information and knowledge which should be harnessed and made available through EOA

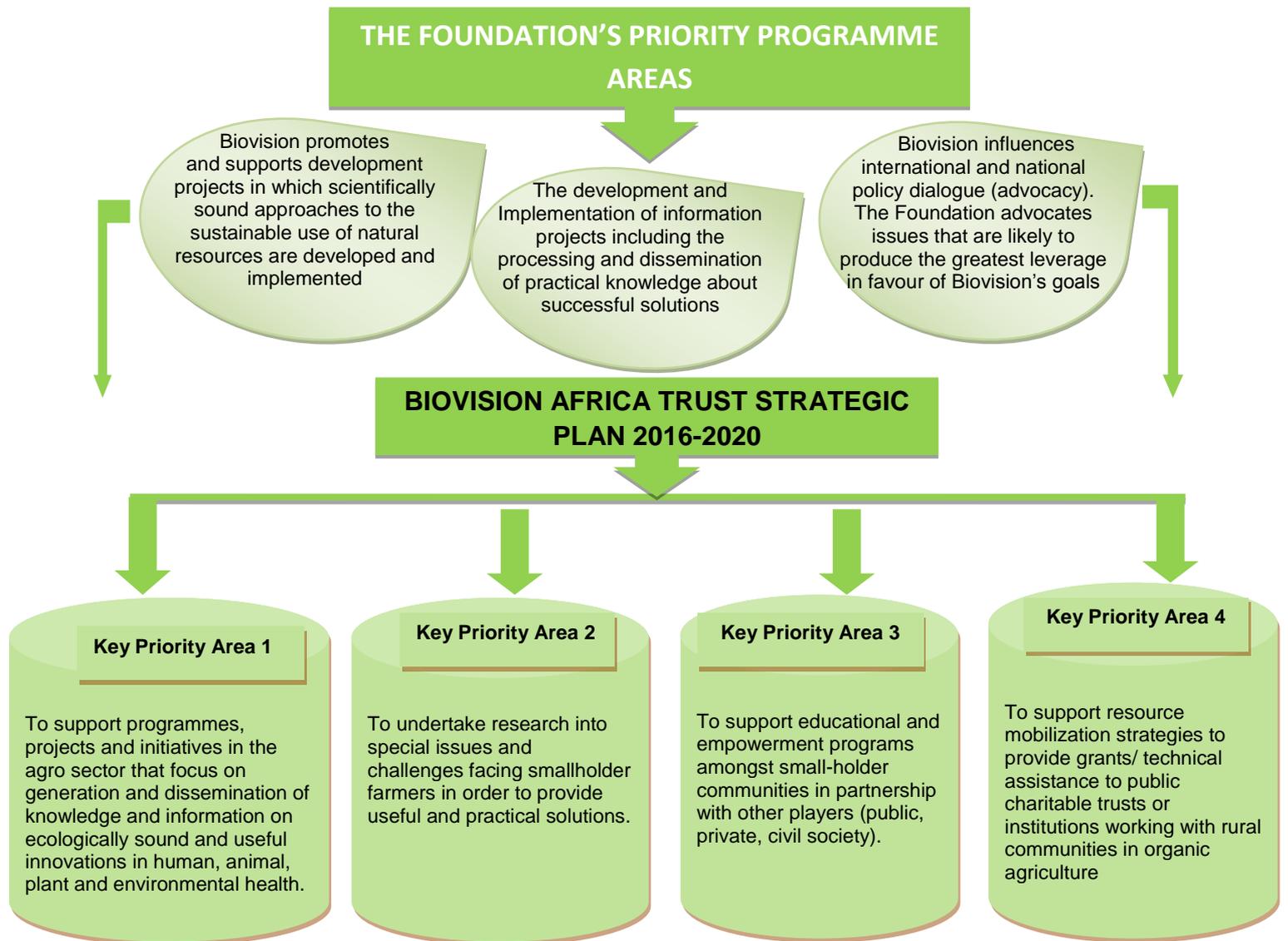
Information and Communication efforts (through resource centres, radio, print media, websites, etc);

- The EOA initiative's strategy to work with already established institutions like the National Organic Agriculture Movements (NOAMs) enabled the coordination of the various efforts by different stakeholders and accelerated acceptance of EOA by a much wider audience in Africa.

Despite the evidence of progress made in transforming the agricultural sector, more needs to be done by BvAT on the geographical scope (cover more countries in Africa) so as to realise the critical mass needed to make the desired change. More also needs to be done to promote farmer uptake and adoption of sustainable agricultural practices techniques on large scale to feed more populations.

At programme implementation level, the lack of an adequate Monitoring and Evaluation (M&E) system an elaborate understanding and appreciation of the effectiveness and efficacy of the FCP programme. The lack of adequate field extension officers, elaborate fundraising strategy and few implementing partners has meant that project managers and the current field staff are not only covering huge geographical regions but are also expected to fundraise, manage partnerships and conduct monitoring. The programme also misses the opportunity of using local languages in publishing the TOF magazine which essentially targets smallholder farmers in rural areas. It is also evident that the Farmer Resource Centres have been very successful interfaces for the programme as they provide the face-to-face communication and demonstration of techniques. Most smallholder farmers prefer to 'see' demonstrations of the techniques being promoted rather than just hear or read about them. The programme has realised the need for synergies among the various Information Communication pathways currently being used. Harmonising the TOF / MkM magazine, with radio and internet (Infonet-Biovision) content will ensure consistency, meet the demand for the information and perhaps even reduce production costs in the long run.

### 1.3 Alignment with Biovision Foundation's Priority Programmes



## CHAPTER TWO: OPERATIONAL CONTEXT

### 2.1 PESTEL Analysis

This analysis of the macro-environment (Political, Economical, Social, Technological, Environmental and Legal) presents pertinent issues that may impact positively or negatively on BvAT's Goal(s) for the next five years. It also presents existing opportunities that can be exploited for change and threats that need mitigation. The analysis forms the basis upon which BvAT has selected strategies to attend to priority areas of focus during the next five years.

#### Political Analysis

The prevailing political goodwill towards agriculture in countries where BvAT intends to work during this strategic plan period is evident. In East Africa, Tanzania and Uganda have made significant progress towards sustainable agriculture over the years due to the considerable political backing. Kenya has recently (2015) reviewed its agricultural policy to include elements of Ecological Organic Agriculture. Under the Vision 2030 of Kenya, the political pillar strives to be people-centred; result oriented and upholds transparent democratic political systems. In West Africa and especially in Mali, Benin, Nigeria and Senegal where the Trust works through partners, the political goodwill is overwhelming with enabling policies that support sustainable agriculture.

At the continental level, the various policies, declarations and efforts by African governments through the African Union demonstrate a political willingness. Under the Malabo declaration for example, African governments recommitted themselves to allocate 10% of their total national budgets to agriculture, develop new seeds and technologies, and create an enabling market environment for agricultural products.

Most of the African governments are however under pressure to feed their populations and therefore they *'keep an open mind to'* conventional farming practices which have direct implications to the environment and ecosystems. It is no wonder that companies promoting the use of Genetically Modified and engineered agricultural seeds (and inputs) like Monsanto are easily welcomed and hosted by these governments. This poses the greatest political hurdle that the Trust has to work around in the next five years. The Trust's strategies to influence policy change through advocacy and lobbying and show case will therefore be crucial.

Africa's political instability manifested in the ongoing protracted conflicts<sup>2</sup>, trends towards Post election violence<sup>3</sup>, Xenophobia and terrorist activities<sup>4</sup> destabilising especially Eastern and West Africa are notable occurrences that have maintained Africa's 'Face of Hunger' more than the lack of political will. This strategic Plan has considered the political risks and suggested strategies of mitigation.

BvAT will use the prevailing political will to ensure that a holistic view on agriculture is encompassed by the governments. Special focus will be the inclusion of policies that encourage ecological sustainable agriculture. The Trust will provide crucial

---

<sup>2</sup> E.g. Somalia, DRC, Chad, Sudan and South Sudan

<sup>3</sup> Kenya, Burundi, Nigeria

<sup>4</sup> Boko Haram, Alshabab

information including empirical data that confirms the viability of agricultural practise it promotes.

### **Economical Analysis**

The economic pillar of vision 2030 of Kenya strives to maintain a sustained economic growth of 10% p.a. through various interventions (*See Vision 2030*) in agriculture. This confirms the importance of agriculture in the Gross Domestic Product (GDP). In Kenya, agriculture contributes 29.3 % to the GDP<sup>5</sup> compared to 27.6 % in Tanzania, and 31.6% and 38.5% in Benin and Mali respectively. This interest in agriculture provides an opportunity of practising masses for BvAT activities in sustainable agriculture. Agriculture has the potential to reduce poverty and enhance nutrition security but the challenge is how to make sustainable agricultural practices more profitable than do conventional practices. Although the general financing environment in Africa is improving, effects are yet to be felt at the grassroots level. The scenario is the same for Kenya and the other countries that BvAT will work. Kenya's vision 2030 for financial services is to have *a vibrant and globally competitive financial sector driving high-levels of savings and financing Kenya's investment needs*. Most smallholder farmers are assumed to access credit through informal finance and Savings and Credit Co-operative Organizations, as well as micro-finance institutions but this is not the case given the stringent requirements to access credit. This limited access to credit thereby limits the ability of smallholder farmers to engage in large scale farming using sustainable agriculture options and technologies. BvAT sees an opportunity to disseminate information to target farmers on affordable credit and possibly link them to credit facilities leaving the initiative to the individual farmers.

