Strategic Plan

2021–2024

Biovision Africa Trust

"Sustainably creating impact for all, for a food secure Africa.

Legal Statement

Biovision Africa Trust (BvAT) based in Nairobi is a not-for-profit organization founded in 2009 by the Swiss based Biovision Foundation for ecological development and is incorporated as a Trust by the Kenya Government and operates under the oversight of a Board of Trustees.

Photo Credits

Charles Kimani, TOF Radio, Biovision Africa Trust.
Peter Lüthi, Team Leader Communication, Biovision Foundation

Design and Layout

Brian Alili | email: brianalili4@gmail.com

Biovision
Africa
Trust

"Sustainably creating impact for all, for a food secure Africa"

Table of Contents

Acronyms and Abbreviations

AE	Agroecology
AFCFTA	African Continental Free Trade Area
ARSO	African Organisation for Standardisation
AU	African Union
BF	Biovision Foundation
BMGF	Bill and Melinda Gates Foundation
BvAT	Biovision Africa Trust
CAADP	Comprehensive Africa Agriculture Development Programme
CAPEX	Capital Expenditure
CFS	Committee on World Food Security
CNCR	Conseli national de Concertation et de Cooperation des Ruraux
COVID	Corona Virus Disease
CSC	Continental Steering Committee
CSOs	Civil Society Organisations
ED	Executive Director
EOA	Ecological Organic agriculture
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCP	Farmer Communication Programme
Fenabe	La Fédération Nationale des Producteurs de l'Agriculture Biologique et Équitable
FIBL	The Research Institute of Organic Agriculture
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit *(German Corporation for International Cooperation)*
GMOs	Genetically Modified Organisms
GoK	Government of Kenya
HLPE	High Level Panel of Experts
HQ	Headquarters
HR	Human Resources
ICIPE	International Centre of Insect Physiology and Ecology
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFOAM-OI	IFOAM Organics International
IPCC	Intergovernmental Panel on Climate Change
IPES-Food	International Panel of Experts on Sustainable Food Systems
ISD	Institute for Sustainable Development
IT	Information Technology
KALRO	Kenya Agricultural and Livestock Research Organisation
KBC	Kenya Broadcasting Corporation
KCOA	Knowledge Centre for Organic Agriculture
KEFRI	Kenya Forestry Research Institute
KNBS	Kenya National Bureau of Statistics
KOAN	Kenya Organic Agriculture Network
M&E	Monitoring and Evaluation
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organisations
NOAN	Association of Organic Agriculture Practitioners of Nigeria
OBEPAB	Béninoise pour la Promotion de l'Agriculture Biologique
PEA	Policy and Economic Analysis
PELUM	Participatory Land Use Management
PGS	Participatory Guarantee System
ROAM	Rwanda Organic Agriculture Movement
RRA	Rapid Rural Appraisal
SAT	Sustainable Agriculture Tanzania
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SES	Socioeconomic Survey
SO	Strategic Objective
SSNC	Swedish Society for Nature Conservation
TOAM	Tanzania Organic Agriculture Movement
TOF	The Organic Farmer
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar

Climate Change.
Soil Fertility

Executive Summary 1.0

Biovision Africa Trust (BvAT), established in Kenya in 2009 as a not-for-profit organisation by the Swiss based Biovision Foundation for Ecological Development, supports African farmers in mastering agro-ecological agricultural methods and environmental stewardship. This is a deliberate response to the negative effects of climate change, dwindling water sources, declining soil fertility, loss of biodiversity and harmful pesticide residues. BvAT's approach contributes towards more sustainable farming, a healthier diet for citizens, reducing the pace of climate change and minimising its negative impact. The organisation sees itself as an agent of change that helps to alleviate poverty and improve the livelihoods of smallholder farmers particularly women and youth in Sub-Saharan Africa. With programs currently implemented in nine countries across the continent and this number expected to increase, BvAT takes a holistic approach targeting four key groups: the smallholder farmers including women and youth, value chain actors including processors, traders, and consumers, farmers' organizations, and government institutions in Africa. In the Strategic Plan 2021-2024, BvAT commits to creating impact in communities of women, men and youth within boundaries of sustainability.

Water.
Healthier Diet.

1.1 Strategic Focus and Aspirations

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 through disseminating relevant information and building the capacity of farmers and partners for the ecological transformation of African agriculture and food systems.

Overall goal

To sustainably improve the health and prosperity of people in Africa while conserving the environment with agroecology (AE) and ecological organic agriculture (EOA) as a basis for all life.

Strategic objectives:

BvAT has five strategic choices that will contribute to the attainment of the overall goal in the new strategy for 2021 – 2024.

These are:

1. **Facilitating adoption of agroecology (AE)/ ecological organic agriculture (EOA) practices among smallholder farmers, with a special focus on women and youth.**
2. **Supporting EOA value chain diversification and development for markets and trade at local, domestic and international levels.**
3. **Supporting policy and institutional framework conditions for AE/EOA sector development in Africa through** influencing and enacting ecological agriculture policies/strategies.
4. Strengthening BvAT's operational and financial sustainability with a functional and sustainable business model that is based on realistic market assumptions.
5. Supporting innovations and socioeconomic research to provide useful and practical solutions facing smallholder farmers especially women and youth.

1.2 Positioning, Competencies and Values

Positioning:

BvAT is a leading change agent promoting Agroecology and Ecological Organic Agriculture development in Africa. It has a strong and competent team committed to the cause of improving ecological, economic, and social conditions of smallholder farmers in Africa, with special emphasis on gender equality and advancement for the young. BvAT does this together with a growing partner network, through programme implementation, coordination and facilitation of research findings into application.

Core values:

1. ***Environmental stewardship;***
2. ***Accountability and transparency;***
3. ***Efficiency and effectiveness;***
4. ***Integrity;***
5. ***Gender inclusivity and non-discrimination.***

Introduction and Overview 2.0

2.1 Background

*With the global population expected to hit **9.7 billion by 2050,** and with finite resources in the world, we need to take bold steps to address the issues we are facing such as climate change, poverty and ongoing rapid urbanisation.*

At a global level, in 2015, the United Nations adopted a set of Sustainable Development Goals (SDGs), that commits the international community to end poverty and hunger and achieve sustainable development by 2030. Governments, private sector, civil society, the United Nations system and others have an increasingly important role to play in achieving the SDGs. Within the next 9 years from today, BvAT positions itself through its next two strategic cycles to make its contribution in achieving the SDGs besides other declarations.

Organisations such as BvAT are localising global efforts to create sustainable development in specific contexts in Africa. Many people in Africa continue to suffer from malnutrition and to be food insecure. The threat of intensive external, input-based agricultural practices to the agroecosystems is real. The Food and Agriculture Organisation (FAO) report (2020) underscores a lack of progress on food and agriculture indicators in achieving the Sustainable Development Goals[1]. More people than ever before are developing illnesses related to malnutrition and consumption of unhealthy diets, while animal and plant health continues to steadily deteriorate. The use of synthetic pesticides is detrimental to soils and plants, while the use of genetically modified seeds cannibalises indigenous plant species that are resilient to climate changes in Africa, according to the Access to Seeds Index[2].

However, the current strategies and policies in Africa are far from promoting the use of agro-ecological principles to achieve sustainability in agriculture and food systems, despite their potential. More than ten percent of the nationally determined contributions (NDCs) by United Nations Framework Convention on Climate Change (UNFCCC) Member States mention agroecology and consider it a valid approach to addressing climate change. The climate change redress potential of agroecology is backed by the Intergovernmental Panel on Climate Change (IPCC) Special Report on Climate Change and Land and the 2019 High Level Panel of Experts (HLPE) report of the Committee on World Food Security (CFS)[3]. The Comprehensive Africa Agriculture Development Programme (CAADP) of the African Union (AU) recommends ten per cent of national budget investments to be committed to agriculture. African governments however rarely commit this amount and most invest even less in agroecological production systems. This situation is further highlighted by the Biovision Foundation for Ecological Development and IPES-Food (2020) report that reveals agroecology remains marginal within many of the major funding flows. For example, in Kenya, 85% of projects funded by the Bill and Melinda Gates Foundation (BMGF) and more than 70% of projects carried out by Kenyan research institutes support industrial agriculture and/or increasing its efficiency via targeted approaches such as improved pesticide practices, livestock vaccines or reductions in post-harvest losses. Only 3% of BMGF projects were considered agroecological. For Kenyan research institutes, the figure was 13%, with a further 13% of projects focusing on substitution of synthetic inputs.

BvAT takes stock of its past achievements, challenges, lessons learnt and desires informed by its previous two strategic plans over the period 2012-2020 and uses them to define the 2021-2024 Strategic Plan.

1 FAO AND THE SDGs Indicators: Measuring up to the 2030 Agenda for Sustainable Development: http://www.fao.org/sdg-progress-report/en/
2 https://www.accesstoseeds.org/the-index/
3 Leippert, F, Darmaun, M, Bernoux, M. and Mpheshea, M. (2020). The potential of agroecology to build climate-resilient livelihoods and food systems. Rome. FAO and Biovision. https://doi.org/10.4060/cb0438en
4 Biovision Foundation for Ecological Development & IPES-Food. (2020). Money Flows: What is holding back investment in agroecological research for Africa? Biovision Foundation for Ecological Development & International Panel of Experts on Sustainable Food Systems Full report available at: www.agroecology-pool.org/MoneyFlowsReport

2.2 BvAT's Programmes & Achievements 2010-2020

Farmer Communication Programme
in Kenya & Tanzania since 2010

- **5,880,000+** Magazines distributed to farmers and other users
- **3 million+** Awareness on AE/EOA created through radio broadcasts
- **50, 000+** Farmers trained on AE/EOA
- **55, 000+** Farmers who have adopted and are practising AE/EOA
- **2-5 countries** Growing partnerships around truly sustainable agriculture in East Africa
- **330,000+** Users reached annually with infonet content

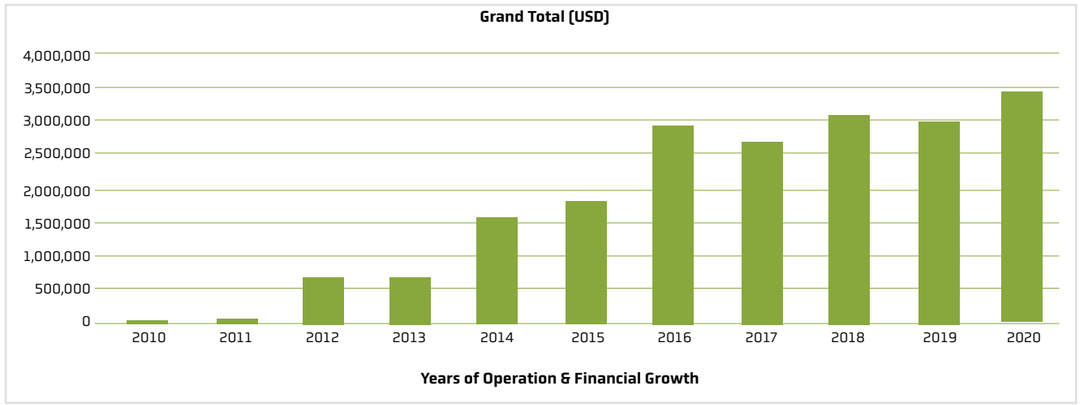
Ecological Organic Agriculture for Africa
Covering two regions in Africa since 2012

- **500,000+** Stakeholders reached with AE/EOA information materials
- **100,000** Farmers trained on AE/EOA principles and practices
- **170, 000** Farmers supported to participate in trade fairs, conferences
- **21,000** Farmers linked to organic markets
- **500+** Policy makers reached and engaged on AE/EOA policies
- **9 Countries** Established networks with partners in 9 African countries and globally.

