



2021-2028 STRATEGIC PLAN



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1. Background

1.1. About EAFF

The Eastern Africa Farmers Federation (EAFF) is a corporate members-based regional farmers' organization founded in 2001. It is registered in Kenya under the Societies Act, with country chapters in each of its member countries. EAFF's establishment was triggered by the development imperatives of the late 1990's and early 2000, especially the need to strengthen mechanisms for regional collective action. Specifically, the revival of the East African Community (EAC) and the focus on strengthening the Regional Economic Communities by the Africa Union provided an opportunity for farmer organizations to engage at regional level. Accordingly, EAFF's formation was championed by national farmers' organizations from Kenya, Tanzania, Uganda, Rwanda and DR Congo.

Following the successful establishment of EAFF, the organization developed and implemented its first strategic plan (2008-2011). Notable achievements during this period included



growing membership
from **7** organizations
to **22**



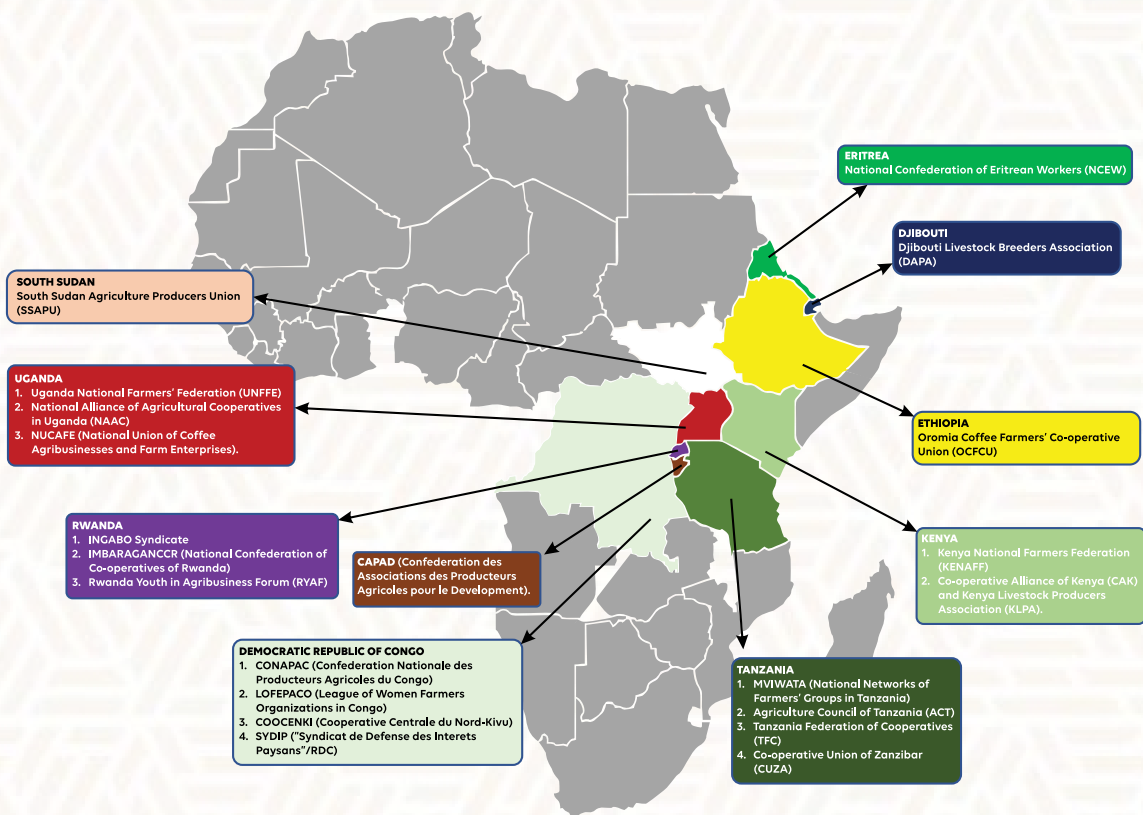
and expanding country
presence from **5** to **10**
countries.

Presently, EAFF membership comprises apex farmer associations at country level; co-operatives and commodity associations in **10 countries of Eastern Africa** namely;

Kenya, Uganda, Tanzania (Zanzibar), Rwanda, Burundi, Ethiopia, Djibouti, DR Congo, South Sudan and Eritrea.



The list of membership by country



1.2. Highlights of EAFF achievements to date

Besides the phenomenal growth in membership during the implementation of the 2008-2012 Strategic Plan (EAFF 1.0 Strategy), the organization established a functional secretariat with strong coordination capabilities. During the development of EAFF 2012-2020 Strategic Plan (EAFF 2.0 Strategy), stakeholders lauded the notable gains in building the organization brand as the voice of small holder farmers in Eastern Africa region. The farmer representation mandate was discharged effectively, resulting in EAFF being invited to sit on the governance bodies of ASARECA, FARA and RUFORUM, in addition to MOUs being signed with COMESA, IGAD and EAC.

Building on this momentum, the 2012-2020 Strategic Plan focused on two transformational objectives namely:

- Making significant contributions towards commercialization of the agricultural sector.
- Enhancing service delivery to members.

