

# FARMERS FIGHTING POVERTY

## STRENGTHENING FARMERS' ORGANISATIONS IN DEVELOPING COUNTRIES

SEPTEMBER 2010

le réseau des agri-agences | the alliance of agri-agencies | la alianza de agri-agencias



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**ACRONYMS AND ABBREVIATIONS**

ADA	Austrian Development Agency
AECID	Agencia Española de Cooperación Internacional para el Desarrollo
AFA	Asian Farmers' Association
AFD	Agence Française de Développement
Afdi	Agriculteurs Français et Développement International (agri-agency, France)
AGPB	Association Générale des Producteurs de Blé et céréales (National union of cereal producers, France)
AGPM	Association Générale de Producteurs de Maïs (National union of maize producers, France)
AIN	www.agro-info.net
APCA	Assemblée Permanente des Chambres d'Agriculture (France)
ARVALIS	Institut du Végétal (National crop research institute, France)
AusAID	Australia's Aid Programme
CAP	Confederação dos Agricultores de Portugal
CIA	Confederazione Italiana Agricoltori (Italy)
CNMCCA	Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricole (France)
COPROFAM	Coordinadora de Productores Familiares de Mercosur
CSA	Collectif Stratégies Alimentaires (agri-agency of FWA, Belgium)
DCC	Development Cooperation Committee of IFAP
DGIS	Directoraat Generaal Internationale Samenwerking (The Netherlands)
DGOS	Directie-Generaal Ontwikkelingssamenwerking (Belgium)
EAFF	East African Farmers Federation
FERT	Formation pour l'Epanouissement et le Renouveau de la Terre (France)
FNSEA	Fédération Nationale des Syndicats d'Exploitants Agricoles (France)
PFDF	Fédération des Paysans du Fouta Djallon (Guinea)
FUPRO	Fédérations des Unions de Producteurs du Bénin (Benin)
FWA	Fédération Wallonne d'Agriculture (Belgium)
IFAD	International Fund for Agricultural Development
IFAP	International Federation of Agricultural Producers
JA	Jeunes Agriculteurs (France)
KLJ	Katholieke Landelijke Jeugd (Catholic rural youth of Flanders, Belgium)
KVLV	Rural women's movement of Flanders, Belgium
LRF	Lantbrukarnas Riksförbund (National union of agricultural producers, Sweden)
LTO	Land- en Tuinbouworganisatie (Dutch federation of agriculture & horticulture)
MAEC	Ministerio de Asuntos Exteriores y de Cooperación
MTK	Maa-ja Metsätaloustuottajien Keskusliitto (Union of agricultural producers & forest owners, Finland)
NAJK	Nederlandse Agrarisch Jongeren Kontakt (Dutch agricultural youth organisation)
NCR	National Agricultural and Horticultural Cooperative Council (The Netherlands)
NFF	National Farmers Federation (Australia)
OECD	Organisation for Economic Cooperation and Development
PME	Planning, Monitoring and Evaluation
ROPPA	Reseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest
SACAU	Southern African Confederation of Agricultural Unions
SCC	Swedish Cooperative Centre (agri-agency of LRF, Sweden)
SSVO	Centre for Rural Women's Organisations (The Netherlands)
TRIAS	Agri-agency of Boerenbond (Belgium)
UCP	Union Communale des Producteurs (Benin)
UNIGRAINS	Société financière spécialiste de l'agroalimentaire (France)
UPA	Unión de Pequeños Agricultores y Ganaderos (Spain)
UPA	Union des Producteurs Agricoles (Quebec, Canada)
UPA DI	Union des Producteurs Agricoles Développement International (Quebec, Canada)

## INTRODUCTION

### FARMERS GET ORGANISED

Farmers are the world's producers, growing the food needed for a growing global population. One of the most effective ways of increasing agricultural output - and thus raising the living standards of farmers, their families and the rural population as a whole - is to improve farming practices and build services to agriculture. Farmers Fighting Poverty has shown that an important contribution to this end is strengthening the organisations of farmers and growers.

Farmers across the world are keen to share expertise with and provide support to smallholders in developing countries. They are well placed to support each other because they are fully aware of the issues affecting growers throughout the world. Specifics vary, but all farmers face changing weather patterns and fluctuating markets, and they are all subject to changes in government policy and trade agreements. With this shared experience comes a strong self-help ethos.

Farmers Fighting Poverty was developed to formalise farmer-to-farmer mechanisms of support. It strengthens farmers' organisations so they can provide better and more wide-ranging services to their members. And experience shows that the economic development brought about through the activities of dynamic farmers' organisations has wider benefits too, including more democracy and a better deal for women.

Farmers Fighting Poverty operates as a fund, managed by AgriCord. Support is given to farmers' organisations rather than individual farmers. This is done with the overarching aim of improving democracy and equality at the same time as reducing poverty and increasing food security. With help from Farmers Fighting Poverty, farmers' organisations become better governed and are able to give members the services they call for: this leads to better-run farm businesses and general improvement in living standards. As farmers' organisations improve their services, membership grows and their voice carries weight in the market place and at the negotiating table. By joining organisations, individual farmers can operate more efficiently and see clear benefits in their own households.

Farmers Fighting Poverty has reached more than 3 million farmers in the three years it has been running. But there are still a billion hungry people in the rural areas of developing countries, many of whom may be forced to leave the land for a life in city slums or other countries. The second phase of Farmers Fighting Poverty therefore builds on lessons learned, and its strategic focus has been improved. There are clear contracts to ensure that farmers' organisations deliver sustainable achievements, and financial management is constantly to the fore.

One of the best ways of increasing agricultural output, and thus raising the living standards of farmers and their families, is to improve farming practices by strengthening organisations of farmers. The point is to make that connection. Services from farmers' organisations are the missing link.

PIET VANTHEMSCHE  
PRESIDENT  
AGRICORD

## EXECUTIVE SUMMARY

### DEVELOPMENT GOAL

Farmers' organisations can foster the development of sound institutions able to tackle the systemic causes of poverty. They represent the legitimate voice of farmers in shaping pro-poor rural policies, and articulate farmers' interests to public and corporate institutions, so that their strategies, products and services are tailored to these demands. Given a supportive policy framework, farmers are well able, as private-sector actors, to drive a balanced social and economic development.

"Farmers Fighting Poverty" provides funding and advisory services to farmers' organisations in developing countries. Its general objective is poverty reduction through the strengthening of producer organisations.

Farmers Fighting Poverty reflects the conviction that stronger farmers' organisations contribute to

1. more democracy (better institutions)
2. more economic growth (better services to farmers)
3. more equal income distribution (increased involvement of smallholder farmers).

### FARMERS' ORGANISATIONS INVOLVED

Farmers Fighting Poverty is managed by AgriCord, a network of 7 agri-agencies. These 7 agri-agencies have a mandate from the farmers' and rural people's organisations in their own countries. Farmers Fighting Poverty is operational since 2007, and is currently backed up by farmers' organisations in 9 OECD countries: Belgium, Canada, Finland, France, Italy, Netherlands, Portugal, Spain and Sweden. AgriCord is legally registered as a non profit organisation in Belgium since 2003, and has ODA-status with the OECD.

In 2009, the agri-agencies supported a total of 187 farmers' organisations in 389 projects and in more than 60 developing countries. The focus is on producer organisations that are relevant at the national level, but systematically and increasingly includes support to the intermediary (district, préfecture) and local farmers' level within those organisations.

Since the start in 2007, "Farmers Fighting Poverty" has been consistently backed up by IFAP. In 2010, it has been presented to and commented by regional farmers' organisations (AFA, ROPPA, EAFF and SACAU).

### LESSONS LEARNED

Developing country farmers' organisations have been questioned on development aid practices in general, and on the work of agri-agencies in particular. The resulting feedback and lessons learnt are taken into account. The farmers' organisations expect

- more support for their "operations", not only for their capacity building. An increasing number of farmers' organisations have the capacities to act and to scale up services to farmers.
- more support for their economic activities and for vertical market integration initiatives. Farmers' organisations regret that donors seem to be risk averse and avoid support for producer organisations in their role as private sector actors.
- support for their own plans. Farmers' organisations appreciate that Farmers Fighting Poverty does not impose any "blueprint" for what they should do.
- support mechanisms with a long-term perspective.

### APPROACH

Taking into account these lessons learned, as well as the conclusions of the 2009/2010 performance audit, the main characteristics of Farmers Fighting Poverty's approach are:

1. focused: support is provided to membership based farmers' organisations only
2. demand driven: support to projects of the farmers' organisations themselves
3. two-pronged: funding (70%) is combined with advisory services (30%)
4. farmer-to-farmer: peer-to-peer work of farmers and farmers' organisations
5. flexible: timing, procedures, budgeting and reporting can be adjusted and take into account crises and changing circumstances.

6. comprehensive: support addresses specific deliverables, within the broad range of work areas of farmers' organisations, from internal organisational capacity to economic operations.

Four work areas have been defined in line with the priorities of farmers' organisations:

(1) organisational strengthening, (2) institutional development, (3) policy and advocacy work, (4) business development.

#### **AID EFFECTIVENESS**

AgriCord hopes that Farmers Fighting Poverty can contribute to increased aid effectiveness, through (a) its direct support to the plans of the local farmers' organizations, (b) the long term commitments, (c) its transparent and predictable aid flows, (d) the pooling of experience from farmers' organisations and agri-agencies from different countries, (e) the streamlining of aid flows from different backdonors, and the increased capacities of farmers' organizations to deal with aid flows from different origins.

#### **MANAGEMENT AND MONITORING**

Farmers' organisations introduce their proposals via one of the agri-agencies, members of AgriCord. The AgriCord Project Committee examines eligibility of applicant organisations and of their proposals for support with "Farmers Fighting Poverty" funds, and proposes funding to the Board. For project implementation, agri-agencies directly contract producer organisations. This project cycle is operational since 2003, and is monitored in full transparency (internet-based: [www.agro-info.net](http://www.agro-info.net)<sup>1</sup>) at identification, definition/formulation and implementation stages. Progress, in terms of capacity of organisations and effectiveness of their operations, is monitored on the basis of deliverables, jointly defined by farmers' organisations and agri-agencies.

#### **STEERING COMMITTEE**

The "Farmers Fighting Poverty" Steering Committee formulates recommendations to the General Assembly of AgriCord. These recommendations cover the objectives, the priorities, the approaches and strategies of "Farmers Fighting Poverty". Members of the "Farmers Fighting Poverty" Steering Committee are representatives of farmers' organisations from developing countries.

#### **BUDGET AND FUNDING**

"Farmers Fighting Poverty" has been initiated with substantial financial support from the Dutch Government, and is currently funded by the Governments of several OECD countries (Belgium, Canada, Finland, France, the Netherlands, Sweden) and by IFAD.

Agri-agencies and associated farmers' organisations, each in their own country, raise funds and mobilise resources for "Farmers Fighting Poverty", from their own membership, from other private sources, and from their governments.

Farmers Fighting Poverty operates as a multi-donor trust fund, steered by farmers' organisations and managed by AgriCord. AgriCord takes into account the geographical and thematic priorities, specified by Governments for their contribution to Farmers Fighting Poverty.

#### **CALL FOR SUPPORT**

Farmers' organisations need and deserve more support. They have to be internally strong, with professional values, and genuinely representing farmers. They need to be effective players on a wider stage, defending their members' interests when policy is being set. Their ability to deliver appropriate services to their members is crucial. They can establish new ventures in production, processing, trade or increase the operations of existing ones. There is a lot of funding and advice needed, including credit and investments, to make these initiatives grow.

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<sup>1</sup> Agro-Info.Net is the online database that covers all relevant aspects of the Farmers Fighting Poverty programme. Information on each project is available with a description, targets, financing, approval process and progress. This information can be accessed by all stakeholders ([www.agro-info.net](http://www.agro-info.net)) and guarantees transparency of the Farmers Fighting Poverty process.

# 1 FARMER-TO-FARMER COOPERATION IS EFFECTIVE

## 1.1 DEMOCRACY, ECONOMIC GROWTH, INCOME DISTRIBUTION

### IMPROVE FARM PRODUCTIVITY

“Farmers Fighting Poverty” addresses the productivity of smallholder family farming, and the entrepreneurial ambitions of family farmers. Improving their productivity is an effective way of reducing poverty and hunger.

Smallholder entrepreneurs can improve their productivity in a number of ways - by acquiring better cultivation techniques and improved seed varieties, reducing post-harvest losses, improving access to markets, creating employment etc. – all of which make a real difference to the lives of the poorest. But individual farmers may lack the knowledge or capital to change the way they operate. Through collective action, farmers themselves can take steps out of penury.