Knowledge Centre for Organic Agriculture
in East Africa (including West, Southern and Northern Africa) since 2019

- **550+** AE/EOA mutiplier practitioners from Knowledge Hub in East Africa trained
- **137 Videos** translated into 7 different languages in four countries
- Knowledge collection, collation and validation
- Knowledge dissemination
- Network and value chain development

Financial development of BvAT since 2010



2.3 The Context

2.3.1 Smallholder Farmers and the Food Systems in Africa

Smallholder farmers occupy the majority of land and produce most of the crop and livestock products consumed in rural and urban areas in Africa. A perennial challenge however is low productivity stemming from the lack of access to inputs and outputs markets, credit and technology, and further compounded by the volatile food and energy prices and the global financial and debt crisis of 2007–2008. Despite continued involvement of a few donors, investment in agriculture, and especially in agroecology, has declined in the last 30 years in Africa. In spite of this, farmers continue to work hard to improve production and feed an ever increasing population. However, they are struggling to sustain this growth with the effects of climate change and reduced access to productive land.

Smallholder farmers can be categorised on the basis of:

- The agroecological zones in which they operate;
- The type and composition of their farm portfolio and landholding;
- The annual revenue they generate from farming.

In areas with high population densities, smallholder farmers usually cultivate less than one hectare (ha) of land, and this can increase up to ten ha or more in sparsely populated semi-arid areas, sometimes in combination with livestock of up to ten animals. Smallholder farmers, defined on the basis of land and livestock holdings, cultivate less than two hectares of land and own only a few heads of livestock. The majority of them are women.

Women farmers often find themselves deprived of their rights and lack services such as agricultural education and advice.

Acknowledging and empowering women's role increases their capacity to improve food security in a changing climate. It can substantially improve the wellbeing of their families and communities. Their empowerment in land rights through economic, social and institutional support can be realized as women are more disadvantaged than men – in all areas of agricultural land: ownership, management, transfer and economic rights[5].

Agriculture and food systems provide employment and income for almost half of Africa's population, and as much as 70 per cent in East Africa, while contributing 23 per cent of Africa's GDP (excluding North Africa).

Most of Africa's poorest households depend on income from agriculture. If the continent is to reach its developmental ambitions, resilient food systems are needed. However, shocks presented by COVID-19 have increased vulnerabilities of Africa's already weak food and nutrition systems, governance mechanisms and resource allocation processes.

COVID 19 impact on farming and food security in Africa.

1. African households affected by COVID-19 containment measures and the global economic downturn means there is less money to purchase food.
2. Disrupted global supply chains have reduced Africa's ability to import and export food. A significant proportion of food imported into Africa, as well as exports out of Africa, especially fresh produce, depend on air-transport which was stalled in 2020.
3. Local agricultural production has been impacted following disruption of the agri-input markets. Almost half of food-producing small and medium enterprises (SMEs) surveyed across 17 developing countries by the Global Alliance for Improved Nutrition (GAIN) in May 2020 had difficulty accessing inputs.
4. African logistics and markets have been struggling to adapt due to restricted movement across borders following COVID-19 control measures and restrictions[6].

Farmers.
Food Systems

5 http://www.fao.org/3/I8796EN/i8796en.pdf
6 Nana Yaa Abrafi Foh, Fanny Mégret, Jonathan Said (2020). A Different Approach to Strengthening African Food Systems. Available at: https://institute.global/advisory/different-approach-strengthening-african-food-systems.

2.3.2 Agroecology and Ecological Organic Agriculture

Globally, there is an unprecedented increase in chemical inputs dependency particularly inorganic fertilizers, pesticides and massive irrigation systems that are not sustainable, driven by increasing population and pressure to intensify production. Consequently, negative impacts on soils and loss of biodiversity have been felt in many parts of the world. These affect crop and animal genetic diversity and welfare, human nutrition and results in increased cost of for public health as well as communities' vulnerability to external shocks. Poor support for post-harvest management and sustainable value chains, inappropriate technologies, and coordination failure among research and other value chain actors, including farmers, limit the achievement of truly sustainable agriculture systems.

Farmers' seed systems are the basis for diverse, healthy food and farmer resilience in the face of climate change. Unfortunately, current legislation focusing on corporate industrial seed systems continues to weaken these systems. Consequently, many people in Africa are likely to continue to be food insecure and experience nutritional challenges ranging from growth stunting to obesity, which are precursors to chronic diseases and increased health costs. Reliance on non-renewable external inputs that are used in industrial production systems to improve agricultural productivity in Africa, is neither sustainable, nor affordable. There is an urgent need for transformational change to make African food systems more sustainable and resilient. This is a key area of intervention by BvAT through implementing AE/EOA programmes in the continent. BvAT partners with other actors, such as the African Organisation for Standardisation (ARSO), to take advantage of the recently launched African Continental Free Trade Area (AfCFTA) to boost EOA intra-trade in Africa. With the continent's recovery from COVID-19, regionally integrated markets represent a growing business opportunity for African farmers to scale up EOA production to increase their incomes.

Ecological methods draw on agroecology, the science of applying ecological concepts and principles to the creative management of agricultural processes. Agroecology also draws on accumulated agricultural knowledge, science and technology of farmers and researchers[7]. It brings together the organic principles of health, ecology, fairness and care thereby ensuring quality of life for all[8]. Evidence to affirm that Agroecology is critical for transforming agriculture and food systems continues to be seen in several data sets, results, and experiences from the field and from various countries. The evidence is reported by farmers, civil society organisations (CSOs), research institutions and supported by governments that embrace agroecology. They show the systemic power of agroecology to address climate change by unlocking adaptation and mitigation potentials in agriculture and food systems, strengthening resilience and stimulating sustainable development[9].

Biodiverse organic and local food systems contribute both to mitigation and adaptation to climate change. Soil fertility is built by feeding soil organisms and recycling organic matter. This reduces greenhouse gas emissions.

A recent study indicates that soils on organic farms store **"appreciably"** larger amounts of carbon, and for longer periods, than typical (conventional) agricultural soils[10].

The challenge then, is how to speed up, scale up, and share relevant knowledge of practices and technologies, experiences and appropriate policies.

The aforementioned issues have prompted African governments to call for development of sustainable, resilient, and productive farming systems. The Ecological Organic Agriculture Initiative (EOA-I) in Africa is a response to the African Union (AU) Council's Decision on Organic Farming passed during the Eighteenth Ordinary Session, 24-28 January 2011. The initiative entails a holistic system that sustains the health of ecosystems and relies on functional cycles adapted to local conditions, rather than on the use of synthetic inputs, which have adverse effects on human, animal, plant and environmental health.

For the sake of practicability, BvAT uses the terms agroecology/AE, ecological organic agriculture/ EOA and Environmentally Sustainable Agriculture (ESA) with the understanding that all other similar systems are included[11]. They all represent the same paradigm of farming and use similar types of farming practices that BvAT promotes.

2.3.3 Strategic Partnerships as Drivers for Change

The transformation of agriculture and food systems to address the numerous challenges farmers and communities face can be realised through interventions by multi-stakeholder collaborations. These collaborations are needed across different fields for a holistic approach, from agricultural production, across the whole value chain actors and applied research up to policy formulation, and vice versa. Over the last ten years, BvAT has grown its landscape of partnerships, beginning with its Founder and strategic partner, Biovision Foundation, to partners at a national level in Kenya, regional level in East and West Africa, continental level (African Union Commission and its affiliates) and global level including IFOAM Organics International, Access Agriculture, Research institutions such as the International Centre of Insect Physiology and Ecology (ICIPE) and Research Institute of Organic Agriculture (FiBL) and overseas' development partners. BvAT currently works in collaboration with over 50 partner-institutions in Africa and globally.

7 Vandermeer, J. and Perfecto, I. (2012). Complex Traditions: Intersecting Theoretical Frameworks in Agroecological Research. Journal of Sustainable Agriculture 37(1):120911083004002 • September 2012
8 IFOAM (2006). IFOAM Dossier Organic Agriculture and Food Security. Available at: https://www.ifoam.bio/organic-agriculture-and-food-security-dossier
9 Good overview is found in: Baker, L., Gemmill-Herren, B. & Leippert, F. (2019). Beacons of Hope: Accelerating Transformations to Sustainable Food Systems [online]. Global Alliance for the Future of Food. [Cited 06/04/2020]. https:// foodsystemstransformations.org/wp-content/uploads/2019/08/BeaconsOfHope_Report_082019.pdf

10 https://www.environmentalleader.com/2017/09/organic-agriculture-builds-healthy-soil-stores-carbon-study-says/
11 They represent production systems that sustain the health of soils, ecosystems, and people, rely on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Such systems combine tradition, innovation, and science to benefit the shared environment and promote fair relationships and good quality of life for all involved.

BvAT's Identity and Value Proposition 3.0

BvAT has developed into a dynamic NGO drawing on its experience and working with like-minded organisations to implement agriculture development projects aimed at improving livelihoods of farmers and rural communities within Ecological Organic Agriculture and Agroecology in Kenya and throughout Sub-Sahara Africa.

