



FARMERS FIGHTING POVERTY

Farmers Fighting Poverty Mobilising Private Sector and Farmers' Organisations for Inclusive Agricultural Transformation

Proposal (March 2018- March 2020)

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Summary

The proposed “**Farmers Fighting Poverty – Mobilising Private Sector and Farmers' Organisations for Inclusive Agricultural Transformation**” AgriCord programme, with funding sought from the DGD - Service for Inclusive Growth, covers a two-year period (2018-2020). Its general objective is to reduce hunger and poverty by mobilising and strengthening farmer led businesses and farmers' organisations towards an inclusive agricultural transition in developing countries.

The specific objectives of the programme include strengthening and upscaling sustainable farmer-led and cooperative businesses; promoting farmer's organisations lobby for a business enabling environment in which cooperative businesses and farm enterprises can thrive, and ensuring farmers' organisations and their cooperative businesses receive high-quality services of a strong AgriCord Alliance. Indicators are formulated for success and their respective measurable targets. These will be discussed in the annexes with specific cases of projects proposed for implementation.

AgriCord is an initiative of professional farmers' organisations and their cooperative businesses from countries in the European Union, Canada, Africa and Asia, bundling their efforts for strengthening their colleagues in developing countries. To this end, they have formed development agencies, also called agri-agencies. The AgriCord alliance currently consists of 12 agri-agencies jointly managing and implementing one common development programme: Farmers Fighting Poverty (FFP). Approved initiatives proposed by Farmers' Organisations are contracted by AgriCord secretariat to the agri-agency supporting the FO initiative. The agri-agency then contracts the FO for the implementing of the activities.

In AgriCord's theory of change, strong farmers' organisations contribute to economic, social, and stable political development. Strong and inclusive membership-based producer organisations hold the keys of creating wealth, opportunities and nutrition in rural regions and ensuring farmers can reap benefits from rural transformation. Such organisations, when fulfilling their functions well, will contribute to a lively and sustainable private sector in the rural areas, stable and adequate food supply to growing towns and cities, and solutions for rural populations to face environmental threats.

FFP supports farmers' organisations in all their functions – representation, economic services, technical services, and provision of public goods – with a range of specialised services, based on the farmer-to-farmer approach embedded in collaboration between farmers' organisations, and the know-how of the organised agribusiness sector of agri-agencies' countries of origin. The AgriCord alliance supports more than 164 membership-based farmers' organisations in 67 developing countries. The current proposal integrates recommendations completed by an external evaluation of the FFP in 2018.

Farmers' organisations are part of the private sector and they are involved with other actors in the private sector. Farmers' organisations can ensure that their members get the best out of these indispensable linkages with the private sector. In some cases farmers' organisation can itself establish a business ensuring the service in question and pocket the profit. In other cases it can leverage on private enterprises' needs and become itself a service provider for companies, for example through sourcing farmers' extension services, hence upscaling its offer to farmers and gaining a profit. The present proposal aims at strengthening and upscaling all strategies to increase the profitability and sustainability of farmer-led collective businesses.

The present proposal is in line with the last DGD supported program based on the Royal Decision of 3 April, 2015, “Strengthening the capacities of Farmers' Organisations in developing countries” with a sum of € 3.300.000 for a period of 3 years. With the current proposal AgriCord aims at mobilising € 1 million for the (2018-2019) period from the DGD, to be topped up by co-financing from other sources.

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List of acronyms

AA	Agri-Agency
CGIAR	Consultative Group on International Agricultural Research
COGECA	General Confederation of Agricultural Cooperatives (in the EU)
COPA	Committee of Professional Agricultural Organisations (in the EU)
DGD	Directorate-General for Development
DGIS	Ministry for Foreign Affairs of The Netherlands
EU	European union
FAO	Food and Agriculture Organisation of the United Nations
FFP	Farmers Fighting Poverty
FO	farmers' organisation
IFAD	International Fund for Agricultural Development
MFAF	Ministry for Foreign Affairs of Finland
N/S	North/South
OP	organisation paysanne
OPA	organisation professionnelle agricole
RD	Royal Degree
RFO	Regional Farmers' Organisation
SDG	Sustainable Development Goal
S/N	South/North
S/S	South/South
WFO	World Farmers' Organisation

1. The Agricord Alliance

1.1 AgriCord and organised farmers

Farmers' organisations and their cooperative businesses in several countries collaborate through Agri-Agencies, which are branches of their organisations with a mandate to support farmers' organisations in other countries. These farmers' organisations are governed by professional farmers.

The extensive experience in the agricultural sector of the professional farmers' organisations in Agri-Agencies and the voice of farmers- led businesses in developing countries combined give the AgriCord Alliance the mandate and ability to enhance private sector development in developing countries.

AgriCord is the Alliance of the following twelve (12) agri-agencies, each mandated by their respective national farmers' organisations, and each with its own network of farmer led businesses and their representative organisations in the developing world:

agri-agencies	farmers' organisations	country	since
ACODEA	UPA, FADEMUR, Cooperativas Agro-Alimentarias	Spain	2014
AFDI	FNSEA, APCA, Jeunes Agriculteurs, CNMCCA	France	2003
AGRITERRA	LTO, SSV0, NCR and NAIK	Netherlan	2003
AHA	DBV Deutscher BauernVerband	ds Germany	2014
ASIADHRRRA	AFA Asian Farmers Association for Sustainable Rural Development	Asia	2011
ASPRODEB	Organisations agricoles du Sénégal membres d'Asprodeb	Senegal	2011
CSA*	FWA Fédération Wallonne d'Agriculture	Belgium	2010
FERT	Groupe Céréaliers de France (AGPB, AGPM, ARVALIS, UNIGRAINS)	France	2003
FFD	MTK, SLC, Pellervo, ProAgria	Finland	2013
TRIAS*	Boerenbond, Landelijke Gilde, KVLV and KLJ	Belgium	2003
UPA DI	UPA Union des Producteurs Agricoles (Québec)	Canada	2003
WE EFFECT	LRF Federation of Swedish Farmers	Sweden	2004
	CIA Confederazione Italiana Agricoltori (associated member)	Italy	2009

* Belgian agri-agencies (CSA and TRIAS) do not participate in the direct implementation of the present DGD-funded proposal. As part of the AgriCord alliance, they do participate in joint activities related to the specific objective 2.

AgriCord is governed by a General Assembly of twenty five (25) delegates, of which thirteen (13) are elected leaders of farmers' organisations and twelve (12) are executive directors of the agri-agencies. AgriCord is thus mandated and led by representative organisations of farmers in the EU (8 countries), in Canada, in Asia (10 countries) and in Africa (1 country). The executive Board of AgriCord is chaired by the president of AgriCord, an elected farmer leader.

AgriCord has consolidated its position as a strategic partner of the FAO, the CGIAR system, and as a Global Partnership Initiative for improved aid effectiveness. The partnerships grant AgriCord leverage to other international actors supporting or influencing FOs. These include organisations of international agricultural research, African continental organisations such as the African Development Bank, African Incubation Center, the EU and the European Investment Bank, the International Union for Conservation of Nature, and national and local research institutions in developing countries. AgriCord has played an instrumental role in placing farmers' organisations as central players of initiatives such as the Global Access to Seeds Index, or the Forest and Farm Facility of the FAO. These partnerships allow for the covering of gaps in development cooperation programs with regards to the professionalisation of producers' organisations and in order to ensure that development agencies implement specific policies and approaches for farmers' organisations. AgriCord also supports initiatives on the

digitalisation and mechanisation of African agriculture in partnership with the CTA and the Pan-African Farmers' Organisation.

It is the ambition of AgriCord to grow and link with more potential members backed by farmers' organisations. Linkages with the organised farming sector in Europe and its continental representations COPA and COGECA¹ are close. The partnerships reflect the recognition of AgriCord as a multilateral system of support to farmer's organisations and as a hub of farmer-to-farmer expertise.

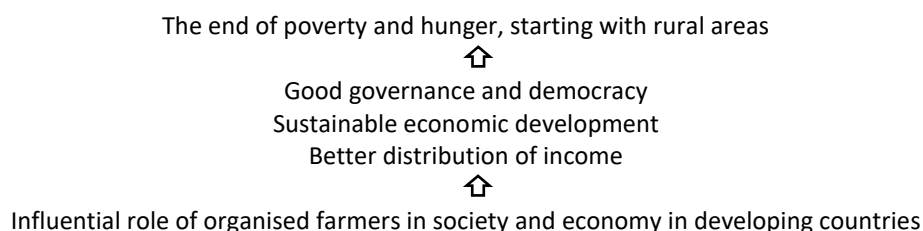
1.2 AgriCord's theory of change: Towards inclusive growth of farming sector

AgriCord takes into account that 40 % of farms in developing countries are commercially oriented.² It is with these farmers AgriCord works with, by supporting their collective economic initiatives and businesses, such as cooperatives. Agri-agencies are increasingly assessing the soundness and viability of FOs' business cases before engaging in partnerships to ensure the sustainability of their support³. These kinds of businesses play a role in employment creation in rural areas, in provision of food to growing urban centres, and in overall economic development of rural areas. They are in key position in ensuring that agricultural transition in developing countries provides opportunities and better future for rural population.

Historical experience in European countries shows that one of the best ways of raising the living standards of family farmers and rural households, and of promoting economic development, equality and democracy in general, is to strengthen farmers' organisations and their linkages to private sector⁴. Stronger organisations are more entrepreneurial and innovative, take collective action more effectively, and represent farmers better. Farmers across the world can support each other in these efforts by sharing expertise on how they face important challenges, including fluctuating markets, climate change, adverse government policy and trade agreements and the disadvantageous position of women and youth in farming.

AgriCord's theory of change builds on the vision that farmers' associations and cooperatives contribute to more democratic societies (through better institutions and dialogue), to higher economic growth (more and better services and products) and to a more equal and more inclusive distribution of income and wealth, both within the countryside and between rural and urban areas.⁵

Figure 1: AgriCord's theory of change



AgriCord is aligned to a high degree to the vision of international organisations. According to European Union commissioner for Agriculture and Rural Development Mr. Phil Hogan: "Family farms are absolutely vital when it comes to achieving the UN Sustainable Development Goals to end hunger (as outlined in SDG 2) and achieve inclusive and efficient agricultural and food systems (as in SDG 12). Raising the income of family farmers is recognised as the key to rural poverty reduction (as in SDG 1)"⁶.

¹ COPA is the Committee of Professional Agricultural Organisations and COGECA is the General Committee for Agricultural Cooperation in the European Union.

² Strategienota 'Landbouw en Voedselzekerheid' voor de Belgische Ontwikkelingssamenwerking, maart 2017, figuur 1

³ Agriterra: Activity report 2016.

⁴ Kees Blokland: Employment is the key to food security. The Broker online, <http://www.thebrokeronline.eu/Blogs/Towards-a-food-secure-world/Employment-is-the-key-to-food-security>, 12 March 2013

⁵ For an exhaustive elaboration, see: Kees Blokland and Jur Schuurman, *Growth, democracy and income equality: cooperatives – the development impact beyond membership benefits*, in: J. Bijman, R. Muradian, J. Schuurman (eds.), *Cooperatives, Economic Democratisation and Rural Development*, Edward Elgar Publishing, 2016, pp 255-275

⁶ Speech at ASEAN Foundation, 7th November 2016, Jakarta.

AgriCord supports farmers' organisations and their cooperative businesses as they are vital actors for the implementation of the SDGs. Their roles and involvement with farmers' organisations, following peer-to-peer pathways and focusing on their catalytic roles in development processes, is shared with the Food and Agriculture Organization of the United Nations⁷.

AgriCord's theory of change aims at:

- increased entrepreneurship, access to markets and finance through inclusive value chains (SDG 1, 5, 8 & 12);
- inclusive and enabling governance and policy processes, within farmers' organisations and facilitated by these organisations (SDG 16 & 17);
- farmers' adaptation and resilience to address climate change, food security and nutrition (SDG 2, 13, & 15).