Accordingly, stakeholders crafted a vision, mission, goal and core functions to guide EAFF's investment priorities from 2012-2020.



Vision:

A Prosperous and cohesive farming community in Eastern Africa.



Mission:

To represent, lobby and advocate for Eastern Africa farmers' interests and build their capacities.



Goal:

To contribute towards improved rural livelihoods and alleviate poverty in the East Africa Region.

Core functions

- A** Regional farmer empowerment through lobbying and advocacy for pro poor policies.
- B** Facilitation of trade through promotion of regional integration and entrepreneurship.
- C** Enhancement of food security, food sovereignty and poverty alleviation.
- D** Information management through appropriate acquisition packaging and dissemination.
- E** Active engagement of women and youth in agricultural development.
- F** Natural resources and biodiversity conservation.

The following four pillars were consequently approved as the main drivers for the 2012-2020 Strategic plan:



The four pillars were framed as specific results areas to which EAFF would be held accountable at the end of EAFF 3.0 strategy implementation.

1. A dynamic regional platform for advocacy for policy development, implementation and accountability.
2. Functional and effective knowledge hub for farmer development.
3. Farmers transformed to become key actors in the value chains.
4. EAFF that is vibrant, self-sustained, effective and efficient as an organization.

Notably, stakeholders recognized the centrality of EAFF being a self-sustaining, effective and efficient organization to delivering on the other three mutually reinforcing result areas. Likewise, meaningful traction towards commercialization of agriculture would only be realized if farmers were empowered to become key actors in value chains (Fig. 1).

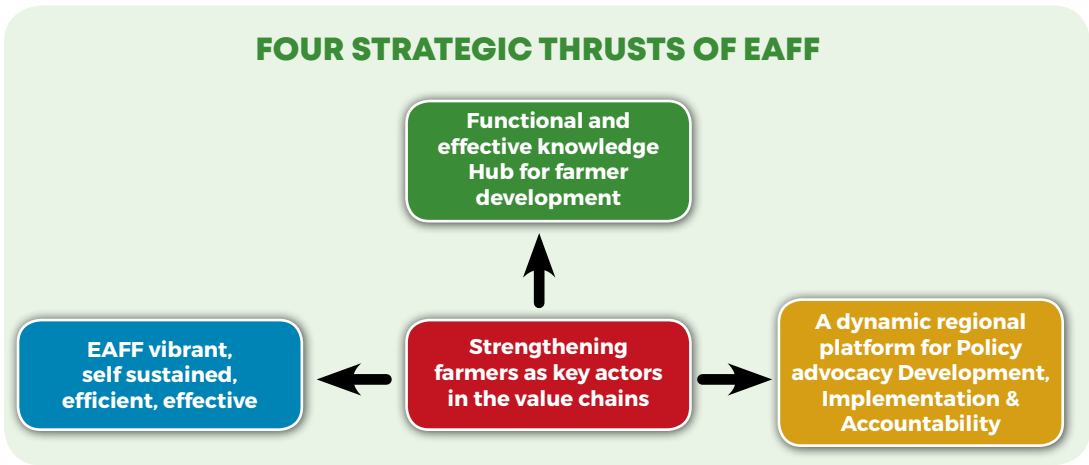


Figure 1: The 4 mutually reinforcing pillars of 2012-2020 strategic plan.
Source: EAFF 2012-2020 strategic plan.

EAFF's growth in clout as the voice of farmers in the region is notable. EAFF continues to influence matters agricultural development by serving as an implementation partner for regional organizations such as FARA and ASARECA, in addition to mobilizing resources for its own programmes and initiatives. Recognizing that the journey to self-reliance was always going to be a long one, EAFF continues to innovate around emerging opportunities in order to develop sustainable income streams.

The investments to enhance the delivery of economic services have generated some of the most significant achievements. The e-Granary platform evolved to serve both as a knowledge hub and a transaction facilitator. Simply put, by leveraging technology to enhance access to advisory services, inputs, finance and output markets, the e-Granary platform has served as a “vibrant crucible” from which critical lessons should emerge to inform the design of initiatives in the present strategy.

EAFF was actively engaged in policy reforms both at advocacy and implementation support level. Within the Comprehensive Africa Agriculture Development Programme (CAADP) Framework, EAFF contributed to the advancement of Maputo Declaration through advocacy and, the organization remains an active partner in the implementation of the Malabo Declaration initiatives. Through its programmes, EAFF continues to provide valuable input into regional trade agenda. Likewise, the organization was instrumental in driving policy reforms that govern agricultural cooperatives in the Eastern Africa region.

Going forward, EAFF will remain a key player in the implementation of the African Continental Free Trade Area (AfCFTA), and other policy reform initiatives that target the agricultural sector. In doing so, the engagement strategy should be informed by a lessons from past engagement in policy reforms and EAFF's comparative advantage as a regional farmers' organization with diverse membership.

