



Foundation for
Sustainable
Smallholder Solutions

IMPACT REPORT 2024

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This annual impact report has been developed as part of the Foundation's assessment of the impact of activities during the year in review. For more information, visit www.fsssolutions.org.

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IN 2024, THE FOUNDATION FOR SUSTAINABLE SMALLHOLDER SOLUTIONS (FSSS) MADE SIGNIFICANT STRIDES IN ITS MISSION TO EMPOWER SMALLHOLDER FARMERS ACROSS NIGERIA.

The year was marked by both achievements and challenges that tested the resilience of the Foundation and the communities it serves. Key successes included expanding operations into new regions, improving market access for farmers, and strengthening partnerships that facilitated programme delivery. However, the year also presented significant challenges, including internal organisational transitions, environmental disruptions, economic pressures, and logistical constraints, which impacted programme delivery and farmer engagement.

The Foundation's rebranding and restructuring from Syngenta Foundation Nigeria to FSSS necessitated an adjustment period leading to certain activity delays. Environmental factors, particularly drought in the northern regions, hampered crop production, while macroeconomic factors such as the naira devaluation and fuel price hikes reduced farmers' purchasing power. Logistical difficulties further complicated operations, especially in the Northwest, where infrastructure gaps hindered the timely delivery of inputs and aggregation of produce.

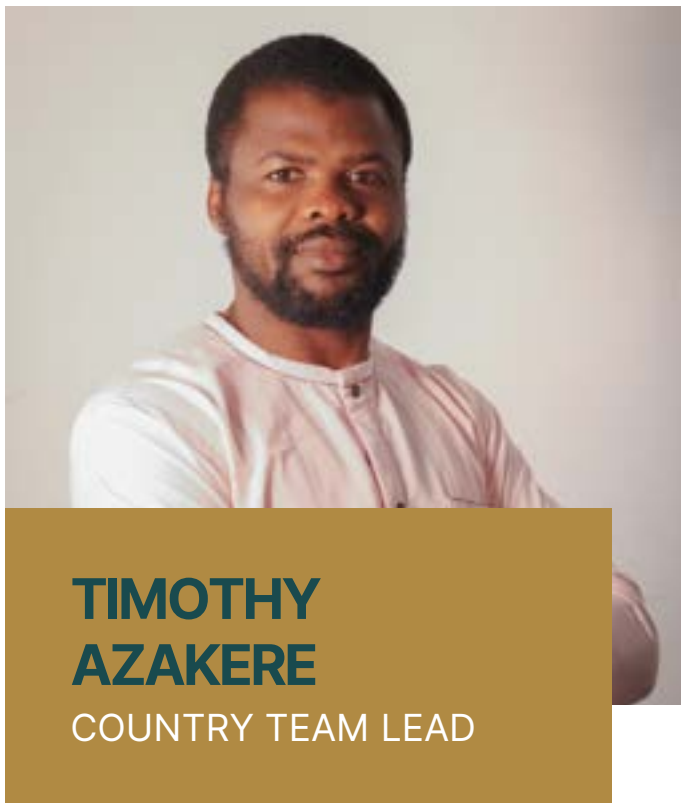
Despite these challenges, the Foundation through its Farmers' Hubs gained valuable insights that will guide its strategy for 2025. These lessons underscore the importance of robust communication during transitions, investing in climate resilience, addressing economic pressures with innovative solutions, and improving logistical efficiency through regional infrastructure investments.

Looking forward to 2025, the Foundation aims to expand its reach, with plans to engage 85,000 more farmers and extend operations into new regions such as Plateau, Ondo, and the South-East. The Foundation will also focus on strengthening aggregation services, including investments in post-harvest processing infrastructure and using digital tools for efficient market linkages. Additionally, scaling up capacity-building efforts, focusing on climate resilience and sustainable farming practices, will be a central goal.

The Foundation will deepen its partnerships with government bodies, research institutions, and the private sector to ensure continued growth and impact. By leveraging these collaborations, the Foundation seeks to empower smallholder farmers to become resilient drivers of sustainable agricultural development, ensuring food security and economic stability across Nigeria.

INTRODUCTION

MESSAGE FROM THE TEAM LEAD



As we reflect on 2024, the Foundation for Sustainable Smallholder Solutions (FSSS) celebrates a year of growth, resilience, and transformation. We expanded our reach, improved market access for farmers, and strengthened partnerships that advanced our mission.

This progress came despite significant challenges, including our transition, environmental disruptions, and economic pressures like naira devaluation and fuel price hikes.

These experiences tested our resilience and deepened our understanding of the interconnectedness of the challenges faced by farming communities.

Guided by these insights, we have embraced the strategic theme for 2025: **"GROWING TOGETHER: Nurturing People, Planet, and Prosperity."** This theme reflects the vital link between farmers, the environment, and the economic growth we seek. It underscores our commitment to fostering sustainable agricultural practices that empower smallholder farmers to drive food security, climate resilience, and economic stability.

In 2025, we have lofty dreams. We aim to reach 85,000 more farmers, expand our Farmers' hub reach to new regions, enhance post-harvest infrastructure, and invest in solutions that address climate and economic pressures.

Thank you to our dedicated team, partners, and farming communities for making 2024 a year of impact. Together, we are cultivating resilience and building a sustainable, more prosperous future for all smallholder farmers.

About Us

The Foundation for Sustainable Smallholder Solutions (FSSS) is a Nigerian non-profit organisation committed to empowering smallholder farmers and fostering sustainable agricultural development.



Transitioning from Syngenta Foundation Nigeria, FSSS builds on its distinguished legacy of impactful projects and programmes. Now fully locally governed and staffed, we continue advancing innovative solutions that help farmers thrive and achieve food security.

OUR VISION

To support smallholder farmers, improve their practices, and foster sustainable development through capacity building, resilient farming communities, and food security.



OUR MISSION

1

Support smallholder farmers by enhancing their practices and productivity.

2

Foster sustainable development through capacity building and resilience.

3

Promote food security and strengthen farming communities.

OUR VALUE

Our commitment to sustainability drives us to champion environmental stewardship and promote sustainable farming practices. By prioritising these efforts, we aim to safeguard natural resources and create farming systems that benefit both people and the planet. This dedication aligns with our broader mission to address the pressing challenges of climate change and food security.

