



Vi Agroforestry Strategy 2017-2021

By 2021, smallholder farmer families in Sub-Saharan Africa will have sustainably improved their livelihoods through increased climate change resilience, food security, higher incomes, and greater equality between women and men.

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DEFINITION OF AGROFORESTRY

An agricultural system where perennial woody plants (trees and shrubs) are integrated with crops and/or rearing of animals within an area of land.

Agroforestry has both ecological, social and economic benefits. Agroforestry can provide farming families with the 'five Fs': Food, Fuel, Fodder, Finance and Fertility, while improving biodiversity.

Front Cover: The Masese family in Rorya, Tanzania is one of the hundreds of thousands of smallholder farmer families in Sub-Saharan Africa dependent on agriculture for food and income. Today they are facing the effects of climate change, but agroforestry is helping to increase their resilience. **Photo:** Linda Andersson

Roadmap 2030

Vi Agroforestry's vision - a sustainable environment that enables women and men living in poverty to improve their lives - cannot be achieved in isolation. Vi Agroforestry works together with farmers and their organisations, governments, corporations and many others to achieve its vision. To further increase efficiency, Vi Agroforestry has also aligned its strategic targets with the Sustainable Development Goals (SDGs).

Vi Agroforestry has chosen to focus on five of the 17 SDGs. These global goals, together with others, will guide Vi Agroforestry's work up until 2030. Vi Agroforestry's contribution to the attainment of the SDGs will be defined in the strategies for this period, beginning with this strategy for 2017-2021. The current strategy will be evaluated and followed up with a new strategy for 2022-2026, and a final strategy relating to the SDGs will be developed for 2027-2030.

The SDGs are addressed through Vi Agroforestry's working areas, Vi Agroforestry's overall objective for 2017-2021 and the strategic targets supporting it. The strategic targets will be described in detail in annual work plans for all parts of the organisation.

VI AGROFORESTRY'S VISION

A sustainable environment that enables women and men living in poverty to improve their lives.

VI AGROFORESTRY'S MISSION

Fighting poverty and climate change – together. Through agroforestry and strengthening of farmers' organisations, to empower smallholder farmer families to reduce poverty, hunger, and deforestation, and contribute to increased biodiversity.

TARGET GROUP

Smallholder farmer families living in poverty, with a special focus on women, youth and children, who are members or potential members of democratic farmers' organisations, in areas vulnerable to climate change in Sub-Saharan Africa.

Dovyalis caffra or Kei Apple is an agroforestry tree providing nutritious fruits but also valuable forage for bees. These seedlings can be found at the Agroforestry Training Centre in Kenya.



Five selected Sustainable Development Goals

SDG ¹	SDG TARGETS	SDG INDICATOR
 <p>1 NO POVERTY</p> <p>End poverty in all its forms everywhere.</p>	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p>	<p>1.4.1 Proportion of the population living in households with access to basic services.*</p>
 <p>2 ZERO HUNGER</p> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p>	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.</p>	<p>2.3.1 Volume of production per labor unit by classes of farming/ pastoral/ forestry enterprise size.</p>
	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.</p>	<p>2.4.1 Percentage of agricultural area under sustainable agricultural practices.*</p>
 <p>5 GENDER EQUALITY</p> <p>Achieve gender equality and empower all women and girls.</p>	<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<p>5.5.2 Proportion of women in managerial positions.</p>
 <p>13 CLIMATE ACTION</p> <p>Take urgent action to combat climate change and its impacts.</p>	<p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula.*</p>
 <p>15 LIFE ON LAND</p> <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>	<p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p>	<p>15.2.2 Net permanent forest loss.</p>

¹ SDGs, targets and indicators are as per the UN definition. The indicators with a * are under development as per August 2016. <http://unstats.un.org/sdgs/metadata/>

Strategic targets 2017-2021

Future Statement

By 2021, Vi Agroforestry will be the partner of choice in agroforestry and sustainable agriculture, providing strong links between research and results. Vi Agroforestry will be a uniting actor in policy development on forestry, agroforestry and sustainable agriculture in the countries in which it operates in Sub-Saharan Africa. Vi Agroforestry will be a strong force in Sweden in setting the agenda for development work in the agriculture sector and climate change issues.

