

Strategic Plan 2023 – 2028



U3 AGRINET Savannah Agricultural Service Solutions

April 2023

TABLE OF CONTENTS

Forward	1
Strategic Planning process overview	2
Planning Model.....	3
About U3 Agrinet / Savannah Agricultural Service Solutions.....	4
Mission Statement Our purpose, why we exist.....	4
Vision Statement What we are striving to create	4
Value Statements What is essential to our success	4
Our Services What we offer.....	4
Savannah Agricultural Service Solutions What we do.....	4
Our Value Proposition How we are perceived	5
Strategic Priorities	6
Strategic Phases.....	7
Goals & Strategies	8

APPENDIX

PEST Analysis	APX 1
SWOT Analysis	APX 2
Priorities Template	APX 3
Goals and Strategies Template.....	APX 4
Evaluation and Monitoring Report.....	APX 5

FORWARD

U3 Agrinet / Savannah Agriculture Solution Services (SASS) is a 100% Ghanaian agribusiness entity focused on improving the well-being and resilience of women and youth in Ghana.

With an innovative and sustainable in-grower and out-grower scheme model, U3 / SASS aims to build capabilities of economically active women, men and youth in grains (sorghum, maize, rice, soybean), vegetable production (onion and pepper), aquaculture and animal husbandry.

U3 / SASS also leverages on the model farm to develop the entrepreneurial interest of Senior High School (SHS) and Tertiary students in the various value chains to reduce unemployment and increase participation of youth in agribusiness.

The combined significance and ripple impact of our target commodities (ie: sorghum, maize, rice, soybean, chilli pepper and onion) to the economies and households across Ghana and beyond cannot be over emphasized.

The North of Ghana is the known as the hub of these products and provides economic returns to many households, making the North a predominantly farming population.

However, the agricultural sector has been challenged with key issues including:

- Lack of access to fertile and secured farmlands
- Limited access to quality and timely inputs
- High cost of operations and inputs
- Unrealizable mechanization services
- Lack of trust leading to site selling by smallholder farmers
- Absence of extension services and technical support
- Low technology adoption among smallholder farmers
- Lack of strong partnerships

U3 / SASS is working hard to overcome each of these challenges with stable, measured and sustainable farming practices, thereby creating a better everyday life for many households in Africa.

STRATEGIC PLANNING PROCESS OVERVIEW

In April 2023 the U3 Agrinet / Savannah Agricultural Service Solutions staff, board and upper management underwent a strategic planning process with consultation support provided by Catalyste+ Advisor, Kimberley MacAulay.

A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3 to 5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

U3 / SASS staff, board and upper management determined the following planning outcomes to achieve through the strategic planning process:

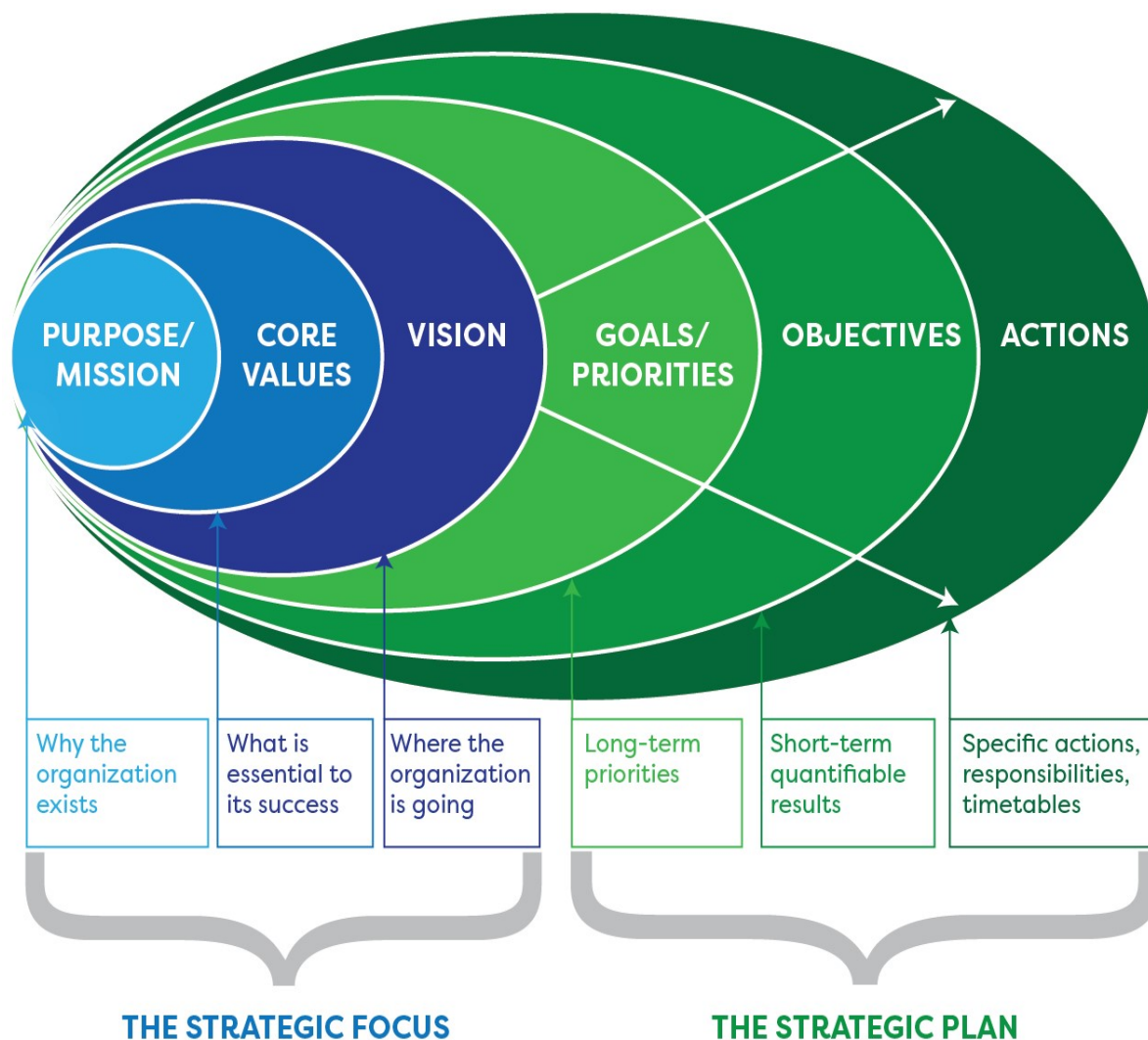
- To determine if the existing mission and vision statements for U3 / SASS are still relevant today.
- To determine priorities and goals to focus on for the next five years.
- To determine the strategies U3 / SASS will employ to ensure successful realization of the established goals.
- To ensure measured and accountable execution of the determined strategies by way of an Annual Operating Plan.

The strategic plan covers the timeframe of May 1, 2023 to April 30, 2028 and is overseen by the U3 Agrinet / SASS staff and board. The following chart outlines the key step undertaken during the strategic planning process:

TIMEFRAME	PROCESS STEP
March 2023	Process Outline – An overview/guideline of the strategic planning process was developed.
April 17-25, 2023	Strategic Planning Sessions – Members of U3 /SASS staff, board and upper management met to discuss existing conditions through situational analysis exercises, and to determine the mission, future vision, priorities, objectives, strategies and activities of the organization.
April 26-27, 2023	Annual Operating & Communication Plans – Based on goals and priorities established during the Strategic Planning phase an Annual Operating Plan as well as a Communication & Advocacy Strategy were developed.
April 2023	Review and Adoption – The Multi-year Strategic Plan, Annual Operating Plan and Communication & Advocacy Strategy are reviewed and adopted by U3 Agrinet / Savannah Agricultural Service Solutions.
May 1, 2023 – April 30, 2028	Implementation – The plans are communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Yearly Basis	Annual Planning – The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year. Additionally, the Annual Operating Plan is reviewed and renewed annually.

PLANNING MODEL

The following planning model was developed to visually depict the various planning components.