1.3 Farmers Fighting Poverty – a delivery mechanism

AgriCord members jointly manage the Farmers Fighting Poverty (FFP) programme⁸. FFP is a global delivery mechanism which supports farmers' organisations across their functions – representation, economic and technical services, and provision of public goods.

AgriCord has been implementing a delivery mechanism through which the farmers' organisations in developing countries propose activities to improve their competences, services and partnerships. Subsequently they can build a partnership with one of the agri-agencies to define their cooperation. The bottom line is that the strategic interests of farmers, as perceived by farmers themselves, are not compromised. Within FFP, cooperation has six main characteristics:

1. **farmers' organisation focused:** participants (actors) are membership-based FO's
2. **demand driven:** farmers' organisations propose all activities themselves
3. **two-pronged:** both funding and advisory services are provided depending on the FOs' needs
4. **farmer-to-farmer:** advisory services source on peer to peer cooperation between FO's and cooperatives
5. **flexible:** implementation is designed to cope with changing (political, environmental, economic) circumstances
6. **comprehensive:** support addresses a broad range of competences and services of FOs.

All activities are understood as strategic building blocks which can contribute lead to the financial, environmental and social autonomy and sustainability of the supported organisation. In line with the Busan principles, AgriCord is committed to providing transparent and long-term support.

Each agri-agency has its own way of relating to and providing support to farmers' organisations. The choice of services and tools depends on the type of farmers' organisation involved and the competence or activity it wants to improve. Within the alliance the complementarity of different tools and support models is being upscaled and their complementarity developed. AAs' support is soft capacity development. To make sure for instance that cooperatives have necessary starting and operating capital, AAs don't invest money themselves but facilitate access to credit and other financial products and provide or facilitate training in financial management and business plan development. AAs also facilitate FOs' service arrangements with private sector, which will enhance FOs' capacity to provide services to their own members and diversifies their financial income basis to cover operational costs. Finally, AAs facilitate international business linkages and partnerships for farmers' organisations, for example to find buyers or links to international certification and labelling organisations.

Examples from AgriCord

Labo Progressive Multi-Purpose Cooperative (LPMPC) in the Philippines became a cooperative in 1990 after three years' existence as a rotating savings and credit group. It expanded into agri-business in 1995 and currently focuses on pineapple production (including juice and dried pineapple) and making economic use of the by-products (hand-woven cloth and handmade paper). With AgriCord⁹ support, LPMPC has diversified into other products (such as jam) and revived the decorticated fibre business. The cooperative saw an export market for the fibre and new local

⁷ Food and Agriculture Organization of the United Nations – AgriCord 2016 joint publication "Forest and farm producer organisations – Operating systems for the SDGs" <http://www.fao.org/3/a-i5765e.pdf>.

⁸ FFP update 2017 – see annex 1

⁹ AIN 6111

market outlets for the other products, which have created opportunities for members to supply pineapple fruits and leaves. The number of family farmers supplying these products has more than tripled (from 93 in 2014 to 431 in 2016) and the area under pineapple cultivation expanded more than tenfold (from 16 ha in 2014 to 211 ha in 2016). Increased sales of processed product have created employment in non-agricultural activities: 38 women and 33 youngsters have found a reliable source of income as sub-contractors for LPMPC, doing hand-scraping and fibre knotting.

With its history as a savings group, LPMPC is able to provide adapted financial services, such as the agri-loan for pineapple and vegetables, to its members. The coop also provides other services such as business training sessions and exchange visits. Having combined the creation of market outlets with financial and non-financial services, LPMPC now works to consolidate the consistent supply of good quality pineapple products.

Producing cashew nuts generates an alternative source of revenue for cotton farmers in Benin. Part of this success can be attributed to the grouping of cashew growers into formal producer organizations under a regional union (Union Régionale des Coopératives de Producteurs d'Anacarde of Atacora-Donga, URCPA-A/D).¹⁰

In 2014, URCPA-A/D negotiated contracts with two processing companies and a national buyer; informal contracts were negotiated with four other buyers. In 2015, over 2,900 tons of cashews were sold in bulk, for a total price of over 1,160 million FCFA (roughly €1.77 million). Women represent roughly 22% of all participants in the group sales. The consolidation of farmers' bulk sales as groups improves their position in the value chain and prevent processors or foreign from buyers making deals with individual farmers.

There are two ways in which agri-agencies can respond to proposals of developing country farmers' organisations: funding and advisory services, the latter frequently in the form of peer-to-peer (farmer-to-farmer, embedded in cooperative-to-cooperative, etc.), consultations and exchanges. Within Farmers Fighting Poverty, the amount of direct funding to activities implemented by farmers' organisations represents 70% of total budgets whereas tailor-made advisory services provided or mobilised by agri-agencies represent up to 30%.

Peer-to-peer cooperation is in essence a matter of an organisational relationship between two farmers' organisations. Expertise for peer-to-peer is sourced from the Northern and Southern hemispheres, amongst the members and elected leaders of farmers' organisations, the professional staff of farmers' organisations and AAs, from the agro-industry and agricultural knowledge institutes like training & research centers. Examples of European FOs' linkages and arrangements with private sector are shared through peer-to-peer exchanges and tested strategies and business models adapted to local conditions with support of farmer advisors. Leaders and staff of FOs in the South are mobilised to transfer successful strategies to peers in other countries. This kind of cooperation is embedded in the farmers' organisations, who can ensure – through participation of their members and inclusion of specific target groups – that the output of the cooperation is for the benefit of all farmers. Where feasible, FOs' activities such as market chain development, credit intermediation, input supply, etc. are linked to private sector institutions, thus contributing to their sustainability.

Cases-examples of peer to peer cooperation activities:

Finnish Horticultural Women's Association (FGW) is the twinning partner of Tanzania Horticultural Association (TAHA) since 2013¹¹. Having extensive professional experience in vegetable processing and handling, the Finnish twinning organisation has provided TAHA advise on several specific issues, such as solar pump installation and sustainable and cost-effective cooling systems for horticultural products. After introduction by FGW on solar-powered irrigation systems, two pilot solar powered pumps installed by TAHA have increased the farmers' interest in solar power and TAHA has invested on 3 more installations. 6 farmers have purchased a solar pump using their own funds. FGW also provided advise to designing cooling facilities for TAHA's fruit and vegetables collection centres and shared experiences of cost efficient cooling systems.

¹⁰ AIN 5868

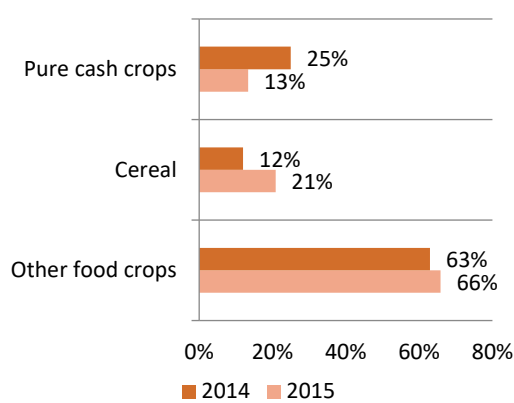
¹¹ AIN 5947

Several comprehensive external evaluations of FFP took place in recent years¹². From these studies, clear evidence emerges of the effectiveness of farmers' organisations services. There are also strong indications that development of farmers' organisations competences leads to improved positions in value chains.

1.4 Track record of promoting farmer-led businesses

Stronger FOs within value chains

The agri-agencies that coordinate the Farmers Fighting Poverty programme have partnerships with 164 farmers' organisations. Farmers Fighting Poverty presents a track record of making farmers' organisations stronger players in value chains. Farmer led collective businesses, cooperatives and farmers' organisations are increasingly more active in all steps of the value chain: from production, to post-harvest activities as processing and marketing. They also acquire more influence in the policy and regulatory aspects of agriculture. This evolution contributes to a more inclusive private sector development in developing countries.



In 2016, 63% of FFP interventions targeted one or more specific commodities. An analysis of the targeted commodities reveals that in 81% of the cases, the commodity focus is on cereals and other food crops and 19% is on cash crops (such as coffee, tea, cotton, timber). Consequently the targeted market outlets are more often at the local or national level than in export markets. The central place of non-cereal crops such as dairy, vegetables and fruits shows that providing high-nutrition food to growing population in developing countries is a lucrative economic opportunity for farmers' organisations.

A more detailed insight in the achieved changes of farmers' organisations position within value chains and sector policies shows that they become significant actors of rural transformation. They put in place and steer input distribution mechanisms for farmers, run systems of collective marketing, and establish quality control systems opening new markets to farmers' products. The setting up of such structured service systems contributes directly to creation of employment through jobs related to running processing units, managing warehouses and through additional services required by the more professional and upscaled economic activities of farmers.

Facts and figures on achievements

Since 2015, *Farmers Fighting Poverty* presents a consolidated annual progress report. Results linked to individual projects and their sources of funding may be tracked online through the agro-info.net database¹³. The Consolidated report shows that economic and technical services were the main focus for 80% of these farmers' organisations in 2016. 77% of supported farmers' organisation projects that year focused on improving FOs' economic services to farmers and more than 75% also included specific activities related to financial sustainability. 68% of projects included specific gender-related activities; 13 had a specific youth budget; and 18% targeted their organisational development and 5% supported FOs' lobby and advocacy work.

In terms of outreach, i.e. the number of people (farmers, staff of farmers' organisations, FO leaders) directly participating in project activities, *Farmers Fighting Poverty* involved about half a million people (43% women) in 2016, and another 1.2 million benefited indirectly. A growing number of FFP's direct beneficiaries are members

¹² Including evaluations of the Finnish government's MFAF support to Farmers Fighting Poverty, the EU/IFAD funded FFP programme in Africa, a household study with control group ordered by CAPAD and Agriterra in Burundi, and the bilateral development programmes operated by Afdi, Agriterra and Fert.

¹³ The website (www.new.agro-info.net) provides information on farmers' organisations in developing countries and on their activities. It is a multipurpose database, providing information on organisations and activities, as well as financial data about the farmers' organisations, their ongoing projects, and the funding of those projects.

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of FOs structured at local level – first-tier cooperatives and producer groups directly involved in economic initiatives and cooperative enterprises.

Currently most activities are in Africa but support to FOs in Asia is increasing. More than half (59%) of this funding was allocated to fragile states.

Table 1: Highlights of farmers' organisations project results

Result area	Numbers realised
Economic function	
Business plan to improve marketing	22 business plans
Number of linkages with market outlet	203 linkages
Members receive improved inputs	8,839 FO-members
Local groups with trade contracts / deals	1,143 groups
Local groups participate in savings & credit schemes	674 groups
Technical function	
Access to market information	12 cases
Institutional cooperation with financial service providers	7 linkages
Members trained in improved techniques	4,268 FO members
Members participating in extension services	7,359 FO members
Members trained in financial literacy	9,809 FO members
Local groups in Farmer Field Schools	109 groups
Organisational strengthening and institutional development	
Increased membership	71,422 additional members
Staff and leaders trained on rural enterprise development	886 FO staff trained
Advocacy and lobbying	
Policy proposals developed	11 proposals
Attendance at formal meetings	392 attendances

Through direct services to their members, through cooperative business development and by lobbying for an enabling environment, 64 supported farmers' organisations reported in 2016 on one or more structural changes related to their position in a value chain or to their negotiation position in relevant policymaking. These results were obtained thanks to direct services for their members (for example improved access to finance, agricultural inputs and technical innovations), through cooperative business development (for example fair trade contracts and contract on farming) and through advocacy efforts. In the political arena, farmers' organisations contributed directly to 45 identified changes in legislation, regulation or national government policies related to the enabling environment for family farming.

