



2021-2030

Farmers Pride International

Market Penetration Strategy	Product Development Strategy
Market Development Strategy	Diversification Strategy

9 YEARS STRATEGIC PLAN

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1 About Us

1.1 Background

We are an agriculture-focused youth organisation promoting youth and women participation and the integration of technology into Agriculture value chains. We are represented around the world by country chapters that are managed by young people who are in Agri-business and farming activities.



Our Logo:

Farmers Pride International (FPI) sees a future where people and communities are able to understand soils sciences to preserve their soils and achieve food security and are prosperous. Our primary objective therefore is to improve promote the integration of technology into Agriculture as a means of attracting the partition of youths as a means to secure livelihoods in Africa through sustainable increases in agricultural production and productivity, brought about by their involvement in Agriculture and its value chain.

1.2 Sustainable Development Goals

FPI contribution to the United Nations Sustainable Development Goals through agriculture, research and soil sustainability are as follows:

- **SDG 1 (No Poverty):** Rural people make up 70% the world's extreme poor. So, agriculture can contribute more to reducing poverty and promote development than any other sector.
- **SDG 4 (Quality Education):** Agricultural extension enables farmers to access the skills, tools, inputs, and knowledge they need.
- **SDG 5 (Gender Equality):** Women farmers produce 20–30% less than their male counterparts, mostly on account of differences in their access to and use of resources. Because women produce over half the food worldwide, bridging this gap could reduce global hunger.
- **SDG 6 (Clean Water and Sanitation):** By 2030, the global demand for water will have doubled, with agriculture alone requiring more than what can be sustained to feed the world (even before domestic and industrial needs are met).
- **SDG 7 (Affordable and Clean Energy):** By 2030, the demand for energy will have doubled, mostly on account of developing countries. More crops are likely to be grown for use as biofuels, doubling or perhaps even tripling as a proportion of total use.

- **SDG 8 (Decent Work and Economic Growth):** In rural areas, agriculture can be an engine of employment and pro-poor economic growth.
- **SDG 12 (Responsible Consumption and Production):** Average consumption per capita is expected to grow through 2030, even if about one third of what food is produced goes to waste.
- **SDG 13 (Climate Action):** By 2030, agriculture's carbon mitigation potential could reach as much as 7.5% of total global emissions, depending on the price of carbon and adoption of agricultural productivity measures.
- **SDG 15 (Life on Land):** Improving the efficiency of farmland can help meet the demand for food and curtail the conversion of natural habitats and forests for additional cultivation.

To this list one could add:

- **SDG 11 (Sustainable Cities and Communities)** in consideration of the role of urban and peri-urban agriculture and
- **SDG 14 (Life below Water)** if by agriculture we also mean aquaculture and mariculture.

2 Strategic Plan

2.1 Introduction

This Strategic Plan is a UN SDG aligned 9-year framework for the development and promotion of successful pathways for scaling up and scaling out agricultural technologies and innovations to achieve widespread impact. It has also been aligned with international policy frameworks that aim to accelerate agricultural growth and rural development, and improve food security and livelihoods, and to promote the inclusion of women and young people in Agriculture and its value chain.

2.2 Aims of the Strategic Plan

More specifically, the Strategic Plan aims to:

- I. Increase the use of appropriate technologies and innovations across Africa.
- II. Enhance institutional and human capacity in agricultural research for development.
- III. Meet the demand for agricultural knowledge from target groups.

FPI Theory of Change

The uptake of quality farming, technology, innovations and the involvement of youths and women and, access to markets, are the root solutions to agriculture transformation. They contribute to economic empowerment, food and nutrition security

To achieve the sustainable agricultural growth

The Strategic Plan will address institutional weaknesses, constraints, opportunities and challenges of adopting integrated agriculture systems.

2.3 Priority Intervention Domains

Priority Intervention Domains

1. Agriculture, food security addresses:

- The sustainable increase of agricultural production with strong links to national food security ;
- The effects of climate change on high-value non-staple and staple crops, livestock and fisheries production;
- The management of emerging pests, and
- Water resource management, with an emphasis on enhancing farm and watershed productivity.