OBJECTIVES AND TARGETS:	MEASURED BY:
<p>OBJECTIVE FOR 2017 -2021 Sustainably improved livelihoods for small-holder farmer families in Sub-Saharan Africa through increased climate change resilience, food security, higher incomes and greater equality between women and men.</p>	<ul style="list-style-type: none"> ■ Proportion of the population living in households with access to basic services*² ■ Proportion of women and men living below the national poverty line*² (proportions shown separately for women and men) ■ Net permanent forest loss in the countries of operations*²
STRATEGIC TARGETS	
<p>1 Increased Vi Agroforestry's organisational capacity to become the go-to expert and organisation for funding agroforestry and climate change development cooperation in Sub-Saharan Africa.</p>	<ul style="list-style-type: none"> ■ External funding increased by 30% from individuals, corporations and from carbon offsetting, and increased funding from public agencies and organisations ■ Brand awareness in Sweden increased (to 45% knowing about Vi Agroforestry) ■ Media coverage increased via journalists asking Vi Agroforestry for interviews (to 10%) ■ Quality management and knowledge management systems implemented throughout the organisation ■ Expertise, knowledge requirements and development an integral part of long-term and annual planning
<p>2 Democratic and sustainable practices incorporated in farmers' organisations, and organisations efficiently deliver services to their members and to the future generation of farmers.</p>	<ul style="list-style-type: none"> ■ Increase in performance assessment score of farmers' organisations*³ ■ Reduction of partner dependency on Vi Agroforestry funding*³ ■ Networking platforms established involving partners and other stakeholders
<p>3 Increased agricultural productivity and income of smallholder farmers through sustainable agricultural production (with environmental, economic and social benefits), with increased access to inputs, markets and value addition.</p>	<ul style="list-style-type: none"> ■ Increase in volume of production per labour unit*³ ■ Increase in average income of smallholder farmer families*³ ■ Increase of agricultural area farmed using sustainable methods*³ ■ 30 million agroforestry trees planted ■ Increase in farmers' organisations involved in value addition or collective marketing
<p>4 Greater participation of women and young people in leadership and decision-making at both household and partner organisation level.</p>	<ul style="list-style-type: none"> ■ Increase of women and female/male young people in managerial positions*³ ■ Increase of households acknowledging joint decision making*³ ■ Increase of women and female/male young people affiliated to farmers' organisations*³ ■ Increase number of girls and boys involved in programmes

² Indicators are as per the UN definition. The indicators are under development as per June 2016.

³ Measured in percentage (%)



Current situation

New opportunities to raise funds - but increased global competition

The Sustainable Development Goals put specific focus on climate change, poverty and hunger – three inter-related challenges that are attracting increased attention in the media and among donors. All stakeholders have a responsibility to contribute to the attainment of the SDGs. This, together with an increasing interest in donation and new digital fundraising solutions, provides new opportunities to mobilise resources from individuals, corporations, foundations, and bilateral as well as multilateral donors. At the same time, global competition for available funds is becoming tougher, and donors today are more inclined to share their donations between several organisations and causes. Cutting through the noise is always a challenge for NGOs, not least for organisations with weak brand awareness.

Benta Muga, Kenya – farmer, mother and chairman of the farmer group where she is trained in agroforestry.

⁴ Growth and Poverty in Sub-Saharan Africa, Channing Arndt, Andy McKay, Finn Tarp, United Nations University World Institute for Development Economics Research, 2016.

The world is getting better – but millions are still deprived of their rights

HOLISTIC APPROACH

Vi Agroforestry applies a holistic approach to fight poverty and climate change together, with agroforestry at its core.

Poverty is falling. Living conditions have improved in Sub-Saharan Africa. The economies in most countries have improved. The under-five mortality rate has more than halved. Childhood malnutrition has fallen significantly over the past twenty years. However, 702 million people still live in poverty, a large proportion of them in Sub-Saharan Africa⁴.

Agriculture is the most important economic activity in fighting hunger and poverty. The majority of women and men living in poverty are in rural areas, relying heavily on agriculture for food and income. The increasing population in Sub-Saharan Africa exerts immense pressure on agricultural production to meet food demand. Over 223 million people in the region are undernourished, and climate change could increase that number significantly. Although HIV prevalence is decreasing in the region, the implications remain serious. The vast majority of all the farms in the region are smallholdings, employing 175 million people, most of them women. The smallholder farmer families cultivate small pieces of land, often degraded. Their average yields are well below the global average, with limited access to inputs, financial credits, and commercial markets for their produce.

Climate change and unsustainable management of environmental resources compounds the problem. Sub-Saharan Africa has already been hit hard by climate change. A rise of 2°C will make farmland more difficult to cultivate, increase the frequency of extreme weather conditions, increase risk of pests, and exacerbate the problem of water deficiency. Smallholder farmers are already experiencing a direct negative effect on food production. Farmers must adapt to climate change while also increasing their harvests. However, people living in poverty lack the financial and technological platforms to tackle the effects of climate change. By the middle of this century, climate change is projected to push a further ten million people into poverty if nothing is done to reduce greenhouse gas emissions and build resilience capacities of women and men living in poverty.

