



The Pharo Foundation

Summary of Strategy

Our vision is an economically self-reliant Africa.

Our mission is to facilitate economic independence of African people through the promotion of sustainable livelihoods and job creation in Africa.

Our values are:

- ✚ **Sharing** – We are duty-bound and honoured to share our successes and good fortunes with those who aspire and have the potential to become economically self-reliant.
- ✚ **Passion** – We are passionate about Africa’s potential to create thriving economies and to prosper.
- ✚ **Respect** – We respect the knowledge, skills, culture and determination to succeed of African people.
- ✚ **Humility** – We listen to and learn from our partner communities and organisations.
- ✚ **Collaboration** – We welcome the opportunity to work in mutual trust with others who have complementary skills to achieve common goals.

Our ambition for 2025 is to bring about positive changes in the lives of at least 100,000 households in Africa through integrated development programmes anchored on agriculture and water.

Our strategic objective for 2020 is to significantly improve the income and livelihoods of 30,000 households in Africa through four Specific Objectives:

Specific Objective 1	Specific Objective 2	Specific Objective 3	Specific Objective 4
To increase agricultural productivity by at least 50% for 30,000 households	To improve access to water to national standards for 30,000 households	To improve access to priority basic services as identified by each programme partner community	To continuously enhance our and our partners’ impact and programme effectiveness

Where we work

- We work in Africa
- Over the next 5 years we will focus on a few selected countries where we can make the greatest difference

Whom we work with

- We focus on people with the potential to become economically self-reliant

How we work

- We will work with our partners to design and implement exemplary integrated programmes anchored in agricultural development, water management, and other relevant long-term development needs articulated by partner communities.
- We will document and disseminate knowledge and evidence generated from our work to inform the work of others and to influence policy and practice.

Introduction

The Pharo Foundation is a private Foundation committed to Africa and established in 2011. In the last four years, we have funded projects worth over US\$5 million in the eastern part of Africa. These projects are contributing towards improved access to financial services, education, health, water and sanitation. Based on lessons learnt from these projects and wide ranging stakeholder consultation, we have developed a new five-year strategy (2016-2020). We are committed to scaling up our work; improving the quality and the effectiveness of our programme selection, design and implementation based on evidence; and achieving significant and lasting improvements in the quality of life of the people whom we support.

External Analysis

In September 2015 world leaders committed to 17 **Sustainable Development Goals** (SDGs) that define major problems facing the world. The Goals directly relating to our work include:

- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 6: Ensure availability and sustainable management of water and sanitation for all.
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

We will also to a lesser extent and/or indirectly contribute to other Goals such as ending poverty, promoting lifelong learning opportunities, achieving gender inequality, empowering women and girls, ensuring healthy lives and promoting well-being, halting and reversing land degradation and halting biodiversity loss, and combating climate change and its impacts.

Our strategy is also focused on supporting communities in a region where the level of human development is the lowest in the world as measured by the UN **Human Development Index (HDI)**. Ethiopia, South Sudan and Uganda were ranked 174th, 169th and 163rd, respectively, in 2015 out of 188 countries. Eritrea – where we have not yet funded any projects but with potential in the early years of our strategy due to its poverty profile, proximity to other countries we are supporting, and the potential that exists to make significant strides in improving income and livelihoods – is ranked 186th. The HDI has not yet been calculated for Somaliland/Somalia due to lack of sufficient data but it will almost certainly be ranked very low due to its fragile peace and stability.

The relevant current Pan-African vision and policy framework that our strategy will contribute to is the **New Partnership for African Development (NEPAD)**. We will contribute especially to one of NEPAD's themes – agriculture and food security. NEPAD's agriculture and food security programme focuses on helping African countries improve economic growth through agriculture-led development. Specifically, it aims to ensure that smallholder farmers get better access to markets, finance and technical support, in order to improve their income and get out of poverty.