Innovation lies at the core of our approach, as we actively embrace new technologies and methods to enhance productivity and resilience in agriculture. By fostering a culture of creativity and adaptability, we empower farmers to navigate evolving challenges while ensuring the long-term viability of their livelihoods. Inclusivity is equally vital, as we strive to ensure that all farmers—regardless of gender, age, or socioeconomic background—have equitable access to resources and opportunities.

Collaboration and integrity underpin our work. We build strong partnerships with stakeholders across the agricultural value chain to maximise impact and foster collective progress. At the same time, we remain steadfast in upholding transparency and accountability, ensuring that trust and ethical practices form the foundation of everything we do.

We champion sustainability, innovation, inclusivity, collaboration, and transparency to create lasting impact in agriculture.





OUR FOCUS

We focus on delivering advanced agricultural techniques, financial solutions, and market access opportunities that empower farmers to improve their livelihoods and build resilient farming communities.

OUR REACH

We operate across 47 locations in Nigeria, including major agricultural states like Kano, Kaduna, Oyo, and Nasarawa. Our projects focus on underserved areas, ensuring that farmers across Nigeria have access to our services and solutions.

ORGANISATIONAL GROWTH AND FINANCIAL OVERVIEW

ANNUAL IMPACT REPORT 2024

The year 2024 marked significant financial and structural progress for the Foundation, driven by expansion into new regions and increased focus on operational efficiency. Building on the success of previous years, the Foundation prioritised scaling its activities in existing hubs while establishing a presence in Benue State, which showed promising early returns. Despite some challenges in certain regions, overall revenue and profitability soared, reflecting our model's resilience and our team's commitment.



During the year, the Foundation expanded its hubs to 54, with 46 actively operational. In Benue State, five hubs were established, two of which are currently active.

Similarly, four hubs in Ogun State, with three actively running. Oyo State saw the establishment of five hubs, with four active, while a single hub established in Osun State remained inactive.



Hubs

46



Revenue

₦710.4M



Profit

₦252.5M



TOTAL REVENUE ANALYSIS

The Foundation through the Farmers' Hubs achieved a total revenue of ₦710,401,340.00 in 2024, representing a 28.69% increase from ₦552,013,944.00 in 2023. This growth was driven by the expansion of hubs, increased aggregation services, and enhanced engagement with farmers. The total number of active hubs grew by 35.29%, from 34 in 2023 to 46 in 2024, reflecting the strategic focus on scaling operations in underserved regions.

REGIONAL REVENUE PERFORMANCE

- * The Northwest region, comprising Jigawa, Kano, and Kaduna, contributed the highest revenue, with Jigawa recording a remarkable 797.98% increase to reach ₦133,865,390.00. Kano, while the largest contributor overall, saw a 15.27% decrease in revenue, highlighting the need for operational recalibration.
- * The Southwest region experienced exponential growth, with states like Oyo reporting a 275.55% increase in revenue to reach ₦100,831,436.00, driven by expanded capacity-building programmes and better market access. Ekiti's revenue surged 13,474.59%, reflecting the successful activation of new hubs.
- * The Northcentral region, including Benue State, displayed mixed results. Nasarawa's revenue fell by 37.40%, while Benue, despite being a new entrant, generated ₦33,133,082.00 in its first operational year.

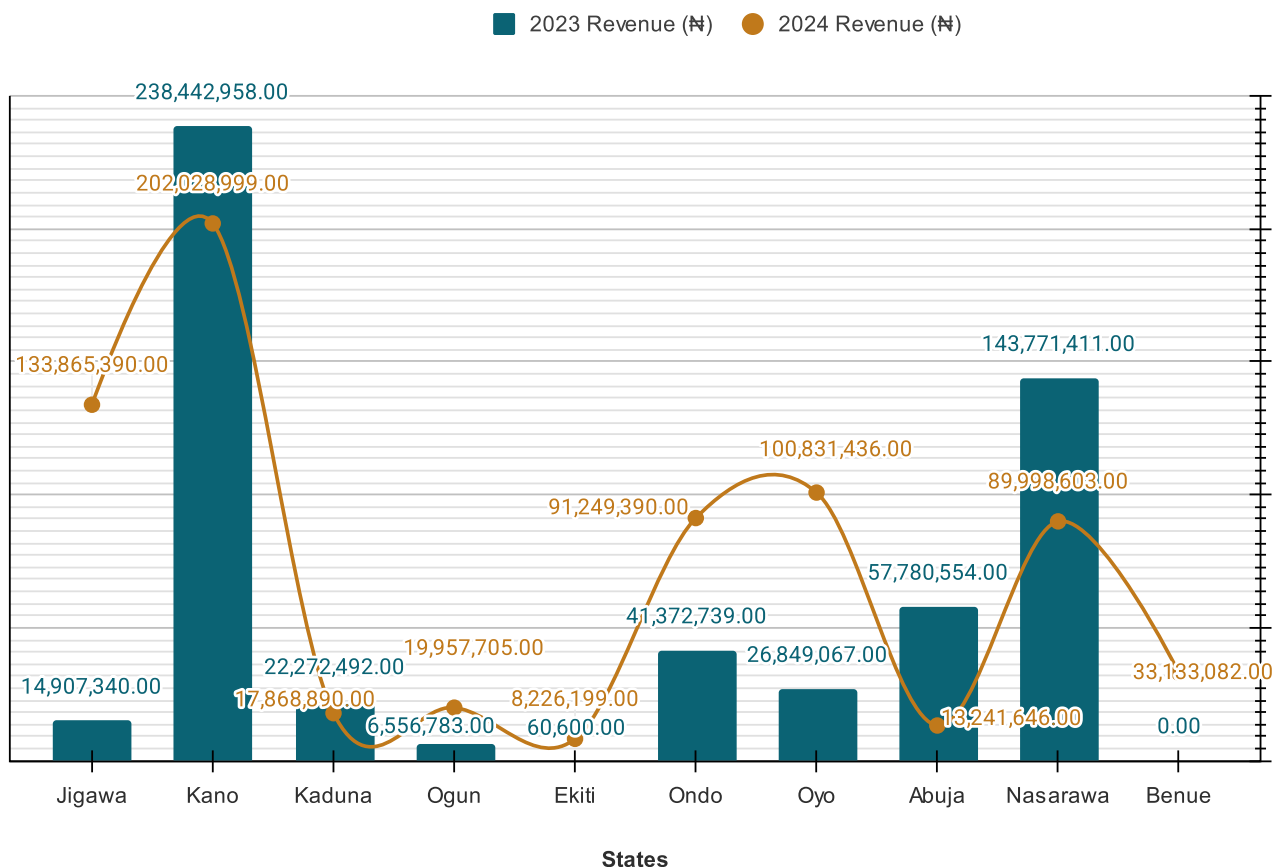


Chart 1: Comparison of 2024 revenues generated at the Farmers' Hubs with the previous year (2023).

