

# Completion Report

Farmers' organizations for Africa, the Caribbean and the Pacific programme (FO4ACP) 2019–2025



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## Abbreviations

<b>ACP</b>	Africa Caribbean and the Pacific
<b>Afdi</b>	Agriculteurs Français et Développement International
<b>AGRA</b>	Alliance for a Green Revolution in Africa
<b>AHA</b>	Andreas Hermes Akademie
<b>APFP</b>	Asia Pacific Farmers Programme
<b>ARISE-FARMERS</b>	Assuring Resiliency of Family Farmers
<b>ASPH</b>	agro-sylvo-pastoral
<b>Asprodeb</b>	Association sénégalaise pour la promotion du développement à la base
<b>AWPB</b>	Annual Work Plan and Budget
<b>B2B</b>	Business to business
<b>CAADP</b>	Comprehensive African Agriculture Development Programme
<b>CAPAD</b>	Confédération des Associations des Producteurs Agricoles pour le Développement
<b>CILSS</b>	Comité Inter-état de Lutte contre la Sécheresse au Sahel
<b>CLAC</b>	The Latin American and Caribbean Network of Fair-Trade Small Producers and Workers
<b>COSOP</b>	Country Strategic Opportunities Programme
<b>CSA</b>	Collectif Stratégies Alimentaires
<b>CVA</b>	Comité de Veille et d'Action
<b>DRC</b>	Democratic Republic of the Congo
<b>ECOWAS</b>	Economic Community of West African States
<b>EU</b>	European Union
<b>FAFO</b>	Farmers' Forum
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FFD</b>	Food and Forest Development
<b>FFP</b>	Farmers Fighting Poverty
<b>FIARA</b>	International Fair of Agriculture and Animal Resources
<b>FLE</b>	Farm-Led Enterprise
<b>FO</b>	Farmers' Organization
<b>FO4A</b>	Farmers' Organizations for Asia
<b>FO4ACP</b>	Farmers' Organizations for Africa Caribbean and Pacific
<b>FO4LA</b>	Farmers' Organizations for Latin America
<b>FOFIFA</b>	National Centre for Applied Research in Rural Development
<b>GAFFSP</b>	Global Agriculture and Food Security Programme
<b>GAP</b>	Good Agricultural Practices
<b>ICT</b>	Information and Communications Technology
<b>ICT4D</b>	Information and Communication Technology for Development

<b>IFAD</b>	International Fund for Agricultural Development
<b>IGREENFIN</b>	Inclusive Green Financing initiative
<b>INGABO</b>	Syndicat Rwandais des Agriculteurs et Eleveurs
<b>KM</b>	Knowledge Management
<b>LFO</b>	Local Farmers' Organization
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoU</b>	Memorandum of Understanding
<b>MTCP</b>	Medium-Term Cooperation Programme (for FOs)
<b>MTR</b>	Mid-Term Review
<b>NFO</b>	National Farmers' Organization
<b>NGO</b>	Non-Governmental Organization
<b>OACPS</b>	Organization of ACP Countries
<b>PASA-NK</b>	The North Kivu Agriculture Sector Support Project
<b>PIM</b>	Programme Implementation Manual
<b>PNG</b>	Papua New Guinea
<b>RFO</b>	Regional Farmers' Organization
<b>ROLL</b>	Regeneration of Landscapes and Livelihoods
<b>RPSF</b>	Rural Poor Stimulus Facility
<b>SADP</b>	Smallholder Agriculture Development Project
<b>SAFE</b>	Support African Farmers in 2020 Emergency
<b>SFOAP</b>	Support to Farmers' Organization in Africa Programme
<b>SOC</b>	Service Officiel de Contrôle et de Certification
<b>TAHA</b>	Tanzania Horticultural Association
<b>UEMOA</b>	West African Economic and Monetary Union
<b>UN</b>	United Nations
<b>UNFFF</b>	United Nations Decade of Family Farming
<b>UPA DI</b>	Union des producteurs agricoles - Développement Internationale

### List of Farmers' Organizations in the Africa Region

<b>ACT</b>	Agricultural Council of Tanzania	Tanzania
<b>ANAP</b>	Association Nationale des Apiculteurs Professionnels	Algeria
<b>ANOPACI</b>	Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire	Côte d'Ivoire
<b>CAK</b>	Cooperative Alliance of Kenya	Kenya
<b>CAPAD</b>	Confédération des Associations des Producteurs Agricoles pour le Développement	Burundi
<b>CNCPRT</b>	Conseil National de Concertation des Producteurs Ruraux du Tchad	Chad

<b>CNCR</b>	Conseil National de Concertation et de Coopération des Ruraux	Senegal
<b>CNOP-Burundi</b>	Concertation Nationale des Organisations Paysannes du Burundi	Burundi
<b>CNOP-CAF</b>	Concertation Nationale des Organisations Paysannes de la Centrafrique	Central African Republic
<b>CNOP-Cameroon</b>	Concertation Nationale des Organisations Paysannes du Cameroun	Cameroon
<b>CNOP-Congo</b>	Concertation Nationale des Organisations Paysannes du Congo	Congo
<b>CNOP-G</b>	Conseil National des Organisations Paysannes Guinée	Guinea
<b>CNOP-Gabon</b>	Concertation Nationale des Organisations Paysannes Gabon	Gabon
<b>CNOP-Mali</b>	Coordination Nationale des Organisations paysannes du Mali	Mali
<b>CONAPAC</b>	Confédération Nationale des Producteurs Agricoles du Congo	DRC
<b>COOCENKI</b>	Coopérative centrale du Nord-Kivu	DRC
<b>CPF</b>	Confédération Paysanne du Faso	Burkina Faso
<b>CPM</b>	Coalition Paysanne de Madagascar	Madagascar
<b>CTOP</b>	Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles	Togo
<b>CUZA</b>	Cooperative Union of Zanzibar	Tanzania
<b>DAPA</b>	Djibouti Agro-Pastoralist Association	Djibouti
<b>EAFF</b>	East African Farmers Federation	East Africa
<b>ESNAU</b>	Eswatini National Agricultural Union	Eswatini
<b>FEKRITAMA</b>	Confédération des Agriculteurs Malagasy	Madagascar
<b>FENAPA</b>	Federação Nacional dos Pequenos agricultores de São Tomé e Príncipe	Sao Tomé and Principe
<b>FIFATA</b>	Fikambanana Fampivoarana ny Tantsaha	Madagascar
<b>FMA</b>	Fédération Mauritanienne des Agriculteurs	Mauritania
<b>FONG</b>	Farmers Organisation Network In Ghana	Ghana
<b>FUNL</b>	Farmers Union Network of Liberia <sup>[SEP]</sup>	Liberia
<b>INGABO</b>	Syndicat Rwandais des Agriculteurs et Eleveurs	Rwanda
<b>KENAFF</b>	Kenya National Farmers' Federation	Kenya
<b>LENAFU</b>	Lesotho National Farmers Union	Lesotho
<b>LOFEPACO</b>	Ligue des Organisations des Femmes Paysannes du Congo	DRC
<b>NACOFAG</b>	National Coordinating Organization for Farmers Association	Gambia
<b>NAFSL</b>	National Association of Farmers of Sierra Leone	Sierra Leone
<b>NASFAM</b>	National Smallholder Farmers' Association of Malawi	Malawi
<b>NNFU</b>	Namibia National Farmers Union	Namibia

<b>PAFO</b>	Pan African Organisation	Africa
<b>PFPN</b>	Plateforme Paysanne du Niger <sup>[1]</sup> <sub>[SEP]</sub>	Niger
<b>PNOPPA</b>	Plateforme Nationale des Organisations Paysannes et des Producteurs Agricoles <sup>[1]</sup> <sub>[SEP]</sub>	Benin
<b>PROPAC</b>	Plateforme Régionale des Organisations Paysannes d'Afrique Centrale	Central Africa
<b>QNCOCPA</b>	Cadre national de concertation des organisations paysannes et de producteurs agricoles	Guinea-Bissau
<b>ROPPA</b>	Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest	West Africa
<b>SACAU</b>	Southern African Confederation of Agricultural Unions	Southern Africa
<b>SOA</b>	Syndicat des Organisations Agricoles	Madagascar
<b>SYDIP</b>	Syndicat de Défense des Intérêts Paysans	DRC
<b>Syndicate</b>	Rwanda Federation of Farmers	Rwanda
<b>IMBARAGA</b>		
<b>TFC</b>	Tanzania Federation of Cooperatives	Tanzania
<b>UMA</b>	Union Marocaine de l'Agriculture	Morocco
<b>UMNAGRI</b>	Union Maghrébine et Nord-Africaine des Agriculteurs	North Africa
<b>UNFF</b>	Uganda National Farmers Federation	Uganda
<b>Union Nationale des Paysans Algériens</b>	UNPA	Algeria
<b>UTAP</b>	Union Tunisienne de l'Agriculture et de la Pêche	Tunisia

#### List of Farmers' Organizations in the Caribbean

<b>FGPL</b>	<b>Fédération des groupements paysans de Limbé</b>	<b>Haiti</b>
<b>RECOCARNO</b>	Réseau des Coopératives Caféières de la Région Nord	Haiti
<b>BANELINO</b>	Bananos Ecológicos de la Línea Noroeste	Dominican Republic
<b>ASOANOR</b>	Asociación Agrícola Noroestana	Dominican Republic
<b>GRENROP</b>	Grenada Network of Rural Women Producers	Grenada

#### List of Farmers' Organizations in the Pacific Region

<b>ANAPROFIKO</b>	Asosiasaun Nasional Produtor Fini Komersial	Timor Leste
<b>BA</b>	Bula Agro	Fiji
<b>CAPNC</b>	Chambre d'Agriculture de Nouvelle Calédonie	New Caledonia
<b>FBA</b>	Fiji Beekeepers Association	Fiji
<b>FCLC</b>	Fiji Crop and Livestock Council	Fiji
<b>FRIEND</b>	Foundation of Rural Enterprise and Development	Fiji

<b>FSA</b>	Farm Support Association	Vanuatu
<b>GROFED</b>	Growers Federation	Tonga
<b>KGA</b>	Kastom Gaden Association	Solomon Islands
<b>MORDI</b>	Mainstreaming of Rural Development Innovation	Tonga
<b>Nishi</b>	Nishi Trading Company	Tonga
<b>NWC</b>	Nature's Way Cooperative	Fiji
<b>PFO</b>	Pacific Farmers' Organizations	Pacific
<b>PIFON</b>	Pacific Island Farmer Organisation Network	Pacific Region
<b>PNGWiADF</b>	Women in Agricultural Development Fund	Papua New Guinea
<b>RBTR</b>	Rise Beyond the Reef	Fiji
<b>SFA</b>	Samoa Farmers Association	Samoa
<b>SSO</b>	South Sea Orchids	Fiji
<b>TRTC</b>	Tutu Rural Training Centre	Fiji
<b>TTE</b>	Te Tango Enea	Cook Islands
<b>TTT</b>	Tei Tei Taveuni	Fiji
<b>WIBDI</b>	Women in Business Development Inc.	Samoa

## Executive Summary

The Farmers' Organizations for Africa, the Caribbean and the Pacific (FO4ACP) programme (2019–2025), funded by the European Union (EUR 50 million) and cofinanced by IFAD (USD 3 million), has been a transformative initiative that positioned farmers' organizations (FOs) as key drivers for rural development and inclusive growth.

Anchored in the Farmers' Forum and aligned with the UN Decade of Family Farming, FO4ACP strengthened the capacity of FOs to deliver high-quality economic services – helping smallholder farmers access markets, secure finance, and integrate into competitive value chains. These services were not limited to advisory support; they enabled farmers to aggregate production, negotiate better prices, and connect with buyers through innovative business-to-business platforms and digital marketplaces. Access to finance was equally prioritized, with FOs facilitating bankable business plans, mobilizing millions in additional resources, and introducing tailored financial products such as savings and credit schemes to empower rural communities.

With a total budget of EUR 52.7 million—including a COVID-19 mitigation top-up—the programme reached 38 African countries, 14 Pacific nations, and 9 Caribbean states, channelling resources into three strategic objectives: enhancing economic services; influencing policies for a more conducive business environment; and reinforcing institutional governance and accountability.

Beyond economic empowerment, FO4ACP promoted climate resilience by supporting agroecological practices, crop diversification, and water-efficient technologies, reducing vulnerability to climate shocks while improving productivity and incomes. FOs piloted new solutions such as digital platforms for e-commerce, mobile-based financial services, and renewable energy systems for processing units – creating models that can be scaled across regions. These efforts were complemented by strong policy engagement, influencing over 500 policies and programmes to foster inclusive and sustainable rural economies.

The results speak for themselves: marketed products reached EUR 77.8 million in Africa, EUR 46.9 million in the Caribbean, and EUR 41.6 million in the Pacific, while bankable business plans unlocked millions in additional investments. Digitalization and knowledge management were central pillars, with information and communications technology tools improving market access and monitoring, and global Learning Routes accelerating peer-to-peer exchanges. When COVID-19 disrupted food systems, FO4ACP responded with a EUR 10 million mitigation action, integrating digital marketing and crisis-response strategies to safeguard livelihoods.

According to the evaluation criteria of the Organisation for Economic Co-operation and Development, the programme scored highly on relevance, effectiveness, efficiency, and impact, while sustainability was moderately satisfactory, reflecting progress in institutional resilience but ongoing challenges in FOs' financial autonomy.

1. **Relevance:** Highly aligned with global priorities and farmers' needs.
2. **Effectiveness:** Most targets met or exceeded across all components.

3. **Efficiency:** Strong fiduciary management ensured cost-effectiveness despite COVID-19 challenges.
4. **Impact:** Significant gains in income, market access, and organizational maturity.
5. **Sustainability:** Solid institutional foundations established, though financial autonomy remains a challenge.

As FO4ACP closes, it leaves a strong legacy and a clear pathway for **FO4IMPACT**, the next-generation programme designed to scale digital solutions, deepen institutional capacity, and consolidate FOs as leaders in climate-resilient agriculture, research, and innovation. FO4IMPACT will build on this foundation to strengthen value chain integration, expand access to finance and markets, and accelerate the transition to resilient, inclusive, and sustainable food systems.

## I. Programme Description

1. Farmers' organizations (FOs) are increasingly recognized as representatives of the farming community. The United Nations (UN) declared 2012 as the International Year of Cooperatives and 2014 as the International Year of Family Farming. Thanks to a campaign driven mainly by FOs, 2019–2028 was proclaimed the UN Decade of Family Farming (UNDIFF). The UN Declaration on the Rights of Peasants and Other People Working in Rural Areas was approved in 2018, marking an important milestone in the recognition of the rights of rural people. These events acknowledge the invaluable role that FOs play in supporting smallholders' market integration, shaping policies for agriculture and sustainable development, generating employment and social integration, reducing poverty, and improving nutrition and food security.
2. Within this context, since 2009, key support programmes have been implemented by FOs and AgriCord with funding from the European Union, IFAD, and Swiss and French development agencies: Support to FOs in Africa Programme (SFOAP) pilot phase (2009–2012), Farmers' Africa (2013–2018) and its two interventions (the SFOAP main phase and Farmers Fighting Poverty (FFP)/Africa); and the Medium-term Cooperation Programme with FOs in Asia-Pacific (MTCP) phase two (2013–2019). These programmes laid the foundation for strong strategic partnerships between IFAD and like-minded donors such as the European Union to directly support capacity building for FOs worldwide. The design of FO4ACP is based on the successful activities, the impact, and the lessons learned from these programmes, and is the result of the joint effort of all stakeholders involved.
3. The design of FO4ACP is also rooted in the extensive partnership and dialogue between IFAD and FOs. The experience and lessons learned in this partnership between has, in particular, accelerated and strengthened the focus on national apex FOs and regional FO networks under the aegis of [the Farmers' Forum \(FAFO\) process](#) a bottom-up process of consultation and dialogue between small farmers' and rural producers' organizations, IFAD and governments, focused on rural development and poverty reduction. The FAFO brings together national and international FO leaders and IFAD staff and management to share views of evolving challenges in agriculture and rural development and in IFAD development effectiveness. Launched in 2006 and fully aligned with IFAD's strategic objectives, the FAFO was established as a permanent feature of the IFAD Governing Council and operationalized through IFAD-funded investment projects and grant programmes. The FAFO process is fully institutionalized within IFAD and is rooted in concrete partnership and collaboration at the country and regional levels.
4. Since 2016, the FAFO process has been a global and then also decentralized process with meetings organized in conjunction with the IFAD Governing Council, with regional meetings in each of the five IFAD regions of operation. This change was in line with IFAD's reform agenda and its process of decentralization, which aimed to increase IFAD's country

presence and strengthen its partnerships with national stakeholders as well as the results and impact of its operations. Each global meeting of the FAFO triggers a new set of initiatives and collaborations on the ground. FO4ACP can be considered a “component” of the strategy that unfolded between IFAD and the FAFO: to increase direct partnership between IFAD and FOs<sup>1</sup>.

## 1. Programme objectives and components

5. The overall objective of the programme is to increase the income and improve the livelihoods, food and nutrition security and safety of organized smallholder and family farmers in the target areas of Africa, Caribbean and the Pacific (ACP) countries.
6. The programme’s desired outcomes are as follows:
  - FOs and farmer-led enterprises (FLEs) improve technical and economic services to their members along the value chains;
  - FOs influence policies and business environments for the transformation of family farming and the development of sustainable, adaptive economic initiatives and FLEs; and
  - FOs are accountable organizations able to effectively perform their institutional functions.
7. The programme includes five components, with knowledge management as a cross-cutting feature for the technical components.
8. **Component 1: Delivery of economic services along priority value chains.** Component 1 supports FOs to improve their capacity to provide economic and technical services to their female and male members in order to support their business ambitions and ensure that they can profitably engage in markets and be integrated into value chains based on the social and environmental sustainability and resilience of the method of production and transformation. This component enables FO members to strategically position themselves as service organizations for members and other stakeholders by providing key functions along selected value chains. Component 1 also supports the services and capacity building that FOs provide to their members, and the tools and digital formats needed to enhance services to meet the needs of members.
9. **Component 2: Enabling the business environment.** Component 2 helps to draw the attention of sector stakeholders – including civil society, the private sector, governments

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<sup>1</sup> For further information: <http://www.ifad.org/farmer/index.htm>

and donors – to smallholder needs, especially in areas that are key to ensuring a conducive business environment for women and men smallholder farmers. These include supporting agriculture policies that favour smallholder farming, creating new green jobs, and addressing issues surrounding land tenure and agricultural credit and trade policies.

10. **Component 3: Institutional development of FOs.** Resources under component 3 target activities that contribute to structuring organizations by setting up the major building blocks required for their institutional development (strategies, tools, monitoring and evaluation (M&E)). These activities strengthen them as qualified organizations that can more effectively serve their members while expecting from their members a citizen engagement in their movement to promote a vivid and organized rural civil society. Capacity building for FOs is a core function of the regional farmers' organizations (RFOs) and an important element of the FO4ACP. All participating FOs are being guided to grow and strengthen their internal capacities, both technically and administratively, to better serve members. In this regard, AgriCord and FAO are key strategic partners working toward building the institutional capacities of FOs.
11. **Component 4: Communication and visibility.** Under component 4, resources are allocated to FO4ACP communication and visibility in order to improve overall programme communication on positive results and impacts of the partnership.
12. **Component 5: IFAD programme coordination and M&E.** Under components 5, IFAD ensures the overall coordination and day-to-day management of the programme, including supervision, implementation support, M&E, and knowledge management.
13. The programme has been co-designed with FOs and their direct technical partners in the AgriCord network. FO4ACP recognizes that FOs are the main implementing partners and beneficiaries of the programme – from the local to national (generally through national platforms) and regional levels (through the regional platforms that constitute the recipients of the large grants), and for Africa at the continental level (through the Pan-African platform of FOs constituted by RFOs and PAFO).

## 2. Strategy and approach

14. FO4ACP is guided by several strategic principles to ensure effective and inclusive implementation across all levels – continental, regional, national, and local:
15. **Ownership and alignment.** Activities are based on the strategic plans of PAFO, RFOs and national farmers' organizations (NFOs), and AgriCord. No parallel structures are created; instead, existing systems are used to enhance ownership and impact. Flexibility is maintained to adapt to evolving priorities and opportunities.

16. **Subsidiarity.** Responsibilities are distributed according to the principle of subsidiarity to maximize synergies. Coordination and information-sharing across all levels will ensure coherence and mutual support.
17. **Institutional strengthening.** The institutional capacity of FOs is built through the development of strategies, systems (e.g. M&E, accounting), and procedures to enhance sustainability and service delivery.
18. **Coordination with complementary initiatives.** The programme aligns with other initiatives such as the Association of Southeast Asian Nations' FO Support Programme, Agri—Business Capital Fund, the Comprehensive African Agriculture Development Programme (CAADP), and the FAO—AgriCord climate resilience agreement. It also leverages IFAD's FAFO process to strengthen partnerships.
19. **Peer learning and inclusiveness.** Peer-to-peer learning and knowledge exchange are key for institutional development. Inclusiveness is actively promoted, with RFOs, AgriCord, and FAO facilitating networking and collaboration.

### 3. Institutional arrangements

20. The Delegation Agreement FED/2018/403 099 between IFAD and the European Union for the implementation of the FO4ACP programme was signed on 4 January 2019.
21. The first addendum, for the formalization of the additional financing of EUR 10 million under the Programme Mitigation Action, was signed between the parties on 1 October 2021.
22. The second addendum, concerning the 18-month no-cost extension and closing date of the programme on 30 June 2025, was signed on 2 May 2023.
23. The programme is implemented in three regions:
  - **African region:** 5 Regional FO (RFO) members of the Pan African Organisation (PAFO): East African Farmers Federation (EAFF), Plateforme Régionale des Organisations Paysannes d'Afrique Centrale (PROPAC), Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest (ROPPA), Southern African Confederation of Agricultural Unions (SACAU) and Union Maghrébine et Nord-Africaine des Agriculteurs (UMNAGRI). In addition to AgriCord
  - **Pacific region:** Pacific Islands Farmers Organization Network (PIFON).
  - **Caribbean region:** the FAO Regional Office for Caribbean and Latin America, Procasur and AgriCord (with the Latin American and Caribbean Network of Fair-Trade Small Producers and Workers (CLAC).
24. Cumulatively, fifteen (15) grant agreements were elaborated and signed in the context of the FO4ACP programme: five (5) grant agreements to support the RFOs in design and

consultations (inception phase); and ten (10) grant agreements for the implementation phase. In addition, ten (10) amendment letters were signed for the additional grant resources.

**Table 1. FO4ACP effective grant agreement for the implementation phase**

Recipient	Grant Agreement Reference Code	Effective Date	Completion Date	Closing Date	Total Grant Amount (EUR)
<b>AFRICAN REGION</b>					
<b>EAFF</b>	#2000003050 #2000002966 #2000004570	28-Oct 19	31 Jan 2025	31 May 2025	4 779 150
<b>PROPAC</b>	#2000003051 #2000002967 #2000004575	26-Oct 19	31 Jan 2025	31 May 2025	4 779 150
<b>ROPFA</b>	#2000002968 #2000003052 #2000004577	20-Nov 19	31 Jan 2025	31 May 2025	4 779 150
<b>ROPFA-PAFO</b>	#2000002972 #2000003054 #2000004578	20-Nov 19	31 Jan 2025	31 May 2025	1 556 571
<b>SACAU</b>	#2000003053 #2000002969 #2000004576	28-Oct 19	31 Jan 2025	31 May 2025	4 779 150
<b>UMNAGRI</b>	#2000002971	4-Dec 19	31 Jan 2025	31 May 2025	821 573
<b>AgriCord Africa</b>	#2000003055 #2000004572	22-Oct 19	31 Jan 2025	31 May 2025	10 671 230
<b>PACIFIC REGION</b>					
<b>PIFON</b>	#2000003002 #2000004078 #2000004571	22-Oct 19	31 Jan 2025	31 May 2025	7 387 538
<b>CARIBBEAN REGION</b>					
<b>AgriCord Caribbean</b>	#2000003386 #2000004573	18-Sept 20	31 Jan 2025	31 May 2025	2 701 041
<b>FAO Regional Office</b>	#2000003343 #2000004574	20-Oct 20	31 Jan 2025	31 May 2025	3 891 670
<b>Procasur</b>	#2000004883	01 March 2024	31 Jan 2025	31 May 2025	808 330

#### 4. Programme financing

25. The total cost of the FO4ACP programme, including the top-up financing of EUR 10 million, is estimated at EUR 52.7 million and comprises a European Commission contribution of

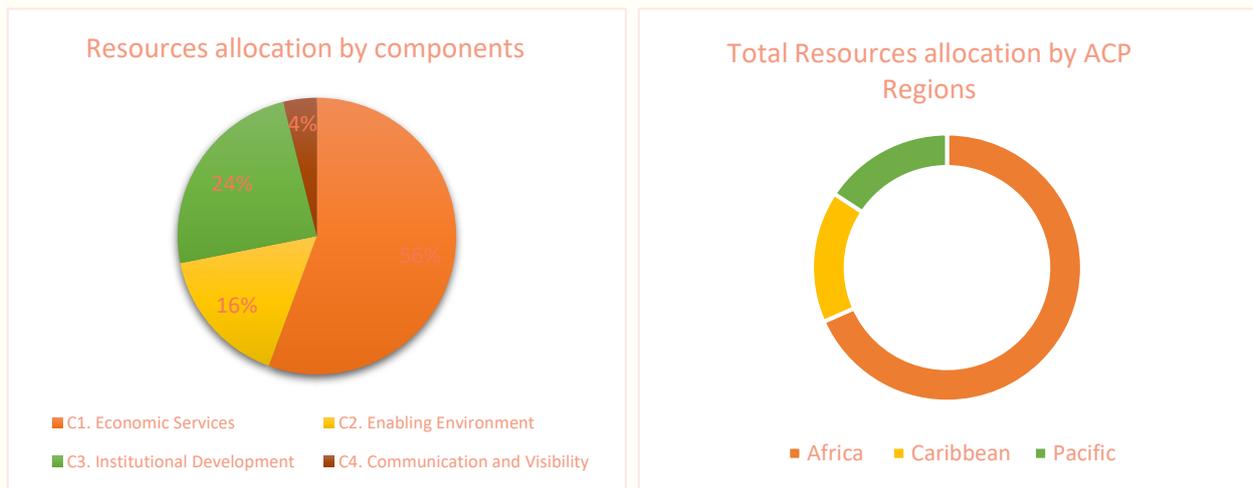
EUR 50 million and cofinancing by IFAD of USD 3 million (approximately EUR 2.7 million according to the exchange rate on the approval day). An additional contribution of IFAD amounting USD 50,000 was approved to allow the inclusion of Cuba in the Caribbean part of the programme.

**Table 2. Total action costs (EUR), including the mitigation action top-up, as of September 2023**

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

\*IFAD's contribution is equal to USD 3 million. At the moment of the elaboration of the Delegation Agreement, IFAD's contribution was converted to approximately EUR 2.700 million.

26. The meeting of the Overarching Programme Steering Committee in March 2019 deliberated on the approach for resource allocation. The final decision was as follows: 80 per cent of the total amount of EU resources for the programme are allocated at inception phase on the basis of two thirds for Africa and one third for the Caribbean and Pacific regions on equal share. With the amendment signed in 2023 and after the Mid-Term Review (MTR), the remaining 20 per cent of the EU contribution, in addition to the top-up, was allocated as planned to follow the same indications as above.
27. On the contrary, IFAD resources were fully available and allocated since the inception phase. Details on resource allocation by recipient are provided in Annex I.
28. The budget allocation among the programme components confirms a dominant focus on component 1 at global level (56 per cent of total direct costs) as well as in each of the three ACP regions and in each recipient's budget, as shown in the chart below.



**Figure 1. Resource allocation by components and regions**

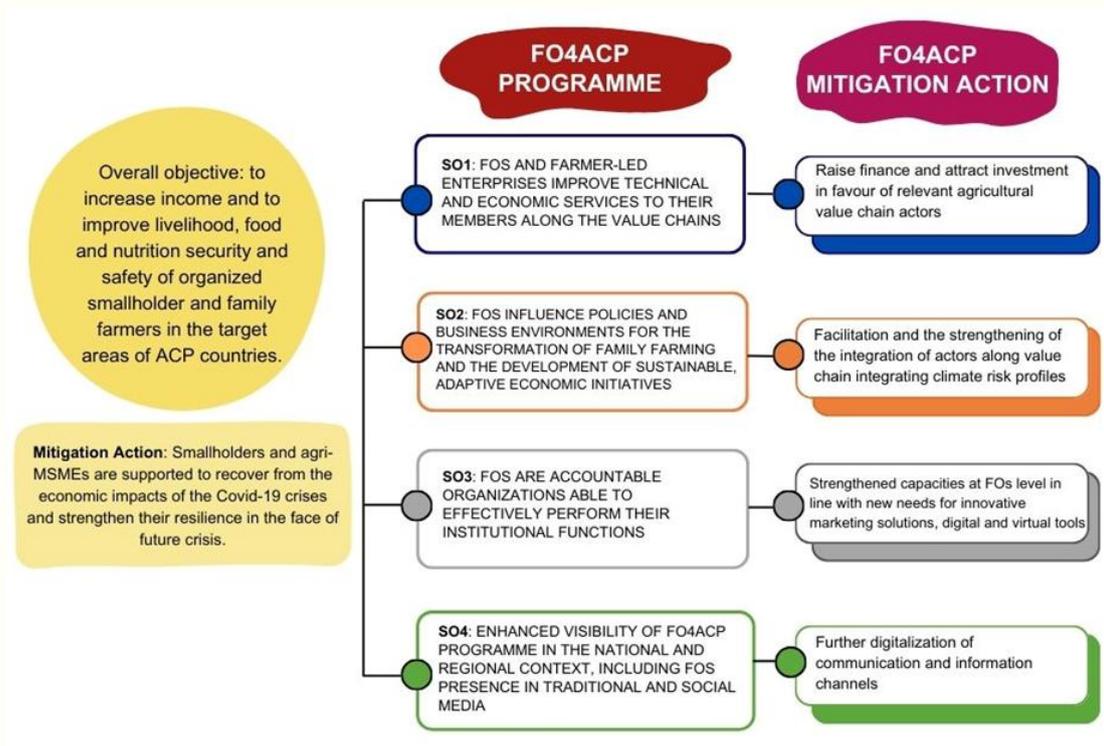
29. The financial management mission, conducted between November 2024 and June 2025, successfully completed a comprehensive review across all FO4ACP recipients, focusing on Statements of Expenditures (SoEs), cumulative Transaction Lists (TLs), supporting documentation, and compliance with Grant Agreement requirements.
30. Implemented in three structured phases—eligibility testing, financial reporting (SoEs & TLs), and grant-closure arrangements—the mission not only assessed compliance but also highlighted significant progress achieved over the years.
31. A key outcome of the review was the confirmation of several notable strengths among recipients. Statements of Expenditures, Transaction Lists, and final audit reports were consistently submitted in alignment with IFAD’s reporting requirements. Templates for SoEs and TLs adhered to IFAD-prescribed formats, ensuring clarity, accuracy, and seamless reconciliation with budget components. Financial management procedures were established, supported by well-staffed and experienced teams, and complemented by manuals and proper allocation of staff time. These achievements reflect the tangible improvements in organizational capacity and performance, thanks to IFAD’s continuous support and coordination.
32. While the mission identified areas for further enhancement—such as closer monitoring of exchange rates, strict adherence to the 30/70 disbursement rule for NFOs, and proactive oversight of sub-recipient activities—these are opportunities to build on the strong foundation already in place. Importantly, issues such as ineligible expenditures, transaction misallocations, and budget reallocations beyond permitted limits were promptly addressed during the mission, demonstrating the recipients’ commitment to corrective action and compliance.
33. Persistent challenges, including delayed responses, incomplete documentation, and archiving gaps, underline the need for continued capacity strengthening. However, the

trajectory of improvement is clear: IFAD and Recipients's ongoing efforts have already delivered measurable results, and the mission reinforced the importance of sustaining this momentum. Recommendations focused on upgrading accounting systems, clarifying equipment eligibility, enforcing dedicated bank accounts and reconciliation practices, and establishing robust archiving and retention systems—all aimed at ensuring long-term efficiency and transparency.

