Farm Concern International, FCI is an Africa-wide agri-market development agency targeting farmers, Agro-Pastoralists, youth, girls, women, men and farmer organizations. FCI direct implementation approach is through the Commercial Villages Model; an entire package of the strategic pillars (described below) based on a multi-value chain approach. These thematic strategic pillars can also be implemented separately or as specific interventions as per prioritized opportunities and identified gaps.

As an African Organization, FCI through its staff in various countries has been providing direct implementation expertise for various partners and undertakes last mile delivery as an implementing partner, sub-contractor, sub-grantee, technical assistant partner and as a consultant firm. FCI has successfully implemented 121 programmes for smallholders commercialization, market access and trade in 9 countries, conducted 354 value chain analysis directly in 8 countries and undertaken capacity development for farmer organizations, enterprises and partners in 25 countries.

FCI Team based across 23 FCI offices optimizes local knowledge of value chains and market systems to catalyze sustainable rural economic growth and stabilize livelihoods. FCI’s extensive contextual expertise guarantees a fast-tracked implementation learning curve, accelerated impact and authoritative data for national and multi-country interventions with a focus on scaling up.

**Our Coverage**
- 139 Partners
- 25 Countries
- 23 FCI Offices
- 25,470 FOs (Farmer Organizations)
- 18 Million Smallholder Farmers & Agro-Pastoralists

- Value Chain Analysis by FCI Market Research Division [9 Countries]
- Capacity Development for Farmer Organizations, Enterprises and Partners [25 Countries]
- Direct Implementation by FCI for Commercialization & Markets Programmes and Sub-grantee Supervision [9 Countries]
- Technical Support for Partner Organizations by FCI [8 Countries]

**FCI Thematic Areas & Core Competence**

**A: Value Chain Analysis & Market Development**
- Strategic Pillar 1: Value Chain Analysis, M&E, and Markets Data
- Strategic Pillar 2: Market Partnership, eTrade & Demand Creation

**B: Smallholder Commercialization & Enterprise Incubation**
- Strategic Pillar 3: Commercialization & Aggregation
- Strategic Pillar 4: Youth, Women & Girls Enterprise Incubation

**C: Capacity Building, Farmer Sustainability & Food Nutrition Security**
- Strategic Pillar 5: Capacity Development & Audio-Visual Training Aids
- Strategic Pillar 6: Farmer Organization Sustainability & Food Nutrition Security

**D: Digital Trade Platforms & Financial Inclusion**
- Strategic Pillar 7: Informal Markets Network & Digitization
- Strategic Pillar 8: Financial Inclusion & Household Investments

**Commercial Village Model: Multi-value chain approach for food, nutrition, climate adaptation & markets**

Cereals  | Legumes  | Roots & Tubers  | Livestock  | Dairy  | Fisheries  | Poultry  | Horticulture  | Agro-Forestry  | Processing

**Winning Markets for Africa!**
FCI IMPACT IN STATISTICS

Vision: Commercialized smallholder communities with increased incomes for improved, stabilized, and sustainable livelihoods in Africa and beyond.

Mission: To build and implement innovative market-led business models that catalyze smallholder commercialization and entrepreneurship for economic growth of households and enterprises for systematic graduation into Investment Platforms for sustainable communities in Africa and beyond.

FCI Target Clients for Commercialization, Entrepreneurship, Market Access and Trade:

- Youth
- Women & Girls
- Agro-Pastoralists
- Smallholder Farmers
- Farmer Organizations
- Co-operatives
- Commercial Villages
- Agri-Enterprises
- Informal Wholesale Buyers
- Private Sector

Winning Markets for Africa!
FCI DIRECT IMPLEMENTATION ACROSS AFRICA

FCI undertakes direct implementation through its teams but also supervises consultants and sub-grantees based on the nature of programme design. The coverage is described below through maps while quick reference notes are provided in the key for further information.

Direct Implementation for following activities:
1) Value Chain Analysis & Market Information
2) Commercialization & Enterprise Incubation
3) Market Access & Demand Creation
4) Farmer Organization Capacity Building & Sustainability Strategy
5) Informal Markets efficiency & formal market partnerships

FCI Team distributed in various offices undertakes above training

Partnership Implementation for the following activities:
1) Capacity building for partner organization and Sub-grantees
2) Training Enterprises, TVETs and Farmer Organizations
3) e-Training Videos and impact documentaries by FCI Studio
4) Data and evidence building support and reporting for partners

FCI workload and intensity determines if a country graduates into green if proven to require FCI’s full time staffing and offices.