Sustainable agriculture initiatives remain severely underfunded by the Kenyan government which often promotes and subsidises the use of synthetic manure and pesticides. Most agriculture extension workers from the Ministry of Agriculture Livestock and Fisheries in Kenya are more inclined to promoting intensive agricultural systems and a higher percentage of the agricultural technologies being promoted by research institutes like the Kenya Agricultural and Livestock organisation (KARLO), Kenya Institute of Research and Development (KIRDI) are inclined to conventional agriculture. BvAT sees the opportunity of working with these agricultural institutes (including ICIPE) to influence research topics on sustainable agriculture. BvAT will also strive to fundraise towards supporting research that promotes sustainable agricultural production systems.

BvAT programmes will successfully empower farmers if the economic imperatives of a country or a region are functional and there is sustainable level of economic growth. Therefore, working to influence policy in countries that it will work with is mandatory. The unfavourable economic conditions in East Africa such as taxes on agricultural products, high inflation rates, high interest rates affecting farmers' access to credit facilities and brain drain leading to lack of expertise locally continue to exist. Given the magnitude of the challenges and their potential impact on BvAT programmes, the Trust plans to engage partners and governments in the region in advocating for economic policy formulation especially those policies addressing agriculture to make it friendly to farmers across the Eastern Africa region and beyond. The EOA initiative has the specific goal of targeting African governments to

---

<sup>5</sup> Kenya GDP – composition by sector index (Mundi)

include sustainable agriculture in policies and plans. This potential gives BvAT an avenue to ensure a functional and sustainable focus on sustainable agriculture.

### **Social Analysis**

The demographic analysis of the BvAT priority focus areas in the next five years presents an extremely positive scenario that favours agriculture. With an approximate population of 45<sup>6</sup> million in Kenya and 47 million in Tanzania, the population that needs food is undoubtedly high. In Kenya, 32.8% of its population is of the productive age (25 – 54 years), meaning the workforce needed to provide agricultural labour and sustain food security exists. The dependency burden of Kenya is equally high with 42.1% of children under the age of 14 yrs. The following social statistics demonstrate society's role in the agricultural sector where women carry the bigger social burden to feed their families compared to the youth and men.

- Women comprise an average of 75% of the agricultural labour force in Kenya compared to the average continental labour force of 54% (FAO 2011 – The State of Food and Agriculture, Women in Agriculture). Ironically, the women have less access than men to agricultural assets, yet they are tasked with feeding their families, majority of the rural women remain illiterate, do not own land and have limited access to financing, thus limiting any efforts to farm for economic gain. BvAT will specifically target women in the planned interventions.
- The youth (age 15 – 24) in Kenya make up 18.7% of the total population. In the continent the collective youth population makes the largest percentage of the African population (67%). This is a huge work force in favour of improving agriculture in Africa. But again, the youth do not own land which is a crucial factor for agricultural production. Most of the education systems adapted by African countries tend to prepare youth for white collar jobs. This has influenced the choices youth in Africa have made which have impacted greatly on the rural agricultural economies. Many youth also migrate to urban areas in search of the elusive white collar jobs.
- The African culture at times interferes with efforts to transform the agricultural sector. The example of traditional livestock keepers is one to reckon with. Most livestock keepers keep their livestock mainly for cultural reasons (to pay dowry and for prestige) and are not willing to adapt appropriate animal husbandry to address diseases or to increase yields (milk and meat). In times of drought, most livestock keepers let their animals die instead of opting to sell it off for slaughter and make income which can be used for re-stocking. Most farmers simply plant traditional crops (maize and beans) every year like a routine not realising the rate of soil depletion or the alternative of planting other cash crops that would be sold to increase their purchasing power to buy food.

At the continental level, Africa has the highest population in the world today, with the Sub-Saharan population currently at 900 million plus, swelling to 2.2 billion<sup>7</sup>. Half of the region's population is also under 25. Paradoxically, Kenya, and Africa as a whole, has been unable to adequately meet its food demands over the past years.

---

<sup>6</sup> Kenya Demographics profile 2014

<sup>7</sup> The Population Research Bureau, a Washington-based outfit 2014. .... See also the 2014 world population data sheet

In response to these social scenarios, BvAT will target women, youth and people living with disabilities as priority target groups. The youth, although not very interested in agriculture, they are usually 'technology savvy' and the use of the website and mobile phones to disseminate agricultural information is an area the programme will use to attract and engage with them.

### **Technological Analysis**

Kenya is undoubtedly a leading country in the region in Information Communication Technology (ICT). Mobile telephony (M-Pesa, M-Shwari, i-Cow) social media platforms, television and print media have all focused on providing agricultural information in the recent past. This is an indication of the growing and increasing number of populations demanding agricultural information. BvAT has been using some of the existing information platforms and sees an opportunity in using more of these ICT platforms in the next years to reach a wider audience.

There is more affordable farm equipment and machinery now reaching the country (and continent generally) from more industrial countries like China, India and Brazil. Equipment such as maize shellers, incubators, fodder processors (cutters), driers are popular among smallholder farmers in Kenya (especially Kitale, Nakuru, Narok and Eldoret are towns where these machineries are heavily used). The use of this equipment is the avenue through which the organic farmer will increase scale of production and processing to compete in the industry. Despite the criticism of the equipment using more energy (electricity or fuel) which is more often considered as going against 'green agriculture', the challenge lies more in the affordability of these equipment/machinery and information on how to access credit to purchase it. BvAT will endeavour to provide information on available affordable equipment and machinery for smallholder farmers. It will also link the farmers to sources of money including other development partners that fund agricultural equipment, micro-financing, cooperatives and village savings and loan associations which are concepts well understood by the farmers and provide cheaper loans.

Although efforts to improve the road network in Kenya has improved in the last ten years, most rural roads remain inaccessible especially during rainy seasons and farmers cannot access markets during these times, leaving most of produce to waste in rot. Farmers in Kenya incur high post harvest losses due to poor distribution channels and poor road networks. The situation is worse during rainy season when most roads are impassable. The limited technical know on food processing, preservation and value addition further make efforts to improve the food security in Africa difficult. BvAT sees an opportunity to provide information on postharvest handling, value addition of farmers' produce as well as preservation technologies like drying, the challenge of rural electrification needed to perform some of these activities notwithstanding. BvAT also sees an opportunity to promote and fund research on options for machines with low energy consumption to remain true to its course of ecologically friendly practices.

### **Environmental Analysis**

Although Africa is relatively considered environmentally cleaner in comparison to the continents of Europe, America and Asia, the localised effects of climate change to the farmers' efforts in Africa is clearly the biggest challenge faced by the smallholder

farmer in Africa today. Industrial activity taking place far away from Africa have the worst effect on the continent due to its low mitigation capacity.

Kenya, like most of Africa, has in the recent past experienced extreme weather conditions (drought, floods, landslides, frost etc) and the unpredictable rainfall patterns that challenge the farmers' ability to predict and time their farming activities well. Vision 2030 aims to make Kenya a *nation living in a clean, secure and sustainable environment by 2030*. The goals for 2012 are: (i) to increase forest cover from less than 3% at present to 4%; and (ii) to lessen by half all environment related diseases. BvAT sees an opportunity in promoting sustainable agricultural practices that also anticipate and mitigate the effects of climate change as its contribution to this vision. Information on the cropping of more resilient traditional crop species, keeping of traditional livestock and chicken that are more resilient are areas for more research that BvAT will consider in the next five years.

In Kenya, the rapid deterioration of soils currently witnessed in high potential areas like Kisii is due to the increased usage of synthetic fertiliser and pesticides. This usage has not only been promoted by manufacturers but also by local and national governments. BvAT sees an opportunity to promote the use of bio pesticides and organic fertilisers to the Kenyan farmer as a way of reversing the soil fertility challenge. It will need collaborative efforts to find farmer-led solutions combined with supportive scientific knowledge to reverse the situation and sustain the fertility of soils for posterity.

The continued harvesting of trees for wood fuel (charcoal) and construction, the continued clearing of forests and rainfall catchment areas for human settlement are practices that have contributed greatly to the environmental imbalance witnessed today. Bad human practices have led to the further deterioration of the environment for sustainable agriculture. The disposal of plastic paper, industrial chemicals and synthetic fuels (oil, etc) into agricultural lands is increasingly evident.

In response to these threats to the agricultural sector, BvAT will continue to provide information on how to protect the environment, the soils, the trees and rivers. Using the resource centres, demonstrations will be done to show how the cycle of rain is affected by these factors. At the global level BvAT will engage in dialogue with other organizations and partners addressing issues of climate change.