34. Overall, the mission not only supported the timely preparation of final reports and audits but also showcased the significant progress achieved under IFAD's guidance. With continued collaboration and structured capacity-building, FO4ACP recipients are well-positioned to further enhance financial management practices, ensuring stronger compliance, greater accountability, and improved performance across all organizations.

## 5. FO4ACP recovery and mitigation action

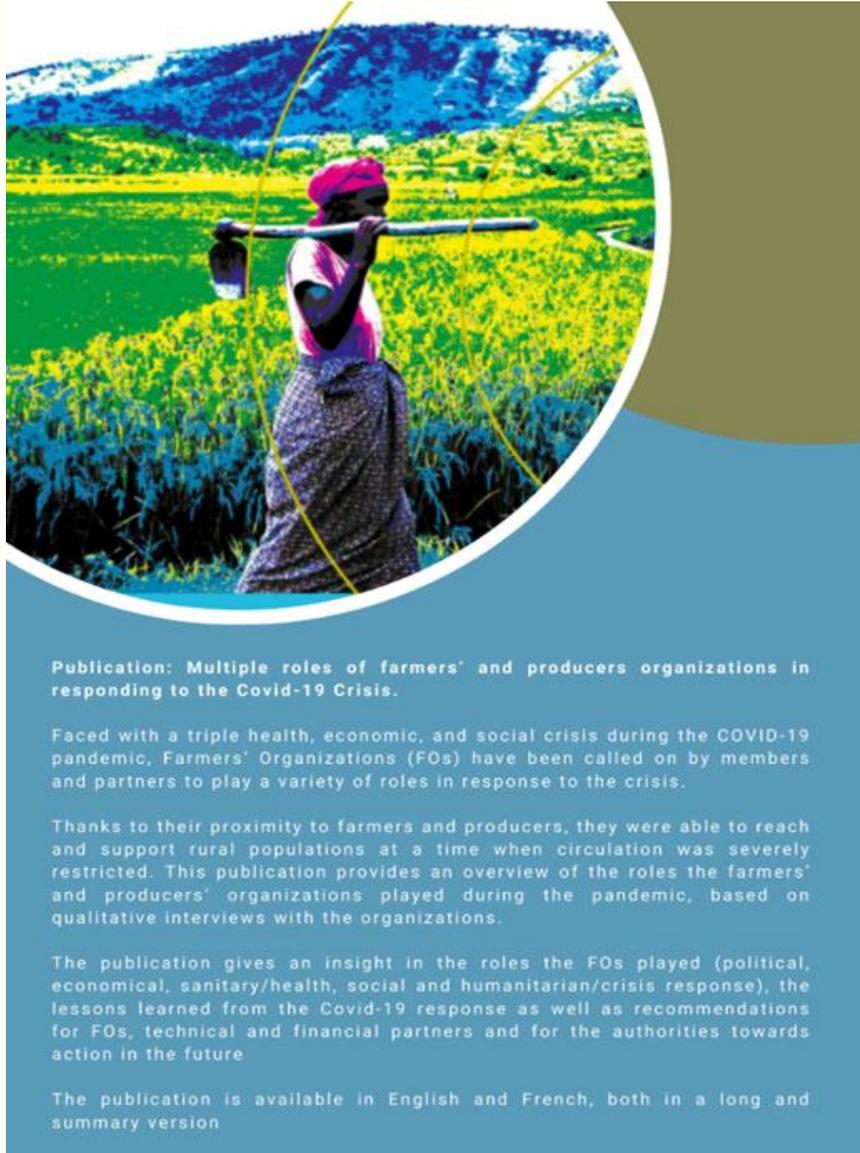
35. During the **COVID-19 pandemic** in 2020, regional and national FOs conducted impact analyses that significantly informed agricultural response strategies. These studies, along with consultations with stakeholders and donors, led to a coordinated recovery plan known as the FO4ACP Covid-19 Mitigation Action.
36. This action was fully integrated into the existing FO4ACP programme, using its five components and established implementation arrangements. It was funded by a EUR 10 million top-up from the European Commission, formalized in September 2021. The implementation period of the programme was then extended by one year (completion June 2025) to allow for an appropriate execution of the activities.
37. The main objective was to help organized smallholder and family farmers, as well as FLEs, recover from the economic effects of the pandemic and build resilience against future crises. Each strategic goal of the FO4ACP programme was adapted to include a specific focus on COVID-19 recovery.



**Figure 2. Linkages between the programme objectives and the COVID-19 response**

38. As part of the FO4ACP Covid-19 Mitigation Action, new activities were planned across four components, maintaining the original budget distribution.

- **Component 1** focused on strengthening economic services at national and local levels, promoting innovative marketing, digitalization, access to finance, crop diversification, and local food production. It also supported market access and the development of e-commerce.
- **Component 2** reinforced advocacy efforts for improved digital monitoring and evaluation systems, and increased support for women and youth initiatives.
- **Component 3** continued institutional strengthening, enhancing crisis response capacity and internal digitalization processes.
- **Component 4** advanced the development of information and communications technology (ICT), improving the digital flow of information for timely and cost-effective communication. These amendments were integrated into the recipients' 2023 work plans.



**Figure 3. Publication – “Multiple roles of farmers’ and producers’ organizations in responding to the Covid-19 crisis”**

## 6. Rural Poor Stimulus Facility

39. In 2020, IFAD launched the Support African Farmers in 2020 Emergency (SAFE 2020) project under the Rural Poor Stimulus Facility (RPSF) to support rural communities during the COVID-19 crisis. The initiative was developed by FOs (PAFO members) and agri-agencies (AgriCord members) involved in the FO4ACP programme.
40. SAFE 2020 complemented the FO4ACP COVID-19 Mitigation Action addressing urgent needs that FO4ACP was unable to fully cover. Both projects were closely coordinated and shared the same implementation and oversight structures.

41. The project received USD 2 million in total funding – initially USD 1.5 million with a 2021 deadline, followed by an additional USD 500,358 for activities through 2022. AgriCord chose not to seek further extensions.
42. In 2022, seven completion missions were conducted alongside the FO4ACP MTR. A survey showed that 70 per cent of respondents formed new partnerships during the pandemic, highlighting the project’s role in fostering collaboration and resilience.
43. The SAFE 2020 project demonstrated the capacity of FOs to deliver emergency support during the COVID-19 crisis. It successfully helped relaunch agricultural production and curb the spread of the virus in rural areas. Across nearly all participating countries, the distribution of input packages – such as seeds, fertilizers, animal feed, and veterinary products – boosted productivity and, in some cases, reduced production costs. FOs effectively voiced farmers’ concerns and, through NFOs, influenced government responses on key issues. The use of ICT played a crucial role in maintaining extension services, ensuring input delivery, and even enabling e-marketing for vulnerable farmers.



**Figure 4. EAFF, conducting a meeting with farmers on Covid-19**

## 7. IFAD coordination, supervision and monitoring and evaluation



**Figure 5. FO4ACP programme coordination, supervision and monitoring and evaluation timeline**

44. IFAD ensures the overall coordination and day-to-day management of the programme, including supervision, implementation support, M&E, and knowledge management.
45. The day-to-day coordination of the programme is provided through IFAD's Sustainable Production, Markets and Institutions Division, composed of one Technical Specialist and one Knowledge Management and M&E Analyst financed with FO4ACP resources, and one Programme Assistant under the guidance of the Lead Global Technical Advisor (IFAD regular budget). The unit ensures the overall programme coordination in terms of: (i) technical and financial planning and coordination; (ii) narrative and financial reporting; (iii) knowledge management and M&E; (iv) implementation support; and (v) communication and visibility in compliance with IFAD regulations and the contractual provisions. To guide programme implementation, a programme implementation manual (PIM) was developed by the coordination team. The team also ensured the delivery of the annual progress reports, consolidating the information from the 10 recipients.
46. A total of thirty supervision missions took place, each of them resulting in an aide-mémoire with recommendations for follow-up. Each mission team was composed of the Technical Specialist, the Knowledge Management and M&E Analyst, a financial management consultant and regionally mapped senior technical specialists based in the different regions. Meetings were organized with IFAD Country Offices in the regions to stimulate synergies with the IFAD country programmes, with the agri-agencies and, when possible,

with EU delegations to discuss the developments in terms of collaborations at country and local level.

47. The FO4ACP MTR took place from January 2022 until April 2022. The review aimed to assess the programme's financial and technical performance and provide a regional and recipient-level overview of key activities, findings, and recommendations. Rather than a traditional evaluation, the MTR was designed as a participatory capacity development exercise, placing FOs at the centre. It included a learning process in which FOs engaged in self-evaluation through surveys, and shared stories, case studies, best practices, and experiences to inform the review.
48. The MTR missions were held from February 2022 until April 2022 in the different regions covered by FO4ACP. A team in the Pacific region worked closely with PIFON and its members in Fiji to better understand programme implementation achievements and challenges.<sup>2</sup> A second team travelled to meet with ROPPA in Senegal (because of travel restrictions to Burkina Faso) and PROPAC in Cameroon and visited FOs and agri-agencies in Senegal, Cameroon and Congo.<sup>3</sup> A third team worked with SACAU in the Republic of South Africa and travelled to Tanzania to visit the achievements of the NFO ACT and agri-agencies Andreas Hermes Akademie (AHA), Trias and Food and Forest Development (FFD).<sup>4</sup> The same team undertook discussions with EAFF and Nyala Dairy Cooperative in Kenya, visited the FO INGABO Syndicate in Rwanda, and PAFO for the work at continental level. They also met remotely with AHA, representing the agri-agencies (We Effect and Fert) operating in Kenya and in the eastern African region. Another team visited AgriCord's headquarters and met remotely with agri-agencies and FOs to assess the overall FO4ACP achievements.
49. In the Caribbean, the review of the action implemented by FAO and AgriCord Caribbean was not included in the MTR missions, as they started the implementation of the programme in December 2020 and were not yet at the point of achieving the mid-term of the programme.

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<sup>2</sup> The MTR was conducted between 6 and 18 March 2022.

<sup>3</sup> In Senegal, the mission was held from 7 to 18 March 2022; in Cameroon, the mission took place from 21 March to 1 April 2022.

<sup>4</sup> The mission travelled to the Republic of South Africa from 28 to 31 March and to Tanzania from 28 March to 8 April 2022.

50. In 2024, the global evaluation<sup>5</sup> process took place with the objective of reviewing the outcomes and impacts of all “FO4 programmes” (FO4ACP, FO4 Asia (FO4A) and FO4 Latin America (FO4LA)) globally, providing insights to guide future EU/IFAD interventions aligned with the FAFO principles. The evaluation was carried out by a team of external experts through three evaluation workshops – in Kigali and Bangkok and a remote workshop for the Latin America region. The results of the evaluation were presented during the “restitution event” held in Brussels in July 2024. Based on the findings of the evaluation process and building on the lessons learned and recommendations, immediately after the conclusion of the process, a series of consultations was organized and facilitated by IFAD (Rome, September 2024) to lay the foundations for the design of the new phase: FO4IMPACT.
51. Between August and September 2024, IFAD conducted 10 bilateral consultations with FO4ACP’s 10 recipients on M&E and Knowledge Management to inform the FO4IMPACT logframe design. The findings revealed that 56 per cent of partners have dedicated M&E staff, while others rely on programme managers, and only 11 per cent have dedicated communications and knowledge management staff. Despite budget and capacity constraints, 44 per cent of implementing partners use digital platforms for data collection and analysis. Following the M&E training sessions reported at the MTR, 56 of recipients found them effective in building regional and national capacity, with 22 per cent improving knowledge capitalization using IFAD’s case study templates. Importantly, M&E and knowledge management reporting requirements have strengthened partners’ capacities in data-driven decision-making, leveraging knowledge for advocacy, and integrating lessons learned into programme implementation, extending beyond the FO4ACP programme.
52. The FO4ACP coordination team also works on communication, visibility, and knowledge management of the programme. The FO4ACP Community of Practice on DGroups reached 300 members, an increase from 200 at MTR, and continues to foster exchanges among the stakeholders in the programme.
53. In 2025, eleven (11) Financial Management completion missions took place aimed at providing specific support in view of the programme closing.

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<sup>5</sup> Read more in sub-section 9: Evaluation of FO4 programmes.

## 8. Knowledge management

54. Knowledge management is a cornerstone of the FO4ACP programme, ensuring that the wealth of experiences, innovations, and lessons learned across diverse contexts are systematically captured, organized, and shared. In a programme that spans multiple regions and involves numerous stakeholders, knowledge management serves as the connective tissue that transforms isolated successes into collective progress.
55. A key dimension of knowledge management within FO4ACP is peer-to-peer learning, which fosters direct exchanges among FOs and technical partners. These interactions enable stakeholders to learn from each other's practical experiences, adapt proven solutions to local realities, and co-create new approaches. Complementing this, knowledge management support mechanisms have been established to document best practices and disseminate knowledge during field missions and beyond, ensuring that insights are not lost but instead feed into continuous improvement cycles.
56. The programme also invested in Learning Routes across regions, which provide structured opportunities for cross-country knowledge flows, a methodology pioneered and developed by Procasur. These routes enable participants to observe successful models in action, engage in dialogue with practitioners, and bring home actionable ideas that strengthen their own organizations. Such exchanges are critical for scaling innovations and promoting resilience in agricultural systems.
57. IFAD participated in the first Global Learning Route in Belize (8–15 December 2024), organized by Procasur with support from FAO and AgriCord. This event brought together FOs from the Pacific, Latin America, and the Caribbean to exchange successful agricultural practices related to youth, climate change adaptation, and value chain development. A follow-up online event (22–25 April 2025) extended participation to African FOs, showcasing innovations from cooperatives in Belize, St. Lucia, and Grenada, including resource management technologies and practices in agroforestry, agrotourism, and sustainable farming.
58. A landmark achievement in FO4ACP's knowledge management journey was the Global Knowledge Management Event (Kigali, May 2023). This event convened all programme stakeholders – FOs, donors, technical partners, and regional representatives – to showcase results, share experiences, and reinforce the collective commitment to knowledge-driven impact. The Kigali event not only highlighted tangible outcomes but also underscored the programme's vision of knowledge management as a driver of sustainability and inclusivity.
59. Following the MTR, an [FO page](#) was created on the IFAD website. It includes a video summarizing the FO4 programme evaluation results and two knowledge management publications: "[Seeds of Success: empowering farmers' organizations through the FO4](#)

[programmes](#)", and a regional KM focused on the Latin American and Caribbean regions, specifically FO4ACP and FO4LA, due to be published.

60. On 26 September 2025, IFAD hosted the event "Partnering for Development: A Look at the Farmers' Organizations (FO4) Programmes and the New Generation FO4IMPACT" at its headquarters in Rome, Italy. The event, attended by the European Union, the Organization of ACP Countries (OACPS), IFAD country teams, AgriCord, agri-agencies, and FAFO partners, highlighted the FO4 programmes' role in rural transformation. It demonstrated how these programmes have enhanced FOs' capacity to engage in IFAD-funded projects, supported FOs in fragile environments, supported agroecological transition, and facilitated access to European markets.
61. Through these efforts, FO4ACP demonstrates that knowledge management is not an ancillary activity but a strategic enabler of success. By embedding knowledge management into every layer of implementation, the programme ensures that knowledge becomes a shared asset – fueling innovation, strengthening capacities, and amplifying impact across regions.

## **9. Evaluation of FO4 programmes**

62. The evaluation covered all regions where IFAD supports FOs, extending beyond the FO4ACP programme to include the other four FO4 programmes: FO4A, FO4LA, Asia-Pacific Farmers Programme (APFP), and Assuring Resilience of Family Farmers (ARISE-Farmers).
63. The evaluation adopted a regional approach, grouping results into Africa, Asia-Pacific, and Latin America and the Caribbean, aggregating the results of all programmes implemented in each region as per the figure 5.



**Figure 6. Implemented programmes across regions: Africa, Asia-Pacific, and Latin America and the Caribbean**

64. Regionally, Africa (within FO4ACP) received approximately EUR 39.6 million, Asia-Pacific (covering FO4A, FO4ACP, ARISE-Farmers, and APFP) about EUR 24.3 million, and Latin America and the Caribbean (comprising FO4ACP and FO4LA) around EUR 9.7 million.
65. The evaluation was a participatory process with eight steps, detailed in figure 7, combining document reviews and consultations with key stakeholders, including FOs, donors such as the European Union, OACPS, and AgriCord, through both in-person and remote engagement. Initiated at the FAFO 2024 in Rome, the evaluation included meetings in Brussels (EU, OACPS, AgriCord), followed by regional workshops that took place in Manila (Asia-Pacific), Kigali (Africa) and virtually for Latin America and the Caribbean. It produced three regional reports by May 2024, a synthesized global report in mid-July, and concluded with a final debriefing workshop in Brussels on 27 June 2024 with all key partners.



**Figure 7. FO4 evaluation timeline**

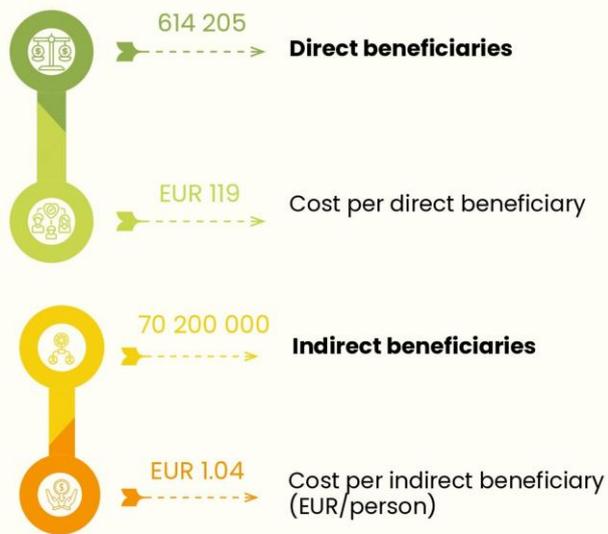
66. The evaluation applied the OECD and IFAD evaluation methodologies and criteria to assess relevance, effectiveness, efficiency, impact, and sustainability, with the dual aim of generating recommendations for the closure phase and informing the future global design of FO4IMPACT. The summary of the evaluation results for the FO4 programmes across regions can be seen in the overview of the FO4 programmes' results that follows (figure 7). The overview was extracted from [the global knowledge management product for the FO4 programmes](#) published by IFAD on the 26 June 2025.



## FO4 Programmes' results

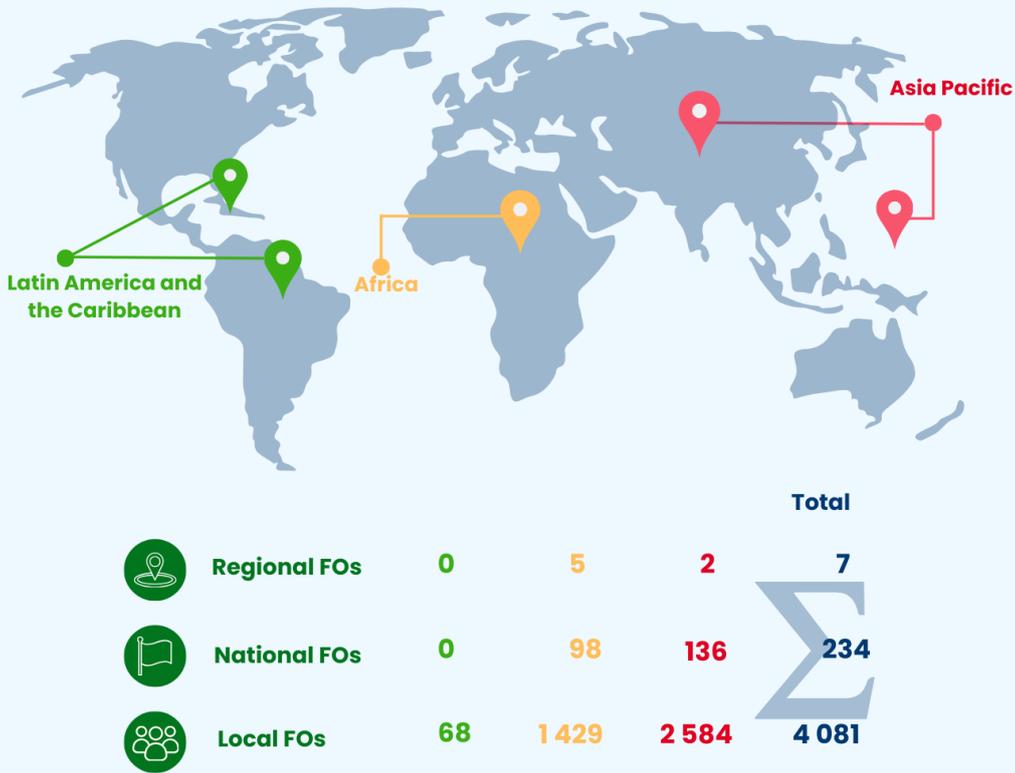
The FO4 programmes and associated projects have demonstrated strong value for money, leveraging a EUR 73.5 million investment from the European Union, the Organisation of African, Caribbean and Pacific States, and IFAD to reach 12 per cent of the world's family farmers. At a cost of just EUR 119 per direct beneficiary, these initiatives have delivered transformative outcomes – strengthening farmers' organizations, enhancing economic participation, and advancing advocacy and policy influence across regions.

Figure 5. Outreach to beneficiaries (and cost per beneficiary)



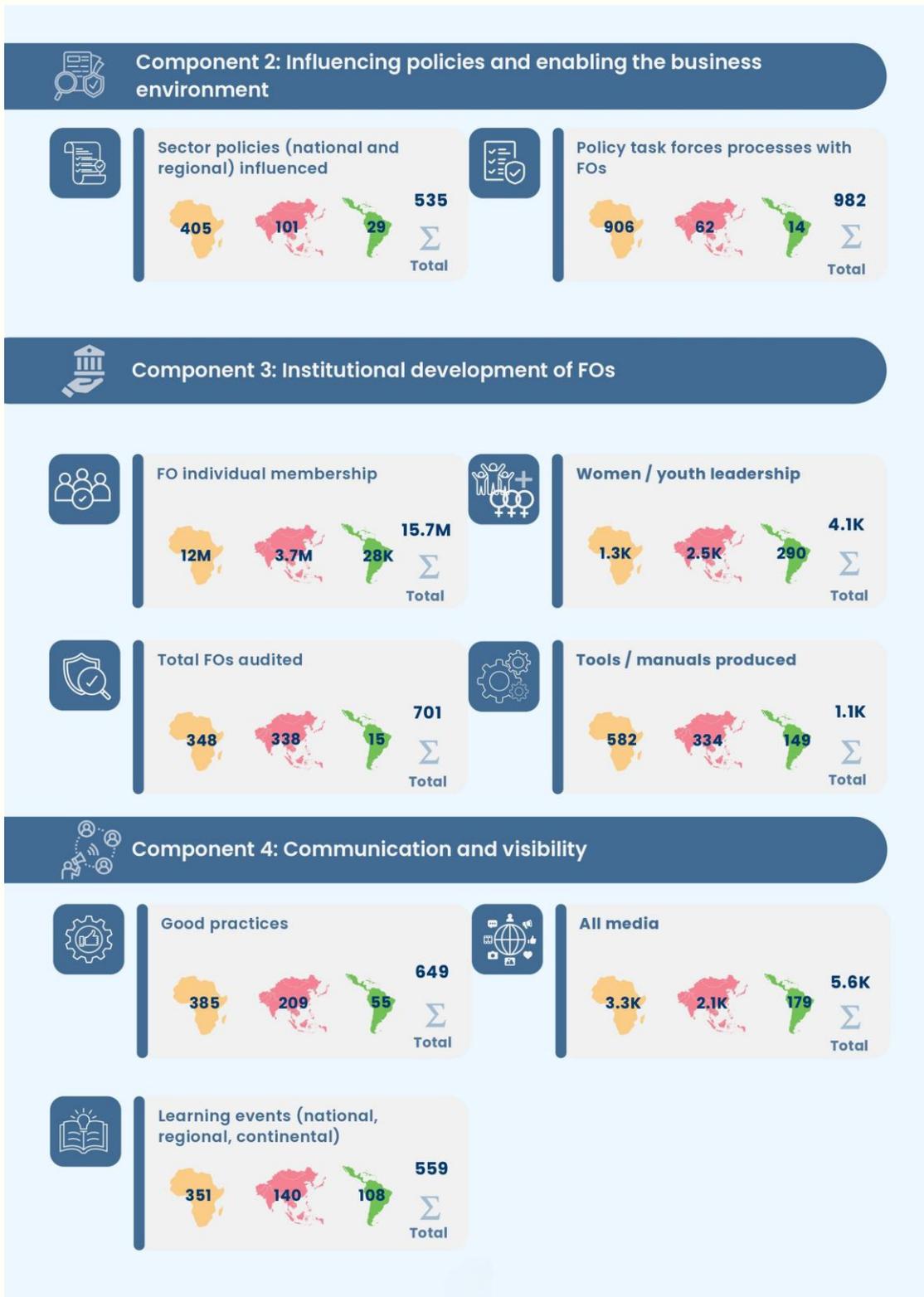
The transformative impact of the FO4 programmes has been consistently demonstrated through FOs' capacity-building and their strengthened engagement in economic activities (including value chains, product marketing, and fund leveraging), advocacy and policy influence as well as institutional development. Through the seed investments of the FO4 programmes, FOs were able to leverage EUR 72 million from external sources to the programmes – nearly the total value of the FO4 programmes' investment of EUR 73.5 million – in addition to tripling the volume of products marketed and quadrupling sales. Beyond the economic benefits of the programmes, over 500 policies have been influenced, and FOs' membership saw an increase of 51 per cent, including a sixfold increase in women and youth in leadership positions. These represent significant achievements reached by 2024, the midpoint of the UN Decade of Family Farming (2019–2028) and proves the realized potential of investing in FOs as key players in achieving the Sustainable Development Goals.

Figure 6. Global overview of the key results of FO4A, FO4ACP and FO4LA (as of 31 Dec 2023)



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





**Figure 8. Summary of evaluation results for the FO4 programmes across regions.**

## II. Programme Implementation Results

### 1. General programme overview

**Table 3. General programme overview**

OECD Criteria	
Relevance of the FO4 Programmes	Satisfactory (5)
Programme Development Effectiveness	Satisfactory (5)
Programme Efficiency	Satisfactory (5)
FO4 Programmes' Impact	Satisfactory (5)
Overall Sustainability	Moderately satisfactory (4)
Overall OECD score	<b>4.8</b>
IFAD Criteria	
M&E	Moderately unsatisfactory (3):
Knowledge management	Moderately satisfactory (4)
Financial management	Highly satisfactory (6).
IFAD supervision	Satisfactory (5)
Overall IFAD score	<b>4.5</b>

\*Ratings go from *Highly satisfactory (6)*, *Satisfactory (5)*, and *Moderately satisfactory (4)* to *Moderately unsatisfactory (3)*, *Unsatisfactory (2)*, and *Highly unsatisfactory (1)*, based on the 2024 global evaluation summary report.

67. **Overall**, the programme was rated as satisfactory in terms of OECD criteria.
68. **Relevance** was rated as satisfactory (5). The major design features were found relevant and appropriate to the needs of FOs and family farming globally. The interventions were effectively designed to address the development challenges faced by FOs and were aligned with the Sustainable Development Goals, UNDF, and the strategies and policies of the European Union, OACPS, and IFAD, including FAFO principles and the strategic plans of the FOs. The only significant adjustments were due to the COVID-19 pandemic, which led to additional arrangements and activities from 2020 to 2022, as well as extensions of FO4ACP programme's closing dates.
69. **Effectiveness** was rated as satisfactory (5). During its execution, the programme demonstrated to be tailored to the regional and local needs of FOs while maintaining flexibility. The programme successfully met its outcome indicators across all components. The delivery of physical targets was also satisfactory at the level of strategic objectives, despite disruptions caused by the COVID-19 pandemic.
70. **Programme Efficiency** was rated as satisfactory (5). Overall, the programme benefitted a total of 426,068 individual producers (362,432 in Africa, 7,300 in the Caribbean, and 56,336 in the Pacific), which was 132 per cent over the end target. Operating across 61 countries, the FO4ACP programme supported 175 NFOs. FOs were able to leverage EUR 55.2 million

in additional funds from private and public sector sources and reach a value of EUR 133.2 million in marketed products (surpassing the end target by 315 per cent). Advocacy efforts led to over 500 policies being influenced across all regions and over 2,000 women and youth in leadership positions, an improvement over 1,332 recorded at MTR.

71. **Impact** was rated as satisfactory (5). FO4ACP demonstrated significant improvements in farmers' livelihoods and enhanced the maturation of FOs. This includes the ability of FOs to adapt flexibly to changing local contexts, market dynamics, and policy dialogue needs, resulting in a significant and diversified overall impact. Maintaining permanent connections with field realities is a crucial feature, as it informs and guides the overall orientations of the FO4ACP programme to better serve FO members. However, the overall impact indicator on smallholder rural producers reporting improved income, food security, and livelihoods was not sufficiently documented.
72. **Sustainability** was rated as moderately satisfactory (4). The programme implementation was designed with sustainability in mind. The approach of channelling funds from RFOs to NFOs and local FOs (LFOs), and the reverse flow for reporting, is intended to strengthen the connection between the apex organization and its members' organizations. After the programme concludes, NFOs and national platforms will remain as service channels at the national level. On the other hand, leveraging funds from other sources has proven important, demonstrating FOs' capability to mobilize their own resources and secure support from other partners, from both the public and private sectors. However, if support of the FO4ACP programme were to decrease, the voices of small-scale farmers worldwide could be affected, negatively impacting the social, environmental, and economical values of family farming.
73. **In terms of IFAD-specific criteria**, the programme achieved an overall 4.5 score, in between satisfactory and moderately satisfactory. This was mostly due to the M&E component, for which the overall rating was moderately unsatisfactory (3) mainly due to the absence of compilation of certain indicators, slight divergences in the definition of other indicators, and partners not updating targets at completion. The challenges primarily stemmed from a shortage of human resources for data collection and analysis, a need for enhanced capacity building and training on data verification and analysis, and a requirement to simplify reporting templates.
74. **Knowledge management** was rated as moderately satisfactory (4) and one of the successes of the FO4ACP programme, with this component being well-documented and producing many outputs. Significant efforts were made by the beneficiaries to advance beyond communication and visibility, focusing on peer-to-peer experience exchange between FOs to strengthen specific competencies. However, the FO4ACP programme lacked an MIS platform to organize knowledge entries and make them more accessible.

75. **The financial management system** in place for channelling funds from IFAD headquarters to regional and subregional FOs, and subsequently to national and local FOs was rated highly satisfactory (6). Despite the complexity of this cascading flow of funds across numerous countries, each with varying fiduciary systems and safeguards, the system remains highly efficient, adhering to international accounting standards while maintaining low transaction costs.
76. **IFAD's performance in supporting the design, implementation, and supervision stages** – including fiduciary management – was rated as satisfactory (5). This support resulted in the production of supervision and implementation support reports, as well as annual progress reports, both technical and financial.
77. Overall, IFAD's coordination and fiduciary management functions, along with staff engagement, contributed to the successful and smooth delivery of the FO4ACP programme.

