



# The SFSA Impact Charter

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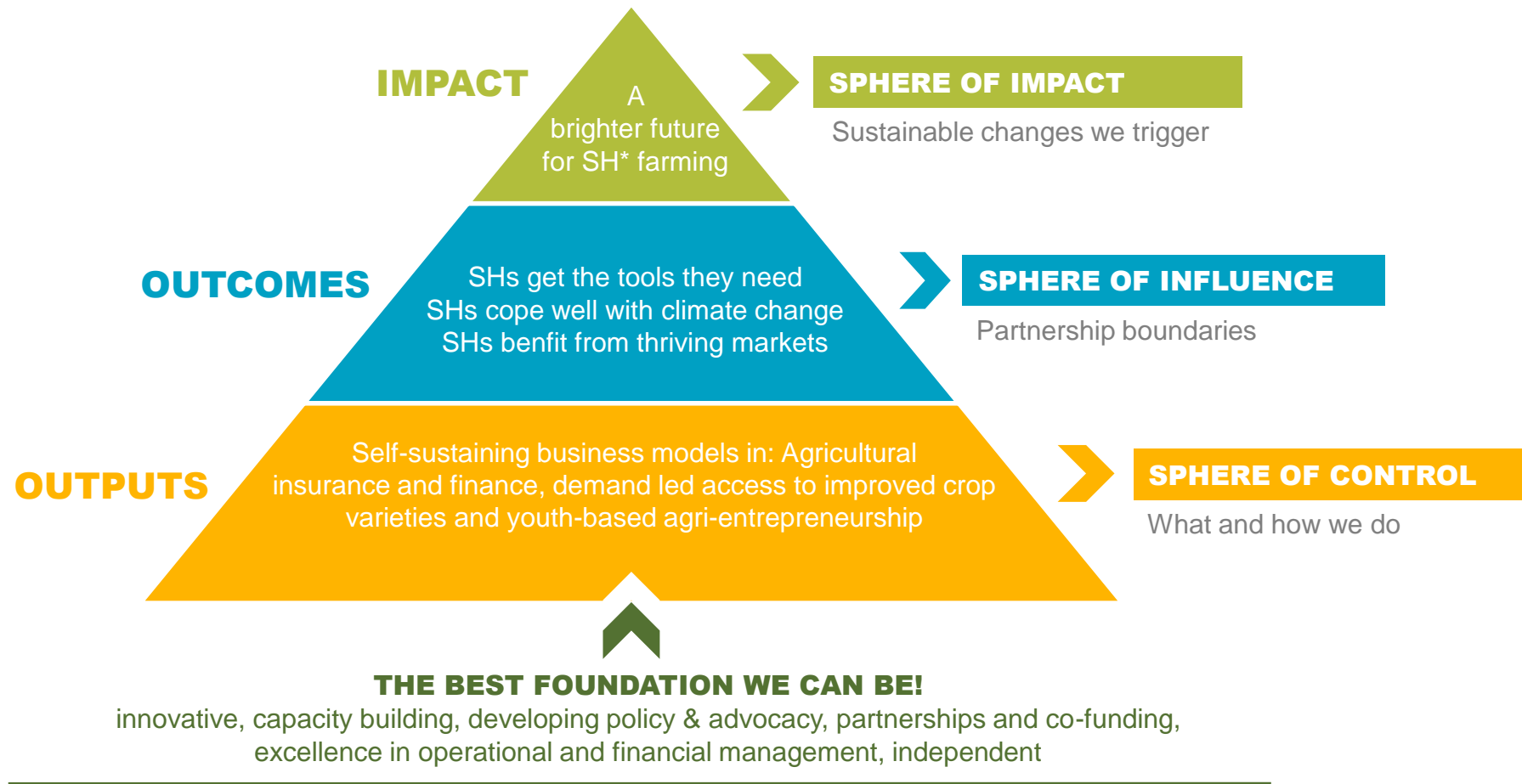
# Context

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**The SFSA Impact Charter** laid out here forms part of the refreshed SFSA strategy. The heart of this new strategy involves aligning SFSA's portfolio of initiatives and program objectives around our strategic outcomes and contributing to achieving impact at scale. The SFSA Impact Charter intends to first communicate what we want to achieve in the long term and the changes we expect to influence in the smallholder farming (SHF) ecosystem where we work. It aims to act as guideline for our work towards measurable outputs, outcomes and impact which will enable us to better learn what works and how to prioritise our portfolio of partnerships and investments in the future. In addition, we hope to galvanize cooperation across the sector in order that like-minded organizations can compare their results and impacts to ours, share learnings and join in partnerships and initiatives with us.