### **Legal Analysis**

The Intellectual Property (IP) rights laws exist in Kenya and in the countries that BvAT will work in the next five years. These rights ensure patenting and regulate scientific findings, information and data regarding agriculture. The trust will adhere to processes and frameworks when acquiring scientific information for dissemination. The Trust will also protect farmers who prefer to select, prepare, plant and keep their own traditional seed species.

Kenya has environmental laws that govern the use of riverine areas, rain catchment forests and arid lands. The challenge is how to enforce these laws. Communities that live around these resources encroach and use them in unsustainable ways leading to degradation. BvAT will use the information platform to educate these

communities on conservation methods and the sustainable use of the forests and rivers.

Kenya and most countries that BvAT intends to work in have laws governing the certification of organic products destined for foreign markets. The process is tedious and expensive and many farmers are neither aware of the legal requirements nor are they able to afford the cost. The farmers therefore miss out on a lucrative market for their organic produce and this poses an economic challenge hindering progress for the smallholder farmers. BvAT will work with certification organizations to develop processes and avail packages that smallholder farmers can afford to access regional and international markets.

Biovision Africa Trust will also remain alive to the legal issues at country level that are likely to affect its operations. Whereas BvAT is a non-governmental organization it is not regulated by the NGOs Coordination Board, but by the Ministry of Lands as it is registered as a Trust.

**2.2 SWOT Analysis**

BvAT has been effectively operational for over five years now and therefore has gained strengths that will enable it implement this strategy over the next five years. There are also weaknesses identified within the Trust that place it at a relative disadvantage with other players in the same sector. The Trust will endeavour to use its strengths to take advantage of opportunities that exist, minimise weakness and manage its threats, as demonstrated in Table 1 below:

**TABLE 1: SWOT ANALYSIS**

	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>➤ Competent and experienced staff</li> <li>➤ Core strength in disseminating research findings targeting smallholder farmers</li> <li>➤ Lead agency for Ecological Organic Agriculture (EOA) Initiative with SDC contribution-giving an opportunity to network</li> <li>➤ Established partnerships and systems</li> <li>➤ Immense knowledge on Ecological Organic Agriculture</li> <li>➤ Donor goodwill</li> <li>➤ Supported and nurtured by ICIPE, an international and reputable research organization</li> <li>➤ Legally registered</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>➤ Limited donor funding</li> <li>➤ Understaffing in some programmes</li> <li>➤ Overreliance on donors</li> <li>➤ Limited information for dissemination</li> <li>➤ Non autonomous management system – Limited infrastructure-rent</li> <li>➤ Limited logistical support especially for field staff and outreach teams</li> <li>➤ Too little information on value addition</li> <li>➤ More focus on crop production and less on livestock production</li> <li>➤ No elaborate M&amp; E framework</li> <li>➤ Limited sustainability mechanisms and strategies</li> <li>➤ Lack of funding strategies</li> <li>➤ Weak knowledge management</li> <li>➤ Limited understanding of what BvAT stands for</li> </ul>
--	--	---

<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>➤ Huge demand for Agricultural information</li> <li>➤ Focus areas have potential on grants e.g. SDC thus providing an opportunity to work on African countries</li> <li>➤ BvAT focuses on areas in line with priorities of African governments</li> <li>➤ Good network of partners</li> <li>➤ Growing African market of organic produce</li> <li>➤ Emergence and growth of technology-e.g. digital migration can leverage in securing local and external funding</li> <li>➤ Presence of actors (input suppliers, marketers etc) who complete the sectors value chain</li> <li>➤ Success in implementation of BvAT programmes</li> <li>➤ Penetration of mobile phones- helps to reach farmers</li> <li>➤ Indiscriminate use of Organic produce is slowly being recognized</li> <li>➤ Gap in organic research</li> <li>➤ Growing interest in agriculture in Africa</li> <li>➤ Dynamic Agricultural Information System</li> <li>➤ Dynamic Agricultural Information System</li> </ul>	<p><b><u>Strategies to take advantage of opportunities</u></b></p> <ul style="list-style-type: none"> <li>➤ Attraction and retention of competent and motivated staff to implement the programmes</li> <li>➤ Seize the opportunity presented by increased coverage and use of ICTs as platforms for dissemination</li> <li>➤ Contribute to the transformation of the sector through information dissemination as described in Key Priority Area 1 below</li> <li>➤ Increase content on organic produce markets</li> <li>➤ Networking and partnership strategies to increase outreach and compliment efforts along the sectors value chain</li> </ul>	<p><b><u>Strategies to overcome weaknesses and take advantage of opportunities</u></b></p> <ul style="list-style-type: none"> <li>➤ Adapt a fundraising strategy that includes non- donor sources</li> <li>➤ Empower communities to engage in the implementation of the strategy and compliment staff gaps</li> <li>➤ Continuously include staff in capacity building opportunities</li> <li>➤ Adapt the global organisational M&amp;E framework to strengthen internal reporting and monitoring</li> <li>➤ Include strong M&amp;E in project design and reporting as described in section 6.2 below.</li> <li>➤ BvAT autonomy will address some current organisational gaps</li> </ul>
<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>➤ Limited solid research on ecological sustainable agriculture</li> <li>➤ Restrictive Government legislation on agriculture sector</li> <li>➤ Increased cost of operation</li> <li>➤ Global campaigns on GMOs by multinationals</li> <li>➤ Corruption</li> <li>➤ Reluctance of scientists on information provision</li> <li>➤ VAT will affect farmers when buying farm inputs</li> <li>➤ Dysfunctional partnership arrangements with some partners not focused on organic agriculture</li> <li>➤ Competition for funding resources</li> </ul>	<p><b><u>Strategies used to manage threats</u></b></p> <ul style="list-style-type: none"> <li>➤ Use the strong partnerships with ICIPE and other research institutes to access more and solid information and data on ecological sustainable agriculture</li> <li>➤ Use the EOA platform and networks to lobby governments for favourable legislation in the sector</li> <li>➤ Exploit the current donor goodwill to raise funds for Global campaigns in favour of Ecological sustainable agriculture to counter the GMO campaigns</li> </ul>	<p><b><u>Strategies to minimise weaknesses and manage threats</u></b></p> <ul style="list-style-type: none"> <li>➤ Consolidate the Trusts work to a much defined Niche and target to minimise weaknesses affecting programme outreach (e.g. staffing capacity, lack of adequate information)</li> <li>➤ Grow the Trusts geographical coverage and implementing partners to spread the risk and avoid threats related to policy change and non performance of other programme partners.</li> </ul>

## CHAPTER THREE: STATEMENTS OF PURPOSE

### **Vision**

A food secure African continent with healthy people living in a healthy environment.

### **Mission**

To alleviate poverty and improve the livelihoods of rural communities in Africa.

### **Goal**

To sustainably improve the lives of the people in Africa while conserving the environment.

This will be achieved through bridging the gap between research and application, with a strategic focus to translate, package and disseminate information<sup>8</sup> related to human, animal, plant and environmental health to smallholder farmers and rural communities in Africa. BvAT will also cooperate and support other organizations, institutions and stakeholders working with smallholder farmers to promote ecological and sustainable agriculture in Africa.

### **Core values**

BvAT positions to operate as a highly reputable and trusted organization in its focus and in interaction with stakeholders and partners guided by a set of core values including, but not limited, to the following:

- Environmental consciousness
- Accountability
- Efficiency and Effectiveness
- Collaboration, networking and partnerships
- Integrity
- Innovation and creativity
- Inclusivity

---

<sup>8</sup> Research information as well as other sources with relevant information

## CHAPTER FOUR: KEY PRIORITY AREAS AND STRATEGIC OBJECTIVES

### 4.1 Key Priority Areas

BvAT will continue to support sustainable agriculture projects and initiatives that focus on the generation and dissemination of ecologically sound and useful information on human, animal, plant and environmental health.

**Key priority area 1: To support programmes, projects and initiatives in the agro sector that focus on generation and dissemination of knowledge and information on ecologically sound and useful innovations in human, animal, plant and environmental health.**

This is the centre of gravity that defines the main existence of Biovision Africa Trust. The African farmer has a wealth of indigenous knowledge<sup>9</sup> but is often deprived of knowledge that is proven scientifically<sup>10</sup> to enable him scale up farming expertise in a confident manner. The Trust will continue to bridge the gap between research and application by disseminating information on ecological organic agricultural methods through well coordinated Information Communication Technologies and interfaces. These include, print, audio as well as online, web based platforms among others.

The Trust will collect, collate, package and disseminate relevant information from research institutions, universities and other credible sources of information. Such information will be timely to meet the immediate as well as long term needs of the farmers. The Trust will use Farmer Resource centres as the ultimate face to face interface between the farmers and the available information. Using participatory and innovative approaches to farmer training, technology transfer, support to farmers will be provided to allow an adequate flow of relevant information that is more likely to be receptive. The need to ensure that the various information platforms provide coherent and complimentary information will be paramount when designing and implementing projects under this priority area.