### INSTITUTIONAL CHALLENGES

Therefore, farmers worldwide get increasingly organized. The World Bank Report 2008 on agriculture highlighted this “mushrooming” of farmers’ organisations, referring to a figure from the 2007 “Farmers Fighting Poverty” programme document: a progress of 19% in association in rural areas. By investing in farmers’ organisations in developing countries, more services can reach individual farmers, more plans and more development ideas can be voiced by their organisations.

#### What is a farmers’ organisation?

Throughout this document, the term ‘farmers’ organisation’ is used as shorthand for a broad range of groups and organizational modalities. Many of these structures are integrated at higher levels, in provincial, national, supra-national and even international bodies. It covers the many types of association – including cooperatives, unions and rural women’s organisations – that may be formed by producers, peasant farmers, smallholders and rural dwellers.

The term also encompasses more general associations concerned with commodities, advocacy and economic services and covers too those in emergent stages.

The common thread is that their members are all involved in the land, whether in agriculture (crops and animals) horticulture, forestry and fishing; and in all possible service industries related to the primary production.

Farmers Fighting Poverty addresses the national unions, often with a layered structure that brings together farmers of different crops and regions. Farmers Fighting Poverty also addresses local and commodity specific organisations. With an ever stronger focus on economic ventures, we also will address more and more the farmer-led enterprises and cooperatives.

Many farmers’ organisations emerged from grassroots and were growing by membership drive, expanding via horizontal (geographical) and vertical (chain) linkages. Yet, outsiders almost always have a relation, when not a stake, and influence the process. One witnesses an increasing number of external parties that are engaged in the making and strengthening of farmers’ organizations. Many cooperatives were formed by the state. Political parties organized advocacy type of organizations in order to link rural and agrarian clientele. Religious institutions have been active in promoting rural and farmer organizations. Development agencies and NGOs appeared on the scene. Recently, private companies showed increased interest in farmer organizations for bulk supplies and marketing purposes.

As a reaction, the donor community got engaged in value chain approaches to link companies with farmers to processors, traders, financiers... In all this, it is paramount that the farmers’ organisation keeps responding to its mission and member interests, and that it provides appropriate services to its members, while taking the full benefit from outside contributions and new opportunities.

## MEMBERSHIP DRIVE WITH AN ENTREPRENEURIAL FOCUS

It is important to realize that farmers' organisations do not necessarily organise the poor only. "Farmers Fighting Poverty" supports organisations representing poor farmers, smallholders, emerging farmers and sometimes even big farmers. Through a membership drive, these organizations will increasingly include the so far unorganized farmers.

"Farmers Fighting Poverty" supports organisations dealing with poverty alleviation, poor regions and poor social segments, and with a clear focus on the entrepreneurs amongst them. Not all of the 1.2 billion farmers are to remain farmers. Economic development must offer new opportunities to those who do not want to be farmers, and farmers' organisations are keen to build these opportunities, through the development of businesses upstream and downstream, and stimulate off-farm economic activities.

## A MORE EQUAL INCOME DISTRIBUTION

Farmers' organisations often have a layered structure, with local organisations linked to a national federation. This structure means that services reliably include the grassroots, and that information flows in both directions (bottom-up and top-down).

As partners of the public and corporate sectors in the development effort, farmers' organisations often reduce the risks of farming. This is of particular importance for the poorer farmers.

Business initiatives established by farmers, in association or by virtue of their higher level organizations, are more decentralised than the initiatives by private investors or by Governments. They create industries scattered over the rural areas, with more employment per invested unit.

## 1.2 ORGANISED FARMERS TAKE THE INITIATIVE

### AGRI-AGENCIES AND AGRICORD

Recognising the shared nature of farming challenges across the world, and the fact that millions of smallholders in the developing world live in poverty, a number of farmers' organisations in OECD countries have entered the arena of international cooperation. For this matter they created, so-called 'agri-agencies' (non-governmental organisations for development cooperation linked to farmers' organisations in their home countries), or joined as associate members.

All agri-agencies have established long-term working relationships with farmers' organisations in many developing countries. AgriCord members are the following seven agri-agencies, each representing their respective national farmers' organisations.

Afdi	FNSEA, APCA, JA, CNMCCA	(France)
Agriterra	LTO, SSVO, NCR and NAIK	(The Netherlands)
CSA	Fédération Wallonne d'Agriculture	(Belgium)
FERT	Group Céréalières de France (AGPB, AGPM, ARVALIS, UNIGRAINS)	(France)
SCC	LRF Federation of Swedish Farmers	(Sweden)
TRIAS	Boerenbond, Landelijke Gilde, KVLV and KLJ	(Belgium)
UPA-DI	Union of Agricultural Producers	(Quebec, Canada)

Four national farmers' organisations are associated members of AgriCord, and some are in the process of establishing agri-agencies.

CAP	Confederação dos Agricultores de Portugal	(Portugal)
CIA	Confederazione Italiana Agricoltori	(Italy)
MTK	Central Union of Agricultural Producers and Forest Owners	(Finland)
UPA	Union de Pequeños Agricultores y Ganaderos	(Spain)

#### IFAP'S DEVELOPMENT COOPERATION COMMITTEE (DCC)

IFAP brings together farmers' organisations from both developing and OECD countries, in the DCC, a unique setting for exchanges on development work and capacity building. Since the year 2000, individual agri-agencies have been partners of the DCC, and supported the DCC agenda for priority setting by farmers' organisations.

Since 2003, AgriCord takes into account the conclusions from the DCC meetings. From the start in 2007, Farmers Fighting Poverty supported the "IFAP Recommendations for Eliminating Rural Poverty and Achieving Food Security". In 2010, this cooperation agreement is renewed.

#### FARMERS FIGHTING POVERTY STEERING COMMITTEE

A new "Farmers Fighting Poverty Steering Committee" will start in 2011, and formulate recommendations to the General Assembly of AgriCord. These recommendations cover the objectives, the priorities, the approaches and strategies of "Farmers Fighting Poverty". Members of the "Farmers Fighting Poverty" Steering Committee are representatives of farmers' organisations from developing countries.

On this basis, AgriCord will take guidance from different representative platforms of farmers' organisations in developing countries. These cover countries in West, East and Southern Africa, as well as in Asia and South America. The concept and approach of "Farmers Fighting Poverty" has been proposed to and discussed with IFAP, SACAU, ROPPA, AFA and EAFF.

### 1.3 ENHANCING SUSTAINABLE CHANGE

"Farmers Fighting Poverty" combines capacity building (work areas 1 and 2) with operations (work areas 3 and 4). This double focus enhances the sustainability of operations.

Farmer-to-farmer cooperation is based on longer term commitments by farmers' organisations in different parts of the world. It looks beyond the immediate projects and contracts, into effective and lasting improvements for farmers. Peer-to-peer exchanges between professionals, backed by their organisations, are stimulating and often lead to realistic solutions, reliable services, and sustainable results in general.

#### Farmers Fighting Poverty's impact on poverty in Benin

Source: Farmers Fighting Poverty - Evidence of Impact, 2009

FUPRO (the Benin national farmers' organisation) has been able to improve farmers' technical capacity in producing pineapples and their integration into the market chain. As a result of the improved services and local lobbying, FUPRO members have increased pineapple yields and higher market prices. Between 2006 and 2008, the average yields increased from 25 to 65-85 tons/ha. The percentage of export quality pineapples rose from 22% to 48%. With improved quality and better market linkages, the price farmers receive for their pineapples almost doubled. FUPRO also improved service delivery to its members growing rice and cassava. Cassava yields have improved from 15 to 35 tons/ha between 2006 and 2008; rice yields from 2.5 tons/ha to 6 tons/ha. Outreach 1,200 farmers.

Agricultural or trade will lead to more sustainable changes when policy makers listen to the legitimate voice of farmers. By diversifying their income and increasing the proportion of autonomously generated revenues, farmers' organisations can reduce their reliance on donor support and become more sustainable.

Through Farmers Fighting Poverty, policy-makers are structurally linked with and alert to the voices of the poor. This leads to pro-poor policies and strategies driven by farmers and their organisations - speaking for themselves - rather than by Government or by NGO's. Improving governance and focusing on inclusion (specific support to vulnerable groups) brings their viewpoints to the development process.

Farmers Fighting Poverty supports and monitors a number of cross-cutting concerns, which all have their influence on the sustainability of the activities: gender, financial management, environmental concerns.

#### 1.4 FARMERS FIGHTING POVERTY SHOWS CLEAR RESULTS

In terms of outreach (number of people participating in project activities) Farmers Fighting Poverty has involved 2.4 million participants in 2009, and some 4.8 million in 2007-2009. A survey of 7% of all participants indicates convincing evidence of income growth.

We collected stories from many farmers around the globe who witnessed the impact of the work of their organisations with the support from agri-agencies<sup>2</sup>. Through such stories, collected among the farmer members of participating organisations, we obtain a picture of the impact of Farmers Fighting Poverty.

Improved organisational capacity has a positive impact – Uganda  
Source: Evidence on Impact from Farmers Fighting Poverty 2009

In Mukono district, a group of farmers joined forces to store and sell rice in a warehouse receipt scheme. They received training and advice from the Uganda Cooperative Alliance (UCA). The farmers now store their rice in a common warehouse and decide themselves when they want to sell their harvest. They can take out loans against their warehouse receipts from a UCA-supported savings and credit association whenever they need to. The chair of the cooperative says, "The loans mean that we don't have to sell when the prices are low. Working together also means that we can get better prices. We are now also supplying rice to Makerere University, which is something that we never believed possible." The Area Cooperative Enterprise is a concept developed by the Uganda Cooperative Alliance which is now found in many districts of Uganda. The warehouse receipt system is increasingly important as farmers realise that the only way to participate effectively in larger markets is through increased volumes of high quality produce, available for sale at the right time.

The 2009 report "Evidence of Impact" has analysed a random selection of stories, and uncovered five emerging types of impact:

- income effects from increased agricultural productivity (access to inputs)
- income effects from improved marketing
- social empowerment through the organisation of farmers
- social empowerment through farmer-to-farmer exchange and exposure
- improved professional attitude by farm management training.

The 2010 report "Evidence of Impact" illustrates that farmers' organisations can bring technical innovations to farmers in different ways. Stories reflect impact through innovations in marketing, through savings and credit cooperative societies (SACCOs), through organic production and certification, through agroforestry, and through improved cropping techniques.

Other figures are equally convincing: between 2007 and 2008, participating farmers' organisations increased their membership by 18.8% (even by 24.9% in Africa).

In 2009, 65% of "Farmers Fighting Poverty" support went to organisations in Africa. Initiatives in fragile states such as Colombia, Congo DR and Palestine, were supported. In China and in the Arab world, organisations were contracted for their work on sensitive issues such as people's and particularly women participation and democratisation.

Farmers Fighting Poverty 2009: number of projects and expenditure per continent  
Source: Agro-Info.Net

	projects	expenditure (€)	relative amount
Africa	218	24.978.515	65%
Asia	48	3.414.241	9%
Latin America	75	5.957.301	16%
Eastern Europe, global, others	48	4.018.613	10%
total	389	38.368.670	100%

These 389 projects (2009) have been implemented by 187 farmers' organisations:

<sup>2</sup> See also two AgriCord reports, for 2009 and 2010, on "Evidence of Impact from Farmers Fighting Poverty", and annex 10 of "Farmers on the move – Farmers Fighting Poverty Activity Report 2009".

## Number of farmers' organisations supported, per continent and per type of service provided

Source: Agro-Info.Net

Africa	91	advocacy services	82
Asia	30	economic services	76
Latin America	57	mixed services	4
Others <sup>3</sup>	9	undefined	25
total	187	total	187

If we look at 53 farmers' organisations that were involved in complete profiling (see also 3.6), 18 of them became stronger<sup>4</sup> and 21 remained stable. The context of fast increasing membership probably explains this relative stagnation.

## Profiling results: six leading indicators 2007-2008

Source: Profiling, Agriterra M&amp;E department

(percentages)	1 representation	2 participation	3 accountability	4 strategic potential	5 professional capacity	6 gender
average score 2007	63.2	61.2	77.5	47.9	76.2	55.2
average score 2008	64.7	60.8	79.2	48.7	74.4	55.5
change	+2.5	-0.6	+2.1	+1.6	-2.4	+0.5

AgriCord noticed a genuine involvement of women in all the activities of the farmers' organisations. Until 2006, their share stagnated around 11%, nowadays (2009) 38% of all participants are women.