Examples of supported FOs achieving structural changes

FUPRO: "Making quality certification a vehicle for market access"

Since 2011, Afdi supports farmers' organisations in Benin on their work to ensure quality aspects in production and their recognition in order to differentiate their products in local markets.¹⁴ FUPRO, the national union of farmers' organisations, has rolled out its support to commodity associations' quality processes and, remarkably, has become the leading organisation in introducing participatory organic certification in Benin. These developments have granted a growing group of producers and their organisations and enterprises, of various commodities, to achieve certification and new market outlets.

UWAMIMA: "Setting up a market centre"

UWAMIMA (Matembwe Tree Growers Association) has been working for several years to promote sustainable forest management and to increase their members' income through forest-related activities and by diversifying into non-timber forest products (honey and avocados).¹⁵ UWAMIMA has run training

¹⁴ AIN 5935

¹⁵ AIN 6020, FFD, contribution by MFAF

courses for members, focusing on nursery management and avocado production. Individual members have established their own nurseries, producing seedlings of pine, eucalyptus and avocado. The public authorities have agreed to build a 500 m feeder road to link the site with the local road network, and they may also facilitate electrification of the site. This is a case where there has been public contribution to support the commercial interests of forest producers. And the shared vision of all the stakeholders has helped to develop the value chain. The business model for operating the yard was completed in 2017, and questions concerning issues of taxation, product circulation etc. have yet to be solved.

Confédération Paysanne du Faso (CPF): « Acquiring leverage in national agricultural policies »

CPF was established to communicate proposals from farmers to policymakers in Burkina Faso.¹⁶ The federation contributed to a range of policies concerning rural development, land tenure, livestock farming, strategic planning in different sectors and the national food security strategy. As a result of CPF actions, members' participation has improved: members are now familiar with the land tenure legislation and are able to influence its implementation. CPF enabled the enactment of a law that classifies agricultural work as a valid occupation which, in turn, has improved access to finance for its members. Finally, CPF now has a critical mass of leaders who have effective communication skills, making the organisation better able to devise and share political propositions.

1.5 External evaluations and AgriCord's learning to optimise its performance

AgriCord Alliance has undertaken significant efforts in deepening the cooperation and complementarity of its members' work. The work is materialising in the shared ambitions of the Alliance, established in 2016, and in the intensified cooperation with a common business plan, updated governance structure, and an alliance-wide quality process aiming at certification by all agri-agencies and the secretariat.

AgriCord carries out external evaluations of FFP activities approximately every two years. In 2017 a horizontal external evaluation assessed the performance of the whole FFP framework program over the 2014-17 period.¹⁷ The evaluation found that FFP's focus on capacity development through long-term support is highly relevant in a context of financial partners that generally tend to prefer financing projects with tangible and short-term results. The comprehensive and flexible support provided by FFP - covering organisational aspects as well as development of the service provision of FOs - was evaluated highly effective and the strong point of the alliance. Strengthening of the organisational development and governance aspects of producers' groups was identified as necessary in order to effectively strengthen their service delivery to members, be it technical or economic services.

The evaluation recommends that capacity building by agri-agencies should systematically address FO capacities to develop their strategies for autonomy; autonomy being understood as a combination of management capacity, strategic vision and effective resource mobilisation by the FO, including also social capital of cooperatives. The evaluation noted that institutional support embedded in longer-term partnerships with agri-agencies gives better opportunities to succeed in strengthening FOs' autonomy than project funding. Generally, a need for more strategic vision with regards the development of FOs' economic service delivery was identified. Different approaches and objective setting is needed for cooperatives in different stage of maturity. Adequate economic service delivery requires that the FO has a business strategy in place that (i) is informed by a long-term vision on the positioning and functioning of the FOs' activity in the value chain, (ii) is based on sector analysis of the value chain(s) and market(s), and (iii) identifies the comparative advantage of the cooperative status versus another form of enterprise in the value chain. Strengthening FOs' market linkages and commercialisation strategies and linking to multi-stakeholder platforms within value chains were found to enhance the impact of the support to FOs' economic operations.

The evaluation noted that the support to FOs' policy influencing should include an economic dimension and target concrete issues in the FOs' environment that directly benefit the FO; such as specific fiscal arrangements for cooperatives.

¹⁶ AIN 5865

¹⁷ The cited recommendations are based on preliminary briefing by the evaluators. The final evaluation report will be available for FFP donors in early March 2018. AgriCord's management response to the evaluation will be available later in 2018.

With regards FFP's theory of change, the evaluation concluded, among other things, that AgriCord should widen the vision and take rural development as starting point (instead of agricultural development). FFP should also actively look for job creation in value chains as part of its planned impact.

The evaluation also recommends strengthening the competencies of the alliance itself further to support capacity development processes. This should primarily be done in-house, mobilising complementary capacities within the alliance and merging the different capacity development services of the alliance further.

The FO initiatives and AgriCord's own activities included in the present proposal are in line with FFP features that were found relevant and effective by the evaluation. Further on, the recommendations will be translated into FFP guidelines, tools and principles to be adhered to by the whole alliance, orienting also the implementation of DGD-supported activities in 2018-19. The activities related to the specific objective 3 of improving the quality of services and complementarity of agri-agencies' work will be directly linked to the operationalisation of the evaluation recommendations.

2. Proposal: Mobilizing the Private Sector and Farmers' Organisations for an Inclusive Agricultural Transition

2.1 Strong farmer enterprises can unleash the opportunities of rural transformation

A world without hunger and poverty needs a professional and high performing agricultural sector, that can feed the world and create employment. The transition from predominant subsistence models to viable farming and rural income diversification, needs to happen through the mobilisation of the private sector. It cannot be left to the government or civil society alone.

Structural (rural) transformation is "a process of comprehensive societal change whereby rural societies diversify their economies and reduce their reliance on agriculture", posing great challenges to rural people and areas, but also providing great opportunities for sustainable development. This process is happening, it is necessary for development and it is high on the international agenda¹⁸. As it stands now, rural transformation means accelerating transition from subsistence farming to other types of livelihoods, implying mass migration of particularly the young (and under-employed) rural people to cities in the hope for better employment opportunities than in the countryside. The consequence is twofold: economic stagnation in the rural world, and increasing (often hidden) unemployment in the cities. The situation tends to lead to political instability and mass emigration.

The disruptive nature of the present transformation process is compounded by other factors that menace stable employment and income, like sudden climate changes, price volatility and changing economic policies. Frequently the resilience of farmers and their families to face these problems is insufficient.

Despite all the problems inherent in rapid urbanization, the growing demand for stable food supply to the urban population represents an opportunity for farmers and their professional organisations and cooperatives.

Linked to the increased demand of food in urban areas, most experts foresee a fundamental role for off-farm rural employment, with small towns absorbing surplus agricultural labour by "value-chain development of agricultural produce, manufacturing of products and service provisions in trade and market access".

In order to ensure that the gains of new market opportunities reach the largest possible segments of rural population in developing countries, a multitude of farmer led cooperative businesses need to be supported along the agri supply chain. Besides more equitable redistribution of income, an inclusive model favours the resilience of food systems. The concentration of economic power in supply chains is a risk in times of turbulence. A system which allows for more small players is more redundant, can take a beating and even become stronger after a shock. Sustainable cooperative businesses of farmers' organisations contribute to more democratic societies (better institutions and dialogue), to higher economic growth (more and better services and products) and to a more equal and more inclusive distribution of income and wealth (increasing involvement of smallholder farmers, particularly women and youth, in remunerating activities), ensuring that the agricultural transition leads to a more resilient and inclusive economic system.

¹⁸ Fostering inclusive rural transformation. Rural Development Report 2016. IFAD, Rome.

The inclusiveness and stability of the rural transformation can improve in at least three dimensions, each of them requiring strong producers' organisations (with adequate internal control mechanisms):

- At the farm level, with improved farmers' entrepreneurship and productivity and less (seasonal, price- or climate-induced) fluctuations in income
- Off-farm, with value-adding and employment-generating (cooperative) enterprises
- In towns and cities, matching increasing levels of consumption and food demand¹⁹ with stable and higher volumes and quality of food production.

AgriCord sees the actions of farmers' organisations as essential to achieve the above stated goals. Inclusive by definition (since they are membership-based), farmers' organisations can make a contribution to an inclusive transformation process, at two levels²⁰ : by direct concrete initiatives that create economic opportunities for their members, and by influencing debates and policies so that a policy and business environment becomes conducive to farmer-led economic activities and rural enterprises. This potential role of farmers' associations, cooperatives and farmers' alliances in rural development is widely acknowledged, for instance by the Global Donor Platform on Rural Development.²¹

In this proposal it is elaborated that AgriCord will support the services of farmers' organisations and their cooperative businesses. The strengthened competences of the organisations will facilitate their access to processors and traders, and to crucial investments and other services, so they can become strong and sustainable actors in the ongoing agricultural transition, improving nutrition, and creating jobs. AgriCord's set of funding and advisory tools can strengthen the organisations in such a way that they are up to the task, and even more so because of the scaling-up potential that is inherent to membership-based organisations and their international networks.

2.2 General objective

By stimulating activities in farmers' organisations and cooperatives, not only are direct results achieved, but also organisations become stronger. This means they are more capable of catering for the needs of their members with regards their entrepreneurial activities (economic services) and at the level of advocacy for a better enabling environment (influencing public policy).

The general objective of the proposal is to reduce hunger and poverty by mobilising and strengthening farmer, led businesses and farmers' organisations towards an inclusive agricultural transition in developing countries.

This will be achieved by improving and upscaling economic activities promoted by sustainable farmers' organizations and their farmer-led enterprises, and in terms of building a policy environment that contributes effectively to such activities and their success.

Deducted from the general objective, three Specific Objectives have been formulated.

1. Sustainable farmer-led and cooperative businesses are strengthened and upscaled with support of strong farmers' organisations.
2. Farmer's organisations lobby for a business enabling environment in which cooperative businesses and farm enterprises can thrive and communicate with consumers.
3. Farmers' organisations and their cooperative businesses receive high quality and complementary services of a strong AgriCord Alliance.

2.3 Specific Objectives

SO1 Sustainable cooperative businesses of strong farmers' organisations

¹⁹ "Food security will increasingly be considered as securing food supply in response to a new and emerging demand", Albino Maggio, Tine Van Crielinge, Jean Paul Malingreau, Global Food Security, Assessing trends with a view to guiding future EU policies, 2015.

²⁰ "Employment is the key to food security", The Broker online, < <http://www.thebrokeronline.eu/Blogs/Towards-a-food-secure-world/Employment-is-the-key-to-food-security>>, Kees Blokland, 12 March 2013.

²¹ Agenda 2030 put into practice: what future for rural development? Concept note of the Annual General Assembly (AGA) 2017 in Brussels, hosted by the European Commission (DG DEVCO).

Specific Objective 1: Strengthening and upscaling sustainable farmer-led and cooperative businesses

Achieving this specific objective implies:

- improving the capacity of farmers' organisations and cooperatives to offer effective and integrated economic services to farmers' collective businesses.
- increasing the financial health of cooperative businesses managed by farmers.

The main targets refer to improved or increased access for farmer-led, collective businesses to the economic services that their organisations offer. These refer specifically to integrated services and mechanisms established by FOs to ensure access to finance or inputs such as certified seeds, or to put in place and manage integrated quality systems or certification, or to establish contracts with private sector processors, warehouses and traders, in order to scale up and consolidate the economic activities of the FOs and cooperatives. The contribution also consists of the creation of new farmer-led collective enterprises, mostly cooperatives, and the development and professionalisation of existing farmer-led collective enterprises, including their greater (financial) sustainability and profitability. Specific attention will be given, when relevant, to farmers' organisations' and their cooperative businesses' capacity to increase their incomes and added value through adoption of climate smart practices and investment in green economy. While benefiting farmer-led businesses such activities are also expected to contribute to the mitigation and adaptation to climate change and environmental risks.