2. Policy, institutions, markets and trade addresses:

- The enhancement of value addition, agriculture value chains
- the improvement of market access;
- The promotion of smallholder enterprise development as an incentive for smallholders to invest in farm-based enterprises; and
- The promotion of domestic agro-industries.

3. Gender, youth and social equity aims to ensure equitable access to agricultural research and development resources, and opportunities and benefits for men and women, particularly for vulnerable groups:

- Targeting the special needs of women farmers, processors and agro-entrepreneurs and professionals, to ensure that they are afforded equal opportunities to benefit from program activities; and
- Supporting youth employment and involvement in Agriculture.

Activity Pillars 1.

1. Communities practice on scaling technologies and innovations for sustainable impact promotes the use of proven technology and innovations, including their generation and scaling up, and the creation of an enabling environment through:

- Increased use of demand-driven market-based technology and innovations;
- Enhanced policies, institutions, markets and trade; and
- Support for the design of programs that demonstrate the impact of science, technology and innovations on meeting increasing demands for knowledge on farming development outcomes.

2. Integrated capacity strengthening in agri-food research and innovation focuses attention on capacity strengthening, by:

- Supporting national agricultural research systems in establishing functional systems to advance science, technology and innovations for agricultural transformation;
- Strengthening a new model for innovation delivery; and
- Strengthening the institutional capacity of the FPI Executive Secretariat.

Knowledge management and foresight includes:

- Setting up an improved FPI knowledge management system through use of mobile apps; and
- Harnessing intelligence about possible futures to promote informed decision-making for agricultural research and development.

Cross-cutting issues

Integrated capacity strengthening in agri-food research and innovation focuses attention on capacity strengthening, by:

- Supporting continental agricultural research systems in establishing functional systems to advance science, technology and innovations for agricultural transformation;
- strengthening a new model for innovation delivery; and
- Strengthening the institutional capacity of the FPI Executive Secretariat.

Knowledge management and foresight includes:

- Setting up an improved FPI knowledge management system; and harnessing intelligence about possible futures to promote informed decision-making for agricultural research and development.
- gender mainstreaming, by targeting the special needs of women farmers, processors and agro-entrepreneurs and professionals, to ensure that they have equal opportunities to benefit from program activities;
- support for youth employment programs using a pool of technologies and best practices suitable for different regions, in collaboration with the private sector;
- The enforcement of regulations on environmental and social safeguards by ensuring that all FPI programs are subjected to an environmental review; and
- Promoting adoption of agricultural innovation through the institutionalization of integrated agricultural research for development.

3 FPI Main Focus for the Next nine (9) Years

3.1 Main Focus for the next nine years

The main focus

- Provide technical and institutional support (frameworks, strategic directions, orientations and tools –innovation platforms, including models and modules) to strengthen the systems of our chapters to responds effectively to emerging trends and development challenges;
- Coordinate and network our chapters with regional farming bodies;
- Support research into policy, socio-economics and markets to assist with developing and implementing policies and strategies to increase agricultural growth and development; Implement priority regional programs
- Promote youth employment in agriculture through agribusiness sector development and partnering with on-going initiatives;
- Provide adequate solutions to emerging issues such as, soil science, climate change, invasive pests, building resilience and adaptation, especially for smallholder agriculture (tools for coping with uncertainties arising from the effects of climate change, natural disasters and man-made catastrophes);
- Cultivate and nurture partnerships and promote innovation platforms for effective implementation;
- Create research-academia linkages for optimizing research outputs through coaching/mentoring programs for the young graduates to integrate and sustain them to progressively replace the ageing research scientists; and strengthen knowledge management, fore sighting and anticipation (enhance knowledge sharing and engagement to enable faster technology, innovation and policy development and anticipation in agricultural research for development).