With this strategic plan 2021-2024, BvAT is positioning itself as a change agent that leads in partnerships with others to transform agriculture and food systems based on ecological organic agriculture and agroecology principles and practices in Africa. This focus is consistent with BvAT's legal and institutional mandate. The envisaged shift from being an organisation very much linked to one programme supported by one donor since inception, to an organisation that runs several alternative development approaches and funds itself, sharpens coherence and is in line with the Trust's initial aspirations.

BvAT has emerged as an extremely influential actor in an ever-intensifying battle over the future of food and agriculture, reaching many farmers in Kenya with information and knowledge on ESA while coordinating programmes aligned to its cause seeking to reshape the trajectory of global governance of the food systems.

In Africa, hunger and malnutrition persist among smallholder farmers, most of whom are women and their families, residing in rural areas. Productivity of smallholder farmland continues to deteriorate and farmers do not have adequate knowledge to restore it, let alone address the negative effects of climate change, dwindling water sources and soil fertility among other challenges.

While helping smallholder farmers to achieve food security, better nutrition and health by providing desirable alternatives to expensive and harmful chemical fertilizers and pesticides, BvAT addresses four stakeholder groups with a holistic perspective. First, BvAT works directly with the smallholder farmers and through partners in building farmers' knowledge and capacity to apply AE/EOA practices and systems. Second, it links the farmers to value chain actors such as the processors, traders and consumers who create market-demand for the farmers' products. Third, BvAT works with farmers' organizations and partners on the continent. Fourth and finally, BvAT works with stakeholders and decision-makers, towards improved policy framework conditions.

Strategy 4.0

BvAT's Overall Goal
To contribute to the sustainable improvement of the health and prosperity of African smallholder farmers and communities while conserving the environment with Agroecology and Ecological Organic Agriculture as a basis for all life.

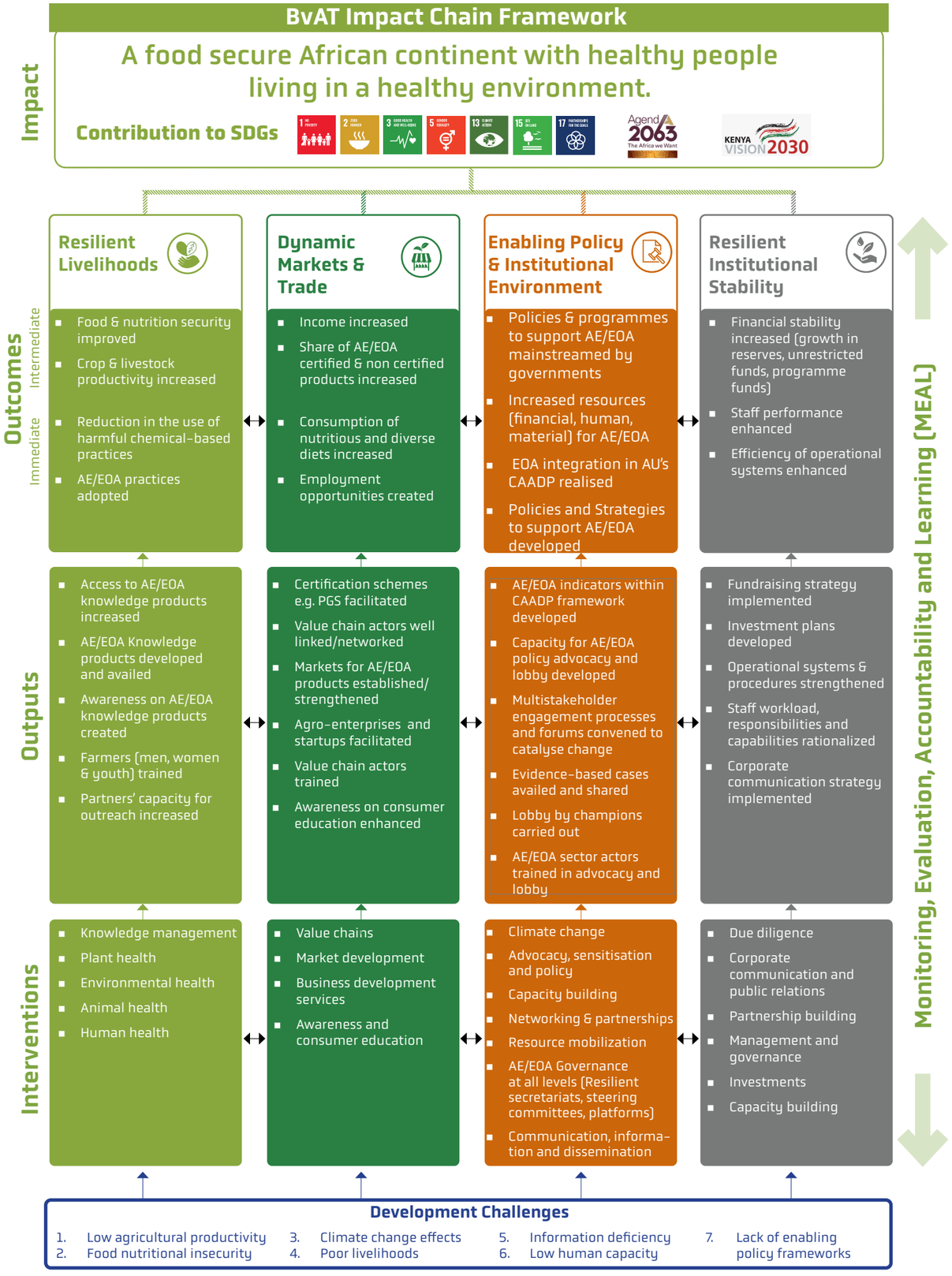
4.1 Strategic Approach and Theory of Change

The BvAT strategy is guided by the institutional framework, acting as its theory of change, oriented towards five priority areas serving specific target groups with outputs from program/ project interventions.

The motivational theory is that support to farmers to sustainably put AE/EOA approaches into use, sharing of information and knowledge on technologies and practices along entire value chains, mainstreaming AE/EOA into public policy, plans and programs will improve the incomes of smallholder farmers and other actors including the aggregators, processors and marketers. It will also improve food and nutrition security and environmental sustainability of agricultural production systems. Sustainability of the achievements comes through building capacity of partners in such areas as: knowledge management, project management, financial management, networking and advocacy, resource mobilisation, data management and through the publication of evidence-based success stories.

BvAT is an action-orientated, science based organisation working towards a clearly defined goal through five strategic objectives. These are further taken to scale through:

- Institutionalising multi-stakeholder platforms ranging from national to continental level to provide opportunities for synergy and experience sharing;
- Adoption of lessons learnt and best practices; improving communication, knowledge transfer and know-how among various stakeholders; developing new technological and commercial collaborations;
- Popularising AE/EOA to reach varied and new stakeholders and markets;
- Finding partners to optimise comparative advantages and undertake joint research and development activities. BvAT has to be a strong institution, with sound operations, systems and capabilities, to implement this ambitious strategic plan. It will build on a resilient management structure;
- Broaden the share of decision-making power and responsibility; and foster the capacity of staff to undertake defined functions.



Putting Our Strategy to Work

Our priority areas for the strategic plan 2021–2024:

Priority Area 1: Dissemination and uptake of AE/EOA targeted at smallholder farmers.

Strategic objective 1

Smallholder farmers in Africa adopt agroecological and ecological organic agriculture practices to diversify products, increase productivity, incomes and sustainability and consequently improve their resilience, food security and nutrition in their communities.

Strategy

The focus on smallholder farmers, especially women and youth, lies in improving their access to knowledge products and building their capacity at individual and community levels. BvAT builds the capacity and provides knowledge products to farmers directly, and through partners on the ground.

The specific outputs

These will be defined in each project. They will be flexible, adaptable to the needs of the farmers and promote new technologies and products that become available. They will be more or less aligned with the following standard outputs:

a. Making relevant and reliable AE/EOA information available, user-friendly and accessible to farmers.

b. Farmers trained and enabled to adopt ecological farming practices.

c. Capacity development initiatives for multipliers (individuals, networks, organisations and institutions) strengthened.

BvAT collects, collates, packages and disseminates relevant information from reliable sources including national and international agricultural research institutions, universities, farmers and other credible sources. In Kenya, BvAT uses Farmer Resource Centres as avenues for getting information to farmers and building their capacity to apply AE/EOA practices. The reach to farmers is through participatory and innovative approaches to farmer training, technology transfer and support to farmers. Successful design and implementation of projects under this priority area will ensure that the various information platforms provide coherent, relevant and user-friendly information.

Priority Area 2: Value chain and market development targeted at the private sector.

Strategic objective 2

The AE/EOA value chains are diversified and developed for various markets and trade from local to international levels. This targets the private sector to provide services in the value chain on diverse AE/EOA products with their processing and trade activities for certified (using schemes including the Participatory Guarantee Systems-PGS) and non-certified products. Consumers are targeted through awareness creation for building demand for safer and healthy diets.

Strategy

Similar to the farmer target group, value chain actors will benefit from knowledge provided by BvAT. This knowledge is both technical and institutional, and through linking actors, it contributes to improved networks for learning, exchange and doing business.

The specific outputs

These are defined in the projects, will have the freedom to make their own specifications tailored to farmers, consumers and value chain actors.

They will be more or less aligned with the following standard outputs:

a. Agro-enterprises' capacity developed and start-ups facilitated for innovation.
b. Communication and promotion among value chain actors and consumers supported, including through campaigns and PGS group facilitation.
c. Private sector is more transparent and actors well-networked.

BvAT facilitates training of organic value chain actors to equip them with relevant skills, knowledge and mind-set. The actors are familiarised with the principles of value chains that seek to improve competitiveness and benefits to Small/Medium Enterprises (SMEs), through sustainable market-based solutions and improved understanding of the market system development approach. BvAT also promotes consumer awareness and education to stimulate demand for organically produced and processed nutritious products.

Priority Area 3: An enabling policy and institutional environment targeted largely at policymakers.

Strategic objective 3

The policy and institutional framework conditions for AE/EOA sector development in Africa are improved through influencing and enacting organic agriculture policies/strategies.