## Women see changes in their lives – Benin

Source: Evidence on Impact from Farmers Fighting Poverty 2009

The treasurer of Tikonna farmer association said that being involved with the association had given her a 'total life change'. She now dares to speak in public and knows how to organise meetings; her involvement as literacy trainer has boosted her confidence further. Her increased motivation and confidence have enabled her to stand as candidate in the village elections, with the full approval of her husband. Thanks to her higher income she can look after the education of the children, household hygiene and clothing better, and can afford to take her husband to the health centre when he is sick. She feels that her husband consults her more in crucial issues and that he appreciates her advice more than before. Another woman, a member from Tofo, reports increased motivation and energy resulting from joining a local farmers' group. She received credit for herbicides and support to improve her maize store. The increased motivation and economic advantages encouraged her to increase the size of her maize field and to employ labourers in peak times. She can decide herself how she spends her profits; most of it is invested in her children's education.

Being members of stronger farmers' groups has already visibly improved women's participation in local politics. Improvements in organised farmers' policy positions (generated in a more participatory way, and publicised more professionally) have, albeit not systematically, resulted in pressure for better rural policies at local or national level, or in more appropriate research agendas. They have also encouraged local government to be better accountable to the public.

The results mentioned prove that national organisations, as they reach out to their members and to the local level, can be successful. By building economic ventures from scratch, in Mali, or through the micro-projects of KENFAP in Kenya, the local level becomes more connected to the higher layers of the organisation. By virtue of this focus on grass-roots level 37% of our efforts contributed to poverty reduction, a figure that evolves according to plan and might reach in that way 59% by 2010.

Not only the number of participants was far higher than foreseen, but the value of project support per capita

<sup>3</sup> The regional emphasis of work of most agri-agencies is on sub-Saharan Africa. FERT and AGRITERRA also support organisations in the Mediterranean area and the Middle East (Morocco, Algeria, Tunisia, Lebanon, Palestine, Jordan). Most of the organisations SCC works with as part of Farmers Fighting Poverty are based in Latin America.

<sup>4</sup> For definitions, see "Farmers on the move, Annual Report 2009", p. 10.

transferred to this larger number of participants was also higher than foreseen. This was possible because of the higher commitment of agri-agencies and farmers' organisations in OECD countries.

## 1.5 THE WAY FORWARD

As Farmers Fighting Poverty moves into its second phase, a critical analysis has been made of how it can work better. A thorough understanding of the effectiveness of support given to farmers' organisations is vital to guide future investments supported by Farmers Fighting Poverty.

### LESSONS LEARNED

Developing country farmers' organisations have been questioned on development aid practices in general, and on the work of agri-agencies in particular<sup>5</sup>. The resulting feedback and lessons learnt are taken into account. The farmers' organisations expect

- more support for their "operations", not only for their capacity building. An increasing number of farmers' organisations have the capacities to act and to scale up services to farmers.
- more support for their economic activities and for vertical market integration initiatives. Farmers' organisations regret that donors seem to be risk averse and avoid support for producer organisations in their role as private sector actors.
- support for their own plans. Farmers' organisations appreciate that Farmers Fighting Poverty does not impose any "blueprint" for what they should do.
- support mechanisms in a long-term perspective.

### FUTURE APPROACH

An inventory of lessons learned from 3 years of "Farmers Fighting Poverty", involving external consultants and field missions, was organised 12 March 2010 as an open "mid-term performance review" meeting. Representatives of donor governments and IFAD participated. Subsequently, the conclusions were presented to representative platforms of farmers' organisations: the IFAP DCC, and the subregional platforms SCAU, AFA, ROPPA and EAFF.

Taking into account these lessons learned, as well as the conclusions of the 2009/2010 performance audit<sup>6</sup>, the main characteristics of Farmers Fighting Poverty's approach are:

1. focused: support is provided to membership based farmers' organisations only
2. demand driven: support to projects of the farmers' organisations themselves
3. two-pronged: funding (70%) is combined with advisory services (30%)
4. farmer-to-farmer: peer-to-peer work of farmers and farmers' organisations
5. flexible: timing, procedures, budgeting and reporting can be adjusted and take into account crises and changing circumstances.
6. comprehensive: support addresses specific deliverables, within the broad range of work areas of farmers' organisations, from internal organisational capacity to economic operations.

### ASSUMPTIONS AND RISKS

First assumption is that producer organizations, in OECD countries as well as in developing countries, are willing to participate in this joint initiative, including the definition of development needs in the South to be translated into fundable cooperation projects, to be supported by producer organizations and their agri-agencies in OECD countries. So far, this has being proven to be the case.

Second assumption is that back-donors will remain interested in funding "Farmers Fighting Poverty", which till

<sup>5</sup> Wennink, B., Heemskerk, W. and Nederlof, S. Improving Development Practices: The Producer's Perspective. Farmers Fighting Poverty: Producers' Organizations Support Program (Development Policy & Practice). KIT (Royal Tropical Institute), February 2009 - Amsterdam.

<sup>6</sup> Farmers Fighting Poverty Mid Term Performance Audit, Brussels, 12 March 2010.

now also has been the case. Yet, we still observe a major gap between available funding and the needs of farmers' organisations.

Risks are related to the lack of capacities of producer organisations in different aspects:

- hiring of competent and trained staff, and high turnover of staff
- working relations between elected farmers (leaders) and executive staff
- capacity to follow up an increasing number of important and "key" policy issues
- need to defend farmers' interest at different levels: ministries, major development programmes, private sector initiatives, and a need for priority setting
- difficulties for producer organisations to increase and diversify sources of income.

Risks also are related with maintaining the commitment of OECD partners and stakeholders, to listen to the producer organisations in developing countries, and to respond to their concerns and priorities. Indications are positive: AgriCord mobilises an increasing number of OECD producer organisations. On the other hand, the availability and willingness of producer organizations in developing countries to collaborate with their colleagues (in OECD and in developing countries as well) on issues of strengthening and capacity building, will be crucial and is under pressure. Other –more immediate- emergencies (trade issues, food crisis, price issues, climate change...) ask for their full attention.

## 2 FOUR WORK AREAS TO SUPPORT THE CAPACITIES AND OPERATIONS OF FARMERS' ORGANISATIONS

Farmers' organisations can be highly effective agents of poverty reduction via a series of advocacy and economic roles, but only if they are well organised internally, genuinely representative, and well embedded within the institutional fabric of the country. Their potential for poverty reduction, in proportion to their scale of operation as institutions, is huge.

Farmers Fighting Poverty supports farmers' organisations in four work areas, thus covering all potential demands from farmers' organizations:

1. Organisational strength and inclusiveness
2. Institutional development
3. Policy elaboration and advocacy
4. Business development

The categorization of the efforts in work areas allows expertise on these topics to be clustered and makes monitoring of activities more focused. Within each work area, a series of "deliverables" are defined (see chapter 4) in order to specify the outcome of the activities.

Agri-agencies promote an environment where farmers' organisations regularly meet and exchange experiences, generally organised by their representative regional (ROPPA, EAFF, SACAU...) or global (IFAP) organisations. Beyond the individual needs of farmers' organisations, such networking allows for joint priority setting and alliance building. In response, agri-agencies can consider concentration (on particular work areas of parts of work areas, on specific types of farmers' organizations...).

The four work areas cover both capacity building (work areas 1 and 2), as well as concrete operations (work areas 3 and 4).

### 2.1 WORK AREA 1 - ORGANISATIONAL STRENGTH AND INCLUSIVENESS

Farmers' organisations need active members who are informed, motivated and keen to participate. They must represent a substantial proportion of the farmers, both women and men, in their area of operation. A strong membership base gives farmers' organisations political and economic leverage and allows them to include the poor (although specific actions might be needed to allow them to effectively do so), and to transmit the genuine voice of the farmer.

A farmers' organisation supports vulnerable farmers – Guinea  
Source: Farmers Fighting Poverty - Evidence of Impact, 2009

Support for grassroots development in the Fédération des Paysans du Fouta Djallon (FPFD) has helped functional groups (dealing with, for example, the distribution of inputs) evolve towards real farmer associations. Group members are aware of duties and rights, and the empowerment of women to speak up in the groups has been especially impressive. The frequency and clarity of their speeches has made it acceptable to criticise how some group members and even the local government function. These particular women also said that being organised and having access to various training courses has helped them to manage their work better and improve investments in their households and farms. FPFD has 20,000 members, of whom 14,000 are women. During this seven-year support project, 800 farmers every year have followed a literacy and numeracy training programme. Technical training on potato production has reached 2000 farmers per year. The actual challenges of the FPFD are: to improve its financial self-sufficiency, to fund technical training over the years and to maintain its good level of governance.

Some farmers' organisations have a less active or balanced membership and need support to address the following sensitive issues:

- outreach and inclusiveness (vulnerable groups might need specific supportive measures, such as literacy programmes or tailored services and products, to bring them into the organisation);

- membership dynamics, motivation and how a group functions at grassroots level;
- involvement of members in internal policy-setting, and how information flows towards and from members.

This work area supports farmers' organisations to improve the way they consult their members and disseminate information, to widen their membership and to improve accountability. It also promotes actions to address the needs of women, young people and other vulnerable groups. And it strengthens other organisational aspects of farmers' organisations such as financial management, management of human resources, monitoring and evaluation.

## 2.2 WORK AREA 2 - INSTITUTIONAL DEVELOPMENT

Farmers' organisations need sound links with many public and private institutions, including government, line ministries, research institutes, major international development institutions, NGOs and the private sector. When farmers' organisations connect with these policy makers, service providers and funding agencies, they benefit from the competences of other stakeholders. And in turn the efficiency of institutions improves when working with farmers' organisations.

This work area helps farmers' organisations and other stakeholders to make these vital connections, using different strategies to create or consolidate a stronger institutional setting. Farmers' organisation representatives are trained in the using participatory methods to make the most of their mandated positions.

### Linkage for improved potato seeds – Niger

Source: Farmers Fighting Poverty - Evidence of Impact, 2009

In Niger, a mother of a household of 15 acquired improved potato seeds through a horticulture cooperative, FCMN-NIYA. The cooperative convinced FAO to import improved tubers, which had been introduced to members of the cooperative in a farmer-to-farmer exchange.

By using the improved seed potatoes, her harvest has more than doubled. Twenty kilos of unimproved potatoes would give a maximum harvest of 250 kg. But 20kg of improved seed potatoes can yield up to 543kg. The woman can therefore feed her household and have potatoes left over to sell. With the increased income she repaid the debts she incurred during the food crisis and has been able to buy basic food reserves to use in future emergencies. Having access to direct information and exchange between farmers has supported a quick adaptation process for farmers and has motivated the cooperative to negotiate with FAO.

## 2.3 WORK AREA 3 - POLICY ELABORATION AND ADVOCACY

Most farmers' organisations lobby on behalf of their members, but these activities can be scaled up. Farmers can be more closely involved in the lobby agenda (this might require increased awareness), and can be encouraged to take part in the analysis and design of policy positions and advocacy strategies. Better coordination with other stakeholders will also broaden support for the farmer-led lobby agenda.

### The Zambia National Farmers' Union (ZNFU) successfully lobbies for policy change

Source: Farmers Fighting Poverty - Evidence of Impact, 2009

The support provided in 2006-2008 to ZNFU was comprehensive: covering market access, training in micro-finance and improved access to agricultural inputs etc. During this period, the membership of ZNFU increased from less than 6,000 to more than 9,000. And lobbying activities have resulted in the government increasing the number of farmers who benefit from the national fertiliser support programme (from 70,000 to 200,000 smallholder farmers). The amount of subsidy also increased from 72% to 82%. Other important activities included strategic collaboration with organisations to foster conservation agriculture, and taking part in various regional and international trade agreement discussions.

## 2.4 WORK AREA 4 - FARMER LED ECONOMIC ACTIVITIES

Farmers are often isolated physically, economically and institutionally from services, inputs, markets and innovations, but farmers' organisations can break this isolation. They can provide members with services or help them establish new services themselves. They can also improve links with existing service providers, and access to markets and innovations. The development and improvement of agricultural services increases productivity and may create rural employment.

This work area supports farmers' organisations to envision, develop and undertake economic initiatives of various types, because such initiatives have a direct and immediate impact on farmers' incomes. The process of establishing or strengthening farmer-led businesses requires analysis of the needs of the farming members and the markets for their products; a bankable business plan; and links to financial and other service providers.

