

AGRICORD

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Report 2022**

FO4ACP

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Africa, Caribbean and Pacific**

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IMPLEMENTING AGENCIES

AGRICORD



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1 EXECUTIVE SUMMARY

1. This third Annual Report for AgriCord's FO4ACP programme covers the activities and progress made during the year 2022.
2. The programme architecture aims at the sustainable development of Farmer Organizations / Farmer-led Organizations in the Caribbean under three main components. All projects of this programme pursue some or all the following goals: 1) the building of FO-capacities to deliver services to FO-members, 2) the creation of conducive and enabling environments for FO-businesses, and 3) the internal organizational development of farmer organizations.
3. Out of six (6) sub-projects of this AgriCord programme, six (6) were in the implementation phase in 2022. In Haiti, Afdi decided to discontinue the activities with one of the projects FO partners, Féchan, due to growing concerns about their ability to reach objectives and satisfactory results, particularly in the context of the worsening security situation in Haiti limiting in person activities and training.
4. Indeed, the overall implementation had to be adapted due to the current security situation in Haiti. Major modifications of the workplans were: Afdi cancelled the planned international peer to peer activities and replaced by regular virtual follow up, trainings and coaching activities. UPA DI also limited their field activities. This allowed them to focus more on the activities related to the further improvements of the cassava factory and the economic services to the FO members built around it.

Overall, both organisations successfully adapted their activity plans into the worsening security context so that the programme's main objectives can be reached by the end of the implementation period.
5. The program's implementation in the Dominican Republic progressed as planned in 2022 and is expected to continue its trajectory in 2023.
6. The budget execution slightly overperformed in 2022, which allowed to catch up with the delay presented in the annual report 2021.

2 INTRODUCTION

2.1 OVERVIEW

7. This document presents the third annual activity report of the programme “FO4ACP – The Farmers’ Organizations for the African, Caribbean and Pacific Countries (Caribbean) “, as determined in the Grant Agreement 2000003386 signed between IFAD and AgriCord on September 18th, 2020. This programme is the regional Caribbean offshoot of IFAD’s overall FO4ACP programme, which targets organized smallholders and family farmers in OACPS-member states.
8. The total amount of the grant is one million one hundred thousand euros (EUR 1 100 000). A total of one hundred thousand euros (EUR 100 000) were allocated for retroactive financing at maximum.
9. The implementation period of this programme started on September 18th, 2020. The project completion date is November 30th, 2023, and the grant closing date is March 31st, 2024.
10. This progress report covers the activities, outputs, outcomes, and results for the implementation period from January 1st, 2022, to December 31st, 2022. The programme is implemented in two Countries, Haiti, and the Dominican Republic, by four agricultural agencies and AgriCord-members: Acodea, Afdi, Trias and UPA DI. CLAC is a special implementing partner for Acodea and Trias in their Dominican projects.
11. In general, the programme implementation was modified in Haiti due to the current security situation, which also impacted plans made by the FOs agri-agencies for the second phase. The programme implementation in the Dominican Republic was satisfying.
12. The programme is performing well, as can generally be observed across all components. This is noticeable at the level of the longer-term objectives as well as at the level of the more immediate outputs. For example, a total of 1,052 individual producers have benefited from FO economic services, compared to a final target of 900. Clearly, FOs as institutions have strengthened capacities to deliver crucial financial and economic services to smallholders.
13. However, the impact of climatic change cannot be underestimated and is also influencing programme results. The overall volume decreased from 39,967 tons in 2021 to 31,739 tons in 2022, compared to an end target of 43,021 tons. The main contributing factor to this decrease has been the sizeable reduction in banana crop yields in the Dominican Republic, due to worsening climatic conditions.
14. More generally, AgriCord and its member agri-agencies want to disclaim that the results and impacts described can be mostly attributed to the interventions described in this report. However, the evolution of farmer organizations is affected by a wide range of internal and external factors well beyond the project implementation and the overall results are affected also by those.

2.2 OBJECTIVES, COMPONENTS, AND OUTCOMES

15. The overall objective of the programme and its constitutive projects is to increase the income, livelihood, food- and nutritional security and safety of organized smallholders and family farmers in the Caribbean.
16. The programme is demand-driven, and thus defined in detail by the needs and priorities identified during the participatory design phase between the agricultural agencies and farmer organizations.

17. Three components, defined in the Grant Agreement (2020), provide the overall program structure.

18. **Component 1: Delivery of economic services along priority value chains**

Economic Services in the context of this program mean *“services that enable smallholders to foster partnerships with larger market actors, access and mobilize financing from the private [or public sector], increase productivity, reduce risk, manage their produce, create employment, and increase incomes. (p.4) “*

The identified priority value chains of this program are bananas, coffee, and cassava. In addition, the FOs work also on pineapple, yam and cocoa value chains.

A total of EUR 683.948,00 is allocated for C1 over the implementation period, which represents 62% of the total budget.

Implemented activities for C1 in 2022 include organizational assessments, the creation of workplans, business plans, training programs of various kinds (entrepreneurship, financial, agroecological, health and environmental hazard), the establishing and improvement of processing facilities, the treatment of plots and nurturing of plants, establishing of FO-internal sharing agreements, identification of input providers, selection of members for field regeneration and production system diversification, knowledge management (exchanges, survey and monitoring system), studies (market, feasibility) as well as legal counselling. Under this Component, also some and support to salary or honorarium-costs for managerial and technical staff was provided.

19. **Component 2: Enabling the business environment**

This may be achieved through advisory services by agri-agencies that *“strengthen the capacities for structured dialogue, lobby, and advocacy by providing specific training on relevant skill sets (...) participation to inter-professions and relevant policy processes, as well as for member consultations necessary for establishing common positions and joint lobby agenda. (p.5) “*

Implemented activities for C2 in 2022 include organisation of training on advocacy and lobby. A total of EUR 123.178,00 is allocated for C2 over the implementation period, which represents 11% of the total budget.