Agroforestry is part of the solution. It contributes to sustainable agriculture, providing a means to produce food, improve income, promote environmental sustainability, reduce impacts of climate change, and promote stable biodiversity.

Poverty is falling, but unequally.

Many of the rural women in Sub-Saharan Africa are held back by low levels of education, unequal property rights, limited control of resources, and labour intensive time-consuming household duties. Poverty is also passed down from one generation to another, so children and youth grow up with an uncertain future. Inequalities affecting women, youth and children hinder them from realising their full potential. Challenges and opportunities relating to climate change, commercialisation, globalisation, new technology and migration patterns are changing smallholder agriculture. It is crucial to recognise the role of women and youth and enable them to adapt to new challenges and make the most of the opportunities.

Farmers' organisations play important roles. They provide a platform through which female and male farmers can come together and jointly prioritise focus areas to improve their lives. They have the ability to engage government institutions on behalf of their members and act as a bridge between development agencies, researchers, authorities and members. Farmers' organisations provide a channel through which members can access services, as public agricultural extension is weak in many Sub-Saharan countries. Despite their crucial roles, most organisations have inadequate systems and structures. Initiatives are needed to strengthen them and increase their independence and sustainability, so that their focus is purely driven by their members' priorities.

This is Vi Agroforestry

Core values

Vi Agroforestry believes in equal rights for all and everyone's right to a decent standard of living and a healthy environment. Vi Agroforestry believes that people are stronger together and that sustainable development requires respect for human rights, democracy and the environment.

Added value

Fighting poverty and climate change: Vi Agroforestry is unique in focusing on both human and environmental sustainability. It adopts

a holistic approach to smallholder agriculture, enabling tangible and positive impact on both farmers' livelihoods and on the environment. Agroforestry, with trees in agriculture, is at the core, providing food, fuel, fodder, fertility, finance, and ecosystem balance with improved biodiversity.

Working long-term with local partnerships: Vi Agroforestry has been operating in East Africa for over 30 years, strengthening smallholder farmers and their organisations. The close partnership with local, national and regional farmers' organisations

goes beyond funding. The arrangement is mutually beneficial, characterised by dialogue, respect, local ownership and long-term commitment, creating an enabling environment for partner organisations to deliver services and advocate members' interests.

Providing expertise:

Vi Agroforestry provides outstanding expertise in agroforestry, climate change adaptation and mitigation within the agricultural sector, promoting well-proven practices based on scientific research.

Farmer of the future in Uganda. The pupils of St Kizito Kkungu Primary School have learned skills in sustainable and profitable agriculture and tree planting through Vi Agroforestry's projects



Geographical focus

Vi Agroforestry works in the four countries around Lake Victoria: Kenya, Rwanda, Tanzania and Uganda. It also runs a joint programme with We Effect in Malawi. The area around the lake is the home and heart of Vi Agroforestry. During the strategy period, the organisation will look into expanding its geographical area, both within the current countries of operations in East Africa, and into new countries in Sub-Saharan Africa. Where Vi Agroforestry works is based on criteria such as the area's vulnerability to climate change, the value that Vi Agroforestry can contribute, and resources available.



Target groups

Vi Agroforestry's target groups are smallholder farmer families living in poverty with a special focus on women, youth and children, who are members or potential members of democratic farmers' organisations, in areas vulnerable to climate change in Sub-Saharan Africa.

BY...	VI AGROFORESTRY MEANS....
Smallholder farmer families living in poverty	<ul style="list-style-type: none"> ■ Farmers with access to small plots of land ■ Growing or with the potential to grow food crops, cash crops and keep livestock ■ Living below the national poverty line ■ Focusing on enabling smallholder farmers to grow, working with efficient farming systems, and adopting greater mechanisation
Special focus on women, youth and children	<ul style="list-style-type: none"> ■ Children: Focusing on girls and boys aged 9-14 in primary schools ■ Youth: Focusing on young females and males aged 15-35⁵, in secondary school, vocational schools or out of school
Farmers' organisations	<ul style="list-style-type: none"> ■ Democratic, non-excluding and member-based organisations ■ Delivering services to mainly smallholder farmers ■ Sharing Vi Agroforestry's priority on agroforestry, sustainable agriculture, and empowerment of women and youth <p>Vi Agroforestry also partners with other development organisations targeting farming families, working in areas that clearly contribute to the attainment of Vi Agroforestry's objective.</p>

⁵ African Unions' definition as per the African Youth Charter, 2006

Vi Agroforestry's view on development

Theory of change

Over the years, Vi Agroforestry has promoted agroforestry and witnessed positive transformation of livelihoods. Sustainable agriculture has become even more important in today's world because of the complexities brought about by climate change, so farmers must be able to adapt if they are to continue to produce food and earn an income from their farms. A focus on financial services and value chains in agriculture provides the much needed business angle that is not yet fully exploited by many smallholder farmers.