# AFRICA - FO4ACP



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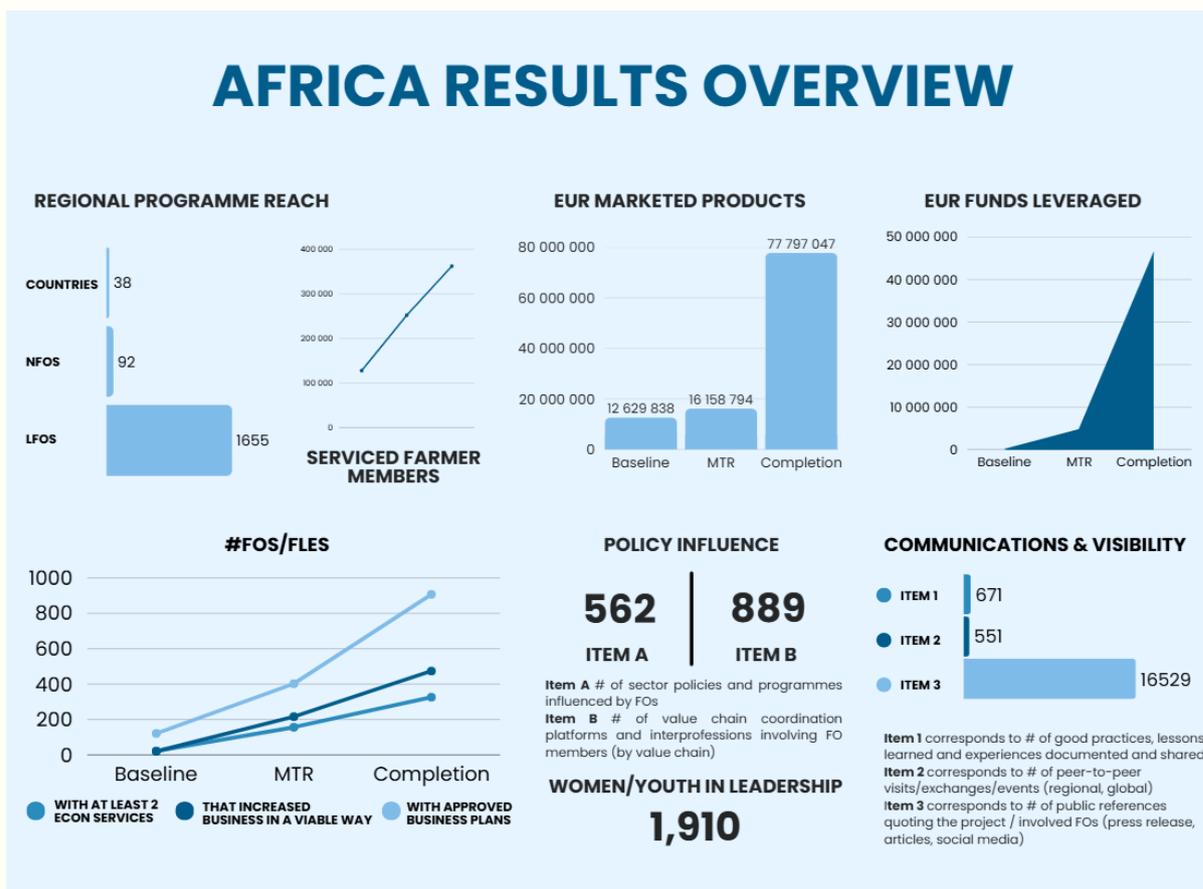
## 2. Africa Region

78. The FO4ACP programme in the Africa region was implemented from 2019 to 2025, with a total budget of EUR 37.2 million, covering 38 countries, 92 NFOs and 1,655 LFOs. The action was implemented by the African continental FO PAFO, its five regional members – EAFF, PROPAC, ROPPA SACAU and UMNAGRI – and AgriCord, with its network of agri-agencies (Agriculteurs Français et Développement International ([Afdi](#)), [AHA](#), Association sénégalaise pour la promotion du développement à la base (Asprodeb), Collectif Stratégies Alimentaires ([CSA](#)), [Fert](#), [FFD](#), [Trias](#), Union des producteurs agricoles - Développement Internationale ([UPA DI](#)), [We Effect](#)).

**Table 4. FO4ACP budget (EUR) - Africa**

Implementing Partners	EU	IFAD	Total
<b>AgriCord</b>	10 763 439		10 763 439
<b>EAFF</b>	4 329 690	449 461	4 779 151
<b>IFAD</b>	4 974 206		4 974 206
<b>PROPAC</b>	4 329 689	449 461	4 779 150
<b>ROPPA</b>	4 329 689	449 461	4 779 150
<b>ROPPA/PAFO</b>	1 455 000	101 572	1 556 572
<b>SACAU</b>	4 329 689	449 461	4 779 150
<b>UMNAGRI</b>		821 573	821 573
Grand Total	<b>34 511 402</b>	<b>2 720 989</b>	<b>37 232 391</b>

79. Africa achieved EUR 77.8 million in marketed products across 889 value chains. Moreover, 562 sector policies and programmes were influenced by FOs, and 1,910 women and youth achieved leadership positions (see Figure 9).



**Figure 9. Africa results overview**

**a) East African Farmers Federation**

80. EAFF is a members-based RFO founded in 2001 and received a total grant of EUR 4.8 million to implement the FO4ACP programme (2019–2025). The current EAFF membership comprises 24 apex farmer associations and cooperatives and commodity associations in 10 countries in Eastern Africa (Kenya, Burundi, Djibouti, DRC, Eritrea, Ethiopia, Rwanda, South Sudan, Tanzania (Zanzibar), and Uganda, representing 25 million farmers.

81. **Targeting.** EAFF worked with 15 member organizations (NFOs) from 8 countries (Burundi, Djibouti, Democratic Republic of the Congo (DRC), Kenya, Rwanda, South Sudan, Tanzania, and Uganda), an increase from 12 at MTR, based on the selection of target value chains. These NFOs (e.g. Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD) in Burundi, Syndicat Rwandais des Agriculteurs et Eleveurs (INGABO) in Rwanda, CAK in Kenya, Syndicat de Défense des Intérêts Paysans (SYDIP) in DRC) focused on four core value chains: cassava, Irish potato, livestock, and maize. In total, the programme primarily covered 74 subnational FOs, directly benefitting 70,087 individual producers through economic activities and indirectly reaching 1 million of its members.

**Table 5. EAFF – Organizations involved in FO4ACP programme implementation**

Countries	NFOs	# LFOs
<b>Burundi</b>	CAPAD	2
<b>Djibouti</b>	DAPA	5
<b>DRC</b>	SYDIP	4
	LOFEPACO	4
	COOCENKI	2
	CONAPAC	2
<b>Kenya</b>	CAK	15
<b>Rwanda</b>	INGABO	4
	IMBARAGA	16
<b>South Sudan</b>	SSAPU	2
<b>Tanzania</b>	CUZA	1
	MVIWATA	3
	TFC	3
<b>Uganda</b>	UNFFE	5
	NAAC	6
<b>Total 8</b>	<b>15</b>	<b>74</b>

82. **Implementation and management arrangements.** EAFF has maintained the same implementation arrangements since MTR, which consist of only signing sub-agreements and transferring funds to well-established NFOs with robust fiduciary capacities and engaging less established NFOs in ad hoc activities. EAFF staff (M&E, financial management, and technical) provided regular backstopping support to the NFOs, notably through the development of tools that facilitated activity implementation. In response to the MTR recommendations to strengthen NFO staff capacity, EAFF complemented its five annual regional workshops – focused on report review, training, experience sharing, and AWPB planning – with seven targeted capacity-building initiatives covering finance, procurement, technical support, communication, knowledge management, innovation, partnerships, monitoring, and agribusiness strategies.

**Table 6. EAFF – Overview of components**

EAFF	Completion (May 2025)
Component 1: Delivery of economic services along priority value chains	70 087 individuals benefitted from FO/FLE economic initiatives 228 FOs/FLEs provided at least 2 economic services to members 45 matured FOs/FLEs increased business volume in a viable way

	161 emerging FOs/FLEs activated/approved business plans 639 004 tons of marketed products by FO/FLE members EUR 5.9 million of marketed products by FO/FLE members EUR 1.3 million mobilized through bankable business plans
Component 2: Enabling the business environment	59 sector policies and programmes influenced by FOs 63 value chain coordination platforms and interprofessions involving members FOs
Component 3: Institutional development	Approximately 1 million FO members indirectly benefitted from the programme 1 034 women/youth assumed leadership positions 108 good practices implemented, lessons learned, and experiences documented and shared 88 peer-to-peer visits, exchanges, and events organized

83. **Under Component 1** with a budget of EUR 2.7 million, representing 56 per cent of the total budget, EAFF delivered direct support to its member organizations, helping them develop member services resulting in 228 FOs providing at least two economic services to their members (212.3 per cent increase from 73 at MTR), 45 FOs increasing their business volumes (275 per cent increase from 12 at MTR), and 161 developing validated business plans (143.9 per cent increase from 66 at MTR). On market access, EAFF facilitated the aggregation and sale of produce valued at approximately EUR 5.9 million, including significant volumes of cassava, maize, potatoes, and milk. Central to EAFF's implementation of Component 1 was the business-to-business (B2B) approach, with 80 B2B meetings conducted (90.5 per cent increase from 42 at MTR) that led to the mobilization of the private sector for access to markets and finances. EAFF also added two indicators of its own to monitor access to markets and financial services, which has been attained thanks to a fruitful synergy with other EAFF-supported programmes such as [e-GRANARY](#), a mobile platform to support smallholder farmers in Kenya, Rwanda, and Uganda. The platform connects agricultural stakeholders and facilitates access to finance, inputs, agronomic training, and markets – helping farmers increase yields, expand cultivated land, and improve their incomes. As a result, 56 LFOs signed contracts to better access markets, while 17 signed contracts for access to finance. Besides the introduction of tailored financial innovations highlighted at MTR – such as INGABO's "Zamuka Cassava Product" in Rwanda, other NFOs including COOCENKI, SYDIP, CAPAD, UNFFE, LOFEPACO, NAAC, and MVIWATA – managed to sign loan agreements with banks and microfinance institutions, enabling LFOs to directly access EUR 1.3 million from the private sector.

84. **Under Component 2** with a budget of EUR 777,871, representing 16 per cent of the total budget, EAFF advocacy activities influenced 59 policies (156.5 per cent increase from 23 at MTR). Examples of advocacy activities among member countries include CAPAD's successful campaign in Burundi, which enabled cooperatives to access institutional markets and resulted in 16 cooperatives signing contracts with the World Food Programme to supply rice, maize, and cassava for the school feeding programme. In Rwanda, IMBARAGA and INGABO provided policy recommendations on agricultural financing, contributing to the USD 300 million World Bank Group Commercialization and De-Risking for Agricultural Transformation project. In Tanzania, ACT, in partnership with TFC, successfully advocated for the removal of the 2 per cent withholding tax, which took effect in January 2022.
85. EAFF, NFOs, and LFOs participated in 238 policy consultation frameworks, committees and task forces (19 per cent above the 200 target and surpassing 55 at MTR). Regional-level engagement led by EAFF included organizing and participating in more than 25 high-profile meetings, notably at COP28 and COP29, the Africa Climate Summit, and bilateral meetings with regional institutions such as the East African Community, Intergovernmental Authority on Development, and Common Market for Eastern and Southern Africa. In addition to staying active in 63 policy and interprofessional platforms involving members of FOs (18.9 per cent increase from 53 at MTR). EAFF developed more than 16 policy and advocacy documents, including position papers (100 per cent increase from 8 at MTR) on regional maize trade bans, climate finance, and the economic impact of the EU Green Deal on smallholders. The federation also strengthened its partnerships with influential policy actors such as the African Union, Alliance for a Green Revolution in Africa (AGRA), FAO, and PAFO, which enhanced the visibility and influence of Eastern African farmers in shaping policy decisions.
86. **Under Component 3** with a budget of EUR 1.2 million, representing 24 per cent of the budget, EAFF invested in strengthening its own governance structures, including convening the 25<sup>th</sup> EAFF Council Meeting and hosting the EAFF CEOs Forum, which brought together leaders from across the region for strategic reflection and peer learning. Success in governance was notable, with the number of women and youth in leadership positions reaching 1,034 by completion across its network (105.6 per cent increase from 503 at MTR). In terms of fiduciary management capacities, EAFF members were supported to improve their financial accountability, reaching 281 organizations audited including EAFF itself at completion (153.2 per cent increase from 111 at MTR). A total of 154 strategic tools were developed by FOs at all levels (71.1 per cent increase from 90 at MTR, surpassing the target by 513 per cent as the target was prudential since EAFF did not have the experience of supporting such processes). The programme facilitated 88 exchanges among FOs, including a training workshop in May 2024 for 79 representatives of women and youth on key topics such as financial budgeting and investor readiness. Additionally, exchange visits for women and youth in agribusiness were organized in Kenya and

Tanzania in May 2024, attended by enterprises (with over 60 participants), and aimed at facilitating knowledge sharing on how to run profitable agribusinesses. Moreover, the African Youth Agripreneurs platform, comprising 4,400 young female and male farmers, was also utilized to share opportunities and support collaborations.

87. **Under Component 4** with a budget of EUR 185,374, representing 4 per cent of the budget, EAFF's Communication Officer led the development of a wide range of visibility and communication products, including posters, flyers, training manuals, articles (in newspapers and blogs), radio programmes, roll-up banners, brochures, documentaries, and branded materials such as pens, T-shirts, caps, and vests. These efforts generated 12,538 media references, a steep increase from just 187 recorded at MTR.
88. **Knowledge management:** While no stories had yet been published in EAFF's "[Story Harvesting Tool](#)" at MTR, between 2023 and 2025 EAFF released 10 new stories and reports, including one in French, addressing previous feedback to publish in both of its official languages English and French to include its francophone members in Burundi, Djibouti, DRC, and Rwanda. The number of good practices, lessons learned, and experiences documented and shared reached 108 by the end of the programme, showing an increase since the MTR total of 30. These included 57 specific products such as crop manuals, policy position papers (e.g. on COP27, COP28, and COP29), financial literacy manuals, and studies on the economic impact of the EU Green Deal. Furthermore, the federation supported over 88 exchanges and learning visits involving 2,554 farmers, who gained practical insights into climate-resilient agricultural practices and agribusiness. Moreover, FOs institutionalized knowledge sharing through events such as the annual Cassava Week, hosted by INGABO (Rwanda) in 2022, 2023, and 2024, and the Irish Potato week, organized by IMBARAGA (Rwanda) in November 2022, which facilitated hands-on learning among FOs such as CAPAD and SYDIP.
89. **Monitoring and evaluation:** EAFF's M&E function was supported by an in-house officer who trained NFOs in data collection; however, additional refresher trainings are needed to address varying capacity levels across NFOs. EAFF surpassed all of its indicator targets by over 100 per cent, many of which had already been exceeded since MTR and were not subsequently revised. Data collected under the FO4ACP programme informed implementation and strengthened NFOs' internal reporting processes. Beyond the FO4ACP programme, EAFF has institutionalized data-driven decision-making by integrating the USAID-adapted Organizational Capacity Assessment tool into its regular operations. This has enabled 14 FOs to systematically assess their capacities, achieving a

cumulative average score of 2.6 out of 4, and to identify gaps and prioritize areas for organizational strengthening and growth.

**Box 1. Unlocking Agricultural Finance: Strengthening Smallholder Credit Access in North Kivu**

**Country :** Democratic Republic of Congo

**NFO :** Syndicat de Défense des Intérêts Paysans (SYDIP)

**Programme Component:** 1 (Economic Services)

Before the implementation of the FO4ACP programme, most smallholder farmers in North Kivu's agricultural cooperatives had limited experience with savings and credit mechanisms. Economic services were underdeveloped, and production remained largely subsistence based.

Through SYDIP, farmers were sensitized to the importance of savings and organized into village savings and loan associations. At the same time, partnerships were established with local financial institutions, notably the Savings and Credit Cooperative *Coopec Cecafepe* in Butembo, improving farmers' access to agricultural finance.

SYDIP's advocacy with financial institutions led to the adaptation of credit conditions to better suit rural realities – interest rates set at 2 per cent per month, six-month repayment terms, and reduced collateral requirements. Sales contracts signed between cooperatives and buyers now serve as guarantees for loan access. Since agriculture is often viewed by banks as a high-risk sector, this advocacy was instrumental in building trust between farmers and financial institutions, encouraging the latter to design credit products that are more inclusive and responsive to the needs of rural producers.

As a result of these efforts, accessed loans amounting to USD 270,504 through *Cecafepe*. This financial support enabled farmers to expand their cultivated areas, leading to higher yields and increased household incomes. In addition, many producers diversified their livelihoods by developing new income-generating activities, which further strengthened their economic resilience. The establishment and growth of village savings and loan associations also reinforced local financial capacity, promoting a sustainable culture of savings and responsible credit among cooperative members.

**b) Plateforme Régionale des Organisations Paysannes d'Afrique Centrale**

90. PROPAC is an RFO founded in 2005 that brings together 10 FOs in the countries of the Economic Community of Central African States region: Angola, Burundi, Cameroon, Chad,

Congo, Gabon, Equatorial Guinea, the Central African Republic, DRC, and Sao Tomé and Príncipe. PROPAC has a vision of “family farming being enterprising, sustainable and modernized in order to ensure the economic, social, cultural and ecological functions for food security and sovereignty.” Its purpose is to harmonize the strategies and actions of Central African NFOs to address their concerns in the development, implementation and evaluation of policies and strategies for agricultural and rural development at all levels. PROPAC received a total grant amount of EUR 4.8 million to implement the FO4ACP programme (2019– 2025).

91. **Targeting:** All NFOs that are members of PROPAC received grant funding (10 NFOs supported across 10 countries, benefitting 64,883 individual producers). Funds were distributed according to NFOs’ levels of capacity. Thus, CNCPRT (Chad), CNOP-CAF (Central African Republic), CNOP-CAM (Cameroon), CNOP-Congo, COPACO-PRP (DRC), and FENAPA-STP (Sao Tomé and Príncipe) received direct funding from the project, covering all four components. Meanwhile, CNOP-Burundi, CNOP-Gabon, FNOCGE (Equatorial Guinea), and UNACA (Angola) first benefited from a capacity-building programme implemented by PROPAC, followed by direct funding in 2024, which covered only Components 2 and 3.

**Table 7. PROPAC – Organizations involved in FO4ACP programme implementation**

Countries	NFOs	# LFOs
Angola	UNACA	18
Burundi	CNOP-BURUNDI	103
Cameroon	CNOP-CAM	387
Central African Republic	CNOP-CAF	12
Chad	CNCPRT	7
Congo	CNOP-CONGO	9
DRC	COPACO-PRP	15
Equatorial Guinea	FNOCGE	410
Gabon	CNOP-GABON	100
Sao Tomé and Príncipe	FENAPA-STP	9
<b>Total 10</b>	<b>10</b>	<b>1 070</b>

92. **Implementation arrangements:** Since MTR, PROPAC has maintained the same implementation arrangements. At the regional level, PROPAC continues to be responsible for the overall coordination, supervision, and financial management of all regional programmes, including FO4ACP. This work is supported by the Regional Technical Unit, based in Yaoundé (Cameroon), which is composed of 10 staff members who assist PROPAC in executing its mandate. Sub-grant agreements were signed between PROPAC and each beneficiary NFO following IFAD’s no-objection. These agreements clearly defined the activities to be carried out by each NFO, the total budget allocated for the programme’s

implementation period, the modalities for fund disbursement, and the requirements related to reporting, monitoring and evaluation, and collaboration under FO4ACP. All PROPAC NFO partners are well-established and possess solid fiduciary capacity. In terms of reporting, each agreement stipulates that NFOs must produce quarterly, semi-annual, and annual technical and financial reports addressed to PROPAC's Executive Secretariat. In addition to these formal submissions, project officers are expected to provide brief monthly updates on progress. The responsibilities of each NFO include: preparing the annual work plan and budget (AWPB); using and justifying funds exclusively for the project in compliance with IFAD and EU procedures; submitting periodic financial and technical reports; undergoing an annual institutional audit; maintaining project documentation for at least 10 years after completion; and ensuring adequate visibility for the project and its partners (European Union, ACP, IFAD), as well as for PROPAC and the NFO itself. Overall, the implementation framework shows clear improvement compared with the situation observed during MTR, which had highlighted delays in AWPB preparation and challenges in M&E data collection due to insufficient staffing. PROPAC and its NFO partners now demonstrate greater timeliness, improved reporting discipline, and a strengthened capacity to meet their implementation responsibilities.

**Table 8. PROPAC – Overview of components**

<b>PROPAC</b>	<b>Completion (May 2025)</b>
<b>Component 1: Delivery of economic services along priority value chains</b>	64 883 individuals benefitted from FO/FLE economic initiatives 39 FOs/FLEs provided at least two economic services to members 32 matured FOs/FLEs increased business volume in a viable way 41 emerging FOs/FLEs activated/approved business plans 3 182 tons of marketed products by FO/FLE members EUR 2.6 million of marketed products by FO/FLE members EUR 13.9 million mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	85 sector policies and programmes influenced by FOs 57 value chain coordination platforms and interprofessions involving member FOs
<b>Component 3: Institutional development</b>	Approximately 2 million FO members 78 women/youth in leadership positions 38 good practices, lessons learned, and experiences documented and shared 20 peer-to-peer visits, exchanges, and events organized

93. **Component 1:** With a total budget allocation of EUR 2.7 million (55 per cent of the total budget), PROPAC supported 32 FOs/FLEs to increase their volume in a viable way, an

increase from 22 at MTR. PROPAC facilitated several training courses for its NFO members, with a view to strengthening their capacities and ensuring the success of their initiatives, including technical standards for food processing, food hygiene and health, the fundamentals of cooperative management in accordance with the Organization for the Harmonization of Business Law in Africa Uniform Act on Cooperative Societies, and financial and accounting management. In addition to theoretical training, the CNOP-CAF and CNOP-CAM organized peer exchange visits to share knowledge and good practices for mutual learning. By completion, PROPAC had supported 39 FOs/FLEs to provide at least 2 economic services to their members, compared to 28 at MTR. A total of 41 business plans were financed in 6 countries (compared to 26 at MTR), resulting in a total EUR 2.6 million value of marketed products, focusing on crop value chains (cassava, maize, groundnut, soybean, legumes such as cowpea and beans, and horticultural crops), livestock value chains (poultry, sheep, and cattle), non-timber forest products (mushrooms, caterpillars, natural essences, medicinal plants), and fisheries (artisanal fishing and aquaculture). To facilitate market access, NFOs organized fairs and forums that allowed members to showcase their products and connect with buyers and input suppliers. For instance, COPACO-PRP organized two editions of the cowpea fair, while CNOP-CAM, CNOP-Congo, CNOP-CAF, and CNCPRP each organized national fairs for women and young agricultural entrepreneurs. FENAPA-STP, with government support, organized a monthly farmers' market to help its members sell their products on the national market. In addition, PROPAC developed a pilot market information system in DRC, within COPACO-PRP, to facilitate access to markets for agricultural products. This system allows producers, buyers, and service providers such as transporters to register online, post their offers and requests, and directly connect with one another for business transactions.<sup>6</sup> The systems are accessible online via the web, a mobile application, and through USSD codes for phones without internet access. These initiatives led to 3,182 tons of products sold, surpassing the end target by 257 per cent. PROPAC and its network of NFOs and LFOs managed to leverage an additional EUR 13.9 million, coming mostly from government subsidies and donor grants, of which approximately EUR 6 million were mobilized by NFOs, and EUR 7 million by LFOs. This represents a sharp increase from the EUR 117,372 mobilized at MTR.

94. **Component 2:** With a total budget allocation of 77,871 (16 per cent of the total budget), advocacy activities were carried out across all 10 NFO members, addressing a wide range of themes – from small-scale producers' access to green funds to the integration of climate

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<sup>6</sup> <https://agricopaco.com/>

change considerations into public agricultural policies. FOs are now members of 97 consultation frameworks, political processes, and steering committees, exceeding the MTR amount of 36.

95. These efforts, also including the development of 59 position papers (compared to 11 at MTR) resulted in 85 sector policies influenced, a significant increase from 33 at MTR. In the Central African Republic, for example, advocacy for the inclusion of CNOP-CAF in the national public budget led to the signing of two agreements with the Ministry of Livestock and the Ministry of Agriculture. These agreements enabled CNOP-CAF to secure two financing agreements with IFAD-funded national projects (Projet de Relance de la Production Agropastorale dans les Savanes and the Project to Improve the Productivity and Access to Markets of Agricultural products in the Savannah zones), amounting to a total XAF 864 million (approximately EUR 1.3 million) over three years. At the regional level, the programme supported the organization of meetings under the Farmers' Organizations-Research Framework, the validation workshop for the Central Africa Action Plan under UNDF, and the development of PROPAC'S 2021–2030 strategic plan.
96. This component saw a sharp improvement compared to MTR, where advocacy activities were severely halted by the COVID-19 pandemic.
97. **Component 3:** With a total budget allocation of EUR 1.2 million (24 per cent of the total budget), this component played a strategic role in strengthening the institutional capacities of FOs, making them more autonomous, transparent, and effective in their functions. At completion there were 11 audited FOs compared to 7 at baseline. PROPAC supported the holding of statutory meetings (general assemblies and board of directors), thereby offering their NFOs members permanent spaces for discussion, governance, and transparent decision-making to ensure the smooth functioning of their organizations. It also ensured the operation of NFO secretariats by contributing to expenses such as rent, daily running costs (water, electricity, internet, office supplies, IT consumables), and the accountant's salary. Other key activities under this component included the restructuring of member agricultural cooperative in Angola, Burundi, Equatorial Guinea and Gabon. In addition, the strategic plan of CNOP-Burundi was revised. Fiduciary missions were carried out by PROPAC's financial team in certain NFOs to strengthen financial management capacities.
98. Significant milestones in terms of gender and youth inclusion included the organization of three forums for women and youth throughout the programme (13–15 December 2021, 13–15 March 2023, 11–13 September 2024), the first one to encourage knowledge exchanges among young entrepreneurs, and the last two covering investments in agroecology for women and rural youth to increase resilience.
99. **Component 4:** With a total budget of EUR 185,374 (around 4 per cent of the total budget), communication and visibility activities implemented by the NFOs included the production

of communication materials featuring the logos of the European Union, the ACP, PROPAC, and the NFOs themselves. These materials were used during specific activities and permanently displayed in offices and project implementation sites. The NFOs also produced videos, documented their experiences, secured space in traditional and social media, developed websites, and regularly produced newsletters. Participation in events such as the International Day of Rural Women and World Food Day further strengthened their presence and communication efforts. PROPAC recorded a total of 314 public references quoting the project's involvement at completion, compared to 51 at MTR.

100. **Monitoring and evaluation:** PROPAC met 77 per cent of its indicator targets through the FO4ACP programme. Reporting occurred at all levels: LFOs produced annual reports; local support officers conducted monthly field visits; NFOs compiled semi-annual and annual reports; and the PROPAC Secretariat consolidated them into regional reports. At MTR, the mission had identified the need to enhance PROPAC's M&E system to better support NFO advocacy and align national and regional actions. Initially, the SISE-PROPAC software, designed to collect logframe indicator data from the local to the regional level, was not effectively used by PROPAC's team or NFOs. To address these weaknesses, regular quarterly monitoring missions were conducted, and focal points were trained on SISE-PROPAC. Additionally, 20 local support staff received training in data collection and entry. PROPAC's M&E system is now significantly stronger, thanks to the MTR recommendations and additional resources from FO4ACP (including the evaluation), enhancing its professionalism and structure. This includes recognized efforts made by PROPAC to update its membership figures, which are now also disaggregated by gender and age.
101. **Knowledge management:** A wide range of knowledge products have been developed, including videos available on YouTube and several capitalization briefs – for example, “Scaling up an endogenous collective supply system for agricultural inputs by COOP CA AFIDI NNAM”, “Processing of agricultural and forest products: the case of the Biokadji cooperative in Chad”, and “Advisory support services for poultry farms in the Central African Republic”. Numerous events were also organized to strengthen knowledge management, such as the “FO4ACP capitalization and knowledge management workshop” and the “Learning journey for young agripreneurs from Central Africa”. At MTR, it was noted that although PROPAC and its members shared information and experiences informally, the absence of a dedicated knowledge officer limited the systematic and effective operationalization of these exchanges. Nevertheless, it is evident that PROPAC's capacity in knowledge management has improved over time, a progress worth highlighting and one that can also be attributed to the increased resources made available through FO4ACP. By

programme end, 38 experiences were successfully documented, including 20 peer-to-peer visits and exchanges, a sharp increase compared to the 15 recorded at MTR.

**Box 4. Collective marketing of artisanal fish in Moanda**

**Country:** Democratic Republic of Congo

**LFO:** Coordination of Fisher Associations of Moanda (CAPM)

**Programme Component:** 1 (Economic Services)

Since 2019, CAPM in the Kongo Central province of DRC has strengthened its artisanal fisheries through a collective marketing initiative supported by the FO4ACP programme. The practice enables over 4,000 fishers – organized into 11 unions – to pool, process, and market their marine fish collectively. With project support, a well-equipped sales point was established in Kinshasa, along with the acquisition of motorized canoes for fish collection, cold storage units, and a tricycle for home deliveries. This system improved product quality and facilitated access to urban markets, resulting in annual sales of around 6,700 tons of fish and revenues exceeding USD 47,000 between 2020 and 2021. Women and youth play an active role in processing, packaging, and marketing, contributing to job creation and improved household income. The initiative also enhanced coordination among fishers and strengthened their organizational and financial autonomy. Despite challenges such as delayed fund disbursements, limited cold storage capacity, and high fuel costs, the experience demonstrated that collective marketing can secure fairer prices, reduce losses, and foster collaboration among artisanal fishers. CAPM plans to expand this model to other fishing organizations, promoting sustainable livelihoods and greater resilience in the artisanal fisheries sector.

**c) Réseau des Organisations Paysannes et des Producteurs Agricoles de l’Afrique de l’Ouest**

102. ROPPA works with NFOs representing 30 million family farmers across 13 countries in West Africa (Benin, Burkina Faso, Côte d’Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Senegal, Sierra Leone and Togo) to strengthen the influence of family farms, improve producers’ living conditions, and advance food sovereignty in the region. ROPPA received a grant total amount of EUR 4.78 million to implement the FO4ACP programme from 2019 to 2025.

103. **Targeting.** Through the FO4ACP programme, ROPPA provided targeted support to 13 NFOs which, in turn, channelled their support to their member organizations at the local level, including cooperatives, federations and economic interest group members (60 per cent of which are led by women and youth), Youth College (Collège des Jeunes), Women’s College (College des Femmes) and the networks of value chain organizations (rice, grain

crops, livestock, fishing). Overall, 179 LFOs were supported, with 17,984 individual producers in the network benefitting from economic activities through the FO4ACP programme.

**Table 9. ROPPA – Organizations involved in FO4ACP programme implementation**

Countries	NFOs	#LFOs
<b>Benin</b>	PNOPPA	15
<b>Burkina Faso</b>	CPF	16
<b>Côte d’Ivoire</b>	ANOPACI	6
<b>Gambia</b>	NACOFAG	16
<b>Ghana</b>	FONG	3
<b>Guinea</b>	CNOP-Guinée	22
<b>Guinea Bissau</b>	QNCOCPA - GB	6
<b>Liberia</b>	FUNL	8
<b>Mali</b>	CNOP -Mali	14
<b>Niger</b>	PFPN	13
<b>Senegal</b>	CNCR	32
<b>Sierra Leone</b>	NAFSL	7
<b>Togo</b>	CTOP	21
<b>Total 13</b>	<b>13</b>	<b>179</b>

104. **Implementation and management arrangements:** One of the principles that guided ROPPA’s action – whose secretariat is based in Ouagadougou and includes 21 staff members – was farmer solidarity, which ensured that everyone had a voice by involving all categories of FOs in each country, ranging from federations to organizations focused on specific value chains, in consensus-based decision-making.

105. The administration of the FO4ACP programme followed the network’s operational model – with national FOs (e.g. CNOP, FONG, PNOPPA) forming the backbone of the organization. Maturity and organizational levels vary among ROPPA’s members. Some NFOs are relatively strong and are even implementing entire components of IFAD-funded projects, as is the case with CNCR for Agrijeunes, CTOP for the Regional Programme for the Integration of Agricultural Market, and the Rural Development Support Project in Togo. ROPPA’s Board of Directors and the Executive Secretariat provided political and technical leadership.