EAFF set out to improve knowledge management through a variety of approaches; a notable one being that of synthesizing and repackaging of information in a more useable form by stakeholders. EAFF continues to leverage technology in order to enhance reach and relevance of content. Information packs on credit and financial literacy; structured trade; and agronomic for beans, maize, soya, among others, were developed and delivered through e-extension especially SMS and voice calls. The impact of this approach with respect to enhancing access, especially during the COVID-19 pandemic is notable. EAFF needs to build on these gains and less strategy.

The registration of a company limited by guarantee to carry out all commercial related activities and to develop a digital platform called e-Granary was a major milestone achievement. The 2019 annual report reveals that the Platform:

- Facilitated value addition, use of technology, access to markets and affordable financial services.
- Facilitated the mobilization of farmers to access loans and to aggregate their produce for markets.
- Fostered the use of e-extension by sending relevant information to the registered farmers.

There is a strong justification for taking the e-Granary concept to scale, based on these observations, and the detailed ex-ante analysis report on the business case for its privatization. Some of the emerging opportunities for enhancing the functionality of the Platform include the following.

- Creation of a database on farmer profiles that would facilitate targeting of interventions, including detailed profiles of farmers to support evaluation of credit worthiness.
- Trends on farmer information needs to guide packaging of content, medium of transmission and timeliness of delivery.
- An efficient and effective knowledge hub: source of real time, downscaled reliable information for timely decision making by value chain actors.
- Virtual platform for matching demand and supply thereby increasing the efficiency of input and output markets.
- A virtual payment platform.



Further interrogation of the data and information on the e-Granary platform should speak to the following strategic learning questions.

On market access: If the platform facilitated access to demand sinks that were more remunerative and reliable? (Timely delivery of quality services, mechanization, extension)

On input loans: If the platform played a significant intermediation role by facilitating access to more affordable input loans, and whether this facilitated timely access to the optimal quantity and quality of inputs?

On insurance services: The extent to which the insurance services changed farmers' risk preference (behavior).

The other key strategic learning question is the extent to which the investments made during the 2.0 strategy implementation strengthened farmers as key actors in agricultural value chains, and placed small-holder farming units on the path to transformation into profitable enterprises.

Finally, enhancing the capacity of EAFF to discharge its mandate was a key investment thrust area in the EAFF 2.0 Strategy. EAFF deployed an Organizational Capacity Assessment tool that revealed specific capacity gaps across the EAFF membership fraternity. Subsequent investments in organizational capacity development improved member organizations' capacity to raise their own funds for example. Likewise, EAFF Secretariat was able to recruit and develop skills of key staff although a number of them have since moved onto more remunerative employment opportunities with other organizations. Nonetheless, EAFF has developed strong management systems and continues to attract funding from a variety of development partners and other regional agricultural development organizations.



2.0 Formulating the 2022-2028 Strategic Plan

2.1 Emerging imperatives shaping agricultural development

2.1.1 Recasting the transformational promise of small-holder agriculture

Agriculture will continue to dominate Africa's economic transformation discourse. Even though past agricultural development initiatives may not have delivered on the sector's transformational promise, few if any alternative pathways offer realistic prospects for widespread inclusive economic growth. Agricultural development practice needs to embrace lessons from the seemingly sub-optimal outcomes of previous investments, and leverage the emerging opportunities from technological advancements of our time.

That small holder system focused agricultural transformation is what Africa needs, given that most of the workforce is currently employed in small-scale farming and along agricultural value chains is not in doubt. However, the much celebrated small-holder agriculture as currently practiced is not delivering the expected transformational benefits and must therefore shift rapidly from limited productivity and low social status to high productivity with recognized business opportunities for improving livelihoods.

"Smallholder farms must become modern, integrated and well supported to achieve production and processing of food, agricultural products and farming inputs at scale. The African Development Bank will strongly support FARA, farmers' organizations and the private sector to expand and sustain the success stories of Africa's agriculture". President, African Development Bank, November 2020.

Similar sentiments were expressed by EAFF stakeholders during a recent convening to elicit farmers' perspective on food system transformation and how farmer organizations and companies could join forces to transform the food system. The stakeholders observed that food systems transformation will only occur when farming is presented as a viable and attractive livelihood opportunity, particularly for women and youth. For this to happen, there should be greater cooperation between farmer cooperatives and the private sector. In sum, in order to offer attractive employment and livelihood opportunities, farms and the practice of farming will have to be quite different from what we are familiar with presently.

2.2.2 Efficient domestic food markets deliver on both food security and economic prosperity

Africa’s demand for food will continue to grow, given the patterns of urbanizations and population growth. Figures 2 and 3 underscore the significant role of markets in Africa’s food systems. Save for Mozambique, the majority of the population in Côte d’Ivoire, Kenya, and Uganda purchase their food (Fig.2). Likewise, 42% of poor households living on 0-2 USD per day in Eastern and Southern Africa source their food from the market, either as unprocessed or processed; not surprisingly, 87% of the poor urban dwellers obtain their food from the market (Fig. 3). Accordingly, improving the functionality and efficiency of domestic food markets should deliver affordable, safe and nutritious foods to the poor.

