

FO4ACP

Farmers' Organizations for
Africa, Caribbean and Pacific

Progress-Report November-2021 -- November-2022



**Farmers' Organizations for Africa, Caribbean and Pacific
FO4ACP**

**Draft Progress Report 2022 (draft 30/11 without financial
report)**

1 November 2021 – 1 November 2022

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List of acronyms

AA	Agri-agency
ACODEA	Agencia de Cooperación al Desarrollo de la Agricultura
ACP	Africa Caribbean and Pacific Secretary
ACT	Agricultural council of Tanzania
AFASA	African Farmers' Association of South Africa
Afdi	Agriculteurs français et développement international
AGM	Annual General Meeting
AgriSA	Agri-South Africa
AHA	Andreas Hermes, Akademie
ANAPROFIKO	National Association of Commercial Seed Producers
ANOPACI	Association nationale des Organisations professionnelles agricoles de Côte d'Ivoire

ASPRODEB	Association sénégalaise pour la promotion du développement à la base
AWPB	Annual Work Plan and Budget
B2B	Business to Business
BA	Bula Agro
BOFA	Botswana Farmers' Association
CACU	Central Agricultural Cooperative Union
CAK	Cooperative Alliance of Kenya
CANC	Chambre d' Agriculture de Nouvelle-Caledonie
CAPAD	Confédération des Associations des Producteurs Agricoles pour le Développement
CEEAC	Communauté Economique des Etats de l'Afrique
CFU	Commercial Farmers' Union
CGA	Cereal Growers Association
CLAC	Coordinadora Latinoamericana y del Caribe de
CNAF	Comité National de l'Agriculture Familiale
CNCPRT	Conseil National de Concertation des producteurs et ruraux du Tchad
CNCR	Conseil national de Concertation et de Coopération des ruraux
CNOP CAF	Concertation Nationale des Organisations Paysannes de Centrafrique
CNOP-CAM	Concertation des organisations Paysanne au Cameroun
CNOP-CONGO	Concertation nationale des organisation paysanne et producteurs Agricoles du Congo
CNOP-G	Conseil national des Organisations Paysannes de Guinée
CNOP-GABON	Concertation Nationale des Organisations Paysannes du Gabon
CNOP-M	Coordination nationale des Organisations paysannes du Mali
CONAPAC	Confédération Nationale des Producteurs Agricoles du Congo
COOCENKI	Coopérative centrale du Nord-Kivu
COOCENSKI	Cooperative Centrale du Nord-Kivu
COP26	Conference of the Parties on Climate Change
COPACO PRP	Confederation Paysanne du Congo
COSOP	Country Strategic Opportunity Programme
CPF	Confédération paysanne du Faso
CPM	Coalition of Farmers Organizations
CSA	Collectif Stratégies Alimentaires
CSR	Corporate Social Responsibility label
CTOP	Coordination togolaise des Organisations paysannes et de Producteurs agricoles (CTOP)
CUZA	Co-operative Union of Zanzibar
DAPA	Djibouti Agropastoral Association
EAFF	Eastern Africa Farmers Federation
ENNOUR	Société Mutuelle de base des Services Agricoles
EC	European Commission

ERI	Enabling Rural Innovation
ESNAU	Eswatini National Agricultural Union
FAFO	Farmers' Forum
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FBA	Fiji Beekeepers Association
FCLC	Fiji Crop and Livestock Council (FCLC)
FEKRITAMA	Confédération des Agriculteurs Malagasy
FENAPA STP	Federação Nacional dos pequenos Agricultores de São Tomé e Príncipe
FENOCGE	Fédération Nationale des Organisations Paysannes de la Guinée Equatoriale
Fert	Formation pour l'Epanouissement et le Renouveau de la Terre
FFD	Food and Forest Development
FFP	Farmers Fighting Poverty
FGPL	Fédération des groupements paysans de Limbé
FIFATA	Fikambanana Fampivoarana ny Tantsaha
FLC	Fiji Livestock Council
FLE	Farmer-led enterprises
FMA	Fédération Mauritanienne de l'Agriculture
FO4Asia	Farmers' Organizations for Asia
FO4ACP	Farmers' Organizations for Africa, Caribbean and
FO4LA	Farmers' Organizations for Latin America
FOGT	Farmers Organization Growth Tool
FONG	Farmers Organisations Network of Ghana
FOPABU	Fédération Paysanne du Burundi
FOPAC	Fédération des organisations Producteurs du Congo au Nord-Kivu
FRIEND	Foundation of Rural Integrated Enterprises Development (FRIEND)
FSA	Farmers Support Association
FUM	Farmers' Union of Malawi
FUN - INC	Farmers Union Network of Liberia
GBCCCCDA	Gurafesu Biodiversity Conservation & Climate Change Group
GROFED	Growers Federation in Tonga
GUFB	General Union of Farmers and Breeders
ICT	Information Communications technologies
IFAD	International Fund for Agricultural Development
ILC	International Land Coalition
IMBARAGA	Rwanda Farmers' Federation
INGABO	Syndicate Ingabo
JSC	Joint Steering Committee
KGA	Kastom Gaden Association (KGA)
KLPA	Kenya Livestock Producers Association
LENAFU	Lesotho National Agricultural Union
LFO	Local Farmers' Organization

LOFEPACO	League of Women Farmers Organizations in Congo
MORDI	Mainstreaming of Rural Development Innovation (MORDI)
MOU	Memorandum of Understanding
MTCP	Medium-term cooperation programme with farmers'
MTR	Mid-term review
MVIWATA	Mtandao wa Vikundi Vya Wakulima wa Tanzania
NAAC	National Alliance of Agricultural Cooperatives of Uganda
NACOFAG	National Coordinating Farmers of Gambia
NAFSL	National Association of Farmers of Sierra Leone
NASFAM	National Smallholder Farmers' Association of Malawi
NAU	Namibia Agricultural Union
NCCR	National Co-operative Confederation of Rwanda
NCEW	National Confederation of Eritrean Workers
NFOs	National Farmers' Organizations
NISHI	Nishi Trading (NISHI)
NNFU	Namibia National Farmers' Union
NUCAFE	National Union for Coffee Agribusinesses and Farm Enterprise
NWC	Nature's Way Cooperative (NWC)
OACPS	Organization of ACP Countries
OCFCU	Oromia Coffee Farmers Co-operative Union
OPSC	Overarching Programme Steering Committee
PAAAC	Pan-African Agribusiness Apex Chamber
PAFO	Pan-African Farmer Organization
PAI	Private Sector Advisory and Implementation Unit
PFP-N	Plateforme paysanne du Niger
PIFON	Pacific Islands Farmers' Organizations Network
PIM	Programme Implementation Manual
PMI	Sustainable Production, Markets and Institutions Division (IFAD)
PNG WIAD	PNG Women in Agriculture Development Foundation (PNGWiADF)
PNOPPA	Plateforme Nationale des Organisations Paysanne et des producteurs Agricoles du Benin
PROPAC	Plateforme Sous-Régionale des Organisations Paysannes d'Afrique Centrale
QCOPGB	Quadro nacional de Concertação das Organizações Camponeses e produtores agrícolas da Guiné Bissau
RBR	Rise Beyond the Reef
RFOs	Regional Farmers' Organizations
ROPFA	Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest
RPSF	Rural Poor Stimulus Facility
RYAF	Rwanda Youth in Agribusiness forum
SACAU	the Southern African Confederation of Agricultural Unions

SALMs	Sustainable Agricultural Land Management practices
SAPV	Farm Support Association / Syndicat Agricole Pastoral Vanuatu
SeyFA	Seychelles Farmers' Association
SFA	Samoa Farmers Association (SFA)
SFOAP	Support to Farmers' Organizations in Africa
SIAMAP	International Exhibition of Agricultural Machinery and Fisheries
SMS	Short Message Service
SO	Specific Objective
SOA	RESEAU SOA
SSAPU	South Sudan Producers Union
SYDIP	Syndicat de Defense des Interets Paysans
TFC	Tanzania Cooperative Union
TGF	Growers federation of Tonga
Trias	Trias
TRTC	Tutu Rural Training Centre
TTE	Te Tango Enea O Tupapa
TTT	Tei Tei Taveuni
UCA	Uganda Co-operative Alliance
UMA	Union Marocaine de l'Agriculture
UMNAGRI	Union Maghrébine et de l'Afrique du Nord des Agriculteurs
UNAC	União Nacional de Camponeses
UNACA	Confederação das associações de camponeses e cooperativas agropecuárias de Angola (UNACA)
UNDF	United Nations decade of Family Farming
UNFFE	Uganda National Farmers' Federation (UNFFE)
UNFSS	United Nations Food System Summit
UNPA	Union Nationale des Paysans Algeriens
UPA DI	UPA Développement international
UPADI	Union de Producteurs Agricole du Quebec
UTAP	Union Tunisienne de l'Agriculture et de la Pêche
VC	Video Conference
VCOPA	Virgin Coconut Oil Producers Association (VCOPA)
VSLA	Village Savings and Loan Association
WCA	West and Central Africa Division (IFAD)
WeEffect	WeEffect
WiADF	Women in Agriculture Development Foundation
Wibdi	Women in Business Development Inc
ZFU	Zimbabwe Farmers' Union

Executive summary

The year 2022 was marked by the mid-term review, a key moment of the programme to look back at what was accomplished so far and a moment to reflect, review priorities, adapt activities where needed and to prepare to implement better based on lessons learned from the first years of implementation.

The mid-term review was organized in a participatory manner with all programme recipients and started early January 2022 with an online survey and closed in July 2022 with the restitution meeting event and the sharing of the final MTR report confirming the relevance of the programme and the fact that the implementation is on track. Ever since follow up sessions and support missions ensured a tailored approach to tackle remaining issues identified during the MTR together with the programme partners.

The Caribbean region was not included in the MTR, as implementation only started in 2021 and therefore two regular supervision missions took place during the month of October 2022 to the Dominican Republic (AgriCord) and to Jamaica (FAO Regional Office and Procasur). The mission teams were able to witness first-hand the valuable work done with local banana and cacao farmers' organizations in the Dominican Republic and to participate in a Learning Route in Jamaica.

The present report has to be seen as complementary to the MTR report and focusses mainly on the main conclusions and recommendations from the MTR report and the reports of the supervision missions to the Caribbean to give an overview of the status of implementation of the programme towards the end of 2022.

During the next months the programme recipients will receive the amended contracts in which the additional funding will be allocated and 18-month extension of the programme will be included, based on the recommendations of the MTR report and in agreement with all programme partners.

In addition, this year, decentralized farmers' forum meetings took place in different regions with strong involvement of the regional farmers' organizations. The Farmers' Forum is an important process for IFAD that marks its strong partnership with producers and farmers' organizations (FOs) around the world, through an inclusive bottom-up platform, unique among UN Agencies and MFIs. As decided during the Sixth global meeting of the Farmers' Forum in 2016, the process was decentralized in the regions, to strengthen the impact at country level. The Farmers' Forum is now organized every four years at the global level, with regional consultations in between those meetings.

Introduction

1. This report provides an overview of the implementation of the **Farmers' Organizations for Africa, Caribbean and Pacific Programme (FO4ACP)** for the period from **1 November 2021 to 1 November 2022**. The report gives an overview of the activities undertaken at the global level by IFAD, followed by an overview of the main activities and findings per region and per recipient. The information included in this report is based mainly on the findings from the mid-term review report and the 2022 supervision missions to the Caribbean.
2. The **mid-term review** was a very important moment in the programme and in the year 2022, starting in January 2022 with a self-evaluation through a survey, followed by the field missions and finally concluded with the restitution event in July 2022.
3. IFAD has the role of coordinating and supervising the implementation of the programme. IFAD entered into ten (10) grant agreements with the regional networks of farmers' organizations, members of PAFO, PAFO itself, the regional network of farmers' organizations in the Pacific region (PIFON), AgriCord and the FAO Regional Office for Latin America and Caribbean.
4. The current report was elaborated at the end of the third year of the programme. The delays in programme implementation, which occurred during the Covid-19 pandemic have now to a large extent been compensated and the programme is globally on track.
5. The Covid-19 crisis was unfortunately not the only crisis that would hit the farmers' organizations during the programme's implementation period. The FOs are now facing the crisis caused by the war in Ukraine, and they are more and more feeling the impact of the climate crisis. Therefore the analysis of the response of the FOs to the Covid-19 crisis remains as relevant as ever and will provide answers and responses and lessons learned that are applicable to these subsequent crisis. The multiple roles farmers' organizations played and recommendations for a way forward are documented in the publication "**Multiple roles of farmers' and producers organizations during the Covid-19 crisis**"¹ that was published early 2022. The study will also inform the adaptation of the programme after the mid-term review, and the detailed design of the top-up action.
6. The **FO4ACP Covid-19 Mitigation Action** is fully integrated into the on-going FO4ACP programme framework across the existing five components and relies on the implementation arrangements already established. The overall objective of the FO4ACP Covid-19 Mitigation Action is to support smallholders and farmers-lead enterprises to recover from the economic impacts of the Covid-19 crisis and strengthen their resilience in the face of future crises. The action has been financed by the European Commission and an **additional top-up of EUR 10 million** was formalized in September 2021.
7. The strategic orientations and priorities for the 2023 work plan and budget are illustrated based on discussions with recipients and the original planning as per design. The detailed annual work plans and budget (AWPBs) will be submitted by the recipients in February 2023, together with their 2022 annual report.