A cooperative in Kenya responds to changing conditions

Source: Farmers Fighting Poverty - Evidence of Impact, 2009

The Mavindi cooperative in South-Eastern Kenya was formed in 2002 to improve the production and marketing of cotton, but the cotton sub-sector was already in decline. Active membership shrank to 69 (51 men and 18 women) and the cooperative could no longer provide inputs. Many farmers' children went to work in town, and parents became dependent on their remittances. Support to the cooperative started in 2006 with a reflection between the farmers. Options were limited: the area is regularly affected by drought, so the cooperative decided to explore the collective marketing of mangoes.

Intensive seminars and a market orientation visit to fruit exporters and processors in Mombasa took place over a period of more than eight months. One exporter offered a price of ten shillings per mango, seven shillings more than the price paid by local middlemen. Unfortunately, only ten farmers had maintained their trees to the required standard, so the cooperative supported extension services to maintain the trees. In 2007, 46 more farmers managed to sell to the exporter and in 2008 another 158 farmers joined. One member expects to earn 300,000 shillings (roughly 2,850 Euros) in 2008 from mangoes, a more than seven-fold increase compared to the 40,000 shillings (380 Euros) he earned in 2007. He said, "I did not realise that a farmer can earn more than people who are employed in the big cities. I am now better off than many people there." This project reaches 200 primary cooperatives in 15 districts in Kenya.

Farmers' organisations serve their members by disseminating ideas, research findings, appropriate technologies, and advice on production and markets. Their layered structure allows them to spread knowledge over wide areas at grassroots level, and local cooperatives and sub-national unions are ideally placed to increase farmers' economic productivity and entrepreneurship. Apex farmers' organisations can guide and support the process of business development.

Where markets and governments do not intervene or where their effectiveness is limited, farmers' organisations facilitate and/or organise the supply of services such as credit, market information and agricultural inputs. They can also link farmers with markets and help integrate them into the market chain.

### 3 FARMER-TO-FARMER COOPERATION: DISTINCTIVE FEATURES

#### 3.1 OWNERSHIP BY FARMERS' ORGANISATIONS

Support is only provided to legitimate and representative farmers' organisations, on the basis of project and business proposals as developed by the organisations themselves. They may use different sources of advice, but in the end they formulate their own solutions, appropriate for their particular context. Farmers Fighting Poverty, acting via agri-agencies, supports them throughout the process. The "project cycle" is demand-driven.

In 2009, 187 farmers' organisations from more than 60 developing countries participated in Farmers Fighting Poverty, and implemented, with the agri-agencies, some 389 different projects.

Support is tailored not only to the exact demands of the farmers' organisation but also to their existing capacity. It is possible to support new or starting organisations, to improve their capacities, and later focus more on their advocacy role and their economic activities. Support is fully customised and, for economic activities and investments, business plans and feasibility studies are required.

#### 3.2 GOVERNANCE AND STEERING BY FARMERS' ORGANISATIONS

##### GOVERNANCE

Farmers Fighting Poverty is managed by AgriCord, a network of 7 agri-agencies. These 7 agri-agencies have a mandate from the farmers' and rural people's organisations in their own countries. Farmers Fighting Poverty is currently backed up by farmers' organisations in 9 OECD countries: Belgium, Canada, Finland, France, Italy, Netherlands, Portugal, Spain and Sweden.

##### STEERING

At the global level, and since the start in 2007, "Farmers Fighting Poverty" has been consistently linked to IFAP, and in particular to the "IFAP (15) recommendations for eliminating rural poverty and achieving food security". The IFAP DCC has been supported by AgriCord for its regular consultations with farmers' organisations in developing countries, on their priorities for capacity building. The conclusions of these farmer meetings provide guidance to the work of AgriCord.

At the regional/subregional level, Farmers Fighting Poverty has supported different platforms of farmers' organisations. This allowed for regular and frequent consultations, with different agri-agencies, on the needs and priorities of farmers' organisations in each region.

Supranational farmers' organisations, supported by Farmers Fighting Poverty 2007-2009

Source: Agro-Info.Net

	<u>organisation</u>	<u>Agro-Info.Net project number</u>
Africa	EAFF	5524 5303 5356 5132
Africa	ROPPA	5328 5143 5032
Africa	SACAU	5410 5051
Africa	Panafrican Platform	5259
Asia	AFA	5284
Latin America	COPROFAM	5241
Global	IFAP	4973 4837

From 2011, as indicated (§ 2.3), a new "Farmers Fighting Poverty" Steering Committee, will formulate recommendations to the General Assembly of AgriCord, on the objectives, the priorities, the approaches and strategies of "Farmers Fighting Poverty". Members of the "Farmers Fighting Poverty" Steering Committee are representatives of farmers' organisations from developing countries only.

### 3.3 PEER-TO-PEER POLICIES AND PRACTICES

Farmers 'speak the same language'. Advisors who are themselves part of the farmers' world provide advice based on an appreciation of the realities of that world, and of the absorption capacity of farmers' organisations and their members. Our experience is that farmer-to-farmer exchanges can generate inspiring new ideas, and can change the attitudes of individual farmers.

#### The added value mobilised by agri-agencies

Source: Royal Tropical Institute, *Improving Development Practices: The Producers' Perspective*, 2009, page 22 (edited)

Farmer leaders see another feature that is unique to agri-agencies and their way of operating: agri-agencies are rooted in the agricultural sector and they know through experience what farmer and producer organisations are about and the challenges they face. Agri-agencies consider agriculture to be more than just a practice: it is also a profession. They do not use blueprint approaches, but take a pragmatic approach. As one farmer leader said, 'They allow us to make errors and learn from it.' Agri-agencies also invest in long-term relationships, which may have their ups and downs, and this ensures continuity of projects and programmes.

Farmers' organisations can call upon advisory services at any time. Experts come from farmers' organisations, including agri-agency staff. Often, these exchanges are part of longstanding partnerships between the farmers' organisations involved. Farmers Fighting Poverty promotes linkages between OECD farmers' organizations and their colleagues in developing countries, as well as cooperation between organisations from developing countries. AgriCord also relies on "external" consultants (from outside farmers' organisations), and builds alliances with organisations that complement its expertise. Advice can be sought on any of the work areas and cross-cutting areas. Advisory services are provided either directly in missions, in the form of desk work, or by continued presence in the field.

#### Participants in advisory missions

Source: Agro-Info.Net

	2007	2008	2009
AgriPool farmer experts	110	169	293
agri-agency officers	80	139	164
consultants	51	67	69
events (participation developing countries)	18	152	149
others (students etc.)	2	5	14
total	261	532	689

Farmer-to-farmer contacts are particularly effective in organisational and institutional development processes: the "organisational" challenges are often similar, and the discussion on specific conditions (political, social, economic...) generates ideas and appropriate solutions. Solving problems with the help of peers is a motivating and stimulating process.

#### Agri-agencies are not the same as NGOs

Source: Royal Tropical Institute: *Improving Development Practices: The Producers' Perspective*, 2009, page 27 (edited)

"Farmer leaders often compare support from agri-agencies to support provided through NGOs. Agri-agency support is specific because of its farmer-to-farmer approach. And agri-agencies support the actual development of farmers' organisations, whereas agricultural sector policies and programmes often stop short of this. Farmer-to-farmer support is considered particularly useful in its South-South form (i.e. similar contexts and challenges, partnerships with linked-minded organisations etc.). As for organisational strengthening, support to establish reliable financial accountability systems is considered essential, as it allows financial support to be mobilized from other sources."

### 3.4 LONG-TERM COMMITMENTS

Institutions develop gradually, so predictable aid flows enable them to take optimal decisions and development paths. Agri-agencies, as part of the farmers' organisations themselves, are well aware of these development

paths. The existing “natural” networking between the representative organisations of farmers is a favourable environment for long-term commitments.

Agri-agencies promote long-term relationships with farmers’ organisations, as reflected in collaboration agreements covering a number of years and, where possible, in multi-year contracts. Permanent working relationships with farmers’ organisations often include advisory services, not necessarily linked to specific projects. Such long-term commitments further contribute to a solid partnership, better coordinated aid, coherence between interventions and the opportunity to learn and flexibly adapt over a period of years.

#### Development practices: the farmers’ perspective

Source: Royal Tropical Institute: Improving Development Practices: The Producers’ Perspective, 2009, page 19 (edited)

Several farmers’ organisations have long-standing relationships with agri-agencies, and farmer leaders state that support from agri-agencies goes beyond mere funding. It is distinguished by its emphasis on ownership (strategic plans and projects are formulated by the organisations themselves), quality and mutuality; and links between farmers’ organisations in both the North and the South provide learning opportunities. Furthermore, several farmers’ organisations appreciate that agri-agencies increasingly coordinate support among themselves and with other donors and development partners.

Most importantly, Farmers Fighting Poverty also promotes permanent and structural cooperation of farmers’ organisations with institutions and organisations needed for a country’s development. Where feasible, market chain development, credit intermediation and input supply are institutionalised, thus contributing to their sustainability. The policy of complete transparency in the management of project applications and project execution, based upon Agro-Info.Net, also contributes to sustainability.

### 3.5 REPRESENTATIVE FARMERS’ ORGANISATIONS WITH SOLID ROOTS

Farmer-to-farmer cooperation goes between organisations that are legitimate, membership-based, and that genuinely represent farmers and their interests.

Agri-agencies support farmers’ organisations at the level where the action takes place. Economic initiatives are usually taken at grassroots level. More impacting business initiatives can surge from provincial or higher levels of the organizations, or by the association of farmers form a region or even the country. Advocacy is done by higher-level federations.

#### National relevance of lobbying

Source: Royal Tropical Institute: Improving Development Practices: The Producers’ Perspective, 2009, page 18 (edited).

Farmer leaders feel that agri-agencies emphasise organisational capacity strengthening at national level, particularly for lobbying and advocacy. In fact, national policies (e.g. in Zambia) and innovative concepts and approaches - also introduced by agri-agencies (e.g. with CIFA in India) - are more and more based on value chain and agri-business development approaches. Furthermore, many national producer organisations have commodity-based farmers’ organisations among their grassroots members. This would require, according to the interviewees, a reorientation of capacity strengthening of their organisations to enhance grassroots economic development.

The national standing of a farmers’ organisation is important, as this is where political leverage can be brought to bear; national organisations also form the basis for regional and international links. In the long term, the national level should coordinate the support (often provided by several different donors) to lower levels of farmers’ organisation. A truly legitimate national or intermediate farmers’ organisation will be strongly connected both to local groups and to wider federations.

Support to farmers' organisations at different levels (2009)

Source: Agro-Info.Net and "Farmers on the move – Activity Report 2009"

	project intervention level	organisation level of operations
grassroots	123	20
intermediate	91	60
national	114	193
supra-national	22	16
others	39	100
total	389	389

However, sub-regional or international networks or platforms of farmers' organisations are generally not eligible for direct funding: instead, support is usually given to individual farmers' organisations, even for joint activities. Exceptions can be made on the basis of a temporary role for a network supporting individual farmers' organisations, and when a clear mandate is given to the network by constituent organisations.

### 3.6 FARMER-SPECIFIC MAPPING AND PROFILING TOOLS

At country level, support under the Farmers Fighting Poverty is based on a solid understanding of the specific farmers' organisation's dynamics. Each agri-agency listens to and has regular consultations with the farmers' organisations it is supporting in a country. A "mapping" of organisations is useful where basic information is lacking.

At organisation level, very similar methods are used by different agri-agencies to assess the strengths and weaknesses of farmers' organisations. Farmers Fighting Poverty introduced and promotes the use of a joint "profiling" method.

#### MAPPING

When starting work in a new country or when no information has yet been compiled, the situation of farmers' organisations is "mapped". Mapping provides background information on the representativity of the different farmers' organisations, on their position and role in the local and wider policy environment, and on the relevance of their initiatives. This information is later regularly updated to enable farmers' organisations and agri-agencies to make informed strategic choices.

End of 2009, 39 mappings were completed or planned: 20 in Africa, 13 in Asia, 3 in Latin America, 3 in Eastern Europe. Recent mappings covered Bangladesh, Cameroon, China (Yunnan), Eritrea, Ghana, Kyrgyzstan, Madagascar, Nigeria, Tajikistan, Turkmenistan and Uzbekistan (2008), Tanzania, Burkina Faso, Albania, Macedonia and Mali (2009).

This information is also completed with other information, relevant for the activities of farmers' organisations: agricultural and trade in the country, third party evaluation reports, internal assessments, legislation, etc. AgriCord has started a country-by-country database. The information is available to the farmers' organisations themselves, or with their approval.