Strategy

Policy makers, researchers, implementing partner organisations and institutions, civil society organisations and farmers are engaged in policy dialogues through multi-stakeholder forums at continental, regional and country levels. Advocacy on AE/EOA (e.g. multiple benefits of AE/EOA, positive case studies of supporting/regulating policy setting in Africa, GMOs in Africa, Participatory Guarantee Systems, East African Organic Product Standard, genetic resources/seed policies etc.), showing the potential to build sustainable and resilient agriculture and food systems.

The specific outputs

These will be defined in the projects.

They will be more or less, aligned with the following standard outputs:

a. Mainstreaming of AE/EOA in policies and programmes.
b. Contributions to conducive environment for progress on SDGs.
c. Capacity development for advocacy, policy dialogue and policy development strengthened.
d. Institutional and financial sustainability of sector actors enhanced.
e. Hosting of coordinating institutional structures improved (e.g. the Continental Steering Committee (CSC) on behalf of the AU).

To contribute to an enabling policy framework with conditions that are conducive for AE/EOA development in Africa, BvAT will strengthen the capacity of partners to ensure coordination, networking and partnership that facilitate multi-stakeholder sharing of experiences, results and lessons learned among country stakeholders. It will advocate for supporting policy formulation, approval and implementation, including national plans and strategies. BvAT will also manage grants on behalf of donors and coordinate monitoring and reporting including on selected EOA indicators within CAADP Biennial Review Reporting, accountability and mutual learning; support fund-raising efforts by partners and governance structures; and host the administrative unit for the Continental Steering Committee (CSC) on behalf of the AUC[12].

Priority Area 4: Operational and financial sustainability of BvAT as a Pan African organisation.

Strategic objective 4

BvAT's operational and financial sustainability is strengthened. BvAT grows its operations and its outcomes/impacts with a functional and sustainable business model that is based on realistic market assumptions.

Strategy

BvAT restructures the organisation while keeping a programmatic approach of the operations and complying with its legal mandate and donor contractual obligations. It allows its strategic framework to embrace new developments and institutional growth.

The specific outputs

a. Increased financial stability with diversified sources of income and a broadened donor base, reducing the dependency on few particular donors.
b. Institutional growth with the target to increase by at least 50% the turnover within the planning period and at the same time increase signifi-cantly reserves and uncommitted funds.
c. Human Resources (HR) and structural development with broadened share of workload, decision-making power and responsibility among senior staff.

BvAT is;

a. A true African Organisation contributing to implementation of African Heads of State and Government decisions in achieving truly sustainable agriculture and food systems,
b. Well connected both within Africa and also with the relevant global community, and
c. Operating throughout several regions across the African continent.

During the period of this strategic plan, BvAT implements the following reform measures:

- **Institutional positioning:** Introduction of the revised identity and value proposition.
- **Consolidated organisational planning and reporting:** Introduction of consolidated planning, tracking progress in the identified indicators and reporting at the level of strategic objectives.
- **Organisational structure: Revision of the organisational structure in two steps:**
  - A. Broadening of decision-making power and responsibility allocation and empowerment of the managers with more responsibilities under their performance.
  - B. Creation of departments and units to support innovation, development and the consolidated BvAT mission.
- Resource mobilisation and corporate communication as a unit, to strengthen donor and stakeholder relations and ensure financial sustainability.
- Financial management reflects reporting according to nature of functions (cost centres) and their associated costs.
- Operational issues such as HR policy development and enforcement, IT infrastructure development and the introduction of an M&E system, alongside ensuring legal compliance.

12 The AU Specialized Technical Committee on Agriculture, Rural Development, Water and Environment held in November 2019 recognized the EOA-I Secretariat as the official African Union Commission (AUC) agency overseeing the implementation, spread and the growth of EOA in Africa and endorsed BvAT as the host organisation.

Priority Area 5: Innovations and socioeconomics research targeting all target groups.

Strategic objective 5

Socioeconomic research is undertaken into special issues and challenges facing smallholder farmers, and especially women and youth, to stimulate innovations in AE/EOA and provide useful and practical solutions.

Strategy

BvAT's theory of change and strategic approach is based on scientific evidence. Hence BvAT is – in all its activities and objectives – also investing in research and considering new findings to adapt its interventions in order to apply latest innovations. Knowledge from this strategic objective is cross cutting in all interventions. The knowledge is not only technical, but also institutional and through linking actors, it contributes to improved networks for learning, exchange and doing business. BvAT will not only be packaging existing knowledge but also generating empirical knowledge itself. BvAT aims to be current in its M&E and generating knowledge products through innovation and socioeconomic research to inform proactive attention to challenges farmers, and especially women and youth, face. This newly generated knowledge will be shared with our target groups and partners.

The specific outputs

These will be defined in the projects, which will have the freedom to make their own specifications tailored to farmers (men, women and youth), consumers and value chain actors.

They will be all more or less aligned with the following standard outputs:

a. Innovations that make AE/EOA attractive to women and youth and make them think and act entrepreneurially with a long-term perspective are developed and promoted.

b. Start-ups with potential for improving incomes, food security and appreciation for ecosystem services facilitated for adoption.

c. Sustainability of farm operations made measurable using sustainability indicators; findings shared with farmers so they can make improvements on their farms.

BvAT manages competitive grants for innovations in AE/EOA and engages more women and youth in value chain enterprises and multiplier activities for reaching many others in the communities. Innovations are developed to increase farm yields, improve quality of farm produce, increase farmers' income, and ensure food security. From an environmental stand point, innovations can help improve soil quality and reduce nutrient loss to leaching and erosion and enhance knowledge of sustainable resource management and reduce the net emission of greenhouse gases. Demonstrating the reach and impacts of BvAT's innovations in AE/EOA will be critical to enriching the monitoring, evaluation and learning processes. BvAT also promotes solutions for making EOA more attractive to younger generations.

4.2 Geographical Focus and Target Groups

4.2.1 Geographic Focus

BvAT is a Pan-African organisation based in Kenya, with offices in Nairobi (HO), Kenya; Arusha (Tanzania); Kampala (Uganda), and reaching out to other countries in Africa. It is hosting the Secretariat of the Continental Steering Committee of the African Union Ecological Organic Agriculture – Initiative. Currently the organisation has coordination and grants management mandate with different international donors to support programmes in East and West Africa. BvAT expects that regional integrated programs instead of small projects will be pursued for scaling up.

4.2.2 Target Groups

BvAT targets various groups playing different roles in the AE/EOA sector including smallholder farmers, EOA private sector actors, civil society organisations (CSOs), service providers and policy makers. The theory of change is that progress with the last four groups eventually benefits the AE/EOA smallholder farmers, who are the primary target group.

Gender and Youth in BvAT's Programmes

Gender equality is one of BvAT's core values key to achieving sustainable development, inclusive economic development and ending poverty. BvAT recognizes that women play a key role in production and marketing of farm products and contribute to dietary diversity of the household. They produce 60-80 percent of the world's food. In spite of this, women continue to be under-valued; work more, earn less, have fewer choices, fewer resources and face multiple forms of discrimination. They are less likely than men to enjoy freedoms of access to several capitals – financial, human, social, physical, natural and political capital. This capability gap leads to women making sub-optimal decisions in production choices and lower investments, compromising their standing in society. BvAT has learnt from experience that empowering women leads to healthier families and communities, hence investing in women guarantees improved quality of life for all.

BvAT is committed to being gender sensitive and engaging responsive actions which ensure equal access to processes and factors of production, equal rights to co-creation of knowledge and experiences, equal rights to use of products and benefits arising from projects and programmes. BvAT recognizes that empowering women also empowers and benefits men, and that the key to improved agriculture, food security and nutrition lies in the involvement of men, women, boys and girls. Hence, BvAT will develop and implement interventions while considering their implications for women and men. Gender mainstreaming at the institutional level and in its programmes and

projects will therefore be key during this strategic period. To ensure this focus, reporting and accountability mechanisms specifically focusing on gender equality will be established.
Young people are usually not interested in agriculture because of their perception of farming being antiquated and unprofitable. The image of agriculture traditionally has been more about subsistence – producing enough for consumption at household level. There is a need to change this narrative and bring in the element of agribusiness in agriculture. This will encourage the youth to take up farming aware of benefits and how to address market risks.

BvAT recognizes the need to improve business opportunities for youth in agroecology; improve capacity of youth to apply agroecological principles; make youth feel more involved in initiatives on agroecology; increase effectiveness and efficiency of initiatives on youth and agroecology; and lastly to increase attention for youth and agroecology in research, policy agenda and educational curricula. BvAT will work on forums that bring together all stakeholders to deliberate how to create decent work for the youth and to rally governments and partners to support rural youth. Africa has the highest number of youth in the whole world, and some of the most fertile soils – the two combined could be a force to promote agricultural development. Therefore engaging youth in agriculture and optimising on the potential for transformation is a huge opportunity to leverage on.