NET PROFIT ANALYSIS

The Foundation's Farmers' Hubs net profit saw an unprecedented growth of 204.28%, rising from ₦82,977,669.00 in 2023 to ₦252,486,868.00 in 2024. This sharp increase underscores the effectiveness of cost management strategies, improved aggregation services, and the strategic focus on high-margin activities.

REGIONAL PROFIT PERFORMANCE

- * Jigawa emerged as the most profitable state, with net profit increasing by 1,622.46% to reach ₦64,223,218.00, driven by higher aggregation volumes and optimised logistics.
- * Oyo achieved a staggering profit growth of 3,247.23%, reaching ₦43,143,260.00, primarily due to the success of youth-led initiatives and aggregation activities at the hubs.
- * Abuja and Nasarawa faced profit declines due to reduced revenue and rising operational costs. Nasarawa's profit fell by 74.99%, emphasising the need for enhanced support and investment.

STATE-LEVEL HIGHLIGHTS

Jigawa: The state's remarkable performance was primarily driven by a single hub, which contributed over 90% of the revenue generated through the sale of seeds (wheat, sorghum, and particularly sesame) in large quantities. This success was further supported by an increase in active hubs, efficient aggregation services, strengthened market linkages, and the successful implementation of pest-resistant crop varieties. As a result, revenue increased nearly eightfold, accompanied by a sixteenfold surge in profit.

Kano: Despite its status as a high-performing region, revenue decreased by 15.27%, primarily due to challenges in logistics and climate factors. Profit, however, grew by 20.69%, demonstrating resilience in cost management.

Benue: As a new entrant, Benue showcased immense potential, generating ₦33,133,082.00 in revenue and ₦16,033,087.00 in net profit. The region's strategic location and focus on youth engagement contributed significantly to its promising start.

Ogun and Ekiti: Both states benefited from newly established hubs, with Ogun achieving a 204.38% revenue increase and Ekiti recording an exceptional growth trajectory. These states exemplify the impact of targeted investments in underserved areas.

Nasarawa: The state experienced challenges with declining revenue and reduced hub activity, emphasising the need for renewed strategies to restore growth.



REVENUE AND NET PROFIT BY STATES (2024 VS 2023)

State	Active Hubs (2024)	Active Hubs (2023)	% Change	Revenue (2024)	Revenue (2023)	% Change	Net Profit (2024)	Net Profit (2023)	% Change
Jigawa	3	2	50.00%	₦133,865,390.00	₦14,907,340.00	797.98%	₦64,223,218.00	₦3,728,570.00	1622.46%
Kano	12	12	0.00%	₦202,028,999.00	₦238,442,958.00	-15.27%	₦59,764,365.00	₦49,518,907.00	20.69%
Kaduna	3	2	50.00%	₦17,868,890.00	₦22,272,492.00	-19.77%	₦7,509,090.00	₦840,721.00	793.17%
Ogun	7	3	133.33%	₦19,957,705.00	₦6,556,783.00	204.38%	₦2,296,560.00	₦220,777.00	940.22%
Ekiti	3	1	200.00%	₦8,226,199.00	₦60,600.00	13474.59%	₦1,279,843.00	₦52,600.00	2333.16%
Ondo	5	4	25.00%	₦91,249,390.00	₦41,372,739.00	120.55%	₦10,188,610.00	₦5,470,219.00	86.26%
Oyo	4	4	0.00%	₦100,831,436.00	₦26,849,067.00	275.55%	₦43,143,260.00	₦1,288,925.00	3247.23%
Abuja	3	2	50.00%	₦13,241,646.00	₦57,780,554.00	-77.08%	₦5,373,171.00	₦1,619,155.00	231.85%
Nasarawa	2	4	-50.00%	₦89,998,603.00	₦143,771,411.00	-37.40%	₦42,675,664.00	₦20,237,795.00	110.87%
Benue	4		-55.56%	₦33,133,082.00			₦16,033,087.00	₦64,081,922.00	-74.99%
Country Total	46	34	35.29%	₦710,401,340.00	₦552,013,944.00	28.69%	₦252,486,868.00	₦82,977,669.00	204.28%

Table 1: Comparison of 2024 achievement across different metrics with the previous year (2023).

A comparative analysis shows that states with newer hubs, like Ekiti and Ogun, benefitted significantly from the initial engagement phase, while established hubs like Kano faced maturity-related challenges.

This consistent revenue growth across all regions demonstrates the Foundation's ability to leverage local opportunities and address regional challenges effectively.



FARMER ENGAGEMENT AND IMPACT

FSSS has always placed a strong emphasis on reaching and empowering smallholder farmers with the tools and knowledge necessary to transform their agricultural practices. In 2024, our efforts were focused not only on increasing the number of farmers engaged but also on ensuring that the most vulnerable and underserved populations were prioritised. By expanding our outreach to new states and regions, including the successful integration of Benue State, we reached a broader base of farmers across Nigeria. However, challenges such as logistical limitations, changing weather patterns, and fluctuating demand for services in different states meant that farmer engagement rates varied considerably across the regions.

Despite facing these challenges, our engagement efforts were particularly successful in the Southwest, where we saw a remarkable surge in female participation, and in Northcentral, where the addition of Benue State added a significant number of farmers to our base. On the other hand, regions like the Northwest and the Federal Capital Territory (Abuja) saw a decline in the number of farmers engaged, reflecting the complex realities of rural farming in those areas.



The strategic integration of youth and female farmers became central to our engagement model, with both groups showing encouraging adoption rates for innovative practices. In particular, the inclusion of our youth farmer tracking in 2024 provided valuable insights into the specific needs and interests of younger farmers, offering a clearer path for future interventions.

TOTAL FARMERS REACHED

In 2024, the Foundation through the hubs reached a total of 24,600 farmers, a significant decrease of 24.90% from the 32,755 farmers engaged in 2023. This decline can be attributed to a variety of factors, including internal transition, reduced outreach in some regions and a focus on deepening impact in priority areas. Despite the overall drop, the Foundation made strides in some states, particularly in the Southwest and Northcentral, where targeted efforts to increase farmer participation and expand operations in new hubs proved fruitful.