20. **Component 3: Institutional Development of FOs**

Institutional development may be achieved through advisory services by agri-agencies that facilitate *“capacity development in good governance practices, leadership, planning, HR and financial management, logistics, inclusiveness, and communication; (...) strategic capacity development, vision and strategy building of leaders and of all members. (p.5) “*

Implemented activities for C3 in 2022 include awareness raising and knowledge creating modules for members, training and workshops on gender and youth inclusion, development of roadmap for inclusion committees, financial management trainings, conducting strategic planning advisories and the establishing of learning environments, legal assessments, provision of IT tools, provision of advisory service for support function of cooperatives (HR, communication, finance) and lastly organisation of event in order to present program's advancement and create opportunities for consultation and partnership creation.

A total of EUR 292.874,00 is allocated for C3 over the implementation period, which represents 26% of the total budget.

21. The secretariat's activities fall under Component 1 and 2 in the framework of the programme by facilitating *“operational project coordination, including setting up monitoring system and*

consolidated reporting (...) [, and] coordinate the complementarities and synergies with the projects (...). (p.5)”

22. The activities described in this report contribute towards results covered by the indicators in the FO4ACP logical framework.
23. Agri-agencies support the projects implemented by their FO partners by providing project monitoring and reporting backstopping, by advisory services and by organizing farmer to farmer and/or FO to FO peer advice, mentoring, learning exchanges and twinning arrangements.

2.3 FARMER'S ORGANISATIONS AND AGRI-AGENCIES

24. Table 1 provides an overview over the assemblage of agri-agencies and farmer organizations.
25. In the Dominican Republic, the agri-agencies Trias and Acodea partner with CLAC following a consortium approach. The partnering FOs are Banelino, Juan Cruz Guaranal and La Santa Cruz, Asoanor and Las Mercedes.
26. In Haiti, UPA DI partners with FGPL and four of its FOs. Afdi's original partners were Féchan and RÉCOCARNO. The activities with Féchan were discontinued due to doubts of implementation capacity.