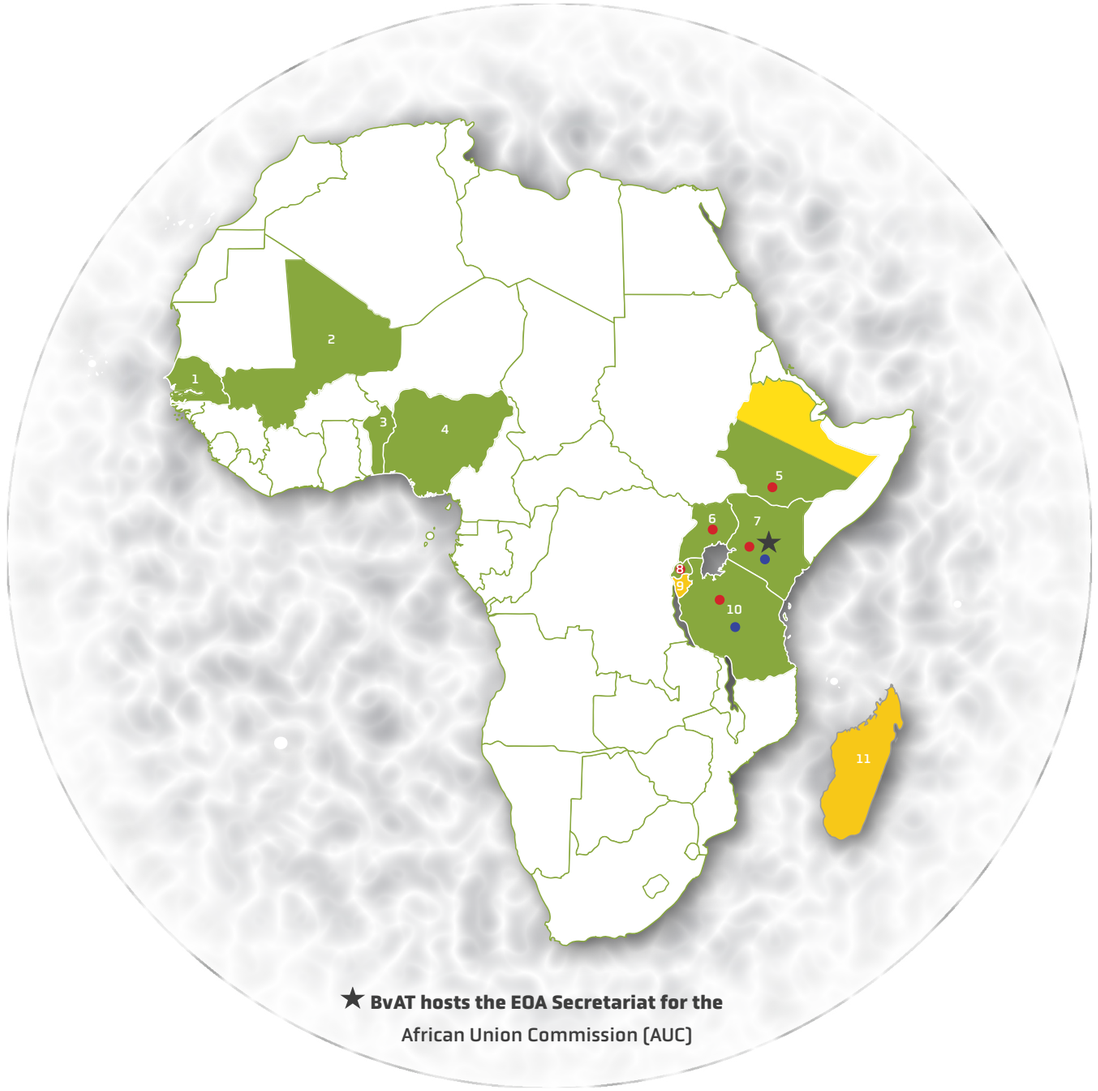
The high growth of the youth population presents a potential workforce for the agricultural sector, but instead, they migrate to the urban centers which are more developed. To stimulate youth interest in agriculture, there is need for appropriate technologies and innovations specifically designed for organic agriculture and showing the economic, social and environmental potential. BvAT will stimulate innovations for involving the youth.

Agriculture sector policymakers & other key target groups

Policymakers are responsible for or involved in formulating policies and regulations related to a sector, and in this case agriculture. BvAT targets to create increased awareness on the benefits of agroecology for consideration when formulating AE/EOA policies. BvAT will seek to work with the countries' agriculture sector ministries to ensure that AE/EOA issues are factored in the local and national policies and programmes. BvAT will seek involvement of the beneficiaries in stakeholders' forums where they are given a chance to voice their concerns which are further pursued in the implementation.

BvAT will also work closely with the private sector and CSOs that provide various services to farmers within the framework of education and advisory services and market system development services. Collaborations with development and relevant government and political institutions in Africa and globally will be pursued through various forms of partnership to support the implementation of national and regional strategies of governments that are in line with sustainable development agendas.

BvAT's Partner and Network Landscape



★ **BvAT hosts the EOA Secretariat for the** African Union Commission (AUC)

EOA Initiative Implementing Countries

FCP Implementing Countries (Kenya & Tanzania)

KCOA Implementing Countries

KCOA Potential Countries (Burundi , Ethiopia, Madagascar)

Strategic Partners and Donors

1. Biovision Foundation
2. Swiss Agency for Development and Cooperation (SDC)
3. Swedish Society for Nature Conservation (SSNC)
4. Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ)

International Development Partners

1. IFOAM Organics International
2. The Research Institute of Organic Agriculture (FIBL)
3. International Centre of Insect Physiology and Ecology (ICIPE)
4. Access Agriculture

Strategic Regional Partners

1. Government of Kenya GoK (KALRO, KEFRI)
2. Sustainable Agriculture Tanzania (SAT)
3. Farm Radio International
4. National and Regional Media (KBC, Standard Media e.t.c)

Main Continental EOA/ KCOA Implementing Partners

1. **Senegal** – Conseli national de Concertation et de Cooperation des Ruraux (CNCR) – EOA
2. **Mali** – Fédération Nationale des Producteurs de l'Agriculture Biologique et Equitable du Mali (FENABE) – EOA
3. **Benin** – Béninoise pour la Promotion de l'Agriculture Biologique (OBEPAB) – EOA
4. **Nigeria** – Association of Organic Agriculture Practitioners of Nigeria (NOAN) – EOA
5. **Ethiopia** – Institute for Sustainable Development (ISD) – EOA
6. **Uganda** – PELUM Uganda – EOA/KCOA
7. **Kenya** – Kenya Organic Agriculture Network (KOAN)– EOA/KCOA, PELUM Kenya – EOA/KCOA
8. **Rwanda –** Rwanda Organic Agriculture Movement (ROAM) – EOA/ KCOA
9. **Burundi –** Burundi Organic Agriculture Movement (BOAM) – KCOA
10. **Tanzania** – Tanzania Organic Agriculture Movement (TOAM) – EOA/KCOA
11. **Madagascar –** SYMABIO

4.3 Monitoring, Evaluation, Accountability and Learning

A monitoring, evaluation and accountability system will be used to track progress related achievement of the goal and strategic objectives. It will provide important data for the management around what is working well and what is not having the expected impact, so that corrective actions/measures can be taken. BvAT will evaluate the attainment of the goal and outcomes related to strategic objectives against indicators to ensure that the organisation is following the direction established during strategic planning. Having a robust monitoring, evaluation, accountability and learning system as envisioned provides a process and results to account to all stakeholders.

The purpose of the monitoring, evaluation, accountability and learning is to provide clear evidence of process and progress to inform internal and external stakeholders. The implementation of the strategy is aided by a well-defined monitoring and evaluation framework aligned to BvAT's Impact Chain Framework. Indicators corresponding to different result levels – Interventions, Outputs, Outcomes, and Impact – guide on what to track.

Continuous monitoring focuses on tracking progress in interventions and immediate results (Outputs) while evaluations are done to assess achievements and lessons in the medium and longer term (Outcomes and Impact).

A mid-strategic period evaluation is envisaged as critical assessment and learning point. The mid-strategic period evaluation findings will guide BvAT leadership and the management on what adjustments should be made for the remaining period. A final evaluation will be done to determine the achievements BvAT has made during the entire strategic period.

This process will be supported by the BvAT Strategic Committee through guiding in planning, implementation, tracking and reporting on quarterly basis. While it is envisioned that planning will be done at two levels (Organizational and Programme), the committee will be critical in ensuring continued synergy between the organization's quarterly strategic plans and reviews with the organization's programme plans.

Key Indicators and Targets	Data Sources & Means of Verification	Base-line	End-lines
Impact Indicators referring to the goal:	To contribute to health, prosperity and a sound environment of African smallholder communities with AE/EOA		
Income, health and soil fertility growth of target communities in Kenya and other African countries. **Ha of organic/PGS for agriculture land and wild collection areas** in BvAT intervention countries and in Africa as a whole. **Number of organic/PGS producers** in BvAT target countries.	1. Livelihood impact survey in communities with and in communities without BvAT support in a time line. 2. FiBL statistics . 3. KNBS, FAO, UNDP, World Bank 4. BvAT annual reports.	Africa 2018 2 mill ha Ag land and 2,3 mil ha wild collection 0,8 mil producers	2024
Outcome Indicators referring to SO1	AE/EOA adoption increased		
EOA country assessments for farming considering: **Achievements (depth of outcome)** Score on farmers including youth (disaggregated by gender) that are adopting EA/EOA methods, practices, innovations. ■ Certified/PGS/non-certified ha and farmers of EOA in BvAT reach areas. ■ Delta productivity of random sample farms with/without BvAT support. ■ Delta profitability of random sample farms with/without BvAT support. ■ Delta sustainability of random sample farms with/without BvAT support. ■ Diversity score of farms with/without BvAT support. **Outreach (width of outcome**) ■ Number of multipliers reached in network. ■ Number of farmers reached through training, TOF Radio and Magazine, Social Media and Website. ■ Website use, access and time spent on Infonet.	1. Rapid Rural Appraisal (RRA). 2. Farm outcome survey in sample communities in sample countries with and without BvAT support. 3. Algorithms to assess overall outcome- that is based on achievements and outreach (Achievement multiplied with Outreach). 4. FiBL Statistics and internal assumptions and estimations. 5. BvAT annual reports.	Strategic plan 2016-2020	2022, 2024

Key Indicators and Targets	Data Sources & Means of Verification	Base-line	End-lines
Outcome Indicators referring to SO2	Value chains diversified and developed		
EOA country/value chain assessments for markets and trade considering: **Achievements (depth of outcome)** ■ Growth of BvAT supported value chains in Africa. ■ Available African organic products in capital city. ■ Volume/value estimation of exports in intervention countries. ■ Volume/value estimation of domestic trade in intervention countries. **Outreach (width of outcome)** ■ Number of trainers (ToT) for Value Chain and their trainees ■ Number of supported value chains. ■ Number of value chain actors in BvAT network.	1. Rapid Market Appraisal (RMA). 2. Market outcome survey in capital cities of BvAT target countries. 3. Interview with key informants. 4. BvAT annual reports.		2022, 2024
Outcome Indicators referring to SO3	Enabling policy and institutional framework conditions improved		
EOA country assessment for governance considering: **Achievements (depth of outcome)** ■ EOA policy category for the BvAT target countries including performance of key functions (e.g. supporting policies, regulating policies, competence of authority and policy implementation). ■ Financial resources raised for EOA work. ■ EOA accepted by CAADP. **Outreach (width of outcome)** ■ Number of countries with policy dialogue support.	1. Rapid Policy Evaluation (Policy and Economic Analysis, PEA). 2. Semi structured interviews with sector experts on policies that are essential for enhancing the adoption of EOA. 3. Simplified follow up of comprehensive EOAI sector study in Africa (Auerbach et. al). 4. BvAT annual reports.	2019[13]	2022, 2024
Outcome Indicators referring to SO4	BvAT and its sustainability developed		
■ Amount of reserves including their quota. ■ Implementation of 10-15 strategic elements. ■ Percent achievement of target annual turnover. ■ Turnover and staff. ■ Number of new strategic donors.	1. Internal Assessment. 2. BvAT management reports. 3. BvAT financial returns.	2020	Annually

13 Auerbach, R., Oelofse, M., Mentz-LaGrange, S., Ross, A. and De Grassi, A. (2019). Assessment for the African Union Commission of North, West, Central and Southern Africa, with a view to mainstreaming Ecological Organic Agriculture.