SO2 Farmers' organisations lobby for a business enabling environment**Specific Objective 2: Farmer's organisations lobby for a business enabling environment in which cooperative businesses and farm enterprises can thrive.**

The proposal has the ambition to develop the capacity of farmers' organisations and their cooperative businesses to influence the creation of policies and institutions that enable farmer led businesses to thrive and create employment. The main targets refer to enforcement of policies or contracts that enhance the profitability of farmer-led businesses through a better enabling environment and better interactions among the actors within value chains. The counterparts of FOs' action may be public institutions and organisations managing public budgets, legislation and standard and quality frameworks, or committees monitoring and planning nutrition, at regional, national or international levels; or (collective) representatives of private sector, including actors in the agricultural input and output markets.

SO3 High quality and complementary services of Agri-Agencies to farmers' organisations**Specific Objective 3: Farmers' organisations and their cooperative businesses receive high quality and complementary services of a strong AgriCord Alliance.**

To increase and maintain the high quality of the services that the agri-agencies deliver, AgriCord will facilitate the development, testing and adoption of new approaches to build the capacities of farmers' organisations. Agri-Agencies provide a broad set of advisory services, tools and approaches to farmers' organisations and their cooperative businesses. Further developing the complementarity between the services of different agri-agencies is high on AgriCord's agenda, and has been encouraged by the recent external evaluation. The ambition is to develop a common definition on what complementarity between agri-agencies can be: adapting and mobilising specific agri-agency services according to the identified needs and requests of a given farmers' organisation, and upscaling the efficient approaches developed by one agri-agency throughout the alliance. This will lead to an updated policy on the delivery mechanism and a new way of working.

AgriCord's members have committed to formal quality certification as development agencies. This quality process encompasses the quality assurance of agri-agencies' services to farmers' organisations. The specific objective aims at making AgriCord an environment in which the agri-agencies can constantly improve their services through peer to peer learning between agri-agencies.

2.4 Cross-cutting concerns

CCC1 Stronger position of women and youth in farmers' organisations and value chains

Human rights considerations such as inclusiveness of vulnerable groups and youth and women and their participation (in farmer's organisations and farmers' voice in policy processes) are embedded in the programme.

The position of women and youth remains a challenge, certainly in the male dominated sector of farmer led cooperative businesses. The representation of women – both in terms of quantity and in the quality of their participation - in farmer organisations is accordingly poor. This appears to be one of the most debated and difficult competences to strengthen within farmers' organisations. Strengthening the position of women and youth is a cross-cutting concern through all AgriCord's activities with farmers' organisations. The AgriCord Alliance will stress the importance of women as decision makers and business leaders in dialogue with the farmer organisations before their projects are approved through the project committee of the Alliance. The dialogue will base on sharing successful approaches and results on women's participation in previous projects, by other farmers' organisations in North and South. AgriCord can play a key role in facilitating knowledge exchange on the issue and in triggering action by farmers' organisation through prioritizing projects where the knowledge is applied into concrete actions.

Track record on strengthening women's position

In 2016, 68% of FFP supported FOs integrated specific gender-related activities. Evidence for the perceived importance of women's voices and female leadership can be seen in the composition of governing boards and in internal regulations that facilitate the presence of female and young board members. On average, the boards of AgriCord-supported FOs have 28% female members and 8% young members.

43% of all direct beneficiaries - people taking directly part in supported activities – of FFP in 2016 were women.

CCC2 Complementarity with Belgian Development actors²²

AgriCord is well placed to proactively advance the communication between Belgian and other partners working with farmers' organisations in a given country. The agri-agencies can contribute to bringing donors and partners of a farmers' organisation around the same table periodically, for example in collaboration with Belgian Technical Cooperation.

At the level of individual initiatives of farmers' organisations, AgriCord will check in each country of intervention if there are possible synergies with

- the Trade Development Centre of BTC for support of producers in specific value chains, market research and marketing coaching services.
- EXCHANGE for capacity building of farmer led businesses and their representative organisations on entrepreneurship
- BIO to enquire about potential investments in credit, savings or insurance instruments or in farmer led commercial businesses,
- Other Belgian actors. Special attention will be given to ensure information flow on the financing needs of partner farmers' organisations with Belgian financing institutions such as Kampani and AlterFin.

The applied synergies will also be assessed on an annual basis.

CCC3 Complementarity through co-funding of other programmes executed by Agri-Agencies

AgriCord, in consortium with the Pan-African Farmers' Organization (PAFO), and the regional networks of farmers' organisations in Western, Eastern, Central and Southern Africa²³ submitted a proposal (in March 2018)

²² This cross-cutting concern is not summarized in the logframe.

²³ Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest (ROPPA), the East Africa Farmers' Federation (EAFF), Southern African Confederation of Agricultural Unions (SACAU) and the Plateforme Régionale des Organisations Paysannes d'Afrique Centrale (PROPAC)

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for the funding to FOs in Africa, for a total budget of € 48 million of intra-ACP funds of the European Union (with co-financing of € 8 million). This program is based on the priorities laid out in the intra ACP strategy on the private sector development and in the new approach of the ACP group of countries on value chain development. More than 20 initiatives led by mature FOs are to be included in this program. The program will provide high synergies and, in some countries, additional support to projects financed through DGD funding (2018-2019).

In addition, AAs will mobilise other sources of funding during the implementation of the DGD funding (2018-2019):

- UPADI has applied to integrate the FO's initiative within its "*Les Savoirs des Gens de la Terre*" program, supported principally by the Canadian government.
- Afdi will mobilise 50% of funding from two other donors in order to pursue their long-term support to the Fédération des Unions de Producteurs du Bénin (Fupro-Bénin).
- We Effect will mobilise 50% of their funding from the Swedish government in order to support the Southern Highlands Tree Growers Association (SHTGA).
- FERT will also mobilise 50% of funding from other donors in order to support the Union Al Amal des Apiculteurs de la Province de Taza (UPAT) in Morocco.

2.5 Planned Activities

The table below resumes some key features of the tentative FO initiatives to be supported with this DGD subsidy.

Table 2: Proposed FO initiatives (text only available in French language version)

Pays / OP	Filières	Services ou opérations de l'OP à renforcer	Changement envisagé	Partenariats avec secteur privé
<i>Maroc: Union Al Amal des Apiculteurs de la Province de Taza</i>	<i>filières internationale et nationale de produits transformés issus de l'apiculture</i>	<i>1) Une stratégie d'élargissement 2) Développement des services de fourniture d'intrants etc. du complexe apicole</i>	<i>Un complexe apicole est établi par l'union Al Amal et fournit des services viables (conseil, extension, commercialisation) aux apiculteurs de la province</i>	<i>Réseautage avec groupes d'apiculteurs de Taza & aussi d'Algérie (projet PAOPA de la Commission Européenne et le FIDA).</i>
<i>Bénin: Fédération des Unions de Producteurs du Bénin (Fupro) et deux de ces membres : - la Fédération nationale des producteurs de semences du Bénin (FNPS-B) - le Réseau des producteurs d'ananas du Bénin (Répab)</i>	<i>filière nationale de semences (maïs et soja) et internationale d'ananas (certifiés biologique et conventionnel)</i>	<i>1) Commercialisation de semences certifiées de maïs et de soja à travers le soutien à deux entreprises coopératives membres de la FNPS-B 2) Mise en place et certification d'un partenariat responsable et équitable entre Répab, une société de transformation (jus), et une coopérative française 3) Renforcement des OP dans les interprofessions de semences et de l'ananas</i>	<i>1) Liens d'affaires entre FNPS-B et les sociétés commerciales privées pour la commercialisation de semences certifiées 2) Un dispositif de suivi contractualisé entre Répab et la coop française, suivi et financé dans le cadre d'une démarche de certification équitable 3) Intégration des OP dans les interprofessions.</i>	<i>Terres du Sud (Coopérative française), Jus Tillous et Marmande (sociétés dont les coops françaises et béninoises sont actionnaires), Société Borgali (société privée de commercialisation de semences)</i>
<i>République Démocratique du Congo: Fédération des Organisations des Producteurs Agricoles au Nord-Kivu (FOPAC-NK)</i>	<i>filière nationale de la pomme de terre</i>	<i>1) Gestion financière et la bonne gouvernance 2) Augmentation des rendements avec des prototypes des serres pour la multiplication des semences de base avec la duplication par les coopératives semencières</i>	<i>1) Les coopératives sauront organiser la vente collective et négocier des contrats avec des acheteurs. 2) Au moins trois coopératives seront connectées aux institutions de crédit. 3) Une collaboration avec le service national de certification des semences (SENASEM) sera signée pour le suivi des champs semenciers.</i>	<i>Liens avec plusieurs acteurs privés dont les propriétaires terriens, les fournisseurs d'intrants, les acheteurs de pomme de terre, les institutions financières, etc.</i>

Pays / OP	Filière adressé	Services ou opérations de l'OP à renforcer	Changement envisagé	Partenariats et collaboration avec secteur privé
Sénégal: Cadre de concertation des producteurs d'arachide (CCPA)	Marché local et international de l'huile d'arachide	1) Mise en place d'un système collectif de commercialisation, à base d'un plan d'affaires; montage de dossier de crédits; un manuel de procédures et règlements liés à la mise en marché 2) Renforcement de la place et l'influence des OPA dans la filière arachide au niveau national	1) La mise en place d'un système collectif de commercialisation organisée permettant aux productrices et producteurs d'obtenir un prix équitable; 2) Une meilleure collaboration avec les autres maillons de la chaîne de valeur notamment les femmes transformatrices, les industriels (huileries) et les services de l'État.	Liens d'affaires avec des acheteurs privés d'arachides (commerçants, transformateurs, etc.) ainsi qu'avec des vendeurs privés d'intrants.
Tanzanie: Southern Highlands Tree Growers Association (SHTGA) et son membre local UWAMIMA	Filière internationale du bois	1) Amélioration des services économiques rendus aux producteurs 2) Renforcer le centre de marché géré par l'OP et son modèle d'affaires 3) Soutien renforcé à la structuration des groupes de base 4) Lobby pour un environnement fiscal conducteur aux petits producteurs du bois	1) Un centre de marché fonctionnel pour le bois et les ventes de l'OP locale augmentées par 20% 2) Modèle de mise en marché collectif du bois par les petits producteurs établi pour une mise à échelle par des autres OP 3) Un système simplifié des taxes et permis pour le commerce de bois.	Liens avec petits et moyens scieries et pépinières dans la région.
Pays / OP	Filière adressé	Services ou opérations de l'OP à renforcer	Changement envisagé	Partenariats et collaboration avec secteur privé

<p>Burkina Faso: Association pour le Développement Communautaire Durable (organisation des riziculteurs à Bobo-Dioulasso)</p>	<p><i>Filière nationale du riz conventionnel</i></p>	<p><i>Renforcement des capacités de provision de services de formation à l'entrepreneuriat par l'OP</i></p>	<p>1) Le service de formation intégré fournit une source de durabilité financière à l'OP. 2) 2000 producteurs reçoivent une formation intégrée en entrepreneuriat. 3) Les producteurs ont les capacités entrepreneuriales adéquates et peuvent ainsi avoir accès à des nouvelles sources de financement (résultat constaté lors de la phase précédente d'exécution de l'initiative).</p>	<p><i>Suite à l'augmentation du nombre (prévu) des micro-entreprises établies par des membres de l'OP, celui-ci développera au moins un autre service commercial pour les entrepreneurs ruraux, après avoir renforcé la formation des membres.</i></p>
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Table 3: Examples of possible linkages with Belgian actors and approaches to cross-cutting concerns