The state of Jigawa experienced the sharpest decline, with farmers reached dropping by 79.11%, from 3,112 in 2023 to only 650 in 2024. Similarly, Kano and Kaduna saw reductions of 31.85% and 60.25%, respectively. The reduction in these areas is largely due to challenges in maintaining consistent access to farmers in remote areas, as well as operational constraints.

Conversely, states such as Ogun and Ekiti saw dramatic increases in farmer outreach. Ogun experienced a 457.83% increase in farmers reached, going from just 83 farmers in 2023 to 463 in 2024. Ekiti also saw a substantial rise of 141.46%, with farmers reached increasing from 123 in 2023 to 297 in 2024. These increases reflect the success of localised efforts to attract farmers through targeted interventions and regional support systems.

A key success was the expansion into Benue State, which saw 1,434 farmers reached in its first year. This early success in Benue is an indicator of the Foundation's growing influence in the region, showing potential for scaling up operations in the coming year.

FEMALE FARMERS REACHED



We reached 6,901 female farmers in 2024, a 21.39% increase from 5,685 in 2023. This growth was especially evident in regions where gender-focused initiatives were introduced, such as in Ogun, which saw a massive 1,650% increase in female farmers reached, from just 10 in 2023 to 175 in 2024. Similarly, Ekiti and Oyo experienced significant growth, with increases of 294.29% and 183.10%, respectively.

The Northcentral region, particularly Benue, also saw encouraging results with Benue alone reaching 1,061 female farmers.

This achievement speaks to the Foundation's alignment with the United Nations' Sustainable Development Goals (SDG) through continued focus on closing the gender gap in agriculture by empowering women with the resources and skills they need to thrive. The Kano region, where the Foundation reached 3,380 female farmers, also experienced a notable increase of 23.04% compared to 2023.

However, challenges remained in Jigawa, where female farmer engagement dropped by 66.73%, reflecting the need for tailored approaches in more conservative regions. This shows the importance of continuously adjusting our strategies to cater to the unique needs of different communities, ensuring greater female participation in farming initiatives.

YOUTH FARMERS REACHED

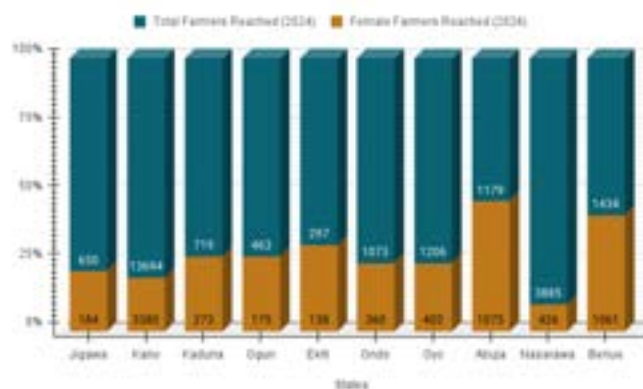


Chart 2: Comparison of the number of female farmers in 2024 with the total number of farmers reached in 2024.

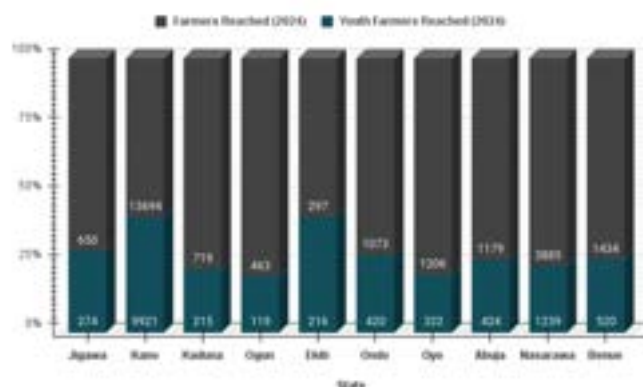


Chart 3: Comparison of the number of farmers reached in 2024 between ages 18 - 35 with total number of farmers reached in 2024.

A major milestone in 2024 was the start of tracking youth farmer engagement. A total of 13,670 youth farmers were reached across all operational areas. This initiative is part of the Foundation's ongoing effort to integrate younger generations into the agricultural sector, ensuring that the next wave of farmers is equipped with the knowledge and resources to lead sustainable farming practices.

The largest numbers of youth farmers were recorded in Kano (9,921) and Nasarawa (1,239), where youth programmes received strong interest due to the growing recognition of agriculture as a viable career option. Benue State, a new area of focus, also contributed significantly to this total, with 520 youth farmers reached in its first year.

However, some states, including Kaduna and Jigawa, reported lower engagement levels with youth farmers, necessitating a re-evaluation of outreach strategies to better connect with young people in these areas. The Foundation will look to enhance youth-targeted interventions, particularly focusing on providing digital tools, mentorship, and access to youth-led innovations in agriculture.

CAPACITY BUILDING ACTIVITIES



In 2024, the Foundation organised 95 capacity-building events, slightly exceeding the 93 conducted in 2023. These events encompassed training sessions, field days, and awareness campaigns tailored to address region-specific challenges. A significant focus was placed on promoting post-harvest handling, climate-resilient practices, digital literacy, economy of crop production and pest management techniques. Farmers attending these events reported an 85% satisfaction rate, with 78% implementing at least one new practice within three months.

By combining targeted farmer engagement with capacity building and the introduction of innovative practices, the Foundation not only strengthened its impact but also laid a solid foundation for future growth, particularly in new regions like Benue State.