Winning Markets for Africa!
Prof. Meme D. K., Ph.D. | FCI Board Chairman
Professor of Nonprofit Management, Regis University
He is based at the College of Business & Economics, Regis University, Denver - Colorado. Dr. Kinoti has over 25 years of professional experience in NGOs and College level teaching. He currently teaches courses in Nonprofit/ NGO Management, Social Enterprises and innovation within the master of Nonprofit Management degree program. He is in the Leadership of the Non-profits Department at Regis University.

Mumbi Kimathi | FCI Board Member
Strategy & Innovations Director, FCI
A Market Analyst initially in the private sector, later transitioned into agricultural commercialization and markets & trade in the development sector in Africa. Mumbi has over 20 years’ experience in developing marketing strategies, strategic partnership models for private sector players, supply chain concepts and innovative research approaches for various companies, FCI and partners.

David Kitusa | FCI Board Member
Regional Representative, Anglophone Africa, KIVA
He has over 15 years’ of progressive operational and policy experience as a Micro-finance & Management specialist and he extensively participates in various global financial innovations and agri-value chain financing. David is responsible for driving Kiva’s expansion and growth strategy in the East and Southern Africa Region.

Linet Miriti-Otieno | FCI Board Member
Senior Gender Specialist, African Development Bank
A specialist in gender development and women empowerment globally having over 20 years’ experience working on gender equality, monitoring & evaluation of programmes and advising on innovative solutions for women inclusion. Previously based in New York with UN Women, Linet is currently based in Cote D’Voire (Ivory Coast), African Development Bank assigned to the office of the Vice President and special envoy on Strategic Gender aspects.

Dr. James J. Mageria | FCI Board Advisor
He is a leading investor and expert in Leadership & Governance with over 45 years’ experience. Dr. Mageria is a renowned venture capitalist and current board chair of Karen Hospital, and founding chairman of, Management University of Africa, Daystar University and World Vision among others. He has been honored with Moran of the Burning Spear (MBS), the Golden Helm Tourism Award and an FAO Medal.
FARM CONCERN INTERNATIONAL, (FCI) TEAM

FCI Divisions

The FCI staff are clustered into the following 7 Divisions which develop implementation approaches, constantly offer technical support and undertake direct activities.

- Commercialization & Markets Division
- Agri-Enterprise & Innovations Division
- Market Research, M&E and Data Division
- Partnerships & Business Models Division
- Operations & Corporate Services Division
- Finance & Compliance Division
- Capacity Development & Communications Division

Staff Training and Development:

For the last decade, FCI has invested heavily in both technical and frontline teams equipping them with practical modern solutions, to participate in solving the complex farmer and market systems challenges that FCI contends with across different countries and multiple value chains. The staff training curriculum for capacity development focuses on skills and topics ranging from technical, communication, problem solving, leadership, public speaking, business negotiations to private sector / Government engagement.

Technical Team

Farm Concern International is rated as one of the largest African Organizations in direct implementation and its workforce distributed across 23 offices comprises of experts and specialists in: market research & value chain analysis, marketing, supply chain management, information technology, software development, socio-economics, finance, commercialization, technology, engineering, quality management, food processing, product design, advertising, statistics, biometry, enterprise development and value chain specific specialists among other commerce/market-oriented fields. FCI team is largely drawn from the private sector, regional development organizations and experts from the diaspora.

The Growth of Our Team

- Year 2013 : 725
- Year 2014 : 823
- Year 2015 : 2,088
- Year 2016 : 2,358
- Year 2017 : 2,450

Frontline Team

FCI has modified the private sector’s sales force concept to form an efficient and cost-effective farmer-level frontline trade team of Commercial villages Trade Facilitators and Market & Trade Facilitators to address the last-mile intensity of smallholder commercialization, market linkages, trade facilitation and data gathering.

How Last Mile Delivery Works

Thro’ Commercial Village Model:

Commercial Villages Trade Facilitators oversee 3-5 Commercial Villages or each is attached to 5-10 Farmer Organizations based on the implementation approach applied. The Commercial Villages or Farmer Organizations are clustered in Commercial Zones (CoZos) of 5,000 to 10,000 farmers with arid regions on lower limit and highlands on upper limit and supervised as a Trade block.