Globally, agribusiness accounts for a big proportion of global value added in all agricultural value chains and from the foregoing, the market remains a key intermediation mechanism for producers, traders and consumers. According to the World Bank (2013), the ratio of value added in agribusiness to that in farming is 2 in transforming countries and 3.3 in urbanized Latin American countries. In the case of agricultural based countries (including EAFF member countries), this ration is 0.6; a pointer to the huge potential for improving the welfare of agricultural value chain actors through value addition.

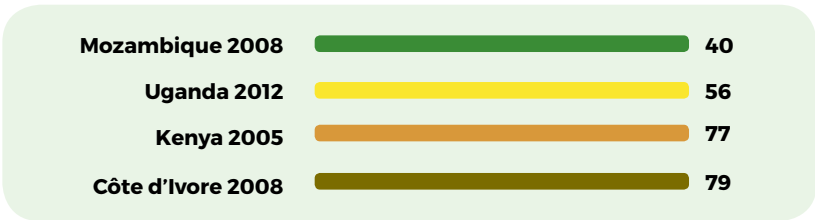


Figure 2: Proportion of households sourcing their food from the market. Source: Adapted from GAIN 2016.

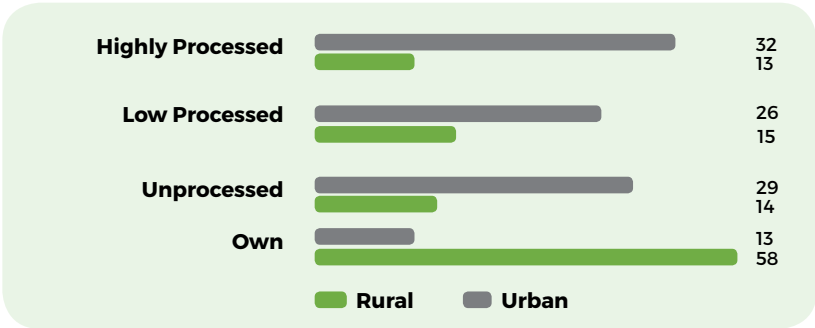


Figure 3: Sources of food for poor households living on 0-2USD/day. Source: Adapted from Gain 2016.

Figure 4 reveals that primary production accounts for 15 % of the global value added in agricultural value chains, compared to processing and retail at 22% and 25% respectively.



Figure 4: Global value added in agricultural value chains.
Source: Adapted from Brookfield Agriculture Group 2010.

The majority of agricultural value chain actors in Africa comprise mostly micro, small and medium enterprises (small holder production units included). These micro and small enterprise dominate the informal chains serving the low-income domestic market where market intermediaries transact through unstructured local markets; there are formal chains dominated by medium to large scale enterprises that process outputs for the middle and high-income domestic market, and for export. Accordingly, in addition to improvements in farm level productivity (farming), logistics, processing and retail segments of agricultural value chains offer real growth opportunities for agribusinesses. Instructively, the Malabo Declaration identified the need for a more concerted effort towards the development of Africa’s agro processing capacity.

“Concerned that there is limited progress made in agro-industries and agribusiness development, which hampers value addition and competitiveness of our products in trade both local, regional, and international; and undermines the potential of the sector in transformation and generation of gainful employment opportunities for the growing African youth and women.”

Malabo Declaration, 2014.

2.2.3 Opportunities from global movement on digitization

Digital tools and platforms provide a great opportunity for consolidating the gains from EAFF 2.0 strategy and addressing both the outstanding and emerging challenges to transforming smallholder agriculture into a viable and

attractive livelihood opportunity. The e-GRANARY Pilot has served as a critical Proof of Concept, generating key lessons and opportunities for scaling. The platform has created an ecosystem that facilitates timely interaction of actors in agricultural value chains. More importantly, this ecosystem has enabled small holder production units to gain access to structured markets thereby enhancing inclusivity. Going forward, there is need for additional investment to improve the digital literacy of small-holder farmers. Delivery of information through USSD system has limitations and given that many small holder farmers do not own smart phones, they could easily miss out on digital revolution.

2.2.4 Emerging threats to transformation of small-holder agriculture

The persistent threat from climate change continues to erect additional barriers to Africa's agriculture transformation endeavors; this is especially the case for small framing holder segment. The weather patterns have become more unpredictable thereby compromising the viability of existing productivity enhancing technologies (varieties, breeds, fertilizers). Likewise, farmer information needs have changed significantly, rendering the traditional extension messages (content) and in some cases, medium of delivery, irrelevant. In addition, the small holder system is increasingly vulnerable to emerging pests and diseases. Threats from panzootics such as Covid-19 and Avian Influenza not only undermine livelihoods directly, they have indirect effects through constraining trade for example.

Much as global and regional agendas continue to advocate for policies that are favorable to agriculture, the gains have been rather modest. Widespread appreciation of the need for consistency in formulation and implementation of enabling policies for agricultural transformation remains a challenge in Africa; there is indeed ample evidence of an ever-increasing tendency to revert back to the bad policies of the 1980's and before.

The developed world continues to keep in place protectionist policies that limit access to their markets. Likewise, food safety and food quality concerns are increasingly featuring as non-tariff barriers to global food trade. Additionally, the recent outbreak of Covid-19 pandemic continues to evoke the food nationalism reaction from a number of nations, eroding further the modest gains from regional and global food trade initiatives.

