

CERTIFICATE OF PARTICIPATION



The undersigned hereby certify that

FERME AGRICOLE RURALE MINAWARA (FARM)

Rural Agricultural Farm & Social Enterprise (Senegal)

*has participated in the Social Impact Incubator – West Africa / Cohort 1, an online incubation
programme bringing together 33 organizations from Benin, Togo, and Senegal,*

from April 2025 to March 2026.



This certificate is issued for all intents and purposes

Done , on March 30, 2026

ON BEHALF OF THE CO-ORGANIZING INSTITUTIONS

SEGAL FAMILY FOUNDATION
Dedo Baranshamaje

INTERIM EXECUTIVE DIRECTOR



NONPROFIT BUILDER
André Kangni Afanou

SII/WA COORDINATOR

FERME AGRICOLE RURALE MINAWARA (FARM)

Rural Agricultural Farm & Social Enterprise (Senegal)

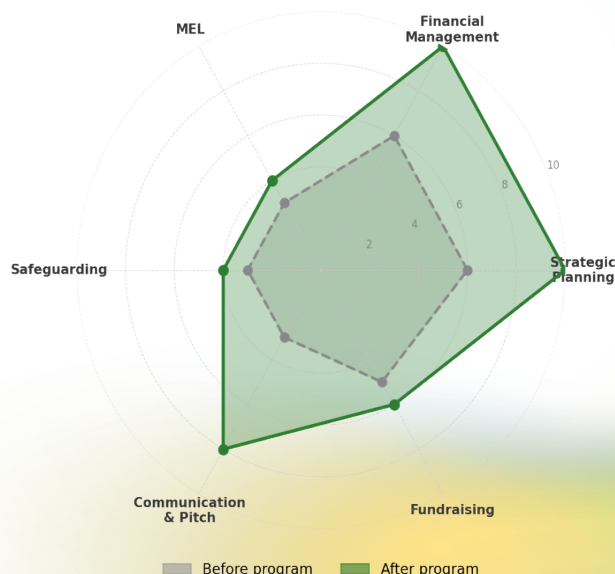
Organizational Strengthening Journey – **Social Impact Incubator 2025**

Organization	Ferme Agricole Rurale Minawara (FARM)
Programme	Social Impact Incubator (SII)
Type	Organizational strengthening, coaching and training
Year	2025 – Period: April 2025 – March 2026

FARM is a Senegalese social enterprise combining agricultural production, training, and support services to strengthen the economic autonomy of rural communities. Having entered the SII programme with a clear mission and strong local presence but limited management systems, **FARM underwent a significant organizational transformation**, including legal restructuring into a SAS, recruitment of a financial manager, and a major leap in communication. The SII programme supported FARM in strategic planning, financial management, and institutional visibility.

BASELINE SITUATION

- Clear agricultural mission and strong local presence (6/10)
- Strategy partially formalized, lacking operational tools (6/10)
- Safeguarding basic, no dedicated staff (6/10)
- MEL largely informal, no structured indicators (3/10)
- Safeguarding policies absent or nascent (3/10)
- Communication weak, limited visibility (3/10)
- Fundraising reactive, first grant not yet secured (5/10)



KEY ACHIEVEMENTS

- **Strategic plan formalized & legal transformation** into SAS completed (10/10)
- **Financial management transformed:** financial manager recruited, budget & cash flow tools (10/10)
- **Communication leap:** pitch deck, Instagram/TikTok, radio/TV campaigns, website updated (8/10)
- **First external grant secured** from SFF for agricultural greenhouse installation (6/10)
- **Financial management awareness activities** launched; policies under formalization (4/10)
- **Strong training attendance:** 100% in most modules; 75% Communication & Pitch
- **≈22 coaching hours** used (79%) — strategy, financial management, pitch & communication

STRATEGIC ASSESSMENT

FARM has demonstrated **significant organizational transformation**, with the formalization of its strategic framework, a major leap in financial management, and a striking improvement in visibility and communication.

Most notable gains: **Communication & Pitch (+5)**, **Strategic Planning (+4)**, **Financial Management (+4)**. Overall perceived improvement: **8/10**.

Priorities ahead: **MEL system formalization, safeguarding policy consolidation**, fundraising strategy structuring, and MEL framework development.