**Table 10. ROPPA – Overview of components**

ROPPA	Completion (May 2025)
<b>Component 1: Delivery of economic services along priority value chains</b>	17 984 individuals benefitted from FO/FLE economic initiatives

	19 FOs/FLEs provided at least 2 economic services to members 18 matured FOs/FLEs increased business volume in a viable way 73 emerging FOs/FLEs activated/approved business plans 2 393 tons of marketed products by FO/FLE members EUR 1.3 million marketed products by FO/FLE members EUR 385 224 mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	62 sector policies and programmes influenced by FOs 37 value chain coordination platforms and interprofessions involving members FOs
<b>Component 3: Institutional development</b>	30 million FO members 39 women/youth in leadership positions 65 good practices, lessons learned, and experiences were documented and shared 38 peer-to-peer visits, exchanges, and events organized

106. **Component 1:** With an allocation of EUR 2.7 million (56 per cent of total budget), ROPPA and its members used FO4ACP resources strategically to strengthen the organizational and economic capacities of agricultural cooperatives and processing units. Support focused on improving internal management, developing procurement and marketing plans, and preparing business plans to facilitate access to credit from financial institutions. Parallel efforts helped FOs to strengthen their market access, including to institutional markets, while incubation centres and youth training services were reinforced, and FO participation in regional trade fairs expanded.

107. This long-term approach led to significant strategic gains, most notably the establishment of a consistent and professional model for supporting farmers' economic units through a dedicated technical staff. This contributed to the consolidation of economic service provision within the network and culminated in the development of a regional strategy for economic services – one of the programme's most important achievements. The programme also demonstrated a clear leveraging effect: nearly EUR 385,224 were mobilized through 73 cooperative business plans, responding directly to the MTR recommendation to systematically integrate business planning into support packages (an increase from 59 business plans and EUR 213,638 mobilized recorded at MTR).

108. Programme investments and capacity-building translated into tangible increases in production and sales across several countries. In Benin, for example, supported cooperatives recorded substantial growth in sales, while in Niger the acquisition of processing equipment resulted in an 85 per cent rise in production and significantly higher beneficiary incomes. Women and youth, in particular, benefitted from opportunities to participate in major fairs such as **Foire Internationale de l'Agriculture et des**

**Ressources Animales (or International Fair of Agriculture and Animal Resources - FIARA)** contributing to more than EUR 1.28 million in marketed products over the programme period. The strengthened capacities of FOs also enhanced their credibility as partners in institutional procurement schemes, as illustrated by the integration of locally produced milk into public supply chains in Burkina Faso. Together, these achievements show how FO4ACP support has helped transform participating FOs into more competitive and reliable economic actors in national and regional markets

109. **Component 2.** With an allocation of EUR 777,871 (16.3 per cent of total budget), throughout the programme the development of economic services within the network was strongly supported by policy proposals led by FOs, both at regional and national levels, and anchored in the existing agricultural policy frameworks. Important results were achieved. At the regional level, ROPPA consolidated its leadership through the establishment and operationalization of the *Comité de Veille et d'Action* (CVA), which brings together key regional actors – including RFOs, civil society, the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the Economic Community of West African States (ECOWAS) and l'Union Economique et Monétaire Ouest Africaine (or The West African Economic and Monetary Union - UEMOA) – as a recognized regional space for dialogue on agricultural policies). This positioning was strengthened by ROPPA's renewed visibility and credibility within the Food and Crisis Prevention Network, particularly through its regular knowledge products on the agricultural campaign. These efforts contributed to the production of a joint CVA declaration on the agro-sylvo-pastoral (ASPH) agricultural season and migration issues, as well as to ROPPA's participation in the Nouakchott+10 process on pastoralism. ROPPA further consolidated its policy influence by maintaining an active presence in 46 regional and international consultation frameworks, including ECOWAS, UEMOA, the African Union and FAO, compared to 42 at MTR.
110. At national level, progress was equally substantial: By programme completion, policymakers in 8 countries had adopted/influenced 62 new agricultural laws, regulations or policies benefitting family farms – more than twice the number recorded at MTR, which was 21. In Niger, for instance, the PFPN played a central role in monitoring the Government's adoption of the final land policy and the drafting of its implementing decrees. In four countries – Benin, Burkina Faso, Mali, and Senegal – policymakers became increasingly receptive to the development of specific policy frameworks for agroecology. Regionally, momentum around agroecology was strengthened through key events such as the West Africa Regional Forum on Agroecology and Organic Agriculture in Abuja, the first regional agroecology camp at Lac Tanma in Senegal, and the second edition of the agroecology and climate camp in Burkina Faso. These knowledge-sharing fora, already noted as a strong feature at MTR, continued to shape the institutional identity of ROPPA towards programme closure.

111. A major driver of ROPPA's influence has been its commitment to evidence-based advocacy, illustrated by the production of 48 position papers on strategic value chains – three times more than at MTR. Overall, ROPPA has emerged as a highly capable regional actor in policy advocacy, which explains the enduring loyalty of its members. Importantly, the additional resources mobilized through FO4ACP were instrumental in reinforcing this component, enabling ROPPA and its national platforms to deepen policy engagement at regional and national levels.
112. **Component 3:** With an allocation of EUR 1.2 million, (24 per cent of total budget, this component focused on strengthening the governance, technical skills, and organizational capacities of ROPPA and its national platforms, while promoting digitalization and generational renewal within the network. Through FO4ACP support, annual audits were conducted for 14 FOs to reinforce transparency, compliance, and overall institutional reliability. Management practices were further improved through the development of 45 strategic and operational tools, including strategic plans and annual reports, compared to 8 at MTR. At statutory level, participation also became more inclusive: 277 farmers took part in governance meetings (compared to 56 at MTR), and the representation of women and youth increased markedly compared to MTR – from 4 to 56 and from 1 to 28, respectively – thanks to the training and mobilization efforts of the Youth and Women's Colleges, which provided capacity-building in policy analysis and advocacy. NFOs experienced a growing demand for their participation and leadership in multi-stakeholder policy dialogue and monitoring frameworks. For example, In Benin, PNOPPA played an active role in the presidiums of key government agencies and in the steering committees of public agricultural projects. In Senegal, CNCR consolidated its national leadership by coordinating consultation mechanisms on land, agroecology and ASPH policies. As highlighted at MTR, the programme also successfully strengthened two national organizations (in Senegal and Mali) to apply to the Global Agriculture and Food Security Programme (GAFSP) Producers' Organizations Window (7<sup>th</sup> Call), and both initiatives remain operational today. These efforts generated concrete and tangible results. At the regional level, the strengthened institutional capacities of ROPPA facilitated the development of two new partnerships aligned with its 2019–2023 five-year plan, as well as the mobilization of additional resources to support women and youth cooperatives, including through the Project d'Appui a la Résilience des Femmes en Afrique de Ouest (or Project to Support the Resilience of Women in West Africa - PARFAO project). New cooperation opportunities also emerged, such as partnerships with Austrian cooperation and the French NGO Alternatives Agroécologiques et Solidaires, which will help sustain ROPPA's vision and activities in the years to come. Nationally, platforms reported increased recognition of, and solicitation for, their contributions to ASPH policy dialogue and monitoring. Their leadership within multistakeholder frameworks was reinforced, and existing partnerships were consolidated while new ones were established. In response to a recommendation made at MTR, the platforms in Burkina Faso (CPF), Togo (CTOP), Mali

(CNOPM) and Senegal (CNCR) strengthened their collaboration with agri-agencies, building joint initiatives focused on scaling economic services derived from FO-led experiences.

113. Overall, Component 3 significantly reinforced the institutional anchoring, visibility, and operational capacities of ROPPA and its national members, positioning them as more competent, reliable, and influential actors within both national and regional policy landscapes.
114. **Component 4:** With an allocation of EUR 185,373 (3.8 per cent of total budget), this component generated several important innovations that contributed to greater visibility and market access for FOs. In Burkina Faso, Liberia, Mali, and Togo, digital platforms were created to promote and sell members' products, ranging from integrated online sales portals on FO websites to professional Facebook pages and WhatsApp groups. These e-marketing tools significantly enhanced the local, national and regional visibility of family farm products and facilitated their commercialization. As recommended at MTR, these initiatives were expected to be completed by 2022 in three countries, and this milestone was effectively reached.
115. The impact of these efforts is reflected in the evolution of sales volumes, which increased substantially despite temporary declines linked to the COVID-19 crisis. After falling to 144 tons in 2020 and 290 tons in 2021 due to lockdowns and mobility restrictions, sales rose sharply thereafter, reaching 867 tons in 2022, 399 tons in 2023, and 917 tons in 2024, compared with 351 tons at baseline in 2019. These results confirm that FO4ACP support helped restore and expand market opportunities once the health crisis subsided.
116. Another key achievement since MTR has been the full operationalization of ROPPA's global communication strategy. The MTR had underlined the need to improve the programme's visibility, both internally and externally, and this recommendation was clearly addressed. Over the final years of implementation, ROPPA strengthened its communication tools, presence, and outreach, contributing to a more coherent institutional image and enhanced recognition of programme results across the region.
117. Public references (e.g. in the press, radio) quoting the project and participating FOs rose from 8 at MTR to 941 at endline, greatly surpassing the end target of 40.
118. Overall, Component 4 introduced innovations that not only modernized ROPPA's communication and marketing approaches but also helped participating organizations position themselves more effectively within increasingly digital and competitive markets.
119. **Knowledge management:** The FO4ACP programme played a central role in strengthening ROPPA's knowledge management systems, particularly through the promotion of horizontal, peer-to-peer learning across the network. Over the implementation period, 38 peer-to-peer exchanges were organized, providing opportunities for FOs to

share experiences, technical know-how and innovations. A flagship mechanism for knowledge dissemination was the “Pépites des exploitations familiales” initiative, which documented and highlighted 65 good practices developed by member organizations. This platform generated substantial engagement, with more than 785,000 visits to the websites hosting these materials. Among the practices popularized through this initiative, “Le Rayonneur du riz” became particularly influential, contributing to a broader uptake of System of Rice Intensification techniques within the network.

120. At national level, several tools and knowledge products were disseminated to support learning and capacity-building. In Senegal, for example, a toolkit on forest governance was shared widely; in Burkina Faso, 1,000 copies of the Loi d’Orientation Agro-Sylvo-Pastorale, Halieutique et Faunique document were distributed; and in Mali and Senegal, and Togo, three agricultural campaign bulletins for 2021 were published and circulated. Dissemination through multiple communication channels – web platforms, visual materials such as video capsules, and events like forums – sparked strong interest among external actors and contributed to new partnerships. For instance, the Bood Noma cooperative in Burkina Faso secured two new collaborations as a direct result of its participation in a knowledge-sharing forum.
121. Overall, FO4ACP significantly strengthened ROPPA’s knowledge ecosystem, ensuring that good practices, innovations and lessons were not only documented but actively used to build new relationships, influence practices, and reinforce the visibility of family farming achievements across West Africa.
122. **Monitoring and evaluation:** As highlighted at MTR, ROPPA has established a comprehensive M&E framework encompassing 13 NFOs and all projects and programmes led by the network. This framework has been instrumental in tracking progress, documenting results, and supporting evidence-based decision-making, resulting in ROPPA achieving 81 per cent of its indicator targets.
123. A key element of this framework is the digitalized Meal platform, a centralized system that harmonizes data collection, ensures technical and financial accountability, and facilitates performance-tracking across the network. The platform is supported by extensive capacity-building initiatives, including 23 online and 7 in-person trainings on M&E tools and methodologies, as well as the regular organization of Regional Operational Framework Workshops, which serve as spaces for experience-sharing and mutual learning.
124. The knowledge management strategy was closely linked to these efforts, enabling the systematic documentation and dissemination of best practices. Through this approach, 36 family farming initiatives were shared, achieving significant visibility with 147,254 downloads and 784,254 visits to the respective platforms.

125. The additional resources mobilized through FO4ACP have been critical in strengthening M&E and knowledge management systems, areas difficult to prioritize amid competing operational demands on the ground. These investments have not only enabled thorough

**Box 7. Institutional purchases as market opportunities for FOs: Regional Union of Women Rice Parboilers of the Collines (URFER-C)**

**Country :** Benin

**LFO :** Union Régionale des Femmes Etuveuses de Riz des Collines (URFER-C)

**Programme Component:** 1 (Economic Services)

**Value Chain:** Rice

Between 2021 and 2023, URFER-C, an organization of women rice producers in the Collines region of Benin, implemented a series of actions to strengthen their production of and market access for parboiled rice. Initially, the group faced significant challenges, including a failed deal to supply the World Food Programme for school canteens and the pressure of repaying a loan from a microfinance institution.

To overcome these barriers, URFER-C successfully negotiated a rescheduling of credit repayment, lobbied to lift restrictions on food crop exports, and developed partnerships that opened sales opportunities in the Nigeria market.

Members also engaged in advocacy to access agricultural credit through the National Agricultural Development Fund and received training on preparing and submitting proposals for institutional procurement.

These initiatives enabled URFER-C to sell 240,00 tons of parboiled rice on the Nigerian market, enhancing the organization's financial stability and visibility. Building on these achievements, URFER-C is consolidating its market strategies and strengthening its advocacy and institutional capacity to ensure sustainable growth and further economic empowerment of women rice producers.

documentation of lessons learned but also created the condition for leveraging additional funding.

**d) Southern African Confederation of Agricultural Unions**

126. SACAU is an RFO formally registered as a not-for-profit company in the Republic of South Africa in 2006. Its vision is to bring about a vibrant, prosperous and sustainable

farming sector that ensures food security and contributes to economic growth in Southern Africa. Its mission is to be the main voice of farmers and to promote and ensure strong and effective farmers'/producers' organizations in all countries in Southern Africa, representing 5.2 million farmers.

127. SACAU received EUR 4.8 million to implement the FO4ACP programme (2019– 2025).

128. **Targeting.** During the FO4ACP programme implementation, SACAU targeted eight NFOs: Eswatini National Agricultural Union (ESNAU) from Eswatini; Lesotho National Farmers' Union (LENAFU) from Lesotho; Coalition Paysanne de Madagascar (CPM); Fikambanana Fampivoarana ny Tantsaha (FIFATA), and Confederation des Agriculteurs Malagasy (FEKRITAMA) from Madagascar; National Association of Smallholder Farmers in Malawi (NASFAM) from Malawi; Namibia National Farmers Union (NNFU) from Namibia; and Agricultural Council of Tanzania (ACT) from Tanzania. The SACAU secretariat also managed activities with other NFOs in the remaining countries, focusing on economic services, youth involvement in the poultry value chain, policy influence, climate change, and women's empowerment. In total, the programme primarily covered 307 subnational FOs, directly benefitting 108,920 individual producers through economic activities, compared to 9,928 at MTR, with NASFAM contributing 60,000 individual producers, LENAFU 20,145, NNFU 13,099, ACT 7,503, ESNAU 3,200, FIFATA 1,935, CPM 228, and FEKRITAMA 810.

**Table 11. SACAU – Organizations involved in FO4ACP programme implementation**

<b>Countries</b>	<b>NFOs</b>	<b># LFOs</b>
<b>Eswatini</b>	ESNAU	8
<b>Lesotho</b>	LENAFU	18
<b>Madagascar</b>	CPM	22
	FIFATA	12
	FEKRITAMA	22
<b>Malawi</b>	NASFAM	52
<b>Namibia</b>	NNFU	135
<b>Tanzania</b>	ACT	38
<b>Total 6</b>	<b>8</b>	<b>307</b>

129. **Implementation and management arrangements.** The selection of NFOs considered organizations representing smallholder farmers with the capacity to contribute to the achievement of the programme goals, with limited funding, and with the desire to scale up previous initiatives. Additionally, organizations with diverse strengths and weaknesses in implementing different components of the programme were chosen. The SACAU secretariat also managed activities with other NFOs in the remaining countries, focusing on economic services, including youth involvement in the poultry value

chain, policy influence, climate change, and women's empowerment. Regional activities benefitted all NFOs, including direct recipients.

**Table 12. SACAU – Overview of components**

<b>SACAU</b>	<b>Completion (May 2025)</b>
<b>Component 1: Delivery of economic services along priority value chains</b>	108 920 individuals benefitted from FO/FLE economic initiatives 291 FOs/FLEs provided at least 2 economic services to members 69 matured FOs/FLEs increased business volume in a viable way 134 emerging FOs/FLEs activated/approved business plans 64 959 tons of marketed products by FOs/FLEs members Euro 26.9 million of marketed products by FO/FLE members Euro 4.0 million mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	163 sector policies and programmes influenced by FOs 687 value chain coordination platforms and interprofessions involving members FOs
<b>Component 3: Institutional development</b>	Approximately 5.2 million FO members 140 women/youth held leadership positions 86 good practices, lessons learned, and experiences documented 103 peer-to-peer visits, exchanges, and events took place

130. **Component 1.** With a budget of EUR 2.7 million (56 per cent of total budget), a total of 291 FOs and FLEs were supported to deliver at least two economic services, including market linkages, input supply, financial support, and technical training (an increase of 665.8 per cent from 38 at MTR). ESNAU implemented capacity-building initiatives that resulted in 22 businesses, enabled 2,838 farmers to save EUR 881,930 for inputs, and strengthened market linkages for over 3,200 farmers in Eswatini; it also conducted 178 training sessions on Good Agricultural Practices (GAP), CSA, finance, agribusiness, and gender. CPM provided business training for FLEs, developed partnerships and stakeholder platforms, trained 80 peasant animators, established demonstration plots distributing 17,650 kg of certified maize seeds to 2,028 farmers, and supported group sales structures. ACT facilitated business-to-business linkages through 500 meetings, enabling the sale of 7,344 tons of rice, and securing mechanization services to support over 3,000 farmers. LENAFU led extensive knowledge exchange activities, including field days, farm and exchange visits, study tours, commemoration days, and linking farmers to research and technology development. FEKRITAMA strengthened poultry value chains through training, business plan implementation, feed centres, and breeding initiatives. FIFATA focused on Gasy chicken production, training 1,935 farmers. It established 88 self-help village groups, conducted 37 exchange visits, and provided essential materials to 1,611 farmers. NFOs

across the region significantly improved market access for smallholder farmers, enabling the sale of diverse agricultural commodities for a total marketed value of EUR 26.9 million (EUR 225,625 recorded at MTR) and EUR 4.0 million mobilized in private and public sector sources (compared to only EUR 201,114 leveraged at MTR).

131. **Component 2.** With a total budget of EUR 777,871 (16 per cent of total budget), SACAU and NFOs more than doubled the number of policies influenced (from 75 at MTR to 163 at completion). This builds upon the work undertaken by SACAU and its network of NFOs. SACAU convened three high-level regional conferences (2022–2024) gathering over 340 participants, addressing poultry sector development, youth and innovation in climate action, and farmer-centred climate resilience. In addition, NFOs demonstrated strong participation in consultation mechanisms, engaging in 369 policy platforms (193 per cent increase from 126 at MTR). FEKRITAMA (94), NASFAM (89), and CPM (57) led the way, while SACAU itself received 560 invitations, attending 428. NNFU alone held seats in 47 national committees, confirming the institutional recognition of FOs in policymaking. On value chain coordination, FOs participated in 687 platforms and interprofessional bodies (an increase from 128 at MTR), with ESNAU (382), NASFAM (113), and ACT (101) showing particularly high engagement. These platforms enhanced dialogue across value chains and reinforced FO advocacy in markets, covering areas such as climate change, trade, agroecology, poultry, and youth. The project also resulted in the production of 41 position papers (141.2 per cent increase from 17 at MTR) which were used as strategic advocacy tools. LENAFU (10), FEKRITAMA and NNFU (8 each), and NASFAM (6) were the most active. Topics ranged from youth inclusion, land rights, and climate resilience to tax reform and irrigation infrastructure.
132. **Component 3.** With a budget of EUR 1.2 million (24 per cent of total budget), FOs organized 299 governance meetings with 2,957 participants, including 721 youth and 838 women, reinforcing transparency and member participation. They developed 47 management tools (notably NNFU and CPM with 10 each, ACT and ESNAU with 8 each) to improve governance and operations. Financial accountability was enhanced through 64 audits (278 per cent over end target), with NNFU (17) and ESNAU (13) leading, and trust and credibility among members and partners were strengthened.
133. **Component 4.** With a budget of EUR 185,374 (4 per cent of total budget), communication and visibility efforts led to 527 media citations of FO activities (199.4 per cent increase from 176 at MTR), with LENAFU (247), ACT (112), and ESNAU (105) recording the highest visibility. In total, 689 communication materials were produced, led by LENAFU (409), ACT (112), and ESNAU (105).
134. **Knowledge management.** SACAU convened annual regional planning and knowledge management meetings where FOs reviewed technical and financial reports, shared lessons learned and discussed programme implementation. To strengthen coordination and learning, SACAU organized regional workshops to disseminate information on project

management, ensuring that annual work plans, budgets, and reports were adjusted to reflect lessons learned and in line with programme objectives. Additionally, SACAU facilitated annual planning sessions to build consensus among FOs and align regional priorities, while 103 peer-to-peer exchanges (FIFATA 37, LENAFU 29) were held, surpassing the end target by 312 per cent. Management workshops also took place,

allowing SACAU and its network of NFOs to document 86 best practices and lessons learned throughout the FO4ACP programme (219 per cent increase from 27 at MTR, led by LENAFU with 30).

***Box 9. Successful policy influence: How the Agricultural Council of Tanzania shaped policy for smallholder farmers***

**Country:** Tanzania

**NFO:** Agricultural Council of Tanzania (ACT)

**Programme Component:** 2 - (Policy Influence)

**Themes, value chains:** Evidence-based advocacy, irrigation infrastructure, input subsidies, microfinance, rice

ACT has shown how smart, evidence-based advocacy can transform smallholder farming. By building strong alliances with government ministries, regulatory bodies, and development partners such as USAID, FAO, the Agricultural Non-State Actors Forum, the Tanzania Horticultural Association (TAHA), and the Southern Agricultural Growth Corridor of Tanzania, ACT engaged in over 15 consultation platforms, committees, and taskforces annually. These efforts successfully influenced policy reforms that improved production, access to inputs and irrigation, financial services, and markets for smallholders.

One major success was securing policies that ensured farmers' access to certified seeds, fertilizers, and pest-control products. The government responded with input subsidies that halved fertilizer prices and introduced a transparent voucher system, enabling equitable access to subsidized inputs.

ACT also championed irrigation expansion – a critical step given Tanzania's vulnerability to erratic rainfall. Through advocacy, the Government allocated over 30 per cent of the agriculture budget to irrigation development, including rehabilitation of schemes like Mkindo, allowing year-round rice cultivation and reducing climate risk.

Dialogue with banks, microfinance institutions, and regulators lowered agricultural loan interest rates from 18–25 per cent to below 9 per cent. Guarantee schemes through the Tanzania Agricultural Development Bank further reduced lending risks, giving thousands of smallholders access to credit to invest in better inputs and technologies.

The results were significant: rice yields rose from 18–20 to 30–45 bags (100 kg) per acre, and farmers could cultivate rice twice a year. Policies like the Warehouse Receipt System and the Tanzania Mercantile Exchange strengthened farmers' bargaining power and ensured fairer returns.

Key lessons: coalition-building among government, donors, and FOs ensure credible and inclusive reforms; data-driven advocacy enhances policy impact; farmer training and awareness build accountability; and investment in irrigation and affordable credit are central to resilience and sustained productivity.

135. **Monitoring and evaluation.** Through the FO4ACP programme, SACAU had notable results, achieving 91 per cent of its indicator targets. Since MTR, SACAU's performance has been constant, with a well-managed M&E function despite being led by SACAU's programme manager, who was not formally trained as an M&E officer. Reporting was timely, with responsiveness to clarifications or ad hoc requests. Appreciation was expressed for the M&E training support provided by IFAD as well as the case study templates, which provided a framework for capitalizing knowledge for NFOs.

e) *Union Maghrébine et Nord-Africaine des Agriculteurs*

136. UMNAGRI is a Tunis-based RFO constituted of members from NFOs in Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia, representing almost 1.5 million farmers. UMNAGRI advocates for its members by promoting harmonized agricultural policies and the removal of trade and customs barriers between member countries. It also supports the exchange of skills, human resources, and technologies, and encourages scientific research and investment in the agriculture sector across the region.

137. UMNAGRI received a total grant of EUR 821,573 to implement the FO4ACP programme (2019–2025).

138. **Targeting.** Out of UMNAGRI's members, only the 4 NFOs in Algeria, Mauritania, Morocco and Tunisia received direct funding from the FO4ACP programme. In total, the programme primarily covered 25 LFOs, directly benefitting 1,002 individual producers through economic activities, compared to 120 at MTR.

**Table 13. UMNAGRI – Organizations involved in FO4ACP programme implementation**

Countries	NFOs	# LFOs
Algeria	ANAP	7
Mauritania	FMA	16
Morocco	UMA	1
Tunisia	UTAP	1
<b>Total 4</b>	<b>4</b>	<b>25</b>

**Table 14. UMNAGRI – Overview of components**

UMNAGRI	Completion (May 2025)
<b>Component 1: Delivery of economic services along priority value chains</b>	1 002 individuals benefitted from FO/FLE economic initiatives 67 FOs/FLEs provided at least 2 economic services to members 36 matured FOs/FLEs increased business volume in a viable way 4 emerging FOs/FLEs activated/approved business plans 0 tons of marketed products by FO/FLE members 0 Euro of marketed products by FO/FLE members 0 Euros mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	10 sector policies and programmes influenced by FOs 5 value chain coordination platforms and interprofessions involving FO members
<b>Component 3: Institutional development</b>	Approximately 1.5 million FO members 14 women/youth in leadership positions 8 good practices, lessons learned, and experiences documented and shared 14 peer-to-peer visits, exchanges, and events organized

139. **Component 1.** With a budget of EUR 454,166 (55 per cent of total budget), UMNAGRI implemented an organizational self-assessment methodology, the “Auto-évaluation de la Performance”, as part of the FO4ACP programme’s Component 1 on Delivery of Economic Services and Component 3 on Institutional Capacity Strengthening. This methodology had already been used by three cooperatives at MTR (Ennour in Tunisia, Assalame in Morocco and Coopérative des femmes de Thidé in Mauritania) to evaluate their organizational, technical, and economic performance and identify areas to improve their operations. By then end of 2022, Ennour and ASSSALAME developed their commercial plans followed by the cooperative Thidé in 2024. In 2023, ASSALAMA in Morocco completed its dairy sector analysis, which was the only pending value chain study identified at MTR, with poultry and fodder studies previously completed in Tunisia and Mauritania respectively. Overall, UMNAGRI supported three LFOs: Assalame in Morocco, Thidé in Mauritania, and Carsa cooperative in Alegria, and one NFO (ANAP, Algeria) to activate bankable business plans. In total, four business plans were activated, slightly below the end-of-project target of five. Additionally, advocacy efforts by FMA led to meetings with state-owned rice enterprises, resulting in 13 commercial contracts between cooperatives in Brakna, Gorgol and Trarza, and the Mauritanian government. The increase in demand boosted revenues by 53 per cent since 2019, reaching EUR 22,108 in 2023. Overall, UMNAGRI supported 67 FOs to provide at least two economic services to their members (1,575 per cent increase from 4 at MTR), and 36 FOs to increase their business volume in a viable way (800 per cent increase from 4 at MTR).

140. **Component 2.** With a budget of EUR 138,188 (17 per cent of total budget), and despite some delays in UMNAGRI's regional advocacy activities noted at MTR, UMNAGRI updated

its advocacy strategy (2025–2028) in 2024 and was able to support dialogue at the national level by meeting with the Ministry of Agriculture in Morocco in 2023 and signing a partnership agreement in 2024 to become UMA's counterpart for agriculture in the Maghreb. In addition, regarding its partnership with IFAD, the FAFO- Near East, North Africa, Europe and Central Asia took place in Tunis on 17 and 18 October 2022, with a total of 127 people attending, which allowed the strategic framework for IFAD operations in the region to be established. At national levels, FOs actively participated in 5 interprofessional platforms, drafting 7 thematic policy position papers, which resulted in influencing 10 policies by the end of the programme (an increase from none recorded at MTR). Activities included: UMA supporting Assalame to link up with interprofessional platforms in dairy and red meat and engaging in advocacy for dairy cattle farming; ANAP partnering with the Chambers of Agriculture and the Algerian beekeeping interprofessional organization to lead a joint advocacy campaign; and FMA supporting the cooperative Thidé to held monthly meetings with the Ministry of Agriculture to increase its market share for rice producers. By the end of the programme, 76 FOs were engaged in consultation frameworks, committees, and task forces, with women and youth participation growing to 309 delegates at endline (1,371 per cent increase from 21 at MTR).

141. **Component 3.** With a budget of EUR 229,219, (28 per cent of total budget), UMANAGRI developed and implemented 27 management tools for FOs (237.5 per cent increase from 8 at MTR), 208 per cent over the target. Participation of young producers and women in statutory meetings grew from 4 in 2021 to 9 in 2024 regarding female participants, and from 4 in 2021 to 11 in 2024 regarding young participants. The number of women and youth in leadership positions was maintained at 14 since MTR, exceeding the target by 233 per cent. However, UMNAGRI did not meet its target for audited FOs, which was set at 11 at the end of the programme; only 6 total audits were conducted.
142. Although a Component 4 was not included in UMNAGRI's budget, the organization enhanced its visibility and external communication by restructuring its website and launching Facebook and LinkedIn profiles.
143. **Knowledge management.** UMNAGRI and the MTR team had agreed on the recruitment of a knowledge management officer; however, the position was not filled due to budget constraints and a lack of budget in Component 4. By the end of the programme, five case studies covering priority value chains (e.g. dairy production in Morocco, genetic improvement of bees in Algeria) were documented, bringing the programme total of good practices, lessons learned, and experiences to eight. In addition, FOs participated in 14 peer-to-peer visits/exchanges/events (regional and global), including the participation of two young female members of FMA and UTAP in the virtual Global Learning Route organized by Procasur (April 2025).
144. **Monitoring and evaluation.** UMNAGRI does not have a dedicated M&E office; however, in 2022 it received support to clarify indicators, which enabled UMNAGRI's

reporting to improve. Since IFAD's M&E and KM feedback consultations held in September 2024, UMNAGRI requested further training on how to capitalize the data collected from the logframe and further clarification on the use of the logframe and case study templates

provided by IFAD. UMNAGRI set realistic targets and met 72 per cent of its indicator targets, with most targets met surpassing 100 per cent.

***Box 12. Union of Women's Cooperatives of Thidé: Diversification through the introduction of fodder crops***

**Year:** 2022 – 2024

**Country:** Mauritania

**LFO:** The Union of Women's Cooperatives of Thidé, Letihade el Jemhoure du Boghé

**Programme Component:** 1 (Economic Services)

The Union of Women's Cooperatives of Thidé, Letihade el Jemhoure du Boghé, supported by FO4ACP, has successfully introduced fodder crop cultivation in semi-arid areas of Mauritania. This initiative demonstrates how local innovation and women's collective action can diversify income-generating activities and strengthen food security.

Prior to the intervention, women in Thidé faced significant challenges, including limited access to resources, scarce pasture, and few economic opportunities. The high cost of imported livestock feed further constrained their livelihoods. To address these issues, the cooperative introduced fodder cultivation on 2 hectares, testing varieties adapted to local climatic conditions.

With funding from FO4ACP, training sessions were organized for cooperative members, covering improved agronomic practices, farm management, and marketing strategies. The programme financed trainers, field missions, and logistical support. The cooperative also established partnerships with local livestock breeders to ensure the commercialization of fodder and long-term market access.

The results have been highly encouraging. Members recorded an average income increase of 40 per cent compared to vegetable production on the same area. The initiative has also enhanced local food security by reducing dependence on costly imported feed, and empowered women economically and socially by strengthening their role in community development.

This success is attributed to the combination of training, field experimentation, and collaboration with livestock keepers. Adaptation to semi-arid conditions and the use of locally available resources were key to ensuring sustainability.

This initiative demonstrates how innovative agricultural diversification can transform challenges into opportunities. By developing new value chains, the women of Thidé have improved their livelihoods while contributing to the resilience of local food systems and pastoral communities in Mauritania.

f) *Pan African Organisation*

145. PAFO is a continental body whose membership consists of five regional farmer networks (i.e. EAFF, PROPAC, ROPPA, SACAU, and UMNAGRI). In line with its constitutional mandate and the subsidiarity principle, PAFO’s role is focused on continental-level coordination and advocacy rather than direct intervention at regional or national level. It serves to amplify the collective voice of African farmers, representing their interests in dialogues with continental and international institutions, while leaving implementation and operational activities to its regional and national affiliates.