INNOVATIONS ADOPTED

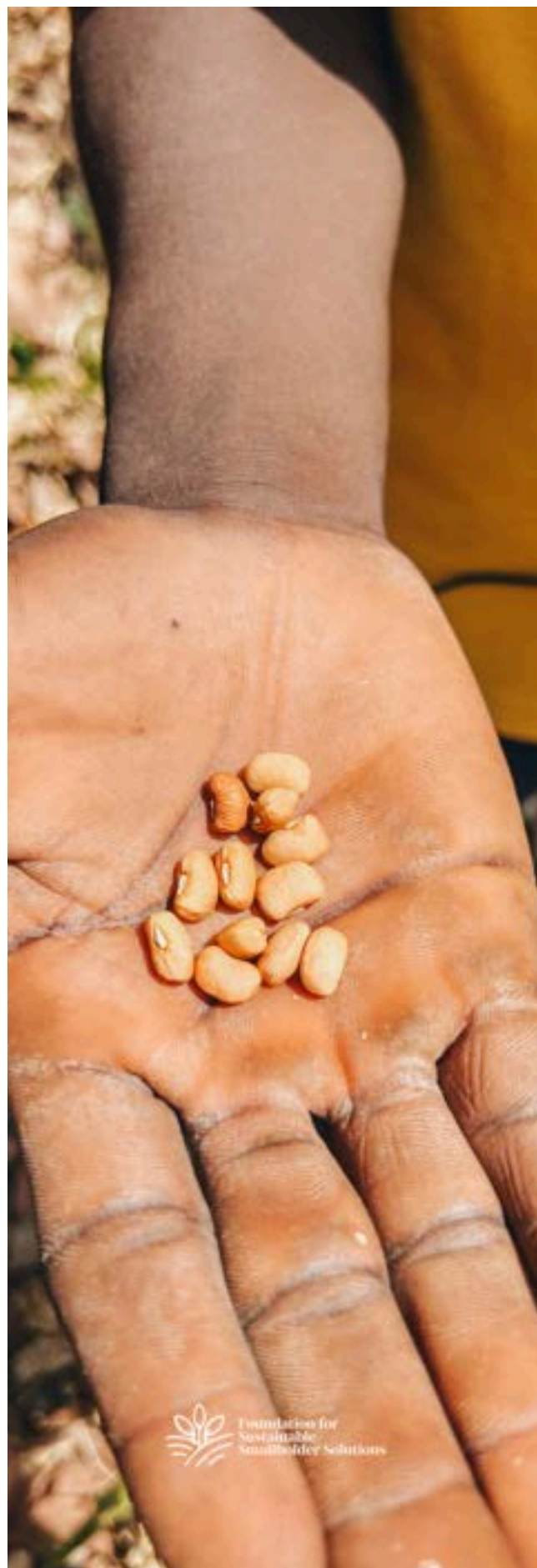
Innovation adoption remained a central pillar of the Foundation's farmer engagement strategy in 2024, enabling smallholder farmers to improve productivity, enhance sustainability, and adapt to changing agricultural landscapes. This year, the Foundation introduced many innovations to farmers, but the key innovation among them, which was widely adopted across the regions: climate-resilient crop varieties. This innovation was chosen based on its relevance to the unique challenges faced by farmers in each region, such as unpredictable rainfall patterns, declining soil fertility, and limited access to quality agricultural inputs.

A total of 16,320 farmers (66% of all farmers engaged) adopted at least one improved variety of crops in 2024, representing a 20% increase from 2023. Youth farmers demonstrated the highest adoption rates, with 78% incorporating new practices or technologies into their operations. Female farmers also played a prominent role, with adoption rates rising from 45% in 2023 to 58% in 2024, driven by targeted training sessions and the availability of skilled individuals to undertake the training.

The adoption of climate-resilient crop varieties, such as drought-resistant sorghum and high-yield cowpea, saw the most significant uptake, particularly in the Northwest region, where erratic rainfall posed challenges to traditional crops.

These new varieties were introduced through programmes like the Accelerated Varietal Improvement and Seed Delivery of Legumes and Cereals in Africa (AVISA) in partnership with the Bill and Melinda Gates Foundation (BMGF) alongside research institutes and universities like the Institute for Agricultural Research (IAR), ICRISAT, Federal University of Agriculture, Makurdi (FUAM), Center for Dryland Agriculture Bayero University Kano (CDA-BUK), etc., enabled farmers to receive high-yielding, pest and disease resistant and drought-resilience crops.

Farmers who adopted these varieties reported a 15-25% improvement in yields and a 20% reduction in input costs. These gains were especially pronounced in regions where capacity-building sessions were combined with hands-on demonstrations, underscoring the importance of integrated support in driving sustainable agricultural transformation.



EMPLOYMENT AND ECONOMIC IMPACT

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The Foundation prioritises economic empowerment as a core pillar of its mission. Beyond enhancing agricultural productivity, our work directly impacts rural livelihoods by creating jobs, fostering entrepreneurship, and strengthening value chains in underserved regions. In 2024, we deepened our focus on employment generation by investing in local partnerships, encouraging youth participation, and supporting women-led enterprises.



The year saw the creation of hundreds of direct and indirect jobs in rural communities, underscoring the catalytic role of the Foundation in transforming smallholder farming into a viable economic engine. By fostering an enabling environment, such as through access to facility finance, skill development, and infrastructure, we facilitated the growth of agribusinesses and value-added services that

contributed significantly to regional economies. Below is a detailed breakdown of employment data and economic outcomes by region.

JOB CREATION

In 2024, the Foundation through the hubs facilitated the creation of 380 jobs, a 10.8% increase from 2023. Of these, 242

were direct jobs in farming, aggregation, and logistics. The Northwest region was the largest contributor, generating 190 jobs, followed by Northcentral with 100 and Southwest with 90. The rise in job numbers reflects increased activity at aggregation hubs,

enhanced training programmes, and the scaling of operations in key regions.

Youth participation saw a significant boost, with 53% of all jobs held by individuals aged 18 - 35, up from 46% in 2023.

Women also benefitted from our efforts to promote inclusive employment, accounting for 36% of total jobs in 2024

Category	2023	2024	% Change	Northwest	Northcentral	Southwest
Total Jobs Created	343	380	+10.8%	190	100	90
- Direct Jobs	214	242	+13.1%	120	72	50
- Indirect Jobs	129	138	+7.0%	70	28	40
Jobs Held by Women	98 (29%)	136 (36%)	+38.8%	62	40	34
Youth Employment (Aged 18–35)	157 (46%)	202 (53%)	+28.7%	92	70	40
New Businesses Created	10	14	+40.0%	5	5	4

Table 2: Jobs created in 2024 across all the regions and comparison with the previous year (2023).

compared to 29% the previous year. Northcentral led the way in creating opportunities for women, particularly through programmes that supported female-led enterprises.

NEW BUSINESSES CREATED

The Foundation supported the establishment of 14 new businesses in 2024. These businesses, which include fertiliser distributors, post-harvest processors, and agricultural consultants, generated a combined revenue of ₦32.6 million, a 60.6% increase from the previous year.



AGGREGATION ACTIVITIES

ANNUAL IMPACT REPORT 2024

Aggregation activities remain a cornerstone of the Foundation's strategy, enabling smallholder farmers to consolidate their produce, access larger markets, and achieve better pricing for their crops. In 2024, the Foundation's aggregation efforts through the hubs experienced significant growth, contributing to improved farmer incomes and operational efficiencies. The success of these activities can be attributed to market linkages facilitated by the network managers and the Foundation and targeted capacity-building efforts by which farmers were taught to produce based on the market needs and specifications. However, the sector also faced challenges, particularly in cost management for storage and transportation, which affected profitability despite rising revenues.