Key Indicators and Targets	Data Sources & Means of Verification	Base-line	End-lines
Outcome Indicators referring to SO5	Innovations and practical solutions to farmers' challenges developed		
Innovations and socioeconomic research assessment for problem solving considering: **Achievements (depth of outcome)** ■ Growth of BvAT supported Value Chains in Africa. ■ Incomes generated from innovations in intervention countries. ■ Improvement in household welfare considering consumption/food expenditure, food security and food-poverty indices, and farm income or profit level. **Outreach (width of outcome)** ■ Number of women and youth groups reached with innovations and start-ups in value chains. ■ Number of innovations generated and promoted. ■ Number of supported value chains.	1. Socioeconomic survey (SES). 2. Socioeconomic survey in sample communities with and without BvAT support. 3. Algorithms to assess overall outcome- that is based on achievements and outreach (Achievement multiplied with Outreach). 4. BvAT annual reports.		2022, 2024

Remarks:

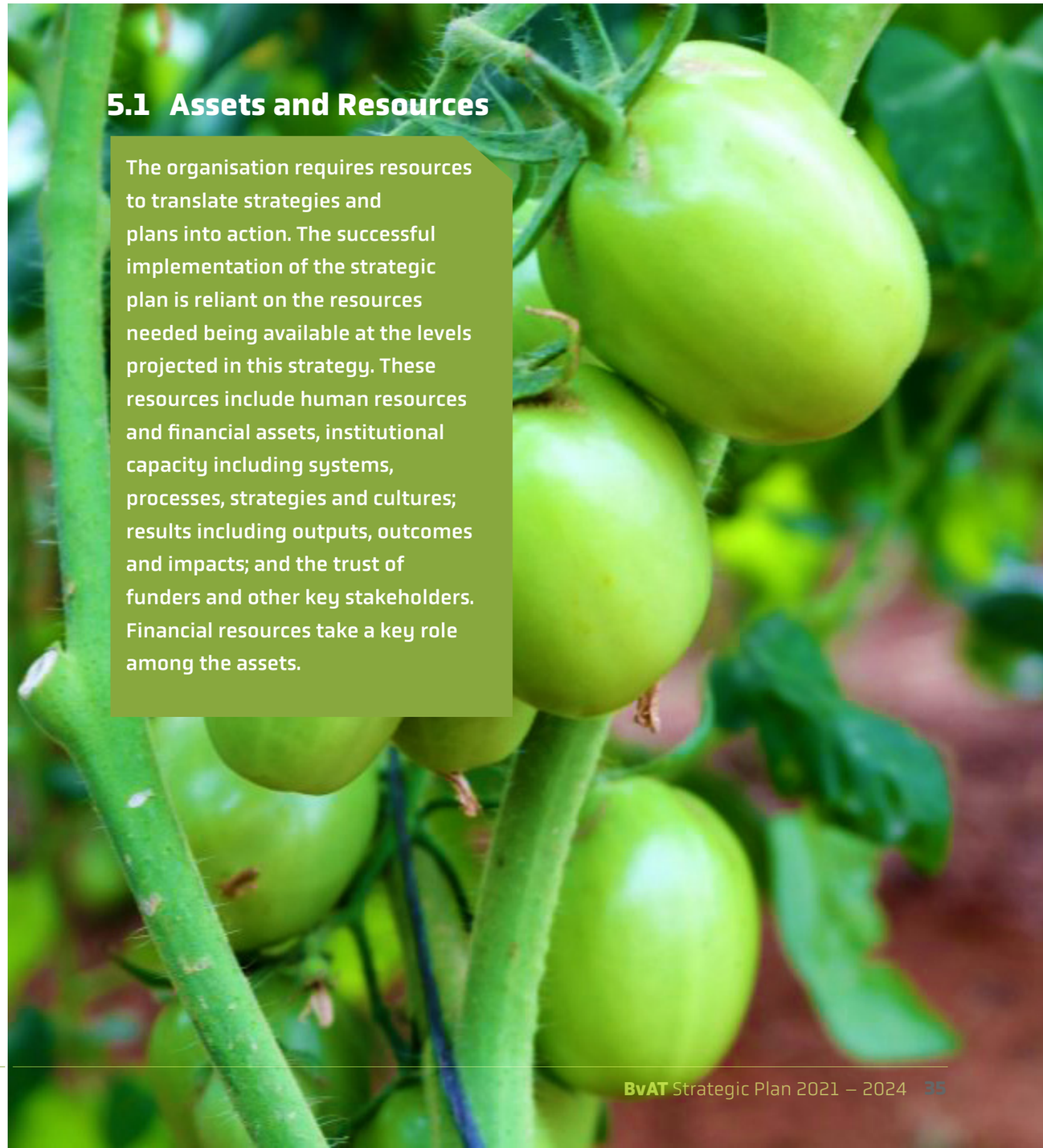
1. Since the system is new, there are no baseline and target values. The first results in 2022 will yield the baseline values for 2024. The outcome of BvAT's work can be seen in the difference (Delta) between stakeholders with and without BvAT intervention and it can be seen in the progress from 2022 to 2024.

2. The impact level will be measured once in the four years phase. The outcome level will be assessed biannually in 2022 and 2024. An independent assessor will be commissioned for the monitoring studies in 2022 (only outcome) and 2024 (outcome and impact). The first assessments need clear guidance to ensure their quality, while being lean and efficient.

3. For the output level, BvAT will consolidate a few project indicators and will present the data visually and in ways that make it easy to grasp. Since output level indicators will be developed each year they may vary, depending on the focus. Such output indicators may include: number of farmers reached with information, knowledge, training on AE/EOA; number of farmers trained on AE/EOA with disaggregation by gender and age to capture the number of women and young people; number of countries covered under the AE/EOA initiatives; number of knowledge products in database, number of scope of circulation and number of readers of TOF; number of radio broadcasts on AE/EOA; number of publications on AE/EOA facilitated etc.

4. The Executive Director (ED) will report to the board twice a year on the status of implementation, including progress towards the overall strategic objectives. To do this, the ED will receive quarterly reports from the BvAT Strategy Management Team that will be reporting on status of strategy implementation quarterly.

5.0 Organisation & Implementation



5.1 Assets and Resources

The organisation requires resources to translate strategies and plans into action. The successful implementation of the strategic plan is reliant on the resources needed being available at the levels projected in this strategy. These resources include human resources and financial assets, institutional capacity including systems, processes, strategies and cultures; results including outputs, outcomes and impacts; and the trust of funders and other key stakeholders. Financial resources take a key role among the assets.

5.2 Business Model

BvAT aims to reach a sustainable annual turnover of at least US$ 5 million by 2024. Further, it intends to increase the share of unrestricted funds and to grow its strategic reserves significantly. To achieve this, BvAT will diversify its income sources and explore new business fields including:

1. **New and motivating phases beyond the existing mandates.** The new/enhanced monitoring, evaluation and accountability system will demonstrate clearer results and value for resources on specific interventions for existing initiatives, providing the case for extended donor support. This also allows for learning and timely planning for the next phase with innovative elements that show the potential for impact.

2. **New acquisitions of development projects:** Drawing on successes achieved so far, BvAT identifies potential new donors and projects for Kenya and other regions in Africa. The resource mobilisation unit will coordinate fundraising and donor relations activities. The big acquisitions (>200,000 US$ per year) will be led by the ED, and smaller projects (<200,000 US$) by the head of programmes and managers. The mandates may be a) self-implemented, b) partner sub-granting, or c) consultants or a combination. Active networking and quick response to potential opportunities will be key to this strategy.

3. **Research and Expertise sharing mandates:** BvAT opens institutional spaces for research projects and consultancy services. Competent institutions such as ICIPE, Kenya Agricultural and Livestock Research Organisation (KALRO), Kenya Forestry Research Institute (KEFRI), FiBL, FAO and World Agroforestry are already partnering in joint research projects. Such collaborations shall be explored with more focus, from local level to international level. BvAT shows its content foci and the added value it can offer particularly in bridging science and application. The BvAT supported work in adaptive research or socioeconomics will be practice-oriented and contribute directly to the strategic objectives.

4. **Unrestricted Funds:** BvAT will optimise internal processes and use more synergies between programmes and departments. Emphasis will be given to exploring opportunities for institutional funding. The goal is to make BvAT a financially sustainable and independent organisation, with a diversified donor community and solid strategic reserves.

5. **Entrepreneurial activities:** BvAT may enter into entrepreneurial activities e.g. the sale of books, modules, bulletins, advertisements on knowledge management products, conducting of trainings for other organisations or managing events (like the first agroecology conference in EA conducted successfully in 2019) that serve BvAT's mission.