**Key priority area 2: To undertake research into special issues and challenges facing smallholder farmers in order to provide useful and practical solutions.**

During this strategic plan period, the Trust will focus on supporting research activity that seeks to find solutions to challenges faced by smallholder farmers in adapting agro-ecological and organic farming practices. This will ensure that the Trust's vision and goals are supported by competitiveness in a global environment that is rapidly changing and adapting to the challenges brought about by climate change, increased population, diminishing soil fertility among other environmental hazards (drought, floods etc).

The Trust will especially support research activity in the 4H areas that are inclusive of both farmers and researchers shared knowledge and activity. This strategy will

---

<sup>9</sup> Place-based knowledge that is rooted in local cultures and generally associated with long-settled communities that have strong ties to their natural environment.

<sup>10</sup> The use of empirical observations to conduct research and devise solutions through the advice and input of professionals. Such knowledge analysis includes the use of Indigenous knowledge.

ensure that farmers consider themselves as major actors in the research process and when the product comes out of the research institution, it is well received and adapted as it will draw, resemble and resonate with the farmers' own knowledge and experiences. Knowledge created through such collaboration will have more holistic perspectives on the socioeconomic and cultural factors that characterise the farmers' lives. Such research findings will then be re-packaged for consumption by smallholder farmers as well as to influence policy change where necessary. It is expected that there will be more behavioural change and increased uptake realised.

**Key priority area 3: To support educational and empowerment programs amongst small-holder communities in partnership with other players (public, private, civil society).**

Without overlooking the wealth of education that already exists, the Trust will design educational and empowerment programmes. As analysed above, very few institutions, including AGRA and The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) are supporting capacity building initiatives in sub-Saharan Africa that address emerging issues on sustainable agriculture but limited on agro-ecological and organic agriculture. The Trust will use the wealth it has accumulated over the years to empower communities in projects that embrace agro-ecological and organic agriculture.

The process will include; knowledge creation (capture and organization); knowledge storage and packaging; knowledge searching and retrieval; knowledge transfer and reuse; and knowledge application, revision and feedback. Such knowledge will be imparted (education) systematically at different levels (theory, practice etc) in training institutions.

The Farmer Resource centres under the Outreach Programme will be the main education and knowledge facilitation centres for rural communities.

The Trust will also anchor its work by mainstreaming in higher educational institutions, influencing syllabus content, providing scholarships to support the training of (degree, post graduate and PhD) students to address the needs of smallholder farmers; Scholarships for short-term vocational training for mid-level professionals will be considered to boost their skills in teaching, research, data analysis, and innovation; Institutional support relevant research work will be a priority in efforts to create the critical mass needed to propel sustainable agriculture to its next potential.

At policy level, the Trust will lobby governments to prioritise the inclusion of subjects, syllabus and education on sound and sustainable agro-ecological practices in the mainstream education system for young learners<sup>11</sup>. Effective lobbying of national governments and donor partners is imperative if the reviewed curricula are to be implemented.

---

<sup>11</sup> Also a target group for this strategy

**Key priority area 4: To support resource mobilization strategies to provide grants/technical assistance to public charitable trusts or institutions working with rural communities in organic agriculture.**

With full recognition that the Trust alone cannot conquer the challenges ahead, the priority will be to increase outreach, coverage and impact through fundraising efforts and providing technical assistance to like minded organisation and institutions. This will be a priority that will help realise the vision of ‘*A food secure African continent with healthy people living in a healthy environment*’

## **4.2 Strategic Objectives**

The Trust will pursue both programme development and organisational objectives.

### **4.1.1 Development Objectives**

- I. To translate research findings into outreach materials for smallholder farmers in Africa by 2020.
- II. To generate demand-driven responsive research, training and extension in ecological sustainable agriculture by 2020.
- III. To support the adaptation and realignment to new ecological organic agricultural training in educational institutions by 2020.
- IV. To mobilize and diversify resources to realize programme goals and objectives by 2020.

### **4.1.2 Organizational objectives**

These are objectives that the organisation will focus on in growing the nascent Trust.

#### **Capacity building of partners and staff**

The Trust recognises its partners and staff as the most valuable assets in realising the objectives and vision it has set. Investing in the capacity of partners and staff through training is one crucial objective that the Trust will work towards achieving. The trust will assess the staff capacity needs through regular capacity needs assessments and annual staff appraisals. To address identified needs, the Trust will use affordable options available like group trainings, in-house on the job training or scheduled formal trainings.

#### **Maintain an efficient Knowledge Management System**

The Trust has undoubtedly gained a lot of knowledge over the years and will continue to generate, acquire and process more knowledge. This institutional knowledge must be managed well for future reference in the following key areas:

- *Knowledge creation and packaging* – Knowledge creation involves developing new knowledge or replacing existing knowledge, both tacit<sup>12</sup> and explicit. Different knowledge collected from various sources will be compiled into an organisational database. Such a database will be dynamic, being updated regularly to reflect new knowledge.
- *Knowledge storage, search and retrieval* — This will include the process of retrieving knowledge residing in various component forms, defining its structure,

---

<sup>12</sup> knowledge rooted in an individual’s experience and values

codifying it, and storing it for organizational memory. The use of information and communication technologies (Infonet, TOF/MkM magazine, Radio records) will play a major role. Electronic storage of the information will be highly recommended to ensure efficient use of space. Archiving of information will be done according to an ICT policy adapted to ensure easy search and retrieval.

- *Knowledge transfer and reuse* – Organisational knowledge will be transferred and shared between individuals, farmer groups, partners and staff across the organization. Such information sharing will ensure effective transfer of knowledge where it is most needed. Among staff knowledge will be shared through the intranet and during scheduled meetings.
- *Knowledge application* – Crucial knowledge acquired will be applied to organizational processes or activities such as directives, organizational routines, and self-contained task teams. Relevant agricultural knowledge will be applied through training programs in the Farmer Resource Centres (FRCs) and through extension services.
- *New knowledge* - gained from the application of existing knowledge will be collected and stored to become part of the feedback loop.

While it is acknowledged that there cannot be any one best fit approach or technology for knowledge management, the Trust will endeavour to adapt emerging technologies to manage its knowledge.

#### **A culture of inclusion and diversity**

The Trust will not discriminate beneficiaries when identifying target groups nor will it discriminate staff during employment, reward or training processes. Aspects of gender inclusion, disability and minority will be considered during organisational recruitment, rewarding and training processes. This will provide a level ground for inclusivity as well as diversity.

#### **Strengthening programme delivery (effectiveness and Efficiency)**

The Trust will embrace participatory project planning and actively engage all stakeholders when developing projects for funding. During programme delivery, implementing partners will ensure all humanitarian principles are adhered to and project activities are delivered as scheduled. Accountability to the project constituencies will be key and will be done through frequent participatory monitoring sessions.

### **4.3 Strategic Implementation Approaches**

#### **a) Direct Implementation**

The Trust has built a staff capacity in Kenya and Tanzania that will be crucial in the implementation of this strategy. Direct implementation during this strategic period will help in shaping and branding Biovision Africa Trust in its niche area of Ecological Sustainable Agriculture. The Strategic plan provides broad guidelines upon which specific and targeted project initiatives will be designed for implementation. Planning, implementation, monitoring, evaluation and reporting of progress and achievements will be steered fully by the Trust.

### ***b) Partnership and Strategic Implementation***

With full appreciation of the vastness of the African continent, the Trust will collaborate with competent partners who share similar goals and participate in networks to gain geographical coverage and outreach. This strategy will also ensure that the specific know-how necessary for different projects will be made available while keeping Biovision's own structure lean and efficient.

- In Africa, BvAT will expand its networks throughout the continent through its office in Nairobi and through initiatives like the Ecological Organic Agriculture Initiative (EOA-I). The aims of such partnerships in Africa will be to strengthen local and regional organizations and to promote approaches tailored to local conditions.
- Internationally and in Switzerland, the formation of alliances will give BvAT greater influence in raising public awareness and in the policy dialogue.

### ***c) Community Institutional Empowerment and Inclusiveness***

The Trust will work through existing and recognised community based institutions like farmers' associations and groups, youth groups, women's groups, Water user committees and Natural Resource Management committees (for environmental issues). Where such institutions do not exist, the Trust will facilitate participatory formation of such institutions for acceptance. Through this approach, knowledge imparted will remain within the community for reference by future generations.

### ***d) Consolidation and Growth***

During this strategic period, the Trust will analyse its areas of strength, expertise and geographical presence so as to consolidate efforts for greater impact while at the same time grow in geographical and content coverage. It is evident that the Trust expanded geographically into more countries in Africa during the last two years of the last strategic period. The Trust is however yet to have a continental presence that is necessary to make impact more rapidly. The content information will also be grown to include and cover gaps in the 4H areas.

### ***e) Holistic and Integrated Approach***

This approach will ensure that the research supported and information gathered and disseminated has a balance of the 4-H areas. The rule of biodiversity coexistence will be emphasised – *'feed the soils and take of the environment and it will in turn feed you and take care of human beings'* will be the rule of the thumb guiding this approach during implementation.

