



**GLOBAL DEVELOPMENT**

**AS A SMALLHOLDER**

**BUSINESS VENTURE**

SEPTEMBER 2015



smallholder  
farmers alliance



impact  
farming



# Unleashing the power of smallholder farmers to change the world... one small business at a time.

This is the story of a new concept that began with the **Smallholder Farmers Alliance** in rural Haiti and is now expanding internationally through the efforts of **Impact Farming**. The animating principle behind both groups is that small-scale family farmers, who make up a third of the global population, can use a self-financing business model to help feed citizens and reforest the world while simultaneously addressing community development, climate change and women's empowerment.

# Growing More Food and More Trees

With most indicators suggesting that we have already reached the worldwide limit of arable land, and with current population projections predicting an additional two billion people by 2050, experts feel we are rapidly approaching an impending food crisis where production simply cannot meet demand.

One option is to accelerate the cutting of forests to clear land for more large-scale industrialized farming. But given that it takes roughly one acre of cleared forest to feed one more person, the effect of clearing two billion acres of forest on climate change would be devastating.

There is at least one other option in the form of an innovative experiment that has proven to significantly increase food production while at the same time increasing tree cover rather than reducing it. The story begins in one of the most unlikely places—rural Haiti—with an organization we founded called the **Smallholder Farmers Alliance** (SFA).

The two of us set out to plant trees in a country with one of the highest rates of deforestation in the world. Haiti, once covered in dense tropical forests, now has less than two percent tree cover. When we asked the Timberland company to sponsor a program that paid farmers to plant trees, the answer was “yes... but on the condition that you can show how it will be sustainable after our funding stops.”

That question forced us to come up with a business case for planting trees. The solution was to combine reforestation with one of Haiti’s other major issues, namely the very low yields of smallholder farmers. We made planting trees a way to earn better seeds, tools and training so that crop yields went up by an average of 40%, farm input costs went down and household incomes increased an average of 50%. The result is a market-based approach to produce more food and by growing more trees. In addition to the resulting agroforestry cooperatives, we have added microfinance support for women farmers, established a farmer field school, created farm businesses and begun exporting agricultural products.

Five million trees and 3,200 farmer-members later—with the support of Timberland and the Clinton Foundation—the model is ready for expansion in Haiti and abroad. Given that the SFA is a



Haiti-based organization with a domestic focus, a new organization called Impact Farming has been created to carry this message beyond Haiti’s borders.

The world’s largest under-performing agricultural asset is the 2.5 billion people who live and work on 500 million smallholder family farms. Each with less than five acres (roughly two hectares), these farmers constitute one third of the entire global population and currently produce 70% of our food on 60% of the earth’s arable land. But as in Haiti, most are functioning at well under half their capacity and together represent the majority of the poorest and hungriest people in the world.

**Impact Farming** was created to work with smallholder farmers throughout the developing world to advance business solutions that integrate sustainable food production with increased tree cover.

While smallholder farmers are emerging globally as the new food and forestry frontier, the Haiti experience has shown that they are also uniquely positioned to be leaders in addressing other important issues. Deploying organic principles in the process of growing more food and more trees helps restore the environment and reduce climate change. If women farmers are supported along the way, this has been shown to further increase overall yields at the same time as improving life for women and girls. Increased household income is a major contributing factor to higher rates of school attendance. And an overall improvement in rural economies attracts young people to stay and not migrate in such numbers to urban areas that are ill equipped to provide enough job opportunities.

With a bit of help, smallholder farmers can use an entrepreneurial model to transform families, communities and local economies... and end up changing the world.

*HUGH LOCKE*

Hugh Locke  
*President and Co-Founder  
Smallholder Farmers Alliance  
President and Founder  
Impact Farming*

*Timote Georges*

Timote Georges  
*Executive Director and Co-Founder  
Smallholder Farmers Alliance  
Ambassador  
Impact Farming*

# Smallholder Farmers Alliance

The Smallholder Farmers Alliance (SFA) applies business solutions to help feed and reforest a renewed Haiti by establishing market-based farmer cooperatives, building agricultural export markets, creating rural farm businesses and contributing to community development.

[www.HaitiFarmers.org](http://www.HaitiFarmers.org)



**Farmer Cooperatives:** creating farmer-managed businesses with a triple bottom line: planting trees, increasing food production and improving farm livelihoods.