Pays / OP	Complémentarité avec les acteurs belges	Exemples des thèmes transversales - genre, jeunes, digitalisation, complémentarité
<p>Maroc: Union Al Amal des Apiculteurs de la Province de Taza</p>	<p><i>L'action s'insère dans la stratégie du pilier II du « plan Maroc vert », en phase aussi la stratégie de la CTB au Maroc.</i></p>	<p><i>La moitié des membres de l'Union sont des femmes. L'apiculture au Maroc est une activité dans laquelle les femmes sont fortement impliquées. Un tiers environ des membres de l'union ont moins de 35 ans et ceux-ci vont être spécifiquement ciblés dans les formations techniques relatives aux métiers nouveaux de l'apiculture.</i></p>
<p>Bénin: Fédération des Unions de Producteurs du Bénin - Fupro et deux de ses membres FNPS-B et Répab</p>	<p><i>La CTB ayant appuyé directement le Répab en 2016, une collaboration régulière va être mise en place sur : i) l'articulation des appuis au Répab, ii) la mise en place des interprofessions, iii) éventuellement la promotion des démarches RSE, iv) le lien avec d'éventuels acteurs privés.</i></p>	<p><i>Le Répab, sur la filière ananas, prévoit la mise en place d'une base de données connectée renseignée par les animateurs de terrain.</i></p>
<p>République Démocratique du Congo: Fédération des Organisations des Producteurs Agricoles au Nord-Kivu (FOPAC-NK)</p>	<p><i>Collaboration avec CSA, TRIAS et AFDI en utilisant également de experts en provenance de la Belgique et la France. Possibles contacts avec l'ONG VECO-RIKOLTO.</i></p>	<p><i>Objectif d'intégration des femmes dans les chaînes de commande de l'organisation (30%) Recours à l'usage des GPS pour la capitalisation des coordonnées des champs et produire une cartographie des besoins des sols. Un collaboration avec Soil Care et prévu.</i></p>

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<p>Sénégal: Cadre de concertation des producteurs d'arachide (CCPA)</p>	<p><i>Prise de contact sera établie avec BIO, Kampani et AlterFin pour identifier des opportunités de mobiliser des investissements dans des infrastructures (ex. construction d'un magasin d'entreposage d'arachide)</i></p>	<p><i>40 % des membres du CCPA sont des femmes. En plus des femmes membres du CCPA, le projet ciblera particulièrement des femmes transformatrices. Ce maillon de la chaîne de valeur sera appuyé afin de lui donner une place prépondérante dans le développement de la filière.</i></p>
<p>Tanzanie: l'association régionale Southern Highlands Tree Growers Association (SHTGA) et son membre local UWAMIMA</p>	<p><i>Possibles liens avec universités et entreprises de TIC belges.</i></p> <p><i>Synergie géographique avec des interventions de la BTC.</i></p>	<p><i>Une stratégie compréhensive est mise en place pour assurer la participation égale des femmes dans les activités de production et commercialisation, ainsi que dans la direction de l'OP locale et dans l'association régionale.</i></p> <p><i>L'initiative suit les principes de gestion durable des forêts et s'inscrit dans le domaine d'économie verte.</i></p>
<p>Burkina Faso: Union Nationale des Étuveuses de Riz du Burkina (UNERIZ)</p>	<p><i>Un partenariat existe entre RIKOLTO-VECO et UNERIZ. Contact prévu avec la BTC.</i></p> <p><i>Possible un contact avec COLRUYT pour l'amélioration des technologies de transformation du riz (équipements, procédés, etc.), de la qualité du riz étuvé (pureté, propreté), du label et de l'emballage.</i></p>	<p><i>L'UNERIZ est une organisation entièrement constituée de femmes. 771 femmes seront directement bénéficiaires du projet. En outre, pour le ciblage des boutiques pour la commercialisation de sa gamme de produits, une priorité sera donnée aux femmes entrepreneures propriétaires de boutiques.</i></p>
<p>Association pour le Développement Communautaire Durable (organisation des riziculteurs à Bobo-Dioulasso)</p>	<p><i>Un contact sera établi avec BTC pour identifier possibles synergies.</i></p>	<p><i>Plusieurs agri-agences interviennent au Burkina Faso. Elles ont développé des modèles de travail complémentaire et échanges sur leurs activités régulièrement. Depuis janvier 2018, trois agri-agences Afdi, Fert et Trias ont ouvert un bureau conjoint au Burkina Faso. L'agri-agence AHA et autres intervenant au pays ont bénéficié des formations des formateurs organisés par Trias sur le renforcement de leadership au sein des OP.</i></p>

Approach

The key activities of this proposal will contribute to the capacity development of farmers’ organisations and their cooperative businesses through advisory services of the agri-agencies and through the facilitation of private sector to private sector exchange. AAs, members of AgriCord, are branches of farmers’ organisations and function as clusters of private sector knowledge, business experience and development cooperation professionals. Their private sector experience and capacity building know-how are used to strengthen the competences of cooperative businesses of farmers’ organisations, improve their position in the value chain and lobby for a better business enabling environment.

2.5.1 Strengthening and upscaling sustainable farmer-led and cooperative businesses

Farmer-led businesses are here understood to be collective economic initiatives steered by farmers’ groups or organisations, aiming at collective revenues as well as increased income to individual members. They have often a cooperative form. The enterprises may target the input or output side of the value chains: they include for example seed companies, marketing cooperatives, and semi-industrial processing units.

The (integrated) economic service provision of farmers’ organisations is linked to systematic support to members’ economic activities, such as systems of input distribution or post-harvest collection and warehouse services, facilitation of credits or offering micro-finance products, market information, or quality control and certification schemes made available to farmers.

The support of AAs is in the form of tailor-made advice and systematic capacity development trajectories to farmers’ organisations-who want to set up cooperative businesses and ensure necessary services for farmer-led enterprises. The trajectories and tools are developed for and with farmers, and tested with farmers’ organisations in different countries, facing similar challenges. AAs’ advisory services and support tools to strengthen FOs’ economic services and collective businesses are matched with financial support for FOs’ plans to organise their service provision, to mobilise additional resources, or to structure their business plans. Expertise from other FOs, both from the Northern and Southern hemispheres, is mobilised in order to share insights on most efficient ways of doing businesses and solutions for common bottlenecks. AAs also facilitate the linkages with key private sector’ partners necessary to realise FOs’ business plans, such as banks and other financial institutions, or with ICT companies to set up mobile market information systems.

SO1 - Agri-agencies’ key approaches and expertise

<p>Increasing farmers’ organisations capacity to offer integrated economic services to farmers-led collective businesses</p>	<ul style="list-style-type: none"> Designing sustainable service provision of FOs - analysis of sustainability of services developed by FOs Developing of economic branches within FOs Development of FO-led input provision systems, such as production and distribution of certified seeds Facilitation of partnerships with IT enterprises to design Market Information Systems for farmers Developing FO-managed product quality improvement and certification targeting local, national and international markets Training farmer-owned micro-finance institutions in inclusiveness Workshops and training modules on Gender and Female leadership Rolling out Training of Trainers for FO staff on supporting entrepreneurship, marketing and business planning Facilitating service arrangements with private sector
<p>Increasing the number of sustainable cooperative businesses</p>	<ul style="list-style-type: none"> Support to farmer-led enterprises on strategic analysis and market studies Conducting Financial Health Checks of cooperative businesses

- Development of business plans
- Training in Financial Management for cooperatives
- Support to cooperatives to establish and manage semi-industrial processing plants
- Support for the increase in the profitability of processing units and for developing financial projections in business plans
- Facilitation in obtaining private sector loans and credits for initial investments and for working capital of cooperatives and processing plants
- Facilitation of contracts with warehouses, processors, buyers, etc
- Scoping and company assessments of FO-led businesses to attract private sector business partners

2.5.2 Support to farmers' organisations efforts to lobby for a business enabling environment

The AgriCord Alliance wants to build the capacity of the farmer organisations to lobby for a more business enabling environment, from national to international levels. The targets of such lobby include both the policy and regulatory environment for agriculture and business, and the relations with other actors and commercial partners in the value chains. Agri-agencies employ their expertise to facilitate farmer leaders to engage in a continuous dialogue with government, seeds sector, processing sector, distribution sector, regional and international economic organisations and other powerful stakeholders, as well as with consumers. Lobby themes may include nutrition, whereby farmers' organisations' access to national committees on nutrition is facilitated and farmers' leverage on sensitizing consumers on nutritional issues through public or private-led platforms is supported.

The FACT-approach (Farmers' Advocacy Consultation Tool), for instance, applied by several agri-agencies, supports farmers' organisations in developing policy proposals and engaging in well prepared policy dialogues effectively voicing the needs of farmer led businesses. If policy proposals get adopted this can lead to crucial improvements in farmer-led businesses' access to public funds, infrastructure, services or for example in more favourable tax regime.

Farmers' larger influence of key sectors is also achieved through facilitation of dialogue with private sector representatives through creation of suitable institutions and platforms. AgriCord brings cooperatives and large (Northern) companies together for example around the Corporate Social Responsibility agendas of the latter, by sensitizing Northern agro-alimentary enterprises and cooperatives about smallholders' needs and potential and facilitating linkages between the two.

FOs' lobbying in value chains at local, sub-national and national levels may aim at the following objectives ²⁴:

- (1) Ensure that contracts and trade conditions are acceptable for farmers, ensure effective and transparent relations with intermediaries, access to services, risk sharing, fair pricing structures.
- (2) Ensure product labelling and buying practices, product certification, linking product quality at farmers' level with profitability of the entire chain.
- (3) Realise additional investments, beyond the specific value chain, related to farmers' prosperity; such as fairtrade deals linked to crop diversification, access to input supply not directly linked to trade within the value chain, or improved infrastructures such as irrigation.

²⁴ 2011, Buxton Abbi, Seville Don, Vorley Bill, "Under what conditions are value chains effective tools for pro poor development ? ", Report for the Ford Foundation by the Sustainable Food Laboratory with the support from the International Institute for Environment and Development. IIED and Sustainable Food Laboratory, 2011.

SO2 - Agri-agencies' relevant approaches and expertise

Lobbying policy environment	<p>Facilitation of FO lobby towards governments, major public programs and multilateral organisations, through adoption of specifically developed consultation and lobby approaches</p> <p>Facilitation of circulation of information between FOs, through direct dialogue between their representatives for new insights and shared positions</p>
Lobbying in value chains	<p>Advise and sensitization on value chains, advise on establishing branch associations (interprofessions)</p> <p>Improve FO-led businesses' capacity to push business partners to respect contractual arrangements</p> <p>Facilitation of FOs' involvement in constructive dialogue with industry representatives through multi-stakeholder platforms</p> <p>Learning exercises on participatory action research and participatory resource assessments</p> <p>Facilitation of linkages with local research institutions</p> <p>Facilitation of South-South and North-South knowledge exchange and spreading of innovation</p>

2.5.3 Increasing the quality and complementarity of the agri-agencies' services

AgriCord will work along 4 lines to increase the quality and complementarity of the agri-agencies:

- **Capitalisation and tool development:** AgriCord stresses the importance of continuous learning. By creating innovative approaches to strengthen farmers' organisations, testing them, evaluating and adapting the services of the alliance to the farmers' organisations becoming better. By sharing these experiences the different agri-agencies can adopt the good practices and approaches in line with their expertise.
- **Work on quality certification:** The agri-agencies all committed themselves to engage in an independent certification process that will safeguard the importance of continuous learning and improving.
- **Make the services more complementary:** The delivery system of the Alliance will be strengthened to ensure demands from farmers' organisations are answered to by providing the most relevant tools and services. The alliance will make efforts to ensure adaptation of identified service approaches to the initiatives of farmers' organisations and, on the other hand, support the upscaling of efficient approaches throughout the alliance.
- **Peer to peer evaluation between agri-agencies:** together AAs will look in to their organizational, institutional and systems capacity and their capacities to create synergies.