¹ <https://www.ifad.org/en/web/knowledge/-/multiple-roles-of-farmers-and-producers-organizations-in-responding-to-the-covid-19-crisis>

Programme overview

8. FO4ACP is a capacity-building programme aimed at increasing income and improving livelihood, food, nutrition security and safety of family farming in the targeted geographical areas, through greater integration of family farms in the value chains. The proposed programme builds on lessons learnt from: i) the implementation of the **Support to Farmers' Organizations in Africa Programme SFOAP (2013-2018)**, as well as ii) the experience farmers' organizations acquired over the last decades. SFOAP was completed in December 2018. The following achievements can be enumerated: national and regional FOs become sound and reliable organizations gaining visibility and credibility, FOs are systematically involved in policy making at national levels; benefits at farm level with improved productivity and higher incomes/revenues as documented by the SFOAP self-assessment exercise and by the [SFOAP Completion Report](#).
9. FO4ACP is the result of the joint effort and consultations among all stakeholders and is built on the results achieved through the SFOAP, on the analysis of the most challenging factors highlighted during implementation and on the related lessons learned. This knowledge has constituted input for the design of FO4ACP.
10. Farmers' organizations in African, Caribbean and Pacific countries have a dual role of promoting the recognition of family farming and smallholder' interests and rights and providing services to their members to engage on better terms with other economic players in agricultural value chains.

Programme Objectives, Components and Outcomes

11. The **overall objective** of the programme is to increase income and to improve livelihood, food and nutrition security and safety of organized smallholder and family farmers in the target areas of ACP countries.
12. **The programme's specific objectives (SO) are:**
 - **SO # 1:** FOs and farmer-led enterprises improve technical and economic services to their members along the value chains;
 - **SO # 2:** FOs influence policies and business environments for the transformation of family farming and the development of sustainable, adaptive economic initiatives and farmer-led enterprises;
 - **SO # 3:** FOs are accountable organizations able to effectively perform their institutional functions.
13. **The programme comprises five major components around which activities are organized:**
 - **Component 1: Delivery of economic services along priority value chains.**
Component 1 will support FOs to improve their capacity to provide economic and technical services to their female and male members in order to support their business ambitions, ensure their profitable engagement in markets and integration into value chains based on the social and environmental sustainability and resilience of the method of production and transformation.
 - **Component 2: Enabling the business environment**
Component 2 will help to draw the attention of sector stakeholders, including civil society, private sector, governments and donors, onto smallholder needs, especially in areas that are key to ensuring a conducive business environment for women and men smallholder farmers. These include support of agriculture policies that favor smallholder farming, creation of new green jobs, issues surrounding land tenure and agricultural credit and trade policies.
 - **Component 3: Institutional development of FOs**

Resources under component 3 will target activities that contribute to structuring organizations by setting up major building blocks required for their institutional development (strategies, tools, M&E). This will strengthen them as qualified organizations and increase their effectiveness in serving their members while expecting from their members a citizen engagement in their movement to promote a vivid organized rural civil society.

- **Component 4: Communication and Visibility**
Under component 4, resources will be allocated for activities related to the communication and visibility of FO4ACP to improve the overall programme communication of positive results of the partnership and the impact of the action's results.
- **Component 5: IFAD programme coordination and M&E**
IFAD will ensure the overall coordination and day to day management of the programme including supervision, implementation support, monitoring and evaluation and knowledge management.

14. The programme places particular emphasis on component 1 relating to economic services in line with the key priorities and the strategic plans of the main players of the programme. The areas of institutional strengthening and policy engagement remains key and relevant.
15. The programme has been co-designed with FOs and their direct technical partners in the AgriCord network. FO4ACP recognizes that FOs, from the local to national (generally through national platforms) and regional levels (through the regional platforms who constitute the recipients of the large grants) and for Africa at continental level (through the Pan-African platform of farmers organizations constituted by RFOs, PAFO), are the main implementing partners and beneficiaries of the programme.

Institutional Arrangements

16. The **Delegation Agreement FED/2018/403 099 between IFAD and EU** for the implementation of the Farmers' Organizations for African, Caribbean and Pacific countries (FO4ACP) programme was signed on January 4, 2019.
17. The **addendum for the top-up financing of the FO4ACP Covid-19 Mitigation Action** was signed on September 29; 2021 confirming an additional contribution from EU and OACP of EUR 10 million.
18. The programme is implemented in three (3) regions: Africa, Caribbean and Pacific. The recipients in the African and Pacific regions were identified at design stage:
 - **African region:** 5 Regional FOs (RFOs) members of PAFO: EAFF, PROPAC, ROPPA, SACAU and UMNAGRI, PAFO and AgriCord.
 - **Pacific region:** Pacific Islands Farmers Organization Network (PIFON).
 - **Caribbean region:** For the Caribbean region a call for proposal was launched in June 2019 in order to identify potential implementing partners, resulting in the selection of two recipients: the FAO Regional Office for Caribbean and Latin America (in collaboration with PROCASUR) and AgriCord (with CLAC).
19. Cumulatively, fifteen (15) grant agreements are elaborated and signed in the context of the FO4ACP programme: five (5) grant agreements were signed to support the RFOs in design and consultations (inception phase) and ten (10) grant agreements were signed for the implementation phase.

Table 1: FO4ACP Effective Grant Agreements for the implementation phase

Recipient	Grant Agreement reference code	Effective Date	Completion Date	Closing Date	Amount EUR
AFRICAN REGION					
EAFF	#2000003050 #2000002966	28-Oct-19	30-Nov-23	31-Mar-24	2 964 461
PROPAC	#2000003051 #2000002967	26-Oct-19	30-Nov-23	31-Mar-24	2 964 461
ROPPA	#2000002968 #2000003052	20-Nov-19	30-Nov-23	31-Mar-24	2 964 461
ROPPA-PAFO	#2000002972 #2000003054	20-Nov-19	30-Nov-23	31-Mar-24	1 081 572
SACAU	#2000003053 #2000002969	28-Oct-19	30-Nov-23	31-Mar-24	2 964 461
UMNAGRI	#2000002971	4- Dec-2019	30-Nov-23	31-Mar-24	821 573
AGRICORD	#2000003055	22-Oct-19	30-Nov-23	31-Mar-24	7 680 000
PACIFIC REGION					
PIFON	#2000003002	22-Oct-19	30-Nov-23	31-Mar-24	2 400 000
CARIBBEAN REGION					
AgriCord	#2000003386	18-Sept-2020	30-Nov-23	31-Mar-24	1 100 000
FAO Regional Office	#2000003343	20-Oct-2020	30-Nov-23	31-Mar-24	3 700 000

Programme Financing

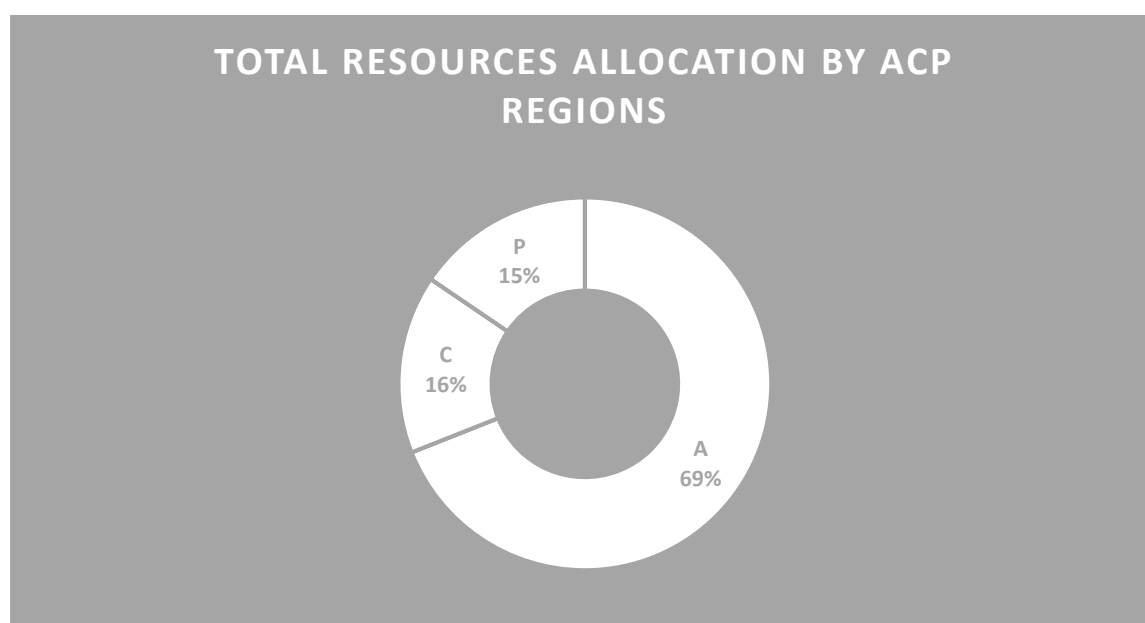
20. The total cost of the FO4ACP programme, including the recently approved top-up financing of EUR 10 million, is estimated at EUR 52.5 million and comprises a European Commission's contribution of EUR 50 million and co-financing by IFAD of USD 3 million (approximately EUR 2.7 million according to the exchange rate of the approval day). An additional contribution of IFAD amounting USD 50 000 was approved allowing the inclusion of Cuba in the Caribbean part of the programme.

Table 2: Total costs of the action by component including the mitigation action top-up (EUR) Addendum September 2021.

Components	Total Cost (5 years)	Top-up Covid-19 Mitigation Action	Total Cost - Addendum 2021
1. Economic Services	21 410 000	5 019 279	26 429 279
2. Enabling Environment	6 260 000	1 467 571	7 727 571
3. Institutional Development	9 330 000	2 187 290	11 517 290
4. Communication and Visibility	1 500 000	351 654	1 851 654
A. Total Grants-related Direct Costs	38 500 000	9 025 794	47 525 794
IFAD Programme Management and M&E	1 383 000	320 000	1 703 000
B. Total IFAD direct costs	39 883 000	9 345 794	49 228 794
C= (A+B) Total Direct Costs	39 883 000	9 345 794	49 228 794
D. Indirect Cost	2 617 000	654 206	3 271 206
E= (C+D) Total eligible costs for the Action	42 500 000	10 000 000	52 500 000

IFAD's contribution is equal to USD 3 000 000. At the moment of the elaboration of the Delegation Agreement, the IFAD contribution was converted approximately in EUR 2 500 000.

21. The meeting of the Overarching Programme Steering Committee (OPSC) in March 2019 deliberated on the approach for resources allocation. The final decision was as follows: 80% of the total amount of EU resources for the programme are allocated at inception phase on the basis of 2/3 for Africa and 1/3 for the Caribbean and Pacific regions on equal share. The remaining 20% was to be allocated based on performance and according to the findings of the mid-term review (MTR).
22. Based on the findings of the mid-term review and the performance of all the recipients, it was decided that the remaining 20% will be allocated to the recipients as foreseen at design phase. Benefiting from a single amendment process and based on the MTR process findings, the additional funding of the mitigation action will be allocated to all implementing partners and an 18-month extension of the implementation period will be formalized.



23.

Figure 1: Allocation by ACP Regions

24. On the contrary, IFAD resources are fully available and allocated since the inception phase. Details on resources allocation by programme phases and by recipient are available in [Annex I](#).



**Section I:
Annual Progress Report 2022**

Section I: Annual Progress Report 2022

Global Overview: Summary of the annual implementation progress

25. **Grant Agreements.** As of today, fifteen (15) grant agreements have been signed in the context of FO4ACP programme: five (5) grant agreements were signed to support the RFOs² in design and consultations (inception phase) and ten (10) grant agreements were signed for the implementation phase.
26. It should be noted that, as defined in the design PIFON, was entitled to receive EUR 4.8 million before mid-term review. Nevertheless, a “gradual resources allocation approach” was decided. Based on the IFAD remote supervision missions carried out and PIFON performances, the amendment to the Grant Agreement 2000003002 (PIFON) was approved in January 2022 including the second grand resources allotment of EUR 2 310 000 (grant agreement 2000004078), for a total grant resources of EUR 4 710 000.
27. **Overall disbursements and expenditures.** IFAD disbursed EUR 570 000 to five RFOs for the inception phase (year 2019). For the implementation phase, IFAD made the disbursements to RFOs, PAFO and AgriCord based on the submission of the requested documents as per the grant agreements and the approval of the regional AWPBs. Cumulatively, IFAD disbursed EUR 26.5 million to the programme recipients. Table 3 below provides details on the amounts disbursed to programme recipients for the implementation phase.

Table 3: Disbursement made to programme recipients for implementation phase (2019-2022)

	Grant Amount implementation (EUR)	Disbursement 2019	Disbursement 2020	Disbursement 2021	Disbursement 2022	Total amount disbursed by recipient	% of Grants	
Recipients	AFRICA							
	EAFF	2 964 461	255 339	1 031 153	613 406	957 355	2 857 253	96%
	PROPAC	2 964 461	723 150	663 665	697 448	711 161	2 795 424	94%
	ROPPA	2 964 461	-	1 617 651	828 518	466 463	2 912 632	98%
	SACAU	2 964 461	462 114	982 095		1 152 273	2 596 482	88%
	UMNAGRI	821 573	-	311 656	331 431		643 087	78%
	PAFO	1 081 572	-	478 033	421 049	173 366	1 072 448	99%
	AGRICORD	7 680 000	1 474 548	2 553 092		2 375 500	6 403 140	83%
	PACIFIC							
	PIFON	4 710 000	280 707	966 710	1 051 185	1 348 798	3 647 400	77%
	CARAIBBEAN							
	AGRICORD	1 100 000		544 000		436 000	980 000	89%
	FAO	3 700 000		1 072 306		1 587 808	2 660 114	72%
	Grand Total	28 640 989	3 195 858	10 220 361	3 943 037	9 208 724	26 567 980	93%

² EAFF no.200002686; PROPAC no.200002687; PIFON no.200002692; ROPPA and PAFO no.200002688; SACAU no.200002691.

28. The current **overall cumulative expenditures** recorded by the RFOs, PAFO and AgriCord is approximately EUR 17 million, which translates into a cumulative expenditure rate of about 64% calculated against the cumulative disbursed amount. It should be noted that the data are based on reports submitted by the recipients and collected during the MTR missions, which implies that the figures presented in the report per recipient may differ in terms of the period covered.
29. In technical terms, the execution of the programme from a budgetary point of view does not always reflect the complexity of the activities undertaken so far. Due to the pandemic, many activities have been converted to virtual activities at a lower cost. Overall, the physical execution of the plan of works results aligned with the planning underlining an extraordinary resilience and adaptability capacity of the farmers' organizations.