Planning Model Notes

1. The planning components are shared among all Board Members, Management, Staff and Volunteers of the organization.
2. The Staff and Board will review and determine goals, objectives and strategies on a regular basis (see **Annual Operating Plan**). *NOTE: The objectives and strategies within the Strategic Plan were identified in April 2023. Any and all additional objectives and strategies (related to the priorities) identified should be added to the Strategic Plan at regular times (i.e. quarterly, semi-annually).*
3. Staff and Board will track progress made towards the objectives and strategies determined within this Strategic Plan (as per the **Evaluation and Monitoring Report** included as an appendix to this document). Specific projects, strategies or other initiatives can be planned and tracked in more detail in the **Annual Operating Plan** (included as a separate document).

ABOUT U3 AGRINET / SASS

MISSION STATEMENT | OUR PURPOSE, WHY WE EXIST

U3 Agrinet's mission is providing dignified, sustainable and rewarding jobs through an integrated agricultural support system for women and youth in Africa.

VISION STATEMENT | WHAT WE ARE STRIVING TO CREATE

To create a better everyday life for many households in Africa.

VALUE STATEMENTS | WHAT IS ESSENTIAL TO OUR SUCCESS

- Trustworthiness in partnership
- Human development centered
- Technology and Innovation
- Collaborating, learning and adapting to climate change
- Teamwork
- Evidence formed decisions

OUR SERVICES | WHAT WE OFFER

- In-grower management and contracts
- Out-grower management and contracts
- Provision of inputs
- Provision of machinery and mechanization
- Field management extension services
- Transport and logistics
- Value Addition in Processing and Packaging
- Warehousing and storage
- Marketing and sales
- Knowledge management and communication
- Information and communication technology
- Agricultural-Technical Vocation and Education Training (TVET)

SAVANNAH AGRICULTURAL SERVICE SOLUTIONS | WHAT WE DO

Creating opportunities for women and youth to develop skills to build a sustained resilience to poverty through respectable and rewarding farm business.

OUR VALUE PROPOSITION

TEAMWORK

Through unity, we can achieve more together. Our actions are based on trust, responsibility and decisions which we reach and realize together by using the potential and professionalism of all members of our team.

CHANGE/FORWARD PROGRESS

We embrace change and are forward thinking in our approach.

COLLABORATION/PARTNERSHIPS

We build relationships with like-minded partners, alliances and team members to foster new opportunities for women and youth.

COMMUNICATION

We strive to keep members and the public informed and we value input from all.

LEADERSHIP

We provide clear vision, goals and responses to economic opportunities and challenges.

EDUCATION

We strive to teach the next generation current and potential farming practices and opportunities through our Agricultural-Technical Vocation and Education Training (TVET).

STRATEGIC PRIORITIES

Priorities reflect the important issues, opportunities and key focus areas, that when addressed, will allow the organization to flourish. Priorities are the things that matter most. They are additional to the day to day operations. Priorities are not listed in order of importance. They represent specific areas in which the organization must focus energies in order to succeed.

From 2023 - 2028 U3 Agrinet / SASS will strategically focus efforts around the following priorities:

1

1.0 PRODUCTION

- 1.1 Creation of Irrigation System
- 1.2 Increased Production of Sorghum
- 1.3 Increased Production of Maize, Rice and Soybeans
- 1.4 Increased Production of Vegetables
- 1.5 Establish Catfish Farm
- 1.6 Enter into Animal Husbandry

2

2.0 OPERATIONS & MANAGEMENT

- 2.1 Transition to Corporation
- 2.2 Develop Organizational Operating Guides and Manuals
- 2.3 Obtain adequate Financing to reach Immediate and Mid-Term Goals
- 2.4 Strengthen Knowledge and Skills of In-Grower and Out-Grower Farmers
- 2.5 Hire additional Field/Extension Officers
- 2.6 Increase Board Member and Staff Utilization
- 2.7 Provide Full Time Employment to Upper Management
- 2.8 Build strong relationships with more Women and Youth Organizations
- 2.9 Build out Corporate Infrastructure
- 2.10 Become a Self-Sustaining Farming Enterprise
- 2.11 Review Strategic Plan and Update Annual Operating Plan

3

3.0 MARKETS & VERTICALS

- 3.1 Build Relationships with Multiple Commodity Buyers
- 3.2 Expand operations to include In-House Processing of Commodities