#### PROFILING

Project outcomes are monitored by profiling the farmers' organisations involved (see 1.4). This exercise entails evaluating strengths and weaknesses on the basis of a number of indicators. Data are collected both directly by agri-agencies and with participation from the organisations<sup>7</sup>. Besides showing the evolving strengths and weaknesses for any given organisation, the profile is the basis on

<sup>7</sup> Annex 9b of the "Farmers on the move – Farmers Fighting Poverty 2009 Activity Report" gives the explanation of the leading indicators of profiling. For each indicator, information for 6 to 15 lagging indicators is registered.

which a farmers' organisation can build its further organisational development. The indicators used cover eight areas:

1. Representation	extent and relevance of external relations and alliances with other stakeholders
2. Participation	degree of involvement of farmers in policy and decision making
3. Accountability	leaders report to farmers – farmers control the organisation
4. Strategic potential	capacity to pursue long-term goals in service provision and strategy development
5. Professional capacity	expertise and implementation capacity
6. Gender	women membership, participation and involvement in external relations
7. Income diversification	ability to generate own income compared to external resources
8. Representativity	membership base within the potential and relevant farmers' constituency

The first six are presented in the form of a polygon or spider map. A well-balanced organisation will produce a regular hexagon. Successive profiles can be superimposed on a baseline profile, and changes can easily be seen in terms of the polygon's changing shape.

In 2007-2009, 133 profilings were realised. The results of all performed profilings are available on Agro-Info.Net<sup>8</sup>. For 50 farmers' organisations from Africa, Latin America and Asia, we have information for 2 recent years:

Profiling results: six leading indicators, regional breakdown of changes 2007-2008						
Source: Profiling, Agriterra M&E department						
(percentages)	1 representation	2 participation	3 accountability	4 strategic potential	5 professional capacity	6 gender
Africa (20 organisations)	-0.5	-4.3	+3.8	+5.0	-3.8	+1.1
Latin America ( 16 organisations)	+1.6	+3.0	+0.6	-4.8	-2.2	+0.4
Asia (14 organisations)	+4.5	-0.9	+2.4	+5.2	-1.4	-1.5

For Africa, the relative increases in accountability and strategic potential stand out, but we observe decreases in participation and professional capacity. For Latin America we see an increase of 3.0% in participation, but a decrease in strategic potential of 4.8%. Asia shows increases on representation and strategic potential.

"Organisational profile" reports are available for most of the farmers' organisations involved. A profiling report typically has the following content:

- country indicators
- programmes and services
- membership and member characteristics
- systems and procedures
- needs of the organisation.
- organisation indicators and description (goals, strategy)
- structure and leadership
- resources
- networks and linkages

Through mapping and profiling activities, farmers' organisations and agri-agencies establish and maintain clear communication channels: it has been observed that the growth processes of a farmers' organisation are improved by constructive and open dialogue, with the supporting agri-agency.

### 3.7 FARMER-TO-FARMER COOPERATION HELPS TO HARMONISE AID

Farmers Fighting Poverty contributes to increased aid effectiveness, through (a) its direct support to the plans of the local farmers' organizations, (b) the long term commitments, (c) its transparent and predictable aid flows, (d) the pooling of experience from farmers' organisations and agri-agencies from different countries, (e) the streamlining of aid flows from different backdonors, and the increased capacities of farmers' organizations to deal with aid flows from different origins.

Effective coordination and harmonisation between donors and farmers' organisations allows donors to improve the quality of aid. Farmers' organisations regularly ask agri-agencies to facilitate their relations with

<sup>8</sup> [www.agro-info.net](http://www.agro-info.net) > organisations > organisational data.

donors, to make funding contracts more effective, efficient and appropriate. Agri-agencies also facilitate the access of farmers' organisations to existing networks and donor groups with whom agri-agencies have structural links.

As well as this direct support to improve aid flows, agri-agencies contribute indirectly in various ways. Indirect support includes enabling farmers' organisations to design a professional strategic plan in which donors can invest, or carrying out profiling and country mapping exercises, so they can better visualize farmers' organisation dynamics in the country under consideration. A farmers' organisation might later share the results with donors to help coordinate aid flows. Another example of indirect effect on aid flow is when farmers' organisations are helped to increase their influence in emerging commodity-chains in developing countries, which are often supported by other donors.

Farmers' organisations working with many different development partners

Source: Royal Tropical Institute, *Improving Development Practices: The Producers' Perspective*, 2009, page 27.

"The majority of the national farmers' organisations have developed relationships with a wide array of development partners, leading to financial and technical support through projects, each of them often with their specific requirements. Agri-agencies are among the first partners who engage in support projects. More recently agri-agencies have improved the coordination of their project support, which is seen as a step forward in harmonising support activities. In that respect agri-agencies are considered by farmers' organisations to be front-runners.

Experience suggests that strategic plans for organisational development facilitate the design of support projects and their alignment with an organisation's policies and procedures. The support from agri-agencies for developing strategic plans is therefore much appreciated by farmers' organisations.

Finally, the effort made by a growing number of agri-agencies and farmers' organisations in OECD countries, to participate in AgriCord and to join efforts for "Farmers Fighting Poverty", contributes to more efficient development aid. This collaboration is structured and formally recognised: AgriCord is legally registered as a non profit organisation in Belgium since 2003, has members from 9 OECD countries: Belgium, Canada, Finland, France, Italy, Netherlands, Portugal, Spain and Sweden, and has ODA-status with the OECD<sup>9</sup>.

Learning processes between agri-agencies are core business within AgriCord, at Board and Project Committee level. Inputs, recommendations and comments from farmers' organisations are taken into account by agri-agencies as an ongoing exercise, with the aim of harmonising their interventions and improving the quality of their support.

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<sup>9</sup> OECD list of international organisations, whose received core contributions may be reported as official development assistance (ODA), <http://www.oecd.org/dataoecd/36/16/31724727.pdf>, AgriCord is nr. 21047.

## 4 DELIVERABLES, WORK AREAS AND CROSS-CUTTING CONCERNS

### 4.1 "DELIVERABLES" FOR PERFORMANCE-BASED MANAGEMENT

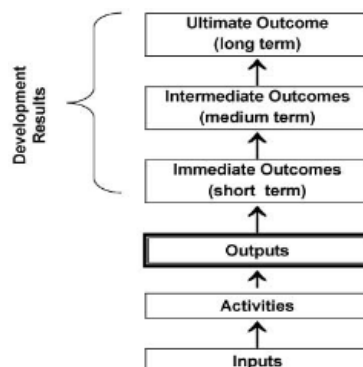
From the practice of working with farmers' organisations in recent years, and from their demands for support, Farmers Fighting Poverty has crystallised the essential characteristics of an effective farmers' organisation into "deliverables", for each of the four work areas of Farmers Fighting Poverty.

A deliverable is defined as "a short-term immediate outcome of a project". A deliverable makes clear what capacity or what operation the farmers' organisation will realize through the project/contract. Deliverable 3, for example, states that the farmers' organisation operates appropriate budgeting and accounting systems to provide correct, timely and transparent financial information. This can be confirmed and verified by examining financial information provided by the organisation, and is expected to be sustained after the project is over.

Deliverables reflect the core business of Farmers Fighting Poverty. In each contract, one or more deliverables, from the same set, are defined. This makes clear what is expected of the farmers' organisation and the agri-agency.

The overall logframe of Farmers Fighting Poverty (annex 1) is presented in three parts. Annex 1a gives the development aim and programme purpose, as linked to the 4 work areas and their 17 deliverables. Annex 1b specifies the deliverables, including the cross-cutting concerns.

In the sequence of the OECD-DAC results chain<sup>10</sup>, a deliverable is the short-term immediate outcome of a project: in this case, a change that is directly attributable to a contract under the Farmers Fighting Poverty strategic framework.



#### TWO-PRONGED OUTPUTS AND DELIVERABLES

The deliverables, as defined in Farmers Fighting Poverty (see 4.2), focus on the competences of farmers' organisations. When a strong farmers' organisation provides effective services (input supply, extension, marketing...) to members, farmers can achieve better results in terms of yields and farm production. The contract deliverables therefore have two-pronged outcomes:

- the organisation delivers better services and becomes stronger (as expressed in the profiling results)
- farmers increase their income.

At the ultimate long term impact level, the two outcomes will reinforce each other

- stronger organisations, with increased turnover and efficient business activities will become sustainable and influential in their sector
- better yields, increased farm production and incomes will contribute to food security, reduced poverty in rural areas and more democratic distribution of incomes at a broader scale.

<sup>10</sup> A results chain is the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, reach is part of the results chain. (OECD/DAC *Glossary of Key Terms in Evaluation and Results-Based Management* 2002)

By making a distinction between these two aspects of outcome, we demonstrate the added value of working through farmers' organizations. Farmers Fighting Poverty therefore includes monitoring of the competences of farmers' organisations (as project deliverables), as well as the farmers' income and food security (as cross-cutting concern).

#### 4.2 THE FOUR WORK AREAS AND THEIR DELIVERABLES

Farmers Fighting Poverty is comprehensive: it covers the whole range of capacity-building needs and operations of farmers' organisations. These are clustered into four work areas, as explained in chapter 2, each of which covers a set of specific deliverables<sup>11</sup>:

##### Deliverables for work area I Organizational strength and inclusiveness

1. Farmers' organisations' policies and strategies prepared with members' participation
2. Well-managed human resources and adequate facilities
3. Good financial management and transparent information
4. Democratic governance and active and informed members
5. Well-functioning local farmer groups
6. Empowerment of youth, woman and specific vulnerable groups

##### Deliverables for work area II Institutional development

7. Influential partnership positions with relevant stakeholders
8. Formal institutional cooperation with public and private decision-making bodies

##### Deliverables for work area III Policy elaboration and advocacy

9. Strategic positions on policy decided in participatory way
10. Positions with other organizations of family farmers on food security
11. Communicates on policy positions
12. Policy positions in national strategy documents

##### Deliverables for work area IV Farmer-led economic development

13. Fair access to land, water, credit and other resources for members
14. Improved services to increase members' agricultural production
15. Improved processing services for members' production
16. Improved product marketing
17. Development of farmer-led rural enterprises services.

Every project contributes to one or several of the deliverables. For each deliverable, measurable targets are defined and monitored. Annex 1c gives the measurable targets (outputs) for each deliverable.

##### Example of a deliverable (in work area 2) and related output(s)

	deliverable	output	verification
Work Area 2: Institutional development	7: The FO has positioned itself strategically in the external environment in its own country and abroad, and is networking with other organisations. It has built visibility for increased credibility and influence.	<ul style="list-style-type: none"> <li>- FO is an official member of local/national policy organizations and participates in meetings</li> <li>- FO participates in international policy meetings</li> <li>- FO has internet access and web site</li> </ul>	<ul style="list-style-type: none"> <li>- Accredited participation in local/national meetings</li> <li>- Accredited participation in international meetings</li> <li>- Internet access/web site operational</li> </ul>

It allows us to learn and capitalize, together with the farmers' organisations, the experiences in each work area. Work areas and deliverables also are a management and organisational tool to improve quality and efficiency.

<sup>11</sup> Deliverables are summarised in this paragraph. For full details, see annex 1b.

### 4.3 CROSS-CUTTING CONCERNS

Farmers Fighting Poverty recognises that a number of cross-cutting concerns also need attention if farmers and their organisations are to benefit “holistically” from the support provided. In every project, information is gathered, on the basis of a questionnaire, for each of the following concerns.

- (1) **Farmers’ income and food security**  
Information related to yields, production, sales, income... as related to project activities. Availability of food. Changes in living conditions.
- (2) **Gender equality and empowerment of women**  
Special attention has been given to the inclusion of women in every project during the 1<sup>st</sup> phase. Participation of women has increased from 11% to 38%. This effort will be sustained, and broadened to include aspects such as participation of women in senior management and direction.
- (3) **Financial management**  
Sound financial management proved to be the cornerstone of accountability towards internal and external stakeholders, combined with strict funding procedures but also allowing for flexibility in funding modalities.
- (4) **Environmental sustainability**  
Joint commitment of farmers’ organisations and agri-agencies for systematic inclusion of environmental concerns, sustainable farming practices and natural resource management, and use of energy.

Three other cross-cutting concerns refer to approaches which are specific within Farmers Fighting Poverty:

- (5) Farmer-to-farmer cooperation
- (6) Sharing knowledge and innovation
- (7) Planning, monitoring and evaluation.

AgriCord therefore will monitor the achievements on gender, financial management and (environmental) sustainability, in all projects, with every farmers’ organisation involved.