At the heart of it, SFSA work touches multiple spheres of influence, which are interlinked but have their own rules of engagement. Clarifying these spheres is a first step towards comprehending and measuring the impact we hope to achieve (Figure 1). Our “sphere of control” is the closest influence sphere; this is the working space where we directly govern our programs and projects. This feeds directly into the “sphere of influence”, which outlines our partnership boundaries and defines what we hope to achieve by influencing others. Further out we find the “sphere of impact”, which is the intended result of the work we do in the form of sustainable, long-lasting change.

Figure 1.  
SFSA's spheres of effect and impact pathway.  
\*SH = smallholder.



# How we want to create change – Activities and Outputs

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**There is not one single solution** to the complex challenges smallholder farmers face. The SFSA has a multisectoral approach that encompasses key needs across the whole farming system. Our teams work together with partners who are developing self-sustaining business models in agricultural insurance and finance, demand-led breeding and access to improved crop varieties and youth-based agri-entrepreneurship. To support such development, we innovate, build capacities, develop policy & advocacy, influence partnerships and co-funding, and promote excellence in operational and financial management.

Today, SFSA supports an extensive range of technologies and innovations such as the development and dissemination of improved seed varieties, good agronomical practices, mechanization, digital tools and other tools and services. The nature of such solutions is aligned to address global challenges and be also demand-led to face specific local context, value chain and stakeholder needs. Because efforts to manage land-use conversion need to be closely linked to better modes of production, we prioritize solutions that work towards climate-smart resilience systems and showing a clear return on investment. In addition, the SFSA promotes access to more effective credit opportunities, insurance products, infrastructural facilities (transport, post-harvest storage) and market opportunities SFSA actively influences relevant multi-actor investments (public, private, international cooperation,

partnerships) as a way to accelerate widespread and scaling up of solutions and services. Such a multisectoral investment will ensure long-term sustainability and support a multidisciplinary approach integrating technological, social, and institutional dimensions of innovations. More details on the work that SFSA does can be found at <http://syngentafoundation.org>

To build local capability across the public and private sectors, the SFSA supports fundraising, training and capacity building, technical assistance and much more. The targeted beneficiaries including farmers, local business owners, public breeders, students and actors across the value chain. The main goal is to develop entrepreneurial skills, promote efficient new processes and ways of working, and to showcase new technologies and best practices. Today, SFSA works through applied policy-oriented research in agriculture, to tackle unmet needs and opportunities around smallholder farming. We put forward options and recommendations for improving policies, laws and regulations as well as for their implementation. Our policy influencing is currently mainly through dissemination of published papers and knowledge sharing through organizing workshops and meetings with policymakers and other relevant stakeholders.

# Influencing the ecosystem – Strategic Outcomes

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SFSA has designed three strategic outcomes that result from our work (described below) that are carefully defined to have complementary scope and lead to long-term changes. Each strategic outcome is accompanied by a set of quantitative and aspirational targets for 2025. As this is a new process for SFSA, some of these targets are not yet quantified. We shall be charting our progress and updating targets as we learn more about what is achievable.



# SO1

## Smallholders get the tools they need

- Better access and choice of affordable solutions to farmers, particularly for women & youth
- More scalable business models, creating >\$100m of value annually from new SFSA-supported products
- Greater investment resulting from SFSA influence

SFSA promotes **better access and choice of affordable solutions to farmers, particularly women & youth.** We put farmers at the center of agri-food systems. This ensures that the solutions and services we promote are workable, scalable, and address the suite of values, priorities, and economic benefits. Accessing new technologies without proper support and know-how is inefficient and often results in failure. Therefore, together with better accessibility to solutions, smallholders require **better services and more effective ways to access them (e.g. digitalization.)**

We believe it is crucial that innovations at the farm level will be complemented by improved services to farmers (e.g. extension, forecasts, advisory services). Importantly, solutions and services need to come from coordinated action across private, public, and civil society spheres. They should be based **on scalable business models** that work for smallholders and the businesses in the surrounding market system. This is essential for financial growth and sustainability. Likewise, strengthened multi-stakeholder mechanisms (initiatives, partnerships, platforms) are crucial to enabling scalable models to reach tipping points for self-sustenance. These points are where market players continue to scale solutions and services without further external support (see our separate paper on scaling). Reinforced relevant multi-stakeholder investments, sourced from public, private, and international cooperation agencies, will accelerate widespread scaling up.