3.2 General Objective

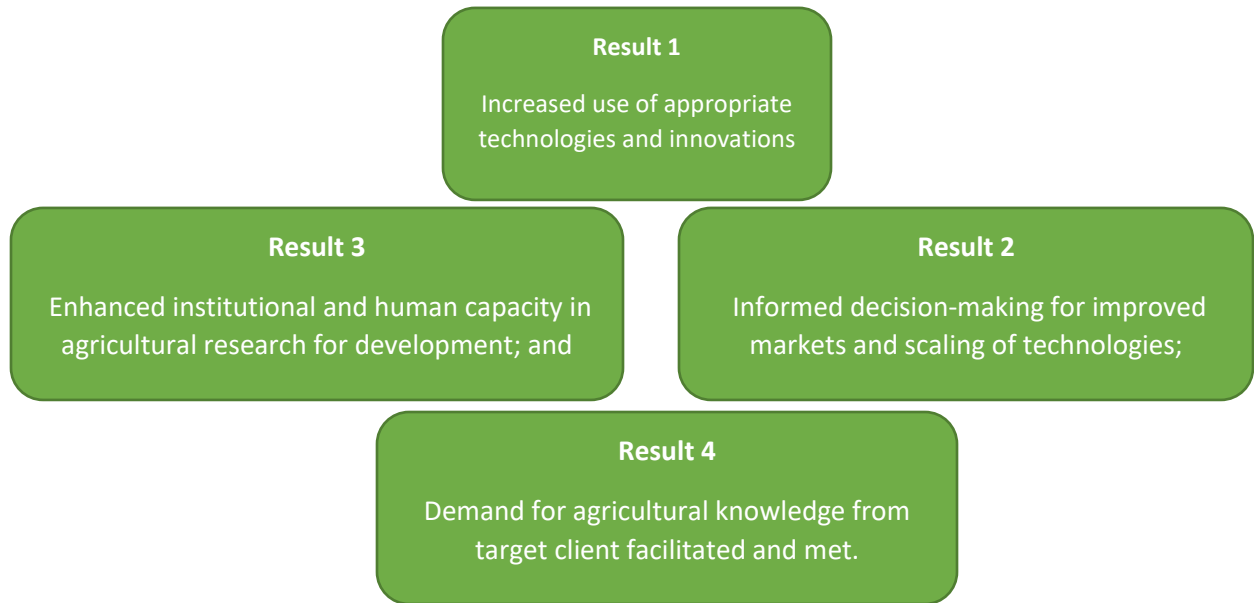
General Objective

High broad-based agricultural growth sustainably established in all our country of operations

3.3 Specific Objective

Specific Objective

Agricultural productivity, competitiveness, and markets sustainably improved for target groups



<p>Specific Objective :</p> <p>Agricultural productivity, competitiveness and market sustainably improved for target groups</p>	<ul style="list-style-type: none"> • Assumptions relating to the General Objective • Extension of target area under sustainable land management and water systems is achieved • Contribution of improved rural infrastructure and access of trade to markets is achieved • Famine response and food supply meets target • Benefits lead to improvements in livelihoods of rural and urban households • Potential for expanding markets exists and is realized • Competitive markets are accessible and benefit the poor and disadvantaged • National and international context promotes benefits for all
<p>Results 1. Increased use of appropriate technologies and innovations</p> <p>2. Increased uptake of strategic decision-making options for policy, institutions and markets</p> <p>3. Enhanced institutional and human capacity in agricultural research and development</p> <p>4. Demand for agricultural knowledge from target clients facilitated and met</p>	<ul style="list-style-type: none"> • Assumptions relating to the Specific Objective • Governments exceed Maputo Declaration commitment of 10% contribution to agricultural research and development • National policies and unfair competition do not compromise gains • Complementary and enabling policies are implemented • Adequate resources and enabling environment exist • International markets support gains • Food-aid programs do not negate or disrupt efforts • Political and economic environment do not negate gains