Table 4: Cumulative amount disbursed to recipients versus cumulative expenditure 2022 by recipient.

		Grant Amount implementation (EUR)	Total amount disbursed by recipient	Cumulative expenditures EUR	Expenditure rate
Recipients	AFRICA				
	EAFF	2 964 461	2 857 253	1 796 935	63%
	PROPAC	2 964 461	2 795 424	1 926 560	69%
	ROPPA	2 964 461	2 912 632	2 003 747	69%
	SACAU	2 964 461	2 596 482	1 367 583	53%
	UMNAGRI	821 573	643 087	267 293	42%
	PAFO	1 081 572	1 072 448	736 747	69%
	AGRICORD	7 680 000	6 403 140	5 599 809	87%
	PACIFIC				
	PIFON	4 710 000	3 647 400	2 040 930	56%
	CARAIBBEAN				
	AGRICORD	1 100 000	980 000	553 581	56%
	FAO	3 700 000	2 660 114	801 737	30%
	Grand Total	28 640 989	26 567 980	17 094 922	64%

30. **Overarching Programme Steering Committee.** The fourth meeting of the Overarching programme Steering Committee (OPSC) took place virtually on May 12, 2022. In attendance to the OPSC there were representatives of OACPs, EU, IFAD, Regional Farmers' Organizations and AgriCord (participant list in [Annex III](#)). The meeting was organized in two sessions: i) 2021 results from implementation and ii) 2022 planning, with a focus on the mid-term review.

FO4ACP Recovery and Mitigation Action

31. The analysis of the impact of Covid-19 on smallholder farmers conducted by the regional and national farmers' organizations contributed significantly to decision-making processes aiming at supporting appropriate responses for the agricultural sector in the different regions. The impact studies and the recommendations from the studies, together with consultations with the recipients and donors on possible Covid-19 response and mitigation actions resulted in the proposed collective approach to build back better. The **FO4ACP Covid-19 Mitigation Action** was the result of the consultations with all stakeholders and partners.
32. The FO4ACP Covid-19 Mitigation Action is fully integrated into the on-going FO4ACP programme framework across the existing five components. The implementation will rely on the implementation arrangements established for the FO4ACP programme.
33. Under the programme overall goal, the objective of the Mitigation Action is to support organized smallholder, family farmers and farmers-led enterprises to recover from the economic impacts of the Covid-19 crisis and strengthen their resilience in the face of future crises. The mitigation action combines each strategic objective of the programme with a specific focus, as presented in the infographic below.
34. In line with specific objectives, new activities will be planned under the four components. The allocation of resources maintains the same budget percentages among the components, in line with the overall programme framework.
35. Among others, the activities under **component 1** will include: i) strengthening economic service delivery at national and local level in terms of mitigation measures and post Covid-19 recover with an emphasis on up-scaling actions, innovative marketing solutions, digitalization, and access to finance and crop diversification; ii) Ensuring market access including alternative markets and promoting local food production; iii) Facilitating the development of e-commerce.
36. Under **component 2**, existing and new actions will be reinforced as to: i) strengthen the advocacy towards governments, ii) improve monitoring and evaluation arrangements also through digital systems to better inform advocacy and policy making and iii) increase the support to initiatives focusing on women and youth.
37. **Component 3** continues to support institutional strengthening in particular i) by reinforcing the capacity to respond efficiently to crises by capitalizing on monitoring and early intervention through innovation; ii) and by increasing the internal capacities to support processes digitalization.
38. **Component 4** also takes on activities related to ICT for development and digitalization in support of the already ongoing digitalization of flow of information for better, faster and economic ways of sharing timely and accurate information.
39. The reinforcement and improvement of knowledge generation and dissemination remain a transversal activity across the four components.

Rural Poor Stimulus Facility – SAFE 2020

40. **SAFE 2020**. In 2020, IFAD put in place an emergency support facility for the Covid-19 crisis called **Rural Poor Stimulus Facility (RPSF)**. Farmers Organizations, member of the Pan-African Farmers Organization (PAFO), and the agri-agencies, members of Agricord, involved in FO4ACP programme, jointly developed a project proposal, SAFE 2020. In 2022, the SAFE2020 programme received an extension until August 2022 and an additional budget of USD 500.000 (Total IFAD funding, USD 2 million³).

³ The recipients of the initiative are the African RFOs members of PAFO, PAFO itself and AgriCord.

41. The SAFE 2020 project is complementing the **FO4ACP continuity plan**. SAFE 2020 finances specifically emergency and recovery activities, which are outside the scope of FO4ACP. SAFE 2020 and FO4ACP are fully complementary, coherent and have the same implementation, coordination and supervision mechanisms. SAFE 2020 allows FOs to support their vulnerable members by: i) adapting and restoring food production through timely access to inputs, information, markets and liquidity in respect of containment measures in target countries, and ii) disseminating at a large scale reliable and updated information on food availability and safety, through two strongly interlinked components: **Component 1: Covid-19 response actions and, Component 2: Multi-levelled bottom-up communication and coordination**.
42. The connection between the two programs is evident. They also interlock perfectly, especially in the co-financing by FO4ACP of activities related the emergency actions of SAFE 2020 but eligible under the framework of FO4ACP such as policy engagement and awareness campaigns.
43. The complementarity of the programme also lead to the inclusion of the **SAFE 2020 supervision missions** in the missions of FO4ACP Mid-Term Review, to enable the consultants to asses both actions at the same time and to look into their complementarity. In the framework of the SAFE 2020 programme, as specific survey was also conducted among all the farmers' organizations to review what was done and to ensure the lessons learned from this programme, which brought a new emergency approach to the FOs would be captured. The survey report and the final report of the SAFE 2020 programme will be compiled during the first quarter of 2023.
44. **Multiple roles of the farmers' and producers organizations during the Covid-19 crisis.** Following the findings from the supervision missions for FO4ACP and SAFE2020, IFAD conducted 30 interviews with regional, national and local farmers' organizations from the different regions, to look into the different roles the farmers' organizations played during the Covid-19 crisis, the remaining challenges, the strengths and the way forward. Those in-depth exchanges with farmers' organizations revealed important observations, on the evolving roles of the organizations in this particular context. The full analysis of the interviews and the overview of the different particularities per FO was published during the first quarter of 2022 in English⁴ and French⁵ as well as summaries of both language versions. A knowledge sharing event was organized on the 24th of February 2022 to share the findings of the study. The study also informed meetings with GAFSP on the current Ukraine Crisis and was shared widely through IFAD and FO4ACP networks.

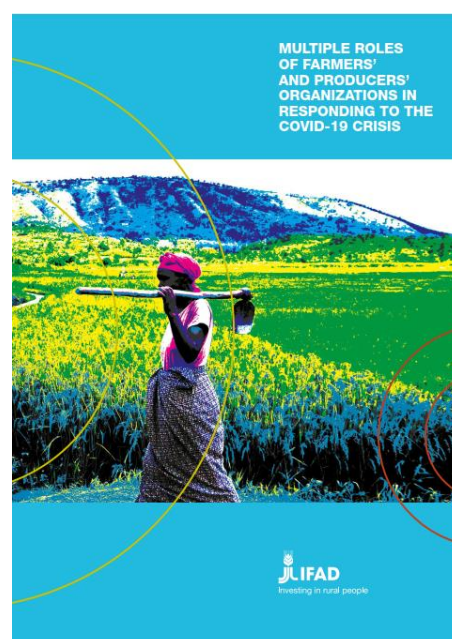


Figure 2: Cover of the publication on the role of farmers' organizations during Covid-19

⁴ <https://www.ifad.org/en/web/knowledge/-/multiple-roles-of-farmers-and-producers-organizations-in-responding-to-the-covid-19-crisis>

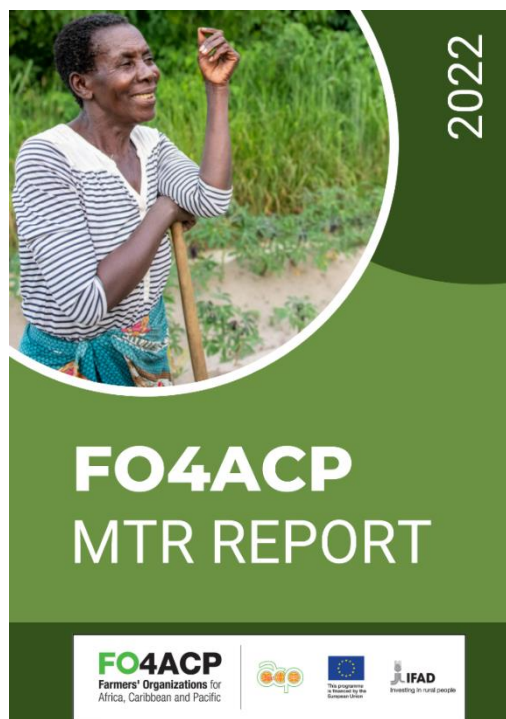
⁵ <https://www.ifad.org/fr/web/knowledge/-/multiplicite-des-roles-des-organisations-paysannes-et-de-producteurs-face-a-la-crise-engendree-par-la-covid-19>

Main findings and conclusions from the FO4ACP Mid-term review conducted in the African and the Pacific Region

45. This section gives a brief overview of the **main findings of the Mid-Term Review of the African and the Pacific region**. The full Mid-Term Review report was made available in draft version for comments in July 2022 and the final version in August 2022.
46. The **full Mid-Term Review report can also be downloaded from Google Drive⁶** for easy reference and to provide the necessary detail to analyze the action in the two regions of the programme.
47. The methodology used and the different steps in the MTR Process are described in the Section on Component 5: IFAD Programme Coordination and M&E.

Summary of the Mid-Term Review Report

48. The Mid-Term Review (MTR) Report provides an overview of the financial and technical performance of the programme, as well as the main activities implemented so far, lessons learned and the main recommendations per region and per recipient towards the second half of the programme. The MTR looks at the period from 1 December 2019 to 31st December 2021⁷. The MTR, that took place in the first half of 2022, focused mainly on Africa and the Pacific, as the Caribbean started implementation one year later. For the Caribbean, a short overview of progress made so far has been included in the report.
49. The first two years of implementation were dominated by the Covid-19 pandemic that caused movement restrictions and interruption of transport and distribution systems, preventing farmers' access to markets and agricultural inputs or large gatherings of people in most countries covered by the programme. This brought along a lot of insecurity and hampered the implementation of the programme's activities significantly. The FO4ACP Continuity Plan that was developed based on consultations with all stakeholders, aimed at ensuring concerted action and efficient use of available resources to provide a rapid response to the Covid-19 crisis, while maintaining consistency with the programme's objectives and ensuring continuity of the implementation. While programme implementation almost came to a halt in 2020, the year 2021 brought some relief and allowed to relaunch activities and speed up the actions to work towards the programme's overall objectives.
50. At mid-term review, the cumulative disbursement from IFAD to recipients is about EUR 17 million and actual expenditures are about EUR 15,7 million, corresponding to 51% of expenditures against the total allocated budget. Considering the challenges related to the Covid-19 crisis, this rate of expenditures is satisfactory. Across regions, most of the



⁶ <https://drive.google.com/file/d/1qUdoCVAjnYXCT6Svlb9dxz8vb31EFTsO/view?usp=sharing>

⁷ For some recipients the review went up to 28 February 2022, depending on their internal reporting cycles and availability of the most recent data.

planned activities by component were implemented. Under component 1, 52.8% of the total budget allocated was disbursed reaching 285,706 individual producers benefiting from economic activities from farmers' organizations and farmer-led enterprises. Under component 2, 40.2% of the total budget allocated was spent. The programme reached a number of 163 policies and programmes influenced by FOs, beyond the 80 initially targeted. Under component 3, 55.4% of the budget allocated was spent to strengthen member's representation in FOs governance bodies, improve financial accountability and develop appropriate FOs management tools. Under component 4, 52.4% of the budget allocated was spent. Investments in recipients' communication and visibility contributed to better recognition of FOs work and their legitimacy as well as to the visibility of the FO4ACP programme and the donors.

51. The programme coordination and supervision is ensured by IFAD (under component 5) through a dedicated team. The cumulative expenditures under component 5 amount to around EUR 400 000, representing 30% of the total allocated budget. The slightly lower expenditure rate compared to expectations is due to the travel restrictions during the Covid-19 pandemic. In fact, in 2020 and 2021, only remote supervision missions were possible. Moreover, the organization of events and workshops, intended to be in-person, did not take place.
52. Overall, the physical execution of the plan of work is aligned with what was planned, demonstrating an extraordinary resilience and adaptability of the FOs in light of the pandemic.
53. More globally, the programme has already reached 69 NFOs out of 83 initially targeted⁸ in 51 countries through six Regional Farmers' Organizations, AgriCord and FAO in the Caribbean. AgriCord in Africa reached 291 LFOs in 11 countries, which significantly increased amount of FOs involved in the programme, compared to the initial target.
54. The FO4ACP programme demonstrated progress towards objectives in all regions. However, some key actions still need to be included during the second half of the programme implementation to ensure sustainability, consistency and efficiency of the action. The farmers' organizations at all levels became stronger institutions over the years and institutional strengthening remains the core pillar of the programme. The mid-term review offered an opportunity to identify, together with the organizations, the strengths and weaknesses of each one of them and to ensure appropriate corrective action can be taken and additional support can be ensured in the areas for improvement, to strengthen the organizations even more towards the end of the programme.
55. The Covid-19 crisis did not only show the impressive adaptability of the farmers' organizations but also the multiple roles, some existing, other new, they played over the past two years, generating a lot of lessons learned that need to be further capitalized⁹ to strengthen and prepare the organizations for future crisis. FOs will be even stronger partners, building on the experiences from this challenging period.
56. The mid-term review was able to count on an incredible engagement of all implementing partners in preparing the exercise, participating in the online self-assessment and accompanying the mission teams throughout the entire process. Through the exchanges, many ideas were put forward by the organizations themselves to plan strategically for the second half of the programme.
57. The FO4ACP Covid-19 Mitigation Action brings to the programme an additional opportunity to further build on what was already accomplished. In line with the findings of

⁸ Excluding the number of FOs covered by FAO Caribbean as the numbers are not available.