Vi Agroforestry aims to enable people in poverty to improve their lives with increased food, income and equality in a sustainable environment. To do so, Vi Agroforestry applies the **Human Rights-Based Approach (HRBA)** in all its work, thereby addressing the root causes of poverty. HRBA is a prerequisite for sustainable results. The main purpose of the HRBA is to empower girls, boys, women and men to claim their human rights (as rights holders) and to increase the capacity of those who are obliged to respect, promote, protect and fulfil those rights (as duty bearers). Vi Agroforestry believes that empowerment is vital in bringing about change and attaining inclusive and sustainable rural livelihood systems.

To achieve this, Vi Agroforestry is strengthening the capacity of local democratic **farmers' organisations** to become sustainable and effective, delivering services to their members

RIGHTS HOLDERS & DUTY BEARERS

Rights holders are all individuals, or groups of people, whose human rights are enshrined in national, regional and international laws, treaties and systems.

The **duty bearers** are, for example, states and institutions, that have ratified such legislation, and elected leaders, for example in farmers' organisations.

Human rights are found in **instruments** such as the **Universal Declaration of Human Rights** and the **Convention on the Rights of the Child**.

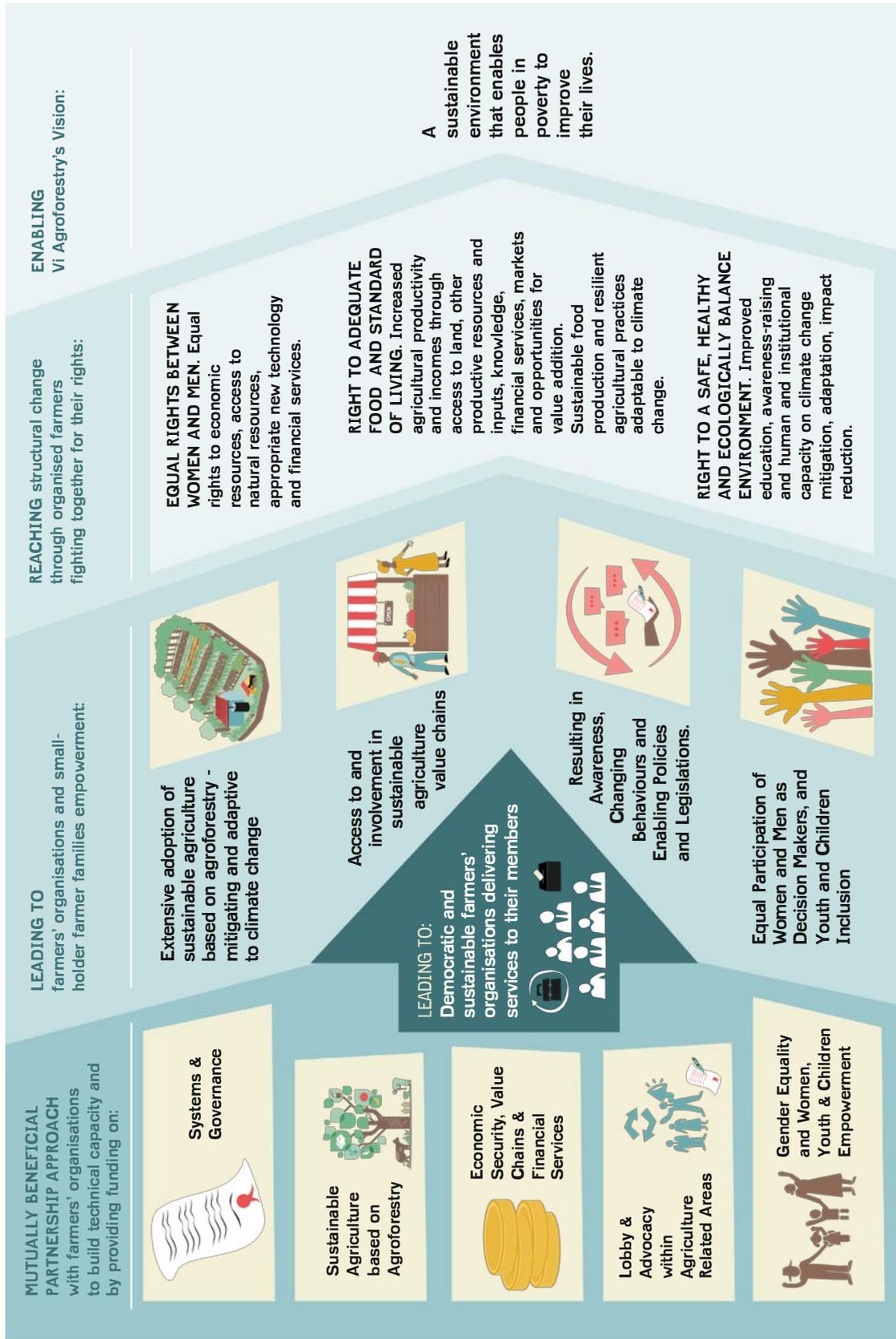
and to the future generation of farmers. Strong organisations improve the rural poor's access to productive resources, services and markets.