146. **Implementation arrangements.** PAFO’s financial management for this programme is carried out by ROPPA, in accordance with the decision of the Board of Directors of PAFO held on December 19, 2018. PAFO implemented FO4ACP programme from 2019 to 2025 with a EUR 1.6 million grant amount.

**Table 15. PAFO – Overview of components**

PAFO	Completion (May 2025)
<b>Component 2: Enabling the business environment</b>	58 sector policies and programmes influenced by FOs 14 value chain coordination platforms and interprofessions involved FO members
<b>Component 3: Institutional development</b>	5 FOs participated 4 women/youth held leadership positions 97 good practices, lessons learned, and experiences documented and shared 9 peer-to-peer visits, exchanges, and events organized

\*Note: PAFO does not provide economic services to its members; therefore, Component 1 of the programme was not applicable to them.

147. **Component 2.** With a budget of EUR 797,696 (51 per cent of total budget), this component significantly contributed to increasing the capacity of FO leaders to engage in high-level political dialogue and effectively present farmers’ positions, resulting in 58 sector policies influenced, surpassing the initial target of 30 by 93 per cent. PAFO has facilitated the dialogue between FOs and policymakers, including on issues related to land tenure reform, access to finance, and the implementation of CAADP, through its presence in 14 policy consultation frameworks, committees, task forces, and processes, including the Forum for Agricultural Research in Africa and the Board of the African Fertilizer Financing Mechanisms. Key activities supporting policy influence included producing 10 position papers, ensuring representation at COPs and playing a prominent role in the post-Malabo consultation – organized between May and July 2024 across five African regions – where PAFO submitted an Independent Memorandum to the African Union Commission in August 2024. PAFO went from influencing 8 policies at MTR to 58 by the end of the programme and has seen a nearly 500 per cent increase in the number of its farmers attending statutory meetings (women/youth) since baseline.

148. PAFO has also strengthened new and existing partnerships, leading to the signing of MoUs such as the one between PAFO and the African Development Bank, which facilitated the organization of the International Conference on Financing Small-Scale Agriculture, held from 17–18 March 2025 in Nairobi, Kenya. Other relevant MoUs include agreements with: AGRA; AHA, to support women in leadership positions; AgriCord, on studies related to agroecology and climate change training; and Akademiya 2063, regarding the Digitally Enabled Resilience and Nutrition Policy Innovations projects, which led to the creation of a digital infrastructure to enhance the technical capacities of food system actors in African countries to innovate and design adaptive policy solutions.
149. **Component 3.** With a budget of EUR 651,130 (42 per cent of total budget), PAFO now has a functional Executive Secretariat to fulfil its mandate, it is equipped with strategic and management tools to implement its activities, and its statutory bodies regularly hold sessions and make the necessary decisions to advance PAFO’s objectives.
150. Key activities under this component included the completion of 5 audits for all of its members, the strengthening of PAFO’s MIS through the help of a consultant hired, and the organization of two General Assemblies (2021 and 2023), at least 20 board meetings, and at least 20 CEO meetings. A total of 400 farmers attended statutory meetings, of whom 103 women (202 per cent over target) and 27 youth (117 per cent over target). To support PAFO’s functioning, 44 tools were developed, including strategic plans, performance-oriented annual reports, and manuals of procedures for FOs at all levels, 4 times higher than the initial target.
151. **Component 4.** With a budget of EUR 107,747 (7 per cent of total budget), PAFO consolidated its external visibility through its website and social media platforms and strengthened communication with member networks and partners. These efforts ensured efficient and transparent information-sharing, raised PAFO’s profile, promoted its activities, maintained relationships with target audiences, and broadened the reach and impact of its work. Key activities included the FO4ACP Knowledge Management event organized and hosted by PAFO from May 16–18 2023 to take stock of achievements and share experiences and promising practices among participating farmers. A total of 17 newsletters were published, the website was regularly updated, and 4 social media platforms (Facebook, YouTube, X [formerly Twitter], and Instagram) were established and regularly updated. Social media activities involved frequent posting (3–5 times per week) with diverse content, including updates on PAFO programmes, events, and key milestones. More than 1,850 public references citing the project and involving FOs – through press releases, articles, and social media – were published, surpassing the initial target of 1,400 references by 32 per cent.
152. **Knowledge management.** During MTR, it was suggested that PAFO enhance its focus on knowledge management in the latter part of the programme. In response, PAFO hosted the Global Knowledge Management event in Kigali in May 2023. This event shared best

practices and incorporated improved strategies for the remainder of the programme's implementation. The event was structured as an interactive and collaborative workspace dedicated to the capitalization of existing local know-how, with discussions centred on three themes: Climate Change and Resilience (Agroecology); Access to Finance (Business plans); and Political Engagement (Data collection for informed decisions). The strategic documentation and learning were further amplified by an on-site interactive marketplace (Marché interactif), where participants formally and informally shared successful experiences via posters, products, publications, and stands, all directed toward improving decision-making and enhancing programme effectiveness. All of the above efforts resulted in a total of 97 good practices, lessons learned, and experiences being documented and shared (compared to 4 at MTR), and 9 peer-to-peer visits taking place, just short of the end target of 10.

153. **Monitoring and evaluation.** PAFO achieved 93 per cent of its indicator targets, with the exception of the target related to policies influenced. Following recommendations from the MTR, this target was adjusted from 15 to 10, as it was deemed too ambitious, demonstrating effective adaptive planning. Additionally, building on the custom online M&E data management system developed at MTR, PAFO has now engaged a consultant to expand this system into the first continental digital platform designed to aggregate project data from its RFO members.

#### ***Box 15. Women and youth empowerment***

**RFO:** PAFO

**Country:** African Continent

**Theme:** Women and youth empowerment

Between 2021 and 2023, women and youth fora were organized as part of leadership training to give space to women representatives across all five RFOs represented by PAFO, including the 4<sup>th</sup> African Rural Women Forum (23–24 October 2023) and the Young Farmers' Summit (24–29 October 2022). PAFO, in partnership with FAO, recently launched the FAO-PAFO Youth Mentorship Programme. By addressing the persistent barriers that limit the participation of women and youth participation in agribusiness and decision-making, the programme enabled 40 women leaders to graduate, created Pan-African role models, and established a continent-wide network to share experiences, foster collaboration, and amplify influence in policy and agricultural governance. Participants gained skills in leadership, strategic management, and advocacy, which enhanced their visibility in key decision-making spaces at national, regional, and international levels. Building on these achievements, PAFO and partners are developing initiatives to institutionalize advocacy capacity and strengthen networks, ensuring the sustainable participation of women and youth in agricultural policymaking, and creating a foundation for future systemic change.

*g) AgriCord (Africa)*

154. **AgriCord** is a global alliance of agri-agencies that was established in 2002 and mandated by FOs and cooperatives from Africa, Asia, Canada, the European Union and Latin America. Agri-agencies are registered as NGOs and work through a peer-to-peer approach to support the long-term, structural development of FOs and cooperatives of family farmers.
155. The FO4ACP-Africa action under AgriCord (2019-2025) received a total grant volume of EUR 10.8 million.
156. **Targeting.** AgriCord’s implementation covered 12 sub-Saharan countries: Benin, Burkina Faso, Burundi, DRC, Guinea, Kenya, Madagascar, Malawi, Mali, Senegal, Tanzania, and Uganda through 9 of their 12-member agri-agencies and trusted FOs on the national, subnational and local levels, ranging from country-wide federations to primary producer cooperatives. Directly benefitting **99,556 individual producers** through economic activities and indirectly reaching **220,050 FOs members at its peak**.

**Table 16. AgriCord Africa – Organizations involved in FO4ACP programme implementation**

<b>Countries</b>	<b>Agri-agencies</b>	<b>NFOs</b>
<b>Benin</b>	UPA DI	UGAM
		PNOPPA
	Afdi	Fupro
		FNPS
		CCPSM
		CCPS- Save
<b>Burkina Faso</b>	Trias	UWERL
		UPPRS
		FUPRORIZ
	Afdi	UMPLB
		CPF
<b>Burundi</b>	CSA	CAPAD (21 cooperatives)
<b>DRC</b>	Trias	COOPEBAS
		COINDELO
		CONAPAC
		COCAMA
<b>Guinea</b>	Asprodeb	FPFD
		CNDH
<b>Kenya</b>	We Effect	MDCU
		BAMSCOS
	FFD	FF-SPAK
	Fert	CGA

	AHA	KENAFF
<b>Madagascar</b>	Afdi	Reseau SOA and 7 regional FOs
	Fert	Ceffel and 12 regional FOs
<b>Malawi</b>	We Effect	CREMPA
<b>Mali</b>	Afdi	CNOP-Mali and its cooperatives
	Asprodeb	AOPP
<b>Senegal</b>	Asprodeb	UNCAS
		RNCPS
		FPA
		FONGS
		FNCAAS
		FEPROBA
		CCPA
	UPA DI	CNCR
<b>Tanzania</b>	FFD	TAHA
		NADO
	AHA	MVIWAMA
		MVIVATA
<b>Uganda</b>	Trias	TUNADO
		HODFA
<b>Total 12</b>	<b>9</b>	<b>42 NFOs</b>

157. **Implementation and management arrangements.** The AgriCord alliance implemented 28 projects under the FO4ACP-Africa programme over the course of the entire implementation period. A total of 9 out of 13-member agri-agencies were involved. The scope of each project was defined by a separate implementation agreement between the AgriCord Secretariat and the implementing agri-agency. IFAD transfers funds to AgriCord, which distributes them to the nine agri-agencies, which then transfer funds to the partner FOs. The AgriCord Secretariat is in charge of project coordination, facilitation, capitalization and M&E. The level of professionalization and type of supported FOs varies – from national FO confederations to commodity-specific platforms and all the way to local-level primary groups. In most cases, the agri-agencies engage directly, or in coordination, with the national-level FOs, with most of capacity building and other activities taking place at subnational level. This to build scalability within the action.

**Table 17. AgriCord Africa – Overview of components**

<b>AgriCord - Africa</b>	<b>Completion (May 2025)</b>
<b>Component 1: Delivery of economic services along priority value chains</b>	99 556 individuals benefitted from FO/FLE economic initiatives 263 FOs/FLEs provide at least 2 economic services to members

	<p>126 matured FOs/FLEs increased business volume in a viable way</p> <p>61 emerging FOs/FLEs activated/approved business plans</p> <p>801 202 tons of marketed products by FO/FLE members</p> <p>EUR 41.0 million of marketed products by FO/FLE members</p> <p>EUR 26.7 million mobilized through bankable business plans</p>
<b>Component 2: Enabling the business environment</b>	<p>125 sector policies and programmes influenced by FOs</p> <p>26 value chain coordination platforms and interprofessions involving member FOs</p>
<b>Component 3: Institutional development</b>	<p>Approximately 220,050 FO members</p> <p>601 women/youth in leadership positions</p> <p>269 good practices, lessons learned, and experiences documented</p> <p>279 peer-to-peer visits, exchanges, events organized</p>

158. **Component 1.** With a budget of EUR 6.7 million (62 per cent of total budget) this component enabled AgriCord and its network of agri-agencies to support 263 FOs/FLEs to provide at least 2 economic services to their members by the end of the programme, up from 241 at MTR. Agri-agencies helped FOs enhance their members' ability to sell products at better prices and under more favourable conditions. Strategies included aggregation and collective sales, contract facilitation, branding, certification (such as organic and quality), and participation in trade fairs, as well as access to institutional and export markets. For instance, FNPS in Benin sold over 1,700 tons of certified seeds from 2021 to 2024, and CONAPAC in the DRC, supported by Trias, marketed 163 tons of cacao, with 40 tons sold at premium prices due to a traceability system. Agri-agencies helped 126 FOs to increase business in a viable way, up from 78 recorded at MTR, through a combination of coaching, infrastructure, market access, and financial linkages. FOs activated 61 business plans including new ones like COCAMA in the DRC for cocoa production and Cram and Apdip in Madagascar for rice and bean seeds. Other initiatives involved updating existing business plans with digital tools and quality management systems. These efforts were tailored to local value chains and capacities, emphasizing the inclusion of women and youth. As a result, producers became "investment-ready", leading to diverse partnerships and funding, with a total of EUR 26.7 million in additional funds mobilized, far exceeding the target, with a peak of EUR 13.5 million in 2021. Notable successes included: FOs in Benin accessing micro-finance institution for a total of EUR 7,500 and a EUR 18,739 grant, self-financed seed unit; CREMPA in Malawi supported by We Effect achieving a EUR 5 million revolving fund; and CONAPAC in DRC accessing approximately EUR 1.8 million in microloans.

159. **Component 2.** With a budget of EUR 1.2 million (11 per cent of total budget), AgriCord played a crucial facilitative role in strengthening FOs' capacity for policy engagement, enabling them to participate in a multitude of policy spaces, ranging from local governments

to international fora. At the national level, FOs participated in 350 policy consultation frameworks, committees and task forces, with 1,165 women and youth delegates actively participating, demonstrating increased visibility and representation. AgriCord supported policy advocacy efforts at national level. For example, CNOP in Mali conducted a land tenure study involving 450 peri-urban farmers to inform advocacy for secure land access. In Uganda, TUNADO led evidence-based advocacy to protect pollinators by issuing a policy brief which led to a parliamentary proposal to ban lethal agrochemicals. In Senegal, the CNCR-led Inclusive Green Financing initiative (IGREENFIN) mobilized 160 climate adaptation projects, facilitating policy dialogue on green finance with financial institutions. Moreover, the Building Resilience Toolkit, developed with FO4ACP support, trained over 300 FO members from 28 countries as facilitators, with more than 2,700 farmers participating in farm-level workshops to develop adaptation plans.

160. **Component 3.** With a budget of EUR 2.4 million (22 per cent of total budget), this component focused on building strong, democratic, inclusive, and professional FOs through extensive advisory services. Key numerical outcomes reflect significant institutional strengthening. A total of 52 FOs were audited annually, a key indicator of institutional strengthening and accountability. Efforts in inclusion were evident with a peak in 2022, when 209,000 new members were mobilized across FOs (44 per cent women and almost 30 per cent youth). AgriCord's "South–North–South peer support" approach was also pivotal, mobilizing expertise across regions and continents to foster organizational maturity. A total of 421 new institutional tools were developed, ranging from strategic planning tools to performance-oriented annual reports.
161. **Component 4.** With a budget of EUR 484,355 (5 per cent of total budget), AgriCord regularly posted content on social media platforms, ensuring visibility for the European Union, OACPS, and IFAD and resulting in 359 publications by the end of the programme (a 232.4 per cent increase from 108 at MTR). This approach aimed to share lessons learned, thereby enhancing the programme's visibility and impact. Dissemination also leveraged digital media and institutional channels, with rural radio broadcasts and media engagements enhancing the visibility of FOs in agricultural transformation.
162. **Knowledge management.** AgriCord implemented a multi-layered knowledge management strategy, including a quarterly newsletter called "Crossroads" (published in English, French, and Spanish) and a video series "Spotlight" highlighting field innovation, and facilitated thematic peer-learning workshops. A total of 279 peer-to-peer exchanges were held by the end of the programme (a 373 per cent increase from 59 reported at MTR), with 269 documented best practices and lessons learned from the field. Examples of peer-learning exchanges included Beninese and Malian FOs collaborating on improving local potato seed systems, with cross-border visits supported by Asprodeb. Ugandan FOs such as HortiFresh gained new insights by visiting Kenyan farms certified under Global GAP and began laying the groundwork for becoming a certifying body themselves.

163. Farmer field schools and demonstration plots also served as powerful dissemination channels. In countries such as Kenya and Madagascar, hundreds of local relay farmers (i.e. farmers benefitting from the FO4ACP programme trained to act as peer educators or local technicians) contributed to spreading knowledge. Their work on CSA, compost production, and agroecology not only improved practices among their peers but also generated field-level data that informed broader learning.
164. Women and youth were specifically targeted in peer-learning efforts. In Uganda, over 400 young people were mobilized to undertake beekeeping as a low-cost, resilient livelihood during a period of high inflation and disrupted agricultural markets. Trainings on rice-processing for women in Burkina Faso and entrepreneurship for female dairy producers in Malawi reinforced AgriCord's commitment to inclusive learning.
165. **Monitoring and evaluation.** AgriCord achieved 86 per cent of its indicator targets. Since the MTR, AgriCord's quality of M&E reporting has improved (revised end targets and timely submission of completion logframe). AgriCord's Secretariat and the financial team regularly monitored FO4ACP implementation with project coordinators and financial officers of the agri-agencies. Since MTR, a train-the-trainer model was piloted in 2023 to equip agri-agency staff to provide more decentralized support to their FO partners. Throughout the programme, AgriCord developed and distributed a range of tools and templates to standardize data collection across 21 FO projects. These resources included: FO reporting templates aligned with the logframe and incorporating sex- and age-disaggregated data; a performance monitoring dashboard for tracking milestones and outputs; and digital tools such as Excel-based trackers and cloud platforms to facilitate remote data submissions, especially during the COVID-19 pandemic. Additionally, mobile-based survey tools using unstructured supplementary service data systems or WhatsApp were introduced for collecting farmer-level feedback. Data collection occurred quarterly at the FO level, was aggregated and validated by agri-agencies, and then consolidated by the AgriCord Secretariat.

### **Box 18. Seed certification and FO empowerment**

**Country:** Madagascar

**FO:** Syndicat des Organisations Agricoles (SOA)

**Supported by:** Afdi

**Programme Component:** 1 (Economic Services)

Seed certification is crucial for farmers' livelihoods as it guarantees high-quality, reliable seeds, which directly influence crop yields, farm productivity, and household income.

In Madagascar, the seed certification process begins with plant breeders – the National Centre for Applied Research in Rural Development (FOFIFA) and authorized private companies – who supply foundation seeds to the FOs. The FOs then multiply these seeds with technical support, while the Service Officiel de Contrôle et de Certification (SOC) provides training on seed regulation and conducts regular quality checks on plots, crops, and storage facilities to ensure compliance and certification.

In 2023, three LFOs – Apdip, Fisoï, and Soamitsinjo – operating under the SOA Network were supported under FO4ACP to produce certified bean seeds. Support included advisory services, training, monitoring, seed supply, packaging, marketing, partnerships, and financial analysis. These FOs, recognized as approved seed companies, have formal partnership agreements with SOC. The bean varieties selected were tested jointly with FOFIFA and Apdip since 2021. That year, total bean seed production reached 22 tons, of which 71 per cent were certified. Another FO, CRAM, was supported in rice seed production, producing 59 tons, and its business plan was updated to incorporate financial contributions from seed multipliers.

Building on these achievements, SOA now serves as a board member of the Malagasy seed inter-profession, contributing to the national seed development strategy and representing its members' interests at the policy level.

Despite these advances, challenges remain. Access to foundation seeds and varieties is still limited, training opportunities are insufficient, selling prices occasionally fall below breakeven points, and market traceability and control need strengthening.

Nevertheless, the FO4ACP-supported interventions have already had a meaningful impact. Seed farmers have gained new technical skills, improved their production and certification capacities, and generated higher-quality seeds, which in turn have strengthened local agricultural value chains and positively affected the livelihoods of hundreds of farmers across Madagascar.

# CARIBBEAN- FO4ACP



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### 3. Caribbean Region

166. The FO4ACP programme in the Caribbean was implemented from 2020 to 2025, with a total budget of EUR 7.5 million coming from the European Union, covering 8 out of the 13 sovereign island states of the Caribbean: Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica and Saint Lucia. In addition, Cuba benefitted indirectly through participation in regional learning exchanges financed by IFAD through a USD 50,000 grant. The action was implemented by AgriCord operating through its network of agri-agencies (Agriculteurs Français et Développement International, Union des producteurs agricoles - Développement Internationale, Trias, Acodea) and supported by CLAC, and by FAO and Procasur.
167. Implementation of the programme in the Caribbean began in September 2020, with AgriCord and CLAC initiating a complementary action supported by EUR 1.1 million. In February 2021, FAO and Procasur joined the initiative with additional financing of EUR 3.7 million. The programme was originally set to conclude in November 2023. However, given the impact of the COVID-19 pandemic on the programme during its initial stage, an amendment extended it until January 2025. The amendment also added EUR 191,670 for FAO and EUR 808,303 for Procasur to support Belize, Grenada, Guyana, Jamaica and Saint Luca. An additional EUR 1.7 million went to AgriCord to support FOs in Haiti and the Dominican Republic, which resulted in a total grant amount of EUR 2,804,299 allocated to AgriCord, EUR 3,891,670 to FAO and EUR 808,330 to Procasur. Due to political instability in Haiti, activities in the country ceased in December 2022, while implementation continued elsewhere until the end of the programme.
168. Overall, the FO4ACP programme reached 52 NFOs across 9 countries in the region. Marketed products across 12 value chains reached a volume of 129,610 tons with a total value of EUR 46.9 million, 6 sector policies were influenced, and 211 women and youth were in leadership positions (see figure 10).

# CARIBBEAN RESULTS OVERVIEW

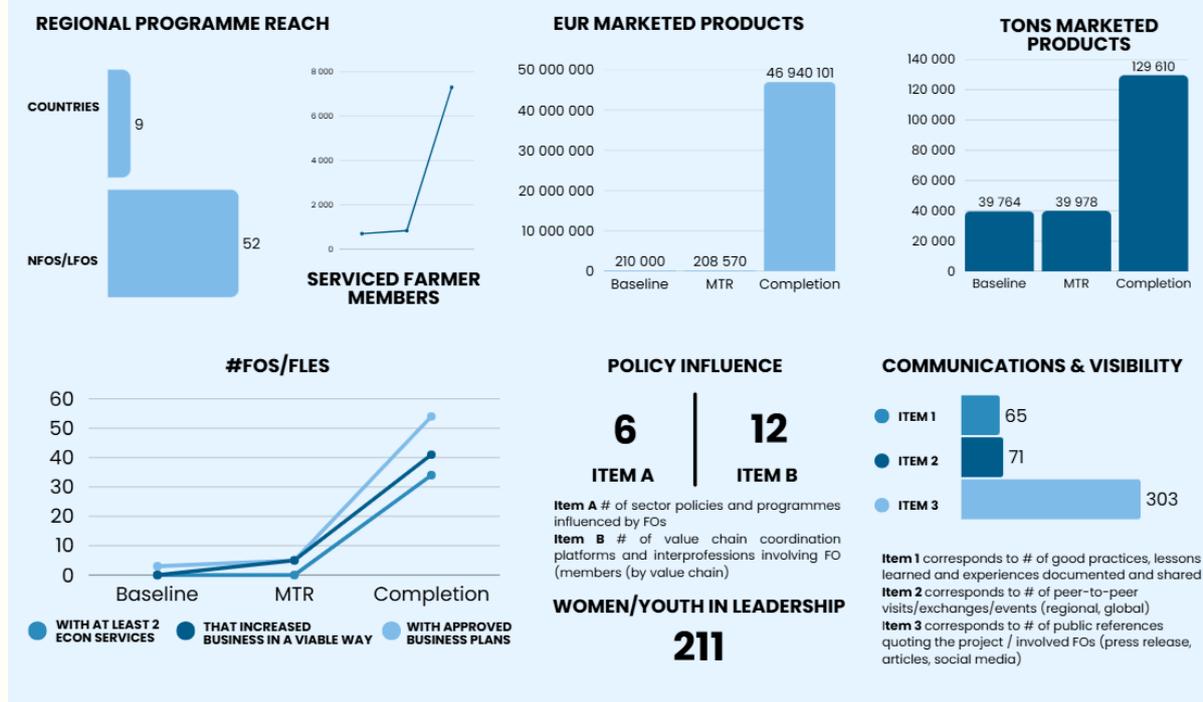


Figure 10. Caribbean results overview

## a) AgriCord (Caribbean)

169. AgriCord is a global alliance of agri-agencies that was established in 2002 and mandated by FOs and cooperatives from Africa, Asia, Canada, the European Union and Latin America. Agri-agencies are registered as NGOs and work through a peer-to-peer approach to support the long-term, structural development of FOs and cooperatives of family farmers.
170. **Targeting.** The FO4ACP-Caribbean action led by AgriCord reached 2,071 individual producers through 14 supported NFOs across 6 countries: Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia and through 4 agri-agencies and CLAC. At MTR, 17,449 members were indirectly reached, which was the highest recorded membership throughout the programme.

**Table 18. AgriCord Africa – Organizations involved in FO4ACP programme implementation**

Countries	AgriAgencies	NFOs
<b>Dominica</b>	Afdi	Belles Farmers Cooperative
<b>Dominican Republic</b>	Trias & Acodea (CLAC)	Banelino
		Juan Criz Guaranal
		Santa Cruz
		Las Mercedes
		Asoanor
<b>Grenada</b>	Afdi	SPA Grenada Network of Rural Women Producers
<b>Haiti</b>	Afdi	Récocarno
		Féchan
<b>Jamaica</b>	UPA DI	FGPL
		Jamaica Coffee Growers Association
<b>Saint Lucia</b>	Afdi	Mille Fleurs Apiculture, Consumers and Worker Cooperative Society Ltd.
		The Mushroom Collective
<b>Total 6</b>	<b>4 agri-agencies + CLAC</b>	<b>14</b>

171. **Implementation and management arrangements.** Agri-agencies were already collaborating with FOs in the region and had pre-identified potential partnerships. AgriCord opened an internal call for interest to implement the FO4ACP programme, for which agri-agencies submitted their project proposals for rigorous peer review. The outcome resulted in the selection of eight projects based on their potential for success. UPA-DI supported FOs in Jamaica and Haiti, Afdi supported FOs in Dominica, Grenada, Haiti, and Saint Lucia, and Trias, Acodea and CLAC built a consortium to supports five FOs in the Dominican Republic: Banelino, Guaranal, Las Mercedes, Santa Cruz and Asoanor. AgriCord led the overall coordination, financial oversight, results monitoring, and knowledge management by reviewing AWPBs with IFAD.

**Table 19. AgriCord Africa – Overview of components**

AgriCord - Caribbean	Completion (May 2025)
<b>Component 1: Delivery of economic services along priority value chains</b>	2 071 individuals benefitted from FO/FLE economic initiatives 7 FOs/FLEs provide at least 2 economic services to members 5 matured FOs/FLEs increased business volume in a viable way 12 emerging FOs/FLEs activated/approved business plans

	100 006 tons of marketed products by FO/FLE members EUR 38.4 million of marketed products by FO/FLE members 0 Euros mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	2 sector policies and programmes influenced by FOs 4 value chain coordination platforms and interprofessions involving FO members
<b>Component 3: Institutional development</b>	Approximately 467 FOs were members 211 women/youth in leadership positions 30 good practices, lessons learned, and experiences documented and shared 45 peer-to-peer-visits, exchanges, and events organized

172. **Component 1.** With a budget allocation of EUR 1.7 million (59 per cent of total budget), AgriCord, through its agri-agencies, provided advisory services to FOs in areas such as collective marketing, input buying, facilitating access to finance, and markets, resulting in seven FOs with strengthened capacity to deliver at least two economic services to their members (increased from 5 at MTR), and five FOs successfully increasing their business volume in a viable way (over the end target of 3).
173. Synergies were forged at various levels. In the Dominican Republic, the "Escuela de Empresarialidad Inclusiva" (Leadership Schools for Women and Youth) worked directly with 5 FOs (Banelino, Asoanor, Guaranal, Las Mercedes, and Santa Cruz) and supported them to develop 12 approved business plans. Internal project funds provided grants to at least 9 business initiatives (7 collective, 2 individual) for equipment and startup materials. In Haiti, UPA DI supported the FGPL cassava processing unit, which was redesigned to run entirely on solar power and prioritize local sourcing due to insecurity and fuel scarcity, ensuring operational self-sufficiency. In Dominica, Grenada, and Saint Lucia, five selected FOs received small grants ranging from EUR 6,000 to 18,000 to implement micro-projects.
174. Agri-agencies supported NFOs to achieve 100,006 tons of marketed products at completion, surpassing the end target by 232 per cent for a marketed value of EUR 38.4 million (219 per cent over end target). These figures were mostly driven by well-established FOs in the region, in particular Banelino in the Dominican Republic, a large banana producer and exporter in the region.
175. **Component 2.** With a budget of EUR 456,438 (16 per cent of total budget) By MTR, no activities had been conducted under this component. However, by the end of the programme, AgriCord and its agri-agencies successfully influenced two policies, doubling the end target of one policy. This was achieved through FOs' participation in 4 interprofessional platforms by completion (an increase from 2 since MTR), including 10 policy frameworks involving 15 women/youth delegates. In Jamaica, the Jamaican Coffee Growers Association (JCGA) held strategic meetings with national institutions to coordinate

advocacy for smallholder coffee farmers. In the Dominican Republic, FOs participated in advocacy platforms such as the Foro de Buenas Prácticas FO4ACP. For Dominica, Grenada, and Saint Lucia, FOs participated in a subregional workshop, facilitating policy dialogue on youth inclusion in agriculture, with OECS.

176. **Component 3.** With a budget of EUR 680,305 (24 per cent of total budget), AgriCord, through its network of agri-agencies, supported 14 FOs with advisory services on capitalization, gender and youth inclusion, business plans and product development. Overall, 88 tools were developed by FOs (an increase of 373 per cent from 23 at MTR). Additionally, 211 women and youth assumed leadership positions, exceeding the end target of 121 by 74 per cent. Furthermore, 859 members attended statutory meetings, surpassing the end target of 653 by 32 per cent. This success was largely attributed to the effective and scalable initiatives related to the Leadership Schools for Women and Youth implemented by CLAC, Trias, and Acodea in five FOs in the Dominican Republic. In Haiti, FGPL elected its first woman president, Récocarno trained 500 members (including 57 youth) in cooperative governance and credit systems, and KNFP strengthened administrative procedures and financial reporting. In Jamaica, the JCGA engaged 14 leaders in strategic workshops on organizational reform, and in Dominica, Grenada, and Saint Lucia, AgriCord aligned activities with national strategies and engaged OECS for technical support.
177. **Knowledge management:** Agri-agencies used the principle of “relay farmers” to serve as peer educators or local technicians – spreading knowledge beyond direct beneficiaries. For example, in Haiti, the agri-agency UPA DI supported the local FO FGPL & Récocarno using ‘relay farmers who were trained in agroecology adoption and coffee plot rehabilitation to provide peer technical assistance to new beneficiaries. By the end of the programme, 45 peer-to-peer visits and exchanges were organized, (67 per cent above the end target of 27). These included exchange visits in Haiti within Récocarno's cooperatives, and a cross-border workshop in Santiago de Mao that brought together Haitian and Dominican FOs. The Dominican Republic also organized nine peer sessions on strategic planning and governance, among others.
178. Key knowledge management products included capitalization reports, strategic and business plans, project videos, and social media campaigns, adding up to a total of 30 documented good practices (900 per cent increase from 3 at MTR) and 31 public references quoting the programme (158.3 per cent increase from 12 at MTR). AgriCord's quarterly newsletter “Crossroads” served as a regular channel for sharing lessons, and all major communication materials were made available in English, French, and Spanish to ensure broad accessibility.

179. **Monitoring and evaluation.** AgriCord-Caribbean met 95 per cent of its indicator targets, although two indicator targets were not set for the following indicators: amount of mobilized funds through bankable business plans; and number of position papers related to value chains. The only target not met was for the FOs' membership by the end of the programme; total membership figures decreased due to the closure of operations in Haiti, where FOs were contributing largely to the total.

**Box 21. Organizational and financial autonomy in Limbé**

**Country:** Haiti

**Agri-agency:** UPA DI

**LFO:** Fédération des Groupements Paysans de Limbé (FGLP)

**Programme Component:** 1 (Economic Services)

**Value Chain:** Cassava

The work of FGPL in Haiti, supported by UPA DI, illustrates the programme's adaptive approach within an extremely challenging security context. Despite severe political instability, gang activity, and fuel shortages that ultimately led to Haiti's withdrawal from the programme in 2024, FGPL's cassava processing unit in Limbé became a symbol of resilience. A key innovation was the strategic redesign of the unit to run entirely on solar energy for its freezers and ovens, directly combating fuel scarcity and ensuring operational continuity for local food production. This unit focused on local sourcing of raw materials and diversified its output to include products such as filled cassava bread, significantly enhancing local food security, reducing post-harvest losses, and improving income predictability for producers. Beyond economic services, FGPL demonstrated notable institutional development by electing its first woman president. The cassava unit staff also received technical training on how to use the newly installed septic tank for wastewater treatment to protect the local water source.