2.6 Risks and mitigations

Risks that can affect the implementation of *Farmers Fighting Poverty*, and related mitigating measures are the following:

Political and social context: risks	
The political and social context of certain states can change in a heartbeat. What seemed good opportunities at certain moment, can change into an environment with no room to manoeuvre. Reference can be made to South Sudan and to specific regions in Congo DR.	
Institutional context	
Risk	Mitigation
Governments and international institutions might not allow the necessary space for farmers' organisations to implement their own projects, and to get involved in development programmes, also in the implementation of such action. Fortunately, there is increasing awareness about the role of farmers' organisations.	Depending of the targeted countries concerned, this risk have a low to medium negative impact on the programme implementation, but requires transparent documentation and visibility of results obtained, in order to maintain and increase the credibility of participating farmers' organisations.
Value chain	
Risk	Mitigation
Eventual unwillingness of other actors in value chains development to agree to changes in the engagements with representatives of smallholder farmers.	Transparent documentation and visibility is also required as well as strong stakeholders analyses in order to ensure that all key stakeholders are aware, want to be involved and willing to invest.
Accountability of farmers' organisations	
Risk	Mitigation
Accountability of farmers' organisations can be oriented towards donors' grant funding rather than membership base.	To limit the risk, and as far as economic activities are concerned, <i>Farmers Fighting Poverty</i> promotes business approaches and other types of funding, involving local financial institutions. Membership registration and participatory mechanisms are key also.
Accountability of management of farmers' organisation	
Risk	Mitigation
Accountability of the management of the farmers' organisations towards their members can be reduced by several factors, which brings a risk of internal management problems and financial mismanagement of funds.	Farmers Fighting Poverty inherently addresses this risk through strengthening organisational capacities, including management and financial capacity of farmers' organisations
Farmers' organisations' human resources: risk	
Farmers' organisations might not able to attract, train and motivate qualified and experienced staff, knowing the severe competition with other institutions and civil society organisations, and the complexity of (political and economic) challenges faced by farmers and farmers' organisations.	

2.7 Logical Framework of the proposal

Objectives		Indicators	Measurable targets	Means of verification
General objective	Hunger and poverty is reduced by mobilising and strengthening farmer led businesses and farmer organisations towards an inclusive agricultural transition in developing countries, contributing to mitigation and adaptation to the effects of climate change	(i) Increased profitability of farmer led enterprises in a specific value chain (ii) Increased creation of employment by farmer led collective businesses in intervention areas	Increase of 10% in revenues to members of farmer led businesses Increase of 20% in employment created by farmer led businesses	Data from farmers’ organisations on their member farmer led businesses Evidence cases of change
Specific Objective 1	Consolidation and increase of sustainable farmer-led businesses	(i) Increase the number of bankable cooperative business (ii) Number of farmers’ organisations providing sustainable integrated economic services	30.000 farmers will be directly involved, of which at least 25% women 6 farmer-led collective businesses have mobilised financing for their business plan 6 FOs provide integrated economic services 20% of supported FOs have diversified their incomes through linkages with private sector to cover operational costs	Economic data from farmers’ organisations Project reports
Specific Objective 2	Farmers’ organisations lobby for a business enabling environment in which cooperative businesses and farm enterprises can thrive.	(i) Number of policies, decisions or contract enforcement influenced by farmers’ organisations	4-6 policies / contracts / decisions improving the chances of farmer-led enterprises to succeed	Opinion research (Likert-scales) with a representative sample of members of cooperative businesses
Specific Objective 3	Farmer organisations and their cooperative businesses receive high quality and complementary services of a strong AgriCord Alliance	(i) Number of agri-agencies reaching a first level of organisational quality certification	All Agri-Agencies have reached first level of organisational quality certification	Independent Certification reports Annual activity reports of agri-

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		(ii) Knowledge management in AgriCord leads to broader adoption of tested approaches by Agri-Agencies	2 new approaches to support farmers' organisations' economic activities are developed	agencies and AgriCord Updated program document of the FFP delivery mechanism.
		(iii) Complementarity of services is defined	1 common definition of complementarity and a capitalisation on a concrete experience of complementary planning of agri-agencies' services	

LOGFRAME: Crosscutting concerns		Indicators	Measurable targets	Means of verification
Gender and youth	The position of youth and women is strengthened in the agricultural sector in developing countries	<p>Number of farmers' organisations who brought up gender related measures in their economic service provision or lobby</p> <p>Number of women and youth members of board meetings of farmers' organisations</p> <p>Number of farmer-led enterprises employing women and youth</p>	<p>70% of the supported farmers' organisations brought up gender-related measures in their related economic services or lobby</p> <p>20% of participants to board meetings of supported farmers' organisations are women</p> <p>15% of participants to board meetings of supported farmers' organisations are under 35 years old</p> <p>30% of direct beneficiaries/people employed by supported farmer-led businesses are women</p>	<p>Project reports in NewAgro-Info.Net</p> <p>Data from farmers' organisations on their governance meetings</p> <p>Data from farmers' organisations on their member farmer led businesses</p>

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3. Budget of the proposal, in euro and per year

Agri-agencies retain a maximum of 7% of the budget planned for the funding of activities, under Specific Objectives 1 and 2 to contribute to their administrative costs. 30% of these funds contribute to advisory services and 70% are directly disbursed to Farmers' Organisations.

Table 4 : Indicative budget of the proposal

Strengthening and upscaling sustainable farmer-led and cooperative businesses with support of strong farmers' organisations				
		March 2018- March 2019 amount (in euros)	March 2019- March 2020 amount (in euros)	Total amount (in euros)
Activities under Specific Objective 1 : Improving the capacity of farmers' organisations and cooperatives to offer effective and integrated economic services				
1.1. Agriterra's support to FOPAK on access to inputs		66.500	64.250	130.750
1.2. Fert's support to the union AI Amal in reinforcing their technical and commercial capacities		50.000	80.750	130.750
1.3. FFD's support to UWAMIMA/Tanzanian Tree Growers Association (TTGAU)		66.500	64.250	130.750
1.4. AHA's training and capacity building to ADECOD		60.000	60.000	120.000
1.5. We effect's support to smallholder forestry business for women and youth in Southern Highlands of Tanzania		66.500	64.250	130.750
1.6. UPADI support to Cadre de Concertation des Producteurs d'Arachides (CCPA) on production capacities' increase		40.000	35.000	75.000
1.7. Afdi's support to the Fédération des Unions de Producteurs du Bénin (Fupro) for the commercialisation of pineapples and seeds (maïs & soja)		40.000	50.000	90.000
Activities under Specific Objective 2 : Lobbying the policy framework				
2.1 cont. UPA DI's support to CCPA on their lobbying and marketing activities		20.000	25.000	45.000
2.2 cont. Afdi's support to the development of an inter-branch organisation in Bénin, led by FUPRO		10.000	10.000	20.000
Activities under Specific Objective 3: Farmers' organisations and their cooperative businesses receive complementary services of higher quality from a stronger AgriCord alliance				
Activity 3.1	Realisation of capitalisation & knowledge management activities	10.000	15.000	25.000
Activity 3.2	Certification on quality for Agri-Agencies	12.500	11.500	24.000
Activity 3.3	Peer to peer reviews between Agri-Agencies	8.000	10.000	18.000
AgriCord program management fees	Administration costs, fees for personnel costs and program management	40.000	20.000	60.000
Total costs		500.000	500.000	1.000.000

4. Implementation, monitoring and evaluation of the proposal

This chapter provides an overview in detail on how AgriCord and its Agri-Agencies will implement the proposal, monitor the progress and evaluate its impact.

4.1 Modalities for contracting farmers' organisations

The project cycle

Farmers' organisations can submit their project proposals to AgriCord via one of the member agencies (the *supporting agri-agency*). The overall project cycle is as follows:

<i>documents</i>	<i>step</i>	<i>initiative</i>
	Idea	Farmers' organisation
	Identification	Farmers' organisation, supporting agri-agency
Agro-info.net	Eligibility for funding	AgriCord programme manager
Agro-info.net	Application	Farmers' organisation, supporting agri-agency
Agro-info.net	Definition	Farmers' organisation, supporting agri-agency - Project proposal, budget, deliverables - Advisory services proposal
Agro-info.net	Eligibility of project within the Farmers Fighting Poverty programme Relevance of advisory services	AgriCord Project Committee
Agro-info.net	Approval	AgriCord Board (Project Committee Chair)
	Contracting	Farmers' organisation, agri-agency, secretariat
	Implementation	Farmers' organisation, supporting agri-agency
Agro-info.net	Reporting & monitoring	Farmers' organisation, agri-agency, secretariat
	Evaluation	Internal - External

Following appraisal by the Project Committee, the Board of AgriCord decides on allocation of funding, taking into account the specific requirements of each donor government or technical/financial partner involved, such as geographical focus, thematic priorities, duration of the funding agreement, timing.

The project committee

AgriCord's Project Committee reviews the proposals of farmers' organisations for their coherence with the principles of *Farmers Fighting Poverty*. Since each agri-agency is represented by a senior staff member, all information on new proposals is transparently available within the alliance, allowing for exchanges on related experiences and approaches.

The Project Committee is an electronic platform, but also meets in-person twice a year. Based upon its weekly screening of incoming proposals, the Project Committee formulates recommendations to the Board of AgriCord. The Project Committee thus focuses on

- the quality of the proposal and its coherence with *Farmers Fighting Poverty*;
- the relevance of the proposed advisory services (farmer-to-farmer exchanges and advisory services proposed by the supporting agri-agency).

Within the network of agri-agencies, procedures for planning, monitoring and evaluation are operational. Information flows are transparent (Agro-info.net). Over the past years, the Agro-info.net internet platform has proven to be a powerful and dynamic tool for project planning, monitoring and evaluation, and a reliable international networking environment.

4.2 Monitoring and evaluation of Farmers Fighting Poverty support

The information gained (from agri-agencies, farmers' organisations, external resources) is reported per project (pillar 1) and per farmers' organisation (pillar 2 and mostly also pillar 3) in Agro-info.net (AIN). AgriCord consolidates this information over all projects and farmers' organisations, to assure an overall report on the funded activities, farmers' organisations and results and to make its own business analysis.

To allow consolidation of the diverse information, AgriCord works with filters of information for each pillar. These filters can be seen as containers where information is gathered and transformed to a uniform type of information for consolidation. The table below indicates the type of filters used for each pillar.

<i>Pillar Type of information</i>	<i>Filter used</i>	<i>Frequency of delivery of information</i>
Pillar 1 project results of farmers' organisations	Deliverables and progress indicators per farmers' organisation function, 21 deliverables in total for the 4 functions (see annexes 1a and 1b)	Annual
Pillar 2 farmers' organisation competences and performance	<ul style="list-style-type: none"> – Scores on 7 core competences of farmers' organisations – Key indicators on farmers' organisations' functions governance and management – For farmers' organisations with an economic function: fields for performance information 	Every three years
Pillar 3 members	<ul style="list-style-type: none"> – Fields for impact information – Impact tables (cascade of effects) 	Every 3 years
Pillar 4 alliance capacity Agri-agencies quality and delivery	<ul style="list-style-type: none"> – Key indicators on alliance performance – Fields for information on agri-agencies' organizational quality and relevance of services of Aas 	Annual Every tree years

4.3 Internal reporting and FFP Consolidated Report

For *Farmers Fighting Poverty*, the AgriCord Alliance operates as one organisation where the agri-agencies constitute the implementing level, together with the farmers' organisations in developing countries. As an Alliance, AgriCord consolidates information from all participating farmers' organisations and agri-agencies. This consolidation covers both narrative and financial information. For each financial partner, AgriCord presents and submits workplans and reports, taking into account the specific thematic (work areas, deliverables) focus, as well as the geographic policy of the donor (focus countries). Since 2015 AgriCord has published an annual consolidated report of all supported FOs' results and all financial contributions of diverse donors. From 2018 onwards the aim is to provide this one report to all donors and partners, in a measure streamlining the FFP reporting procedures, donor harmonisation and hence enhancing the effectiveness of the delivery mechanism. Tracing individual donors' contributions to a specific FO and outcome will remain transparent in the consolidated report.