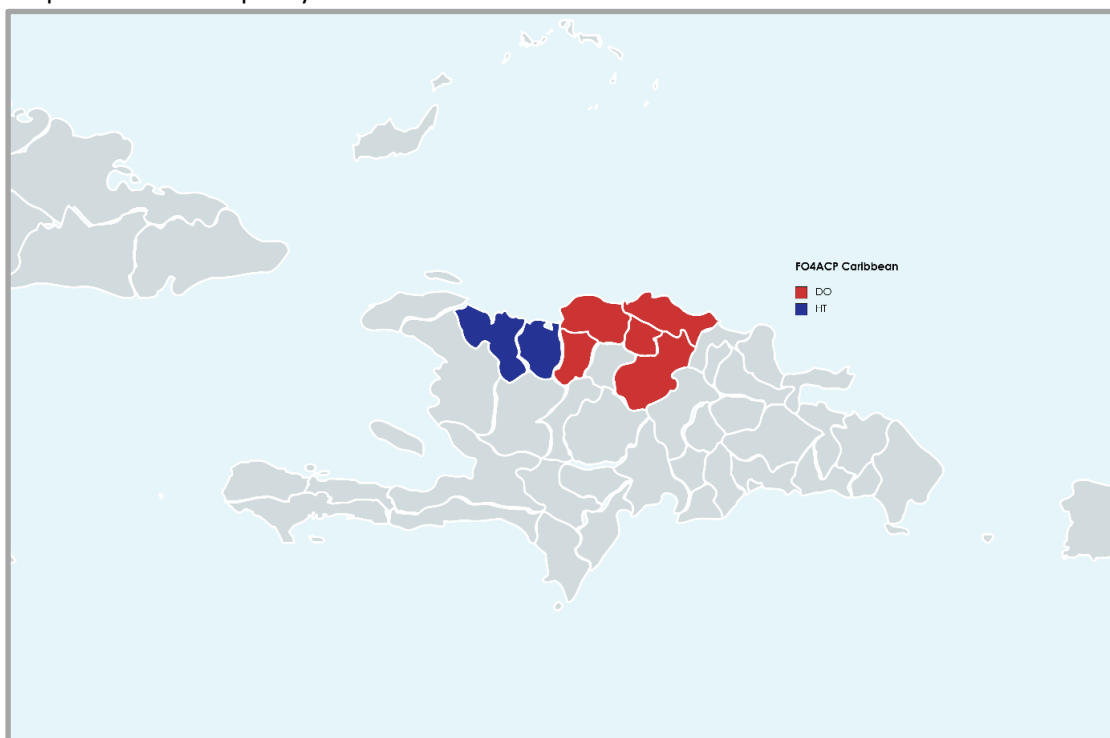








Figure 1 : Map: Sub-national distribution of projects

Table 1: Implementing Agencies and FOs

Agri-Agencies		Farmers Organizations	Membership 2021			
HAITI		  <small>POUVOIR NOURRIR POUVOIR GRANDIR Développement international</small>	Total	Men	Women	Youth
Afdi - <i>Agriculteurs Français et développement International</i>	1	RÉCOCARNO - Le Réseau des Coopératives Caféières de la Région Nord	6500	3250	2860	390
	Regional FO with 8 cooperatives and members in 6 communes					
	2	Féchan - Fédération des chambres d'agriculture du département du Nord	10000	6500	2000	1500
Regional federation of 19 agricultural chambers of 19 communes						
UPA DI - UPA Développement International	3	FGPL - Fédération des groupements paysans de Limbé	362	197	165	35
	Regional FO in 6 communes including 4 FOs					
	a)	APL - <i>Association des Paysans de Limbé</i>				
	b)	COPASED - <i>Coopérative agricole et de services à Duricie</i>				
	c)	OP8L - <i>Organisation paysanne de la huitième</i>				
	d)	OPDCM - <i>Organisation paysanne pour le développement central de Massabielle</i>				
	+	Peripheral partner: CEDI-VE - <i>Centre d'Éducation et de Développement intégré - Village de l'Espoir</i>				
DOMINICAN REPUBLIC		   	Total	Men	Women	Youth
Acodea - <i>Fundación Acodea Agencia de Cooperación al Desarrollo de la Agricultura</i>	4	Banelino - La Asociación Bananos Ecológicos de la Línea Noroeste	321	222	99	0
	Local FO, commodity: banana					
	5	Santa Cruz - La Asociación de Pequeños Productores LA SANTA CRUZ	104	85	19	0
Local FO, commodity: banana						
Trias - Trias	6	Guaranal - La Asociación de Cacaocultores Juan Cruz de Guaranal	60	53	7	2

CLAC - <i>Coordinadora Latinoamericana y del Caribe de Pequeños(as) Productores(as) y Trabajadores(as) de Comercio Justo</i>	Local FO, commodity: cocoa					
	7	Las Mercedes - La Asociación de Productores de Bananos Las Mercedes	40	24	11	6
	Local FO, commodity: banana					
	8	Asoanor - La Asociación Agrícola Noroestana, Inc.	96	78	18	13
Local FO, commodity: banana						

2.4 FINANCING (BUDGET)

27. The overall cost of the entire programme is 1.100.000 EUR and is divided as indicated in the below table:

Table 2 : Budget per component in FO4ACP – Caribbean program

Components 1-3 Total	EUR 1.100.000
Component 1: Delivery of Economic Services along Priority Value Chains	EUR 683.948
Component 2: Enabling the Business Environment	EUR 123.178
Component 3: Institutional Strengthening / Development of FOs	EUR 292.874

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Implementation Set-Up

28. The agri-agencies are the operational arm of AgriCord and implement FO support programmes through a joint delivery mechanism. Each agri-agency has their specific approach and areas of expertise, but all strengthen the FOs through a holistic approach developing the integration of key value chains. Crucial to the value chain development is the institutional/organisational development, promoting good governance, professionalization of the provision of extension and economic services to FO's members, reinforcing FOs lobby and advocacy capacities and facilitating links to private sector and other important value chain actors.
29. The AgriCord approach, also applied in FO4ACP, can be defined by a combination of distinct elements: transfer of financial resources to the FO/cooperative, advisory services including mentoring provided or facilitated by the agri-agencies, and the exchange between farmers and FOs including North/South or South/South relationships. At the heart of the modus operandi are close partnerships that are built through strategic dialogue and an organisational self-assessment process supported by the agri-agencies. All agri-agencies participating in the implementation of FO4ACP (Caribbean) accompany the FOs through a mix of virtual means (long distance) and in-person meetings, missions and trainings.
30. The duration of the agri-agency support and methods of advisory services are adapted according to the level of maturity of the partner FO, the priority needs of the FO and the market context. Agri-agencies work based on long-term capacity development trajectories and this approach of a longer-term investments in the partnerships between the agri-agencies and FOs and cooperatives is in line with current trends in EU policy for Development Cooperation focusing on building in-depth partnerships.

3.1 ADAPTATION OF THE WORKPLAN

31. We previously reported that Afdi decided to stop their partnership with Féchan in the first semester of 2022. Thus, the workplan had been successfully adapted in order to assure the sustainability. The other FO partner in the project, Récocarno is able to absorb the budget that was not used by Féchan within the few remaining months of implementation period.

3.1.1 POLITICAL INSECURITY

32. The social and political situation in Haiti makes it difficult to implement i.e. trainings and some other activities. Also, monitor of activities by the FO staff and agri-agencies was complicated. Indeed, many field activities had to be postponed assuring security of project's staff. Due to increase of fuel price, activity costs also increased.

Therefore, several virtual meetings between AgriCord, Afdi and UPA DI took place in order to find innovative solutions for implementing activities so that the expected program objectives could be met as much as possible.

33. **8731 / FGPL / UPA DI / Haiti:**

UPA DI and FGPL had to limit training activities in regions with a higher security risk and adapt their early planning of 2023 for the same reason.

However, in such security situation, food availability decreases, and food prices increase. This pushes the population to rely on nearby food system since transportation represent a risk for both factors presented earlier. Thus, the cassava factory built with the project support presents a huge asset for the local population by being part of a local food safety net. To answer as much as possible to local population's demand, the cassava factory had to initiate a change in its business model. The raw material source had to be closer, the energy source had to be shifted to solely solar energy and the products had to be diversified to better respond to the demand.

34. **8689 / RECORCANO / AFDI / Haiti:**

Afdi had to cancel the planned peer to peer exchanges between French and Haitian farmers as well as between Farmers Organisations partners in UPA DI and Afdi projects in Haiti due to the security concerns. Moreover, the monitoring of activities was mainly done from distance, but a good oversight of activities has been maintained thanks to a strong involvement of cooperative's staff and regular virtual meeting with Afdi's staff.

Despite the challenges, the foreseen regeneration by new coffee plants and diversification of coffee fields was completed.

Taking into consideration the security situation in Haiti, Afdi and UPA DI will not continue their activity under FO4ACP program in the country and already started to prospect others Farmer Organisation in different countries in the Caribbean region, such as Jamaica, Grenada and Belize.



Figure 2 : Delivery and distribution of coffee plantlets, in Le Borgne, November 2022, Récocharno

35. **8753, 8754, 8755, 8756 / Banelino, Santa Cruz, Juan Cruz de Guaranal, Las Mercedes, ASOANOR / TRIAS, CLAC & ACODEA:**



Figure 3 : Presentation of business plans from the participants of the school for inclusive entrepreneurship, Mao Valverde, 2022.