## CHAPTER FIVE: GEOGRAPHICAL FOCUS, CONSTITUENCIES AND PARTNERSHIPS

### 5.1 Geographical Focus

Biovision Africa Trust is an organisation with a vision that goes beyond Kenya and brings Africa into focus. Having started in East Africa (Kenya and Tanzania) in 2011, the Trust has slowly increased its presence in seven more countries (Ethiopia, Uganda, Nigeria, Benin, Zambia, Mali and Senegal), working through partners.

The geographical focus for the next five years will be expanding deeply into more countries in Eastern and West Africa: Kenya and Tanzania, East and West Africa (through EOA and other initiatives).

### 5.2 Constituencies/Target groups

#### **a) *Smallholder Farmers***

BvAT targets many primary target groups. Smallholder farmers are usually rural based farmers who produce relatively small volumes of produce on relatively small plots of land and are generally less well-resourced than commercial- large scale farmers. They are usually considered to be part of the informal economy (i.e. may not be registered, tend to be excluded from aspects of labour legislation, lack social protection and have limited records). These farmers include men, women and youth.

The Trust recognizes the wealth of indigenous knowledge in Ecological friendly agricultural and farming practices that exists among these smallholder farmers. The Trust also believes that these smallholder farmers are the crucial segment of society that provides communities with sufficient quantities of healthy food, grown mostly organically and avoid the highly expensive synthetic agricultural inputs. In a nutshell smallholder farmers are a natural target that adheres to the 4H areas also proposed in this plan.

#### **b) *The Youthful farmers***

From the demographic analysis above, half of the region's population is under 25 and this means that Africa has a huge and growing population of young adults which is also its potential work force. The compelling evidence of an ageing farmer population in Africa must be addressed to facilitate sustainability in agriculture production. These youthful energy and numbers provide tremendous opportunities for increasing agricultural productivity and therefore excluding this huge mass of strength, energy and innovation will be suicidal. Poverty alleviation, improved livelihoods and development efforts must include youth and BvAT will seek to encourage their participation in the plan.

The crucial task will be to change the negative perception the youth have of participation in agriculture, (farmers) as uneducated, unskilled, physical labourers with extremely low economic return. Modern agriculture is more than tilling the soil and animals. The sector today offers career opportunities in research, environment, financial management, engineering and other technical areas for the youth to

explore. The sector is also an alternative to engage the youth and reduce crime and other social problems among communities.

### **c) Women**

Women in Africa are tasked with providing food for their families. It is no secret that it is the women who are involved more in farming than their male partners. It is also the women who will shape the children's attitudes and behaviour towards farming (teaching them either to appreciate or not to appreciate farming) long before the children go to formal instructional institutions. By working with women, the Trust will achieve greater mileage in reaching communities in Africa.

### **d) People living with disabilities**

People living with disabilities face some of the greatest prejudice and exclusion when it comes to agricultural interventions. It is often assumed that disabled people are incapable of doing agricultural work. People with impairments are often assumed to be physically or mentally unable to undertake agricultural activities. Those with physical and visual impairments are perceived as being unable to move around farmland. Those with hearing and learning impairments are often believed to be incapable of learning agricultural techniques because of challenges in communication while others may not want to associate with disabled people because of false beliefs about disability being "contagious" or bringing curses.

BvAT sees an opportunity to strategically include this target group in its activities over the next five years. The Trust will learn from other successful intervention in the Kenya and the continent that have included PWDs in sustainable agriculture. Such examples include: *In Niger, a charity, developed a modified bucket for a blind participant. The woman could fill this with well water, and it would then automatically tip into a basin, which would then pour into a channel and be distributed throughout a garden. In a project in Kenya, adapting agricultural tools so they are lighter and increasing the spacing between crops meant that wheelchair users could work in urban gardens.*

Some of the inclusion efforts will include introducing low-technology adaptations that enabled people from different impairment groups to manage smallholdings, using appropriate ICT platforms to reach this audience and educating them on sustainable agriculture and advocating for agricultural policy inclusion of PWDS. BvAT may also work with partners that have experience and capabilities of working with PWDS.

## **5.3 Stakeholder Analysis**

The stakeholders for and their relationship with Biovision Africa Trust were identified as shown in Table 2.

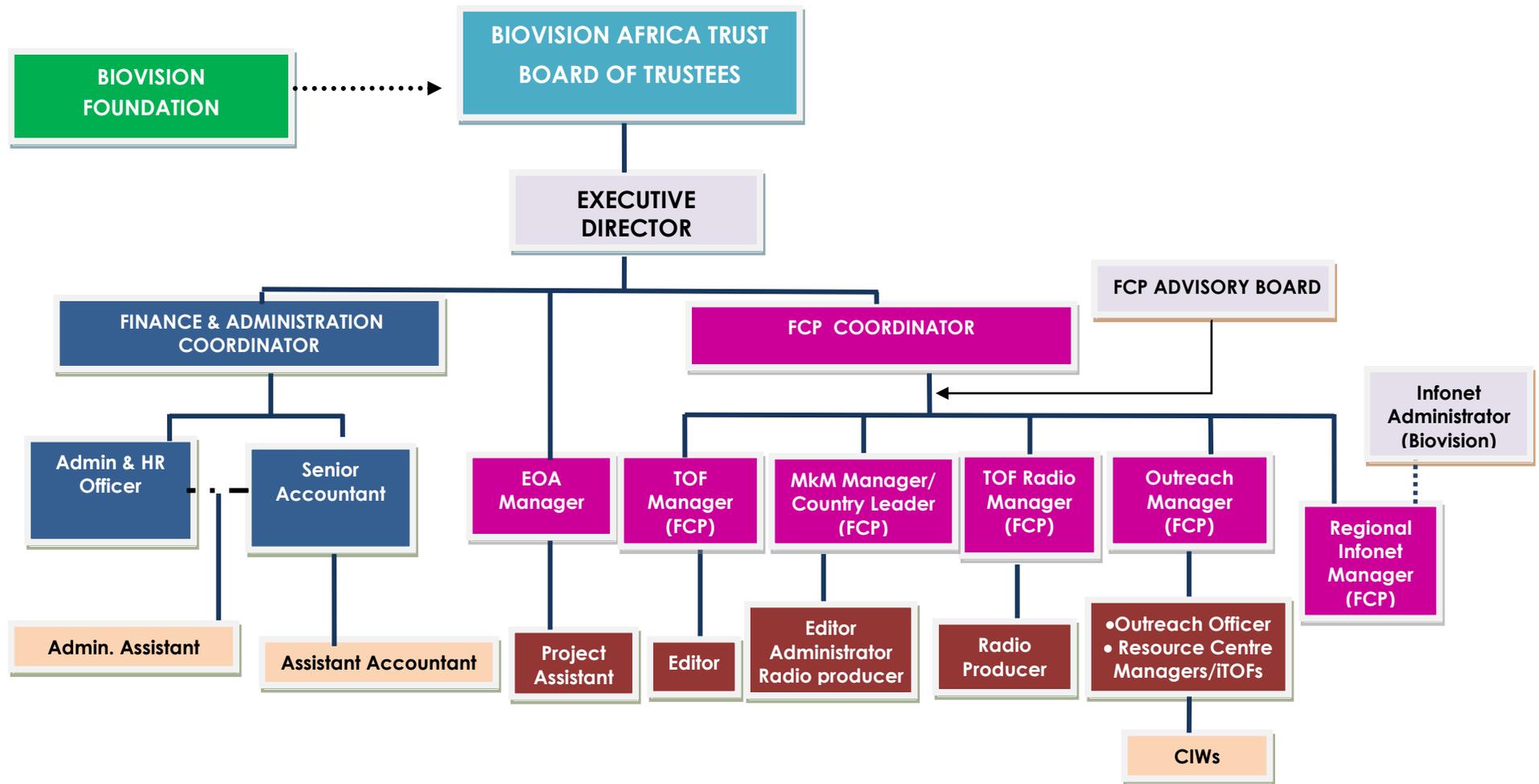
**TABLE 2: STAKEHOLDER RELATIONSHIP AND RESPONSIVENESS**

Stakeholder	Relationship	Responsiveness from Biovision Africa Trust
Smallholder Farmers	Main target group; are <b>recipients</b> and <b>participants</b> in BvAT programmes	Continuously provide relevant, timely and reliable information  Involve them and borrow/learn from their knowledge to carry out research
Community Institutions (farmer groups, youth groups, NRM committees WUAs, women groups PLWDs, etc)	Custodians of knowledge for reference by future generations – sustainability aspect  The institutions provide structured path and entry points for project implementation	Ensure inclusion on programme implementation and the design of Exit Strategies
Research Institutions, Schools, Universities	Provide crucial research information in the agro-ecological sector	Work closely to acquire research information, package and disseminate to smallholder farmers  Support curricular on agro-ecological and organic farming practices
Government	Provide and enforce Legislation and framework of operation in the sector	Plan (compliance) within existing legislation and frameworks to find political goodwill necessary for successful project implementation  Lobby and advocate for policy change
Non state Actors (NGOs, FBOs, CBOs, etc)	Implementing partners with expertise and complimentary competencies	Partner with like minded institutions and organisations to gain geographical coverage and impact
Input (seeds, bio pesticides, organic fertiliser etc) Producers and suppliers	Service provision to smallholder farmers for ecological and organic inputs	Lobby for more production of ecological and organic farm inputs (seeds, bio-pesticides, organic fertilisers)
Financial Institutions (MFIs, Banks, SACCOs etc)	Financial services to smallholder farmers to purchase necessary inputs	Lobby for farmer friendly lending terms and products
Funding Partners	Provide financial and technical assistance for programmes	Financial and programme accountability through accurate and timely reporting