4.4 Knowledge management and distribution of tasks within the alliance

Farmers Fighting Poverty relies on agri-agencies, with their different backgrounds, and with their wide range of services targeted at strengthening different functions and development stages farmers' organisations. This diversity is put at work in one delivery mechanism with joint information and monitoring systems.

Moreover, AgriCord promotes exchange of knowledge and tools between agri-agencies, and complementarity between agri-agencies to serve farmers' organisations' demands (in one country and worldwide).

Since 2013, *Farmers Fighting Poverty* uses the OneForAll task principle. Each task is managed by a designated

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task manager, a senior staff member of an agri-agency. Each set of tasks is also supported by a resource person. The task manager coordinates the specific task for the network as a whole. The expected outputs of each task – integration of knowledge, tools or services in the network – need to be mandated by at least three agri-agencies to ensure that the tasks operate for a common need and demand. The outputs of the tasks in 2018 will be oriented to support the effective upscaling of successful approaches throughout the alliance.

All agri-agencies participate actively in at least one task, whereas not all assume the responsibility of task management.

The alliance implements three types of OneForAll tasks:

- (i) Coordination tasks for the development of joint procedures for planning, monitoring and evaluation of *Farmers Fighting Poverty*;
- (ii) Tasks actively following up openings for farmers' organisation implication and funding available in donor policies and development programmes and strategies, and
- (iii) Tasks on knowledge management for services to farmers' organisations, according to following four knowledge domains:
 - a. agri-agency methods to strengthen the competences of farmers' organisations;
 - b. support to the lobby and representation function of farmers' organisations;
 - c. strengthening economic functions of farmers' organisations;
 - d. support to technical services and public interest function of farmers' organisations.

Annex 1 : List of indicative activities from proposed initiatives to be funded

<p>Project title: "Support to structuring and revitalizing the groundnuts national sector in Senegal"</p> <p>Country : Senegal</p> <p>Supported FO : Cadre de concertation des producteurs d'arachides (CCPA)</p> <p>Executed by the agri-agency: UPA Développement international (UPA DI)</p> <p>Calendar : Length of 24 months (March 2018- March 2020)</p>
<p>1. Situation at the start of the project (March 2018):</p> <p>The project aims to improve the capacity-building of CCPA in the area of collective marketing. This comes at a time when the modernization of the agricultural sector to achieve Senegal's food self-sufficiency is highlighted in the framework of the Recovery and Acceleration of the Cadence Program of Senegalese agriculture (PRACAS).</p>
<p>2. The expected changes are envisioned:</p> <ul style="list-style-type: none"> • The FO is a partner recognized by other stakeholders in the policy dialogue. • Policy proposals by the FO are integrated in (inter) national strategy documents • Local groups, local cooperatives or members provide raw material to the FO for trade • The FO has increased the marketing of members' products.
<p>3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):</p> <ul style="list-style-type: none"> • Training sessions are conducted to support CCPA leaders and its members in establishing a successful collective marketing system. • A business plan is realized. • An optimum management mode for storage facilities is in place and adopted by the organization. • A follow-up by the peasant trainers is assured. • Two national workshops entitled '<i>Rendez-vous filière anacarde</i>' are held. • The CCPA and FOs in the groundnuts sector are better equipped to become catalysts for the development of the sector in Senegal. • Support is provided for CCPA members to increase the size of production marketed to the FO.

4. Indicators of results		March 2018	End 2018	End 2019
1	Number of national strategy documents presenting the FOs proposals	0	1 document elaborated	2 documents elaborated
3	Number of local groups or cooperatives and individual farmers providing products for the FO for trade	35 peanuts' producers associations, or 5 250 individual members	40 peanuts' producers associations, or 6 000 individual members	45 peanuts' producers associations, or 6 750 individual members
4	Value of products marketed via the FO (by product) has increased	7 millions FCFA	7,5 millions FCFA	8 millions FCFA

<p>Project title: “Promoting farmers-led forestry business in Tanzanian Highlands” Country: Tanzania Supported Farmer’s organization: UWAMIMA & Tanzania Tree Growers Associations Union Supporting agri-agency: Finnish Agri-Agency for Food & Forest Development Calendar of project: Length of 24 months</p>																		
<p>1. The expected change is envisioned: The FO has enhanced its profitable farmer-led rural enterprises with good potential for sustainability (to provide inputs, trade, storage, processing services or financial products to its members)</p>																		
<p>2. Situation at the start of the project (March 2018):</p> <p>FFD has supported UWAMIMA Tree Growers Association, in Njombe region, since 2012. During that period, UWAMIMA has grown from a small organization to a well-functioning farmer-led organization which has gained a position along the forest value chain. UWAMIMA had established a Market center (MC) for timber which aims at proving a one-stop-shop for timber trade in Matembwe village. MC started functioning in January 2018 but requires still support to become financially stable and to test and if needed adjust the management structure. Some key investments which are imperative to allow MC to function in full force. Since TTGAU is still in its infancy stage of growth its activities would be hosted by UWAMIMA at the beginning until when it would be in a good position to walk on its own.</p>																		
<p>3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):</p> <ul style="list-style-type: none"> • Service provision at Market Centre and timber returns is improved. • Basic database on woodlots is established and updated. • The market segment for non-timber products is built. • The revolving fund for tree growers is boosted. • The financial management and operational plans are used among members. • The marketing Information System is improved 																		
<table border="1"> <thead> <tr> <th colspan="2">4. Indicators for results</th> <th>March 2018</th> <th>January 2019</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Number of operational business plan</td> <td>0</td> <td>1</td> </tr> <tr> <td>2.</td> <td>Number of strategic plan realized to improve the delivery of financial information</td> <td>0</td> <td>1</td> </tr> <tr> <td>3.</td> <td>Number of financial reports/analysis produced</td> <td>0</td> <td>1</td> </tr> </tbody> </table>			4. Indicators for results		March 2018	January 2019	1.	Number of operational business plan	0	1	2.	Number of strategic plan realized to improve the delivery of financial information	0	1	3.	Number of financial reports/analysis produced	0	1
4. Indicators for results		March 2018	January 2019															
1.	Number of operational business plan	0	1															
2.	Number of strategic plan realized to improve the delivery of financial information	0	1															
3.	Number of financial reports/analysis produced	0	1															

Project title: **“Promoting smallholder forestry business for women and youth in Southern Highlands of Tanzania”**

Country: Tanzania

Supported Farmer’s organization: Southern Highlands Tree Growers Association (SHTGA)

Supporting agri-agency: We Effect

Calendar of project: length of 24 months (March 2018-2020)

1. The expected change is envisioned:

The FO has enhanced competitive, inclusive and resilient financial return to smallholder tree growers. The project will aim at raising awareness to communities in the project area to give the opportunity to women, youth and other vulnerable groups to own and have control over land so that they have access to opportunities by actively engaging in commercial tree and fruit planting. Access to improved tree planting materials and forestry extension services is intended to increase forest asset value of TGA members’ through increased productivity and quality of plantations; thus increased net sale at harvest. Upgrading of tree growers in the value chain and use of improved processing technology will increase not only the quality of sawn timber but also volumes produced and participation of women in processing, which will contribute to the increased income of the growers and women voice. Collective marketing of smallholders’ wood will increase their negotiation and bargain power with buyers of wood.

2. Situation at the start of the project (March 2018):

Southern Highlands Tree Growers Association (SHTGA) is a member-based organization established in 2014 to promote the interest of tree growers who are organised in tree grower’s associations (TGAs). SHTGA exists to build and strengthen networking and peer learning amongst tree growers in Tanzania. Provide brokering markets and processing of members products. Facilitate members’ access to advisory and extension services as well as access to forestry and farm inputs for good silvicultural practices for increased productivity and quality of members’ plantations and net income at harvest.

3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):

- Establishment/strengthening of more inclusive and well-governed Tree Growers associations at sub-district level
- TGA members having access to improved planting material for their certified nurseries
- Increased access to advisory and extension services
- Increased participation of women in tree planting and decision-making bodies in the TGAs
- Increased productivity and quality of smallholders’ plantations
- To increase income and welfare for poor rural households
- Smallholder tree growers can receive increased revenue from farming activities by selling existing plantations at higher prices
- Small and medium harvesting and processing enterprises use improved technology to increased volumes, quality income and decreased wastage.
- Improved policy engagement with the MNRT-Forestry and Beekeeping Division, Tanzania Forest Services (TFS) and Tanzania Tree Seed Agency (TTSA)

4. Indicators of results		March 2018	March 2020
1	Number of Management and staff trained (if FO has any staff) on general management and coordination competences	1	2
2	Number of FO and/or local groups who have improved the application of rules and regulations (e.g. Internal	5	20

	organisation, functioning, regular meetings, relevant local dynamics)		
3	Number of FOs who have increased membership	0	15
4	FO is proactive towards inclusion of youth in its structure and activities	0	2
5	Number of business plans effectively developed to connect to financial institutions and traders (in relation to supply, production, processing, storage plans for the enterprise and its suppliers)	1	3
6	Percentage of increase in profitability	0	10%
7	Percentage of increase in the size of inputs provision	0	15%
8	Number of local groups, local cooperatives (or members) effectively supplying products for trade to the FO	0	3
9	Number of individual members participating in saving and credit schemes facilitated by the FO	0	500
10	Size of total volume of credits provided via the FO credit schemes	0	20,000
11	Number of extension and advisory services conducted on sustainable agricultural practices offered by the FO	0	600
12	Number of extension and advisory services regarding farm economic management are offered by the FO	0	500
13	Number of individual members with improved market arrangements (formal, informal, public, private) for their main products facilitated by the FO	0	120

Project title : « **Gestion des coopératives de pomme de terre et renforcement de leurs capacités productives et commerciales** »

Country: Democratic Republic of Congo

Supported Farmer's organization: FOPAC

Supporting agri-agency: Agriterra

Calendar of project: 24 months (March 2018-March 2020)

1. The envisioned change over the period of two years (2018-2020):

Within the next two years, members of cooperatives will have increased their yield by 10 to 15 tons on average. Prototypes of greenhouses for the multiplication of basic seeds from vitro plants will be set up for duplication by seed cooperatives. Collaboration with the national seed certification service (SENASEM) will be signed for the monitoring of seed fields. The cooperatives will organize the joint sale on the market and negotiate sales contracts with buyers. Internally, co-ops will pay dividends to members who have participated in joint sales within co-operatives and will be able to use the right management tools to be bankable. At least three cooperatives will be connected to credit institutions to increase working capital. At the institutional level, formal agreements will be put in place between the parties. In addition, a negotiation of the involvement of the public sector in the production of basic seeds and regulation of the sale of the potato will be made and materialized by edicts and circulars of the provincial minister and administrators of the territories.

2. Situation at the start of the project (March 2018):

The potato crop is a cash crop for farmers in the Masisi and Lubero territories in the North-Kivu. It is grown twice a year and occupies a prominent part of the food consumption habits of the population in the region. Demand is very high in the cities around the production centers. The potato cooperatives accompanied by FOPAC are not yet professional. The level of internal organization and at the level of the market remains weak. Potato growers in North Kivu face needs in the sourcing of quality seeds, as a result the commercialization of seeds is hampered by the lack of research in seeds production. At the organizational level, cooperatives are not well equipped to deal with the weight of the buyers who impose their price. In addition, the institutional environment of cooperatives is not favorable in terms of access to land, including basic infrastructure. The non-contractual rental system does not allow for the sustainable land management of farmers. Thus, lobbying to improve the institutional environment is needed.