In the Dominican Republic, the 2022 workplan was implemented without significant modifications.

3.2 EXECUTION PER COMPONENT

3.2.1 COMPONENT 1: DELIVERY OF ECONOMIC SERVICES ALONG PRIORITY VALUE CHAINS

36. **8731 / FGPL / UPA DI / Haiti:**

Under Component 1, activities on the field planned for 2022 had to be cancelled due to localised security risk. It was not possible to assure the full safety of participants or project's staff for the movements between locations.

Thus, activities focused on continuing the cassava production, in the cassaverie inaugurated the 26th of July of 2022. The products from the cassaverie had to be also adapted to the current needs of the local population.

To operate in the prevailing security situation, the sourcing of the raw materials have been changed to closer supply source. The cassava factory produces now a more diversified range of products, thanks to the installation of new equipment. A new freezer powered with solar energy to store the ingredients for different cassava bread fillings makes the production costs independent from the availability and cost of fuel.

The operators and staff of the factory received a training on safety, health and environment.

37. **8689 / RECORCANO / AFDI / Haiti:**

Under Component 1, the workplan had to be adapted due to the security situation in Haiti.

FO partners of AFDI, aim to accompany their members in the diversification of their production to assure food security, sustainable use of the fields and to increase the producers' incomes. In the selected coffee fields, where the old coffee plants were no longer producing much, diversified production of pineapple, yam, bananas were started. In addition, targeted coffee producers received a cow as a donation to start dairy production to respond to the needs at the village level.

The 2 cooperatives partners, KAPB and KAPBM, conducted the selection of coffee fields to be diversified, in 2 phases: first a presentation of activities through cooperative's activity plan was presented (objectives, roles & contribution of cooperative's staff, planning), then a list of members that are eligible was drawn. The selection was made based on the geolocalisation of the suitable fields and with specific targeting of youth and women. From 56 potential producers geolocated as eligible from both cooperatives, 36 people were selected with an equal distribution between both cooperatives (22 women, 10 men and 4 youth – 2F/2M).

These selected 36 people received different types of support to diversify their fields:

- Subvention for field preparation activities to allow a smooth start of coffee and high value alternatives cultures (bananas, pineapple, yam). In that purpose, each beneficiary received an equivalent amount of 8 000 HTG (around 70 USD at that time).
- Procurement of part of the coffee plantlets. The rest of coffee plantlets are currently in growing houses and will reach maturity soon. A total of 32 000 coffee plantlets is planned to be distributed, and 24 000 have been already distributed evenly among all beneficiaries.
- Procurement of yam, bananas, and pineapple seeds and seedlings.
- Procurement of cows. The first-born calf of each cow will be passed on to a different member of the FO, to enlarge the number of benefitting households.
- Training on agroecological practices to assure sustainable production of the diversified crops. This training session also gathered members who were not included in the selected beneficiaries for receiving the donations.

Other training also took place focusing on:

- Cooperative management and credit; participants were cooperative's staff and 56 of FO members,
- Support and monitoring capacities for the 16 people that will follow up the selected beneficiaries in their diversified production.

Finally, Récocarno elaborated a capitalisation strategy composed by:

- Setting up a monitoring system to compare agronomical and economical results between diversified and traditional coffee fields.
- Peer to peer exchanges between past and new beneficiaries to allow the new beneficiaries to benefit from lessons learned by past. All information has been recorded and transferred to others cooperative's members so that it benefits everyone.
- Satisfaction survey, individual and collective, with past and new beneficiaries to get feedback on the program and potential improvements, has been conducted and capitalized.

38. **8753, 8754, 8755, 8756 / Banelino, Santa Cruz, Juan Cruz de Guaranal, Las Mercedes, ASOANOR / TRIAS, CLAC & ACODEA:**

Under component 1, all activities planned for 2022 were implemented.

The farmers organisation Banelino was strengthened through capacity building in business creation & management, as well as the provision of legal counselling. Two feasibility studies were carried out. These activities led to the development of two new business plans in the apiculture and poultry sectors.

La Santa Cruz farmer organization built their capacities in business plan development. Also, a market study on the chips sector was conducted. This study allowed the farmer organization to develop a business plan that is now being reviewed by banks for financing.

The school of inclusive entrepreneurship, which targeted women from the 5 FOs to build their capacities to create businesses related to cacao and bananas value chain, completed its learning cycle in 2022. During this last year, the participants developed several business plans. The mentorship meetings and access to market study, in addition to the training program, led to the start of 10 businesses.

After review and validation of their business plan, their implementation is now supported through the procurement of inputs, facilitation of access to local market and facilitation of partnership with other public and private entities. From these ten start-up businesses, five signed already a collaboration agreement with the Board of Cooperatives aiming to ensure their sustainability, through technical and economic support.

These start-up businesses are: a biofermentation factory; production and direct commercialisation of chickens & eggs; processing and commercialisation of banana flour; 2 agricultural inputs shop; breeding and commercialisation of sheep; production of seedlings for fruit production; production of textiles, production inputs; clinical laboratory and beekeeping activities.

3.2.2 COMPONENT 2: ENABLING THE BUSINESS ENVIRONMENT

39. **8731 / FGPL / UPA DI / Haiti:**

Under component 2, peer to peer activities planned in collaboration with AFDI had to be cancelled. Other activities were implemented as planned.

FGPL board members and cassava factory's staff received a training on project management, advocacy and lobby, non-violent communication and conflict resolution.

The very first General Assembly of FGPL took place in Limbé. Despite of the security situation, 60 people came to participate on the 8th of December 2022. Thus, the Board had the opportunity to present financial statements of the organisation, conclusions from the audit report and the FO4ACP project update. This gave a full transparency on the state of the affairs of the FO to all members, thus increasing their ownership. Also, the GA was an opportunity for a dialogue between the members and leadership This contributes to the strategic orientation of the FO.