⁹ The role of FO's during the Covid-19 crisis was capitalized upon by the FO4ACP programme and was compiled in a publication: Multiple roles of farmers' and producers' organizations in responding to the Covid-19 crisis: https://www.ifad.org/en/web/knowledge/-/multiple-roles-of-farmers-and-producers-organizations-in-responding-to-the-covid-19-crisis?p1back_url=%2Fen%2Fweb%2Fknowledge%2Fpublications

the MTR missions this additional funding will be coupled with an extension of the duration of the programme.

Key lessons learned from the MTR

58. The MTR process proved to be a key moment for reflection and capitalization on the main lessons learned from the programme, on which to build during the second half of the programme. Key lessons learned include the following:

1. Economic activities:

- Innovations in economic activities such as more efficient equipment, high norms and quality standards for quality products and online marketing are attractive to youth.
- Farmers' organizations can have a powerful influence over agricultural input providers reinforcing the feeling of belonging of farmers to their FOs.
- Face-to-face interaction remains critical in facilitating technology adoption.

2. Institutional Development:

- The programme is a vehicle to increase FOs maturity but continuous support to strengthen institutional capacities is required to work towards sustainability.
- Governing bodies of FOs need to gather on a regular basis to improve FOs accountability, governance and membership.
- The decentralized approach to activity planning and implementation, and the deployment of the bulk of resources at the national level is highly appropriate for the programme's effectiveness.

3. Policy dialogue as a key entry point:

- Building alliances and partnerships with other organisations of the civil society is key to build stronger policy dialogue and advocacy.
- The activities of the FOs under component 2 should be implemented within the perspective of the advocacy and policy strategy of the farmers' organizations and not just as a component of the FO4ACP programme.
- There is a need to build more capacities to undertake policy analysis and prepare policy briefs to enable the FO's to more effectively engage in higher-level policy processes.

4. FO's capacities to mobilize funds:

- The sustainability of the farmers' organization and its activities depends on its capacity to mobilise external and internal funding.
- Local farmers' organizations' internal funding can be generated by providing services to their members, from trading activities or income-generating activities.

5. Importance of KM, Communications and Visibility:

- Regular communication activities through social networks improve visibility and audience of the FOs to partners, members and large public.
- No deliberate effort to measure the uptake of learning and its impact on improving institutional capacities has been made by the programme recipients or the programme.
- Sharing of good practises and experiences between FOs within their regional networks, with other regional networks and with agri-agencies is critical to ensure programme consistency and scaling up of successful experiences.

6. Emergency responses:

- The role undertaken by the FOs in the management of the Covid-19 emergencies was challenging for many, considering the mandate of the organizations and the lack of experience in emergency actions. The engagement in emergency response and relief activities affected the smooth implementation of FO4ACP development activities, as was to be expected.

7. Coordination mechanisms:

- Enhancing collective learning and mutual exchanges of expertise is critical to improve FOs capacities in the delivery of economic services and policy dialogue.

- Coordination mechanisms of the programme should be monitored, evaluated and piloted to strengthen mutual aid and results.

8. *Performance-based allocation of funds:*

- Using a performance tracking system with NFOs enables to monitor and ease the cumbersome financial reporting.
- FOs that are mainly volunteer-based with limited staffing have generally encountered the greatest difficulties in reporting and monitoring, although some of these have been very effective in the implementation of activities.

Main recommendations from the Mid-Term Review

59. In all regions and sub-regions covered by RFOs, the priority corrective actions are mainly related to programme management especially human resources and financial management, monitoring and evaluation, knowledge management, communication, coordination mechanisms between RFOs and their members, and partnerships with Governments, TFPs, the civil society, agri-agencies, etc. Regarding AgriCord and PAFO, both operating at continental level, main corrective actions are related to programme coordination, knowledge management and exchanges of experiences, financial management and access to resources.

African Region

EAFF

60. In the Eastern African Region, although knowledge management and communication activities have been mainstreamed into most of the programme components, lack of a dedicated staff member to follow up on implementation of KM and communications is affecting performance of the role. Therefore, it will be important to create, if funding allows, a position of Knowledge Management and Communication Officer for EAFF, common to FO4ACP and other projects and programmes implemented by EAFF. As such, funding for this position would be shared between EAFF and the benefitting programmes or projects.
61. Another area with possibilities for improvement is related to monitoring and evaluation, both at EAFF and NFO levels. EAFF has the advantage of having a dedicated M&E Specialist, but the specialist would benefit from more efficient tools to facilitate data collection, aggregation, analysis and reporting. One of these tools was developed during the design phase, but does not seem to be in use. An M&E system like that developed by the Tanzania Horticultural Association (TAHA) could be adapted for use at the regional and national levels. This system should be scalable as a solution that will remain within EAFF even after the lifetime of the programme as part of institutional strengthening. Support to the M&E coupled with strengthening capacity of the NFOs to systematically collect, document and share data with EAFF would further strengthen the organizations.
62. It would be also important to nurture and implement upward, horizontal and downward linkages with partner organizations in order to become an effective gatekeeper as well as regional communication hub for the programme. That is to say, it should link upwards with continental bodies such as PAFO and global organizations; horizontally with other regional organizations such as SACAU, ROPPA, UMNAGRI and PROPAC, and downwards with National Farmer Organizations in its member countries.
63. The mission also highlights the need to ensure sustainability of actions in the second half of the programme, to this purpose additional actions per components are proposed as follows:

64. C1. Including access to finance in the description of agribusiness activities; using a software such as Rural Invest (by FAO) to assist the design of tailored business plans allowing members to access finance; facilitating B2B linkages at regional levels (with a specific look at non-tariff barriers: sanitary requirements, rule of origin...);
65. C2. Mobilising national members to take use of the EAFF visits (especially when involving the EAFF President) to meet key officials to support their specific lobbying activities; assisting/coaching national leaders to source arguments in the regional context (EAC laws, rules and regulations...) and;
66. C4. Integrating KM as expected deliverables from C1 and C2 : knowledge management belonging (KM for the members), implementing (KM for the EAFF team), influencing (KM for the public/partners).

PROPAC

67. In Central Africa, the team encourages PROPAC to focus its attention to the recruitment of qualified professionals in accordance with the job descriptions (M&E specialist and accountant). These recruitments, in addition to the establishment of financial procedures in adequacy with IFAD grant (bidding process, disbursement mechanisms, etc.) will support on-time delivery of the financial and technical annual reports as well as compliance with the grant agreement. The M&E system needs further improvement.
68. The MTR mission recommends for PROPAC to undergo an institutional audit in order to have an external and objective opinion on possible pathways to improve the organizations governance and the operation of the organization.
69. Additional support to PROPAC is requested in order to reorganize the current M&E set-up (simplified data collection and processing tools, updating manuals, trainings at regional and NFOs levels, etc.). For instance, the SISE-PROPAC software should be operationalized and the flow of information between regional, national and local level improved through a simplified coordination system.
70. More efforts on knowledge management are expected on three aspects: strengthening capacities of PROPAC and NFOs human resources on KM, building a catalogue of good practises and organizing learning exchanges and, creating mutualisation among RFOs on their KM and good practices (success stories). As the programme enters into the second half, it will become more imperative to learn from the implementation of the first half, scale up good practices as well as maximise visibility in order to make the programme attractive for existing and new partners.
71. The mission also highlights the need to ensure sustainability of actions in the second half of the programme, to this purpose additional actions per components are proposed below (the exhaustive list of actions per component is available in the PROPAC MTR report):
72. C1. Providing tools to NFOs to assess the effective profitability of the economic activities funded by the programme as well as training and building capacities of members to manage their businesses; marketing agreements within the value chain stakeholders to be strengthened through technical support; and cooperating with agri-agencies to reinforce economic services provided by FOs to their members.
73. C2. Assessing the level of financing available in each country to support NFOs to better access to financial services through feasibility studies; advocating for an enabling environment to economic activities such as cooperative tax-free, market regulation, certification, etc.
74. C3. Supporting the 4 NFOs that have not received any support yet from the programme; training leaders on good governance to strengthen memberships and belonging feelings.
75. C4. Producing videos on good practises. Disseminate innovations within NFOs network based on a communication database. Training of the CAL agents and the communication officer on communication strategies and tools and partnerships with the media.

Farmers' Organizations Bolster youth entrepreneurship in Congo

Young people are genuine change makers capable of providing solutions to today's challenges. As torch bearers they often have brilliant ideas but not always the means to put their visions into practice. Thanks to programmes like Farmers' Organizations for Africa, Caribbean, and Pacific (FO4ACP), enterprising youth are getting a chance to realize their goals.

In Congo, eight university graduates seeking self-employment and determined to address the problem of rampant malnutrition in their country joined forces to create the Groupement KIESSE Mwana Service (GKMS) cooperative in 2017.

According to UNICEF, 26% of children in Congo are chronically malnourished. Choices are limited for parents seeking affordable formulas that fulfil their children's nutritional needs. Taking matters into their own hands, GKMS created the "Mwana" range of enriched porridge for small children.

The enriched porridge comes in two flavours and is produced with local cereals loaded with minerals and vitamins necessary for the healthy growth of children. 300 g packages sell at 700 FCFA while market prices for products of multinationals range from 1000- 1500 FCFA for 200g, making this local product more accessible to the larger population.

The National Consultation of Farmer Organizations of Congo (CNOP Congo), supported by the FO4ACP programme, supported 21 business plans financially, one of which was GKMS.

The financial and technical support received, was instrumental in scaling up the small youth-led enterprise by boosting productivity and providing trainings. GKMS started off with two grinders with fuel generators and small machines such as sealers and printers. Production peaked at 6,500 packets a month. Financial support from FO4ACP meant efficient machinery was sourced. As a result, production has almost doubled. Furthermore, as part of the FO4ACP programme GKMS staff were trained in business practices

In addition to the creation of eight permanent jobs, during the holiday period many commercial agents are hired, most of which are students. The increase in sales provides the members of the cooperatives with a decent income,

"I learned everything at GKMS. I started as a commercial agent without any market experience. Most women of my age don't dare to do this type of work. But I persevered, and today I am the new machine room manager," says single mother Leslie Ngambou.

To ensure its supply of raw materials, the GKMS cooperative has set up a productive alliance with producer cooperatives, farmers, and traders with whom they collaborate with to obtain supplies. And they don't plan to slow down. GKMS hopes to sell its products throughout Congo and beyond. For now, a new collaboration is underway with Association Vision Vert (AVV) which aims to distribute products throughout the northern part of Congo.

The case of GKMS is living proof that supporting agro-food processing sets off chains of events that not only improve the livelihoods of business owners but can have ripple effects when coupled with the efforts of ambitious young people who care about the welfare of the community at large.

ROPPA

76. In the Western African Region, the MTR mission did not suggest any specific corrective action to achieve the programme results, however it was noted by the mission that the information to enable them to properly assess the implementation of the programme and MTR, was not fully available to the mission team. Therefore, it was difficult to assess some aspects that were reviewed during MTR. The reporting submitted for the FO4ACP programme is not always programme specific and it is therefore difficult to see which activities and results are programme specific. The M&E system needs to be adapted to the FO4ACP programme to be more specific and to enable the RFO to report on the programme outputs and outcomes accurately. This will facilitate reporting activities especially the update of logframe indicators, targets and baselines in accordance with the design document. The support will also target the NFOs, LFOs and beneficiaries to better inform indicators and data collection in a simplified dashboard prepared by ROPPA. Overall the reporting of ROPPA lacks detailed information on the action, which makes it very difficult to assess properly the status of the implementation. The programme should facilitate the sharing of experiences within ROPPA's network and with other RFOs to learn from others' experiences and to cross-fertilize practices.
77. Further adjustments focus on programme and financial management especially when accessing the information from national levels and reporting on time. Splitting the current financial unit into two units the first one on finance and the other one on accounting as well as writing up a financial manual of procedure specific to IFAD grant will improve the financial management and reporting. To accompany ROPPA in the process of improving the operability of the Secretariat an institutional review of the Secretariat could be envisaged.
78. C1. Strengthening capacities of economic initiatives beneficiaries on management through training/refreshing courses according to specific needs; facilitating partnerships within the value chains in upstream and downstream production or processing to provide quality and volume to markets (e.g.: agreement with smallholder producers to supply raw material to processing units); close following up of processing units to provide support and advise when adjustments are needed. Ensure that business plans are consistent and profitable and facilitating access to financial resources.
79. C2. Following up on regional advocacy activities as well as national advocacy plans to enable the delivery of better economic services to smallholders and;
80. C3. Improving governance and FO's feeling of belonging through better communication on ROPPA's and NFOs actions to their members.
81. C4. Improving communication and visibility through the implementation of ROPPA's communication action plan, more partnerships with medias and fundraising.

SACAU

82. In Southern Africa, the M&E system is well developed but still requires some improvements regarding NFOs capacities to systematically collect, document and share data with SACAU. It was apparent that NFOs are diligent in collecting various information on their members in order to meet audit or regulatory requirements at national level. However, there is need for guidance on how to collect M&E data in the context of the FO4ACP programme. The simplified data collection tools for NFOs developed by SACAU are a good starting point to reduce complexity until an online M&E system is finalised and deployed. Therefore, organising M&E refresher trainings on the programme logframe will also support SACAU and its members in a common understanding of what the indicators mean and how to report on them. This will be an important pre-requisite in resetting the targets for the next period as well as in ensuring consistency in disaggregation of data by gender and youth for all indicators to properly inform the logframe.