**Kay Plantè:** a business providing agricultural supplies to farmers and wholesale food to micro-entrepreneurs, along with a marketing operation for farmer produce.

**Farmer Field School:** a certificate program for the SFA farmer-members that trains them to the level of an agricultural extension agent.



**SFA Microfinance:** business training and loans to women farmers to assist them with creating and managing secondary business ventures such as the food stall shown here.



**Alpha Bon:** adult literacy and business training for the SFA farmer-members being led by the microfinance institution Fonkoze.





**School Gardens:**  
a network of model school gardens to encourage the growing of vegetables for hot meal programs and having students learn about the environment.



**Moringa Export:**  
a consortium of smallholder farmer cooperatives growing and processing moringa leaves into powder and extracting oil from the seeds—both for export.

*See page 13 for more details.*



**Lime Oil Export:**  
reintroducing lime trees in Haiti that will supply a plant being built there to process and export lime oil extract.

*See page 15 for more details.*



Photo credit: Andres Cortés

## Support for Women Farmers

Simply put, if you don't emphasize overall support to smallholders in favor of women farmers you are not going to get full value for your investment. That is not to suggest that support should be provided to women only, because that causes its own dysfunction. But supporting women to achieve an equal status with male farmers—and with equal access to resources—has been shown to increase farm yields by 20 to 30 percent, according to the Food and Agriculture Organization (FAO).

The SFA model starts by making women and men separate and equal members, including when they farm together as husband and wife, which is something rarely done in Haiti. A woman farmer is a member of the SFA's national board of directors. Women farmers are the exclusive recipients of the SFA microfinance program, which includes basic business training. And women farmers have the exclusive responsibility for processing moringa as part of the new Haitian moringa value chain.

What began as externally applied rules has begun to change cultural norms regarding the status of women, one community at a time.

## SFA Stats:

**3,200**

Number of farmer members

**46%**

Percentage of farmer members who are women.

**19**

Number of tree nurseries.

**4,916,000**

Number of trees planted by the SFA between 2010 and 2015.

**6,300**

Acres under cultivation by farmer members (2,550 hectares).

**102**

Number of women farmer members currently receiving micro-credit loans.

**40%**

Estimated average increase in crop yields by farmer members.

**50%**

Estimated average increase in household income by farmer members

**3,400**

Estimated number of additional children of farmer-members in school.

**13,520**

Estimated total number of farmers and their family members positively impacted by the SFA's work.



Photo credit: Sebastian Petion

## Structure

The Smallholder Farmers Alliance (SFA) is a Haitian non-profit foundation operating under the laws of Haiti, identified by NIF#: 000-049-555-8 and currently in the process of applying for the final stage of registration with the Government of Haiti.