3.2.3 COMPONENT 3: INSTITUTIONAL DEVELOPMENT OF FARMERS' ORGANIZATIONS

40. **8731 / FGPL / UPA DI / Haiti:**

Under component 3, all activities planned were implemented.

The general functioning of FGPL's financial department was improved by adopting new digital management tools. Besides, to prepare the financial audit, UPA DI staff assisted FGPL staff in the process.

41. **8753, 8754, 8755, 8756 / Banelino, Santa Cruz, Juan Cruz de Guaranal, Las Mercedes, ASOANOR / TRIAS, CLAC & ACODEA:**

Under component 3, all activities planned were implemented.

For all the 5 FOs, the primary focus of the activities implemented was about enhancing the inclusiveness by better integration of the gender and youth groups into the cooperatives' governance and operations.

Trainings were led at cooperative's staff level to work on the mindsets to smooth the implementation of the new policies:

- 25 men participated in a workshop to enhance organisational transformation that allows active and equal participation between men and women. A toolbox has been created and is available for further peer to peer exchanges and/or replica of this workshop.
- 17 women were trained for 3 months to become themselves trainers in the Women's leadership school. This school provided the space for personal reflection and action to be taken in the professional and personal life of 86 young and adult women.

In each FO a gender and youth committees has been formed to strengthen these groups influence into the cooperative's strategy. Activities related to these committees were:

- Training on leadership for supporting these committees in taking their role as overseers and facilitators of the inclusive development path that the organisations are taking.
- Procurement of gender equality and equity policies built by an external team. These policies allow them to face gender challenges through a structured presentation of national gender national policies, challenges in their already existing organisational documents and more generally in the banana value chain. In addition, an implementation plan along with its monitoring system were being developed.

- A technical mission monitored changes generated from the 5 gender and youth committees in each FO and to identify the next steps to be taken. A feedback workshop was organised at the end of the mission to which 30 FO representatives participated.

The FOs also received support for strengthening their organisational processes and operations:

- Benefiting all FOs, a global market research was conducted at national and international scale, to obtain the analysis of the commercial opportunities and positioning of the new products and services, as well as recommendations for market access and marketing. This activity strengthened the economic services of the FOs.
- La Santa Cruz and Juan Cruz de Guaranal were accompanied in creating awareness for the value addition to 20 of their members. This reinforced the link between cooperative's staff and members.
- Banelino received advises on different functions and the HR procedures and management, on external and internal communication as well as the operating manuals of its productive units.
- Juan Cruz de Guaranal received advises to adjust their status to favour the inclusion of youth and women into leadership career and governance bodies. They also received advises to strengthen their management structure and developed a strategic plan defining a roadmap for the coming years supported by an external consultant.
- Banelino also provided training in the form of the Schools of Inclusive Entrepreneurship in apiculture, biofermentation and poultry production and supported the new businesses to set up an appropriate financial management for the business operations.

3.3 CROSS CUTTING ISSUES

42. Four major transversal topics are of relevance in the FO4ACP programme: Gender, Youth, environmental sustainability, and climate change. These ideal categories are hardly separable, as they are in practice very integrated. Most of the following examples are therefore embedded into activities that address more than one dimension.

3.3.1 GENDER

43. Récocarno wishes to respect a strict parity for the targeted population of members attending to activities organized by the farmer organisation in collaboration with Afdi. Thus, over all activities led in 2022, 55% of women were part of the people involved.

An important gender inclusion initiative is the School for Women Entrepreneurship, which creates a space for women to fully develop their business skills. The school provides capacity building, access to essential market information and creation of long-lasting partnership with their cooperative.

44. The FOs partners with the Dominican consortium created gender and youth inclusion committees in each farmer organisation. To enhance gender inclusion sustainably in these FOs, the work have been done through different activities, as detailed in Component 3 part of this document: identifying gaps in knowledge, availability of resources (knowledge, budget and tools), and finally the development of their workplans and related monitoring systems.

As a result, we can see that women's participation in decision-making and governance spaces has increased. In the Santa Cruz organisation, 2 women were elected to the Board of Directors; in Banelino, 3 women were elected to the Board of Directors; in Asoanor, 1 woman was elected to the Disciplinary Committee; and in Juan Cruz de Guaranal, 1 woman and 1 young person were elected to the Board of Directors.

3.3.2 YOUTH

45. FGPL is accompanied by one of their young members to check that the youth perspective is always taken in consideration in the cooperative's activities and strategy. Moreover, the management staff of the cassava factory is mainly composed by young people.
46. Récocarno has targeted youth to participate as much as possible in all activities organized in collaboration with Afdi. Thus, 11% of youth, mostly women, were involved over all participants of all activities in 2022.
47. Along with gender inclusion development path, the youth and gender committees created in the Dominican Republic have also the mission to represent youth and their interest in each FO. Therefore, the same work of equipping these committees with appropriate knowledge and tools to lay down a complete action plan have been done. As a results, the board of director of the FO Juan Cruz de Guaranal became the youngest in the country through the inclusion of young people.

3.3.3 ENVIRONMENTAL SUSTAINABILITY

48. Due to the thrive for being independent from fuel energy due to the security situation in Haiti, FGPL decided to go for a sustainable energy source. They transformed the cassava factory to be able to use solar energy as primary source of energy for production.
49. Récocarno, accompanied by Afdi, reflected on how to make their members production systems more sustainable both economically and environmentally. They decided to promote diversified production and promoted soil conservation agricultural practices and gave advice on cattle management.
50. The Dominican Republic consortium emphasized environmental sustainability in their approaches and strategies in 2022. Indeed, all business developed through the School of Women Entrepreneurship had to take the environmental aspects to consideration to qualify for support. For example, the biofermentation operation is done organically and the poultry production will allow to fertilize banana fields with manure.