No meaningful development can occur when some sections of the community are excluded. **Everyone's contribution counts** and is needed. Women and men, children and youth are all important in helping households and communities fight poverty and thrive.

Lobbying and advocacy are also important ways of addressing the root causes of poverty. Engaging policy makers at different levels and creating awareness of issues that the smallholder farmers are facing are important for sustainable solutions.

Vi Agroforestry's work directly addresses primarily **three human rights**: equal rights between men and women, the right to adequate food and standard of living, and

the right to a safe, healthy and ecologically-balanced environment. All these contribute to the vision: A sustainable environment that enables women and men living in poverty to improve their lives. Vi Agroforestry's priority areas will contribute towards the attainment of five Sustainable Development Goals: **No poverty, Zero hunger, Gender equality, Climate action, and Life on land.**



Contributing to primarily five Sustainable Development Goals:

Partnership approach

Vi Agroforestry recognises the important roles played by farmers' organisations. They are key to sustainability – when Vi Agroforestry withdraws, the organisations remain and continue their support of farmer families.

Vi Agroforestry's partnership approach will promote collaboration between partners and stakeholders. It will provide a platform to come together to define common challenges, explore opportunities, and create a joint ownership of a programme. This can be done through consortia or other models, where responsibilities will vary between programmes and countries, depending on factors such as stakeholder priorities, partner stability, funding, and donor requirements. Possible participating stakeholders in such platforms are civil society partner organisations, and government and private sector representatives.

During this strategy period, Vi Agroforestry will implement through local partners, giving them primary responsibility and ownership of implementation.

MUTUALLY BENEFICIAL PARTNERSHIP

Vi Agroforestry defines partnership as a mutually beneficial, long-term relationship between two or more parties. By sharing resources and skills, the parties contribute to the attainment of common goals. Partnership has been recognised as vital for sustainable development.

Human Rights-Based Approach to development

HRBA is integrated in Vi Agroforestry's theory of change, so the organisation applies the six HRBA principles in all its activities:

Participation: Farmers and their organisations shall be offered meaningful participation in all phases of a programme, influencing the formulation of problems, planning, implementation and follow-up.

Links to human rights: Vi Agroforestry shall create connections to human rights instruments to justify and underpin actions and programmes.

Accountability: Programmes shall strengthen duty bearers' understanding about their obligations and their accountability for their actions. Programmes shall strengthen internal democracy of the partner organisations and encourage leaders to promote accountability.

Non-discrimination: Marginalised groups shall be identified and not excluded from information or participation on the grounds of, for example, gender, age, religion, tribe, HIV-status, or disability.

Empowerment: Vi Agroforestry shall recognise people as key actors in their own development, rather than passive recipients. Interventions shall aim to empower rights holders to claim their rights and monitor government plans relating to agriculture, and facilitating duty bearers to fulfil their obligations, for example through awareness creation.

Transparency: Vi Agroforestry shall work to make relevant information accessible to duty bearers and rights holders. This applies to all levels, such as governments, farmers' organisations and Vi Agroforestry, and to all relevant areas, such as legislation, programming and budgets.

Some key focus areas during the strategy period:

- Strengthening capacity of Vi Agroforestry staff and partners' staff on practical implementation of the HRBA.
- Developing a results framework to measure the effectiveness of the HRBA.
- In collaboration with partners, further shifting the development methodology from technical and material service delivery to one with the mission to change the structures that cause poverty and injustice.