## Board of Directors

### Hugh Locke

President and Co-founder

*President and Founder, Impact Farming*

### Timote Georges

Executive Director and Co-founder

### Raymond Alcide Joseph

*Journalist; former Haitian Ambassador to the USA*

### Mark Newton

*Head of Regulatory and Environmental Affairs, Samsung Electronics America*

### Rob Padberg

*Director General, Bureau de Nutrition et Developpment (BND)*

### Eliette Pierre

*Farmer and member of Smallholder Farmers Alliance in Gonaïves*

### Michèle Pierre-Louis

*Former Prime Minister of Haiti; President, Fokal*

### Jean Ernst Saint Fleur

*Officer, UNICEF; formerly with Ministry of Agriculture*

### Jean-Frédéric Salès

*Principle, Cabinet Salès*

### Jane Wynne

*Founder, Wynne Farm Ecological Reserve*

## Advisors

### Mark Bamford

### John R. Drexel IV

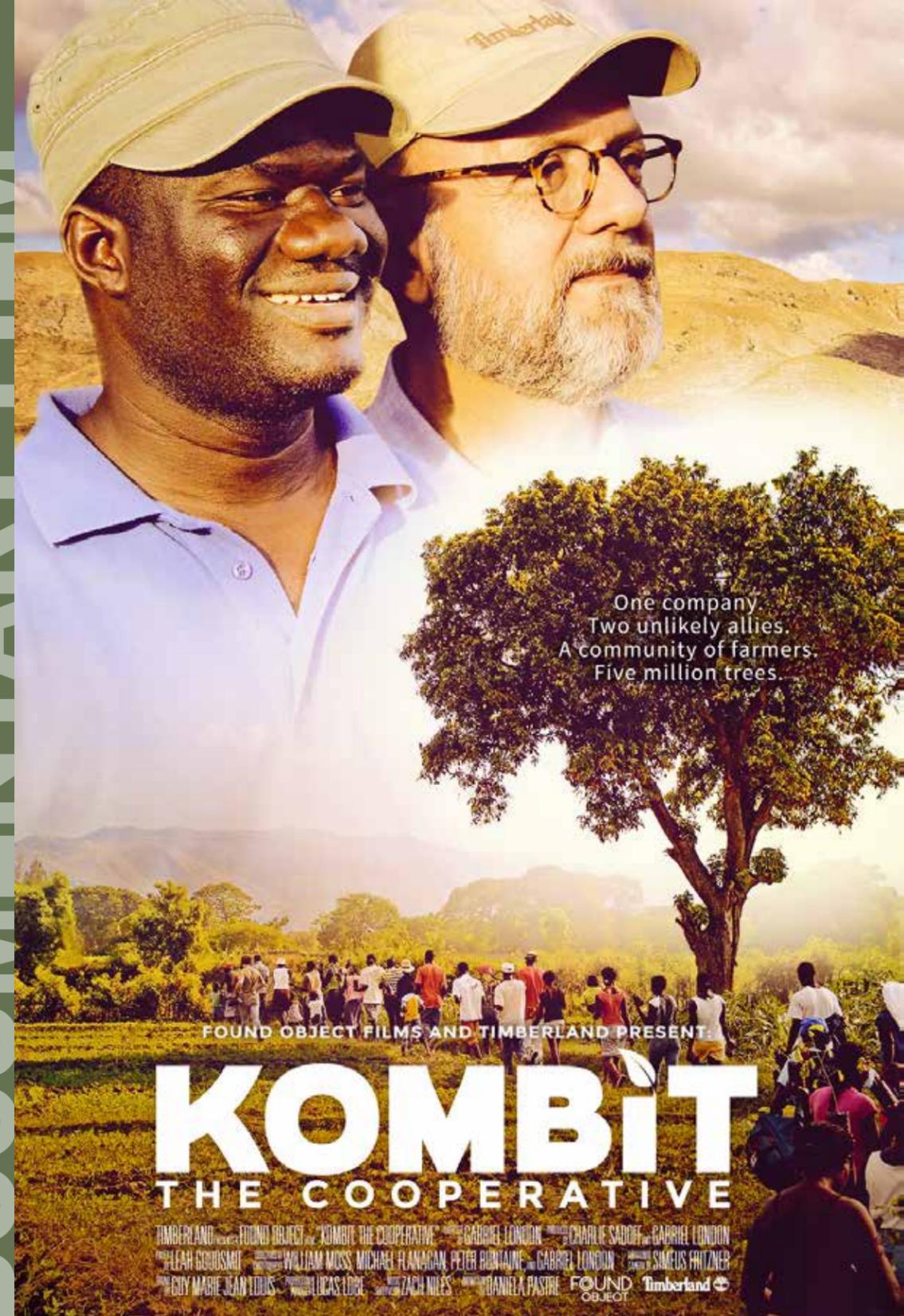
### Pascale Dejean

### Claudine Francois

### Lionel Delatour

### Jean-Robert Ronald Painson

DOCUMENTARY FILM



**Kombit: The Cooperative** Scheduled for release in October 2015, this documentary chronicles the journey of Timberland and the Smallholder Farmers Alliance to develop a sustainable agroforestry business model in Haiti.

[www.kombitfilm.com](http://www.kombitfilm.com)

# Impact Farming

Impact Farming is a U.S.-based non-profit organization that works with smallholder farmers internationally to advance small-scale business solutions that integrate sustainable food production with increased tree cover and self-financed community development. Impact Farming also supports the work of the Haiti-based Smallholder Farmers Alliance.

## Focus Areas



### SUPPORT

for scalable agricultural innovations that connect smallholder farmers with better seeds, tools and training, along with access to markets, credit and other services.



### DIALOGUE

that changes thinking about smallholder farmers from a problem to be fixed to an essential primary economic and social unit of civilization.