Key crops such as tomatoes, pepper, onions, maize, cowpea, rice, and sorghum continued to dominate the hubs, with an emphasis on value addition and quality enhancement. Regional variations in performance highlighted the need for tailored approaches to address unique challenges, such as high transportation costs and limited storage infrastructure. The following breakdown provides a detailed analysis of the revenue and profit contributions from aggregation activities across regions.

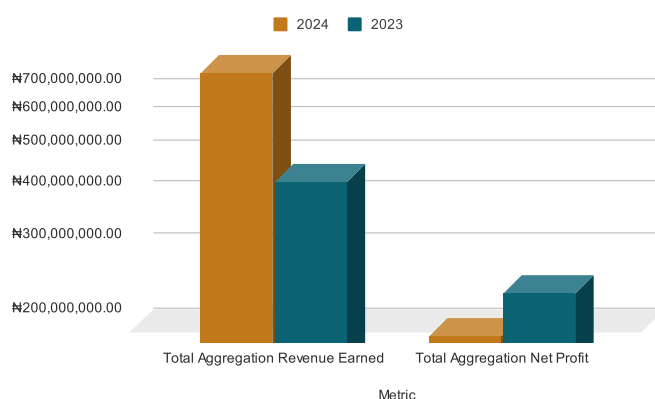


Chart 4: Comparison of total net profit generated from aggregation activities in 2024 to the previous year (2023).



REGIONAL HIGHLIGHTS

In the Northwest, revenue from aggregation services increased significantly due to the high market demand for vegetables like tomatoes, peppers and onions and other crops like cowpea and sorghum.

However, rising logistical costs and inefficiencies in transportation reduced the region’s profitability. Meanwhile, the Northcentral region, particularly Benue State, witnessed exponential revenue growth, with aggregation hubs benefiting from improved coordination and expanded farmer participation. In Nasarawa, particularly, Doma the presence of a rice processing and value chain hub contributed to sustaining revenues. Nevertheless, inadequate power supply in this region posed challenges to operating the mill at optimum capacity and maximising profits.



In the Southwest, digital aggregation tools and market-linkage platforms played a crucial role in driving revenue growth, particularly for tomatoes, peppers, and other vegetables. Despite this, profitability decreased due to operational challenges. Addressing these barriers remains a priority to ensure sustainable growth in aggregation services across all regions.



REVENUE AND NET PROFIT FROM AGGREGATION SERVICES

Metric	2023 (₦)	2024 (₦)	% Change	Metric	2023 (₦)	2024 (₦)	% Change
Total Revenue	437,792,780.92	795,706,479.48	+81.7%	Total Net Profit	239,276,512.12	188,414,164.96	-21.2%
Regional Breakdown				Regional Breakdown			
Northwest	217,450,123.36	353,128,198.72	+28%	Northwest	125,455,002.96	85,703,284.72	-31.7%
Northcentral	75,653,320.12	222,145,932.94	+193.7%	Northcentral	46,784,620.24	50,491,032.08	+7.9%
Southwest	144,689,337.44	220,432,347.82	+52.3%	Southwest	67,036,888.92	52,219,848.16	-22.1%

REGIONAL PERFORMANCE ANALYSIS

In 2024, the Foundation achieved notable progress across all regions, reflecting a mix of successes and challenges. Different factors, including crop focus, innovation adoption, and capacity-building activities influenced the regional performance. The following table provides an overview of the regional performance metrics for the year.

NORTHWEST

In the Northwest region, the Foundation reached 15,063 farmers in 2024, generating revenue of ₦353.1 million. This was the highest revenue recorded among the regions, driven by strong demand for quality inputs, vegetables like tomatoes, peppers and onions, and sorghum.