OBJECTIVES/RESULTS	PERFORMANCE INDICATOR	INDICATOR TYPE
Intermediate result 2.1: Enhanced development of policy options for the agricultural sector	Number of policy options under development	Output
Intermediate result 2.2: Strengthened enabling environment for regional cooperation for generation and adoption of agricultural technologies	Number of regulations/mechanisms for transfer of technologies across borders developed	Output
Result 3: Enhanced institutional and human capacity in agricultural research and development	<p>Indicator 3.1: Average percent change in score on key areas of organizational capacity, measured by a defined organizational capacity assessment tool</p> <p>Indicator 3.2: Number of actors who have benefited from long-term training (at least 6 months) (disaggregated per category of actors and per institution)</p> <p>Indicator 3.3: Number of individuals who have benefited from short-term capacity strengthening programs (disaggregated by gender)</p>	<p>Outcome</p> <p>Output</p> <p>Output</p>
Intermediate result 3.1: Strengthened institutional capacity of FPI MEMBERSHIP	Number of organizations, members of FPI and beneficiaries of institutional capacity building	Output
Intermediate result 3.2: Strengthened Executive Secretariat of FPI	Strategic documents and human capacities developed	Output
Result 4 The demand for agricultural knowledge formulated by the target groups is facilitated and satisfied	<p>Indicator 4.1: Number of functional innovation platforms in commodity value chains</p> <p>Indicator 4.2: Number of women involved in agricultural research</p> <p>Indicator 4.3: Number of formal enterprises involved in agricultural research</p>	<p>Output</p> <p>Output</p> <p>Output</p>

<p>Intermediate result 4.1 Improved information exchange and knowledge management, foresight and anticipation</p>	<p>Indicator 4.4 Number of foresight studies conducted to inform decision-making processes for priority setting in agricultural research and development</p>	<p>Output</p>
<p>Intermediate Result 4.2: Demand driven technology generation, dissemination and adoption supported</p>	<p>Mechanisms for generation and adoption of T&Is developed</p>	<p>output</p>

<p>KEY STRATEGY 1: INCREASED GENERATION, DISSEMINATION, USE AND ADOPTION OF IMPROVED T&IS IN COUNTRIES OF OUR OPERATIONS</p>	
<p>Specific strategies</p>	<p>Indicative interventions</p>
<p>Develop a detailed plan for scaling-up the dissemination and use of innovative agricultural technologies models.</p>	<ul style="list-style-type: none"> • Establish communities of practice in existing models and mechanisms for the generation, dissemination and adoption of Technology and Information. • Select the ‘dimensions’ and define desired scale: expanding services to more clients in a given geographical space. • Alternatively, interventions can also involve ‘horizontal’ and ‘vertical’ up-scaling. <p>Defining intermediate results: along the scaling up pathway, it is important that the intervention delivers intermediate results to help in evaluation on the learning pathway.</p> <ul style="list-style-type: none"> • Exploring the drivers and spaces of the pathway: important to identify and actively explore the major potential drivers and enabling conditions (spaces) that will allow the initiative to grow beyond the experimental or pilot stage. • Selecting operational modalities for scaling up and mobilizing the right partners: successful scaling up generally requires the development of multi-stakeholder partnerships. • Conducting <i>monitoring, evaluation, learning and impact assessment</i> (MELIA).

	<ul style="list-style-type: none"> • Develop and promote the availability and use of new varieties of drought tolerant, nationally enhanced or high-yielding seeds, promote methods to improve soil fertility, and increase the dissemination and adoption of climate-smart agriculture practices.
<p>Strengthen and scale up priority value chains (cereals such as sorghum, millet, rice, maize, and legumes; livestock, fisheries and aquaculture), including developing and disseminating approaches and technologies to enhance productivity and competitiveness.</p>	<ul style="list-style-type: none"> • Strengthen the capacity of all chapters to develop and disseminate new agricultural technologies and practices. • Target special needs of women farmers, processors and agro-entrepreneurs and professionals, to ensure they have equal opportunity to benefit from program activities. • Identify and increase avenues for successful youth participation in commercial agriculture (incubation centers).
<p>Key strategy 2:</p> <p>Promote market development and establishment of public private partnerships for enterprise and value chain development</p>	
<p>Specific strategies</p> <p>Promote end markets to provide farmers’ incentives to continue investing in productivity-enhancing technologies and practices.</p> <p>Promote partnerships with key public and private sector players, to facilitate relationships between farmers and buyers to ensure a market outlet.</p>	<ul style="list-style-type: none"> • Train actors to become suppliers of seed and other agri-inputs, finance, storage, and other services in order to obtain high quantity products. • Facilitate business relationships between input suppliers (including farmer seed producers, seed enterprises, large and small businesses, including importers, agro-dealers). • Build partnerships with key actors, such as fertilizer and seed companies, to facilitate relationships between input suppliers and agro-dealers and farmer end users.