83. Within the programme, SACAU should also organise reflection and learning meeting with the NFOs to review project progress, interrogate the numbers in the framework and identify lessons learned that could be documented, shared and adopted. This will help to promote a culture of M&E for learning within the programme not just for tracking progress. The additional action to follow-up is the update of the overall SACAU communication strategy, to better guide NFOs and to support programme specific communication.
84. C1. Allowing NFOs to upscale their impact and reach more producers; this may go with the use of software to assist the design of tailored business plans allowing members to access finance;
85. C3. Carrying out peer-to-peer exchanges within and between countries in order to promote sharing and uptake of learning (funds permitting)

Social Capital proves critical to success of System of Rice Intensification (SRI) farming in Tanzania

Social capital is defined as the enduring connections of networks, reciprocity and social norms that exist among a group of people. In farming, social capital has various benefits such as facilitating farmer-to-farmer knowledge sharing, increasing access to information, and connecting farmers to different sources of support.

In Tanzania, social capital was a key contributor to the success of the implementation of System of Rice Intensification (SRI), as part of the activities the Agricultural Council of Tanzania (ACT) implemented in the framework of the [Farmers' Organizations for Africa, Caribbean, and the Pacific Programme](#). SRI is an agro-ecological methodology that increases the productivity of irrigated rice by changing the management of plants, soil, water, and nutrients. Recently the adoption of this method has achieved exponential gains. As this experience illustrates, forging positive relations between farmers was a critical component.

The [Agricultural Council of Tanzania \(ACT\)](#) took great care in creating the conditions that would ensure as many people as possible could benefit from adopting SRI. One important aspect was the farmer-to-farmer approach.

In prior models for the implementation of SRI in Tanzania, results were not as positive. One of the reasons being only a few families were introduced to the technology and received technical support from research institutions. This time around, the approach was radically different. ACT implemented a participatory and inclusive approach. Participation was open to anyone interested and the farmer-to-farmer approach was adopted.

As part of this approach, ACT organized meetings at the village level that were administered by lead farmers. Lead farmers were trusted individuals who were willing to be trained in SRI techniques and share their knowledge with others.

ACT built the capacity of staff that would provide technical support to the lead farmers. The first round of training was given to selected lead farmers and focused on the theoretical foundations of SRI. It was followed by a practical training on the 9 steps of SRI. Afterwards, lead farmers were tested on the topics learned to assess their mastery of the content. Finally, to sharpen farmers' skills even further, refresher trainings were continuously provided.

The results are promising. Many have formed groups of 25-30 to work together to solve problems, source inputs, and sell their produce. Some farmers are also taking steps to formalize these groups and establish regulations that govern their operations. They hope to continue these relationships well after the completion of the FO4ACP programme. ACT has also created incentives for farmers to help one another. This includes linking farmers who are in groups with credible financial institutions with low interest rates.

Efforts have certainly paid off and ACT has taken steps to ensure that farmers' groups are sustainable. As institutional strengthening is at the core of the FO4ACP Programme, ACT plans to further strengthen the groups by training farmers on leadership, management, and interpersonal skills, to build stronger groups and farmers' organizations from the local up to the national level.

UMNAGRI

86. In Northern Africa, most current actions are geared towards reinforcing programme implementation and making up for lost time. Updating the action plan and the budget execution will be the priority as the programme registered delays. Identification of the FOs' needs in terms of access to markets and financial services is also recommended. The programme should follow-up on the implementation of the regional advocacy plan and ensure that delayed capacity building activities are implemented in the second half of the programme.
87. The strategic orientation and focus of the programme will be maintained and adapted to finalise the action plan activities of each LFO. Therefore, the programme should strengthen LFOs to enable them to be more visible for advocacy purposes as well as to get access to market strategies. In Mauritania, IFAD and UMNAGRI propose to revise activities to allocate additional training budget to reach more women in the targeted cooperative. In Algeria, FO4ACP will include ANAP in the programme from 2022. Alternative solutions such as a partnership development and improvement of collaborations with national members for better coordination and impact need to be discussed and found to fully use the allocated budget.

PAFO

88. PAFO will have to focus its attention in 2022 in adopting its administrative and financial procedure manual guaranteeing that the organization acquires the needed fiduciary management capacities. In addition, a financing agreement between PAFO and IFAD needs to be signed to transfer the financial account from ROPPA to PAFO headquarters. After the two first years of the formal establishment of the secretariat of PAFO, there is no need to continue to go through ROPPA for the agreement. Additional actions relate to the conclusion of the recruitment process of the bilingual CEO on the basis of high-level professional skills (completed at the time of the final version of this report) as well as the relaunching of the negotiation process with actors involving potential sources of funding for the Secretariat.
89. By the end of 2022, PAFO should have developed targeted professional support to RFOs and peer-to-peer exchanges on crosscutting aspects such as M&E, KM, communication, etc. The subsidiarity principle between PAFO and RFOs need to be better defined especially to continue having political dialogues in multilateral contexts (i.e. EU/AU, dialogue with NEPAD, preparation of Malabo +10, etc.). For this purpose terms of reference should be elaborated to define focal points representative of each sub-region, expectations on reporting and how the flow of information circulate from RFOs to PAFO and vice et versa.
90. Before programme's end, PAFO's actions will focus on supporting high-level farmer leaders echoing their voices, defending their rights and advocating at different continental networks (i.e. Akademia, Ruforum, FARA, etc.) on different topics (e.g. Climate change, free trade area, food systems, etc.) Other critical actions will consist in reviewing and consolidating the statutory texts by a legal advisor to adjust them and setting up specific committees with resource persons from RFOs (executive or managers) to carry out internal audits and get involved in fundraising activities.

AGRICORD Africa

91. AgriCord faced programme coordination issues during the first half of FO4ACP implementation due to high turnover of staff. Since 2021, substantial progress has been registered especially in the global M&E system and the technical and financial reporting by agri-agencies. However, further efforts need to be undertaken towards coordination improvement of 21 projects, among agri-agencies and FOs (for instance getting complementary coordination tools to better capture contexts and projects diversity). The mission recommends setting up a typology of projects and FOs (i.e. maturity level tool) to facilitate their analysis and comparison. AgriCord Secretariat should also progressively improve the AIN database reducing the number of deliverables as well as fine-tuning their precision level. Thus, this revised database could be shared with NFOs and RFOs that have already developed observatory initiatives (e.g. ROPPA).
92. Although AgriCord Secretariat made consequent progress in listing agri-agencies and FOs successful experiences and setting up a capitalization plan (e.g. improvement of the website, facilitating a community of practices, creating a newsletter, etc.), additional efforts to implement this plan will be required on the second half of programme implementation.
93. AgriCord requests IFAD to better plan exchanges and monitoring visits and meetings so that the organisation, agri-agencies and FOs are able to deliver on time. IFAD on its side recommends to AgriCord Secretariat to better ensure that agri-agencies and FOs working plans and expenditures eligibility are respected.
94. AgriCord identifies priorities and new activities that could be developed over the second half of the programme:
 - a. Strengthen the development of local markets, short-channels of commercialisation and decentralized subsistence crops to adapt to crisis such as the 2018 food prices crisis or the recent Covid-19 pandemic;
 - b. FOs digitalization through equipment and trainings on on-line meetings, conferences and trainings, capitalization of experiences on the use of ICTs, etc.
95. A consultation process with agri-agencies and FOs on the potential allocation of the EU top-up shows the following priority actions:
 - Development of agroecology (e.g. local seed production, organic inputs, soil restoration, climate change adaptation and mitigation). Agroecology is considered as a key strategic option to reduce climate change impact, import dependence and reinforce farmers' autonomy;
 - Access to financing is also critical to ensure FOs sustainability, some respondents wishing to provide credit to their members as an economic service. Cooperatives would need to be well informed and supported to be able to fulfil requirements for accessing credit services. However, other possibilities are also interesting especially when alliances with IMF/banks enable to create adapted financial products to farmers;
 - Under this last point, the question of FOs financial autonomy is pointing out as a cornerstone of FOs sustainability. Under the programme, existing strategies and reflections and experiences could be promoted to better capture what could be feasible under FO4ACP.

Pacific Region

PIFON

96. In the Pacific Region, generally, and despite the challenges of Covid-19, FO4ACP has progressed well during its first half and is on-track to achieve all or most of its objectives. However, performance can be further improved by several corrective actions. Corrective action is needed to address the problem of erratic flow of funds, and its implications for implementation of the AWPBs. This should be undertaken through considering a quarterly or semester disbursement to FOs. The same rule of justifying 75% of the previous disbursement should also be applied to FOs.
97. More attention should be given to KM activities to achieve greater awareness of Programme achievements and raise the profile of FOs in the Pacific. Currently, KM responsibilities are shared among PCU staff members. It would be preferable to designate one person to take responsibility for KM, including gathering and disseminating some of the many success stories.
98. There are also concerns about the M&E system that needs further improvement. The programme should consider engaging an additional officer to support M&E work at the regional level. The new officer can support report compilation and follow-up with FOs on information gaps. This will free up the Programme Manager (currently also working on M&E) to focus on organizing, verifying, analyzing and making sense of information contained in FO reports for developing knowledge products. There are also concerns related to outcome and impact assessment, given that the single outcome-level indicator in the logframe is not readily measurable in most Pacific countries. However, this issue is valid for the entire programme and a common suitable solution will be sought.
99. While the decentralized/bottom-up approach to planning should be retained, stricter screening of FO proposals is needed to ensure that all activities address one or more of the Programme's objectives and that subsidization of routine activities is avoided.
100. A proposed additional activity for the second half of the programme is the expansion of PIFON engagement to the North Pacific and the establishment of a PIFON office in Hawaii to support the island countries of this sub-region. PIFON has been investigating expansion to the North Pacific since 2019 when a membership application was received from an FO in the Marshall Islands, and IFAD requested that PIFON look at servicing the rest of the Pacific in order to be truly a regional organization. PIFON undertook scoping studies of FOs in FSM, Guam, Northern Marianas, Palau, Hawaii, Kiribati, Tuvalu and RMI in 2020. A number of opportunities were identified and PIFON has been engaging with FOs and other partners in these countries through its "Breadfruit People" network. The MTR endorses PIFON's proposed roll-out to complete its coverage of all Pacific Island Countries. This process should begin in 2022 and continue through to Programme completion and in the proposed one-year extension.
101. In order to become a truly regional organization PIFON also needs to build closer linkages with the Francophone countries and territories. CAPNC in New Caledonia has been marginally involved so far, but the territories of French Polynesia and Wallis and Futuna are yet to become engaged. Both the North Pacific and Francophone Pacific initiatives will require additional funding as existing resources will be fully disbursed by the scheduled completion date of end 2023.

Digitization reaps rewards for Farmers' Organizations in the Pacific

Technological advances in agriculture are shifting gears in real-time. Not only in terms of production, but also through viable game-changers such as cutting-edge information and data analytics. Increasing innovation, as well as understanding the needs and challenges of farmers to act fast.

In the Pacific, [PIFON](#), Pacific Farmer Organisations, carried out a membership survey as part of the [FO4ACP \(Farmers' Organizations for Africa, Caribbean, and Pacific\)](#) programme to know their farmers' better and determine their priority needs.

The programme started towards the end of 2019, but with the monumental changes and restrictions across the globe due to COVID-19, everything was delayed. To continue with the planned survey, adaptation was non-negotiable and alternative methods of gathering information were explored.

Enter TraSeable Solutions Limited. IFAD offices in the Pacific and PIFON were familiar with the software app. Once on board, the software owners and developers incorporated a survey feature into an existing app to enable PIFON and its farmers' organizations to digitally gather information. Initial plans were cast aside, and digital solutions took center stage.

Four Farmers' Organizations (FOs) from Fiji, Papua New Guinea, and the Solomon Islands participated in the survey. The survey was designed on Google Forms and uploaded by TraSeable Solutions on the app with the option of taking the survey in English, Fiji *iTaukei* and Solomon Island *Pidgin*.

Across the board, members were impressed by the ease of using the app and well as benefits reaped. Both online and offline it enabled FOs to update their membership register and improve their understanding of members' needs. For example, thanks to the app, Nature's Way Cooperative executed a timely response for pest control. Once the FO discovered the negative impact fruit flies were having on local produce, eighty-four litres of protein bait were distributed to eradicate the pests from farms. A feat not possible before the introduction of digital tools. FOs also walked away with an updated membership list and digital profile of their members.

The future is promising. The initial goal of using the TraSeable app was to facilitate data collection for the pilot survey given FOs' time and resource constraints. The survey not only succeeded in this respect but also introduced FOs to the benefits of digitization- an untapped resource which proved to be immensely beneficial. All participants wish to continue using the app, for different purposes, allowing quicker access to essential information, and interest has trickled into the wider community- a testament to the power of technology and the impact of digital solutions in developing countries despite limited resources.

Main findings from the supervision mission in the Caribbean Region

Food and Agriculture Organization of the United Nations (FAO) in collaboration with PROCASUR

102. The programme began its implementation in the Caribbean region in the midst of the Covid-19 pandemic, with the associated restrictions. In addition, political instability, deteriorations in the security situation have been affecting the region and in particular Haiti. The implementation of the activities was compromised since many of the field activities had to be suspended due to existing restrictions, forcing reprogramming and adjustments in the methodology for approaching the activities. In spite of this, FAO and PROCASUR are advancing with implementation.
103. The methodology of implementation in the region follows an evolutionary process starting with the mapping exercise finalised in early 2021. Based on the mapping a selection of FOs was made according to pre-established criteria (such as a regular registration of the organisation). The selected organisations will be accompanied in a FO4ACP training module that includes capacity building, advocacy plan development and formulation of business plans that will be implemented in the second phase of the programme.
104. The selected organisations are involved in national and regional learning routes that promote dialogue, sharing of experiences, peer reflection on priorities and challenges as well as the formulation of national and regional action plans. A key output of the learning routes are the so-called Innovation Plans: the selected FOs with the best innovation plan will receive a micro grant for its implementation. The methodology therefore works transversally across the 3 components: economic services and integration in value chains, policy engagement and institutional strengthening.
105. One of the key areas for intervention in the region is the development, strengthening and consolidation of technical advisory services and training systems. Four (4) National Selection Processes were concluded in Guyana, Jamaica, St. Lucia and Grenada guiding the mentoring programme and the policy dialogue. During the first semester of 2022, in Jamaica and Guyana it was possible to start the consultation process to establish the criteria for the national contests to participate in the FO4ACP Training Programme and to conform the group of organizations that will be working together in all of the activities under the FO4ACP. For example, in Jamaica the call for applications for the National Training programme was launched in April 2022. A total of nineteen (19) farmers' organizations applied for the FO4ACP Training Programme. The farmers' organizations that received the six (6) highest scores of the selection process were selected to participate in the training, mentorship, and capacity development programme. These organizations represent almost 4000 members.
106. Among the FOs assessed, a selection of the good practices will be identified and documented in collaboration with PROCASUR, around different thematic (i.e. value chain performance, agroecology practice, youth and women participation). Local champions will be identified based on a methodology developed by PROCASUR as part of the capacity-building activities and constitute a "local champions catalogue". The local champions are women and men can share their knowledge and particular experience to further foster innovation or improvement of processes in the agricultural sector. The information will be made available on the digital learning platform. The online knowledge sharing platform is

under development by PROCASUR and FAO and will be included in the context of FO4ACP training programme and widely disseminate. The training programme will have the collateral objective of creating networks and commercial alliances among the FOs.