3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):

- lead on the improvement of potato production (improved seeds, demonstration fields, extension on better practices) of farming members of 5 primary member cooperatives of FOPAC NK
- Implement a marketing plan with concrete results in the signing of contracts, higher volumes and prices for potatoes
- Connect three cooperatives to financial institutions
- Contribute to the improved governance and financial management of cooperatives

4. Indicators of results		March 2018	March 2020
1.	Average potato yield of member farmers increased by 10 to 15 tons Average yield/ha	<u>10</u>	<u>15</u>
2.	Increase the number of sales contracts of cooperatives (potatoes) Number of sale contracts/volume of sales Board members trained, also on leadership	2 contracts <u>0</u>	5 contracts <u>35</u>
3.	The personnel involved in financial management are competent and trained to Number of staff in the cooperatives trained on financial management system	<u>6</u>	<u>12</u>
4.	FO and/or local groups have improved the application of rules and regulations (e.g. Internal organisation, functioning, regular meetings, relevant local dynamics) Number of cooperative legalised through mandatory meetings of the GA and other organs	<u>4</u>	<u>6</u>
5.	FO is proactive towards inclusion of youth in its structure and activities Number of youth trained as extension workers	3	14
6.	FO has increased capacity to lead an extension services to its members, with own trainers or members training other members (or in collaboration with other stakeholders and research centres) Number of farmers benefiting the trainings	745	900
7.	FO has increased its capacity to facilitate linkages to market actors for individual members and for its own business Number of marketing linkages established	2	5
8.	FO's business plan used effectively to connect to financial institutions and traders (in relation to supply, production, processing, storage plans for the enterprise and its suppliers) Number of plans	2	5
9.	FO has diversified its financing from private sector that sustainably contribute to the enterprise Number of cooperatives connected to credit institutions	0	3
10.	Improved production of inputs by the FO (tree nursery, mother stock etc.) Number of demo plots, tree nursery, demonstration plots	2 demo plots 0 tree nursery of vitro plantlets	4 tree nursery 10 demonstration plots

11.	Multi stakeholder value chain mechanisms for inputs to members are established via FO Number of contracts effectively signed	2	5
12.	Extension and advisory services regarding sustainable agricultural practices are offered by the FO Number of farmers participating in extension services	300	700

Project title: « **Renforcement du poids économique des coopératives d'ananas et de semences (maïs et soja) du réseau Fupro, ainsi que de leur place dans la gouvernance des nouvelles interprofessions au Bénin** »

Country: Bénin

Supported Farmer's organization: Fédération des Unions de Producteurs du Bénin – Fupro et 2 de ses membres : FNPS-B et Répab

Supporting agri-agency: Afdi

Calendar of project : 24 mois

1. The expected results are to fulfill the following specific objectives:

- Augmenter le nombre des entreprises coopératives viables
- Soutien au plaidoyer des OP pour un environnement favorable à leurs entreprises
- Lobby au sein des filières
- Aider les entreprises collectives des producteurs à saisir les opportunités de l'économie verte

2. Situation at the start of the project (March 2018)

Afdi est partenaire de la Fupro depuis 2010. Les axes du partenariat ont concerné ces dernières années à la fois un appui sur les politiques agricoles (mémoire paysan) et sur le renforcement de la tête de réseau pour qu'elle soit en capacité d'apporter formation et conseil à ses OP membres, principalement sur la promotion du modèle coopératif, les démarches « qualité et origine », le Conseil à l'exploitation familiale (CEF). Le présent projet s'inscrit dans la continuité mais vise un changement d'échelle de l'ambition de la Fupro et un plus grand impact de sa stratégie générale initiée en 2014 :

- Meilleure distinction et articulation de l'organisation économique et territoriale au sein du réseau
- Développement de stratégies collectives des coopératives, capables de devenir des opérateurs crédibles sur les marchés dans un contexte de désengagement de l'Etat et de recours au secteur privé.

3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):

1. Commercialisation de semences certifiées de maïs et de soja à travers le soutien à 2 entreprises coopératives membres de la FNPS-B
2. Mise en place et certification d'un partenariat responsable et équitable entre Répab, une société de transformation (jus), et une coopérative française
3. Renforcement des OP dans les interprofessions de semences et de l'ananas

4. Indicators of results		March 2018	March 2020
1	Les positions politiques et les grilles d'analyse de l'OP sont communiquées aux instances officielles via des documents publiés (courriers, articles ou conférences de presse...)	1	2 articles sur la stratégie des OP (ananas, maïs)
2	Propositions de politiques par l'OP intégrées dans des documents de stratégie (inter)nationaux	0	1 document de politiques reprenant les positions des OP (ananas)
3	L'OP a influencé les décisions des cadres de concertation de la chaîne de valeur / tables filière/ interprofession	0	Un accord interprofessionnel sur les ananas en négociation
4	FO a un plan d'affaires qu'il utilise efficacement pour se connecter à des institutions financières et des commerçants (en relation avec l'offre, la production, la transformation, les plans de stockage pour l'entreprise et ses fournisseurs)	0 plan d'affaires	Un plan d'affaires réalisé
5	L'OP a élargi ou diversifié le nombre de ses fournisseurs (intrants) ou de ses clients (commerce, transformation)	2 clients (1 pour Répab (Jus Tillous), 1 pour coop maïs N'Dali (PAPVIR) NR Coop soja	Répab : 1 nouveau client (Jus Tillous) Coop N'Dali: au moins 2 clients (PAPVIR + Borgali) Coop soja: 1 contrat signé
6	L'OP a augmenté la commercialisation des produits des membres	Chiffre d'affaires de 285 000€ pour Répab et 34 300€ pour Coop N'Dali (2017)	Chiffre d'affaires a augmenté à 570 000 € pour Répab et 80 000€ pour Coop N'Dali
7	Le volume et la qualité des produits se sont améliorés	La coopérative Répab produit 1900 tonnes et Coop N'Dali produit 90 T d'ananas certifiés	Répab a produit 3 800 tonnes, avec un rendement en augmentation de plus de 20%. Coop N'Dali produit 250 tonnes dont 85% de la production est certifiées.

Project title: « **Une Union de coopératives apicoles s'organise autour de services pour l'apiculture** »

Country: Maroc

Supported Farmer's organization: L'union Al Amal des coopératives apicoles de Taza (UPAT)

Supporting agri-agency: Fert

Calendar of project : 24 months (March 2018-March 2020)

1. The expected results are :

La viabilité de l'union Al Amal est renforcée, ainsi que sa capacité à fournir des services viables et notamment : conseil agricole, fourniture d'intrants et de reines, production collective, extraction et commercialisation.

2. Situation at the start of the project (March 2018):

La province de Taza possède un grand potentiel productif apicole, grâce à la présence de ressources mellifères abondantes et diversifiées (moyen-atlas et pré-rif). La province compte près de 20.000 ruches (modernes, à plus de 90%), pour environ 1.000 apiculteurs. Cependant, malgré des perspectives prometteuses, beaucoup de contraintes entravent le développement du secteur apicole dans la province, principalement au niveau de la qualité de la production et de la transformation, alors même que les produits nationaux font face à la concurrence internationale et que le secteur reste peu règlementé et organisé au Maroc.

L'union Al Amal des coopératives apicoles de Taza a ainsi été créée en 2013 par quatre coopératives locales avec l'idée de mettre en place, à moyen terme, un complexe apicole, au service des apiculteurs de la province et plus largement.

3. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):

1. Élargissement de sa base, qui inclura donc une phase de définition et de mise en œuvre de sa stratégie d'élargissement et, dans un second temps, le développement de son appui aux nouveaux membres (maîtrise technique des ruchers, mise en conformité des unités d'extraction le cas échéant, gestion administrative et financière, ...)
2. Développement de son dispositif de formation et d'accompagnement, et donc de son service de conseil agricole
3. Développement de la pépinière apicole et du complexe apicole, et donc de ses services de fourniture d'intrants et de reines, de production, d'extraction et de commercialisation

4. Indicators for results				
		Mars 2018	Janvier 2019	Mars 2020
1	Augmentation de la production des intrants de l'OP (pépinière, stock principal, etc.)	0 reines 0 ruches peuplées	200 reines 20 ruches peuplées	900 reines 70 ruches peuplées
2	Amélioration du système d'approvisionnement en intrants de l'OP (NB : le volume d'intrants acheté en commun pour ses membres va être augmenté en 2018 et 2019, pour satisfaire les besoins des membres dont l'effectif va augmenter sur la période, mais sans prévisions chiffrées à ce stade)	10 coopératives bénéficiant d'un approvisionnement collectif en intrants	20 coopératives	20 coopératives
3	Nombre d'OP et/ou les groupes locaux ont amélioré l'application des règles et réglementations	10 coopératives	20 coopératives	20 coopératives
4	Nombre de membres de l'OP a augmenté	10 coopératives, soit 97 individus	20 coopératives, soit 330 individus	20 coopératives, soit 330 individus
5	Nombre d'adhésion aux groupes spécifiques (femmes, jeunes, groupes vulnérables) a augmenté	43 femmes	150 femmes	150 femmes
10	Nombre de groupes locaux, les coopératives locales ou les membres fournissant des produits à commercialiser par l'OP	10 coopératives, soit 97 individus	20 coopératives	20 coopératives

<p>1. Project title: « Changing minds - Entrepreneurship training as a way out of poverty» Country: Burkina Faso Supported Farmer's organization: ADECOD Supporting agri-agency: Andreas Hermes Akademie Calendar of project : 24 months (March 2018-March 2020)</p>			
<p>2. Situation at the start of the project (March 2018) ADECOD is a local organization led by farmers that works on the economic development of its members in a rice-growing area. This includes rice production and transformation, but also other income generation. There are 4 unions under the umbrella of ADECOD, gathering a total of approx. 9.000 farmers. The key actors of the organization work on a voluntary base and show a high level of engagement. UNPA is a national farmers organization in the cashew value chain. It has an app. 25000 members joined in local cooperatives of cashew producers.</p> <p>In its effort to provide good advocacy and services for its members, ADECOD and UNPA have cooperated with AHA since 2016. 5 lead members of each partner have been capacitated to provide entrepreneurship trainings as a service of the organization to its members. More than 350 farmers have participated in the trainings in 2017. This allowed members to tap new sources of financing and also contributed to an increase of 5000 new members (ADECOD) and 20,000 (UNPA), many of which are expecting to also receive such training.</p>			
<p>3. Change envisioned Through a change of mind-set, as well as the acquisition of knowledge and skills, farmers (organized in groups as part of the membership structure of ADECOD and UNPA), in particular women and youth, will be capable to create small businesses and receive and appropriately use funds (such as microcredits) for the purpose of developping these businesses. This will empower entire commnities to change their approach to their own economic development.</p>			
<p>4. Main activities originally proposed (to be confirmed if any changes occurred at the start or during program execution):</p> <ul style="list-style-type: none"> • ADECOD and UNPA will organize and provide entrepreneurship training over 18 months to 2000 members of which at least 800 women and 600 young farmers. • With advisory of AHA, ADECOD will provide its integrated entrepreneurship-training-service as sustainable source of income for the organization. • Based on the stronger entrepreneurial capacity of the farmers, ADECOD and UNPA, and their member organizations will develop an additional demand-oriented commercial service for its members (e.g. linkage to Micro-Finance institutions), which can include increased linkage to other private sector actors. 			
Results	<ol style="list-style-type: none"> 1. 2000 members (of which at least 800 women and 600 young farmers) trained in entrepreneurship. 2. 10 trainers are trained in the 3rd module of the entrepreneurship training and provide this to the farmers 3. 20% of the participants gain access to funds for business development 		
Indicators		March 2018 Indicative value	March 2020 Indicative value
	<ol style="list-style-type: none"> 1. No of participants of training 2. No of participants in Trainer of Trainers 3. % of the participants gain access to funds for business development 	<p>- 0</p> <p>- 0</p> <p>- 0</p>	<p>- 2000</p> <p>- 10</p> <p>- 20%</p>