Vi Agroforestry's working areas



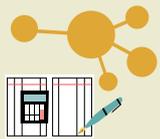
- 1. Sustainable agriculture based on agroforestry**
- for climate change mitigation and adaptation



- 2. Economic security**
- through agricultural value chains and financial services



- 3. Gender equality and empowerment**
- of women, youth and children



- 4. Systems and governance**
- for strong farmers' organisations



- 5. Communication, fundraising and resource mobilisation**
- securing funds for the thematic working areas



- 6. Lobbying and advocacy**
- with regards to the working areas

In addition to funding in the working areas, Vi Agroforestry will provide technical and educational support to partners, and establish links and strengthen collaboration between partners and other civil society actors, private and public stakeholders. The success will be measured through the strategic targets.

SUSTAINABLE AGRICULTURE BASED ON AGROFORESTRY - for climate change mitigation and adaptation

What?

Sustainable agriculture based on agroforestry is multi-functional and diversified, and based on agroecological methods adapted to the specific ecosystem. Vi Agroforestry promotes agroforestry, nutrient management, soil and water conservation, tillage and residue management, land restoration and rehabilitation, integrated livestock management, integrated pest management, and sustainable energy.

Why?

Environmentally, the approach gives the ecological and agricultural systems greater protection and increases farmers' ability to deal with change and continue to develop. Agroforestry increases biodiversity, soil humidity and fertility while reducing soil erosion, enabling diversified food production and increased yields. Trees on farms help to save natural forests. Sustainable agriculture helps farmers to adapt to climate change, and mitigate climate change by sequestering carbon in trees and soil. **Economically**, the approach enables increased incomes and improved standard of living. **Socially**, it improves families' intake of nutritional food, which is especially important for children and for persons living with HIV.

How?

Vi Agroforestry utilises scientific, traditional and local knowledge and acknowledges people's own ability to handle change.

Some key focus areas during the strategy period:

- **Agroforestry remains core** and will be extended to promote **commercial** tree planting for smallholder farmers. Tree planting will expand from primarily being carried out on farms, to include an **integrated landscape approach** with tree growing also on other land owned or managed by farmers, groups or partners.
- **Carbon mitigation projects**, both current and new, will continue, targeting voluntary carbon markets, and encouraging both private and public investments. The projects shall generate environmental, economic and social benefits; contribute to CO₂e sequestration increased food security, increased income, and improved livelihoods. Project implementation will be gradually transferred to farmers' organisations.

The Otuma family in Kenya has planted hundreds of agroforestry trees on their farm. The trees provide the family with Food, Fuel, Fodder, Finance and Fertility, while improving biodiversity.

Photo: Amunga Eshuchi

ECONOMIC SECURITY

- through agricultural value chains and financial services

What & Why?

The ability of smallholder farmers to run profitable agricultural enterprises is hampered by challenges such as insufficient access to quality inputs, inadequate storage, lack of channels to sell their farm produce, and limited access to suitable financial services. By applying sustainable farming methods, boosting productivity, engaging in market-oriented agriculture, building strong value chains and through increased access to financial services, smallholder farmers can be economically empowered to expand their enterprises and thereby improve livelihoods.

How?

Some key focus areas during the strategy period:

- The Farm Enterprise Development component will expand towards promotion of a **Value Chain Approach**. Vi Agroforestry will develop the capacity of partners to work collectively and seize opportunities in the various stages of the value chains. Market-oriented production, collective action and value-addition will be

promoted, enabling smallholder farmers to capture a larger percentage of the value of the final product and secure long-term market access. Stakeholders active in poverty reduction through agriculture will be involved in programmes, establishing strong public-private partnerships.

- On **financial services**, Vi Agroforestry will continue to build on the successes of the Village Savings and Loans Associations (VSLA), supporting partners in establishing VSLAs in larger networks and helping partners access other innovative agricultural financial services on a larger scale.
- The **agroforestry tree value chain** offers strong economic potential – as yet, relatively untapped by partners and farmers. Vi Agroforestry will develop the capacity of partners on how to improve the existing agroforestry system by growing more profitable agroforestry tree products, and increase the capacity of farmers to sustainably produce, process and market agroforestry products, while maintaining biodiversity.

Photo: Linda Andersson



Namuddu Rose in Mpigi, Uganda is a true entrepreneur – through the support from Vi Agroforestry she has ventured into both the business of poultry and mushroom.

“I hope to develop my businesses and the products further, earn a good income and build a better house for me and my family.”