KEY STRATEGY 1:	
INCREASED GENERATION, DISSEMINATION, USE AND ADOPTION OF IMPROVED T&IS IN COUNTRIES OF OUR OPERATIONS	
Key strategy 3: Support design of programs to demonstrate the impact of science, T&Is to meet the increasing demand for knowledge (about what works and how it can be scaled) on development outcomes.	
Specific strategies	Indicative interventions
Cultivate a learning culture, and make evaluations an on-going effort and share results with all stakeholders; support continual training, learning and practice of impact evaluations.	<ul style="list-style-type: none"> • Conduct cost benefit analysis for successful (high impact potential) T&Is. • Create and nurture knowledge sharing platforms on science, T&Is for impact in agricultural research for development. • Establish a community of practice for impact evaluations, and strengthen capacity for a critical mass of agricultural research scientists and experts.

Key strategy 4:	
Cultivate and nurture partnerships (networking mechanisms) with competent organizations and institutions (such as the International Food Policy Research Institute’s African Growth and Development Policy Modeling Consortium) for impact evaluations	
Specific strategy	Key interventions
Integrate impact evaluation in the design and implementation of interventions.	<ul style="list-style-type: none"> • Conduct ex-ante impact evaluations before the start of an intervention, define the counterfactuals and methods for mid and end point evaluations, or at the start of the project or funding cycle. • Explore and design cost effective valuation techniques for FPI activities in all countries, in collaboration with technical and development partners. • Elaborate plans for impact evaluations for all interventions and ensure they are adequately budgeted for and the human resources for doing the job are contracted in a timely manner

Key strategy 1:	
<p>The approach is underpinned by pooling resources around its chapters to engage in capacity strengthening in an integrated manner to the benefit of the -project region. This approach goes beyond formal training for research scientists and support staff and provision of physical resources.</p>	
Specific strategies	Indicative interventions
<p>1.1 Support all chapters in establishing a functional and interactive system to advance Science, technology and innovation for agricultural development and transformation.</p>	<ul style="list-style-type: none"> • Identify and prioritize key elements of capacity strengthening, drawing on findings of recent review. • Strengthen regional and international networking and partnerships to enhance capacity strengthening for Science, Technology and Innovation. • Empower stakeholders to think, articulate and collaborate effectively to create a multi-skilled cadre of motivated people capable and willing to work towards results delivery and impact.

Key Strategy 2:	
<p>Review existing (institutional set-up for effective collaboration, research programs, scientific capacities, staff and information exchange) and prepare time-bound and institutional development plans for each chapter to ensure that they deliver on their core mandate</p>	
Specific strategy	Key interventions
<p>2.1 Review the most effective options for establishing networks and developing a comprehensive strategy for the establishment of an inclusive network with other NGOs.</p>	<ul style="list-style-type: none"> • Organize an effective advocacy campaign to secure the active support of national and regional decision-makers, and of donors contributing to the funding of international research, and bilaterally with the FPI, to launch viable partnerships in priority areas to consolidate the establishment of centers to undertake joint strategic research programs with IARCs and ARIs. • Create and maintain a critical mass of expertise in different areas of competences.
<p>2.2 Enhancing and developing co-ordination.</p>	<ul style="list-style-type: none"> • Establish sustainable innovation platforms. • Enhance appropriate communication systems. • Develop effective partnership arrangements.

	<ul style="list-style-type: none"> • Foster a process of institutional strengthening and efficient institutional arrangements.
2.3 Creating and maintaining a minimum base of expertise in different areas.	<ul style="list-style-type: none"> • Strengthen bio-scientists' capacity to embrace socioeconomic aspects in their work. • Promote policies that attract expertise from the private sector. • Influence university curricula to address research needs in the regions of operations. • Provide support to weak chapters with limited comparative advantages. • Organize formal training of scientists linked to our projects for higher degrees to replace those who are retiring.