Internal Analysis

The Foundation's key **strength** is funding security with the related scope it gives us to accelerate our activities. Other strengths are administrative support from Pharo Management, the absence of a political agenda, the engagement of Trustees, and staff and Trustee links to Africa. We draw on the knowledge, experience and relationships developed through our first four years of operation, especially in Ethiopia and Somaliland/Somalia. Our top three **weaknesses**, identified by Trustees and staff alike in October 2015, were a lack of focus, strategy and baselines for measuring impact.

Our Choices and Approaches

We will focus on people with the potential to become economically self-reliant: some are excluded from economic activity; others are economically active but with low productivity. Many are women. As a result of their work with us they will be saying:

- ❖ “I have the skills and knowledge I need”
- ❖ “I now earn sufficient income to look after my family”

We seek **depth rather than breadth** in what we achieve: we would rather make a life-changing difference to the lives of 100,000 people than give valued but lesser help to 500,000. We focus on long term development work, including disaster risk reduction, rather than short term humanitarian relief. These choices reflect our Values and our emphasis on economic self-reliance.

We had the option of supporting sector-specific projects (e.g. education, health) or adopting an integrated programming approach. We have chosen to focus on improving income and livelihoods through an **integrated approach**, potentially spanning several sectors. This choice reflects our vision of economic self-reliance and our values in terms of responding to local priorities. It also recognises the reality that development problems generally concern systems, not single issues.

However, our chosen locations all have needs in agricultural development and most have needs in water management. Therefore, we see our integrated approach as **anchored in agricultural development and water management**, meaning that it is essential that among our staff in each country we have skills in these sectors. Our work to improve access to water for domestic consumption will be accompanied by increasing access to improved sanitation and hygiene.

Our **integrated approach combines** the following key components, in each of which we aspire to be exemplary, to be a role model for others:

Planning:

- ✓ Engagement with key stakeholders to develop programmes: listening to community needs, assessing individual needs, cooperating with officials, working with NGOs and the private sector.
- ✓ Developing and consulting stakeholders on plans that align with other existing programmes and cut across conventional sectoral boundaries.

Delivery:

- ✓ Access to research and technical expertise and sharing knowledge.
- ✓ Building the capacity of enterprises and community organisations.
- ✓ Direct service delivery such as building dams.
- ✓ Financing the work of partners through grants and loans including microfinance.

Learning:

- ✓ Monitoring and evaluating progress.
- ✓ Assessing impact relative to quantitative baselines.
- ✓ Documenting and disseminating knowledge and evidence generated from our work to inform the work of others and to influence policy and practice.

Thus our **main activities** are a combination of direct involvement in programme development and service delivery on the one hand and creating and strengthening small and medium sized enterprises and community organisations on the other. This again is a choice: we could have chosen to stay as a simple grant-giving foundation. Our values led us to choose to work over time to become more deeply and directly involved, while continuing to support some partners through grants. Our main partners are community-based organisations but we work with a range of others including national and international NGOs, local and national governments, research and academic institutions and the private sector. Our **core skill** is bringing together these various relationships and activities into an effective whole.

Long-term Aims

Our **aim for 2025** is to manage and fund integrated programmes that make a remarkable difference to the lives of people in Africa and are an inspiration to others. To do this we anticipate having 100-200 staff based in Africa together with a small head office in the UK. These countries will include Somaliland/Somalia and Ethiopia together with nearby countries such as Eritrea, South Sudan and Uganda.