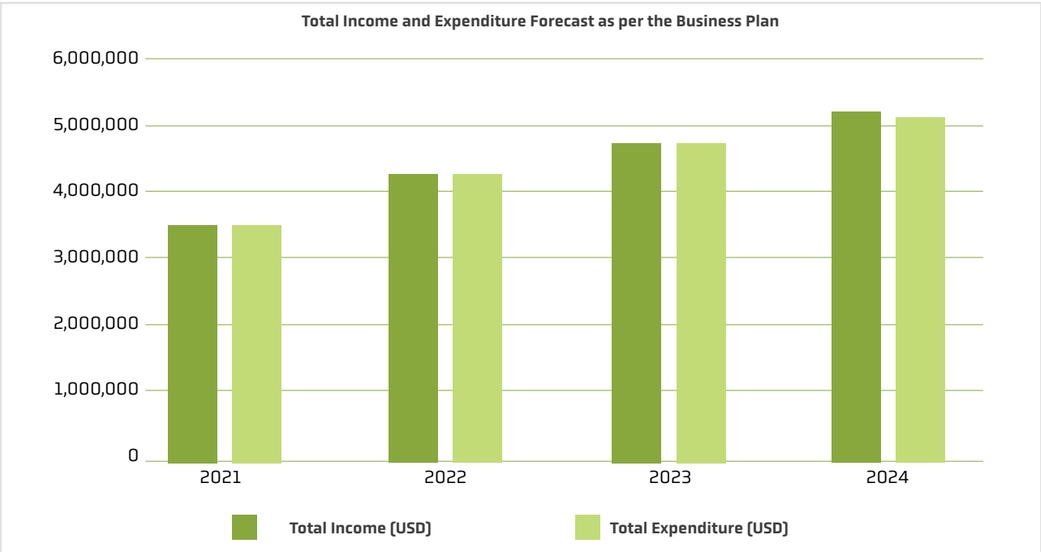
Business Plan

During this strategic plan period BvAT aims to surpass the 2020 turnover through new funding, retention of existing program support and other own innovative strategies. The annual turnover is anticipated to grow from the current US$ 3.5M in 2021 to US$ 5M in 2024, with unrestricted income expected to grow from US$ 260k (or 7% of turnover in 2021) to over US$ 870k (or 17% in 2024). Organisation reserves are projected to grow from US$ 238k to US$ 460k.

The following table is a summary of the 2021-2024 business plan and graphically showing the projected growth building on the 2017-2020 period.

Overview of the Projected Income Statement in US$ for the period 2021-2024

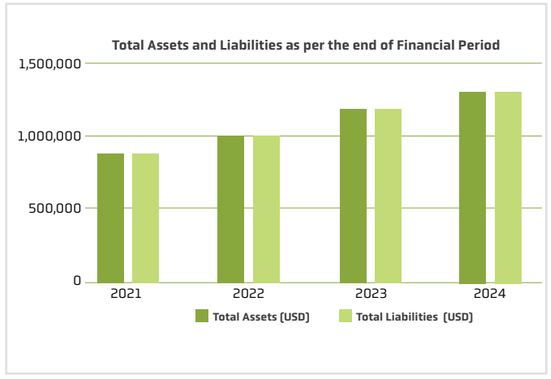
Income	2021	2022	2023	2024
Grant Income-Restricted (Confirmed)	2,943,000	2,134,000	1,255,000	824,000
Grant Income-Restricted (To be acquired)	360,000	1,450,000	2,550,000	3,300,000
Grant Income -Unrestricted (Confirmed)	81,000	66,000	61,000	61,000
Grant Income-Unrestricted (To be acquired)	180,000	655,000	854,000	1,035,000
Total Income	3,564,000	4,305,000	4,720,000	5,220,000
Expenditures				
Programme Costs- (Confirmed grants)	2,943,000	2,134,000	1,255,000	824,000
Programme Costs (Unconfirmed grants)	260,000	1,350,000	2,450,000	3,200,000
Other project Costs	25,000	80,000	120,000	180,000
Other operational costs	183,000	218,000	270,000	300,000
New operational costs	32,000	290,000	338,000	390,000
CAPEX	100,000	220,000	230,000	230,000
Total Expenditure	**3,543,000**	**4,292,000**	**4,663,000**	**5,124,000**

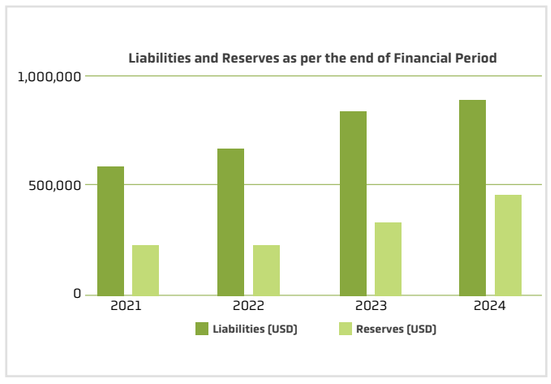


Overview of the forecast balance sheet for period 2021-2024:

Financial Period Ending	31-12-2021 US$	31-12-2022 US$	31-12-2023 US$	31-12-2024 US$
Liquidity	900,000	1,000,000	1,150,000	1,300,000
Fixed assets	10,000	10,000	10,000	10,000
Total Assets	910,000	1,010,000	1,160,000	1,310,000
Liabilities	651,000	738,000	830,000	884,000
Reserve	259,000	272,000	330,000	426,000
Total Liabilities	910,000	1,010,000	1,160,000	1,310,000

Liquidity and fixed assets represent the assets of the balance sheet. Liquidity are the financial means that can be used quickly to cover obligations. Fixed assets are found in equipment e.g. IT hardware. Liabilities and equity represent the ownership of the assets in the balance sheet. The liabilities are owed to a third party (mostly donor advance payments) while BvAT owns the equity. The equity is equal to the institutional property or the reserves.





Under this plan the following assumptions and implications apply:

Assumptions:

1. BvAT will engage a proactive strategy to apply for programme/project funding including an emphasis on securing unrestricted income.
2. BvAT will work with implementing partners to show value for money in current projects to motivate current development partners to extend or renew funding of initiatives.
3. Seek core support from its foundational strategic partner (Biovision Foundation and additional core donors to secure sufficient unrestricted income) to be provided as unrestricted income.
4. For fundraising and fulfilling mandates (grants management), increasing operational costs will be expected and efficiently managed.
5. New fundraising strategy is implemented, focusing on new resource mobilisation opportunities such as individual donors, fundraising and charity campaigns.

Implications:

1. The above assumptions require an elaborate fundraising strategy with capacity to make it effective. Additional human resources to support this function are needed.
2. To keep current operations and to grow sustainably, BvAT needs its value proposition, thematic competence building, optimal organisational structure and a consolidated institutional reporting system.
3. The pathways (by priority and interest) through which to raise funds to meet the various proposed target achievements should be diverse, including responding to relevant calls for proposals either by BvAT alone or in consortia.
4. BvAT will observe progress in each field carefully, reflecting on successes and failures and keep learning and building up institutional experience to tap into various business axes.
5. Key figures shall be tracked, evaluated and discussed by the management and the Board. Such figures include: turnover, unrestricted income and its share on the total income, and reserves.
6. Investments in fundraising shall focus on the major areas of AE/EOA. BvAT will share information on how its work has impacted small scale farmers in Africa through investments such as publications, campaigns, events and showing impact on social media and to policy makers.

5.3 Organisational Structure

Two reforms will be considered in operations and departments.

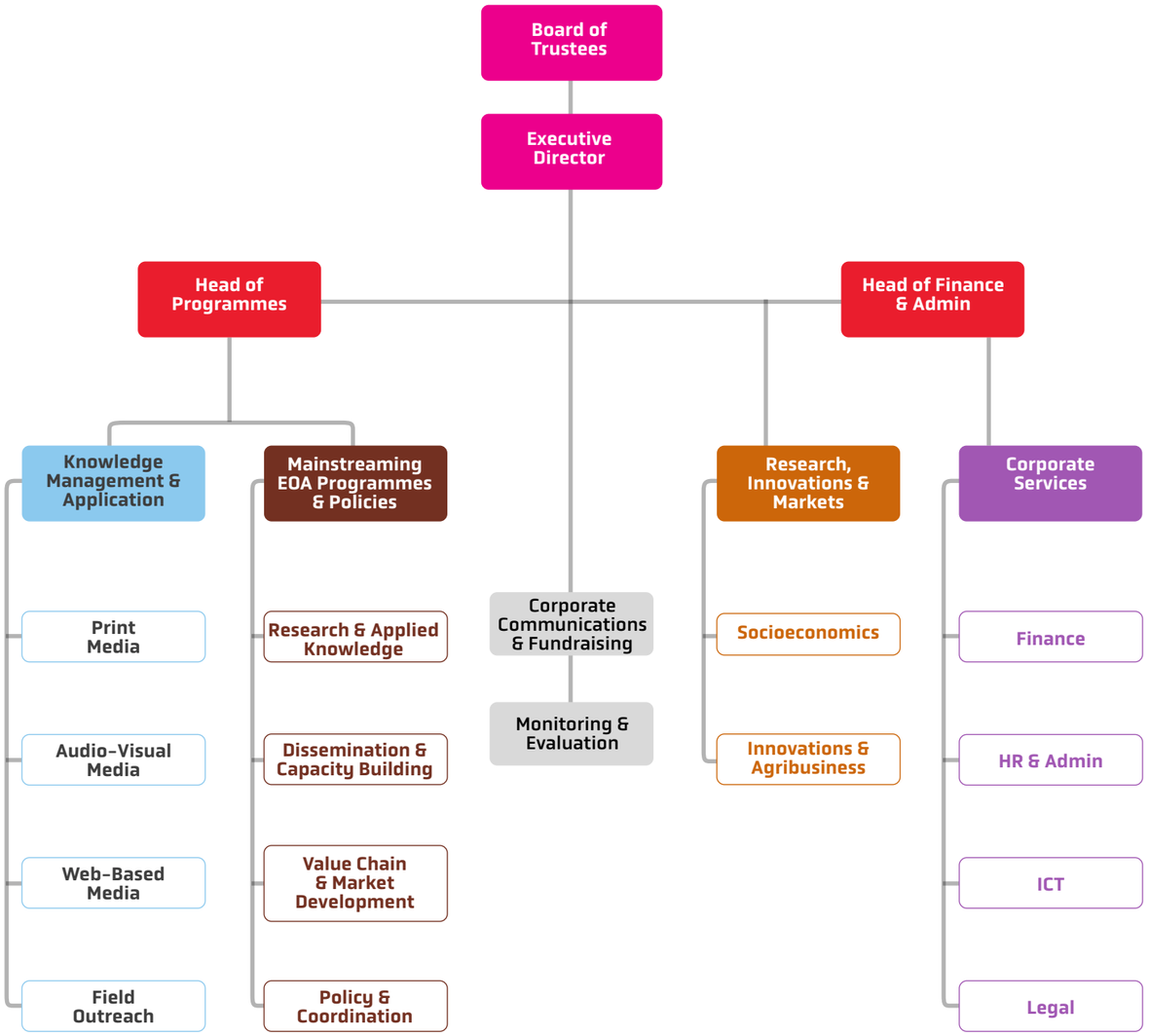
Reform in operational and management level:

There is a shift from too much focus at the top to a broadened responsibility for senior staff where decision power will be shared between the executive and departmental leadership following creation of two departments, Programmes Department and Finance & Admin Department. The Heads of the departments will be key in the decision-making power of the senior management structure. Some managers will be empowered to assume higher level responsibilities including idea conceptualisation and development and reporting to respective heads of departments. With new mandates, the managers can enlarge their portfolio and contribute to the sustainability of their positions and the organisation's operations. The elevation of the managers' responsibility will be implemented between the first and second year.