Key Strategy 2: Review existing policies (institutional set-up for effective collaboration, research programs, scientific capacities, staff and information exchange) and prepare time-bound and institutional development plans for each chapters to ensure that they deliver on their core mandate	
Specific strategy	Key interventions
2.4 Creating and maintaining management and institutional culture and environment that attracts and maintains qualified personnel.	<ul style="list-style-type: none"> • Encourage performance contracts for staff. • Conduct advocacy to improve budget allocation to agriculture/ research. • Develop change management capacity in chapters. • Establish revenue generating policies for agricultural research. • Review human resources policies for all chapters.
2.5 Developing competencies to implement effective scientific Innovations.	Trains FPI scientists to participate in innovation platforms and share experiences on best practices for adoption.
2.6 Capacity strengthening, knowledge sharing and networking for youth engagement in agriculture	Target youth in local communities and train them in entrepreneurial skills and business development services.

Key Strategy 1: Harnessing intelligence about possible futures to inform present day decision making processes and priority setting exercises in the Agri-food Research and Innovation System in agricultural research for development.	
Specific strategies	Indicative interventions
1 Identification of fundamental (basic) research and emerging T&Is likely to yield greatest economic and social benefits to target populations.	<ul style="list-style-type: none"> • Promote effective and inclusive processes to proactively think about the future, generate knowledge to inform agricultural research for development choices (different possible futures and related pathways). • Conduct special studies on the ‘futures of agriculture in Africa’ and create data bases on the evolution of key drivers of change in agriculture. • Understand drivers of agricultural research and development (the underlying forces of change, influences between trends and underlying forces, most critical and uncertain drivers of change). • Create scenarios (models of possible future worlds or state of agricultural research and development in Africa and the global economy; what are the issues in the news and what happened in the past that created this?). • Provide decision-support options through greater emphasis on foresight and anticipation (e.g. emerging pests – maize leaf necrotic disease, demographics/migration). • Synthesize insights and knowledge from current qualitative and quantitative foresight efforts on agricultural research in Africa to identify the most important interventions and investments with potentials for poverty reduction.
2. Support the development of individual and organizational foresight capacity in chapters in all countries	<ul style="list-style-type: none"> • Mobilize and empower researchers, academics and civil society to influence science, T&I policy and decision-making processes and related program implementation.

	<ul style="list-style-type: none"> • Build in-house foresight capacity to translate foresight into action on an on-going basis (communicate results, create an action agenda, create a knowledge management and an intelligence system and institutionalize strategic thinking). • Establish and nurture partnerships with FPI centers and other collaborating partners involved in global economic modeling.
Develop a strategic outline for facilitating the emergence of foresight capacity for agricultural development.	Strengthen capacity of community partners in foresight and anticipation using FPI facilities.

Key strategy 1:	
Promote engagement and effective participation of women and youth in the agri-food research and innovation system.	
Specific strategies	Indicative activities
Promote entrepreneurial spirit and effective partnerships among actors	<ul style="list-style-type: none"> • Strengthen individual and collective capacity in agricultural entrepreneurship in the areas of management, finance, human resources, marketing, and law, with training support from universities and specialized training centers. • Establish partnerships with the private sector to enable immersion of the youth in enterprises of their choice and benefit from professional support services. • Promote agribusiness through networking, labeling and facilitation of access to information on markets and enterprises.

Key strategy 2:	
Increased use of knowledge generated through research, and establishment of public private partnerships and creation of enabling conditions for agribusiness development	
Specific strategies	Indicative activities
Enhance capacity of all chapters to mainstream youth employment in agriculture.	<ul style="list-style-type: none"> • Establish incubation centers or upgrade existing ones and support them. • Develop modules for training, coaching and mentoring youths in agripreneurship development. • Promote agripreneurship start-ups and job creation.
Strengthen capacity of women and youth in value addition, agrifood research and extension, entrepreneurship, ICTs and knowledge management.	<ul style="list-style-type: none"> • Coordinate training programs for women and youth in value addition, agri-food research and extension, entrepreneurship, ICTs and knowledge management.

For more information about us follow and like us on our social media pages.

E-mail: farmerspride-int@outlook.com

Facebook: <https://web.facebook.com/farmerspride.int/>

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WhatsApp: <https://api.whatsapp.com/send?phone=+26773269606>

Mobile/Phone: [+26773269606](tel:+26773269606)