107. With the objective of building capacities for improving the participation in value chains, the approach in the region prioritizes the learning from the field and between peers. The overall objective of the Learning Routes is to increase the associative and entrepreneurial capacities and competencies of leaders of rural economic associations, promoting their participation in value chains relevant to small rural production segments. Four National Learning Routes have been organized with cases identified and validated with stakeholders. Also, as part of the capacity building strategy, 4 self-learning virtual courses were developed together with FAO's Knowledge Platform on Family Farming. The 4 courses cover contents related to basic concepts of Family Farming, Short Supply Chains and innovation for Farmers Organizations.
108. At the Regional Level, together with the Caribbean Network of Rural Women Producers (CANROP), it was started the implementation of the BOND Learning Guide. So far, 8 facilitation meetings were held with the representatives from the Network to identify the needs and share the methodology, empowering the leaders for them to implement the training guide. Subsequently, CANROP has implemented a face-to-face training session with 18 participants from 11 countries from the Caribbean Region.

AgriCord and the consortium Acodea, Trias and CLAC in the Dominican Republic

109. Despite all these challenges at the start up, the implementation in the Dominican Republic is on track, reaching 637 direct beneficiaries in 2022 (out of the 587 planned). Through the project, the 5 FOs have been able to develop 6 collective business models and 3 individual business models, each with its own investment plan and business plan, as well as 7 market studies for these ventures. This strengthens the organizations with new economic services. To date, each FO has 50% of the resources to start up the productive projects; currently the administrative and financial process for the acquisition and purchase of equipment, services and inputs is underway.
110. In the Dominican Republic, Acodea, Trias and CLAC work together as a consortium to coordinate and plan the activities in the country. The initial work in the region was centered on establishing this consortium and working relationship among the different organizations, including the development of the strategic tools that would be used for the implementation of the activities. The mission notes the close collaboration between the 3 partners and how this partnership evolved since the last supervision mission. Whereas initially the action still seemed a bit fragmented among the different partners of the consortium, the consortium now operates as one, with clear roles and responsibilities for each of the partners.
111. The 3 organizations have staff present in the country, which not only ensures a close follow up of the action, but also strengthened the relationship of trust with the farmers' organizations involved in the programme. In addition the in-country staff is strengthened by the organizations at the regional or global level. The in-country action benefits therefore from support (human resources) and experience (methodologies developed based on multiple-country actions) further strengthening the action.
112. The main impact and changes in the FOs within the framework of the implementation of the FO4ACP project can be summarized as follows: i) diversification and new economic services for 5 FOs; ii) gender and youth mainstreaming; iii) institutional strengthening of the FOs through the elaboration of strategic plans; iv) peer to peer exchanges among the

organizations ensuring not only the exchange of knowledge but also the creation of linkages and the identification of common growth opportunities.

113. The closure of the gender and generational gap, is a result that was very tangible throughout the discussions with the members of the FOs and the testimonies of women and youth witnessed during the mission. As a result of the processes developed with the organizations, very important milestones have been reached, including: 1) the 5 FOs have youth and gender committees and work plans; 2) 16 women from the organizations lead productive and entrepreneurial projects; 3) for the first time a board of directors includes young women with important roles in decision making; 4) allocation of resources by the FOs themselves to carry out the activities planned by the youth and gender committees. The participation of women in decision-making and governance spaces has increased. In the Santa Cruz organization, 2 women were elected to the Board of Directors; in Banelino, 3 women were elected to the Board of Directors; in Asoanor, 1 woman was elected to the Disciplinary Committee; and in Juan Cruz de Guaranal, 1 woman and 1 young man were elected to the Board of Directors.
114. During the mission four of the five FOs supported by the consortium were visited: on in the cacao value chain (Juan Cruz de Guaranal in Puerto Plata) and three in the banana value chain (Banelino, Asoanor and La Santa Cruz in Mao, Valverde). All of the organizations visited and involved in the programme focus on smallholder farmers. The mission concluded with a debriefing meeting connecting with colleagues of the consortium remotely, AgriCord and IFAD.
115. In Puerto Plata, La Asociacion de Cacaocultores Juan Cruz de Guaranal, counts with 60 cacao producers (53 men, 7 women of which 2 youth). During the visit to Guaranal, the mission could follow a training of an agri-pooler organized by Acodea and an exchange with youth and women that benefitted from the trainings in leadership and development of economic activities. Youth testified how their participation in the trainings allowed them to develop an economic activity by developing a business plan and starting an input shop at the level of the FO, completely managed by two young women, who are both employed now half-time to assume the administrative and commercial activities in addition to continuing their higher education. The FO is also putting in place a nursery, to serve the producers better with cacao and mango plants. As a success story, the project has transformed the governance of one of the FO, Juan Cruz de Guaranal, which has just elected its current Board of Directors, composed of the youngest people at the national level. During three months Guaranal also benefited from support from two students from the University of Barcelona, a collaboration that was very enriching for both parties. A market study was undertaken to look into the feasibility of setting up a chocolate factory. The mission recommends to ensure the land ownership of the plot of the nursery is clarified and to further strengthen the youth engagement in the action to increase the number of youth involved further.
116. In Mao, Valverde, Banelino – La Asociacion Bananos Ecologicos de la Linea Noroeste, counts with 321 banana producers (222 men and 99 women). The experience of Banelino is considered a model that should be systematized and replicated, and this because of their integrated approach. Banelino offers their members health care, educational opportunities and contribution to the insurance, which is extremely important in the contact of frequent natural disasters. They are also helping with the certification (Fair Trade, Demeter, GAP) and ensure the traceability of the products for their members. Through the FO4ACP programme, Banelino was able to work on the empowerment of women and youth and entrepreneurship, to create added value of diversification of the income through the production of coco and honey, the transformation of banana in banana flour, keeping chicken on the plantations and through the recycling of the plastic waste of the plantation.

This diversification of income is very important as the banana market is very complex and compensation needs to be available in case of crisis.

117. In Mao, Valverde, Asoanor – La Asociacion Agricola Noroestana, counts with 96 banana producers (78 men, 18 women and 13 youth). In Asoanor, the goat solidarity chain, put in place by the project was visited. Initially eight women received training and two goats to be able to start the multiplication of the goats, so other women could also benefit from it. A model farm with goats – Asovino – was visited, where a female women leader shares her knowledge and mentorship on goat keeping with other women. In Asoanor, the mission also participated in a focus group with women that benefitted from the leadership and economic development trainings and the financing of their economic activities, and encouraging testimonies were shared.
118. In Mao, Valverde, La Santa Cruz – La Asociacion de pequenos productores La Santa Cruz counts with 104 banana producers (85 men, 19 women). In La Santa Cruz the mission met with the board of directors and the strategic role of la Santa Cruz was discussed as well as the support received through the programme to develop their strategic plan. They are also working with Banelino to look into future opportunities to ensure the export of the bananas themselves. Through the agri-pooler support from Acodea 25 producers were trained in the management I of small enterprises and the administration of their farms. One of the trainings by agripoolers, addressed to all of the FOs in the banana sector in the programme, was ongoing during the mission. The FO appreciated that the actions in the framework of the FO4ACP programme are inclusive and benefitting the entire membership and not just focused on a few people.
119. In total 279 people benefitted from training. About 25 men of all 5 FOs participated in a series of six workshops on the construction of new forms of masculinity...Thirty nine (39) women trainers of trainers graduated from the trainings on leadership and inclusive entrepreneurship. In their turn they trained 131 more women-farmers. The replication of the trainings is something the FOs included in their action plans and are now financing themselves. As for the training on inclusiveness, 84 men and women participated. The women now have the tools in hand to develop business ideas, market analysis, marketing plans, operational costs and investments, organization, legal aspects and financial points. Activities put in place by the women include the confection of protective clothing for the processing of bananas, in input shop, a bio-factory.
120. Through the trainings, the different organizations also had the opportunity to get to know each other better, to exchange and think about way to mutually strengthen each other. For example, Banelino and La Santa Cruz, are currently discussing how they could work together to also engage in the export part of the banana value chain. The women that benefitted from the training of the programme started WhatsApp groups in which they continue the discussion and the exchange of experiences.
121. On the 9th of November, the consortium also organized a closing event of the current phase of the programme, to capitalize on experiences and share the findings among the participating FOs and beyond.

Component 5 IFAD Programme Coordination and M&E

122. **Day to Day management, coordination and implementation support.** The day-to-day coordination of the programme is provided through a unit within IFAD (PMI) composed of one Technical Specialist and one KM and M&E Analyst financed with FO4ACP resources, and one Programme Assistant under the guidance of the Lead Global Technical Advisor (IFAD regular budget). The unit ensures the overall programme coordination in terms of i) technical and financial planning and coordination; ii) narrative and financial reporting; iii) M&E and knowledge management; iv) implementation support and v) communication and visibility in compliance with IFAD regulations and the contractual provisions.
123. **The main action in 2022 was the FO4ACP Mid-Term Review**, which was prepared in 2021, and took place from January 2022, starting with the self-evaluation surveys online, with 93 surveys submitted and ended on July 19th with the restitution meeting. The entire process was coordinated and closely monitored by the IFAD team. While the conditions for travel were still limited due to Covid-19, in person missions took place and were conducted by 5 mission teams that visited 10 countries of the programme in Africa and the Pacific.
124. After the MTR, follow up meetings were organized with the programme recipients, to look at the implementation of the recommendations and possible difficulties the recipients might encounter. Specific M&E sessions were organized also with all other recipients over the course of the month of September and October, to continue the work on the M&E and to address some of the challenges that are still there in this area of work. To address some urgent recommendations **two support missions** were organized in November to work in-depth on reporting and M&E, one to ROPPA (held remotely because of the unstable situation in the country) and one to PROPAC (in person).
125. A **FO4ACP KM Capacity Development week** was organized during the month of September to share tools and insights on how to work better on KM, also an area of work, identified during the MTR as needing additional support and development.
126. The 2022 **programme steering committee** was organized on the 12th of May, in conjunction with the ABC Fund PSC, and focused on the preliminary results of the MTR.
127. The results of the programme were also presented during the **Information Dissemination Event on the OACPS-EU Framework Programme on Agriculture Value Chains** on the 1st of June.
128. In 2022, in addition to the mid-term review, IFAD **undertook two in person supervision missions to the Caribbean**. This was agreed upon, to enable both recipients in the region to advance further in their implementation before the assessment. The missions focused in particular on i) programme activities and achievements; ii) M&E, knowledge management, communication and visibility; iii) overall financial management; iv) opportunities for collaboration and synergies between FOs, agri-agencies and other partners or initiatives. Each mission team was composed of two IFAD staff.

Cross-cutting issues

Partnerships

129. The FO4ACP programme intensifies and confirms the partnership with the European Union and the Organization of ACP countries through regular exchange and dialogue.
130. This partnership is expanded with the twin-programmes in Asia and Latin America, **FO4Asia** and **FO4LA**. The three programmes confer a global uniqueness to the initiative that will be leveraged to its highest potential in the creation of exchange and dialogue channels for experience sharing and knowledge dissemination.
131. **Access to Finance.** IFAD's Private Sector Advisory and Implementation Unit (PAI) and the IFAD FO4ACP team (Rural Institutions unit, PMI) have conducted the second phase of the access to finance survey initiative aimed to improve the support to smallholder organizations through provision of an appropriate range of financial products in line with their specific conditions and needs. The IFAD Access to Finance Survey aims to better understand the current financing gaps and needs of pre-selected farmers' organizations in order to identify appropriate courses of action that address these gaps - and ensure continual access to appropriate and sustainable financing. The survey was shared via Survey Monkey, a third-party survey software tool. Phase 1 conducted in 2021 contacted 130 farmer organizations in Anglophone Eastern & Southern Africa. A second phase was launched in 2022 with additional support from the Smallholder and Agri-SME Finance and Investment Network (SAFIN) and the objective of building on the findings from Phase 1, while expanding the geographic focus to Western Africa, Asia and the Pacific regions. The exercise added an additional 220 FOs responses across 12 countries. With Phase 2 nearing completion, SAFIN, FO4ACP and PAI are organizing two virtual events that will serve to present the preliminary findings from the full survey exercise to an audience of FOs and their affiliates from the Asia and Africa regions. The objective will be to have a discussion with audience members on the relevance applicability and interpretation of the survey findings. The final report will be available by the end of the year.
132. **FO-MAPP.** FO-MAPP (<https://www.fo-mapp.com/>) is an interactive online database that provides geo-referenced information on FOs worldwide. FO-MAPP is an initiative developed in partnership with FOs, IFAD and WRF in the framework of the **United Nations Decade of Family Farming** (UNDF).
133. FO4ACP represents an operational arm for the implementation of the **UNDF Action Plan**, elaborated in partnership with FAO. The Farmer Organizations involved in FO4ACP are also actively engaged in the regional and national processes in the context of the UNDF as mentioned in section 1 of this report.
134. **IFAD country programmes.** The FO4ACP programme is a vehicle to strengthen the partnerships between IFAD and the FOs, especially at country level. During all the supervision missions, specific sessions were dedicated to a dialogue between IFAD Hubs and FOs, in line with the recommendations of the **Global Meeting of the Farmers' Forum**¹⁰.
135. Evidence shows that the partnership with FOs in **IFAD operations** (COSOP¹¹, projects design and implementation) is more efficient when the regional programmes as FO4ACP support directly the FOs in institutional strengthening, policy engagement and economic services. Positive examples of collaboration in project design processes and participation

¹⁰ <https://www.ifad.org/en/farmers-forum>

¹¹ Country strategic opportunities programme (COSOP) is a strategic framework for IFAD operations in a given country.

in steering committees of IFAD-funded investment projects already exist (Burkina Faso, Benin, Chad, Gambia, Guinea Bissau, Lesotho, Senegal, Tanzania, Togo, Vietnam etc.). In the Pacific region, the collaboration between the IFAD Hub and PIFON and its national members is also well articulated: relations and partnership are ongoing and are regularly nurtured by exchanges, meetings and consultations, including involvement in IFAD country programmes. In all regions, there is a willingness to engage in a more systematic and strategic partnership.