The foregoing review on emerging imperatives that should shape EAFF 3.0 Strategy is by no means exhaustive. Nonetheless, it provides ample evidence on relevance of the EAFF 2.0 strategic investment areas and a justification for building on the gains from its implementation.

2.2.5. Views from EAFF Stakeholders

During the Naivasha III meeting, the stakeholders recommended that the 4 strategic pillars in the EAFF 2.0 strategy should be left intact and climate change added as a stand-alone pillar. The convening also recommended a deeper engagement in advocacy for regional trade, especially given the emerging opportunities from the African Continental Free Trade Area (AfCFTA). Another notable suggestion was that of changing knowledge management pillar to knowledge capitalization; a pointer to the appreciation of the emerging dynamics around demand for knowledge and information needs.

Consultations with the EAFF Board members and members associations highlighted the following priorities.

- Building on the gains to date, economic services delivery should be the main focus of the 2021-2028 strategic plan (EAFF 3.0 Strategy). The commodity focus should be diversified to include other enterprises such as livestock as opposed to the current attention to crops.
- The EAFF 3.0 Strategy should continue to prioritize institutional development of its member organizations. The focus should be on nudging the national member organizations towards commercialization. EAFF should also conduct regular organizational capacity assessment to evaluate NFOs sustainability.
- Much as the EAFF membership comprise small, medium and large-scale farming units, EAFF 3.0 strategy should continue to focus on the small holder segment.
- All of the EAFF 3.0 programmes/ investments should have a component on climate smart agriculture.
- EAFF's representation mandate as the voice of farmers in agricultural policy discourse should remain as prominent as possible.

In sum, the stakeholders would like EAFF 3.0 Strategy to build on the ongoing initiatives by drawing key lessons from implementation progress and the need to leverage opportunities from the emerging global agendas on agricultural development.



3.0 From strengthened farmers as key actors in the value chains to commercially viable smallholder farming units

3.1. Framing the 2021-2028 Strategic goals

Commercialization of smallholder production units has been at the core of the EAFF 2.0 strategy. The primary goal was to create inclusivity in value chains. The key strategy was to promote aggregation in order to enhance smallholder farmers' access to; more remunerative and reliable output markets, certified quality inputs, affordable finance and de-risking products and, services including mechanization, warehousing and storage. The thematic thrust for achieving this goal was that of strengthening farmers as key actors in the value chain. Worthy of note was the recognition of value chains as the entry points for harnessing diversity of production and distribution opportunities for smallholder farmers. The key performance targets to move 20% of members from farm gate sales to bulking by 2020 through aggregation. In order to deliver on this model EAFF had to:

- Ensure that the policy environment supports EAFF endeavors.
- Develop strategic partnerships to strengthen farmers as strong value chain actors.
- Make EAFF a knowledge hub.

Following stakeholder consultations and the review of literature on emerging agricultural development discourse, it is clearly evident that the goal of transforming smallholder agricultural production units into viable commercial enterprises that generate widespread benefits to society requires additional investments. EAFF remains a key player in this endeavor. The primary objective the EAFF 2021-2028 Strategic Plan, in line with vision for prosperity and cohesiveness, is to transform small holder agriculture into a rewarding investment opportunity.

This strategic objective serves as a logical “destination” small holder framers who have been empowered to participate in value chains. Two key attributes of viable small holder units are that they should generate decent returns on investment to attract the educated youth and reasonably priced credit from commercial lenders.

In order to realize this strategic objective, elements of the 2012-2020 strategic pillars are maintained but better aligned to the emerging opportunities. The new pillars are anchored on 5 mutually reinforcing themes namely;

- Taking the concept of aggregation in use to scale.
- Leveraging digital technology.
- Taking provision of economic services to scale.
- Advocating for supportive policies.
- Improving capacity of members to discharge their representation mandate.

3.5.5. Framing the strategic pillars as a key results to be delivered by 2028

Strategic Objective/ Purpose:

A large proportion of smallholder farming units transformed into profitable enterprises.

Intermediate Result/Output 1:

Farmer collectives as vehicles for aggregation in use to generate economies of scale and scope developed and taken to scale.

Intermediate Result/Output 2:

Information and communication technology platforms serving as knowledge hubs developed and taken to scale.

Intermediate Result/Output 3:

Digital platforms as facilitators of commercial transactions developed and taken to scale.

Intermediate Result/Output 4:

Capacity of EAFF, national and sub-national member organizations to provide economic services to their members; and implementation support to partners improved.

Intermediate Result/Output 5:

Capacity of EAFF, national and sub-national member organizations to discharge their representation mandate through policy advocacy improved.

3.2 Specific investment areas

3.2.1 Developing farmer collectives as vehicles for generating economies of scale and scope

This investment area advances the aggregation agenda, focusing on putting into practice the concept of aggregation in use. Undeniably, the performance of agricultural producer cooperatives in sub-Saharan Africa remains a major subject of debate. There is nonetheless an emerging consensus on strategies

for strengthening governance and management capacity of these cooperatives. Likewise, implementing policy reforms that provide incentives for aggregation in use could transform the existing producer cooperatives into viable commercial enterprises.