# CHAPTER SIX: ORGANISATIONAL STRUCTURE, IMPLEMENTATION AND MANAGEMENT OF THE STRATEGIC PLAN 2016-2020

## 6.1 Organisational Structure

### ORGANISATIONAL STRUCTURE, IMPLEMENTATION AND MANAGEMENT OF BvAT





## 7.1 Implementation and Management of the Strategic Plan

**TABLE 3: IMPLEMENTATION ARRANGEMENT (2016-2020)**

Roles / Designation	Responsibilities
Biovision Foundation and ICIPE	<ul style="list-style-type: none"> <li>▪ The global link between Biovision Africa Trust and the rest of the world</li> <li>▪ Awareness raising of Biovision's agenda, brand and profile at global level</li> <li>▪ Resource mobilisation and soliciting support for the Trust</li> <li>▪ Providing oversight, advice and guidance, on the implementation of the Strategy</li> </ul>
Board of Trustees	<ul style="list-style-type: none"> <li>▪ Providing oversight, advice and guidance, on the implementation of the Strategy</li> <li>▪ Resource mobilisation and soliciting support for the Trust</li> <li>▪ Approvals of organisational budgets, expenses and financial statements</li> </ul>
Director of BvAT	<ul style="list-style-type: none"> <li>▪ Mandated to run the day-to-day affairs of Trust on behalf of the Board. Reports to the Board of Trustees</li> <li>▪ Providing oversight, advice and guidance, on the implementation of the Strategy</li> <li>▪ Resource mobilisation and soliciting support for the Trust</li> <li>▪ Ensure wide stakeholder participation in Trust's agenda</li> <li>▪ Prepare organisational, programmatic and financial reports for the Board</li> </ul>
Coordinator of Finance and Admin and Coordinator of Biovision Farmer Communication Programme	<ul style="list-style-type: none"> <li>▪ Assist the Director in the day-to-day operations of the Finance and Admin as well as programmes units</li> <li>▪ Synthesise programme and finance reports for submission to the Director</li> <li>▪ Oversee programme implementation and financial hygiene</li> </ul>
Project Managers (including ICT Manager)	<ul style="list-style-type: none"> <li>▪ Project development/design, implementation and monitoring at national level</li> <li>▪ Fundraising</li> <li>▪ Managing project staff</li> <li>▪ Preparing project reports for the Head of Programmes</li> </ul>
Finance Manager	<ul style="list-style-type: none"> <li>▪ Participate and guide organisational budgets</li> <li>▪ Participate and guide project fundraising budgets</li> <li>▪ Provide Project managers with financial expense reporting</li> <li>▪ Preparing financial reports for the Head of Finance and Administration</li> </ul>
Administrative and	<ul style="list-style-type: none"> <li>▪ Participate and guide organisational human resource</li> </ul>

Human Resource Officer	<ul style="list-style-type: none"> <li>planning and placements</li> <li>▪ Guide staff recruitment, remuneration, training and annual appraisals</li> <li>▪ Provide organisational administrative support</li> <li>▪ Prepare Human Resources and administrative reports for the Head of Finance and Administration</li> </ul>
Outreach Officers	<ul style="list-style-type: none"> <li>▪ They are the first contact and the face of the trust at grass root level</li> <li>▪ Implement scheduled activities</li> <li>▪ Prepare field reports and fundraising concept notes for Project Managers</li> </ul>
Project Assistants / Administrators	<ul style="list-style-type: none"> <li>▪ Assist in general project implementation at field level including logistics, budgets, reports, community mobilisation etc</li> </ul>
FCP Advisory Board	<ul style="list-style-type: none"> <li>▪ Provide advisory support – Review thematic/topical areas to be covered in the year and provide feedback to the Editorial team.</li> <li>▪ Provide constructive feedback on information educational communication (IEC) materials including the TOF magazines and modules already published.</li> <li>▪ Periodically review editorial policy, house style and branding guidelines governing the production of the programme’s IEC materials. This is to ensure that relevant and high-quality publication for farmers, students, practitioners, and other readers are produced.</li> <li>▪ Provide appropriate advice on the agenda and direction of the content depending on the prevailing trends.</li> <li>▪ Act as ambassadors of FCP, supporting and promoting its materials locally and internationally to authors, readers and potential distributors</li> </ul>

### **Monitoring and Evaluation**

As an organization, Biovision Africa Trust aims to ensure a responsible foundation management based on an efficient, inter-divisional monitoring system to systematically review the jointly set targets. Transparent communication on all levels and a professional knowledge management create the foundations for the trust between partners, donors, staff and beneficiaries.

### **Internal reporting**

The Biovision Africa Trust will develop an organisational monitoring framework that will guide internal monitoring and reporting processes. Such a framework will include clear procedures, guidelines, dates and deadlines for an annual monitoring cycle. There will be regular and scheduled monitoring updates on programme, finance and administration. The BvAT Director will submit scheduled, programme, financial and organisational updates and reports to the Board. The Coordinator of Finance and Administration and the Coordinator of FCP will submit scheduled updates and reports to the Director. All Project Managers will submit project reports as scheduled for both internal and external (donor) consumption to the Director.

### **Baseline surveys and project monitoring**

- Regular Baseline surveys will be conducted by project staff to establish the benchmark for key project indicators, against which project progress will be measured. Such baselines will be guided by the organisational M&E Framework to be developed.
- Funded projects will be monitored using tools that are designed using approved project documents, logical frameworks and budgets.
- Projects will be designed and developed as guided by the Strategic focus of this plan. Project Managers will ensure compliance through quality assurance of all proposals before submission to target funding partners.
- Data collection tools will be developed to facilitate data collection and eventual analysis of data collected. Tools will remain relevant and in reference to approved logical frameworks (Outputs, activities etc). Such data and reports produced will be subsequently used for decision making at various levels.
- Project staff will conduct regular monitoring using various tools and answer the **‘so what questions’** about their project achievements when writing updates and project reports. The procedure of using standard reporting templates will be explored and used where necessary.
- Financial monitoring will be crucial to compare expenditure versus activity implementation (achievements) versus overhead costs. Such monitoring will be used for project implementation, correction, acceleration or ceasing of expenditure to ensure overall financial hygiene.

### **Strategic Plan Reviews and Evaluations**

These will be facilitated by an external evaluator scheduled as follows:

- Mid Term Review – late 2017 or early 2018. This review will help the Trust to determine if its programmes are still on course in meeting set goals and objectives of the strategy. It will determine if all aspects of the strategy are being addressed, which have not been addressed and provide recommendations for redress where necessary.
- End Term Review – second to last quarter of 2020 to allow for the various approval levels and processes. Such a review will help the Trust to determine successes and lessons learnt during the implementation period as well as determine the next course of action in the new strategic plan.

### **Change Management**

- The most significant strategic change in this plan is the structural changes anticipated during the next five years. The change is transformational and will be phased out in a manner not to disrupt the institutional ongoing programmes. Biovision Africa Trust envisages a status of autonomy from the ICIPE over the next five years. This change will greatly impact on the administrative and financial processes which are currently centrally provided for through ICIPE.
- This plan also defines an organizational chart with new senior positions like the Coordinator of Finance and Administration, Coordinator of Biovision Farmer Communication Programme and an advisory board for the FCP programme. These are lines of power and influence that will structurally impact on the institutions operations during the next five years.
- The implications of introducing an organizational ‘Knowledge management system’ necessitated by the volume of information gathered over the first five years of the institutions existence are great. There will be need to introduce new

computer processes and technology to support huge information data bases. The replacement of software and hardware may also mean that staff members are re- retrained (or recruited) to operate the new systems.

To manage this change effectively, a change management plan<sup>13</sup> has been prepared to guide the anticipated changes. The plan ensures staff buy-in and involvement, a clear communication strategy that will tell everyone anticipated changes and time frames for such change as well as preparing staff for the changes through scheduled meetings and trainings. This structured approach will ensure a smooth transition as administrative and financial functions are withdrawn from ICIPE and taken up by the Trust. The plan will also ensure new staff placements do not adversely impact on existing skills resources, culture and image.

## 7.2 Financial Projections and Resource Mobilisation

BvAT will strive to adopt strategies that ensure financial sustainability ability of the Trust to meet the administrative costs and prioritize activities to accomplish its mission without overly relying on donors.