**b) Food and Agriculture Organization of the United Nations and Procasur**

180. Procasur is a global organization specializing in knowledge management for rural innovation, with over 30 years of experience enhancing development policies, programmes, and projects that benefit rural communities. By partnering with governments, international institutions, rural organizations, and the private sector, Procasur identifies and scales out and up low-cost, locally rooted solutions that empower rural families, women and youth to build inclusive and sustainable livelihoods.

181. FAO Regional Office for Latin America and the Caribbean (FAO RLC) supports FAO in leading international efforts to defeat hunger. FAO RLC, with a strong field presence

through its regional office in Santiago and multiple country offices, has supported countries in the region for 80 years in ending hunger, transforming agrifood systems, and promoting inclusive, sustainable rural development, while fostering regional cooperation.

182. **Targeting.** The FO4ACP-Caribbean action led by FAO and Procasur (2021–2025), reached 5,229 individual producers through 40 supported NFOs across 5 countries: Belize, Grenada, Guyana, Jamaica, and Saint Lucia. In addition, Cuba indirectly benefitted from regional exchanges and received a separate grant through IFAD.

**Table 20. FAO & Procasur– Organizations involved in FO4ACP programme implementation**

<b>Countries</b>	<b>NFOs</b>
<b>Belize</b>	Concepcion Vegetable Farmers Cooperative Society Ltd.
	Hibiscus Mayan Arts and Craft Women’s Cooperative Society Ltd.
	Los Buenos Amigos Cooperative Society Ltd.
	Chileros del Sur Association
	Maya Green Growers
	Northern Sustainable Agro-Producers Cooperative Society Ltd.
	Orange Walk Beekeepers Cooperative Society Ltd.
	Pembroke Hall Pre-Cooperative
	Sayab Farmers’ Cooperative
	Ta Nah Farmers Group
	Valley of Peace Lagoon Farmer Cooperative Ltd.
<b>Grenada</b>	Bomba United
	North East Farmers Organization
	Carriacou Farmers Association Inc.
	Genesis Added Value Nutmeg Cooperative Society Ltd.
	Grenada Network of Rural Women Producers
	Cinder Sea Moss
	Rose Hill Women’s Group Inc.
	Grenada Cooperative Nutmeg Association
St. Patrick Goat Farmers Inc.	
<b>Guyana</b>	Central Mahaicony Perth Village Farmers Association
	West Berbice Sheep and Goat Farmers Association
	Pomeroon Beekeepers Association
	Pomeroon Export Producers Association
	Gibraltar/Fyrish Farmers Association
	Moca Arcadia Multipurpose Agricultural Coop
<b>Jamaica</b>	New Era Farmers Benevolent Society
	Ebony Park Agro Cooperative Society 2016 Ltd.

	Golden Gove Association Ltd
	Jamaica Coffee Growers Associations
	Jamaica Network of Rural Women Producers
	Jamaica Cocoa Farmers' Association
<b>Saint Lucia</b>	Mille Fleurs Apiculture, Consumers and Worker Cooperative Society Ltd.
	Black Bay Farmers and Consumers Cooperative Society Ltd.
	Aupicon Charcoal and Agricultural Producers Group
	Praslin Seamoss Farmers Association
	St. Lucia Pig Farmers Cooperative Society Ltd
	Iyanola Apiculture Collective
	Coconut Industry Multiservices Cooperative Society Ltd.
	St. Lucia Network of Rural Women Producers
<b>Total 6</b>	<b>40</b>

183. Implementation and management arrangements. FAO and Procasur started the implementation by mapping existing national and local FOs and subsequently launched an open call among the identified organizations, leading to the selection of 40 FOs to be supported under the FO4ACP Caribbean programme. In addition, since the programme had a strong focus on gender, the Caribbean Network of Rural Women Producers, an umbrella organization that represents national networks of rural women producer organizations in the Caribbean, was also selected among supported FOs. The implementation approach focused on local ownership, and FAO and Procasur co-designed and co-implemented all activities with supported FOs. FO4ACP grant funds were used to finance FOs' business plans, based on their own local needs and priorities. These plans included collective production experiences primarily in food-sector value chains. Procasur focused on piloting innovations learned and replicated through peer-to-peer exchanges. These pilots also created opportunities to involve women and youth in FO operations, such as soil and water quality analysis, digital record-keeping, the use of mulch, and access to technological tools, including open-field and controlled-environment sensors, spraying drones, weather stations, drones equipped with spectral cameras, and solar-energy applications.

**Table 21. FAO & Procasur – Overview of components**

<b>FAO and Procasur</b>	<b>Completion (May 2025)</b>
<b>Component 1: Delivery of economic services along priority value chains</b>	5 229 individuals benefitted from FO/FLE economic initiatives 47 FOs/FLEs provided at least 2 economic services to members 29 matured FOs/FLEs increased business volume in a viable way

	29 emerging FOs/FLEs activated/approved business plans 29 604 tons of marketed products by FO/FLE members EUR 8.5 million of marketed products by FO/FLE members 0 Euro mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	4 sector policies and programmes influenced by FOs 8 value chain coordination platforms and interprofessions involving members FOs
<b>Component 3: Institutional development</b>	Approximately 5 229 FO members 0 women/youth in leadership positions 35 good practices, lessons learned, and experiences documented and shared 26 peer-to-peer visits, exchanges, and events organized

184. **Component 1.** With a budget of EUR 2,6 million (56 per cent of total budget), by programme end, FAO and Procasur supported a total of 29 FOs to design their business development plans (97 per cent of end target of 30). These same FOs were then able to increase business in a viable way (surpassing the end target of 18 by 61 per cent). FAO and Procasur used the FO4ACP grant to cofinance FOs' business plans for a range of activities that promoted technological solutions, best practices, and productive and collective strategies. The aim was twofold: to help small-scale agriculture in the Caribbean adapt to climate change, and to strengthen the portfolio of services provided to members, while promoting women and youth inclusion. Currently, there are 14 organizations – in Belize (7), Grenada (5), Jamaica (1), and Saint Lucia (1) – that have implemented hydroponic systems through FO4ACP seed financing. Agreements with beneficiary associations ensure that women play leading roles in managing these systems and benefit from the income generated. Youth in Belize were taught new skills in technologies for precision agriculture (e.g. drones, sensors), reflecting the interest of this group and their competitive advantage in handling new technologies compared to older generations. Finally, three service centres – in Belize, Grenada and Saint Lucia – were established with FO4ACP support, providing human resources, infrastructure, and equipment. These centres are co-owned by the participating associations and designed to enhance the services offered to their members. These efforts resulted in a total of 47 FOs providing at least 2 economic services for their members (57 per cent over end target of 30), for a total 29, 604 tons of marketed products valued at EUR 8.5 million.

185. In parallel, 19 organizations out of the 29 that implemented their development plans also established an internal capital fund. These funds served as dedicated financial pools, providing working capital for daily operational needs and investment capital to support long-term growth and expansion.

186. **Component 2.** With a budget of EUR 756,182 (16 per cent of a total budget), four value chain reports were prepared, and national workshops were held in Belize, Guyana

Jamaica, and Saint Lucia to engage representatives of FOs and connect them with the scope of the programme.

187. The programme also supported the participation of farmers in international fora, helping them strengthen their voice in policymaking spaces. This included the Latin American and Caribbean Meetings of the UNFFF (6–7 December 2023, Santiago, Chile) and the VIII Global Conference on Family Farming organized by the World Rural Forum (15–18 October 2024, FAO, Rome, Italy).
188. The Latin America and Caribbean meetings held on 6–7 December promoted a joint reflection on how to strengthen the role of family farming in developing sustainable, inclusive, and resilient agrifood systems, while also helping countries respond to current and future crises through transformative recovery. The outcomes of the meeting were systematized in a joint declaration, summarizing key agreements and recommendations.
189. **Component 3.** With a budget of EUR 1.1 million (24 per cent of total budget), all activities under this component were closely connected with the other programme elements. In particular, the business plans described in the previous section (Component 1) included a strong focus on direct investment in capacity-building within the organizations. Investments were guided by needs assessments, as well as the business plans and ideas presented by each organization and included inputs to strengthen institutional capacity and collective action. Financial tools such as QuickBooks and ZohoBooks were acquired in all participating countries to enhance the financial management capacity of FOs. These tools were complemented by technical assistance and targeted training sessions.
190. Other forms of technical assistance and capacity-building were tailored on a case-by-case basis, depending on the specific investment proposals supported by the organizations' business plans. For example, a partnership with the University of the West Indies facilitated support to six organizations to develop their business plans and build a portfolio of opportunities. Additional capacity-building measures included the development of 5 introductory courses on family farming and the execution of 3 technical study tours involving 19 participants from implementing partners. For instance, one tour enabled four leaders from the Orange Walk Beekeepers Cooperative Ltd. in Belize and the Pomeron Beekeepers Association in Guyana to attend APIMONDIA 2023 in Santiago, Chile – an event that brought together global leaders in beekeeping.
191. **Component 4.** With a budget of EUR 192,000 (4 per cent of total budget), a communication and visibility plan was developed for FO4ACP, and key activities were maintained since MTR. These included the continued use of a dedicated FO4ACP website, as well as the dissemination of information through the FAO Family Farming Platform Twitter account (@FAO\_AgriFam). As part of this component, the communication team also developed a product packaging mock-up for “Medicine for Trees”. This professional prototype showcased packaging for indigenous botanical products, incorporating branding

elements that highlighted their natural, sustainable, and culturally rooted value. The mock-up serves as a reference for scaling production and entering niche markets. These initiatives significantly increased the visibility of the participating FOs. As a result, FOs reported greater recognition at national events and in media spaces, attracting interest from buyers, NGOs, and policymakers. Overall, this communications and visibility strategy resulted in 272 publications quoting the programme, 272 per cent over the end target.

192. **Knowledge management.** Knowledge management was central to the programme's methodology across all components. Significant efforts were made to generate information on the various lines of action, while also holding a total of 26 peer-to-peer learning and exchanges throughout the programme, surpassing the end target by 108 per cent (2,500 per cent since 1 at MTR), especially through the "Learning Routes", pioneered and developed by Procasur. This participatory methodology involved organizing field visits where farmers could observe and learn from their peers who had successfully implemented innovative practices. Under the FO4ACP programme, the Learning Routes were first implemented at national level in Belize, Guyana, Grenada, Jamaica and Saint Lucia, with a total of 77 participants – 38 women and 30 youth – representing 45 FOs. Building on the strong success of these national Learning Routes initiatives, Procasur scaled them up to the regional level through the Regional Learning Routes in Brazil (15 FOs participating – 6 women and 2 youth) and Colombia (13 FOs participating—10 women and 3 youth). Before the FO4ACP programme closed, a global Learning Route was hosted in Belize, involving rural producers and entrepreneurs from Africa, the Pacific and Latin America who benefitted from the FO4ACP and FO4LA programmes.

193. **Monitoring and evaluation.** FAO and Procasur submitted a joint logframe and achieved 43 per cent of their targets, primarily due to delays in activity implementation caused by the COVID-19 pandemic, a later start compared to other regions, and the FO mapping process, which further reduced the implementation timeframe. Despite these challenges, the progress achieved is noteworthy and shows lasting capacity-building improvements for FOs in the region.

***Box 24. Strengthening resilience and economic autonomy through seaweed production***

**Country:** Grenada

**LFO:** Grenada Network of Rural Women Producers (GRENROP)

**Programme Component:** 1 (Economic Services) and women's empowerment

GRENROP developed a sustainable agrifood business model that has significantly strengthened the economic empowerment of rural women and improved their access to high-value markets. The organizations sought to address longstanding challenges related to low productivity, limited market integration, and vulnerability to climate-related shocks affecting small-scale women producers.

With technical and financial support from partners such as the Sandals Foundation, the Global Environment Facility, and the OECS Regional Agricultural Competitiveness Project funded by the World Bank, GRENROP co-designed a series of investments to expand climate-smart production and improve value-chain integration. These efforts supported the adoption of irrigation systems, solar panels, greenhouses, composting techniques, organic farming practices, and crop diversification, enabling members to produce healthier and more nutritious food in line with market demand.

To strengthen market access, GRENROP built strategic alliances with public institutions and private sector actors, including hotels, resorts, supermarkets, and marinas, establishing stable and sustainable commercial relationships. This approach positioned the network as a leading platform for small-scale women producers in Grenada and enhanced its visibility and credibility with development partners.

Through these initiatives, GRENROP also upgraded critical infrastructure, such as a coconut oil processing facility and a cold storage unit and expanded training and equipment for women farmers. The combined measures have increased productivity, improved market integration, and reinforced the resilience of rural women producers through a more competitive and sustainable agri-food business model.

# PACIFIC- FO4ACP



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## 4. Pacific Region

### a) Pacific Island Farmers Organisation Network

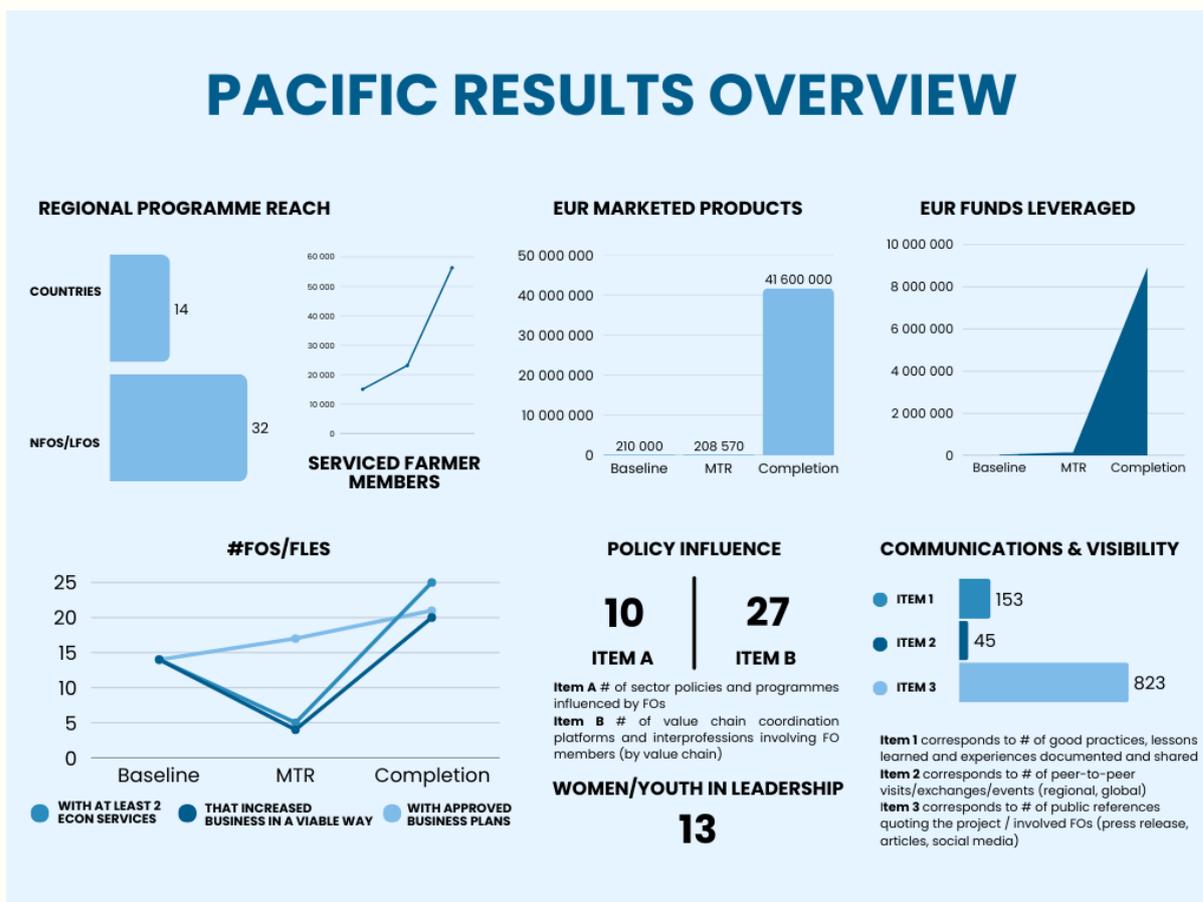
194. The FO4ACP programme in the Pacific was implemented by PIFON from 2019 to 2025, managing a total funding of EUR 7.4 million from the European Union.
195. PIFON serves as an umbrella organization for NFOs in the Pacific region to coordinate capacity-building, share success stories and lessons learned, and support regional exchanges of expertise between FOs and their associated private sector partners. Officially registered as a not-for-profit company in 2013, today PIFON represents a vibrant and growing network of NFOs in the Cook Islands, Federated States of Micronesia, Fiji, Hawaii, Kiribati, New Caledonia, Papua New Guinea, Republic of Marshall Islands, Samoa, Tahiti, Solomon Islands, Timor-Leste, Tonga and Vanuatu, representing 106,219 farmers in the region of whom 54,484 are female and 30,227 are youth.
196. **Targeting.** The project actively involved 20 implementing FOs and engaged an additional 11 FOs in regional learning events, working with 32 FOs in total across 14 countries in the Pacific. PIFON's efforts improved the income, food security, and livelihoods of 312,932 smallholder rural producers (51 per cent male, 49 per cent female, 26 per cent youth). A total of 56,336 individual producers (50.8 per cent male, 49.2 per cent female, 30 per cent youth) benefitted from the economic activities delivered by PIFON under the FO4ACP programme.

**Table 22. PIFON – Organizations involved in FO4ACP programme implementation**

Countries	FOs
<b>Cook Islands</b>	Te Tango Enea (TTE)
<b>Fiji</b>	Bula Agro (BA)
	Fiji Beekeepers Association (FBA)
	Fiji Crop and Livestock Council (FCLC)
	Foundation for Rural Integrated Enterprises & Development (FRIEND)
	Model Town Charitable Town – Koroipita
	Nature's Way Cooperative Ltd (NWC)
	Rise Beyond the Reef (RBTR)
	South Sea Orchids (SSO)
	Tutu Rural Training Centre (TRTC)
	Tei Tei Taveuni (TTT)
<b>New Caledonia</b>	Chamber of Agriculture & Fisheries (CAPNC)
<b>Papua New Guinea</b>	Papua New Guinea Women in Agricultural Development Foundation (PNGWiADF)
	Papua New Guinea Women in Coffee (PNGWiC)

<b>Samoa</b>	Samoa Farmers Association (SFA) Women in Business Development Incorporated (WIBDI)
<b>Solomon Islands</b>	Kastom Gaden Association (KGA) Gurafesu Biodiversity, Conservation & Climate Change Group Nut Growers Association of Solomon Islands (NGA) Virgin Coconut Oil Producers Association (VCOPA)
<b>Timor Leste</b>	Asosiasaun Nasional Produtor Fini Komersial (ANAPROFIKO)
<b>Tonga</b>	Growers Federation of Tonga Inc (GROFED) Mainstreaming of Rural Development Innovation Tonga Trust (MORDI) Nishi Trading
<b>Vanuatu</b>	Farm Support Association (FSA)
<b>Federated States of Micronesia</b>	Island Food Community of Phonpei (IFCP)
<b>Hawaii</b>	Hawaii Ulu Cooperative (HUC) Permanent Agriculture Resources (PAR)
<b>Marshall Islands Organic Farmers Association (MIOFA)</b>	Laura Farmers Association (LFA)
<b>Kiribati</b>	Kiribati Organic Farmers Association (KOFA)
<b>Tahiti (French Polynesia)</b>	French Polynesia Chamber of Agriculture and Lagoon Fisheries (CAPL)
<b>Total 14</b>	<b>31</b>

197. By the end of the programme, PIFON achieved a total value of EUR 8.5 million in marketed products across 44 value chains and leveraged EUR 8,9 million in additional funds, mostly coming from public sector sources, surpassing by 20 per cent the amount of the FO4ACP grant in the region. PIFON and its network managed to influence 10 policies, while the number of women and youth in leadership positions reached 13, over the end target of 9 (see figure 11).



**Figure 11. Pacific results overview**

198. **Implementation and management arrangements.** The programme’s implementation and management structure is defined in the design document and further detailed in the PIM for the Pacific Region. PIFON developed a regional version of the PIM for FO4ACP, adapting the overarching programme manual to the context of the Pacific and the needs of its member organizations. The Pacific Region PIM, reportedly the only regional version developed under FO4ACP, was shared with all participating FOs through printed copies and a series of explanatory videos covering its eight chapters.
199. PIFON acts as the grant recipient and Lead Implementation Agency. It has signed implementation agreements with 20 of its 23 members, outlining roles and responsibilities and preparing AWPBs for each, which are then compiled into the regional AWPB. The

Regional Programme Coordination Unit<sup>7</sup> is based at PIFON’s headquarters in Nadi, Fiji, under the oversight of the PIFON Manager, who reports to the Executive Director located in PIFON’s recently established office in Hawaii.

200. National Implementing Agencies serve as national coordinators and primary contact points for the programme in each country. According to the design document, they are responsible for organizing farmers, providing market and technical information, facilitating services, and delivering training. Individual FOs in each country support farmer groups and members in planning, implementing, and promoting programme activities.

201. Although partnerships are governed by agreements between PIFON and each National Implementing Agency, a Letter of Agreement corresponding to the approved AWPB is issued to each FO to ensure financial accountability.

**Table 23. PIFON – Overview of components**

<b>PIFON</b>	<b>Completion (May 2025)</b>
<b>Component 1: Delivery of economic services along priority value chains</b>	56 336 individuals benefitted from FO/FLE economic initiatives 21 FOs/FLEs provide at least 2 economic services to members 25 matured FOs/FLEs increased business volume in a viable way 20 emerging FOs/FLEs activated/approved business plans 137 <sup>8</sup> tons of marketed products by FO/FLE members EUR 41.6 million of marketed products by FO/FLE members EUR 8.7 million mobilized through bankable business plans
<b>Component 2: Enabling the business environment</b>	10 sector policies and programmes influenced by FOs 27 value chain coordination platforms and interprofessions involving member FOs
<b>Component 3: Institutional development</b>	Approximately 106 200 FO membership 12 women and 1 youth in leadership positions

<sup>7</sup> The Programme Coordination Unit is staffed by the FO4ACP Programme Manager, the M&E Officer, the Financial Controller, and the Finance and Administration Officer.

<sup>8</sup> 136.5 metric tons is only from 8 Value Chains instead of across all 44 value chains targeted by the programme. The reason is that this indicator was introduced two years (from 2023 to be recording volume) into the project, so there is limited information on this indicator. The measurements were by individual crop, in bundles, in heaps, in plant numbers, in litres, by bags, and in kgs, so it is very difficult to weigh in tons.

153 good practices, lessons learned, and experiences documented and shared  
45 peer-to-peer visits, exchanges, and events organized

202. **Component 1.** With a budget of EUR 4.1 million (56 per cent of total budget), FOs worked across 44 value chains in diverse and locally appropriate activities to improve income and food security of farmers. 21 FOs offered at least 2 new economic services, and 25 FOs were able to deliver increased business volume to value chains for their farmer members. FOs expanded their economic services in many ways.
203. A crucial synergy was the project's ability to mobilize EUR 8.8 million in additional funds from private and public sector sources (including collaborations with USAID, PHAMA Plus, and the United Nations Development Programme Global Environment Facility), showing how initial project funding enabled FOs to attract further investment for initiatives like Nishi Trading's solar panel installation for its packhouse, which led to a 53 per cent savings on power generation. Partnerships with larger market actors were fostered, enabling FOs to deliver increased business volume and implement 20 approved business plans, out of a target of 25, supporting sustainable economic development.
204. **Component 2.** With budget of EUR 1.2 million (16 per cent of total budget), this component amplified farmers' voices in policy, influencing 10 sector policies and programmes. FOs developed 20 business plans, achieving 80 per cent of the target. Synergies were evident through active participation in 71 policy consultation frameworks, where FOs, supported by FO4ACP's institutional strengthening, engaged governments and donors. Key partnerships, such as the Pacific Farmers' Organizations' (PFO's) direct relationship with the Australian Department of Foreign Affairs and Trade (DFAT), facilitated its inaugural appearance at COP28 to advocate for climate finance for Pacific farmers, a direct policy influence. FOs also influenced national policies, including WIBDI's inputs into Samoa's Community Sector Plan and SSO/FSA's role in Fiji's Gender in Agriculture Policy, demonstrating collective action beyond formal membership to create a more conducive business environment for smallholder farmers
205. **Component 3.** With a budget of EUR 1.8 million (24 per cent of total budget), this component was a success, as 215 governance meetings were held (including annual general meetings, board meetings, and financial guidance events) with 2,318 participants (41.3 per cent women, 21.8 per cent youth), and 20 FOs undergoing annual audits. Main achievements also include the development of 79 appropriate management tools, such as strategic plans, performance-oriented annual reports, and manuals of procedures, and 153 good practices/lessons learned. Core institutional support from FO4ACP, including staffing and operational costs, enabled FOs to leverage new partnerships, such as KGA securing additional funding from IFAD for the Rural Women's Economic Empowerment project. PIFON demonstrated a significant commitment to gender and youth inclusion. Out of 908

total activities held, 95 were specifically targeted at and for women, engaging 7,859 participants. Notably, 25 per cent of the 20 implementing FOs were women's organizations (PNGWiADF, WIBDI, BA, RBTR and SSO). Women held 35 per cent of leadership positions and 60 per cent of technical roles within FOs. Moreover, seven FOs had trainings on gender analysis, and supported women through policy advocacy efforts. Regarding youth inclusion, 26 per cent of all project beneficiaries were youth, and from the 908 activities, 27 were primarily for youth, with 829 participants. Although less than 1 per cent of youth held leadership roles within PIFON membership, they occupied 45 per cent of technical positions.

206. **Component 4.** With a budget of EUR 287,586 (4 per cent of total budget), communication and visibility were significantly amplified through various platforms and innovations. A key achievement was the project's strong presence on social media, evidenced by 823 public references, which vastly surpassed the end target of 22, and represented an 87 per cent increase over the 441 publications recorded at MTR.

207. **Knowledge management.** Based on feedback received at MTR, PIFON significantly prioritized knowledge management (documenting and disseminating materials) and peer-to-peer exchanges to foster learning and scaling-up among FOs and their members. A total of 153 knowledge management products were produced and reproduced (1,077 per cent increase from 13 at MTR), comprising articles (48 per cent), videos (27 per cent), manuals (10 per cent) manuals, and the remaining 15 per cent as event outcome reports, and blogs. These materials were disseminated via PIFON's website and social media, with videos reaching over 20,500 people. All the case studies produced were compliant with IFAD's template. Despite initial challenges in systematic dissemination, the project adapted by leveraging virtual communication, with 63 per cent of 22 regional policy events held virtually. Finally, PIFON has a qualified and dedicated communications officer who was able to support knowledge management activities, working alongside the M&E officer. Overall, 45 peer-to-peer exchanges/events were conducted regionally and globally (113 per cent over end target and a 165 per cent increase from 17 at MTR). International exchanges included the in-presence participation of two young members of KGA and SFA to the global Learning Route in Belize (December 2024). Complementing these efforts, PIFON and the Asian Farmers' Association co-organized the Youth Agrilympics, which brought together young farmers from across Asia and the Pacific for peer learning and farm-based competitions; following its success, the event will be hosted in the Pacific in 2026.

208. **Monitoring and evaluation.** Overall. PIFON met 78 per cent of its indicator targets, which were realistically set and revised after MTR, except for two indicator targets that were not defined throughout the programme for: (i) volume of marketed products (where there were measurement challenges due to its late introduction in 2023 and issues with unit conversion rates to tons due to the diversity of value chains supported under the

programme); and (ii) women and youth delegates participating in policy consultation frameworks/committees/task forces. Overall, PIFON's approach to M&E is commendable. Throughout the programme, PIFON made significant improvements in reporting, from its adaptation of the FO4ACP's PIM, to include clear guidance on data collection, indicator definitions, templates and more accessible language around key terminology for its members, to closing gaps in reporting programme outcomes identified at MTR. PIFON was able to track the overall objective indicator, which seeks to measure the "number and percentage of smallholder rural producers in participating countries with improved income, food security and livelihoods", which hadn't been measured by MTR. In addition, PIFON applied the FO Growth Tool, adapted from the originally developed the Farmers' Enterprise Assessment Tool "FEAT" tool by the Asian Farmers' Association, to help FOs assess their performance and identify capacity-building priorities across 10 key growth areas. First conducted in 2020 and repeated in 2024, the tool showed measurable progress: All FOs improved in skills, 20 per cent advanced across all key growth areas, and over half developed audited accounts, strategic plans, and revised policies with FO4ACP support. Although score comparisons proved partly subjective, four FOs (MORDI, Nishi Trading Company, Tutu Rural Training Centre, and Teitei Taveuni) showed clear improvement between 2020 and 2024.

***Box 27. Sustaining livelihoods through certified coconut oil and partnership with the Body Shop International***

**Region:** Pacific

**FO:** Pacific Farmers' Organizations (PFO)

**Programme Component:** 1 (Economic Services)

Recognizing that rural women face hardships, including lack of skills training and market access, WIBDI, with the support of FO4ACP funds, aimed to create village economies, which were designed to be organically certified according to international standards – in particular for the coconut oil value chain. The Body Shop International was keen to support this type of development. All coconut oil is produced by vulnerable farming families, with testing, packaging, and exporting handled at the WIBDI Production Facility. When production dropped during the pandemic, exacerbated by movement restrictions, WIBDI reallocated project funding to upgrade its facility to meet Hazard Analysis and Critical Control Points (HACCP) certification standards. This upgrade was essential to export the oil to The Body Shop according to its required certification standards, thereby maintaining an important market for virgin coconut oil and making it possible to export other product lines like cocoa bars, soaps, and packaged oils.

This initiative provides a critical livelihood opportunity for farming households through the Body Shop contract, benefitting 40 farming households. The sources indicate significant revenue generated solely from the virgin coconut oil sales to The Body Shop (EUR 49,300) from only two years of production, and the income continues to flow in. The income derived from these sales plays a crucial role in supporting each household with its daily needs, children's education, family obligations, and home improvements. The infrastructure investment and upgrades are key to maintaining this important market and the associated benefits for these households.

## 5. Cross-cutting issues

209. The Programme is built around four key components that strengthen the capacities of FOs across economic, institutional, and communication dimensions. However, certain priority areas – such as women and youth inclusion; agroecology and environment; and Information and Communication Technology for Development (ICT4D) and knowledge management/peer-to-peer exchanges – cut across all components. These cross-cutting themes cannot be confined to a single dimension; for example, promoting women’s empowerment requires not only economic initiatives but also advocacy and policy support.

### **Women and youth inclusion**

210. Women and youth continue to face systemic barriers to full participation in agricultural value chains. Their involvement varies significantly along the chain: women tend to be less represented in early production stages and more active in marketing and processing, largely due to cultural and structural factors. Limited land ownership and access to resources, and underrepresentation in FOs’ leadership – at local, national, and regional levels – further constrain their participation. This underrepresentation both reflects and reinforces gender and generational inequalities in the sector.

211. Recognizing these challenges, FO4ACP adopted a comprehensive, cross-cutting approach to gender and youth inclusion, ensuring that all programme components addressed these dimensions. While cultural change is gradual, tangible results have emerged.

212. **Capacity development** proved extremely effective. In May, EAFF trained women and youth in certification, digital marketing, enterprise management, leadership and product quality. Similarly, ROPPA coupled training with the establishment of agro-processing units – such as dryers, ovens, and packaging facilities – helping consolidate women- and youth-led enterprises. Agri-agencies in Burkina Faso and Malawi focused strongly on training, while in the Caribbean, initiatives such as the “Escuela de Liderazgo Femenino” (School of Female Empowerment) and the “Escuela de Hombres de y para la Vida” (School of Men of and for Life) in the Dominican Republic promoted both women’s leadership and men’s engagement in gender equality.