### ADVOCACY

to ensure the voice of smallholder farmers is part of any process in which the outcome will impact their future.

[www.ImpactFarming.org](http://www.ImpactFarming.org)



MORINGA EXPORT



Boosting Haiti's  
Agricultural  
Exports

**Moringa Export:** Impact Farming is supporting the Haiti-based Smallholder Farmers Alliance to create and implement a new moringa value chain that will secure a portion of the rapidly growing international market for moringa leaf powder on behalf of that country's smallholder farmers. Kuli Kuli, the U.S.-based moringa company, is creating a new food product made with Haitian moringa that will go on sale at Whole Foods Market stores in January, 2016. A new business model will fully integrate smallholder farmers from 'field to shelf' as growers, processors and shareholders collaborate in a new commercial export company that features moringa processing operations run by women farmers.

## Structure

Impact Farming is a 501(c)(3) non-profit charitable organization operating under the laws of the United States.

## Board of Directors

### Hugh Locke

President and Founder

*President and Co-Founder, Smallholder Farmers Alliance*

### John (Nick) R. Drexel IV

Treasurer

*Chairman, Saga 3, LLC*

### Gregory Grene

*Co-Founder, Andrew Grene Foundation*

### Benjamin Krause

*Chief of Staff for Sean Penn; PhD candidate, Department of Agricultural and Resource Economics, University of California, Berkeley*

### Mary McLaughlin

*Founder, Trees That Feed Foundation*

### Margaret Morey-Reuner

*Director, Strategic Partnerships & Business Development, Timberland*

## Ambassador

### Timote Georges

*Executive Director and Co-Founder, Smallholder Farmers Alliance*

## Advisor

### Mark Bamford

**Smallholder Metrics Model:** Impact Farming is working with several universities and non-profits to develop a new standardized methodology for measuring smallholder farm input, output and impact—including environmental, social and economic impact, as well as the role of women.



# LIME OIL EXPORT



Photo credit: Sebastian Petion

**Lime Oil Export:** Impact Farming is supporting the Smallholder Farmers Alliance to re-introduce lime trees (being planted above) in Haiti, once a major exporter of the lime oil extract valued by both the fragrance and beverage industries. The SFA is starting with a pilot program involving 500 smallholder farmers growing and transplanting 20,000 key lime trees in three categories: small-plot sites with 15 trees each, micro-orchards of around 350 trees each and one mid-size cooperative-managed orchard with 3,500 trees on a five-hectare site. The goal is to replicate and greatly expand this program over the next few years in order to supply a planned extraction plant that will once again export lime oil, but this time based on a smallholder farmer model.



Photo credit: Andres Cortés

## Sponsors, Partners and Collaborators

The following organizations, institutions and companies have been involved in sponsoring, partnering or collaborating with the Smallholder Farmers Alliance and/or Impact Farming.

**A Hundred Years**  
**Canadian Embassy in Haiti**  
**Clinton Foundation**  
**Clinton Global Initiative**  
**CNN International**  
**Fairtrasa**  
**Firmenich Charitable Foundation**  
**Fondation Seguin**  
**Fonkoze**  
**Food and Agriculture Organization – Haiti**  
**Found Object**  
**Heifer International**  
**Inter-American Development Bank**  
**Kreyòl Essence**  
**Kuli Kuli**  
**Lidè**  
**Ministry of Agriculture – Haiti**  
**Ministry of Environment – Haiti**  
**Ministry of Fun**  
**Nomad Two Worlds**  
**Partners in Agriculture**  
**POS Bio-Sciences**  
**Prodem S.A.**  
**Sakala**  
**The B Team**  
**Trees That Feed Foundation**  
**Whole Foods Market**  
**World Bank**  
**World Central Kitchen**  
**Wynne Farm Ecological Reserve**

Founding corporate sponsor:



# They say money doesn't grow on trees, but did you know a whole community can?

## **Smallholder Farmers Alliance**

[www.HaitiFarmers.org](http://www.HaitiFarmers.org)

Smallholder Farmers Alliance  
26, Route Nationale #1  
Gonaïves, Haiti

## **Impact Farming**

[www.ImpactFarming.org](http://www.ImpactFarming.org)

Impact Farming  
1872 Pleasantville Road, Suite 182  
Briarcliff Manor, NY 10510, USA