AgriCord and the agri-agencies, for the sake of improving their services, and focusing on their specific added value, will pay special attention to the effectiveness of farmer-to-farmer cooperation in projects, to the role of farmers’ organisations in effective dissemination and sharing of information and knowledge, and to innovation.

Monitoring and evaluation are based upon Agro-Info.Net, to keep track of outputs and outcome, at project level in the first place. Agro-Info.Net has proven to be a reliable and transparent PM&E tool. Improvements are needed, for instance to apply an audit track on the registered information for tracing the displayed information back to the original sources and confirm its accuracy and trueness.

## 5 MONITORING AND EVALUATION

Farmers Fighting Poverty focuses on outputs and outcomes in terms of strength of farmers' organisations. But most activities typically have two-pronged outputs and outcomes, on the one hand they improve the performance of the farmers' organization, and on the other hand they improve the situation of the member farmers (income, food security...). Both aspects are taken into account.

Monitoring and evaluation takes place at the following levels:

1. the project (output and outcome of project activities)
2. the farmers' organisation (overall strengthening)
3. the farmer households (impact on food and livelihood security)
4. the agri-agencies (quality of cooperation).

### 5.1 OUTPUT AND OUTCOME OF PROJECT ACTIVITIES

Standard project monitoring covers information of the project inputs, activities and their outputs as defined in the logical framework. Quantities and expenditures are recorded in interim and annual reports. Reporting is jointly done by the farmers' organisation with the supporting agri-agency, using Agro-Info.Net. This means that specific project reporting is required. However, the intention remains to move away from specific project reporting (bureaucratic and time consuming), and to take the annual report of the farmers' organisations (standardized, audited) as the basis for project monitoring.

When a project is being prepared and considered for support, a link is established between the proposed activities and one or several relevant deliverables (cfr. 4.2 and annex 1c). These relevant contract deliverables measure the main expected changes (immediate outcomes) of improving organizational performance. The implementing farmer organization and the supporting agri-agency will report on the contract deliverables both at the beginning of the project (baseline) and annually as well as at the end of the project, so that attribution of the project achievement at the end can be fairly established.

Data on cross-cutting concerns (gender, financial management, environmental sustainability...) are also compiled, from all relevant projects. This will provide information about how Farmers Fighting Poverty works, and the extent to which it can make a positive difference on each of these concerns.

For each work area, deliverables from different projects are aggregated annually, to provide evidence of increased farmers' organisation capacities and relevant farmers' organisation operations.

At the outcome level of the project, deliverables are monitored in two steps by the farmers' organisation with the supporting agri-agency:

1. the report quantifies results for a set of quantitative indicators (project targets);
2. the report includes a qualitative judgment and description – written by the farmers' organisation with the supporting agri-agency - on how these outputs contribute to the relevant deliverable(s).

To what extent the project has improved the farmers' situation (outcomes in terms of income, food security...) is monitored by story harvesting (see 5.3).

### 5.2 MONITORING THE STRENGTH OF FARMERS' ORGANISATIONS

A strong farmers' organisation (as defined under Farmers Fighting Poverty) has relevant capacities in eight organisational fields, as presented in 3.6 before. And we refer to 1.4 for some key available results from profiling.

Farmers' organisations that are regularly supported by agri-agencies (amounting to some 60 farmers' organisations worldwide) are profiled once a year. Examining the results allows the agri-agencies to compare organisations and see which are growing stronger. The results also shape the internal strengthening processes of farmers' organisations, and contribute to their overall credibility. Indirectly, profiling results also reflect the success or failure of the support provided.

A manual<sup>12</sup> gives the methodology and instructions for the profiling of a farmers' organisation. The manual covers the different capacities to be analysed, the way data are collected, and the significance of the different leading indicators. The manual also provides guidelines to collect basic information on the country, and to determine some key financial indicators for the organisation.

Considering the high number of farmers' organisations supported (145 in 2008, 187 in 2009), it is not possible to profile all. Priority is given to farmers' organisations involved in an (expected) longer term partnership with an agri-agency. In 2008, 69 producer organisations were profiled, and 62 in 2009. More than 40 organisations are expected to be profiled in 2010.

### 5.3 MONITORING IMPACT AT FARMER AND HOUSEHOLD LEVEL

Story harvesting provides information on the impact at the individual farmer and household level. The experiences of individual farmers are collected in a systematic format and the validity of the information for general membership is confirmed.

Through story harvesting, Farmers Fighting Poverty reports on the effects of its activities on institution building and farmers' livelihood security. Some of these effects are direct, such as vertical integration of farmers in the market; some are less tangible, such as strengthened horizontal rural safety nets, or better downward accountability of governments, and clearer information channels at grassroots level.

AgriCord produces an annual report "Evidence of Impact", based on stories harvested from roughly one-sixth of the farmers' organisations supported. The reports 2009 and 2010 are available and include a presentation of the impact per farmers' organisation, the most important lessons learnt, and emerging themes.

Cases presented in the 2009 report illustrate that working through farmers' organisations has specific advantages for farmers:

- a wider and faster outreach: better chances for the farmer to be involved, including grassroots level
- more effective and more sustainable linkages (to external support, to markets, to research)
- better access to cheaper inputs
- more exchanges with other farmers
- favourable investment climate
- better government services
- better market information.

Cases presented in the 2010 report showed five emerging themes, relevant for farmers' income:

- access to markets (the marketing process as well as physical facilities)
- the success and relevance of SACCOS (savings and credit cooperative organisations)
- organic production and certification
- agro-forestry
- technical innovation in production (irrigation, storage...).

Such evidence is based upon external evaluations in approx. 1/3 of the cases, while the remaining cases reflect an internal self-evaluation by the farmers' organisation or the agri-agency. Many of the stories are harvested by farmer leaders, farmer members or managers of farmers' organisations. While the validity of the cases for the general membership should be confirmed in the future, they can give a good picture of the effects on household level and especially on the way changes came about. Farmers' organisations and agri-agencies are

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<sup>12</sup> Producer Organisation Profiling: Manual to the Quantitative Analysis, Agriterra, 2010.

aware that impact cannot always be scientifically attributed to a specific activity or project. Therefore, the process of evaluation includes an in-depth dialogue between agri-agencies and the farmers' organisations. Impact evaluations on the livelihood of farmers are shared within the different thematic work areas of AgriCord.

#### 5.4 MONITORING THE QUALITY OF OUR COOPERATION

AgriCord monitors the quality of support delivered to farmers' organisations. The aim is to assess the added value of the support as delivered through Farmers Fighting Poverty.

Quality refers to:

- the transparency of the management of Farmers Fighting Poverty, for all stakeholders. They have access to all relevant information via Agro-Info.Net.
- the "farmer" ownership of its objectives, priorities, approaches and strategies, which is a complementary responsibility of
  - the national OECD farmers' organisations, through the General Assembly of AgriCord, in charge of the management of Farmers Fighting Poverty
  - the developing country farmers' organisations, through the Steering Committee of Farmers Fighting Poverty, which formulates recommendations to AgriCord.
- the working relation between agri-agencies and farmers' organisations, including mutual reaction to critical questioning, which is monitored through project level missions and regular customer satisfaction assessments.
- the accountability towards the back-donors, which is monitored through the Agro-Info.Net reporting system, and the quality of narrative and financial reporting.
- the appropriate financing according to development stage of the organisation ensured by Project Committee guidelines and organisational screening;
- the relevance and quality of the advisory services provided, which is monitored by systematic mission feedback by farmers' organisations and by advisers. The level of motivation and dynamics the advisory process has contributed to, which is monitored by agri-agency liaison officers and project management teams.

External evaluations into different quality aspects of Farmers Fighting Poverty were carried out in studies commissioned by DGIS/CIDA<sup>13</sup> and SIDA<sup>14</sup>. Recommendations state that

- "overall, the Farmers Fighting Poverty does clearly add value for the producer organisations supported and their constituencies. The fact that much of the support is directed towards organisational strengthening of the producer organisations to improve their general performance is increasingly uncommon within development assistance, but highly required for capacity development. Such support may prove an important determinant for long term organisational and institutional survival of these local networks and their ability to expand and influence local and national policy making in order to serve their constituencies better.
- The most crucial point of attention for Farmers Fighting Poverty at this point would be to continue to demonstrate exactly how Farmers Fighting Poverty specific interventions collectively and in combination from local to national and international levels lead to observable synergies across the board.
- At the same time, Farmers Fighting Poverty should persist with its focus to support and ensure proper institutional backing at relevant international levels through ongoing collaborations as well as new partnerships with other well positioned international institutional actors and donors."

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<sup>13</sup> MDF Consultants and BDO Auditors, (2010): Mid-term Performance Audit of the Farmers Fighting Poverty Programme.

<sup>14</sup> Erikson, J., (2010): "Market based Agricultural Development through Farmers' Cooperative Business Programme within Farmers Fighting Poverty," implemented by the Swedish Cooperative Centre.

A “mid-term performance review” was held in Brussels (March 2010), and concluded:

- Farmers Fighting Poverty addresses the needs of farmer organizations in a rather unique way (versatility, focus on organizational development). This focus should be maintained with increased understanding of organisational development processes.
- South/South and North/South exchanges have real specific added value, which should, however, be better assessed and documented, and remain demand driven.
- The AgriCord harmonisation/aid effectiveness agenda is very relevant for the donor community, and deserves to be documented and clarified.
- AgriCord needs to communicate on “legitimacy” of its approach, based upon (1) regular (yearly global and regional DCC meetings) inputs on strategic choices, (2) its support to and increasing contacts with regional platforms of producer organisations, and (3) the demand-driven approach, that has proven to be operational for a significant part of the producer organisations in developing countries.

KIT was asked to assess farmers’ perceptions of development practices<sup>15</sup>, and to investigate the strategies for strengthening farmer-led economic development, and concludes that:

- A decade of capacity building of national producer organizations has made some agri-agencies experts in this field. This has certainly influenced the type of project proposals that producer organizations submit to AgriCord. Scoping for promising, grassroots initiatives in farmer-led business development, while relying on their network of local partner organizations, allows agri-agencies to identify and help develop such initiatives. This would probably increase the number of project proposal in the field of economic development.
- Peer-to-peer/farmer-to-farmer support has proven to be successful in strengthening farmer organizations as service providers to their members (practitioners share experiences with practitioners, even though the context may be different). Agri-agencies could draw on their constituencies for hands on expertise on agri-business development (e.g. processing and marketing cooperatives) and develop peer-to-peer mechanism in this field.
- AgriCord as an alliance contains all key competences that are necessary for farmer-led business development, even if they are not all at the same time present in a given country. Many agri-agencies also do have a track record on grassroots economic development. Yet, experiences and results are not fully shared and capitalized within and amongst agri-agencies. AgriCord could be a facilitator in coordinating activities and sharing and documenting experiences. Also, in order to avoid duplication of producer organizations’ initiatives and enhance economy of scale.

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<sup>15</sup> Wennink, B., S. Nederlof and W. Heemskerk (2007). Improving support to producers’ organizations: Lessons learned from experiences by AgriCord members and donors for the Farmers Fighting Poverty Programme. KIT/DEV, Amsterdam.

Wennink, B., W. Heemskerk and S. Nederlof (2008). Improving development practices: the producer’s perspective. Farmers Fighting Poverty – Producer Organizations support Programme. KIT/DEV, Amsterdam.

Nederlof, S., Wennink, B. and Sumelius, J. (2009): Empowering producer organizations for farmer-led economic and agri-business development. Strategic recommendations for the “Farmers Fighting Poverty Producers’ Organizations Support Programme” KIT/DEV, Amsterdam.

## 6 BUDGET AND FUNDING

AgriCord (the agri-agencies and associated OECD farmers' organisations) raise funds and mobilise resources for "Farmers Fighting Poverty", from their own membership, from other private sources, from their governments, and from intergovernmental authorities.

Farmers Fighting Poverty programme is a demand-driven framework. Its task and ambition is to support, in a comprehensive way, the broad range of needs of farmers' organisations. Its budget, and the efforts of the agri-agencies to mobilise appropriate funding and advisory services, reflect these needs.

### 6.1 PROJECTION OF THE NEEDS OF FARMERS' ORGANISATIONS

In 2007, when the Farmers Fighting Poverty strategic framework was launched, AgriCord envisioned a total budget of €114.7 mln over four years (2007-2010). This estimate was based upon the demands of farmers' organisations, as registered by the agri-agencies before 2007.