By way of example, at production level, dairy farmers practicing the stall feeding (zero-grazing) production model who typically keep 2-3 animals could pool their primary asset (cows) in order to benefit from the necessary economies of scale in production. Accordingly, a group of 20 farmers would have 80 animals with appropriate genetic merit with at least 50 in production at any given time. This business model would warrant additional investments in hired labour and professional management. The individual livestock owners would be shareholders in a well-capitalized business; an attractive client for commercial lending when evaluated by the standard key performance indicators derived from best practice guidelines.

Accordingly, the primary objective of this investment thrust is to strengthen the aggregation capacity of existing farmer associations around specific value chains. The thrust will also reach out to youth and women agri-food based associations.

Expected Results

- Emergence and endurance of innovative models of collective action, ranging from investment clubs, companies to traditional producer cooperatives.
- Viable associations/cooperatives engaged in production, processing and marketing around traditional and non-traditional value chains.

Some of the activities to deliver on the above include but not limited to the following.

- Building on the ongoing EAFF initiative on strengthening cooperatives, take to scale the best practice governance and management models.
- Conduct targeted capacity assessment to identify gaps and opportunities for engagement in commercial activities.
- Promote the SACCO, investment club and other scalable aggregation in use models, especially among the youth collectives.
- Identify and implement viable commercial activities as part of economic services provision endeavor.

3.2.2 Leveraging information and communication technology to deliver knowledge and information at scale

This investment aims to take the knowledge hub pilot to scale, especially as a platform for responding to the knowledge and information needs of value chain actors. The digital knowledge hub will serve as an active database (of registered farmers and other value chain actors) as well as a knowledge and information portal. The functionality of the portal could be diversified to include an open access and a subscription window. From a functionality standpoint, both the open access and subscription windows should provide relevant disaggregated information that responds to the needs of value chain actors. The open access window will also provide typical public goods type information; providing attractive incentives for the public sectors and development partners financial support.

In addition to the above, this portal should serve as a dissemination medium and a learning platform for EAFF. Information on best practices for supporting agricultural development including design and implementation should be uploaded on this portal. Likewise, portal will serve as medium for showcasing and creating public awareness on key achievements from EAFF's investments. The main objective of this thrust is to increase agricultural development practitioners' and value chain actors' access to relevant data and information by mainstreaming the use of digital technology.

Expected Results.

- Smallholder farmers and other agri-food value chain actors (have timely access to relevant and down-scaled information on seeds, fertilizer, commodity prices, weather, availability of credit, supply outlook, demand for inputs, among others.
- Agricultural development practitioners have better information to help them design and implement impactful programmes.
- EAFF's achievements and lessons are available to all its stakeholders.

Some of the activities to deliver on the above include but not limited to the following.

- Building on the existing knowledge hub and the experience operating the e-Granary, establish an integrated open access digital knowledge and information hub infrastructure. The hub should be cascaded to national and sub-national membership levels.
- Building on the existing knowledge hub and the experience operating the e-Granary, develop and implement a sustainable framework and plan for populating the knowledge hub with relevant data and information.

- Supporting a digital literacy initiative for small holder farmers and other member organizations.

3.2.3 Developing and scaling digital platforms as commercial transaction facilitators

This investment thrust aims to take the e-Granary pilot to scale by building on achievements and lessons from its market intermediation function. As indicated in the previous section, the digital platform will have both an open access and a subscription window. The subscription window should be modelled to provide the typical club goods type information to members, thereby fostering and advancing EAFF's commercialization agenda. This window should contain readily usable information to support commercial transactions including; producer attributes, anticipated production levels, demand for inputs, quantities and quality demanded by aggregators, producer risk profile among others. The platform should also be decentralized and managed at individual country level. In this schema, EAFF could hold the franchise and charge a management fee for its technical support.

The objective of this thrust is to enhance the small holder engagement and prominence in the different value chains

Expected Results

- e-Granary platform taken to scale, decentralized and managed by National Farmer organizations (NFOs) and other competent private franchisees.
- e-Granary integrated into the existing market systems (e-Soko, forward contracting warehouse receipt system).
- e-Granary facilitating increasing numbers of virtual transactions between small holder producers and; produce off-takers, agricultural credit suppliers, input dealers among others. Simply put, e-Granary platform serving as "one stop intermediation shop" for commercial transactions.

Some of the activities to deliver on the above include but not limited to the following.

- Stock taking of the current e-Granary system to identify gaps and opportunities for improvement, especially the review of business delivery model as it will vary across country and value.
- Finalizing and implementing the decentralization strategy including identification of potential strategic investment partners and franchisees.
- Conducting a readiness assessment and building the capacity of national and sub-national members organizations to participate in the implementation of the decentralized system.

3.2.4. Strengthening the capacity of EAFF, national and sub-national member organizations to provide economic services

This investment thrust aims to improve EAFF, national and sub-national member organizations' capacity to provide economic services. As indicated earlier, strengthening small holder farmers' participation in value chains through provision of economic services has been a key pillar in the EAFF 2.0 strategy. Consultations with stakeholders during the development of the present strategy revealed a number of potential diversification opportunities. Member organizations could venture into provision of SACCO type financial services, logistics, processing and retail especially after benefitting from the capacity development initiatives on improving their governance and management systems.