4

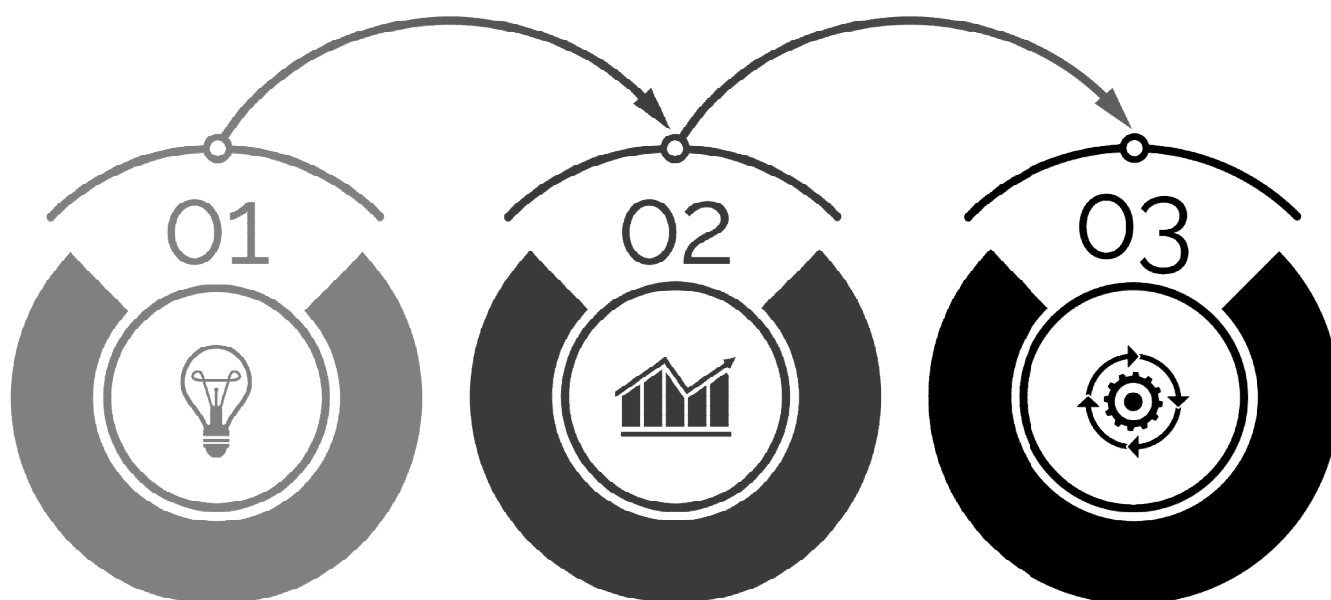
4.0 COMMUNICATION & ADVOCACY

- 4.1 Increase Communication of Agricultural Programming and Educational Opportunities
- 4.2 Create a new Website featuring U3 / SASS's business and humanitarian activities
- 4.3 Create local Agricultural Advocacy Network

STRATEGIC PHASES

To achieve success, U3 Agrinet / Savannah Agricultural Service Solutions will move forward in a measured, deliberate and systematic manner. A strong foundation with clear direction and strategic alignment will be ensured before active pursuit and spending occurs on initiatives.

The broad strategic direction for the organization will occur over the following phases:



PHASE 1 IMMEDIATE OPPORTUNITIES

Priority will be given to preparing for growth and increased communication. This includes addition of field staff and farmers to manage increased acreages under cultivation, and implementation of a cohesive communications strategy.

While we will continue to take advantage of opportunities that emerge, we will position ourselves to be adequately prepared so new endeavours will be successful.

PHASE 2 MID-TERM OPPORTUNITIES

In this phase, we will focus on our mid-term opportunities. By now, we have realized some returns on our immediate goals and it is time to focus on the actions that require a bit more time and resources.

While we focus on these actions we will continue to keep our eye on the long-term opportunities in Phase 3.

PHASE 3 LONG-TERM OPPORTUNITIES

In this phase we are focused on the projects or activities that were determined to be long-term in nature.

These, along with the accomplishment of Phase 1 and 2, will ensure a self-sufficient and self-sustaining operation offering opportunities for women and youth into the future.