# SO2

## Smallholders cope well with climate change

- Significant increase in ha farmed by smallholders in line with improved management and resilient agricultural practices
- Increased investment each year in CSRA
- Successful education and awareness for farmers and strengthened capacity in relevant institutions for CSRA innovation and delivery

Climate change is the most serious global challenge for humanity today and will have even more impact in many generations to come. There is an urgent need to both mitigate the effect of agriculture on global warming and increase the resilience of farming systems to climate change. SFSA intends to integrate climate-smart, resilient agriculture (CSRA) activities across its entire portfolio. A separate paper discusses this topic in greater depth. Key aspects are as follows:

Increasing **farmers' resilience and capability to adapt to climate shocks** requires appropriate risk mitigation strategies and tools. Adaptation can include measures that reduce the risk of crop failures as well as interventions to reduce the financial consequences. Resilience benefits must be combined with economic incentives and a **robust value proposition for farmers and the value chain**. These can come, for example, from increased productivity, decreased costs of production, access to more remunerative value chains and other factors. It is also essential to promote these benefits and thus increase farmers' willingness to adopt such interventions. **Mitigation** in the context of climate change often refers only to the reduction and/or removal of greenhouse gas emissions. However, agricultural activities also affect the environment in other ways. Our CSRA mitigation pillar will therefore go beyond emissions and take a more holistic approach, matched to local context. The combination of climate-friendly technological innovation with institutional or market innovations is pivotal for success. Strengthened capacity for CSRA innovation and delivery in relevant institutions or markets is key for driving positive, systemic change. **New market incentives for sustainability, and supportive policy instruments** that impact behaviors, will move systems towards sustainable transformation.

# SO3

## Smallholders benefit from thriving markets

- 15,000 successful SFSA-supported enterprises committed to smallholders, especially youth and women
- Greater capacity in institutions, public and private, across and supporting the value chain
- Improved national, regional and international policies and regulations that support local producers' competitiveness, decent job creation, entrepreneurship and innovation in the agri-, food and adjacent sectors

For smallholders to better succeed in their businesses, they need access to functioning markets around them. This provides proper access and choice of quality inputs, advisory and consulting services and connection with remunerable markets. SFSA aims to strengthen market relationships based on sustainability, inclusion and competitiveness and **build more successful farming enterprises**: it includes small and growing entrepreneurial businesses such as agri-service centres, but also large and medium-sized input companies and markets, farmer groups, aggregators, service companies (especially insurance and digital), off-takers and output markets. Some will support farmers directly; others will engage through such aggregators. Likewise, greater opportunities for youth in farming will ensure sustainable production in the future; today, farmer's average age is high and youth migration to urban areas remains frequent. **Employment of young men and women** in running small and growing entrepreneurial businesses such as agri-service centers is an important contribution to active and successful farming communities.

More capable and effective national institutions, both public and private, **will improve market effectiveness and inclusivity** through investments, international coordination and partnerships that support the agricultural value chain. The private sector includes the farming enterprises described above. On the public side, organizations will improve the functioning and competitiveness of the markets with conducive policies and better infrastructure. Strengthened key fragility points in food systems, labour markets and value chains will increase smallholder resilience and future preparedness. Improved policy engagement, capacity development and better coordination will be key catalysts for change. We will continue to develop our approach to capacity building and associated outcomes in the coming years. Likewise, SFSA's contributions will strengthen the quality and action-orientation of the global discourse on policies to strengthen smallholder farming systems and functioning markets. An improved evidence-base will enable national and regional bodies, private sector coalitions and civil society to inform and advocate for improved policies relevant to food, land and water system changes. Finally, SFSA's work will result in stronger national and local food self-reliance based on smarter policies and improved competitiveness of smallholders. Local producers will be better linked to growing demand from processors and consumers for more nutritious foods and diverse diets. Farmers will use better technologies and innovations to meet the evolving demand.



# Sustainable long-lasting change – Impact

At the ultimate, Impact level of change, the SFSA strategically targets multiple benefits across the four impact areas: Poverty reduction & job creation / Gender equality, youth & social inclusion / Nutrition, health & food security / Climate security & environmental health. These impact areas are closely linked to several UN Sustainable Development Goals (SDG), particularly SDG1 (No poverty), SDG2 (Zero Hunger), SDG 5 (Gender equality), SDG8 (Decent work and Economic growth) and SDG 13 (Climate action).





**AT LEAST 20% NET INCOME INCREASE FOR FIVE MILLION SMALLHOLDER FAMILIES**

Having 'a bright future' means that small-scale farming becomes an attractive profession of choice for the next generation. Financial return is a crucial part of that attraction. Improved opportunities are available to farmers and the systems are in place to support them. This includes access to technology, products and services; as well as access to off-taker markets. We encourage off-farm entrepreneurial opportunities for interested young rural people.