One positive outcome from the Structural Adjustment Programmes was the push to have private sector entities deliver public goods services such as agricultural extension/advisory. Well managed farmer organizations stand a good chance of being candidates for provision of these services; some of the proposed thrusts in the present strategy (on use of digital technology to disseminate information and as transaction facilitator) aim to prepare EAFF for this opportunity. Likewise, some of the development partners are investing in local organizations (through capacity building) in order to prepare them for a future role as implementation partners¹. EAFF and its member organizations should position themselves to take advantage of this emerging opportunity.

Emerging disruptions from panzootics such as COVID 19 and the long-standing threat from climate change continue to undermine livelihood opportunities for smallholders. Accordingly, building resilience of smallholders should be part and parcel of approaches to transforming smallholder agriculture. Innovations around embedding mitigation strategies within (or alongside) economic services provision is likely to generate the desired transformational impact. EAFF and its member organizations should build on the experience from participating in climate change adaption and other resilience building initiatives to develop grassroots level programmes as implementation partners. Opportunities include being part of the implementation entities for the Covid-19 economic recovery facility, private sector delivery of green and blue economy initiatives, women and youth in agriculture programmes and African Continental Free Trade Area Agenda.

Three low-hanging-fruit type opportunities for partnering with other agricultural development actors include grants management, advisory services and financial services.

¹ The USAID Keya Mission is doing this through a programme called the Journey to Self-Reliance.

Grants Management:

EAFF Secretariat has been supporting the implementation of activities through sub-grants. This role could be elevation to that of managing grants especially given the well-developed management systems. EAFF Secretariat should therefore invest in enhancing capacity for this role.

Agricultural Finance:

An emerging lesson the e-Granary ecosystem is the opportunity for improving assessment and pricing of risk based on the information contained in the platform. EAFF could partner with both bank and non-bank financial institutions to structure and manage tailor-made products for SMMEs in the agri-food sector. Accordingly, EAFF needs additional investment in capacity to deliver on this function.

Provision of Advisory Services:

EAFF has been providing targeted information to its members including through the e-extension. Building on this experience and given its network of member organizations at national and sub-national level, EAFF should evolve into one of the go-to extension agricultural advisory service providers.

The primary objective is this thrust is to develop the capability of farmer organizations to implement or to provide implementation support to smallholder targeted disruptive agricultural development initiatives.



Expected Results

- EAFF Secretariat and member organizations are providing grants management, financial and advisory services in support of the broader agricultural development agenda.
- Farmer organizations providing a range of required economic services to their members.
- Farmer organizations have diversified portfolio of income streams thereby generating sufficient surpluses to support their operations, in addition to grants from emerging initiatives such as climate finance.
- Farmer organizations supporting the implementation of a range of public goods type initiatives, including but not limited to climate smart agriculture, youth and women empowerment, risk guarantee and other initiatives.

Some of the activities to deliver on the above include but not limited to the following.

- Undertaking a capacity needs assessment, building on the ongoing initiatives.
- Developing and implementing targeted capacity strengthening plans, building on the ongoing capacity development initiatives.
- Putting together a compelling implementation support partnership value proposition to the development partners, the public and private sectors.

3.2.5 Improving the policy advocacy and engagement capacity of EAFF, national and sub-national member organizations

This investment thrust aims to improve the engagement and advocacy capacity of national and sub-national member organizations. Whilst, the advocacy capacity of the regional apex body is manifest in PAFO and EAFF's presence and influence across regional and international agricultural development discourse; that of national and sub-national farmer organizations is less visible. More importantly, effective advocacy should be informed by use of credible and appropriately packaged data and information. The proposed evolution of the Knowledge-Hub in the present strategy should enhance the availability of quality data and information at national and sub-national levels. Likewise, some of the activities that aim to build the capacity of member organizations to provide economic services should open up new opportunities for engagement. The primary objective of this thrust is to develop the capability of EAFF and member organizations to assemble and package relevant data and information in order to support the delivery of compelling arguments that influence change (especially policy change).

Expected Results.

- EAFF using credible data and information to in their policy advocacy endeavors.
- National and sub-national EAFF member organizations using credible data and information in their advocacy endeavors.
- National and sub-national EAFF member organizations are actively discharging their representation mandate by being the champions of farmer interest at sub-national and national levels.

Some of the activities to deliver on the above include but not limited to the following.

- Developing an advocacy strategy for EAFF and the member organizations.
- Identification of data and information needs for effective advocacy, including sources and the necessary partnership arrangements for acquisition and packaging.
- Implementing a capacity development plan that is informed by the advocacy strategy.