213. **Exchange visits** were another effective mechanism to foster women and youth inclusion. EAFF organized visits in Kenya and Tanzania, while a mission by UMNAGRI in Senegal inspired the creation of the UMNAGRI Youth and Women College (College des jeunes et des femmes), following the well-established examples of ROPPA and PROPAC. ESNAU in Eswatini followed a similar model, establishing a national youth wing. FAO and Procasur also supported peer learning through Learning Routes, which included a visit to Kenya involving the Caribbean Network of Rural Women Producers and local farmers – facilitating collaboration between FOs and women-led agribusinesses.

214. **Participation in trade fairs and policy fora** further enhanced visibility and market access. Through ROPPA, women and youth took part in major regional fairs such as FIARA and “Le Salon international de l’agriculture et de l’agroalimentaire de Lomé”, resulting in 87 new partnerships and EUR 22 million in sales. UMNAGRI also organized a Farmers’ Fair in Boghé, further promoting women and youth entrepreneurship.
215. Over time, these efforts have contributed to a cultural shift within FOs, embedding gender equality and generational inclusion as essential principles for the sustainability and resilience of family farming.

### **Agroecology and environment**

216. Climate change poses an existential threat, especially for farmers. Accordingly, FO4ACP integrated agroecology and environmental sustainability as cross-cutting themes throughout its interventions, yielding significant results.
217. A major achievement was the active participation of FOs in policy dialogue and international climate fora, ensuring that the voices of FO members shaped decisions on sustainable production systems and climate change adaptation and mitigation. Sustained advocacy efforts enabled the development of collective positions at COP27, COP28, and COP29, strengthening the visibility of African FOs in global policy spaces. For instance, EAFF’s continued engagement positioned it as a reliable partner in policy discussion, while PAFO organized a side event at COP26, titled “Scaling-up Community Driven Innovations for Inclusive Climate Change Adaptation”. UMNAGRI represented African farmers at COP27 (Egypt) and COP28 (United Arab Emirates), presenting the joint declaration “Empowerment and Protection of Family Farmers: the Catalytic Solution to the Climate Emergency”.
218. The programme also fostered new platforms for dialogue. PROPAC organized two regional agroecology forums – one in Sao Tomé and Príncipe (March 2023) focusing on rural women, and another in Douala, Cameroon (September 2024) focusing on youth – creating dedicated spaces for knowledge exchange and advocacy.
219. Partnerships were another key driver of impact. EAFF collaborated with the Accelerating Impacts of CGIAR Climate Research for Africa and the Pan-African Climate Justice Alliance, while PAFO signed an MoU with the African Centre of Meteorological Applications for Development. Such collaborations not only supported research outputs but also strengthened advocacy capacities. Similarly, cooperation between PROPAC, La Via Campesina, and the Alliance for Food Sovereignty in Africa enhanced joint advocacy on agroecology and food sovereignty.
220. At the operational level, numerous capacity-building workshops were organized, such as the one by EAFF, to promote sustainable production among farmers.

221. AgriCord developed tools such as the “Building Resilience Toolkit”, as well as offering other services such as climate risk diagnostics, and digital advisory services, that helped farmers in adaptation planning and in conducting resilience assessments across multiple countries.
222. These sustained efforts resulted in concrete policy and field-level outcomes. ROPPA’s advocacy contributed to the adoption of the National Strategy for Agroecology Development 2023–2027 in Burkina Faso, reductions in bio-input costs in Mali, and the introduction of a 10 per cent subsidy for organic inputs in Senegal. At the regional level, ROPPA, as coordinator of the Alliance for Agroecology in West Africa, influenced the development of ECOWAS’s agroecological transition strategy.
223. Adoption of agroecological practices also advanced on the ground. The System of Rice Intensification was successfully promoted by ROPPA and SACAUI, reducing water use by 50 per cent, lowering input costs by 40 per cent, and doubling yields. In the Caribbean, agri-agencies supported climate-resilient infrastructure: For example, the Belles Farmers’ Cooperative in Dominica installed solar-powered refrigeration units, while in Haiti, the FGPL cassava processing unit integrated solar system and a wastewater treatment system.
224. Overall, these initiatives enhanced the role of family farmers as key actors in climate action, food systems transformation, and biodiversity conservation. The programme has thus contributed to embedding agroecological principles within FOs, strengthening both their resilience and their influence in shaping sustainable agricultural policies.

#### **ICT4D and knowledge management/peer-to-peer exchanges**

225. ICT4D and knowledge management/peer-to-peer exchanges were recognized as essential enablers of organizational resilience, learning, and innovation. The onset of the COVID-10 pandemic underscored the importance of digitalization, prompting FOs to rapidly adapt their operations through increased use of digital tools, social media, and online platforms.
226. Several innovative practices emerged. EAFF employed E-Granary, a mobile platform providing farmers with timely information on weather, market prices, and input access, thereby improving decision-making and productivity.
227. Knowledge management and peer-to-peer learning were also central to the programme’s participatory, bottom-up approach. FOs progressively strengthened their capacity to document and share experiences, not only to promote learning among farmers but also to enhance visibility and attract new funding opportunities. For instance, ROPPA, like SACAUI, adopted the System of Rice Intensification – as we saw earlier – and through improved knowledge management and documentation system, the practice was widely disseminated across its network, leading to broader uptake.

228. Peer-to-peer exchanges were particularly successful in the Caribbean, including in fragile contexts such as Haiti, where Recocarno organized exchange visits among its cooperatives. A cross-border workshop in Santiago de Mao brought together Haitian and Dominican FOs to share experiences on value chain inclusion and climate resilience.
229. Key knowledge management outputs included capitalization reports, strategic and business plans, project videos, and social media campaigns. AgriCord's quarterly newsletter "Crossroads" served as a regular platform for sharing lessons learned. To ensure broad accessibility, communication materials were produced in English, French and Spanish.
230. Finally, Procasur played a pivotal role in facilitating structured learning through Learning Routes, which enabled peer-to-peer knowledge exchange across continents. These exchanges fostered South–South cooperation and strengthened the collective capacity of FOs to innovate, adapt, and scale up good practices.

## **6. Collaboration and synergies with AgriCord and agri-agencies**

231. The FO4ACP programme demonstrated strong complementarities between AgriCord's agri-agencies, NFOs and RFOs, combining technical expertise with farmer-led governance to deliver significant results.
232. Agri-agencies provided advisory services on business planning, certification, market linkages, and resource mobilization, while NFOs and RFOs ensured that interventions were demand-driven and rooted in local priorities. This partnership enabled FOs to professionalize their structures, expand economic services, and strengthen advocacy capacities. Examples of joint projects follow.
233. In Burundi, CSA and CAPAD collaborated to strengthen 21 cooperatives, introducing digital tools and facilitating access to institutional markets such as World Food Programme school feeding programmes.
234. In Kenya, AHA and KENAFF worked together to roll out digital advisory platforms and link farmers to Mastercard's Farm Pass, improving market access and creditworthiness.
235. In Madagascar, Fert partnered with CEFFEL and the SOA network to develop certified seed systems and agroecological practices, supported by in vitro laboratories and farmer-led research.
236. In Senegal, ASPRODEB and CNCR co-designed initiatives under IGREENFIN to mobilize climate finance and scale green value chains.
237. In DRC, Trias and CONAPAC piloted cocoa traceability systems and women-led processing units, combining digital mapping with zero-deforestation policies.

238. Regional platforms such as EAFF, PROPAC, ROPPA and SACAU amplified these efforts by aligning strategies on policy engagement, climate action, and inclusive governance, while joint participation in global events elevated farmer voices internationally.
239. At the international level, AgriCord worked closely with PAFO throughout the FO4ACP programme to strengthen farmer-led advocacy and knowledge-sharing at the continental level. The partnership included co-organizing high-level events such as the African Union–European Union Agriculture Ministerial Conference (Rome, 2023) and climate finance workshops. Together, they advanced joint agendas on agroecology, climate resilience, and inclusive food systems through webinars, capitalization processes, and policy dialogues. PAFO also partnered with AgriCord in the Farmers’ Organization-led Research and Innovation initiative, ensuring that farmer-driven innovations were disseminated across Africa and represented in global platforms like COP and international agrobiodiversity conferences.
240. These collaborations ensured that FO4ACP was a catalyst for systemic change, positioning FOs as credible actors in market systems, climate adaptation, and policy spaces.
241. The coordination between the operational plans of agri-agencies and NFOs/RFOs provides a commendable exemplar yet has not been systematic in all regions and countries. This constitutes a lesson learned for future initiatives, which should adopt a coordination mechanism to be defined from the design stages for each country and value chain to capitalize on the added value offered by the stakeholders involved.

## **7. IFAD partnerships and synergies with FOs**

242. IFAD applies a participatory, demand-driven methodology designed with and for FOs. Operating without intermediaries, this approach ensures direct engagement and ownership by FOs throughout programme design and implementation. It strengthens their institutional, economic, and policy capacities through targeted funding, capacity building, and policy dialogue, enabling them to deliver effective services, engage in markets, and influence rural policies for inclusive and sustainable development.
243. Building on this methodology, the FO4ACP programme is rooted in the long-standing partnership formalized through the FAFO, IFAD’s institutional platform for bottom-up consultation and dialogue established in 2006 and aligned with IFAD’s strategic objectives. Guided by the strategic direction of the Farmers’ Forum Global Meeting, the FAFO provides the foundation for FO4ACP and is recognized as a core instrument for deepening direct partnerships between IFAD and FOs at the country, regional, and global levels.
244. Within this framework, FO4ACP has served as a catalytic mechanism to operationalize and deepen multi-level partnerships between IFAD, regional hubs, programme

management units (PMUs), and both apex and grass-roots FOs, embedding them more firmly within IFAD's country and regional programming. Through structured engagement during supervision and implementation missions, the programme has strengthened institutional dialogue, promoted participatory governance, and supported inclusive rural transformation. As a result, FOs are progressively transitioning from being consulted stakeholders to becoming active co-implementers in IFAD-supported operations, participating directly in decision-making processes.

245. Evidence from the completion survey shows that engagement between FOs and IFAD is widespread and substantive. Nearly half of the NFOs that answered this section (7 out of 19 NFOs) reported at least one form of collaboration with IFAD, through Country Strategic Opportunities Programme (COSOP) participation, project design, or implementation. This demonstrates significant alignment between FO4ACP and IFAD operations, particularly in regions where the programme provided targeted institutional support. While direct involvement in COSOP formulation remains modest (3 out of 19 NFOs), engagement in project design and delivery is substantial, with nearly 40 per cent of NFO respondents contributing to project design and 28 percent actively co-implementing IFAD-supported initiatives.

246. Moreover, the programme's added value lies in its ability to strengthen governance, policy dialogue, and service delivery, enabling FOs to function as credible rural institutions. In Lesotho, LENAFO has become a key partner in IFAD's Wool and Mohair Promotion Project, Regeneration of Landscapes and Livelihoods (ROLL), and Smallholder Agriculture Development Project (SADP), complementing government-led value-chain interventions with community-level outreach and institutional strengthening. Likewise, in West and Central Africa, FO4ACP has built strong linkages with initiatives such as the "Programme régional pour l'intégration des marchés agricoles" (PRIMA) in Benin, Agri-Jeunes in Senegal, the Joint Sahel Programme in response to the COVID-19, conflicts and climate change (SD3C), The Resilience of Organizations for Transformative Smallholder Agriculture Project (ROOTS) in Gambia, and E-GreenFin, expanding FOs' role in financial inclusion and climate-resilient agriculture. In the Pacific, the partnership between PIFON and IFAD, anchored in the 2016 Declaration of Commitment, demonstrates long-term strategic alignment through policy dialogue, technical collaboration, and joint programme design, including the Pacific Islands Rural and Agriculture Stimulus Facility in Fiji and the Solomon Islands.

247. Below are three case studies demonstrating examples of successful partnerships between IFAD and FOs.

***Box 33. Strengthening value chains through FO leadership: The North Kivu Agriculture Sector Support Project (PASA-NK)***

In North Kivu, DRC, the synergy with IFAD is centred on FOs acting as lead implementers within the framework of the IFAD loan. In PASA-NK, launched in 2018, this arrangement leverages the institutional strengthening FOs received under programmes like SFOAP and FO4ACP. Lead FOs were selected following institutional profiling based on their specific leadership in the value chain. COOCENKI was chosen for maize, utilizing its experience in bulk purchasing and marketing. LOFEPACO focused on rice, overseeing the multiplication of improved seeds and managing the warehouse receipt system. SYDIP implemented potato project activities, drawing on its experience in developing disease-resistant potato varieties and providing seed-loans. The territorial apex FO Fédération des Organisations des Producteurs Agricoles du Congo, was engaged for cross-cutting capacity-building, training 111 grass-roots organizations, and for policy actions, such as lobbying on land access and taxation issues. This tailored support model resulted in substantial gains for supported producers, including significant increases in agricultural yields and profit margins (e.g. rice profits increased by 823 per cent).

***Box 30. CNCPRT's role in targeting and professionalizing FOs in IFAD projects in Chad***

The Conseil National de Concertation des Producteurs Ruraux du Tchad (CNCPRT) demonstrated complementarity with IFAD loans by providing essential implementation targeting and professionalization support. CNCPRT, which benefits from FO4ACP support (via PROPAC), played a fundamental role in IFAD operations, starting with the Programme D'appui Au Développement Rural Dans Le Guéra (2010–2016), where it conducted the profiling of 846 FOs to inform project design. This profiling data was subsequently used to target interventions for the later Projet d'Amélioration de la Résilience des Systèmes Agricoles au Tchad (2014–2021). Currently, under the Projet Renforcement de la Productivité des Exploitations Agropastorales, Familiales et Résilience (2018–2025), CNCPRT is responsible for the mobilization and professionalization of FOs to help them deliver economic services, such as input supply and market information. In 2021, CNCPRT diagnosed over 6,700 FOs to identify the 60 FOs selected to receive project support. CNCPRT was also involved in the targeting process for the recent Projet de Renforcement de l'Innovation dans l'Entrepreneuriat Agro-pastoral des Jeunes et Femmes du Tchad (2021–2027).

**Box 36. CAPAD: A strategic policy and service partner to IFAD in Burundi**

The Confédération des Associations de Producteurs Agricoles pour le Développement (CAPAD) developed a sustained synergy with IFAD, becoming a key partner in IFAD's investment projects, including the Support Project for the Agricultural Development of Burundi. CAPAD's capacity, enhanced by the SFOAP/FO4ACP programmes, enables it to act as a formal service provider. Specifically, CAPAD signed an annual service provision contract with IFAD projects, through which it makes a technical team (including economic promoters) available to implement activities and handle capitalization. Furthermore, CAPAD is strategically involved in IFAD's operations as a policy formulation partner and is consulted on every new IFAD project that is being formulated in Burundi. Economically, the institutional support helped CAPAD organize training on business plans and savings/credit management. This led to a substantial outcome when the Shirukubute Cooperative, a member, secured approximately USD 45,000 in external financing for a cassava processing plant after developing a business plan supported by CAPAD.

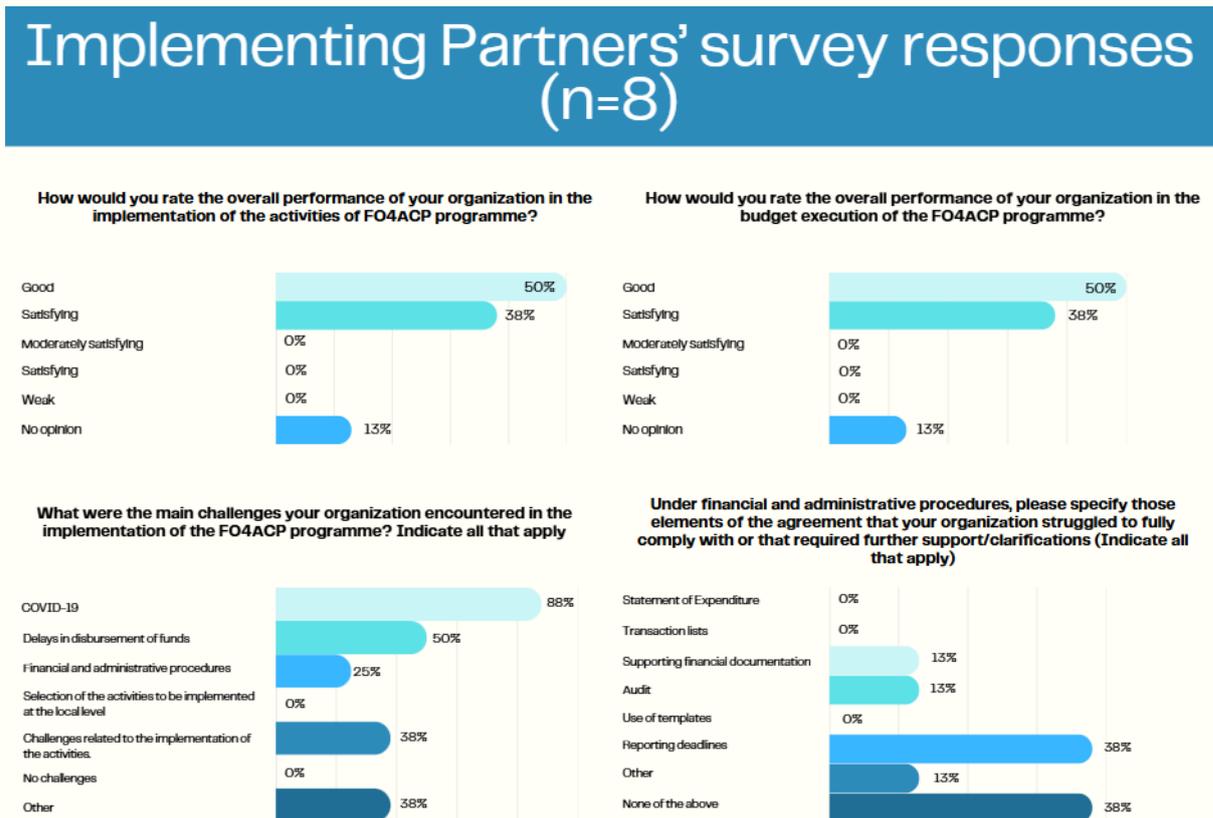
### III. Lessons learned from the implementation of FO4ACP

248. The lessons learned covered in this section have been taken from the analysis of the completion survey results, constituting self-reported data from partners involved in the implementation of the FO4ACP programme. The completion survey was conducted by IFAD as part of the programme's closing activities and distributed in June 2025, following the official end of the programme on 31 May 2025 (survey questionnaire available in annex 5).
249. The objective of the survey was to collect feedback and self-assessments from organizations involved at different levels – implementing partners, NFOs, and agri-agencies – to gain direct insights into the programme's implementation, achievements, and challenges, providing a foundation for future initiatives.
250. The survey was disseminated via SurveyMonkey in English, French, and Spanish, and achieved an overall response rate of 34 per cent, with responses from 8 implementing partners out of 10 (EAFF, PIFON, PROPAC, ROPPA, SACAU, UMNAGRI, PAFO and AgriCord), 29 responses from NFOs out of 110 targeted (26 per cent) and 7 responses from agri-agencies against a target of 9 (78 per cent). Multiple entries were recorded from Trias, Afdi and the Namibia National Farmers' Union by different staff members and country offices. These distinctions are reflected where relevant; however, in sub-section 1 below, answers have been aggregated to present a consolidated view by each implementing entity.

## 1. Overall results from the completion survey

251. Below are the survey results from section II of the questionnaire regarding self-reported organizational performance in the implementation of the FO4ACP programme (see annex 5). The data has been disaggregated and analysed by the following three partner categories:

- Implementing Partners including PAFO, all RFOs, and AgriCord
- NFOs
- Agri-agencies

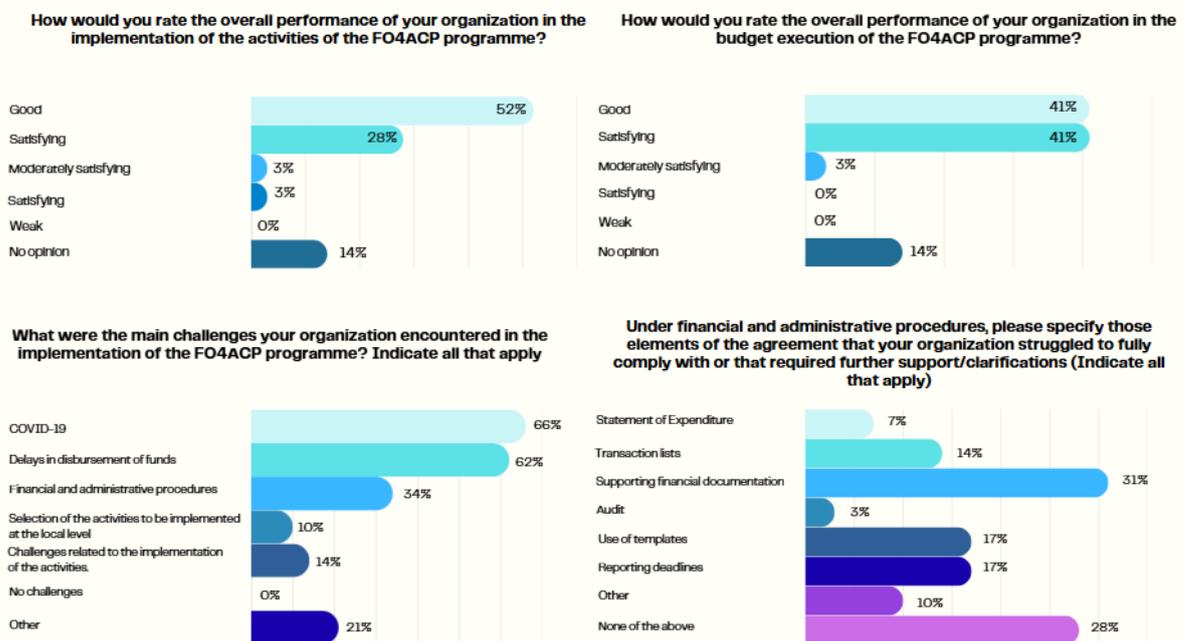


**Figure 12. Implementing Partners' survey responses**

252. Implementing Partners generally assessed their performance positively, with 88 per cent rating both implementation and budget execution as “Good” (50 per cent) or “Satisfying” (38 per cent), while 13 per cent expressed no opinion. Their most significant challenges included the impact of COVID-19 (88 per cent) and delays in the disbursement of funds (50 per cent). These delays were linked to IFAD’s stringent financial and administrative procedures, which require fully compliant documentation to be submitted before releasing

funds. In several cases, the delay originated from Implementing Partners' own challenges in submitting the required documentation within the prescribed timeframes. Additional difficulties included challenges related to implementation at the local level (38 per cent) and, to a lesser extent, financial and administrative procedures (25 per cent). A total of 38 per cent also reported having other issues, such as insecurity in eastern DRC, the impact of the war in Ukraine on input prices, climate-related events, and broader insecurity and political instability in contexts such as Burkina Faso, Haiti, and Mali. Regarding specific administrative requirements, reporting deadlines (38 per cent) were the most frequently cited constraint, followed by supporting documentation (13 per cent) and other issues (13 per cent). These issues included ad hoc requests and the need to provide support for supervision and implementation support missions.

## NFOs' survey responses (n=29)

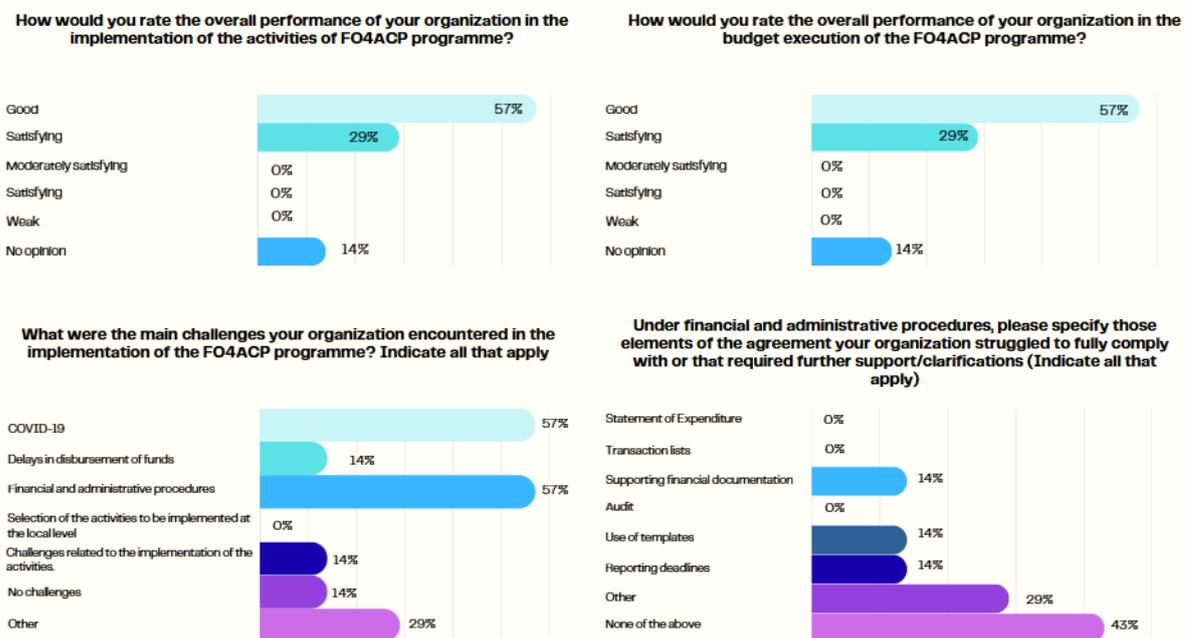


**Figure 13. NFOs' Survey Responses**

253. NFOs reported generally strong performance during implementation, with 80 per cent rating their work “Good” (52 per cent) of “Satisfying” (28 per cent). Budget execution followed a similar pattern, with 82 per cent agreeing on a “Good” or “Satisfying” rating. Despite these positive results, NFOs faced a wide range of challenges: 66 per cent cited COVID-19 disruptions and 62 per cent indicated delays in receiving funds. These disbursement delays could be related to the delays experienced by RFOs, who are in turn

responsible for transferring funds to their NFOs. Additional constraints included financial and administrative procedures (34 per cent), implementation challenges (14 per cent), and local-level activity selection issues (10 per cent), while 21 per cent responded “other”. Other difficulties faced during implementation related to limited local technical expertise, constraints in human resource capacity, and situations in which the demand for services exceeded what the organizations were able to provide. In terms of administrative procedures requiring further clarification, NFOs indicated supporting documentation (31 per cent), reporting deadlines (17 per cent), templates (17 per cent), transaction lists (14 per cent), statements of expenditure (7 per cent), audit requirements (3 per cent), and other issues (10 per cent), while 28 per cent reported no issues. Other issues regarding the financial and administrative procedures included a change on the required documentation.

## Agri-agencies' survey responses (n=7)



**Figure 14. Agri-agencies' survey responses**

254. Agri-agencies demonstrated strong confidence in their performance, with 86 per cent rating both implementation and budget execution as “Good” (57 per cent) or “Satisfying” (29 per cent). Their main challenges were COVID-19 (57 per cent) and financial or administrative procedures (57 per cent). One agri-agency working in the Caribbean region reported delays in fund disbursements. A total of 14 per cent reported challenges related to the implementation of activities, while 14 per cent reported no challenges. A total of 29

per cent of agri-agencies selected “other”, of which some specified having had limited involvement of the local IFAD office in the programme activities. Regarding areas requiring further clarification on financial and administrative procedures, 43 per cent reported none, while the remaining concerns were spread across supporting documentation (14 per cent), use of templates (14 per cent), reporting deadlines (14 per cent), “other” (29 per cent), and statements of expenditure at 0 per cent, reflecting minimal difficulty with this requirement. Additional concerns related to financial and administrative procedures included the perception that the processes were overly time-consuming, diverting attention away from implementation, and that there were too many ambiguities within the requirements.

## 2. Key successes and lessons learned

255. The key successes and lessons learned presented in this sub-section have been taken from the survey responses to section III (see questionnaire in annex 5). Out of the total number of organizations that completed the survey, only the answers from those who responded to section III questions have been included: 19 NFOs, 6 Implementing Partners and 6 agri-agencies.

### a) *Component 1 - Delivery of economic services along priority value chains*

256. **Lesson 1: Strengthening FOs' institutions is key to sustainable economic growth.** Support to the good governance of FOs in the programme – the central objective of Component 3 – remains key to set foundations for economic activities. Through audits, general assemblies, board meetings, and appropriate mechanisms to ensure full transparency, FOs can build the trust of their members as well as other external partners.

257. **Lesson 2: Local economic activities should be integrated into policy frameworks, value chains, and market access for greater impact.** The B2B meetings and platforms at the national and regional levels contribute significantly to the growth of FOs, cooperatives, and small and medium enterprises. For example, UNFFE in Uganda introduced the B2B approach and assisted the district FOs to achieve quality standards, increase their prices and link them with other actors for the signature of contracts. LENAUFU, an NFO in Lesotho, contributed to the development of the Marakeny E-commerce Enterprise Application, an online business platform created to facilitate agricultural business in Lesotho through the use of mobile money. In Burundi CAPAD, supported by CSA (AgriCord), and in collaboration with other players, created a banana commodity platform (“interprofession”), which provides a collaborative system for improving the effectiveness and efficiency of value chains in the banana sector and its sub-sectors.

258. **Lesson 3: Business and market-driven management, alongside well-developed business plans, boosts FOs' profitability.** NFO's such as CAPAD in Burundi, have supported their member cooperatives (164) to develop business plans with a tool they developed, as part of their overall development plans that include the institutional

strengthening of the cooperatives, alignment with the national laws for cooperatives, collective marketing, and joint positioning for advocacy and policy engagement.

259. **Lesson 4: Training – particularly when value-chain-specific – improves the technical, organizational, and financial capacities of FOs.** Trainings enabled technical upgrading that directly enhanced the quantity and quality of production, ultimately leading to higher sales and expanded market access. For example, through the installation of a honey analysis laboratory and multiple training sessions on parasite control and bee health management, the Union Nationale des Paysans Algériens (UNPA) achieved the capacity to certify product quality. These improvements strengthened Algeria’s beekeeping value chain and opened access to new national markets.
260. Training also improved access to finance and promoted autonomy among FOs. In several cases, it contributed to compliance with green fund requirements and supported the mobilization of additional partnerships and funding from institutions such as the European Union, FAO, FINCLUDE, and the World Food Programme, and the private sector. Digitalization and financial literacy trainings further enhanced efficiency and facilitated access to financial and insurance services.
261. Training and mentorship were also shown to be particularly effective in fragile contexts, as demonstrated by the experience of AfDI in Burkina Faso, where it strengthened local capacities and improved market understanding.
262. According to Fert, the use of lead farmers was a key factor of success in promoting agroecological practices. The model proved highly efficient when implemented in close coordination with FOs under agri-agency guidance, promoting peer-to-peer knowledge transfer and sustainability.
263. **Lesson 5: Certification boosts market competitiveness and sustainability.** Certifications enable FOs to access new markets, particularly international ones, and to increase sales, thereby strengthening long-term economic viability. For example, in Madagascar and Mali, certifications were obtained through partnerships, providing FOs with the ability to sell inputs at higher prices and align with global market standards. Certification also helped justify seed pricing to other farmers and supported adherence to international trends that prioritize certified agricultural products.
264. Certification initiatives were often coupled with complementary approaches to boost the sale of certified products. These included the development of mobile processing units, the establishment of input shops, and participation in agricultural fairs, which increased visibility and market reach. Additional achievements included the creation of horticultural service centres and the implementation of traceability systems, ensuring compliance with global market requirements.

265. **Lesson 6: Innovative financial solutions overcome credit constraints.** In Tanzania, TFC supported its members to evolve from Savings and Credit Cooperative Organizations (SACCOs) to Agricultural Marketing Cooperative Societies. In Rwanda, INGABO Syndicate worked on a financial product specifically adapted for cassava farmers (“Zamuka”), through an MoU with the CPF. In DRC, COOCENKI provides access to finance for its members through Village Savings Associations.