GENDER EQUALITY AND EMPOWERMENT

- of women, youth and children



In Uganda, Saidat Nakayinga, Kannyanjwa Sinaani and their two children work together on their farm – growing trees and crops.

Photo: Linda Andersson

What?

Gender equality means that women and men enjoy the same rights and opportunities, including economic participation and decision making. Gender equality is a human right, not a women's issue, and should concern and fully engage men as well as women. The empowerment of women, youth and children involves them gaining power and control over their own lives, and being able to use these opportunities and resources.

Why?

Equality and empowerment are necessary for sustainable development. Although women make a substantial contribution to agricultural production, men largely control the sale of crops and use of the income. Young people in rural areas often do not perceive agriculture as a remunerative profession and, until they find meaningful economic

opportunities in rural areas, they will continue to migrate to cities. This affects food production and increases unemployment. Also, the representation of women and young people in farmers' organisations is limited. Ensuring gender-equal access to agricultural resources, services and employment opportunities, including young people of both genders, would boost agricultural production, food security and economic growth. Engaging children, both girls and boys, responsibly in agriculture will make them good custodians of their environment, enabling them to positively influence their parents and preparing them for a future as farmers.

How?

Some key focus areas during the strategy period:

- Incorporate **child protection policies** at partner and Vi Agroforestry level.
 - Incorporate **gender equality objectives** in activities, projects and programmes.
 - Strengthen **women's capacity for leadership**.
 - Develop innovative mechanisms for **engaging children and youth in agriculture**.
 - Enable partners to raise **practical agribusiness skills** among young people in rural areas.
 - **Work with women/men and young people of both genders** to address unequal gender relations and promote the empowerment of women, youth and children.
- Strengthen **partner capacity** for gender equality and empowerment of women, youth and children.

SYSTEMS AND GOVERNANCE - for strong farmers' organisations



MVIWANYA in Tanzania is one of the farmers' organisations working in partnership with Vi Agroforestry.

What & Why?

Good systems and governance in farmers' organisations means having clear and transparent procedures and policies to guide the day-to-day work, professional leadership, platforms for dialogue with members, and skills in resource mobilisation. This builds sustainable democratic organisations, ensures proper use of resources, and increases accountability.

By offering educational platforms for learning and sharing of experiences,

Vi Agroforestry will encourage a participatory approach to enable partners to develop and become stronger.

How?

Some key focus areas during the strategy period:

- Strengthen **governance and democratic structures** in partner organisations.
- Support strengthening of clear and transparent **administrative and financial routines**.
- Incorporate **anti-corruption** in everyday work.
- Strengthen **leadership** skills with a special focus on women and youth.
- Improve skills in **resource mobilisation** to increase organisational sustainability.
- Build **networks** of supporting organisations to complement Vi Agroforestry.

COMMUNICATION, FUNDRAISING AND RESOURCE MOBILISATION – securing funds for the thematic working areas

What & Why?

Vi Agroforestry needs funds to fight poverty and climate change. To achieve its mission, the organisation must build trust, increase awareness, and deliver results to its stakeholders. In order to become the partner of choice in agroforestry, Vi Agroforestry requires a strong brand, comprehensive plans for long-term advocacy, and vital platforms providing links between research and results.

The objective for the strategy period is to increase awareness, increase both short and long-term fundraising, and deepen and diversify the funding base to secure funds for the thematic working areas.

COMMUNICATION MESSAGE

Vi Agroforestry's overall focus in communication is Sustainability. The organisation positions itself around climate change, with the solution to the problem being agroforestry. The trees are at the core – a tangible symbol of the organisation's work.

Opportunities are afforded by

Vi Agroforestry's global position in agroforestry with a strong focus on collaboration involving various actors, increased interest from corporations to bridge donors and projects, and the Sustainable Development Goals with specific targets for climate, sustainable agriculture and forests.

Vi Agroforestry's goodwill ambassadors, the collaboration with Vi Magazine and Coop, and new digital solutions for fundraising also provide an arena for

close communication with donors.

Vi Agroforestry's strengths include its offer to donors to contribute to the unique combination of poverty reduction and climate change, with a clear symbol – plant a tree. The organisation also has a stable portfolio of donors, comprising public agencies and organisations, individuals and corporations. Corporations are increasingly seeking to contribute to solutions to climate change and Vi Agroforestry has a unique selling proposition in being able to offer companies or individuals carbon offsetting for their unavoidable emissions⁶ – while fighting poverty at the same time. Other strengths are Vi Agroforestry's ability to provide regular stories and feedback to donors about the achievements from the development cooperation.