3.3. Implementation modalities and guiding principles

- EAFF operates through the subsidiarity principle. Accordingly, most of the investments and implementation will take place at national and sub-national levels. EAFF secretariat will focus on supporting and coordinating resource mobilization, and providing technical backstopping to national and subnational members.
- All of the capacity development initiatives will be anchored on competency-based approaches. Accordingly, the capacity development objective will be achieved through learning and building adaptation capacity during the implementation process.
- In keeping with the current practice, partnerships are key to EAFF's delivery model. The investment programmes will leverage expertise and competencies from both legacy and new partnership arrangements. In addition, EAFF will continue to invest in targeted skills development and talent acquisition on a need to basis.
- Results measurement comprising performance monitoring and impact evaluation will be anchored on a robust theory of change and the implementation of an integrated data capture, analysis and reporting framework.

3.4 The EAFF 3.0 Strategy theory of change

Change area or theory	Main level of change	Key actors	Status at start point	Assumptions
Small holder farming units transformed into profitable business enterprises.	10 EAFF member countries at national level.	EAFF Secretariat, national and sub-national member organizations, public and private sector partners.	Current efforts to integrate small holder producers into formal value chains through aggregation has not resulted in sufficiently large number of profitable small holder farming units.	Small holder led agricultural transformation offers the most viable pathway to widespread poverty reduction and rural transformation.
What EAFF does	Together with (partners)	So that (short-term change)	leading to medium-term change	and finally, long term change
Facilitate the development of farmer collectives as vehicles for generating economies of scale and scope.	National and sub-national member organizations, private sector, development partners, the public sector, contracted service providers and individual value chain actors.	Small holder farmers mobilized and sensitized to the benefits of aggregation -in -use/pooling resources as opposed to operating as isolated entities.	Emergence and increase in variety of small holder producer and other agri-food sector collectives with strong management and governance systems.	Agri-food sector collectives operating as viable commercial enterprises thereby generating better returns on investment to individual small holder members organizations.
Facilitate the development of digital platforms as knowledge hubs.	National and sub-national member organizations, private sector, development partners, the public sector, contracted service providers and individual value chain actors.	EAFF knowledge hub is developed into an integrated open access digital platform with appropriate backend and customer facing functionalities.	The digital hub is populated with relevant data and information and; the public sector and development partners are investing in it to provide e-extension and other public goods type advisory services.	Stakeholders in the agri-food sector have improved access to relevant data and information in a timely fashion to guide investment decisions.

Facilitate the development of digital platforms as transaction facilitators	National and sub-national member organizations, private sector, development partners, the public sector, government and contracted service providers and individual value chain actors.	e-Granary platform is transformed to a commercially viable subscription platform.	e-Granary operating as a commercial digital platform and decentralized to national and sub-national levels using a franchising model.	Stakeholders in the agri-food sector conducting commercial transactions at a lower cost thereby increasing their returns on investments.
Facilitating the strengthening of national and sub-national member organizations' capacity to provide economic services	National and sub-national member organizations, private sector, development partners, the public sector, contracted service providers and individual value chain actors.	National and sub-national member organizations have improved their capacity to provide economic services to members and other partners.	National and sub-national member organizations are transformed into commercially viable entities that provide a range of economic services to members and implementation support to partners.	Stakeholders in the agri-food sector benefitting from improved economic services, thereby increasing their returns on investments
Facilitating the development of advocacy and engagement capacity of national and sub-national member organizations	National and sub-national member organizations, private sector, think tanks, international and local research organizations, development partners, the public sector and contracted service providers.	National and sub-national member organizations have improved their capacity for engagement and advocacy at national and sub-national levels.	National and sub-national member organizations are actively discharging their representation mandate at national and sub-national levels.	Stakeholders in the agri-food sector are benefitting from outcomes of robust advocacy and engagement thereby realizing increased returns on their investment.

3.5 The EAFF 3.0 Strategy Results Framework

RESULT	STANDARD PERFORMANCE INDICATORS
Strategic Objective/ Purpose : A large proportion of smallholder farming units transformed into profitable enterprises	• Increase in enterprise net margins • Increase in land and labour productivity • Increase in jobs created
Intermediate Result/Output 1: Farmer collectives as vehicles for aggregation in use to generate economies of scale and scope developed and taken to scale	• Increase in number of collectives including youth and women based • Increase in quantity of marketed produce from collectives • Increase in operating profit of collectives
Intermediate Result/Output 2: Information and communication technology platforms serving as knowledge hubs developed and taken to scale	• Increase in targeted information uploaded on the platform • Increase in number of stakeholders accessing information from the platform
Intermediate Result/Output 3: Digital platforms as facilitators of commercial transactions developed and taken to scale	• Increase in number of small holder farmers and other SMEs transacting through the e-Granary platform • Increase in number of transactions through the e-Granary platform • Decrease in cost of transacting business through the e-Granary platform
Intermediate Result/Output 4: Capacity of EAFF, national and sub-national member organizations to provide economic services to their members and implementation support to partners improved	• Increase in number of economic services to members • Increase in number of agricultural development programmes implemented by EAFF and its members • Increase in number and diversity of income streams • Increase in operating surplus of EAFF and its members
Intermediate Result/Output 5: Capacity of EAFF, national and sub-national member organizations to discharge their representation mandate through policy advocacy improved	• Increase in use of up-to-date data and information for policy advocacy • Increase in number of policies advocated for by EAFF member organizations at national and sub-national level



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