2023 - 2024

2024 – 2026

2026 – 2028

GOALS & STRATEGIES

Goals are broad statements that describe outcomes the organization wishes to accomplish. Goals stem from the mission and vision and can be short-term, medium-term or long-term in nature.

Strategies are the methods or directions the organization will embark upon to help reach the desired goals. It usually takes various strategies to reach a single goal.

Goals and strategies have been documented for each of the priority areas as a result of information gathered during planning discussions. The goals and strategies support the mission and core functions of the organization. ***Further goals and strategies will be added to the Strategic Plan as they are identified.***

1 PRODUCTION

1.1 CREATION OF IRRIGATION SYSTEM

1.1.1	Identify and harness water supply.	Phase 1-2-3
1.1.2	Install solar system to provide power.	Phase 1
1.1.3	Identify appropriate design for irrigation systems and procure necessary equipment.	Phase 1-2-3

1.2 INCREASE PRODUCTION OF SORGHUM

1.2.1	Increase to year-round production of sorghum with two crops per year.	Phase 1
1.2.2	Increase total number of acres under cultivation.	Phase 1
1.2.3	Increase number of out-grower farmers to manage additional acreage.	Phase 1
1.2.4	Ensure adequate input supply.	Phase 1
1.2.5	Test plots of different seed varieties to ensure improving yields.	Phase 1-2-3
1.2.6	Acquire additional equipment such as: dryer, cleaner, moisture meters, soil tester, tarpaulins, quality control laboratory, tractor, planters, ridgers, harvester, pickup trucks, tricycles, motorbikes.	Phase 1-2-3

1.3 INCREASE PRODUCTION OF MAIZE, RICE AND SOYBEANS

1.3.1	Increase total number of acres under cultivation.	Phase 1
1.3.2	Increase number of in-grower and out-grower farmers to manage additional acreage.	Phase 1
1.3.3	Ensure adequate input supply.	Phase 1
1.3.4	Obtain adequate storage facilities.	Phase 1-2-3
1.3.5	Test plots of different seed varieties to ensure improving yields.	Phase 1-2-3

1.4 INCREASE PRODUCTION OF VEGETABLES

1.4.1	Increase onion production.	Phase 1
1.4.2	Start growing chilli peppers.	Phase 2
1.4.3	Acquire additional lands suitable for vegetable production.	Phase 2
1.4.4	Increase number of out-grower farmers.	Phase 1-2
1.4.5	Increase input supply.	Phase 1-2
1.4.6	Obtain suitable storage facilities.	Phase 2-3
1.4.7	Obtain refrigerated transport truck.	Phase 2
1.4.8	Obtain dryer/dehydrator for chilli peppers.	Phase 2

1.5 INITIATE AQUACULTURE (CATFISH) PRODUCTION

1.5.1	Obtain suitable water source.	Phase 2
1.5.2	Obtain suitable ponds and supplies.	Phase 2
1.5.3	Obtain suitable stock.	Phase 2
1.5.4	Establish relationship with adequate feed supplier.	Phase 2
1.5.5	Obtain oven for drying fish.	Phase 2
1.5.6	Establish solid buyer network.	Phase 2

1.6 INITIATE ANIMAL HUSBANDRY

1.6.1	Acquire and fence suitable site.	Phase 2
1.6.2	Acquire stock.	Phase 2
1.6.3	Locate or build suitable processing facility.	Phase 3
1.6.4	Obtain refrigerated transport truck.	Phase 3
1.6.5	Establish solid buyer network.	Phase 2

1.7 INITIATE SEED PRODUCTION

1.7.1	Test plots of different seed varieties to ensure suitability.	Phase 1-2
1.7.2	Obtain appropriate certifications from government regulatory agencies.	Phase 1-2
1.7.3	Join relevant seed grower associations.	Phase 2
1.7.4	Onboard additional out-grower farmers and provide necessary training.	Phase 2

2 OPERATIONS & MANAGEMENT

2.1 TRANSITION TO CORPORATION

- 2.1.1 Complete and file paperwork Phase 1-2

2.2 DEVELOP ORGANIZATIONAL OPERATING GUIDES & MANUALS

- 2.2.1 Create Policy and Procedure Guidelines, Code of Ethics, Human Resource Manuals, Terms of Reference, Board Mandate, Staff and Management Job Descriptions. Phase 1