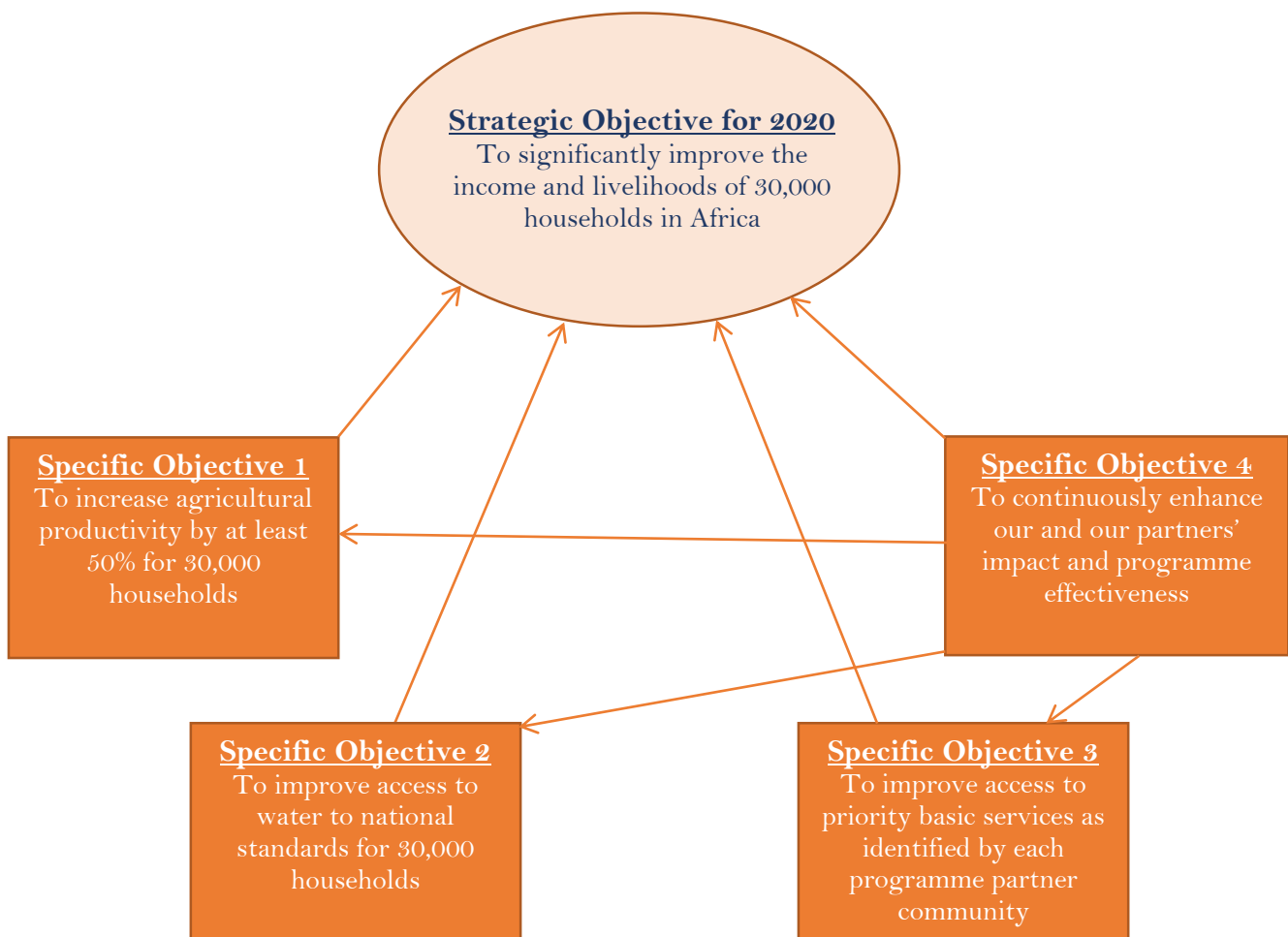
We shall continue to give **Employee Sponsored Grants** on a modest scale in accordance with the wishes of employees of Pharo Management. Our **trustees** are very passionate about Africa's development and we will set aside a small amount of funds for projects that inspire them and that they wish to support. These grants will be in accordance with our vision and values.

Objectives for 2020

Our **Strategic Objective** for 2020 is to significantly improve the income and livelihoods of 30,000 households in Africa. Our four **Specific Objectives** are

1. To increase agricultural productivity by at least 50% for 30,000 households
2. To improve access to water to national standards for 30,000 households
3. To improve access to priority basic services as identified by each programme partner community
4. To continuously enhance our and our partners' impact and programme effectiveness

The following diagram summarises **how these various objectives link** to each other.



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