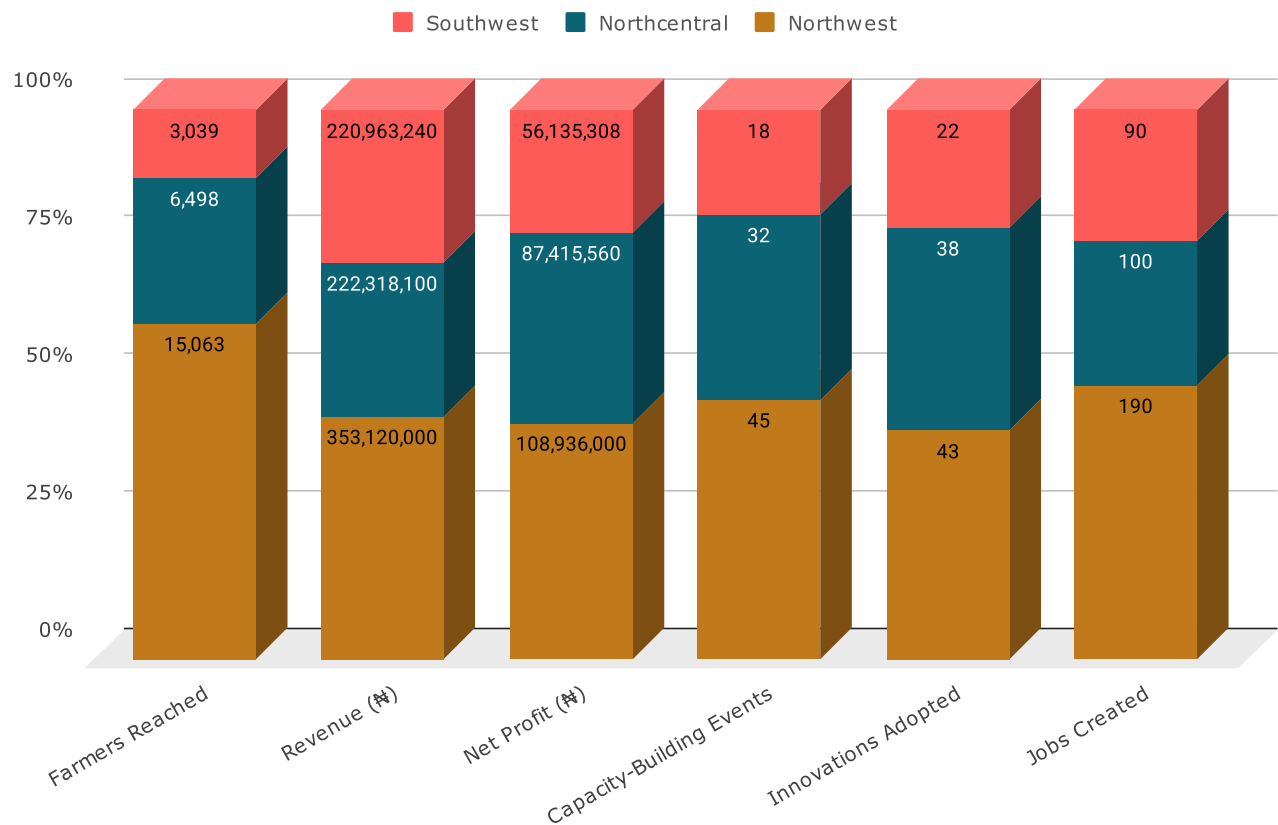


Chart 5: Comparison of 2024 regional performances across different metrics.

The region also saw the highest number of capacity-building activities, with 45 events held, which engaged over 6,000 farmers. Furthermore, farmers adopted innovations, particularly in the areas of drought-resistant crop varieties. Despite these successes, the Northwest region faced challenges in farmer engagement, which declined by 40% in comparison to the previous year due to rising transportation costs and limited field officers

NORTHCENTRAL (EXCLUDING BENUE)

The Northcentral region, which includes the Foundation's ongoing operations in Abuja and Nasarawa, reached 6,498 farmers in 2024, generating ₦252.5 million in revenue. The region experienced significant growth in profitability, with a net profit of ₦82.98 million. This was largely due to the adoption of new crop varieties, which increased crop yield and the establishment of a rice processing hub which allowed farmers to access higher-value markets. A total of 32 capacity-building events were organised, directly benefiting over 4,500 farmers. Innovations introduced in the region included improved soil health management techniques and new crop varieties that are better suited to the region's climate.

SOUTHWEST

In the Southwest, the Foundation reached 3,039 farmers in 2024, generating ₦91.25 million in revenue.

This represented a remarkable 120.55% growth from the previous year, largely driven by aggregation activities. The region stood out for its high participation from youth farmers, with 63% of the total farmer base being under 35 years old. This demographic was supported by targeted capacity-building initiatives that incorporated digital tools for farm training. Despite these successes, Southwest faced challenges with digital connectivity, as network downtimes impacted the delivery of online training and resources.

BENUE (NEW EXPANSION)

Benue, which was a new addition to the Foundation's operational regions in 2024, showed early promise with 1,434 farmers reached and ₦33.13 million in revenue. Benue's contribution accounted for 24.3% of the total revenue generated by the Northcentral region. The Foundation's focus in this area was on cowpea and sorghum production, with particular emphasis on introducing farmers to better farming practices and crop management techniques. A total of 12 capacity-building events were conducted in the state. While Benue's performance was strong, the region faced challenges in scaling operations due to limited resources, particularly in terms of extension services and training materials.

SUCCESS STORIES



“FSSS TRANSFORMED MY LIFE AND NASARAWA-EGGON COMMUNITY” – THERESA MARKUS

Theresa Markus, the determined Farmers’ Hub Manager in Nasarawa-Eggon, Nasarawa State, stands as a testament to the transformative power of agricultural support programmes. Starting her journey as a small-scale farmer, she now leads a thriving hub that has become a lifeline for local farmers. “The hub is a farmer’s solution centre,” she says proudly, describing its role in providing certified seeds, fertilisers, and pesticides—reliable inputs often hard to come by in local markets.

Markus recalls numerous instances where the hub made a tangible difference. One such example is a Fulani farmer who struggled with poor crop yields. Through tailored advice and on-site training organised by the hub, his situation drastically improved. “Now, he’s one of our most frequent visitors and even encourages others to join,” she shares.

Beyond helping others, the FSSS programme has significantly impacted Theresa’s own farming enterprise. With the foundation's guidance, she expanded her operations to include three hectares of rice and two hectares of sesame, alongside cultivating tomatoes for the first time. Her initial investment of ₦1.5 million has yielded remarkable results, with her 2024 turnover exceeding ₦5 million. “This foundation has been an eye-opener,” she says, expressing deep gratitude for how it has helped her unlock her full potential.

EMPOWERING DOMA: THE TOWN AND THE MAN BEHIND ITS GROWTH

Doma Jibrin Bala, the Farmers' Hub Manager in Doma Town, Nasarawa State, exemplifies the Foundation's ability to foster local leadership and community-driven growth. Doma's journey from an unemployed university graduate to a key figure in agricultural development showcases the impact of targeted interventions.

The hub in Doma Town has brought state-of-the-art equipment and essential resources to over 5,000 farmers, transforming how they process rice and other crops. "Before this hub, farmers relied on inefficient, local milling methods," Doma explains. Now, with advanced machines capable of processing 24 tonnes of rice daily, farmers see their produce polished, destoned, and packaged for higher market value—all within their community. While the hub has achieved remarkable success, challenges remain. Unreliable power supply and water scarcity often disrupt operations. "A borehole and a solar power system could significantly enhance efficiency," Doma suggests. Despite these hurdles, he envisions further growth, including launching a seedling service to provide high-yield rice seeds and supporting 30 farmers in rice cultivation projects.

Doma's work extends beyond immediate agricultural needs, as he actively engages and employs local youth.

His efforts to inspire younger generations to pursue careers in agriculture demonstrate how FSSS's initiatives can address unemployment and food insecurity simultaneously. This hub has allowed me to register my own company and provide stable income opportunities for others," he says, emphasising the broader ripple effects of the foundation's work.



The stories of Theresa Markus and Doma Jibrin Bala highlight the profound impact of FSSS's Farmers' Hubs. These initiatives not only elevate individual farmers but also foster sustainable growth and resilience within entire communities. By providing the tools, training, and opportunities needed for success, FSSS continues to pave the way for a brighter future in smallholder farming. These narratives stand as powerful examples of how targeted agricultural support can transform lives and catalyse community development.

CHALLENGES AND LESSONS LEARNED

The year 2024 was a period of notable achievements, but it also brought significant challenges that tested the resilience of the Foundation and the communities we serve. These obstacles were multifaceted, ranging from internal organisational changes to external macroeconomic pressures and environmental challenges. Despite these hurdles, the Foundation emerged with valuable lessons that will inform our strategic direction moving forward.