BvAT will be guided by the four dimensions:

1. **Financial & Strategic Plan Dimension-** BvAT will from 2016 operate independently from icipe which has been supporting the financial and administration functions. BvAT will need to have a clear financial plan as guided by the strategic plan for 2016-2020 which clearly defines BvAT's mission and objectives as well as the action needed to accomplish them. A financial plan of action will consist of expenditures and the organization potential to generate income that will match the expenditures incurred.
2. **Income Diversification Dimension** -This relates to the number of income sources that are available to fund the project activities as well as the institutional expenditures. Where BvAT relies on few donors to fund its budget any slight change in donor decision will automatically affect the operations. Hence, BvAT will need to diversify its sources of funding through a clear resource mobilization strategy.
3. **Sound Administration and Financial Dimension** - With limited resources and low financial stability BvAT needs to manage its resources efficiently and effectively to achieve its objectives through developing financial and administrative policies that fit its operational needs.
4. **Own income generation Dimension** - For BvAT to achieve its financial sustainability it should generate its own income independent of donor support. This can be achieved through investment in income generating activities with its core funds.

Approximately, **US \$14,000,000** is needed to implement this Strategic plan successfully over the five year period. This figure includes project activity costs, human resources, and technical support and coordination costs.

---

<sup>13</sup> Refer to the Change Management plan document (available upon request)

**TABLE 4: FINANCIAL PROJECTIONS**

<b>BUDGETS ESTIMATE FOR IMPLEMENTATION OF STRATEGIC PLAN 2016-2020</b>						
	<b>Year 2016</b>	<b>Year 2017</b>	<b>Year 2018</b>	<b>Year 2019</b>	<b>Year 2020</b>	<b>Total Budget</b>
<b>Income</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>
Donations-Restricted Funds	2,523,888.82	2,248,075.71	2,325,846.96	2,558,431.65	2,814,274.82	12,470,517.96
Donations-Unrestricted Funds(CCGA & Biovision)	185,279.36	109,263.42	120,189.76	132,208.74	145,429.62	692,370.90
Other Incomes-Overhead recoveries	86,528.43	93,155.44	99,392.26	109,331.48	120,264.63	508,672.24
<b>Total Income</b>	<b>2,795,696.61</b>	<b>2,450,494.57</b>	<b>2,545,428.98</b>	<b>2,799,971.88</b>	<b>3,079,969.07</b>	<b>13,671,561.11</b>
<b>Expenditures</b>						
<b>Direct Project Costs</b>						
<b>FCP Projects:</b> TOF Radio, FCP Outreach, TOF Magazine, Infonet, Mkm Magazine	961,987.33	1,031,745.67	1,134,602.93	1,248,063.22	1,372,869.55	5,749,268.70
<b>EOA Projects:</b> EOA-SDC (Execution & Coordination), EOA-SSNC(Policy & Program Pillar), EOA-SSNC (Information & Communication Pillar)	1,561,901.49	1,216,330.04	1,191,244.03	1,310,368.43	1,441,405.27	6,721,249.27
<b>Sub-Total</b>	<b>2,523,888.82</b>	<b>2,248,075.71</b>	<b>2,325,846.96</b>	<b>2,558,431.65</b>	<b>2,814,274.82</b>	<b>12,470,517.96</b>
<b>BvAT Core Expenses</b>						
FCP Coordination- Salary Contribution 50%	79,079.06	83,823.80	92,206.18	97,738.55	103,602.86	456,450.45
FCP Administration- Salary Contribution 50%	15,294.00	16,823.40	18,505.74	20,356.31	22,391.95	93,371.40
Project Assistant -Salary Contribution 20%	4,356.00	4,791.60	5,270.76	5,797.84	6,377.62	26,593.82
Accountant- Salary Contribution 30%	8,712.00	9,583.20	10,541.52	11,595.67	12,755.24	53,187.63
Staff Training (Capacity Building)	10,000.00	11,000.00	12,100.00	13,310.00	14,641.00	61,051.00
HR Consultant	2,000.00	-	-	-	-	2,000.00
HR Officer	-	-	30,000.00	33,000.00	36,300.00	99,300.00
Payroll Outsourcing	18,049.00	19,853.90	-	-	-	37,902.90
Other Staff Costs	6,000.00	6,600.00	7,260.00	7,986.00	8,784.60	36,630.60
Travel and Accommodation	7,000.00	7,700.00	8,470.00	9,317.00	10,248.70	42,735.70
Team Building	-	10,000.00	-	-	-	10,000.00
Strategic Plan Review	-	5,000.00	-	-	-	5,000.00
Office Supplies	5,000.00	5,500.00	6,050.00	6,655.00	7,320.50	30,525.50
Rent Allocation 45%	30,270.60	35,130.60	36,887.13	38,731.49	40,668.06	181,687.88
Professional Fees - (Audit fee, Legal)	7,000.00	7,000.00	7,500.00	8,250.00	9,075.00	38,825.00
Trustee Meeting Costs	5,000.00	5,500.00	5,500.00	6,050.00	6,655.00	28,705.00
Meeting costs (meals, beverages, stationery, etc)	5,000.00	5,000.00	6,000.00	6,600.00	7,260.00	29,860.00
Other administrative costs	12,238.03	13,835.32	15,000.00	16,500.00	18,150.00	75,723.36
<b>Sub-Total</b>	<b>214,998.69</b>	<b>247,141.82</b>	<b>261,291.33</b>	<b>281,887.86</b>	<b>304,230.53</b>	<b>1,309,550.23</b>
<b>Capital Budget</b>						
Finance Software	2,000.00	2,200.00	2,000.00	2,200.00	2,420.00	10,820.00
Equipments	5,000.00	2,000.00	6,000.00	4,000.00	4,400.00	21,400.00
<b>Sub-Total</b>	<b>7,000.00</b>	<b>4,200.00</b>	<b>8,000.00</b>	<b>6,200.00</b>	<b>6,820.00</b>	<b>32,220.00</b>
<b>Total Expenditure</b>	<b>2,745,887.51</b>	<b>2,499,417.54</b>	<b>2,595,138.29</b>	<b>2,846,519.51</b>	<b>3,125,325.35</b>	<b>13,812,288.19</b>
<b>Surplus/(Deficit)</b>	<b>49,809.11</b>	<b>-48,922.97</b>	<b>-49,709.31</b>	<b>-46,547.64</b>	<b>-45,356.28</b>	<b>-140,727.08</b>

### **Resource Mobilisation strategy**

The Trust will develop a Resource mobilisation strategy that will include a donor matrix and alternative resource sources from private sector, farmers and ingenious ways of fund raising to support recurrent activities like production of scheduled magazine prints or radio talks. Some suggested strategies discussed during the planning exercise included:

- **Expanding the donor base** to increase and diversify funding and avoid over dependency on few donors. This will be achieved once a donor mapping is done to identify which donors are interested and like minded in the sustainable agriculture sector.
- **Explore the possibility of farmers contributing** to the regular production of magazines. A financial analysis comparing number of production per month, cost of production and number of farmers receiving the magazines will be done to determine a nominal fee for farmers who can afford to pay for the magazines. Such revenue will be channelled back to the magazine production kitty.
- **Advertise on the Infonet Biovision website to raise funds** for some activities. Such adverts will include manufacturers, suppliers, farmers and other interested persons, organisations and firms in sustainable agriculture. Proceeds will be used to sustain the cost of hosting the website.
- **Diligent and prudent usage and spending of organisational assets and finances.** The organisation and staff will develop a culture of spending wisely and minimally to ensure value for money.

### **7.3 Sustainability Strategies**

Through the community empowerment implementation approach, the Trust will build the capacities of communities to adapt scientifically proven appropriate technologies to boost existing indigenous knowledge in sustainable agriculture. Ensuring that the knowledge stays within smallholder farmer communities is a strategy for posterity as the knowledge and practices will continue to be passed on from one farmer to another over a period of time and long after the programme exits.

Ensuring that favourable policies and frameworks are included in various national governments agricultural, environmental, forestry and climate change plans and documents is a strategy that will ensure enforcement of agricultural practices that conserve biodiversity.

Introducing a nominal production fee to be paid by smallholder farmers using The Farmer Organic magazine will ensure that regular production of the magazine continues even after the programme closes and in times of low funding.

To ensure that the important role of collecting and packaging scientific knowledge continues, the Trust will consider identifying community based organisations interested in the sector and empowering these, linking them to research institutions, media houses and printing businesses. These CBOs will continue collecting and re-packaging relevant scientific information for consumption by smallholder farmers.

Supporting other organisations, institutions and networks in the sector e.g. Research Institutions, Organic Farming networks, organic certification networks, the Trust will

be ensuring that crucial activities along the value chain of sustainable agriculture are institutionalised and continue even after the funds run out.

## CHAPTER SEVEN: THE INTERVENTION LOGIC

### 8.1 Logical Framework for the period 2016 - 2020

The implementation of the Action Plan will be based on the following logframe (Goals, Objectives, activities, indicators and outcomes).

**Key Priority Area 1:** To support programmes, projects and initiatives in the agro sector that focus on generation and dissemination of knowledge and information on ecologically sound and useful innovations in human, animal, plant and environmental health.