How?

Some key focus areas during the strategy period:

- Continue to position Vi Agroforestry as the **most credible organisation in agroforestry**.
- Communicate the tangible core message focusing primarily on the working area of **sustainable agriculture**. The sustainability approach is vital in **fighting poverty and climate change through agroforestry**. For individuals, the positive effects of **trees** remain in focus.
- Increase and broaden the funding from **public agencies and organisations** by continuing to build and utilise expertise in Sweden and Sub-Saharan Africa

for mobilisation of resources, with the aim of strengthening external relationships and increasing awareness about Vi Agroforestry's work.

- Increase donations from **individuals** by 30%. This will be done through investing in recruitment of regular donors, growing conversion to online donations, and through the offer of carbon offsetting for individuals. The mix of fundraising channels among individual donors will continue to be broad.
- Increase **relevance for corporations** in order to increase the funding by 30%. This target will be reached through upselling, a substantial growth in carbon offsetting, and finding collaborations linked to companies' SDGs.
- **Storytelling** and relatable cases are crucial in giving Vi Agroforestry's operations in Sub-Saharan Africa a face. This will be done with more focus on **women, children and youth**.
- Vi Agroforestry's **own communication channels**, including social media, continue to be important for disseminating information, and also the media of the **cooperative sphere**, such as Coop and Vi Magazine⁷, and other targeted **media** in Sweden and Sub-Saharan Africa.
- The **Agroforestry Network**, a Swedish platform for international agroforestry hosted by the organisation, connects practical agroforestry and development cooperation with research institutions.

⁶ Companies collaborating with Vi Agroforestry must also work actively to reduce their own emissions.

⁷ According to the Vi Agroforestry statutes, "The activities will be carried on in collaboration with the magazine Vi".

LOBBYING AND ADVOCACY - with regard to the working areas

What?

Sustainable development for the environment and for farmer families' livelihoods requires a conducive policy environment. Vi Agroforestry and its partners must actively be involved in **policy dialogue** and **advocate for change** locally, nationally, regionally and internationally. This is vital in Vi Agroforestry's work and is part of the theory of change.

FOCUS AREAS

Areas of concern for lobbying and advocacy are sustainable agriculture, agroforestry, climate change and equal rights for women and men on rights to land and other productive resources.

Vi Agroforestry's **lobbying** activities are aimed at changing decisions and policies by influencing decision makers, whereas **advocacy** is aimed at changing the opinions and behaviours of the general population.

Why?

The agriculture sector, the environment, farmers' organisations and smallholder farmer families are disadvantaged by unfair policies.

The involvement of NGOs and civil society organisations in policy formulation is instrumental in including the rights of farmers and ensuring proper implementation of policies involving rights. Advocacy can bridge the gap between the duty bearers (such as government), and rights holders (such as the farmer families), and improve service delivery and thereby the livelihoods for smallholder farmer families in Sub-Saharan Africa. Together, farmers' organisations have greater influence and can pursue joint lobbying and advocacy work.

How?

Some key focus during the strategy period:

- Strengthen Vi Agroforestry's **capacity** at different levels and utilise external experts where needed to improve engagement in lobbying and advocacy and support partners.
- In the regions, **support partners to influence the policies** affecting the target group, and monitor the implementation of these policies. Reinforce dialogue with government officials at all levels. Based on the partners' needs and ambition for lobbying and advocacy, provide **technical support** to partners in terms of communication, media, policy formulation, and understanding of political structures. Strengthen **networking** between partners and other stakeholders on issues of common interest, to enable them to speak with one voice on behalf of their members, i.e. the farmers.
- Vi Agroforestry will **engage in advocacy work** targeted at the general population.
- Vi Agroforestry will **target decision makers** in collaboration with key stakeholders and NGO alliances to reach results in relation to climate change and rural development, and continue **providing technical support to policy** development at regional and global level.
- **Internationally**, Vi Agroforestry aims to be **the partner of choice in agroforestry**. This requires continued strong performance in the field and international communications, using research and results, and building coalitions with research institutions.
- Vi Agroforestry will identify **indicators** and track its success in lobbying and advocacy.

Organisational structure and human resources

Having a strong workforce in place, equipped with relevant skills, is necessary in order to achieve the ambitions in the strategy. Bridges are needed between offices and departments to work more efficiently, and cross-functional teams play an important role in several areas. During the strategy period, a particular focus will be on ensuring that Vi Agroforestry continues to have the right expertise available for the work with partners. The organisational set-up will be flexible and adjustable to meet these requirements

Support Vi Agroforestry

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