ORGANISATIONAL TRANSITION

The rebranding and organisational restructuring from Syngenta Foundation Nigeria to the Foundation for Sustainable Smallholder Solutions (FSSS) created some delays in programme delivery. While the transition was necessary to align our identity with our expanded mandate, it required time for both internal and external stakeholders to adjust. Internally, staff underwent training to adapt to new operational models, while externally, communication efforts were intensified to maintain trust and awareness among farmers, partners, and donors. The temporary pause in some activities during this process caused delays, particularly in rolling out new initiatives planned for early 2024.

ENVIRONMENTAL CHALLENGES

The drought experienced in several southwestern and northcentral states significantly impacted planting activities during the year. This unforeseen climatic event delayed the planting season for thousands of farmers, particularly in the Northwest region. Crops such as maize and sorghum, which are staples for many smallholders, were especially affected, leading to lower-than-expected yields in some areas. Additionally, the Foundation had to reallocate resources to support farmers in adopting water-efficient practices and provide emergency inputs to mitigate the effects of the drought.

ECONOMIC PRESSURES

The macroeconomic environment presented substantial difficulties. The naira's devaluation against the dollar reduced farmers' purchasing power, making it harder for them to afford essential inputs such as fertilisers, improved seeds, and equipment from our hubs. Furthermore, the sharp increase in fuel prices, stemming from the removal of fuel subsidies, led to higher logistical costs for both the Foundation and farmers. Aggregation activities, which are heavily reliant on transportation, were particularly affected, resulting in narrower profit margins despite increased revenues.

LOGISTICAL CONSTRAINTS

Logistical challenges emerged as another significant hurdle. The high cost of fuel exacerbated these issues, reducing the efficiency of supply chains and increasing overall operational costs. These challenges highlighted the need for investment in transportation infrastructure and decentralised storage facilities to reduce dependency on long-haul logistics.

FARMER ENGAGEMENT CHALLENGES

While overall farmer engagement remained strong, there was a notable decline in the Northwest region, where logistical delays and reduced outreach activities affected participation. The need to streamline our farmer engagement processes and enhance localised support became evident, particularly in underserved areas.

LESSONS LEARNED

From these challenges, the Foundation learned several critical lessons. Firstly, robust communication and transition strategies are essential during organisational restructuring to minimise disruptions to operations and stakeholder trust. Secondly, climate resilience must remain a central focus of our programmes, with increased investments in drought-resistant crop varieties,

irrigation infrastructure, and training on adaptive farming practices.

Thirdly, addressing economic pressures requires innovative approaches, such as subsidised input packages, microcredit schemes, and partnerships to stabilise input prices. Additionally, logistical challenges underscore the importance of building regional storage and processing facilities to reduce transportation costs and improve aggregation efficiency. These lessons will shape our strategies in 2025 as we aim to strengthen our impact and enhance the resilience of smallholder farmers across Nigeria



STRATEGIC FOCUS FOR 2025

ANNUAL IMPACT REPORT 2024

As the Foundation looks ahead to 2025, our strategy builds upon the successes of the past year while addressing key challenges to deepen impact and expand reach. The experiences gained from launching operations in Benue State and scaling innovations across regions have provided valuable insights into what drives sustainable change for smallholder farmers. By leveraging these lessons, the Foundation aims to amplify its influence across new and existing regions, enhance infrastructure for agricultural development, and position farmers to be more resilient to climate challenges.

In 2025, the Foundation seeks to prioritise inclusion, equity, and efficiency, ensuring that our interventions not only reach more farmers but also deliver measurable improvements to their livelihoods. This strategy is underpinned by a commitment to leveraging partnerships, adopting new technologies, and fostering localised solutions tailored to the specific needs of different communities. Below are the detailed plans for 2025.



EXPANDING FARMER REACH

With the necessary support and financial backing, the Foundation aims to increase the number of farmers engaged to 85,000, representing a doubling of outreach compared to 2024. This growth will focus on consolidating gains in Benue and the Southwest while extending operations to Plateau, Ondo, and the South-East and South-South regions. Plateau offers promising opportunities for high-altitude farming innovations, while Ondo presents a strategic hub for cocoa and oil palm value chains. The South-East and South-South will mark the Foundation's first expansion into these regions, tapping into its robust agricultural activities, particularly in cassava, rice, and vegetable farming.

This geographical expansion will involve establishing at least ten new hubs equipped with training centres and market linkages. By employing a data-driven approach to identify underserved areas, the Foundation will ensure resources are allocated effectively to maximise impact. Partnerships with local governments, cooperatives, and private sector stakeholders will be critical to achieving this goal.

STRENGTHENING MARKET LINKAGE / AGGREGATION SERVICES

The Foundation plans to enhance its aggregation services by investing in stakeholder management. This entails engaging with off-takers and educating farmers on market specifications to address the challenges of high post-harvest losses and limited market access.

Additional focus will be placed on leveraging the Soluta app to streamline market linkage and aggregation activities. This application will allow farmers to track inventory, access market prices, and coordinate with aggregation centres.

SCALING CAPACITY-BUILDING PROGRAMMES

The Foundation will scale up its capacity-building efforts, with a strong emphasis on climate resilience. These programmes will equip farmers with the knowledge and tools to mitigate the effects of unpredictable weather patterns, soil degradation, and pest infestations. Topics such as regenerative farming, water management, and pest control using eco-friendly methods will be prioritised.

In addition to traditional in-person training, the Foundation will expand its use of digital platforms to deliver educational content. Farmers will have access to video tutorials, virtual mentoring sessions, and interactive apps that cater to varying literacy levels. A goal of hosting 150 training sessions, field demonstrations, and innovation workshops is set for 2025, ensuring both scale and depth of learning.

BUILDING RESILIENCE THROUGH PARTNERSHIPS

To achieve these ambitious goals, the Foundation will strengthen collaborations with government agencies, research institutions, and private sector partners. These alliances will provide funding, technical expertise, and policy support essential for scaling operations. Special attention will be given to youth and women-led enterprises, empowering these groups to take leadership roles in the agricultural ecosystem.

Through these strategic interventions, the Foundation is poised to deliver transformative impacts in 2025. By expanding its geographical footprint, improving infrastructure, and deepening capacity-building efforts, the Foundation reaffirms its commitment to empowering smallholder farmers as drivers of sustainable agricultural development.



WE ARE ACTIVELY SEEKING
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