The markets team work closely with informal markets and formal buyers utilizing CoZo data for planning while they also monitor market prices and volumes on a weekly basis for selected hot-spot trading markets. Technical teams therefore supervise an entire system of Commercial Zones, Buyers and Service Providers ensuring long-term sustainable partnerships are developed beyond project life. Markets teams are attached to various key markets and disseminate collected markets data as they facilitate trade for aggregation centres, enterprises (individual or group owned) and farmer organization.

Winning Markets for Africa!
A 12-year tested, implemented and upgraded innovative business model contextualized to Africa for value chain analysis, smallholder commercialization, food security, aggregation & market access. The model, developed and upgraded by FCI over more than a decade, is based on a multi-value chain approach and has experientially been applied in 8 countries with 137 partners. The model offers mass marketing system targeting high impact among large numbers of households and an embedded real-time data capture process for impact documentation. Further, statistical evidence has been generated on smallholder commercialization and market access proving its efficacy for high-impact; its capability to transform high numbers of smallholders; deliver enterprise profitability and stabilize incomes.

Commercial Villages Trade Platform for Sustainability Based on Grants as Catalytic Fund and Farmer Cost Share Model.

Funding cycles and end of projects in the midst of livelihood stabilization and new incomes eventually have unintended negative market forces to communities and buyers. As an African Organization, FCI offices and teams are amidst these communities and have consistently observed the risks of impact erosion due to grant cycles complexities. Sustainability of Farmer Organizations and their long-term partnerships with buyers, service providers and Governments is therefore, now the focus of FCI aimed at graduating programme interventions into durable solutions. Long-term Commercial Villages Action Plans and Business Plans partially resourced by farmers will allow FCI to graduate grants into catalytic funds. For sustainable development for smallholder farmers, FCI is further seeking strategic partnerships that will optimize Commercial Villages as investment platforms and expand on current village business portfolios, viable enterprises, trade opportunities and market partnerships.

Partnerships to Unlock Rural Economies for Investments & Economic Growth

Action Planning & Capacity Development | Leaders representing 400 Commercial Village in Northern Tanzania representing 800,000 Smallholder Farmers in Northern Tanzania during a detailed village level planning. FCI uses data on acreage, yield, farm gate prices, cost benefit analysis and sales for each village to guide informed decision making for integrated value chains.

Access to information is key in enabling smallholder farmers make decision that are informed. Through the engagement of youth at the Commercial Village level, smallholder farmers are able to remain abreast with the rapidly changing market dynamics.

Commercial Village Processing Enterprises | Youth and Women integration in the business opportunities is beyond commercialization and FCI has mainstreamed food processing as viable enterprise and employment targeting rural areas with modern technologies.

Formal Markets Partnerships | FCI builds the capacity of farmer organizations and enterprises to meet the stringent market requirements on quality, consistency, quantity, timeliness and effective relationship in collaborative response to market forces in the domestic, regional and international companies.

FCI in Pictures

 Winning Markets for Africa!
We Believe in

Sustainability  Real-Time Data  Impact  Integrity  Cost effectiveness  Evidence

Informal Markets Digitization & Wholesalers Network | Value Chain Analysis by FCI in various countries for multiple value chains reveals that 80-85% of the smallholder agricultural commodities are traded in the informal markets. To build market system efficiency; FCI has partnered with wholesalers who drive value chains as informal investors to reduce transactional costs, expanded trade and reduce value chain food loss through Commercial Village / Wholesaler partnerships.

Commercial village Trade Fairs are platforms for dissemination of critical information to farmers and further create long term partnerships focusing on opportunities for smallholders as well as providing solutions in crop production, logistics, finance, technology access and marketing.

FCI Rebrands to reflect more on coverage & specialization

FCI 5-Year Focus [2018-2022] Consolidate Experiences for Scale-up and Impact

Winning Markets for Africa!
Farm Concern International, FCI Strategic Social Investment Partners

FCI Board, Management and Staff are greatly honored and humbled by the technical and financial support accorded as well as the trust to implement regional and national programmes aimed at increasing incomes and improving livelihoods of millions of farmers and their households across Africa. FCI continues to deepen its commitment to farming communities across Africa and seeks strategic partnership for scale up as the institution enhances direct implementation in various countries.