136. In 2022, FO4ACP also provided support to the organization of the series of **Regional Farmers' Forums**¹² that are taking place in 2022 and early 2023 across all regions. In October 2022 the first two forums took place for the NEN (coordinated by Umnagri) and APR (coordinated by AFA) regions and were followed by ESA (coordinated by EAFF and SACAU and WCA (coordinated by ROPPA) in November 2022. Latin America and the Caribbean will follow in 2023.

137. **Farmers' organizations and agri- agencies**
Collaboration at country level between NFOs and agri-agencies has acquired a more structured, organized and formal dimension, proving to be successful in terms of collaboration and synergies on common ground and aligned priorities for mutual benefit. FO4ACP plays an instrumental and operational role in this process. The maturity of the collaborations is different in different contexts.

138. **FO4RI.** The European Commission initiative named "DeSIRA" (Development of Smart Innovation through Research in Agriculture) contributes to climate-relevant, productive and sustainable transformation of agriculture and food systems in low and middle-income countries. **FO4Research and Innovation (FO4RI)** aims at strengthening the capacity of farmers' organizations to be part of the research governance and to implement research activities on agroecology (mainly in Africa but also in Asia and Latin America). The potential for synergy is evident considering the priorities that emerged on climate action.



Figure 3: Image of the Regional Farmers' Forum WCA 2022



Figure 4: first edition of the Regional Meeting of the Farmers' Forum in the North Africa and Middle East region was successfully held in Tunis on 17 and 18 October to strengthen the IFAD and Farmers' Organisations partnership.

¹² <https://www.ifad.org/en/web/latest/-/regional-farmers-forums-2022-2023>

Communication and Visibility

139. The FO4ACP programme increased significantly its visibility through strengthened **social media** presence. The different programme partners are frequently mentioning the programme across the different channels and the specific FO4ACP channels gained traction. The FO4ACP followership on Facebook increased from 608 to 1403 by October 2022, Twitter from 106 to 432, and the new channels on LinkedIn and Instagram, now have 385 and 258 followers respectively. The Facebook channel of FO4ACP is co-curated with PIFON and PAFO.

140. Over the course of the year, social media from the regional and national farmers' organizations as well as AgriCord, agri-agencies and PAFO, published numerous updates and short news stories on the FO4ACP programme and the progress made. The sharing of posts across the channels of the different action has also gained momentum, particularly at times of publications and events. The reach of announcements on webinars and other events is significantly increased.

141. The IFAD team is currently working on the documentation of 4 experiences that will be published linked to 4 success stories in November 2022. This series will be continued in 2023.

142. The FO4ACP programme was also featured during several online events and webinars such as the event on value chains organized by the EU-OACPS, the Regional Forum of the UN Decade of Family Farming and the GAFSP-IFAD co-organized CFS side event on investing in farmers' organizations, in which the EU also participated as well with the opening remarks



Figure 5: Image from the FAO Twitter account promoting an e-learning course developed in the framework of the FO4ACP programme

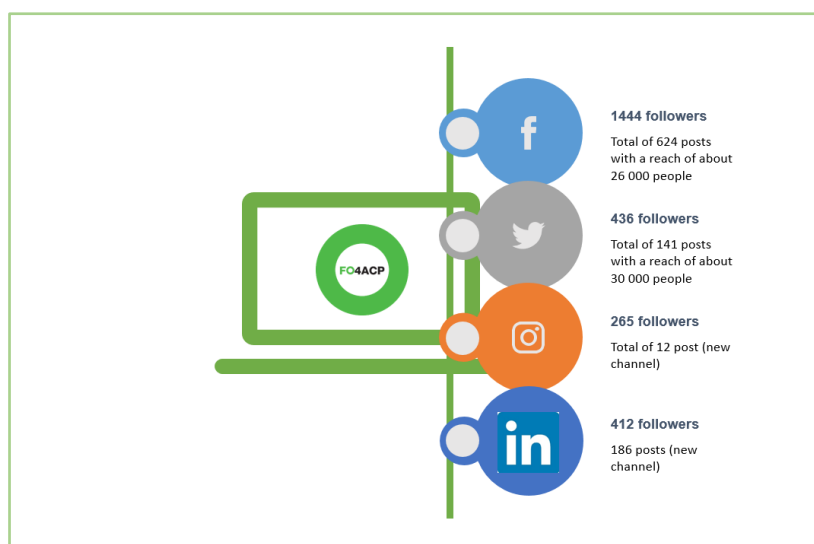


Figure 6: Information on the FO4ACP social media channels

Monitoring and Evaluation

143. **Annual reports 2021 and AWPB 2022.** In February 2022, the 2021 annual reports and the 2021 AWPB from the implementing partners were received, reviewed and discussed.
144. The central and main activity in 2022 was the **Mid-Term Review (MTR)**. The MTR took place from January to July 2022. The process was coordinated and organized in a participatory manner with all stakeholders involved. The Terms of Reference of the MTR were already elaborated in September 2021 and shared for comments with all recipients and partners. The identification of the experts who will be in charge of the process in the countries was concluded in November 2021 in collaboration with FAO.
145. **Preparatory work.** The preparatory work took place in January and February and it was related to the execution of a survey to collect data. The survey generated 93 individual responses from farmers' organizations and agri-agencies in the 3 regions. The results were brought together in a Survey Report and a Summary Report, annexed to the Mid-Term Review Report. The full survey report is available upon request. The information analysis and the desk review was integrated by the submission of 2021 annual reports regularly due from recipients and a Google drive was set up for all the consultants to be able to access all the documents ahead of their missions. Several preparatory meetings were organized to brief the consultants and to discuss the methodology with them. Several templates in English and French were made available so the consultants could collect the data and the information in a harmonized way.
146. **Missions.** The MTR was conducted through 8 missions to 10 countries of the 6 recipients in Africa one in the Pacific and one in Europe. The missions are assured by regional teams per each region/sub-region composed of: i) team leader – technical specialist, ii) KM and M&E expert, iii) financial management specialist.
147. The Caribbean was still in an early stage of implementation at the time of the missions and was therefore not included. Later in the year **2 supervision missions** were organized by the FO4ACP team in October 2022 to the Dominican Republic for AgriCord and to Jamaica for FAO/Procasur. The findings of the missions are included in the present FO4ACP Progress Report.
148. The in person missions took place to the secretariats of EAFF, PROPAC, SACAU, UMNAGRI, PAFO, PIFON and AgriCord, respectively in Nairobi, Yaoundé, Pretoria, Tunis, Kigali, Nadi and Brussels. The ROPPA secretariat could not be visited, as there were

safety issues in Ouagadougou. Therefore the ROPPA secretariat met with the mission team in Dakar, Senegal. Per regional farmers' organization, 2 NFOs were identified in order to be included in the MTR Missions, one based in the same country of the regional secretariat and one in another country of the sub-region. In each of the countries visited, a field visits were organized. Aligned with the countries selected together with the RFOs and PAFO, AgriCord selected 1 agri-agency in each sub region, to be visited, in addition to the review mission of AgriCord in Brussels.

149. **MTR Report Restitution.** MTR findings and recommendations were discussed first during the Programme Steering Committee on the 12th of May and the final report and conclusions were discussed during the online **MTR Restitution Event** on the 19th of July 2022.
150. **Series of follow up sessions on M&E with the implementing partners after MTR.** As the challenges with M&E remain among most of the programme recipients, and the information collected during the MTR mission was not sufficient to give a full picture of the status of the indicators among the different partners, an additional series of follow-up sessions on M&E were organized with the programme recipients. to work in depth on the M&E of the programme and particularly on the tools to document the outcome indicators in a more qualitative way. Each FO receive also support in structuring the information on the FO membership, the documenting of partnerships, keeping track of documents produced and how to measure the reach of social media. Follow-up sessions have been organized with specific regional and national organizations to look in-depth into specific issues or aspects.
151. **M&E and Reporting Support mission.** For the organizations, where the information gap remained quite large, 2 support missions to PROPAC and ROPPA were organized for the organizations to receive support during one week to improve the M&E and the reporting of the FO4ACP programme. The 2 missions will take place in parallel during the week of 7-11 November 2022. The mission to PROPAC will take place in person, the mission to ROPPA was planned to be in person, but has to be conducted remotely, as the security situation does not allow the IFAD consultant to travel at this point in time.
152. An overview of the updated and consolidated results-based logframe for 2020 and 2021, is available in [Annex IV](#). The 2022 indicators will be made available at the time of the Annual Reporting (February 2022). The logframe in Annex IV reflects the status of the logframe as it was submitted in the MTR Report in August 2022

Knowledge management

153. Growth of the [FO4ACP Dgroups Community of Practice](#). Over the course of 2022, the Community of Practice of FO4ACP grew to a total of **222** members, mainly from the regional and national FOs and agri-agencies. A total of **141** messages were shared with all the members, informing each other of upcoming events, new publication or sharing good practices or topics for discussion from January 2022 to November 2022.
154. **KM Capacity Development Week 2022.** During the last week of September 2022, the FO4ACP KM Capacity Development Week was organized using both Dgroups and Zoom to share information on KM methodologies and to organize KM training sessions for the programme partners (FOs and agri-agencies). During the week asynchronous exchanges took place through email and two session on KM methodologies were organized on Zoom (one in French and one in English) and two sessions on the use of the Dgroups as well as individual KM clinics. 47 people participated in the Zoom sessions while the information was made available to the 222 members of the FO4ACP Dgroups.
155. A knowledge sharing event was organized on the 24th of February around the publication of the "Multiple roles of farmers' and producers' organizations in responding to

the Covid-19 crisis”. The main findings of the analysis were presented, discussed and updated to be included

156. During the MTR process 10 successful experiences were documented which will be published over the following months. In addition stories are under development, to be able to share the experiences with a wider public through IFAD official channels.

Budget and Disbursements

157. The total budget for the year 2022 was equal to EUR 10.7 million, including the annual plan of work of RFOs, PAFO, AgriCord and FAO Regional Office.
158. The disbursements incurred in the period November 2020 to November 2021 were equal to: nine (9) instalments for the implementation of 2022 plan of work to the implementing partners (EAFF, PROPAC, PAFO, PIFON, ROPPA, SACAU, AgriCord and FAO), totalling EUR 9.2 million.
159. Cumulatively, IFAD disbursed EUR 26.5 million to date to the programme recipients.
160. The figures concerning the disbursements made by IFAD to the programme recipients are available in table no 3 page 14.
161. The complete financial information is included in the financial report, Appendix A (to be completed).



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**Section 2:
AWPB: Priorities for 2023**

Section II: Annual Work Plan and Budget – Priorities for 2023

Tentative 2023 Annual Work Plan and Budget

162. Overall, the tentative consolidated 2023 AWPB amounts approximately to EUR 7.6 million, across the three regions covered by the programme, including the nine recipients (RFOs members of PAFO, PAFO itself, AgriCord, PIFON and FAO Regional Office for Latin America and Caribbean). This amount, which represents approximately 15% of the total cost of the Action across regions, does not include the funds carried forward from 2022.
163. It should also be noted that the amendment process to allocate additional funding resources of FO4ACP mitigation action and extend the implementation period is currently underway. Once finalised, the implementing partners will have the opportunity to concretely plan activities for the coming years and consequently proceed with an accurate budgeting exercise. The final figures by component and by recipient will be presented after the closure of the fiscal year for IFAD approval. The summary will be shared with partners.
164. The activities planned for 2023 are a continuation and evolution of what has been implemented so far. The general approach is precisely to build on the results achieved to-date and further develop the successful activities across the different components: strengthening the FOs professionalization, scaling-up identified value chains, facilitating access to markets and finance for FOs and members, reinforcing the policy engagement and related lobbying processes, and enhancing the provision of economic services to FOs members.

Plan of Work: the key priorities

165. **Component 1: Economic services.** The 2022 work plan confirms the main axes of the programme giving predominant relevance to the economic component.
166. EAFF and national FOs will continue to implement the agribusiness strategies supporting their members to access market and finance. Moreover, at national level 30 business to business meetings will take place with private sector to implement the MoUs signed and facilitate access to markets and finance to smallholder farmers. At regional level, efforts will be devoted to implement the MoU between EAFF and the EAGC Eastern Africa Grain Council (EAGC) aiming at capacitating NFOs involvement in structured trade and collective supply of grains in the region by farmers.
167. PROPAC will support the implementation of economic activities through the local technical support (expertise) of the “Cadre d'appui local” to accompany the implementation and monitoring-evaluation of identified economic initiatives through the Local Support Framework (LSF)/field missions to NPOs to provide technical support and strengthen the monitoring-evaluation of the project.
168. With a similar method, ROPPA will also continue the implementation of economic activities through local CNIEP support, as well as additional trainings and backstopping missions. In western Africa, the stocktaking and capitalization of 25 initiatives is also planned through farmers' knowledge sharing fairs.
169. In the Southern Africa region, the NFOs members of SACAU will enhance the capacity and skills of farmers through trainings. The training will be offered by lead farmers who are trained by the FOs and/or FLEs. The use of lead farmers is one of the approaches that has been proved to be effective in Madagascar (FIFATA), Malawi (NASFAM) and

Tanzania (ACT). Moreover, under component 1, the activity of linking farmers to various service providers will be key in 2023. Related to resource mobilizations and funds leveraging, one of the activities that will be undertaken by NFOs is to support farmers in the development of business plans. CPM, LENAUFU, FEKRITAMA, NNFU and ACT will assist farmers and FLEs to develop business plans and assist them to present these business plans to potential funding partners. NFOs through the FLEs and sub-organization will undertake activities to aggregate various commodities for collective marketing purposes. The aggregation will enable farmers to negotiate for fair prices and access warehousing facilities for better storage. This will greatly reduce post-harvest losses that is experienced by most farmers. For example, in Tanzania, ACT is expected to assist in the aggregation of 2,500 MT tonnes of rice for smallholder farmers.