3.3.4 PEER-TO-PEER

51. From Afdi's projects, as explained earlier in this report, peer to peer exchanges have been limited compared to the original workplan. However, numerous and fruitful exchanges took place between members of the 2 cooperatives targeted by Récocarno, the KAPB and KPMB cooperatives.
52. In the Dominican Republic consortium, a lot of peer-to-peer exchanges were carried out in 2022. Indeed, 6 topics were discussed through peer to peer exchanges: business plans development, strategic plans development, statutory legal advice, corporate links advise and human resources management. The development of these initiatives appeals to the collective intelligence generated by the work and experience of each FO, which, shared through learning spaces and synergies, become valuable resources for the growth and development of all the associations linked to the project.
53. Juan Cruz de Guaranal had the possibility to exchange with other producer organisations in Latin America and in a meeting with postgraduate students of the Universidad San Jorge de Zaragoza, thanks to their partnership with the Spanish cooperative San Juan Bautista. San Juan Bautista cooperative partnered with the program to make available their agripoolers experts to serve the development of the 5 FOs. Juan Cruz de Guaranal Association executives

participated also in the annual meeting of these Agripoolers with the presence of representatives from more than 20 Spanish cooperatives.

Therefore, these peer-to-peer exchanges have generated not only impacts and results in the project organisations in the Dominican Republic, but also in the peer organisations in Spain.

54. Besides, the directors of La Santa Cruz, Banelino and Juan Cruz de Guaranal organizations also participated in an international cooperative meeting held in the Dominican Republic by the Federation of Cooperatives of Central Cibao.

3.4 MONITORING AND EVALUATION (M&E)

3.4.1 M&E SYSTEM

55. AgriCord continues to strengthen its M&E System.
56. AgriCord's M&E, overall knowledge management, learning and capitalization comprise three pillars. They encompass 1) project-level performance, 2) organizational performance and 3) learning, capitalization, and broader impacts, including FO development (see next chapter for this point).
57. To further support Pillar 1 reporting, the narrative reporting template was adjusted and simplified in alignment with the narrative section of the annual work plan and budget (AWPB). This allows for a simple cross-check between planned activities and realized ones.
58. While reforms in Pillar 1 and Pillar 3 have been finalized during the last quarter of 2021 and third quarter of 2022 respectively, much work remains to be done to complete strategic reforms in Pillar 2. The Secretariat will continue these efforts, aiming to finalize them by the end of 2023.
59. In the context of Pillar 2, this includes the drafting of a Theory of Change and logical framework with performance indicators. In addition, an M&E Policy with guiding principles will be created. So far, a draft version of the Theory of Change has been created and presented to the Programme Management Unit in May 2022. The M&E focal person will present this version to the broader team during the first quarter of 2023. The remaining documents will be completed after the Theory of Change has been adopted.
60. In 2022, a reformed version of the so-called Scoring process had been piloted. AgriCord relies on a peer-based review of project proposals before contracting projects in donor programmes. In other words, experienced project managers from the agri-agencies review project proposals of other agri-agencies using pre-defined clusters of criteria before they are approved by the programme commission of AgriCord and contracted. This process ought to assure the individual quality of project proposals and is part of the continuous improvement of programmes at large. A working group consisting of agri-agency and secretariat staff continues to work on the process.

CONTINUOUS PROCESS

61. M&E is a continuous process. During AgriCord's verification of 2022 results with FO4 member agri-agencies from December 2022-2023, it became clear that there still are some specific gaps to address (see also below in Results Analysis).
62. The Secretariat organizes capacity-building activities around M&E. Though a round of 3 workshops (one in each language) was scheduled in April-May 2022 to support FO4 programming, this was diverted to support the newly started FO-led Research & Innovation (FORI) Programme. A new round of capacity-building activities will be organized in the course of 2023, while a lesson learnt session will be organized for agri-agencies in the first quarter of 2023.

3.4.2 RESULTS ANALYSIS

63. The following section should be considered as an additional explanation of the data and how it was calculated in the consolidated logframe. Rather than being exhaustive, it focuses on several key remarks.
64. The consolidated version for FO4ACP Caribbean aggregates the data for all logframes. Comments made by agri-agencies have been retained to provide additional narrative details

about results and overall data. These can be found to the right of the logframe in the “Comments” section in each individual logframe.

65. Reference lists with information about knowledge and communication products have been added separately for those projects that have them.
66. All indicators are on target, considering the stage of implementation. This can be observed across all components. This is noticeable at the level of the longer-term objectives as well as at the level of the more immediate outputs.
67. For FO economic services, the programme has surpassed expectations. A total of 1,052 individual producers benefited from FO economic services, compared to a final target of 900. This suggests that the program has significantly improved FO capacities to deliver vital financial and economic services to smallholders.
68. Exceptionally, FO membership has apparently decreased from 17,449 in 2021 to 7,503 in 2022. However, this is largely, due to the FO Féchan with a membership count of almost 10,000 in Haiti no longer being part of the programme. Taking this into account, the remaining FOs have increased their membership count overall. This is vital, as increased membership growth may reflect strengthened farmer trust in FOs as effective institutions.
69. As strengthening FOs as confident economic agents is an essential part of this programme, it is worthwhile looking at both overall volume and value of marketed goods. For these indicators, FOs reported some challenges. The overall volume decreased from 39,967 tons in 2021 to 31,739 tons in 2022, compared to an end target of 43,021 tons. The main contributing factor to this decrease has been the sizeable reduction in banana crop yields in the Dominican Republic, due to worsening climatic conditions. The value of marketed goods has also decreased from 15,581,676 EUR in 2021 to 14,540,885 EUR in 2022, compared to an end target of 17,503,410 EUR. Clearly, the challenges because of climate change are very real and have an impact on the work of our farmers.