2.3 OBTAIN FINANCING TO MEET IMMEDIATE AND MID-TERM GOALS

- 2.3.1 Complete Incorporation process and develop Corporate Operating Guides and Manuals Phase 1-2

2.4 STRENGTHEN KNOWLEDGE AND SKILLS OF IN- AND OUT-GROWER FARMERS

- 2.4.1 Create educational material for farmers on good farming practices to ensure maximum yields Phase 1-2-3

2.5 HIRE ADDITIONAL FIELD / EXTENSION OFFICERS

- 2.5.1 Advertise for available positions and interview potential candidates. Phase 1

2.6 INCREASE BOARD MEMBER AND STAFF UTILIZATION

- 2.6.1 Provide adequate compensation. Phase 1
- 2.6.2 Provide ongoing training and education. Phase 1-2-3

2.7 PROVIDE FULL TIME EMPLOYMENT TO UPPER MANAGEMENT

- 2.7.1 Grow corporation through increased Production and Value Added revenue. Phase 2

2.8 INCREASE RELATIONSHIPS WITH MORE WOMEN AND YOUTH ORGANIZATIONS

- 2.8.1 Identify and bring onboard organized groups with an interest in agricultural production. Phase 1

2.9 BUILD OUT CORPORATE INFRASTRUCTURE

- 2.9.1 Construct Field Office at farm location. Phase 1
- 2.9.2 Acquire Business Office in town. Phase 2
- 2.9.3 Construct new Business Office in town. Phase 3
- 2.9.4 Update office technology and equipment and provide training as and when necessary. Phase 1-2-3

2.10 BECOME A SELF-SUFFICIENT FARMING ENTERPRISE

- | | | |
|--------|---|---------|
| 2.10.1 | Utilize commodity by-products as feed for animals; use animal waste to fertilize land on which commodities grows. | Phase 2 |
|--------|---|---------|

2.11 REVIEW STRATEGIC PLAN AND UPDATE ANNUAL OPERATING PLAN

- | | | |
|--------|--|-------------|
| 2.11.1 | Complete Strategic Plan Evaluation and Monitoring Report and Annual Operating Plan Review pre and post-season. | Phase 1-2-3 |
| 2.11.2 | Add or modify plans as necessary and relevant to current operations. | Phase 1-2-3 |
| 2.11.3 | Use Strategic Plan to update previous year's Annual Operating Plan. | Annually |

3 MARKETS & VERTICALS

3.1 BUILD RELATIONSHIPS WITH MULTIPLE COMMODITY BUYERS

- | | | |
|-------|--|-------------|
| 3.1.1 | Raise quality standards to meet institutional buyers' requirement. | Phase 2 |
| 3.1.2 | Create strong network of multiple buyers for all produced commodities. | Phase 1-2-3 |

3.2 IN-HOUSE PROCESSING OF COMMODITIES

- | | | |
|-------|---|---------|
| 3.2.1 | Acquisition of processing equipment and adequate facility (ie: poultry feed). | Phase 2 |
|-------|---|---------|

4 COMMUNICATION & ADVOCACY

4.1 INCREASE OUTWARD COMMUNICATION

- | | | |
|-------|--|-------------|
| 4.1.1 | Attend agricultural exhibitions, trade organization events, host open house and field demonstration days; provide sponsorships and social interventions. | Phase 1-2-3 |
| 4.1.2 | Develop agricultural programming and education related messages and disseminate via radio, television, print and social media. | Phase 1-2-3 |

4.2 CREATE A NEW WEBSITE

- | | | |
|-------|--|---------|
| 4.2.1 | Find suitable website developer to create a website featuring SASS's business and humanitarian activities. | Phase 2 |
|-------|--|---------|

4.3 CREATE LOCAL AGRICULTURAL ADVOCACY NETWORK

- | | | |
|-------|--|-------------|
| 4.3.1 | Develop a network of farmers willing to participate in advocating local government, policy makers and the business community as necessary. | Phase 1-2-3 |
| 4.3.2 | Inform local farming community of successful agricultural initiatives and best practices. | Phase 1-2-3 |