170. In 2023, Agricord will continue the implementation of the activities for strengthening the FOs value chain integration through improved services and access to markets and finance. For example, In Senegal, the project implemented by CCPA, FNCAAS, RNCPS, FONGS, UNCAS, FPA, FEPROBA with the technical assistance of Asprodeb, continues to focus on strengthening the FO services for better value chain integration of groundnut producers. Activities include updating the groundnut producer information digital database and support the FOs on the use of the Warehouse Receipt System. In Madagascar, SOA, supported by Afdi, continues to provide and improve the technical support to Fisoï and Mitsinjo to produce seeds of tested bean varieties for certification processes.
171. In the Pacific region, PIFON will continue the implementation of the flagship activity “Business models for FOs” which includes the step by step guide “Assessing income generating opportunities for Farmer Organizations”. In addition, and related to the FO4ACP mitigation action, PIFON is planning specific technical and market access support with a focus on “sustainable and regenerative agriculture” promoting local food systems and traditional staple crops (as breadfruit, cassava and sweet potato).
172. **Component 2: Policy engagement.** The effectiveness of FOs participation in policy dialogue, at all levels, will be reinforced in 2023 and promoted in all regions. The programme will continue to support FOs not only encouraging the participation in policy meetings and consultations, but also supporting the development of new policy studies and carrying out the analysis of the existing policy studies, together with lobbying and advocacy actions around the identified priorities themes.
173. SACAU is planning to influence at least 14 agriculture policies and programs on specific value chains. They expect to participate in at least 61 policy consultation forums/meetings/taskforces. NFOs will also collectively, participate in 51 value chain multi-stakeholder platforms and interprofessional meeting.
174. PAFO will elaborate a strategy on FOs data management, mainly concerning the identification of high-value-added products with the potential to obtain geographical indications or labels. The focus of the lobbying and advocacy action at Pan-African level will be on strengthening rural women and youth. In fact, PAFO will facilitate the creation of young farmers’ steering committee as follow-up to the proposals from the PAFO African Young Farmers Forum in 2022, to create the PAFO young farmers Platform by 2023.
175. In the Eastern Africa region, EAFF is planning to engage with EAC, COMESA, AUC, AfDB to mobilize support, to organize a regional agriculture investment forum to leverage the process of gradual import substitution of agricultural commodities within the EAC region and to coordinate at least 2 regional workshops on climate change and at least 4 advocacy meetings to follow on the implementation of post- UN Food Systems Summit.
176. PROPAC's advocacy actions will focus on youth and women's entrepreneurship, the decade of family farming, climate change, gender mainstreaming in agricultural public policies, improving the business environment, and financing FOs.
177. Under component 2, PIFON and members are planning to strengthening their efforts for the “Farmer Organization Platform Meetings”, “Farmers Forums”, and “Farmers Have Their Say workshops”. In the Pacific region, policy and advocacy work will focus around

the key role of farmer organizations in: agriculture research, agriculture extension and climate change adaptation. Moreover, emphasis will be set on advocacy work around increasing public investment in local food systems.

178. **Component 3 Institutional strengthening.** Support to the core functions of FOs will also continue in 2023 focusing on institutional reinforcement and capacity building by strengthening the efficiency and professionalization of the regional secretariats and national FOs through technical and organizational training as well as governance reinforcement.
179. For example, PIFON and targeted FOs are engaged in implementing actions developed through the “Farmer Organization Growth Tool”, this includes: upgrading of financial management systems, reviewing/developing strategic or business plans, reviewing/developing organizational policies or strategies, professional development for FO leaders and staff, membership surveys.
180. As part of capacity building and institutional strengthening, EAFF is planning dedicated training activities concerning good governance, finance, administration, programs management and financial literacy. In the same direction, also SACAU and NFOs will provide support to 307 leaders to attend and participate in statutory meetings. About 18 management tools and reports related to the project will be produced by the NFOs in 2023. These include strategic plans, and project reports. NFOs will also document experiences and best practices coming from project implementation. Additionally, thirteen (13) peers to peer learning visits are expected to be organized.
181. Moreover, ROPPA will organize the national and regional consultation to develop partnerships and share strategic orientations. On parallel, the evaluation for the five-year strategic plan of ROPPA will take place as basis for the process of elaboration of the new five year plan.
182. **Component 4: Communication and Visibility.** At all levels and in all regions, continued efforts will be made to ensure the visibility of the programme and to effectively communicate on the activities and the results of the actions. An adequate promotion of the programme activities and achievements will be ensured by means of different actions and tools including: press releases, press conferences, flyers, brochures and newsletters, websites, banners, promotional items, audio-visual products, social media and networks and of course also through the FO4ACP D-Group.

Component 5: IFAD Coordination and M&E in 2023

183. Under component 5 the day-to-day coordination of the programme will continue to be provided through a unit within IFAD’s PMI division in terms of technical and financial planning and reporting, M&E, implementation support, etc. ensuring compliance with IFAD regulations and the grant agreements.
184. Following the recommendations provided in the context of the 2022 mid-term review and supervision missions, further training support will be given in 2023. In 2022, the focus was on M&E, reporting and KM, and while there will be further support in this area of work; the focus for 2023 will be more on financial management and procurement.
185. The regular supervision missions will be planned with the programme recipients in presence or hybrid format.
186. **Knowledge Management.** For knowledge management the IFAD team will work with the elements coming out of the MTR to capitalize on the experience of the first half of the programme ensuring exchanges among the actors, both in person and through the FO4ACP Community of Practice on Dgroups and dedicated webinars. A **Global Knowledge Exchange** will be organized as a hybrid event during the first half of 2023

potentially in conjunction with the Programme Steering Committee, bringing together a large group of people and connecting more through an online platform. The KM exercises will aim at learning from the past to adapt and upscale the current successful actions. Training sessions will be organized with the FOs to strengthen the methodological skills for more effective integration of KM in their way of working and to gain qualitative insights in the progress they are making against the indicators of the programme.

187. IFAD will further continue its efforts to improve the **communication and the visibility** of the programme through social media and storytelling. IFAD will also continue working with the programme recipients to ensure the visibility of the programme in guaranteed at all levels.



Figure 7: Image of one of the Procasur learning routes in the Caribbean



Annexes



Annexes

Annex I. Resource allocation at Inception, Implementation and after Mid-Term Review.

No.	Institution	Region	Inception Phase			Main Phase			Final Phase			Grand Total		Grand Total
			EU	IFAD	Total	EU	IFAD	Total	EU	IFAD	Total	EU	IFAD	
1	EAFF	Africa	90 000	-	90 000	2 515 000	449 461	2 964 461	651 250	-	651 250	3 256 250	449 461	3 705 711
2	PROPAC	Africa	90 000	-	90 000	2 515 000	449 461	2 964 461	651 250	-	651 250	3 256 250	449 461	3 705 711
3	ROPPA	Africa	210 000	-	210 000	2 515 000	449 461	2 964 461	651 250	-	651 250	3 376 250	449 461	3 825 711
4	SACAU	Africa	90 000	-	90 000	2 515 000	449 461	2 964 461	651 250	-	651 250	3 256 250	449 461	3 705 711
5	UMNAGRI	Africa	-	-	-	-	812 584	812 584	-	-	-	-	812 584	812 584
6	PAFO	Africa	-	-	-	980 000	101 572	1 081 572	275 000	-	275 000	1 255 000	101 572	1 356 572
7	AGRICORD	Africa	-	-	-	7 680 000	-	7 680 000	1 920 000	-	1 920 000	9 600 000	-	9 600 000
8	PIFON	Pacific	90 000	-	90 000	4 710 000	-	4 710 000	1 200 000	-	1 200 000	5 820 000	-	6 000 000
9	Caribbean (TBD)	Latin America	-	-	-	4 800 000	-	4 800 000	1 200 000	-	1 200 000	6 000 000	-	6 000 000
TOTAL			570 000	-	570 000	28 230 000	2 712 000	30 942 000	7 200 000	-	7 200 000	36 000 000	2 712 000	38 712 000

**Allocation after MTR is only tentative, since it will be defined based on performances.*

The resources allocated for PIFON in the Main Phase will be split in two grants, the first one of EUR 2 400 000.

This is due to the fact that this is the first grant that PIFON is receiving as direct recipient.

The first grant will be instrumental to assess the performances, as prudential measure.

Annex II. Expenditures justified against cumulative grant budget (to be completed)

Annex III: Overarching Programme Steering Committee FO4ACP 2022 – List of participants

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Annex IV: Results-based logframe

The following update contains the updated and compiled 2020 and 2021 indicators for the programme. The 2022 indicators will be submitted by the programme recipients at the time of the Annual Report (February 2023). During the MTR in the first half of 2022, the mission teams reviewed the logframes together with the programme recipients and the information below is reflecting the status of the logframe as submitted in the MTR report in August 2022.

Results Hierarchy	Indicators	Baseline Data (2019)	2020	2021	MTR	End Target
Overall Objective / Development Objective: To increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project	OO1: # and % of smallholder rural producers (M/F/Y) in participating countries with improved income, food security and livelihoods				10%	30%
Outcome Component 1: FOs and farmer-led enterprises improve technical and economic services along the value chains	§ SO.1: # of individual producers benefiting from FOs/FLEs economic initiatives (M/F/Y) per value chain)	170 000	229 135	287 706	400 000	625 000
Output 1.1: Improved capacity of FOs/FLEs to deliver economic services	1.1: # of FOs/FLEs providing at least 2 economic services to their members (N, L)	330	256	545	580	1 000
	including # of supported economically matured FOs/FLEs that have increased business volume in a viable way	60	98	128	180	360
	and # of emerging FOs/FLEs having activated approved business plans	270	119	176	400	640

Output 1.2: Improved capacity of FOs to connect their members to markets	1.2: volume of marketed products (by value chain) by FOs/FLEs members (in tons)	475 000	199 363	224 263	530 000	620 000
	value of marketed products (all value chains) by FO/FLEs members (in EUR)	3 500 000	11 673 611	10 960 638	6 600 000	11 300 000
Output 1.3: FOs/FLEs improved access to supplementary financial sources (leverage effect) (<i>improvement access to financial services</i>)	§ 1.3: Amount of private sector/other sources investments mobilised through bankable business plans (total amount) (in EUR)	3 100 000	3 600 522	1 659 197	5,200,000	7 100 000
Outcome 2: FOs influence policies and business environments for the transformation of family farming and the development of sustainable, inclusive economic initiatives and farmer-led enterprises.	SO2: # of sector policies and programmes influenced by FOs	0	88	163	80	210
Output 2.1: Increased participation of FOs in shaping a supportive business environment and smallholder competitiveness in the agriculture sector	§ 2.1: # of policy consultation frameworks / committees / task forces / processes in which FOs are participating in	300	275	303	500	815
	#women/youth delegates	100	396	248	200	200
Output 2.2: FOs contribute to the strengthening of interprofession / consultation platforms.	§ 2.2: # value chains coordination platforms and inter-professions	50	126	237	220	415

	involving members FOs (by value chain)					
Output 2.3: FOs produce common stands integrating value chains development with cross cutting issues.	§ 2.3: # position papers related to value chains including focus on W/Y contribution to the sector (drafted at MTR and submitted at final)	0	43	73	80	160
Outcome 3: FOs are accountable organisations able to effectively perform their institutional functions.	§ SO3: FOs membership (M/F/Y)	1 400 000	39 102 695	39 122 420	1 600 000	2 200 000
Output 3.1: FOs strengthened members representativity in their governance bodies.	§ 3.1: # farmers/ members attending statutory meetings (disaggregated by sex and youth)	1 600	10 122	10 310	3 200	7 800
	#women	400	5 201	1 203	900	2 600
	#youth	100	2 307	638	500	1 800
	# of W / Y in leadership positions	50	632	769	90	150
Output 3.2: FOs improve their statutory financial accountability.	§ 3.2: # of FOs audited annually	150	160	220	200	285
Output 3.3: FOs develop appropriate management tools.	§ 3.3: # of developed tools (strategic plan, performance oriented annual report, Manuel of procedures) by farmers' organizations (at all levels).	180	190	216	320	560

Output 3.4 : Enhanced knowledge management and dissemination among peers for replication and scaling-up.	§ 3.4.1: # of good practices, lessons learnt and experiences documented and shared.	0	82	134	150	335
	§ 3.4.2: # of peer-to-peer visits/exchanges/events (region, global).	0	54	105	200	440
Outcome 4 : Enhanced visibility of FO4ACP Project in the national and regional context including FOs presence in traditional and social media (pic, post, multimedia...)	§ 4.1: # of public references quoting the Project / involved FOs (press release, articles, social media)	0	798	2 528	200	415

FO4ACP

Farmers' Organizations for
Africa, Caribbean and Pacific

Join the FO4ACP Community of Practice on Dgroups: <https://ifad.dgroups.io/g/FO4ACP>

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YouTube: _FO4ACP_

LinkedIn: Farmers Organizations for Africa Caribbean and Pacific

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Pictures in this report related to the programme activities were kindly provided by IFAD's programme staff, the programme recipients and their member organizations.