Strategic Objective		Specific Objectives
To translate research findings into outreach materials for smallholder farmers in Africa by 2020.		To disseminate quality, relevant and regular information on ecological agricultural methods through well coordinated Information Communication Technologies and interfaces.
		To facilitate the growth of partnerships with information users and private partnerships to ensure continuity and sustainability of information dissemination
		To systematically inform stakeholders and governments on the potential opportunities and advantages of Ecological Sustainable Agriculture (including EOA practices).
Outcome	Outcome Indicators	Benchmark
Increased awareness and adaptation of ecological sustainable agricultural practices impacting the 4Hs	% increase of farmers using sustainable agricultural methods % increase of human, animal, Plant and environmental health in target areas	Baseline per target country to be carried out
Outputs	Output Indicators	Means of Verification
Memorandum of understanding with research institutes to provide relevant and proven information and data on ecological sustainable agriculture	<ul style="list-style-type: none"> <li>▪ Reduced instances of information deficit</li> <li>▪ Amount of quality information being disseminated</li> <li>▪ Number of information users, readers, listeners and browsers</li> <li>▪ Number of visitors to the Resource centers</li> <li>▪ Monitoring data informing programme development</li> </ul>	Monthly TOF / MKM Magazine
Regular and scheduled production of the TOF magazine, TOF radio, and Infonet material		Scheduled TOF/MKM Radio talks
Resource centres used for training and face-to-face information dissemination Increased user and private sector involvement in the production and dissemination of		Dynamic Infonet information
		Resource centre visitors records

information		
Regular and planned monitoring activities		
<b>ACTIVITIES</b> <ul style="list-style-type: none"> <li>▪ Negotiate with various research institutions in East and West Africa on terms of accessing the required (relevant) research findings and data.</li> <li>▪ Package and disseminate relevant information to smallholder farmers in a timely manner (taking into account seasons and a balance of information covering the 4Hs).</li> <li>▪ Negotiate with various service providers (radio, internet, newspapers etc) to host and disseminate acquired information at an affordable fee</li> <li>▪ Identify and include information users and private investors interested in the sector in the <u>production and dissemination</u> of relevant information.</li> <li>▪ Plan and schedule Resource centre activities around seasons and needs</li> <li>▪ Monitor and record change in agricultural practices, environmental, human, plant and animal health attributed to adapting of information received.</li> </ul>		

**Key Priority Are 2:** To undertake research into special issues and challenges facing smallholder farmers in order to provide useful and practical solutions.

Strategic Objective		Specific Objectives
To generate demand-driven responsive research, training and extension in ecological sustainable agriculture by 2020.		To support Research Institutes in East and West Africa to conduct collaborative research with smallholder farmers
		To use information acquired from the RIs to provide training to smallholder farmers through the Resource Centre interface
		To support government extension services efforts by providing relevant extension information and conducting extension services
Outcome	Outcome Indicators	Benchmark
Increased scientifically proven information and data on ecological sustainable agriculture	<ul style="list-style-type: none"> <li>▪ Number of collaborative research conducted</li> <li>▪ Number of trainings conducted at the RCs</li> <li>▪ Number of extensions services provided and supported</li> </ul>	Baseline per target country to be carried out
Outputs	Output Indicators	Means of Verification
List of target Research Institutes in East and West Africa	<ul style="list-style-type: none"> <li>▪ Number of research institutes supported</li> <li>▪ Number and type of information generated by research institutes</li> <li>▪ Number of trainings conducted by RCs</li> <li>▪ Number of extension services provided / supported</li> </ul>	Baseline report
Resource mobilisation for research work		Resource centre training and extension service reports
Research findings used in training and extension services		
Regular and planned monitoring activities		
<b>Activities</b>		

- Identify Research Institutes and model farmers that can prioritise the agenda on collaborative ecological sustainable agriculture
- Mobilise resources to support collaborative research in ecological sustainable agriculture
- Link the Research institutes to various Resource centres and government extension service offices for information sharing
- Facilitate training of smallholder farmers on proven ecological sustainable agricultural practices
- Provide and support government extension services
- Monitor change in farming practices, animal, human, plant and environmental health attributed to research, training and extension efforts

**Key Priority Area 3:** To support educational and empowerment programs amongst small-holder communities in partnership with other players (public, private, civil society).

Strategic Objective		Specific Objectives	
To support the adaptation and realignment to new ecological organic agricultural training in educational institutions by 2020		To develop curricular on ecological sustainable agriculture for various educational levels	
		To lobby governments to include ecological sustainable agriculture in school curricular	
Outcome	Outcome Indicators	Benchmark	
Institutionalisation of Ecological sustainable agriculture in educational institutions	% increase in number of education institutions adapting the ESA curricular	Baseline per target country to be carried out	
Outputs	Output Indicators	Means of Verification	
Various curricular developed	<ul style="list-style-type: none"> <li>▪ Number of curricular developed and adapted</li> <li>▪ Number of governments changing policy in education to include subject on ESA</li> <li>▪ Number of reference material available for curricular</li> <li>▪ Monitoring data informing programme development</li> </ul>	Curricular in place	
Lobbying and advocacy efforts for policy change		Policy papers and advocacy meetings/discussions	
Adequate teaching information and reference availed			
Regular and planned monitoring activities		Progress reports	
Activities			
<ul style="list-style-type: none"> <li>▪ Develop curricular targeted at various educational levels (primary, tertiary, university etc)</li> <li>▪ Lobby governments for policy change in the education sector to include ESA curricular in formal education</li> <li>▪ Support the generation of teaching content using research findings, proven facts from indigenous knowledge and lessons from other parts of the world successfully teaching ESA</li> <li>▪ Monitor progress of adaptation and change attributed to curricular inclusion in the formal educational systems</li> </ul>			

**Key Priority Area 4:** To support resource mobilization strategies to provide grants/technical assistance to public charitable trusts or institutions working with rural communities in organic agriculture.

Strategic Objective	Specific Objectives
To mobilize and diversify resources to realize	Mobilise resource to support collaborative

programme Goals and objectives by 2020	research on ecological sustainable agriculture	
	Mobilise resources to support value chain and market development efforts along the agriculture value chain	
	Mobilise resources to support partner organisations working with smallholder farmers in the same sector for more outreach	
<b>Outcome</b>	<b>Outcome Indicators</b>	<b>Benchmark</b>
Increased continental outreach through partnerships and networks	% increase in countries and smallholder farmers adapting Ecological sustainable agriculture	Baseline per target country to be carried out
<b>Outputs</b>	<b>Output Indicators</b>	<b>Means of Verification</b>
Fundraising strategy document	Fundraising document % increase in geographical coverage Number of smallholder farmers reached	Grant reports
Data on progress (geographical coverage etc) made using funds		
<b>Activities</b> Develop a fundraising strategy Develop and submit at least 2 funding proposal every month Management grants provided to partners Monitor progress attributed to mobilised funds		

## 8.2 Risks and Mitigation Strategies

Table 2 presents identified risks and mitigation strategies during the implementation of this strategic plan.

**Table 5:** Risks and Mitigation strategies

<b>RISKS</b>	<b>MITIGATION STRATEGIES</b>
Change in regulations regarding property rights, information acquisition and dissemination from Research Institutes or on use of GMOs to feed populations	Continue to engage policy actors in the various line Ministries on the importance of sustainable agriculture, information on the same and the need to get such information disseminated for adaptation
Donor fatigue leading to reduced interest and funding in the sector	Develop strategies for mobilisation of funds that include accessing funding from private sector, corporations and farmers themselves
Increased popularisation of intensive agriculture, synthetic farm inputs and genetically modified cropping by multinationals	Aggressively use the information platforms to counter such claims using scientifically proven data and practical case studies.
Increased effects of climate change on sustainable and ecological agricultural practices promoted by the strategy	Continually include climate change mitigation strategies when promoting interventions. Support research on resilient farm inputs (seeds, livestock breeds etc) to counter adverse climate effects on agriculture

## ANNEXES

### ANNEX 1: PHYSICAL RESOURCES TO SUPPORT THE PLAN

	<b>Resource</b>	<b>Units Needed</b>	<b>Current in use</b>
1	Project Vehicles	2	0
2	Laptops	3	13-1 n Duduville office 4 – with Resource Centre Managers (RCM)
3	Field Computers	5	19 – Field computers with CIWs and partners
4	Printers	1 central printer	7
5	Filing Room	1	0
6	Filing cabinets	5	10
7	Office desks for new staff	2	12
8	First Aid Kit	1	0
9	A Safe for storing cash	1	0
10	Payroll software	1	0
11	IT Server	1	0

### ANNEX 2: HUMAN RESOURCES NEEDED TO SUPPORT THE PLAN

	<b>Staff Level</b>	<b>Number Needed</b>	<b>Vacancies to be filled</b>
1	Director	1	0
2	Coordinator of FCP	1	1
3	Coordinator of Finance and Administration	1	1
4	Grants & Resource Mobilization Officer	1	1

5	ICT Expert	1	1
6	Finance Manager	1	0
7	Administration and Human Resource Officer	1	0
9			
11	Project Managers	6	0
12	Project Officers (including editors, Radio assistant, Outreach Officer, Program Assistant, Administrative Assistant, RC managers etc)	13	0
13	Community Information Workers	25	5