3.5 KNOWLEDGE MANAGEMENT AND VISIBILITY

AgriCord

70. At the strategic level, to structure Pillar 3, a Knowledge Management Strategy and Annual Action Plan were first adopted in the course of 2022 for that year. The Strategy provides both a normative framework through e.g. guiding principles and strategic objectives as well as an overview of the components and activities around knowledge management and learning. The Annual Action Plan then gives more details on the components and activities, including timing, outputs and persons responsible in the guise of a GANTT chart. A new Action Plan for 2023 has already been drafted and adopted in February 2023. For Pillar 3 on the specific activities learning and broader impacts in the context of FO4ACP, please consult the next section on knowledge management and capitalization.
71. In 2022, knowledge management became a centre piece of attention for the AgriCord secretariat. After the initial consolidation of the M&E system, the Secretariat drafted and approved its new Knowledge Management and Learning Strategy and Action Plan (see above). A new Annual Action Plan has been adopted.
72. These strategic frameworks are centred around 3 key components:
 - a. Capture knowledge and learning in support of the work of farmers' organizations.
 - b. Set up continuous learning processes, such as learning moments.
 - c. Create key infrastructure and web systems and platforms.
73. In the context of the first component, the secretariat piloted and a new line of products in 2022:
74. Our quarterly newsletter [Crossroads](#) has now been successfully piloted in 2022. Crossroads collects interesting, short, and relevant articles on lessons learnt, successes and challenges in our project work. 4 separate issues went out last year. Each issue focuses on topics of interest for the agri-agencies and their partner FOs. Guest authorship is a new feature, which allows for agri-agencies and now also FOs to write about their work. In the context of FO4ACP Caribbean, a variety of articles were published. For example, an article was published about the challenges and opportunities of working as part of a consortium, based on experiences from the Dominican Republic. The audience has thus far consisted of agri-agency staff through direct mail. More recently, as of the end of December, any member of the public may subscribe on the AgriCord site. Three (3) issues in English, French and Spanish were published so far in April, July, and November 2022. In January 2022, 122 readers were subscribed.
75. [Spotlight](#) is a video series, consisting of short snippets on concrete issues and lessons learnt. In 2022, the first episode covered the use of an organic fertilizer in Mali, followed by a video on extension services in Kenya. Production started in 2022 with a video on the use of Bokashi fertilizer in Mali, followed by a video on extension services in Kenya. To host these videos, a dedicated YouTube channel was created. The Secretariat plans to produce four videos a year and host some of our members' videos as well. The videos visually acknowledge the Alliance's overall financial partners. Further, the videos point out the projects place in the corresponding donor programme.
76. The second component relates to ongoing learning activities, including on a peer-to-peer basis, facilitated by the Secretariat. The secretariat launched and facilitated 2 virtual Learning Moments to exchange learning on the topics of access to finance and business planning. The AgriCord alliance can profit from the variety of professional AA-profiles, methodologies, geographical reach, and cultural diversity. The exchanges took place between and across programmes, agri-agencies, and geographical areas. The format can vary but is generally similar. A session takes about two (2) hours consisting of two (2) parts. The Secretariat sets a

topical focus, selects speakers, and devises a leading questionnaire. Champions are offered to present their experience. The second part is participatory. The participants discuss key questions in breakout rooms, moderated by the Secretariat. Outputs are then discussed in plenary. The sessions are designed to avoid formal and static encounters, as the peer setting allows to be precise and relevant, and to allow participants to contribute and reflect.

77. One of these two learning moments was organized for the agri-agencies implementing projects in FO4LA and FO4ACP Caribbean on access to finance and business planning. Ousmane Ndiaye, director of Asprodeb, presented a keynote highlighting the bottlenecks and solutions for the FO level access to finance from Senegal. Felipe Alessio, program manager from Infocos, gave a keynote focusing on the models of financial literacy training for producers and financial management training for cooperatives by Infocos and Cresol Instituto in Brazil. On the second part of the learning moment, three agri-agencies – Acodea, UPA DI and Trias, presented a business pitch based on the real business plans done in the FO projects in Haiti and in the Dominican Republic. The participants voted for the best pitch. The winner – Acodea – was given the opportunity to present the winning business case - the business plan for the input shop of Juan Cruz de Guarana - in the AgriCord quarterly KM digest Crossroads.
78. The last component refers to our web systems and platforms, where knowledge can be stored and shared with a wider audience. Among its major achievements, AgriCord launched its new website and resource space in December 2022. It is now in line with present standards of website design, integrates social media functions and includes a dedicated section for resources. Over the long-term, a Community of Practice on the site will be established. Finally, the Secretariat also invested in strengthening its own internal data management processes and platforms in the SharePoint/OneDrive environments. For one, a plan was created to re-organize the Secretariat's internal central drive. In addition, FO and project databases in Microsoft Lists were also created with links to key documents.

Agri-Agencies

79. A knowledge management event, organized by Acodea, Trias and CLAC, presenting good practices and main transformations at FO level, was organized in the Dominican Republic. Two hundred people attended the event. Aside from the visibility generated, this event was also an opportunity for public entities, not already linked to the project, to be able to see how they can join and align their institutional mission with achievements done during FO4ACP program.
80. **8731 / FGPL / UPA DDI / Haiti:**
- a. Inauguration of the cassava factory on the 26/07/2022, presented in the UPA DI annual report 2021 – 2022: <https://rapportupadi2021-2022.ca/>
 - b. Facebook page of UPA DI mention activities implemented under FO4ACP program: <https://www.facebook.com/upadeveloppementinternational>
 - c. Facebook page of Kassav Lakay, which has 277 subscribers, contains a lot of pictures and invitations for marketing events : <https://www.facebook.com/profile.php?id=100084069066792>
 - d. Facebook page of CEDI-Village de l'Espoir Facebook Page, strategical partner of FGPL, which has 794 subscribers and shares information regarding the cassava factory : <https://www.facebook.com/CediVillageDeLEspoirHaiti>
81. **8689 / RECORCANO and FECHAN / AFDI / Haiti:**
- An article about the future of partnerships in Haiti has been published in Afdi's newsletter *Paysans du Monde*, in June 2022.