The total volume of operations of Farmers Fighting Poverty had an average increase of 39% per year between 2007 and 2009, as reported:

	<u>realised</u>
2007	€ 17.1 mln
2008	€ 32.6 mln
2009	€ 38.4 mln

Throughout the programme, Africa was clearly the most important recipient: 55% of total expenditure in 2007, 59% in 2008, and 65% in 2009:

<u>realised 2009</u>	<u>€mln</u>	<u>relative</u>
Africa	24.9	65%
Asia	3.4	9%
Latin America	5.9	16%
International	2.0	5%
<u>Others</u>	<u>2.2</u>	<u>5%</u>
total	38.4	100%

Farmers Fighting Poverty was estimated to grow by a further 39% in 2010. However, for 2010, additional funds, necessary to cover existing demands of farmers' organisations, were not available from the donor community. This seriously hampered the 2010 operations. For 2011 and beyond, agri-agencies estimate that the needs of farmers' organisations, as eligible for and to be covered by Farmers Fighting Poverty, will gradually increase:

	<u>€mln</u>
2011	50.3
2012	57.8
2013	66.5
2014	76.4

This estimate is based upon the volume realised in 2009 (€38.4 mln) and an annual increase of 15%.

### 6.2 MOBILISATION OF FUNDING

Since the start in 2007, Farmers Fighting Poverty has received support from:

- DGIS, Netherlands, with LTO and Agriterra
- ACCI/CIDA, Canada, with UPA and UPA DI
- Ministry of Foreign Affairs, Finland, with MTK
- SIDA, Sweden, with LRF and SCC
- AFD, France, with FNSEA... and Afdi, and with Céréalières de France... and FERT
- IFAD, Rome, as part of IFAD's Farmers' Forum process
- DGOS, Belgium, with Boerenbond and Trias, and with FWA and CSA.

The funding of Farmers Fighting Poverty comes from governments (and IFAD), directly or via co-funding with funds raised by the agri-agencies and their farmers' constituencies. DGIS (Netherlands) is clearly the main financier of Farmers Fighting Poverty (€19.3 mln on a total of €38.4 mln in 2009).

Within AgriCord, members (agri-agencies and their farmers' constituencies) and associated members (OECD farmers' organisations without agri-agency) are committed to further mobilisation of support (funding and advisory services) for farmers' organisations in developing countries, and to bring the amount of funding closer to the needs of these organisations.

In a joint statement "Look again at how to combat poverty" (World Food Day, October 2009), farmer leaders of the countries involved in AgriCord, called upon OECD governments for a major and increased effort to invest in farmers' organisations in developing countries. With IFAP, and led by Agriterra, AgriCord insisted by raising the question "Why is 2% of the billions, pledged for agriculture in developing countries, not spent on farmers' organisations?"

#### Why is 2% ...

The international community calculates that up to €100 billion is needed, up to 2015, for an impacting investment in agriculture in developing countries. The G-8 Heads of State, gathered in l'Aquila (Italy), pledged €15 billion for each of the first three years (2010-2012). For 2010, the farmers' organisations need €36 mln, being 2% of the pledged amount, to be able and play their role in the implementation of the development activities.

In 2009, Farmers Fighting Poverty involved 2,4 million persons (of which 38% women), being farmers and farmer leaders at all levels of the organisations. They enable other stakeholders, governments and international organisations, to work with farmers' organisations. Shouldn't at least a minor part of the billions pledged for agriculture in developing countries be allocated to farmers' organisations?

### 6.3 BUDGET STRUCTURE

Farmers Fighting Poverty, as a framework, allocates funding to proposals from farmers' organisations (only). Proposals contribute to the development goals as defined, each within a specific work area, and with its own specific deliverable(s).

For each year, Farmers Fighting Poverty presents and submits a new action plan, with indicative budgets and targets for work areas and deliverables. Project reporting and overall reporting distinguishes the following budget categories:

	average of total budget
1. farmer-to-farmer missions: AgriPool	5%
2. agri-agency missions	3%
3. agri-agency advise days	9%
4. consultant missions	2%
5. consultant days	3%
6. events	1%
7. projects (funds transferred to farmers' organisations)	68%
8. administrative costs	9%
total	100%

### 6.4 IMPLEMENTATION

Farmers Fighting Poverty operates as a multi-donor trust fund, managed by AgriCord. Funding to Farmers Fighting Poverty is either contracted with a member-agency of AgriCord, or directly with AgriCord. The member-agency reports to the backdonor, and acts as "backdonor coordinator" within AgriCord. All "backdonor coordinators" are in our Project Committee (PC), operating as one advisory body for the Board.

The Board of AgriCord decides on allocation of funding, taking into account the specific requirements of each donor government or institution (geographical focus, thematic priorities, duration of the funding agreement, timing...). AgriCord follows the recommendations of the "Farmers Fighting Poverty Steering Committee", with respect to the objectives, the priorities, the approaches and strategies of "Farmers Fighting Poverty".

Agri-agencies have a solid track record of support to farmers' organisations in developing countries: the total value of activities managed by agri-agencies (including Farmers Fighting Poverty) is €74.9 mln per year (2009). Support was given to farmers' organisations in more than 60 countries. Internal AgriCord procedures for planning, monitoring and evaluation (PME) are operational. Information flows are transparent (Agro-Info.Net). Over the past years, Agro-Info.Net has proven to be a powerful and dynamic PM&E tool, and a reliable international networking environment.

(c) AgriCord  
September 2010

## List of annexes

- 1a Logframe: development goal, programme purpose, activities (work areas)
- 1b Logframe: (i) deliverables, related to work areas  
(ii) relevant information for cross-cutting concerns

**Annex 1a**  
**Logframe : Outline**

	Measurable targets	Means of verification	Assumptions/Risks
<b>DEVELOPMENT GOAL OF FARMERS FIGHTING POVERTY</b>			
Reduced rural poverty and hunger	(i) democracy and governance (ii) economic growth (iii) income distribution	◇ Country, region or area statistics  ◇ Stories of change	◇ Official statistics available  ◇ Favourable overall political environment (but including post-conflict situations)
<b>PURPOSE OF FARMERS FIGHTING POVERTY</b>			
Stronger and more effective farmers' organisations improve (i) democracy and governance (ii) economic growth (iii) income distribution	1. Democratically governed and well-managed FOs 2. FOs active in influential partnerships with relevant stakeholders 3. Effective FO lobbying and advocacy operations 4. Effective FO economic activities	◇ Profilings  ◇ Stories of change, "evidence of impact"  ◇ Work area reports  ◇ Thematic evaluations	◇ Favourable overall economic environment  ◇ National governments establish constructive dialogue with FOs  ◇ AgriCord mandated by OECD and developing country FOs to support FO development
Activities in 4 work areas implemented by farmers' organisations	<p><b>Deliverables for work area 1:</b> Organisational strength and inclusiveness</p> <ol style="list-style-type: none"> <li>1. member participation</li> <li>2. human resources</li> <li>3. financial management</li> <li>4. governance</li> <li>5. membership base</li> <li>6. specific groups</li> </ol> <p><b>Deliverables for work area 2:</b> Institutional development</p> <ol style="list-style-type: none"> <li>7. networking</li> <li>8. formal arrangements</li> </ol> <p><b>Deliverables for work area 3:</b> Policy elaboration and advocacy</p> <ol style="list-style-type: none"> <li>9. participatory policies</li> <li>10. joint positions</li> <li>11. policy communication</li> <li>12. policy adoption</li> </ol> <p><b>Deliverables for work area 4:</b> Farmer-led economic development</p> <ol style="list-style-type: none"> <li>13. access to resources</li> <li>14. access to inputs</li> <li>15. processing and handling</li> <li>16. marketing</li> <li>17. rural enterprises</li> </ol>	Agro-Info.Net database	Assumptions and risks as defined in the individual project log frames

**Annex 1b****Logframe : Deliverables and their connection to (i) work areas, and to (ii) cross-cutting concerns****(i) work areas**

work areas	deliverables
I. Organizational strength and inclusiveness	<ol style="list-style-type: none"> <li>1. The farmer organization plans, implements and monitors policies and operations within a strategy agreed by its membership in a participatory manner.</li> <li>2. The farmer organization has adequate and sustainable resources (infrastructure, finance, human resources and others) and manages them appropriately.</li> <li>3. The farmer organization operates appropriate financial management systems to provide correct, timely and transparent financial information that guarantees accountability towards its members and donors. The farmer organisation management utilizes the financial reports for planning, control and decision-making.</li> <li>4. The farmer organization is democratically governed and functions with the full participation of its informed members.</li> <li>5. The farmer organization has an active and representative membership, mandated by and structurally aligned with well functioning local basic groups with increased membership base.</li> <li>6. The farmer organization empowers youth, women and vulnerable groups to participate and to exploit their economic and social potential.</li> </ol>
II. Institutional development	<ol style="list-style-type: none"> <li>7. The farmer organization has positioned itself strategically in the external environment in its own country and abroad, and is networking with other organisations. It has built visibility for increased credibility and influence.</li> <li>8. The farmer organization has established formal institutional arrangements with relevant private, public and donor institutions with the aim of improving service delivery to its members.</li> </ol>
III. Policy elaboration and advocacy	<ol style="list-style-type: none"> <li>9. The farmer organization has analysed and decided on its strategic positions regarding policy issues in a participatory way.</li> <li>10. The farmer organization has developed an exchange process and joint positions with national, regional and international organizations of family farmers and other actors on issues related to agriculture and food security.</li> <li>11. The farmer organization communicates on its policy positions.</li> <li>12. The farmer organization's policy positions have been integrated in national strategy documents.</li> </ol>
IV. Farmer-led economic development	<ol style="list-style-type: none"> <li>13. The farmer organization facilitates fair access to resources (such as land, rural credit and risk management products) for individual members, local farmer groups, sub-national or national level farmer organisations.</li> <li>14. The farmer organization facilitates or provides sustainable and timely access to adequate, cost-efficient inputs and new techniques for agricultural production and for other rural income-generating activities. This includes knowledge dissemination (extension) and strengthening the management capacities of members and local farmer groups..</li> <li>15. The farmer organization facilitates or provides integrated services for individual farmers or local farmer groups to achieve a sustainable increase in processing, decreased post-harvest losses and improved product quality.</li> <li>16. The farmer organization leads collective action to improve product marketing (better conditions including price, timely marketing, more value added and shorter chain) to increase the market power of family farmers and to achieve higher incomes.</li> <li>17. The farmer organization has promoted transparent farmer-led rural enterprises with good potential for sustainability (agricultural inputs, marketing, processing and trading).</li> </ol>

**(ii) cross-cutting concerns**

<b>cross-cutting concerns</b>	<b>relevant information</b>
1. Farmers' income and food security	The farmer organization facilitates adequate member services that will improve production yields, techniques and sales returns to increase farmers' incomes and food security.
2. Gender	The farmer organization applies appropriate practices to foster the social, economical and political empowerment of women in its policies and operations.
3. Financial management	The farmer organization operates appropriate financial management systems to provide correct, timely and transparent financial information that guarantees accountability towards its members and donors.
4. Environmental sustainability	The farmer organization applies appropriate practices in environmental sustainability and contributes significantly to better natural resource management and/or efficient energy use through its policies and operations.
5. Farmer-to-farmer cooperation	Increased active farmer-to-farmer cooperation in advisory services for business development and members' economic activities and lobbying. Specific partnerships between farmer organizations from OECD and developing countries have increased awareness in rural populations of the OECD countries.
6. Sharing of knowledge and innovation	The farmer organization has actively promoted innovation, training, farmer-led agricultural research programmes to build the capacity of its members and to enable them to increase production.
7. Planning, monitoring and evaluation	AgriCord and its member agri-agencies operate appropriate systems for planning, implementation and monitoring within a strategy agreed in a participatory manner. They provide correct, timely and transparent information that guarantees accountability towards clients, members and donors. T