Reform in programmes:

Knowledge Management and Application and Mainstreaming EOA Programmes & Policies (under Head of Programmes), Research, Innovations and Markets (under ED), Corporate Services (under Head of Finance & Administration). Two new units under the ED, Corporate Communication and Fundraising and Monitoring & Evaluation, are envisaged.

Organisational Structure



Sustainability 6.0

6.1 Sustainability in BvAT

The term sustainability is critical for BvAT and is used at various levels.

A. **Sustainable development:** BvAT supports the regional and global efforts for sustainable development. BvAT understands sustainability as defined by the United Nations as a type of development that is meeting the needs of the present without compromising the ability of future generations to meet their own needs. BvAT supports the SDGs 2030, African Agenda 2063 and country declarations on sustainable development and advocates for their achievement.

B. **Promoting truly sustainable agriculture and food systems:** BvAT applies the same definition of sustainability to agriculture systems looking at the dimensions of environment, economy, and society. It subscribes to FAO (for agroecology) and IFOAM Organics International (Organic 3.0) published guidelines on how to achieve true sustainability in agriculture and food systems and identified best practices.

C. **Sustainability in programmes/ projects:** Programmes/projects will clarify, in their documents, which part of their intervention concludes after project completion (e.g. project services of a project management unit) and what will be sustained (e.g. introduced innovations or long term sector institutions).

6.2 Institutional and Financial Sustainability

Sustainability within the institution includes the management of the organisation's assets including hard (e.g. office equipment and cars) and soft (e.g. trust in the BvAT/brand value, networks, institutional knowledge and experience) assets with the purpose of sustaining their value, for transformation into new business. BvAT observes its ecological footprint and is careful to maintain and develop social cohesion in the team and with partners.

To develop BvAT and operate sustainably, BvAT undertakes to pursue the measures presented under the business plan in addition to investing in, and building the capacity of staff and strengthening governance.

14 https://www.ifoam.bio/why-organic/organic-landmarks/organic-30-truly-sustainable
15 https://www.ifoam.bio/why-organic/organic-landmarks/best-practice-guideline

6.3 Risks and Risk Mitigation Strategies

Based on a careful analysis of the strengths, weaknesses, opportunities and threats (SWOT) and external factors (physical, economic, social, technological, and legal – PESTEL), BvAT has identified risks likely to affect achievement of the overall goal and strategic objectives, the level of impact and proposed appropriate mitigation measures.

Risks	Attribution	Level	Mitigation measures
Goal does not find support of donors or stakeholders do not trust BvAT can deliver on its promises.	**Overall Goal**	**Low**	■ Good communication directly and via website about BvAT's achievements. ■ Demonstrate and communicate cost–effectiveness, sustainability and impacts to donors. ■ Keep good relationship with key donors and get their feedback on the overall goal.
Macro risks – pandemic, climate change, economic collapse, war, population growth.	**Overall Goal**	**Middle**	■ Innovative ways of mitigating the effects.
AE/EOA agriculture loses momentum among donors and development partners.	**SO1**	**Middle**	■ Keep advocating for AE/EOA in Africa, showcasing evidence–based benefits for SDGs 2030, Africa 2063.
No innovations are generated and no socioeconomic research assessment is conducted to inform improvements.	**SO2**	**Middle**	■ Be purposeful in focusing on identifying and stimulating innovations in valuable value chains. Assign innovations and agribusiness targets to a new staff to be recruited. ■ Socioeconomic studies to be integrated into the initiative to complement and strengthen M&E. ■ Communicate and publish results of innovation implementation and socioeconomic studies.
Partners do not manage to turn provided knowledge into increased production and trade.	**SO3**	**High**	■ Participatory curricula development with the private sector. Relevant, well targeted interventions in line with partner contexts, capacities and development objectives. ■ Clear concepts and expectation management with partners. Tailor action carefully.

Risks	Attribution	Level	Mitigation measures
Partners do not perform their function very well and hence have limited effectiveness.	**SO4**	**High**	■ Careful partner selection and commitments. Empower effective stakeholders (members). Link country partners and share responsibility. Highlight good cases.
Too high pressure from green revolution proponents. AU loses interest in AE/EOA.	**SO4**	**High**	■ Maintain good communication and empower advocacy partners to speak out. ■ Support AU structures with UN level information (e.g. FAO, UNCTAD).
BvAT does not manage to acquire sufficient projects.	**SO5**	**Middle**	■ Business plan adjustment with focus on reserves rather than turnover as main indicator. ■ Capacity building to convey the spirit of the strategic plan. Proper implementation of the plan elements.
BvAT loses key staff.	**SO5**	**Low**	■ BvAT recognizes and motivates its staff based on performance and prevailing economic conditions.
BvAT does not manage to implement, create outputs, outcomes and impacts.	**Development programmes**	**Middle**	■ Crises management in early stage. ■ Adjust programmes and implementation after careful analyses where promising. ■ Instil an effective planning, monitoring, evaluation and learning (PMEL) in programme management.
Not much demand for research.	**Research programmes**	**Middle**	■ Improve offers and keep costs minimal (no extra staff employment). ■ Improve research networking and collaborations.
Same research programmes	**Expertise Sharing**	**Middle – high**	■ Tailor research programmes to priority and emerging areas, strategic communications around results.
Reluctance to implement the plan.	**BvAT Innovation**	**Middle**	■ Clear commitment from board and ED linked with Biovision Foundation conditionality. ■ Continuous intensive engagement and (technical and institutional) innovation.
Dissatisfaction with BvAT internal services.	**BvAT internal services**	**Middle**	■ Quality monitoring. ■ Participatory planning, monitoring, evaluation and learning (PMEL).

Fields of Competence

7.0

BvAT contributes towards more sustainable agriculture, healthier food diets for citizens, and reducing the pace of climate change and minimising its negative impact through its core fields of competence. It has competence in four main areas, namely:

1. **Supporting the dissemination of research findings around AE and EOA:** Focuses on important thematic areas including nutrition and food security, climate change, water management, resilience and sustainability of farming systems, markets and market development and technology transfer. The Trust has competence in knowledge management including databases / platforms, websites, publications, IEC materials, partner and farmer videos, ICT applications and social media.

2. **Managing integrated extension system to improve adoption of AE/EOA** by farmers through training and promotion of knowledge on technologies and practices needed to production, incomes and adapting to climate change and other changes that affect their farming productivity. Such include sustainable soil and water management (e.g. cover crops, nutrient management and conservation tillage), livestock management, silvo-pastoral systems or crop-livestock integration; and smart water management. BvAT contributes to all phases of extension including invention testing, duplicating, scaling and mainstreaming, particularly when working with committed partners.

3. **Market system development and capacity development:** BvAT embraces the value chain approach and hence has competence of facilitating a market system development strategy for its own projects and collaborative projects with partners. This supports development of local markets for organic producers and the small-scale farmers to realize impact on a sustainable basis.

4. **Convening policy dialogues on AE/EOA:** The competence in this field is in convening forums at different levels to show the benefits of AE/EOA and its potential to support resilient agriculture and food systems. Such forums create coherence and synergy for sharing experiences, lessons and best practices and improve communication, knowledge transfer and know-how among various stakeholders. They also facilitate determination of capacity gaps, opportunities and contribute to appropriate programme design and development.

Acknowledgment

We embark on the journey of this new Strategic Plan bolstered by a solid foundation, courtesy of the tremendous support received over the years from various donors, governments, partners, institutions, farmers, etc.

We are very grateful to the Government of Kenya for the support it has provided institutionally and through the partnership with the Ministry of Agriculture, Livestock, Fisheries and Cooperatives to operate in Kenya and across the continent.

We take this opportunity to sincerely appreciate our esteemed donors; Biovision Foundation of Switzerland for supporting the foundational Farmer Communication Programme and BvAT's latest journey of institutional development that has led to this new strategic plan, the Swiss Agency for Development and Cooperation (SDC) for supporting the 9-country EOA Initiative and the CSC Secretariat that has formally become a support Agency for the African Union with respect to the EOA-I, the Swedish Society for Nature Conservation (SSNC) for supporting BvAT's EOA-I work in Kenya and beyond and Turing Foundation for supporting farmer video production and dissemination, and the German Ministry of Economic Cooperation and Development (BMZ) through German development agency (GIZ) for supporting the Knowledge Hub for Eastern Africa under the Knowledge Centre for Organic Agriculture in Africa (KCOA) project.

We appreciate the strong collaboration we have established and for which we look forward to greater achievement with the Research & Educational Institutions in Kenya and across the continent and beyond. For Kenya based institutions we are grateful to KALRO, ICIPE, World Agroforestry Centre, KEFRI, ILRI, University of Nairobi, Egerton University and Kenyatta University for broadening perspectives in our programmes.

We acknowledge too our partnerships with numerous National Organic Agriculture Movements (NOAMS), NGOs, Civil Society Organisations, the media and especially the Standard Media Group and the Kenya Broadcasting Corporation in promoting and scaling up the services and products we produce, collectively.

We also highly appreciate the participative process in which our friends, partners and donors have contributed their feedback for developing this Strategic plan – collectively. We thus deeply value BvAT's embeddedness in most competent and relevant networks in Africa and beyond as a precondition and an asset to fulfill our mandate in the next four years. The BvAT Board and Management looks forward to this great journey with optimism and confidence.

Editors

Dr David Amudavi, Executive Director
Ms Venancia Wambua, Project Manager, EOA-I
Ms Annie Murimi, Fundraising and Corporate Communications Officer
Ms Caroline Mwendwa, Project Officer, The Organic Farmer Magazine

Biovision Africa Trust

"Sustainably creating impact for all, for a food secure Africa"

Contact us

Biovision Africa Trust
C/O ICIPE, P.O. Box 30772 – 00100,
Kasarani off Thika Road,
Nairobi, Kenya

(+254) 719052113
info@biovisionafricatrust.org
www.biovisionafricatrust.org
www.facebook.com/BiovisionAfricaTrust
www.twitter.com/BiovisionAfrica