**GENDER EQUALITY AND GREATER YOUTH OPPORTUNITIES ACROSS THE AGRICULTURAL SECTOR**

SFSA links smallholders to local and global markets effectively and makes those markets work better for them (e.g., through multi-stakeholder platforms such as the Farm to Market Alliance). Our programs support local governments' endeavors to provide rural youth with gainful employment on and off the farm. Stronger local economies, including in urban environments, create stronger food markets for the farms. SFSA promotes rural women's empowerment by creating and facilitating equal access to opportunities for growth, especially via training, entrepreneurial skills development, financial services and market links. SFSA sees gender equality as a priority area for its work, and emphasizes women's crucial role achieving sustainability in agriculture.



**SMALLHOLDER FARMS COPE WITH CLIMATE CHANGE IN A CLIMATE-SMART AND RESILIENT WAY**

The focus here is on resilience, mitigation and profitability. (See the separate paper on Climate-Smart Resilient Agriculture, CSRA). We build farming solutions that mitigate and adapt to climate change systemically and sustainably. SFSA combines long-term resilience and mitigation benefits with rapid economic gains for adopters.



**BETTER NUTRITION, HEALTH & FOOD SECURITY**

Improved incomes enable greater crop and dietary diversity, both for consumption and sale. Food, nutrition and agriculture systems are more efficient, diverse, inclusive and resilient, and can continuously improve.

# Implementing our framework and searching for continuous improvement

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SFSA is striving to reach strategically chosen targets which will help achieve our overall vision. We have quantified and calibrated these targets based on current performance and projected outcomes and impact (subject to adaptations in our programs). For each of the initiatives or programs, SFSA will use common key performance indicators (see Table 1) to quantify and assess their contribution to the respective outcomes. We intend to use these indicators across our portfolio wherever possible. Individual programs may have additional indicators. We will continue to refine the frame of these targets and indicators and harness our Performance Measurement system to track and report our progress on a yearly basis.



Table 1.  
Key Performance Indicators

# S01

# S02

# S03

IMPACT	SMALLHOLDERS GET THE TOOLS THEY NEED	SMALLHOLDERS COPE WELL WITH CLIMATE CHANGE <sup>(1)</sup>	SMALLHOLDERS BENEFIT FROM THRIVING MARKETS	SUSTAINABLE DEVELOPMENT GOALS
<ul style="list-style-type: none"> <li>→ Farm or household net income improvement *</li> <li>→ % women and youth benefiting from SFSA supported activities (quantitative and qualitative information) *</li> <li>→ Farm area (ha) under productive and sustainable agriculture **</li> <li>→ Other impact measures of resilience as we learn more **</li> </ul>	<ul style="list-style-type: none"> <li>→ Number of SFSA-supported products/services delivered to farmers * and rate of farmers' satisfaction **</li> <li>→ Number of farmers (by gender) repeatedly accessing SFSA-supported products / services **</li> <li>→ Number of capacity-building activities (given/founded/supported by SFSA) and number of participants</li> <li>→ Number of new business models</li> <li>→ \$ value of new purchases of products/services</li> <li>→ Number of partnerships and amount of funding mobilized (\$/year) ***</li> </ul>	<ul style="list-style-type: none"> <li>→ Number of ha showing yield increase and improved resource-use efficiency</li> <li>→ Number of ha under improved management</li> <li>→ New value created for CSRA in the form of subsidies / incentives that improve affordability / profitability</li> <li>→ Funding mobilized for institutional development (\$/year)</li> <li>→ # conducive policy developments</li> </ul>	<ul style="list-style-type: none"> <li>→ Number of farming enterprises delivering profitable SFSA-supported products / services</li> <li>→ Number of new jobs created and % of youth employment, by gender **</li> <li>→ Number of capacity-building activities given/founded/supported by SFSA and number of participants</li> <li>→ Number of conducive policy developments</li> <li>→ % of local production displacing imports for food security crops **</li> </ul>	

(1) KPIs are directional; they will be reviewed after CSRA studies

\* Partially measured through impact studies and/or the performance measurement system. Assumption: Products in the scale-up phase are considered to have been delivered to farmers. Financial services are currently out of scope, a methodology for tracking changes needs to be developed and implemented.

\*\* Methodology to be developed and implemented as part of the 2025 agenda

\*\*\* To be disaggregated by partner type (research orgs, public sector, private sector)