## Annex 1c: Logframe: Measurable targets – Means of verification

	Measurable targets	Means of verification	Unit	At baseline	At reporting
<b>Work area 1</b> <b>Organisational strength and inclusiveness</b>					
<b>Deliverable 1 (member participation)</b> <b>The farmers' organisation plans, implements and monitors policies and operations within a strategy agreed by its membership in a participatory manner.</b>					
1	Strategic plan, including operational priorities, has been designed and is implemented	Updated FO strategic plan documented	yes/no		
2	Members are aware of FOs' strategic priorities and achievement	Members trained in subject	no m/f/tot		
3	Members are satisfied with FO priorities	Member survey	% satisfied m/f/tot		
4	FO implements M&E procedures on target achievement	M&E procedures documented	yes/no		
<b>Deliverable 2 (human resources)</b> <b>The FO has adequate and sustainable resources (infrastructure, finance, human resources and others) and manages them appropriately.</b>					
1	FO has access to adequate facilities for its operations	Asset appraisal	Adequate value %		
2	HR guidelines defined and implemented	HR guidelines documented	yes/no		
3	Qualified manager and staff	Manager and staff qualifications	% m/f/tot qualified		
4	Management and staff trained	Management and staff training	no m/f/tot		
5	Board members trained	Board member training	no m/f/tot		
6	Staff performance	Annual staff appraisal results	% satisfactory performance m/f/tot		
7	Roles of staff and elected officials clear	Annual staff appraisal results	yes/no		
8	Adequate staff information provided by management	Annual staff appraisal results	% satisfied m/f/tot		
<b>Deliverable 3 (financial management)</b> <b>The FO operates appropriate financial management systems to provide correct, timely and transparent financial information that guarantees accountability towards its members and donors. The farmer organisation management utilizes the financial reports for planning, control and decision-making.</b>					
1	Long term financial plan secures solvency	LT financial plan	yes/no		
2	FO operations are profitable	Operational surplus/loss	Euro surplus		
3	An annual budget has been prepared and approved by the Board.	Approved annual budget	yes/no		
4	The accounting system is approved by the controlling body (Ministry of Cooperatives or auditor).	Approved accounting system	yes/no		
5	Previous audit is unqualified and no major audit queries remain unresolved	Audit queries	yes/no		
6	A handbook of the accounting system is available.	Accounting handbook/manual available	yes/no		
7	Guidelines of cash control and banking are available	Cash handling guidelines	yes/no		
8	Qualified and trained accountant/staff	Accountant's training and experience	yes/no		
9	The latest financial report has been discussed in the Board meeting at least quarterly and minutes of the meeting confirm that the report has been discussed and decisions have been made based on the report.	Minutes of Board meeting	yes/no		
10	Members are satisfied with FO financial management	Member survey on topic	% satisfied m/f/tot		
11	FO has a computerized accounting system	Computer accounting system	yes/no		
<b>Deliverable 4 (governance)</b> <b>The farmers' organisation is democratically governed and functions with the full participation of its informed members</b>					
1	FO constitution approved by members and registered	Registered constitution	yes/no		
2	Members are trained and aware of their rights and responsibilities	Member training in subject	no m/f/tot		
3	FO implements a formal bottom-up consultation process for specific policy issues	Member survey	% satisfied m/f/tot		
4	General assembly is held in a participatory way and is used as discussion forum and inspires policies and strategies of FO	Member survey	% satisfied m/f/tot		
5	FO has formal member communication system and regularly distributes relevant information to members	Member information system	yes/no		
6	Democratic elections are held according to constitution	Comprehensive documentation of elections	yes/no		
7	Members are informed, satisfied and participate actively in FO affairs	Member survey on topic	% satisfied m/f/tot		
<b>Deliverable 5 (membership base)</b> <b>The FO has an active and representative membership, mandated by and structurally aligned with well functioning local basic groups with increased membership base.</b>					
1	Board's member relations committee has work plan and budget	Committee work plan	yes/no		
2	Local groups for economic development established in a participatory way	Local groups established	Number of groups		
3	Members benefit and are satisfied with FO services	Member survey	% satisfied m/f/tot		
4	FO active membership is majority of potential membership	Active members and potential	active members in % of potential		
5	FO membership has increased	Member records	no m/f/tot		
6	Local groups represented in FO Board	FO Board composition	no group reps m/f/t		
7	Good leadership and management capacities of local groups (Internal organisation, regular meetings, relevant local dynamics)	Appraisal of local groups	% good quality groups		

Deliverable 6 (specific groups)				
The farmers' organisation empowers youth, women and specific vulnerable farmers to participate and to exploit their economic and social potential.				
1	Active membership of specific groups	Membership appraisal	Active vulnerable m/f/tot	
2	FO has a development programme for specific groups	Programme for specific groups.	yes/no	
3	Specific groups are represented as FO Board members	FO Board composition	no m/f/tot	
4	FO has introduced labour-saving household and/or agricultural techniques for women, HIV+ households/individuals...	Labour saving household/ag techniques introduced	yes/no	
5	Local member groups are involved in HIV/AIDS education	Groups in HIV/AIDS training	no m/f/tot	
6	FO implements programmes to improve access to social services (incl. literacy courses)	Training records	no m/f/tot	
7	Specific groups benefit and are satisfied with FO services	Member survey among specific groups	% satisfied m/f/tot	

Measurable targets	Means of verification	Unit	At baseline	At reporting
<b>Work area 2</b> Institutional development				

Deliverable 7 (networking)				
The FO has positioned itself strategically in the external environment in its own country and abroad, and is networking with other organisations. It has built visibility for increased credibility and influence.				
1	FO is an official member of local/national policy organizations and participates in meetings	Accredited participation in local/national meetings	No of meetings	
2	FO participates in international policy meetings	Accredited participation in international meetings	No of meetings	
3	FO has internet access/web site	Internet access/web site available	yes/no	

Deliverable 8 (formal arrangements)				
The FO has established formal institutional arrangements with relevant private, public and donor institutions with the aim of improving service-delivery to its members.				
1	FO implements and documents a stakeholder analysis including possible donors and their support	Complete stakeholder analysis available (incl.possible donors and their support)	yes/no	
2	FO has translated the stakeholder analysis into priority positioning programmes	FO programmes with clear priorities available	yes/no	
3	FO has an operational external communication strategy	Communication strategy	yes/no	
4	FO has established relations with private sector, government, donors and other relevant organizations	Formal relations/ with private sector, government, donors, other relevant organizations available	No of formal partner relations	
5	FO participates as formally recognised representative of member farmers in local, regional or national meetings with relevant private, public and donor institutions.	Formal meetings with private sector/governments/donor/other relevant actors	No of meetings	
6	FO initiatives have resulted in better local services, infrastructure and funding (including agricultural research)	a) Appraisal of local groups on local services/appraisal FO staff on infrastructure	% satisfied m/f/tot	
7	Members benefit and are satisfied with FO representation in policy dialogue	Appraisal of local groups on FO representation in policy dialogue	% satisfied m/f/tot	

Measurable targets	Means of verification	Unit	At baseline	At reporting
<b>Work area 3</b> Policy elaboration and advocacy				

Deliverable 9 (participatory policies)				
The farmers' organisation has analysed and decided on its strategic positions regarding policy issues in a participatory way.				
1	FO has staff trained in participatory policy generation	Staff trained	No of m/f/tot	
2	FO receives support and funding for advocacy and lobbying work	Financial results of FO (in funding for advocacy and lobbying work)	Euro and % increase funding	
3	FO holds consultative meetings with farmers on specific policy issues	Policy proposals developed, related to agriculture and food security	yes/no	
4	Members benefit from and are satisfied with FO services in lobbying and advocacy work	Appraisal survey held with local groups	% satisfied m/f/tot	

Deliverable 10 (joint positions)				
The farmer organization has developed an exchange process and joint positions with national, regional and international organizations of family farmers and other actors on issues related to agriculture and food security.				
1	FO has conducted a specific stakeholder analysis for nationally relevant policy issues and prepared its position	Existence of a stakeholder analysis for nationally relevant policy issues/ reports of board meetings showing topics on these issues	yes/no	
2	FO has represented member farmers in policy dialogue on agricultural or food security with national government and other relevant organizations	a) Number of formal meetings at national level on agric./food sec. Issues	No of meetings	
3	FO is linked to a member based organisation of higher levels (national, regional)	Proof of membership	yes/no	

Measurable targets					Means of verification		Unit	At baseline	At reporting
<b>Work area 4 Business development</b>									
<b>Deliverable 11 (policy communication)</b> The FO communicates on its policy positions.									
1	FO policy position and analysis table to official counterparts are reported by newspapers and by public documents	Articles in newspapers or public documents, referring to the FO policy position to official counterparts	yes/no						
<b>Deliverable 12 (policy adoption)</b> The policy positions of the farmers' organisation have been integrated in national strategy documents.									
1	Policy proposals integrated in national strategy documents	FO policy proposals integrated	No of integrated proposals						
<b>Deliverable 13 (access to resources)</b> The FO facilitates fair access to resources (such as land, rural credit and risk management products) for individual members, for local farmer groups or for sub-national or national-level farmer organisations.									
1	FO has relevant business plan and established targets for rural credit	Business plan	yes/no						
2	FO has contributed to land reform (legal support units, land tenure etc)	FO annual report	yes/no						
3	FO has institutional cooperation with existing financial service providers	FO annual report	yes/no						
4	Local farmer groups participate in FO facilitated saving and credit schemes	FO annual report	no of groups, no m/f/tot						
5	FO operates its own savings and credit scheme	Annual accounts	yes/no						
6	Members are trained in financial literacy	Training records	no m/f/tot						
7	Members participate in FO facilitated insurance/risk management schemes	FO annual report	no m/f/tot						
8	Members benefit and are satisfied with FO services	Member survey	% satisfied m/f/tot						
<b>Deliverable 14 (access to inputs)</b> The FO facilitates or provides sustainable and timely access to adequate, cost-efficient inputs and new techniques for agricultural production and for other rural income-generating activities. This includes knowledge dissemination (extension) and strengthening the management capacities of members and local farmer groups.									
1	FO has targets for agricultural production	Business plan	yes/no						
2	Members are trained and use improved inputs, farming techniques, farm management methods and storage.	FO membership registration system	No m/f/tot trained and applying learned lessons						
3	FO has facilitated improved veterinary or other services for members	(Informal) agreements with services providers	No of services available						
4	Members use FO regular extension services	FO membership registration system	No. m/f tot. Using						
5	Members participate in Farmer Field Schools	FO records	No. m/f tot. participating						
6	Members receive improved inputs through FO initiated programmes	FO membership registration system	No. m/f tot.						
7	FO facilitates improved access and management of water for agriculture production	Documented policy on water management	yes/no						
8	Members participate in extension systems with multiple partners	FO membership registration system	No. m/f tot. participating						
9	Members are satisfied with FO services for agricultural production	(sample) survey	% satisfied m/f/tot						
<b>Deliverable 15 (processing and handling)</b> The FO facilitates or provides integrated services for individual farmers or local farmer groups to achieve a sustainable increase in processing, decreased post-harvest losses and improved product quality.									
1	FO has a business plan and targets for processing, post-harvest losses and improved product quality	Business plan	yes/no						
2	Members served by initiatives for processing improvements, decreased post-harvest losses and improved product quality	Member records	No of m/f/tot						
3	Members benefit and are satisfied with FO services in processing	Member satisfaction survey	% satisfied m/f/tot						
<b>Deliverable 16 (marketing)</b> The FO leads collective action to improve product marketing (better conditions including price, timely marketing, more value added and shorter chain) to increase the market power of family farmers and to achieve higher incomes.									
1	FO has business plan and targets for marketing improvements	Business plan + targets for marketing improvements	yes/no						
2	FO has implemented a chain analysis for a key product	Chain analysis available	yes/no						
3	FO has strengthened ICT market information and market access for a relevant part of its members	Members have access to market information	yes/no						
4	Trade capacity of members, leaders and staff of FO has increased	Number of trainings on trade capacity for members, leaders and staff of FO/ members trained	no.M/f/tot						
5	FO has facilitated linkages with market outlet (traders, markets, etc.)	Trade agreements/contracts	No of agreements						
6	Members are satisfied with FO services in product marketing	Appraisal held with local groups on FO services in product marketing	% members satisfied						

**Deliverable 17 (rural enterprises)****The FO has promoted transparent farmer-led rural enterprises with good potential for sustainability (agricultural inputs, marketing, processing and trading).**

1	FO has a business plan and targets for rural enterprise development	Business plan + targets for rural enterprise development available	yes/no		
2	FO develops staff skills and leadership in rural enterprise development	Number of trainings on trade capacity for members, leaders and staff of FO/ members trained	no.M/F total		
3	FO develops institutional arrangements/partnerships with private sector and promotes rural entrepreneurial activities for its members	Trade agreements with private sector	no.agreements		
4	FO operates rural enterprises	Rural enterprises operational	yes/no		
5	FO has joint ownership of rural enterprises with other investors	Rural enterprises in joint ownership with other investors	yes/no		
6	Members benefit from and satisfaction with FO services in enterprise development	appraisal held with local groups on FO services in enterprise development	% satisfied m/f/tot		
7	Rural enterprises of FO are transparent	Systems in place that prove transparency (bookkeeping, auditing, use of manuals, procedures, management tools,...)	yes/no		
8	Rural enterprises of FO have potential for sustainability	Developed chain processes in place and operational	yes/no		