Capitalization document (from RECORCANO) documenting the lessons learnt from promoting sustainable coffee production and diversification as part of the economical sustainability strategy is being finalized.

82. **8753, 8754, 8755, 8756 / Banelino, Santa Cruz, Juan Cruz de Guaranal, Las Mercedes, ASOANOR / TRIAS, CLAC & ACODEA:**

All strategic activities were made public through social networks of the FOs, digital media of the consortium and key communication partners.

A visibility event called "A transformative proposal in the Banana and Cocoa Chains in Small Fair Trade Producers' Organizations" was organized in 2022, as a way of making visible the main milestones and results achieved by the Project.

From this work, The Special Fund for Agricultural Development (FEDA), which answers to the Presidency of the Republic, and the Ministry of Agriculture explicitly stated that they will assume and follow up the results of FO4ACP for the strengthening of agricultural associations.

3.6 BUDGET AND STATEMENT OF EXPENDITURES

Grant nr : IFAD - AgriCord Grant Agreement 2000003386
Implementation period: 18/09/2020 - 30/11/2023
Reporting period: From 01/01/22 - 31/12/2022

Currency: EUR



Description	Actual : 01/01/22 - 31/12/2022			Year to date: 2022			Cumulative to date: 2022				
	Total Actual Expenditure 1	Budget 2	Balance 3=2-1	Actual Expenditure 4	Budget 5	Balance 6=5-4	Actual Expenditure 7	Budget 8	Winding Up Expenditures	Balance 9=8-7	Balance %
Sources of Funds											
IFAD	436.000,00	-		-		0,00	980.000,00	1.100.000		120.000,00	11%
Counterpart fund											
Other donor											
Total Sources of Funds	436.000,00	-	-	436.000,00	-	-	980.000,00	1.100.000		120.000,00	11%
Use of Funds (IFAD)											
C1 - Delivery of economic services along priority value chains	382.576,11	303.977,00	- 78.599,11	382.576,11	303.977,00	- 78.599,11	630.443,03	683.948,00		53.504,97	8%
C1.1 FO Local Costs	247.155,26	141.167		247.155,26	141.167	-105.988,26	384.349,00	317.626,00		66.723,00	-21%
C1.2 Agri-Agency Costs	78.493,20	59.322		78.493,20	59.322	-19.171,20	126.795,16	133.475,00		6.679,84	5%
C1.3 Peer to peer and exchanges	30.398,99	66.599		30.398,99	66.599	36.200,01	44.870,74	149.847,00		104.976,26	70%
C1.4 Alliance	26.528,67	36.889		26.528,67	36.889	10.360,34	74.428,12	83.000,00		8.571,88	10%
C2 - Enabling the business environment	33.781,97	54.745	20.963,04	33.781,97	54.745	20.963,04	80.035,97	123.178,00		43.142,03	35%
C2.1 FO Local Costs	4.017,00	6.711		4.017,00	6.711	2.694,00	4.017,00	15.100,00		11.083,00	73%
C2.2 Agri-Agency Costs	2.298,62	4.626		2.298,62	4.626	2.327,38	2.298,62	10.410,00		8.111,38	78%
C2.3 Peer to peer and exchanges	-	6.960		-	6.960	6.960,00	1.378,50	15.661,00		14.282,50	91%
C2.4 Alliance	27.466,35	36.448		27.466,35	36.448	8.981,66	72.341,85	82.007,00		9.665,15	12%
C3 - Institutional Development of FO's	146.715,15	125.722,00	- 20.993,15	146.715,15	125.722,00	- 20.993,15	244.315,77	292.874,00		48.558,23	17%
C3.1 FO Local Costs	48.221,05	55.058		48.221,05	55.058	6.836,95	66.054,26	123.880,00		57.825,74	47%
C3.2 Agri-Agency Costs	79.959,04	47.775		79.959,04	47.775	-32.184,04	139.695,89	107.494,00		32.201,89	-30%
C3.3 Peer to peer and exchanges	18.535,06	22.889		18.535,06	22.889	4.353,94	38.565,62	61.500,00		22.934,38	37%
C3.4 Alliance	-	-		-	-	0,00	-	-		-	
Subtotal	563.073,23	484.444,00	- 78.629,23	563.073,23	484.444,00	- 78.629,23	954.794,76	1.100.000,00		145.205,24	13%
Non-IFAD											
Total Use of Funds	563.073,23	484.444	- 78.629,23	563.073,23	484.444	- 78.629,23	954.794,76	1.100.000		145.205,24	13%
AVAILABLE BALANCE							25.205,24				

APL: Association des Paysans du Limbé

C1/C2/C3 : Component 1/2/3

CEDI-VE: Central d'Education et de Développement Intégré – Village d'Espoir

CLAC: Coordinadora Lationamericana y del Caraïbe de Pequeños(as) Productores(as) y Trabajadores(as) de Comercio justo

COPASED : Coopérative Agricole et de Service à Durié

EU: European Union

FGPL: Fédération des groupements paysans de Limbé

FO: Farmer Organization

GA: General Assembly

HTG: Haitia Gourde

IFAD: International Fund for Agricultural Development

KM: Knowledge Management

M&E: Monitoring & Evaluation

OACPS: Organization of African, Caribbean and Pacific States

OP8L : Organisation Paysanne de la 8^{ème}

OPSCM : Organisation Paysanne pour le Développement Central de Massabielle

USD: United States Dollars

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The here presented information might be subject to corrections.

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