*b) Component 2 - Enabling the business environment*

266. **Lesson 1: Evidence-based advocacy and multi-stakeholder collaboration determine policy impact.** Several NFOs, including ESNAU, UNPA, and the Fédération Mauritanienne des Agriculteurs, demonstrated that engaging authorities at both national and local levels fosters stronger policy ownership and promotes lasting reforms. Engagement with the private sector is also essential, complementing local and national consultations and ensuring that policies reflect the needs of all stakeholders.

267. For example, in Tanzania, dialogues involving government authorities, private sector actors, and civil society enabled ACT to successfully increase the national agriculture budget and implement reforms in tax policy. In this multi-stakeholder approach, support from agri-agencies proved particularly valuable. In the Caribbean, for instance, agri-agencies provided technical expertise that strengthened FOs’ capacities to engage in effective advocacy, enhancing both credibility and impact.

268. **Lesson 2: Knowledge exchanges are key to strengthening advocacy capacity.** Agri-agencies, leveraging their extensive international exposure, played a critical role in organizing inter-country knowledge exchanges, both in South–South and North– South dynamics. These exchanges were reported as highly effective in enhancing the capacity of FOs by exposing them to diverse experiences and successful practices from peers facing similar challenges.

269. For example, EAFF institutionalized regional knowledge management and review meetings, while UMNAGRI promoted online learning exchanges and study visits as part of its organizational strengthening approach. Such initiatives facilitated cross-fertilization among FOs, contributing significantly to the development of their advocacy capacity. However, to maximize their impact, these exchanges need to be complemented by periodic contextual analyses, which allow strategies to be adapted to evolving national dynamics and ensure alignment with programme objectives.

270. **Lessons 3: Global policy fora are key platforms to strengthen national advocacy.** Implementing partners consistently reported that FOs enhanced their advocacy and policy influence by participating in national and regional dialogues. Engagement in major global events provided opportunities for them to amplify their voices, increase visibility, and connect with broader networks.

271. Notable examples include participation in the Africa Climate Summit, COPs, the Agrifood Systems Summit organized by AGRA (where EAFF moderated the Farmers' Forum session), and the Food Systems Stocktaking Summit. Through these platforms, FOs were able to strengthen their national advocacy efforts, aligning local priorities with global policy discussions

*c) Component 3 - Institutional development of FOs*

272. **Lesson 1: Capacity-building and technological modernization strengthen FOs' institutional capacity.** This support was critical in restructuring member organizations and agricultural cooperatives. In AfDI Burkina Faso, support enabled the integration of local milk into public procurement, including school canteens, demonstrating how institutional strengthening can translate into tangible market and income benefits for farmers.

273. **Lesson 2: Adopting participatory approaches through self-assessment encourages capacity-building.** A critical aspect of this approach is the use of participatory assessment tools. Implementing partners such as Trias and AfDI highlighted that tailored support methods, such as participatory assessments and coaching, led to greater autonomy and sustainable institutional strengthening. AfDI emphasized that conducting an in-depth analysis of partner FOs before initiating long-term collaboration is crucial for targeting support effectively and achieving meaningful capacity development outcomes. This approach aligns with IFAD's current practices, which include developing a self-assessment tool for FOs to be systematically integrated in the next programme phase – FO4IMPACT – contributing to ongoing, periodic assessments and adaptive support.

274. **Lesson 3: Diversification of financing beyond membership fees is key for FOs' sustainability.** Financial sustainability remains a major challenge for FOs, emphasizing the importance of diversifying funding sources beyond membership fees. By exploring multiple revenue streams, FOs can reduce dependency on a single source of income and strengthen long-term resilience. Notably, UPA DI highlighted that this component also contributed to the greater inclusion of women, demonstrating that financial diversification can have broader social and organizational benefits, supporting both sustainability and inclusivity.

*d) Component 4 - Communication and visibility*

275. **Lesson 1: Diversifying localized communication channels is crucial for achieving results.** Communications activities facilitated knowledge-sharing and experience exchanges among FOs, contributing to their broader outreach to target groups. Various channels were utilized, including newsletters, bulletins, booklets, banners, posters, TV and radio programmes, WhatsApp groups, and NFO websites. For instance, NASFAM implemented SMS campaigns and radio/TV programmes to promote best practices in crop management to smallholder farmers. The benefits of communications efforts were also

observed in fragile contexts, such as Mali, where local media played a key role in information dissemination. Despite these successes, additional funding is needed to further enhance programme visibility and outreach.

276. **Lesson 2: The use of social media tools is key for wider reach but requires adequate human resources.** In line with societal and technological changes, social and digital media (e.g., websites, social media platforms, WhatsApp) have become pillars of programme communications, complementing traditional channels such as press and radio. While traditional media remains important, digital tools are increasingly critical for visibility and engagement. Social media has proven effective in showcasing local initiatives and enhancing outreach. However, additional training is needed to develop creative, consistent content and improve digital literacy among NFO staff. Enhancing “tech savviness” is key to sustaining engagement and maximizing impact. Beyond visibility, digital media can also support innovative income-generating practices. For example, ROPPA used online sales and digital dissemination of good practices, which contributed directly to increased farmer incomes.

e) *Climate and agroecology*

277. **Lesson 1: FOs are key in helping their members in the agroecological transition towards more resilient production practices.** With difficulties in accessing sufficient and affordable inputs in a timely manner, aggravated by recent crises, and in light of the increasing impacts of climate change, agroecology offers solutions to the smallholder farmers. For example, in Burkina Faso the introduction of the System of Rice Intensification techniques by the UPPRS enable farmers to increase their production by 6 tons per hectare.

278. **Lesson 2: Linking climate and agroecology initiatives to income-generating activities is essential.** The programme found that interventions addressing climate change and soil fertility are most effective when they are explicitly linked to income-generating activities and incorporate a financial sustainability component. This approach ensures that climate-smart practices are not only environmentally beneficial but also economically viable for FOs and their members.

279. **Lesson 3: Partnerships with research institutions are key for effective climate and agroecology interventions.** Climate action and agroecological transition were priority areas for several implementing partners. EAFF, for example, established strategic partnerships with major global actors such as CGIAR, FAO, The African Group of Negotiators Experts Support (AGNES), and the Pan-African Climate Justice Alliance. These collaborations enabled farmer-led initiatives that demonstrated best practices in climate adaptation and strengthened the representation of farmers in international climate dialogues, including the Africa Climate Summit and the UN Food Systems Summit.

Partnerships with research institutions and global actors proved essential for ensuring that climate-smart interventions are both scientifically grounded and practically relevant for FOs.

*f) Digital tools/ICT4D*

280. **Lesson 1: Digitalization was one of the most transformative changes among FOs.** Financial resources and staff capacity remain constraints. Digitalization has emerged as a key enabler of sustainability for FOs, helping them streamline operations, track sales, and better support members through improved record-keeping and administrative processes. Common successes include the adoption of digital management systems, online communication tools, and social media platforms, which enhanced transparency, efficiency, and stakeholder engagement. Digital tools not only modernize operations but also strengthen communication, visibility, and member participation. The effectiveness of these tools depends on adequate financial resources and staff capacity. For example, PAFO introduced a Management Information System for member and financial management, which significantly strengthened governance, accountability, and overall organizational efficiency.

*g) COVID-19*

281. **Lesson 2: COVID-19 highlighted the importance of proactive risk management.** The COVID-19 pandemic underscored the need for proactive risk management to enhance the resilience of FOs and their members. Insurance mechanisms, alongside other risk mitigation strategies, proved critical in equipping farmers and FOs to respond effectively to unforeseen crises. Implementing such measures enables organizations to maintain continuity, protect livelihoods, and reduce vulnerability during emergencies.

282. **Lesson 1: COVID 19 accelerated digitalization.** Information sharing and digital connectivity are critical for organizational resilience during crises. For instance, the Eswatini National Agricultural Union developed an information system through a FINTECH platform to track membership renewals and insurance payments, reaching over 3,300 farmers. Rapid, clear, and accessible communication helped maintain member engagement and ensured continuity of operations despite disruptions. Similarly, PROPAC introduced early-stage e-commerce innovations in Congo Brazzaville, actively engaging youth in digital sales and knowledge dissemination.

*h) Women and youth inclusion*

283. **Lesson 1: Women and youth inclusion is most effective when embedded in institutional reforms.** Strengthening women's entrepreneurial skills fosters economic empowerment, injects innovation, and ensures generational continuity in leadership. However, building women's capacity requires sustained support rather than one-off trainings. This capacity development is most effective when embedded in institutional

reforms and existing organizational structures, and when led by internal champions. For example, involving women as trainers and facilitators of change provides them with an active role as decision-makers within the organization. In parallel, youth inclusion is also critical to ensure long-term organizational sustainability and innovation. Supporting youth engagement strengthens the pipeline of future leaders and promotes intergenerational knowledge transfer.

### **3. Financial Management, budget and disbursements**

284. The financial management mission, conducted between November 2024 and June 2025, successfully completed a comprehensive review across all FO4ACP recipients, focusing on Statements of Expenditures (SoEs), cumulative Transaction Lists (TLs), supporting documentation, and compliance with Grant Agreement requirements.
285. Implemented in three structured phases—eligibility testing, financial reporting (SoEs & TLs), and grant-closure arrangements—the mission not only assessed compliance but also highlighted significant progress achieved over the years.
286. A key outcome of the review was the confirmation of several notable strengths among recipients. Statements of Expenditures, Transaction Lists, and final audit reports were consistently submitted in alignment with IFAD’s reporting requirements. Templates for SoEs and TLs adhered to IFAD-prescribed formats, ensuring clarity, accuracy, and seamless reconciliation with budget components. Financial management procedures were established, supported by well-staffed and experienced teams, and complemented by manuals and proper allocation of staff time. These achievements reflect the tangible improvements in organizational capacity and performance, thanks to IFAD’s continuous support and coordination.
287. While the mission identified areas for further enhancement—such as closer monitoring of exchange rates, strict adherence to the 30/70 disbursement rule for NFOs, and proactive oversight of sub-recipient activities—these are opportunities to build on the strong foundation already in place. Importantly, issues such as ineligible expenditures, transaction misallocations, and budget reallocations beyond permitted limits were promptly addressed during the mission, demonstrating the recipients’ commitment to corrective action and compliance.
288. Persistent challenges, including delayed responses, incomplete documentation, and archiving gaps, underline the need for continued capacity strengthening. However, the trajectory of improvement is clear: IFAD and Recipients’s ongoing efforts have already delivered measurable results, and the mission reinforced the importance of sustaining this momentum. Recommendations focused on upgrading accounting systems, clarifying equipment eligibility, enforcing dedicated bank accounts and reconciliation practices, and establishing robust archiving and retention systems—all aimed at ensuring long-term efficiency and transparency.
289. Overall, the mission not only supported the timely preparation of final reports and audits but also showcased the significant progress achieved under IFAD’s guidance. With continued collaboration and structured capacity-building, FO4ACP recipients are well-positioned to further enhance financial management practices, ensuring stronger compliance, greater accountability, and improved performance across all organizations.

290. The disbursement performance is fully satisfactory and aligned with donor requirements, reflecting strong financial stewardship and accountability. All RFOs and PROCASUR achieved a 100% expenditure rate, ensuring complete utilization of allocated resources in strict compliance with agreed budgets. AgriCord follows with a 99% expenditure rate for Africa and 96% for Caribbean, and FAO maintains a 91%. These results confirm the partners' commitment to transparency and compliance, reinforcing confidence in the program's implementation. Detailed figures are presented in the table below.

Recipient	code	Allocated	Disbursed	%	Available Balance
EAFF	200000296600	449 461.00	449 461.00	100%	0.00
	200000305000	2 515 000.00	2 515 000.00	100%	0.00
	200000457000	1 814 690.00	1 814 690.00	100%	0.00
		<b>4 779 151.00</b>	<b>4 779 151.00</b>	<b>100%</b>	<b>0.00</b>
PROPAC	200000296700	449 461.00	449 461.00	100%	0.00
	200000305100	2 515 000.00	2 515 000.00	100%	0.00
	200000457500	1 814 689.00	1 814 689.00	100%	0.00
		<b>4 779 150.00</b>	<b>4 779 150.00</b>	<b>100%</b>	<b>0.00</b>
ROPPA	200000296800	449 461.00	449 461.00	100%	0.00
	200000305200	2 515 000.00	2 515 000.00	100%	0.00
	200000457700	1 814 689.00	1 814 689.00	100%	0.00
		<b>4 779 150.00</b>	<b>4 779 150.00</b>	<b>100%</b>	<b>0.00</b>
PAFO	200000297200	101 572.00	101 572.00	100%	0.00
	200000305400	980 000.00	980 000.00	100%	0.00
	200000457800	474 999.00	474 999.00	100%	0.00
		<b>1 556 571.00</b>	<b>1 556 571.00</b>	<b>100%</b>	<b>0.00</b>
SACAU	200000296900	449 461.00	449 461.00	100%	0.00
	200000305300	2 515 000.00	2 515 000.00	100%	0.00
	200000457600	1 814 688.00	1 814 688.00	100%	0.00
		<b>4 779 149.00</b>	<b>4 779 149.00</b>	<b>100%</b>	<b>0.00</b>
PIFON	200000300200	2 400 000.00	2 400 000.00	100%	0.00
	200000407800	2 310 000.00	2 310 000.00	100%	0.00
	200000457100	2 704 299.00	2 677 538.00	99%	26 761.00
		<b>7 414 299.00</b>	<b>7 387 538.00</b>	<b>100%</b>	<b>26 761.00</b>
AGRICORD Africa	200000305500	7 680 000.00	7 680 000.00	100%	0.00
	200000457200	3 083 439.00	2 991 230.64	97%	92 208.36
		<b>10 763 439.00</b>	<b>10 671 230.64</b>	<b>99%</b>	<b>92 208.36</b>
AGRICORD	200000338600	1 100 000.00	1 100 000.00	100%	0.00
	200000457300	1 704 299.00	1 601 041.09	94%	103 257.91
		<b>2 804 299.00</b>	<b>2 701 041.09</b>	<b>96%</b>	<b>103 257.91</b>
FAO	200000344300	3 700 000.00	3 525 074.00	95%	174 926.00
	200000457400	191 670.00	0.00	0%	191 670.00
		<b>3 891 670.00</b>	<b>3 525 074.00</b>	<b>91%</b>	<b>366 596.00</b>
PROCASUR	200000488300	808 330.00	808 330.00	100%	0.00

**Table 24. Cumulative disbursements by Programme Recipients based on expenses justification.**



## Annexes

## IV. Annexes

### Annex 1. FO4ACP budget allocation by recipients - source of funding and components (EUR)

Costs for source of funding and components for EAFF						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i> 2000003050- 2000002966	—	<i>Top-up</i> #200000 4570	<i>New total amend.2 023</i>
<b>1. Component 1: Delivery of economic services along priority value chains</b>	262 737	1 379 437	1 642 174		1 014 340	2 656 514
<b>2. Component 2: Enabling the business environment</b>	79 943	419 720	499 663		278 209	777 871
<b>3. Component 3: Institutional development of FOs</b>	106 781	630 140	736 921		422 471	1 159 392
<b>4. Component 4 Communication and visibility</b>		85 703	85 703		99 671	185 374
<b>Total</b>	<b>449 461</b>	<b>2 515 000</b>	<b>2 964 461</b>		<b>1 814 690</b>	<b>4 779 151</b>
Costs for source of funding and components for PROPAC						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i>		<i>Top-up</i>	

			2000003051- 2000002967	#200000 4575	New total amend.2 023
<b>1. Component 1: Delivery of economic services along priority value chains</b>	262 737	1 379 437	1 642 174	1 014 339	2 656 513
<b>2. Component 2: Enabling the business environment</b>	79 943	419 720	499 663	278 208	777 871
<b>3. Component 3: Institutional development of FOs</b>	106 781	630 140	736 921	422 471	1 159 392
<b>4. Component 4 Communication and visibility</b>		85 703	85 703	99 671	185 374
Total	<b>449 461</b>	<b>2 515 000</b>	<b>2 964 461</b>	<b>1 814 689</b>	<b>4 779 150</b>
Costs for source of funding and components for ROPPA					
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i> 2000003052- 2000002968	— #200000 4577	<i>New total amend.2 023</i>
<b>1. Component 1: Delivery of economic services along priority value chains</b>	262 737	1 379 437	1 642 174	1 014 339	2 656 513
<b>2. Component 2: Enabling the business environment</b>	79 943	419 720	499 663	278 208	777 871
<b>3. Component 3: Institutional development of FOs</b>	106 781	630 140	736 921	422 471	1 159 392
<b>4. Component 4 Communication and visibility</b>		85 703	85 703	99 671	185 374

Total	449 461	2 515 000	2 964 461		1 814 689	4 779 150
Costs for source of funding and components for SACAU						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i> 2000003053- 2000002969	—	<i>Top-up</i> #200000 4576	<i>New total amend.2 023</i>
<b>1. Component 1: Delivery of economic services along priority value chains</b>	262 737	1 379 437	1 642 174		1 014 339	2 656 513
<b>2. Component 2: Enabling the Business Environment</b>	79 943	419 720	499 663		278 208	777 871
<b>3. Component 3: Institutional development of FOs</b>	106 781	630 140	736 921		422 471	1 159 392
<b>4. Component 4 Communication and visibility</b>		85 703	85 703		99 671	185 374
Total	449 461	2 515 000	2 964 461		1 814 689	4 779 150
Costs for source of funding and components for UMNAGRI						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i> 2000002971	—	<i>Top-up</i>	<i>Total</i>

<b>1. Component 1: Delivery of economic services along priority value chains</b>	454 166		454 166	0	454 166
<b>2. Component 2: Enabling the business environment</b>	138 188		138 188	0	138 188
<b>3. Component 3: Institutional development of FOs</b>	229 219		229 219	0	229 219
<b>4. Component 4 Communication and visibility</b>					
Total	<b>821 573</b>		<b>821 573</b>		<b>821 573</b>
Costs for source of funding and components for PAFO					
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i>	<i>Top-up</i>	<i>New total amend.2</i>
			2000003054- 2000002972	— #200000 4578	023
<b>1. Component 1: Delivery of economic services along priority value chains</b>					
<b>2. Component 2: Enabling the business environment</b>	55 924	498 349	554 273	243 422	797 696
<b>3. Component 3: Institutional development of FOs</b>	45 648	406 784	452 433	198 697	651 130
<b>4. Component 4 Communication and visibility</b>		74 867	74 867	32 880	107 747
Total	<b>101 572</b>	<b>980 000</b>	<b>1 081 573</b>	<b>474 999</b>	<b>1 556 572</b>

Costs for source of funding and components for PIFON						
<i>Components</i>	<i>EC</i>	<i>EC</i>	<i>Total</i>	<i>Top-up</i>	<i>New total amend.2</i>	
	200000300 2	200000 4078		— #200000 4571	023	
<b>1. Component 1: Delivery of economic services along priority value chains</b>	1 200 000	1 403 688	2 603 688	1 517 585	4 121 273	
<b>2. Component 2: Enabling the business environment</b>	479 863	312 359	792 222	414 555	1 206 777	
<b>3. Component 3: Institutional development of FOs</b>	635 921	489 769	1 125 690	672 972	1 798 662	
<b>4. Component 4 Communication and visibility</b>	84 216	104 184	188 400	99 186	287 586	
Total	<b>2 400 000</b>	<b>2 310 000</b>	<b>4 710 000</b>	<b>2 704 299</b>	<b>7 414 299</b>	
Costs for source of funding and components for AgriCord Africa						
<i>Components</i>	<i>IFAD</i>	<i>EC</i>	<i>Total</i>	<i>Top-up</i>	<i>New total amend.2</i>	
			2000003055	— #200000 4572	023	
<b>1. Component 1: Delivery of economic services along priority value chains</b>		4 992 000	4 992 000	1 735 149	6 727 149	

<b>2. Component 2: Enabling the business environment</b>	768 000	768 000	415 978	1 183 978
<b>3. Component 3: Institutional development of FOs</b>	1 536 000	1 536 000	831 957	2 367 957
<b>4. Component 4 Communication and visibility</b>	384 000	384 000	100 355	484 355
Total	<b>7 680 000</b>	<b>7 680 000</b>	<b>3 083 439</b>	<b>10 763 439</b>
Costs for source of funding and components for AgriCord Caribbean				
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i> 2000003386	<i>Top-up</i> #200000 4573
<b>1. Component 1: Delivery of economic services along priority value chains</b>		683 948	683 948	983 608
<b>2. Component 2: Enabling the business environment</b>		123 178	123 178	333 260
<b>3. Component 3: Institutional development of FOs</b>		292 874	292 874	387 431
<b>4. Component 4 Communication and Visibility</b>			0	0
Total		<b>1 100 000</b>	<b>1 100 000</b>	<b>1 704 299</b>
				<b>2 804 299</b>

Costs for source of funding and components for FAO Caribbean						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i>		<i>Top-up</i>	<i>New total amend.2</i>
			2000003443	—	#200000 4574	023
<b>1. Component 1: Delivery of economic services along priority value chains</b>		1 969 492	1 969 492		0	1 969 492
<b>2. Component 2: Enabling the business environment</b>		684 182	684 182		72 000	756 182
<b>3. Component 3: Institutional development of FOs</b>		854 326	854 326		119 670	973 996
<b>4. Component 4 Communication and visibility</b>		192 000	192 000		0	192 000
Total		<b>3 700 000</b>	<b>3 700 000</b>		<b>191 670</b>	<b>3 891 670</b>
Costs for source of funding and components for Procasur Caribbean						
<b>Components</b>	<i>IFAD</i>	<i>EC</i>	<i>Total</i>		<i>New grant 2024</i>	<i>Total</i>
<b>1. Component 1: Delivery of economic services along priority value chains</b>					643 000	
<b>3. Component 3: Institutional development of FOs</b>					165 330	
Total			n/a		<b>808 330</b>	<b>808 330</b>

## Annex 2. Overall key logframe for all partners (2019 –2025)

Results Hierarchy	Indicators	Baseline Data (2019)	Total at MTR	MTR targets	2022	2022	2023 (endline evaluation)	2024 (incl. completion up to May)	End Target
<b>Overall Objective / Development Objective:</b> To increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project	OD1: # and % of smallholder rural producers (MFY) in participating countries with improved income, food security and livelihoods			10%			0	318 161	4 200
<b>Outcome Component 1:</b> FOs and farmer-led enterprises improve technical and economic services along the value chains	\$ SQ1: # of individual producers benefiting from FOs/FLEs economic initiatives (MFY) per value	170 000	276 155	400 000	214 878	<b>320 587</b>	423 386	426 068	322 443
<b>Output 1.1:</b> Improved capacity of FOs/FLEs to deliver economic services	1.1: # of FOs/FLEs providing at least 2 economic services to their members (N, L)	330	424	580	469	<b>615</b>	794	982	594
	including # of supported economically matured FOs/FLEs that have increased business volume in a and # of emerging FOs/FLEs having activated approved business plans	60	161	180	249	<b>266</b>	329	385	213
		270	225	400	282	<b>411</b>	350	535	220
<b>Output 1.2:</b> Improved capacity of FOs to connect their members to markets	1.2: volume of marketed products (by value chain) by FOs/FLEs members (in tons)	475 000	1 081 832	530 000	391 614	<b>1 473 446</b>	1 401 615	1 640 487	452 620
	value of marketed products (all value chains) by FOs/FLEs members (in EUR)	3 500 000	32 009 040	6 600 000	33 223 727	<b>65 232 767</b>	78 665 310	133 224 087	42 334 471
<b>Output 1.3:</b> FOs/FLEs improved access to supplementary financial sources (leverage effect) ( <i>improvement access to financial services</i> )	\$ I3: Amount of private sector/other sources investments mobilised through bankable business plans (total amount) (in EUR)	3 100 000	4 794 039	5 200 000	5 233 254	<b>10 027 293</b>	32 395 107	55 235 036	1 337 504
<b>Outcome 2:</b> FOs influence policies and business environments for the transformation of family farming and the development of sustainable, inclusive economic initiatives and farmer-led enterprises.	SQ2: # of sector policies and programmes influenced by FOs	0	189	80	111	<b>274</b>	411	578	161
<b>Output 2.1:</b> Increased participation of FOs in shaping a supportive business environment and smallholder competitiveness in the agriculture sector	\$ 2.1: # of policy consultation frameworks / committees / task forces / processes in which FOs are participating in	300	397	500	349	<b>582</b>	979	1 276	588
	#women/youth delegates	100	715	200	1 631	<b>2 018</b>	3 898	4 264	348
<b>Output 2.2:</b> FOs contribute to the strengthening of interprofession / consultation platforms.	\$ 2.2: # value chains coordination platforms and inter-professions involving members FOs (by value chain)	50	298	220	216	<b>421</b>	588	928	332
<b>Output 2.3:</b> FOs produce common stands integrating value chains development with cross cutting issues.	\$ 2.3: # position papers related to value chains including focus on WfY contribution to the sector (drafted at MTR and submitted at final)	0	101	80	52	<b>150</b>	180	248	130
<b>Outcome 3:</b> FOs are accountable organisations able to effectively perform their institutional functions.	\$ SQ3: FOs membership (MFY)	1 400 000	61 412 197	1 600 000	61 348 646	<b>61 437 726</b>	12 140 441	40 942 306	68 739 133
<b>Output 3.1:</b> FOs strengthened members representativity in their governance bodies.	\$ 3.1: # farmers/ members attending statutory meetings (disaggregated by sex and youth)	1 600	22 020	3 200	6 987	<b>23 907</b>	24 818	41 182	5 378
	#women	400	6 798	900	3 186	<b>8 170</b>	13 723	18 603	2 570
	#youth	100	2 979	500	1 487	<b>3 289</b>	7 326	9 813	1 484
	# of w / y in leadership positions	50	1 332	90	761	<b>1 408</b>	1 506	2 134	1 436
<b>Output 3.2:</b> FOs improve their statutory financial accountability.	\$ 3.2: # of FOs audited annually	150	243	200	124	<b>264</b>	331	471	186
<b>Output 3.3:</b> FOs develop appropriate management tools.	\$ 3.3: # of developed tools (strategic plan, performance oriented annual report, Manual of procedures) by farmers' organizations (at all levels).	180	300	320	229	<b>418</b>	712	1 026	323
<b>Output 3.4 :</b> Enhanced knowledge management and dissemination among peers for replication and scaling-up.	\$ 3.4.1: # of good practices, lessons learnt and experiences documented and shared.	0	162	150	165	<b>274</b>	480	889	304
	\$ 3.4.2: # of peer-to-peer visits/exchanges/events (region, global).	0	154	200	154	<b>232</b>	423	667	242
<b>Outcome 4:</b> Enhanced visibility of FO4ACP Project in the national and regional context including FOs presence in traditional and social media (pic, post, multimedia...)	\$ 4.1: # of public references quoting the Project / involved FOs (press release, articles, social media)	0	1 651	200	1 220	<b>2 871</b>	4 251	17 655	2 935

**Annex 3. Cumulative disbursements from IFAD to programme recipients based on expense justifications and fund requests**

<b>Recipient</b>	<b>Code</b>	<b>Allocated</b>	<b>Disbursed</b>	<b>per cent</b>	<b>Available Balance</b>
EAFF	<b>20000296600</b>	449 461.00	449 461.00	100 cent per	0.00
	<b>20000305000</b>	2 515 000.00	2 515 000.00	100 cent per	0.00
	<b>20000457000</b>	1 814 690.00	1 814 690.00	100 cent per	0.00
		<b>4 779 151.00</b>	<b>4 779 151.00</b>	<b>100 cent per</b>	<b>0.00</b>
PROPAC	<b>20000296700</b>	449 461.00	449 461.00	100 cent per	0.00
	<b>20000305100</b>	2 515 000.00	2 515 000.00	100 cent per	0.00
	<b>20000457500</b>	1 814 689.00	1 814 689.00	100 cent per	0.00
		<b>4 779 150.00</b>	<b>4 779 150.00</b>	<b>100 cent per</b>	<b>0.00</b>
ROPPA	<b>20000296800</b>	449 461.00	449 461.00	100 cent per	0.00
	<b>20000305200</b>	2 515 000.00	2 515 000.00	100 cent per	0.00
	<b>20000457700</b>	1 814 689.00	1 814 689.00	100 cent per	0.00
		<b>4 779 150.00</b>	<b>4 779 150.00</b>	<b>100 cent per</b>	<b>0.00</b>

PAFO	<b>20000297200</b>	101 572.00	101 572.00	100 cent	per	0.00
	<b>20000305400</b>	980 000.00	980 000.00	100 cent	per	0.00
	<b>20000457800</b>	474 999.00	474 999.00	100 cent	per	0.00
		<b>1 556 571.00</b>	<b>1 556 571.00</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>
SACAU	<b>20000296900</b>	449 461.00	449 461.00	100 cent	per	0.00
	<b>20000305300</b>	2 515 000.00	2 515 000.00	100 cent	per	0.00
	<b>20000457600</b>	1 814 688.00	1 814 688.00	100 cent	per	0.00
		<b>4 779 149.00</b>	<b>4 779 149.00</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>
PIFON	<b>20000300200</b>	2 400 000.00	2 400 000.00	100 cent	per	0.00
	<b>20000407800</b>	2 310 000.00	2 310 000.00	100 cent	per	0.00
	<b>20000457100</b>	2 677 538.00	2 677 538.00	100 cent	per	0.00
		<b>7 387 538.00</b>	<b>7 387 538.00</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>
AGRICORD Africa	<b>20000305500</b>	7 680 000.00	7 680 000.00	100 cent	per	0.00
	<b>20000457200</b>	2 991 230.64	2 991 230.64	100 cent	per	0.00
		<b>10 671 230.64</b>	<b>10 671 230.64</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>

AGRICORD Caribbean	<b>200000338600</b>	1 100 000.00	1 100 000.00	100 cent	per	0.00
	<b>200000457300</b>	1 601 041.09	1 601 041.09	100 cent	per	0.00
		<b>2 701 041.09</b>	<b>2 701 041.09</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>
FAO	<b>200000344300</b>	3 700 000.00	3 700 000.00	100 cent	per	0.00
	<b>200000457400</b>	191 670.00	0.00	0 per cent		191 670.00
		<b>3 891 670.00</b>	<b>3 700 000.00</b>	<b>95 cent</b>	<b>per</b>	<b>191 670.00</b>
Procasur	<b>200000488300</b>	<b>808 330.00</b>	<b>808 330.00</b>	<b>100 cent</b>	<b>per</b>	<b>0.00</b>

#### Annex 4. Overview of partnerships between FO4ACP organizations and IFAD

Type of Org.	Name	Country	Does your organisation have a working relationship/partnership with the IFAD office in your country/region?	Has your organisation contributed to the design or review of the COSOP of IFAD? If yes, in which COSOP have you been involved?	Has your organisation been involved in the design of IFAD projects in your country? (not including FO4ACP). If yes, in which project(s) have you been involved?	Has your organisation been involved in the implementation of IFAD projects in your country? (not including FO4ACP). If yes, in which project(s) have you been involved?
<b>NFO</b>	Agricultural Council of Tanzania (ACT)	Tanzania	No	No	No	No
<b>NFO</b>	Association Nationale des Apiculteurs (ANAP)	Algeria	No	No	No	No
<b>NFO</b>	Coalition Paysanne de Madagascar (CPM)	Madagascar	No	Yes, contributed through membership with SACAU	No	No

<b>NFO</b>	Confederação das Associações de Camponeses e Cooperativas Agro-Pecuárias de Angola (UNACA)	Angola	No	No	No	No
<b>NFO</b>	Confederation Paysanne du Congo-Principal Regroupement Paysan (COPACO-PRP)	RD Congo	Yes	Yes, COSOP 2023	Yes, PASA-NK	No
<b>NFO</b>	Eswatini National Agricultural Union (ESNAU)	Eswatini	No	No	Yes, the FINCLUDE project was designed with ESNAU and the new SAPEMP project document highlights that some of the activities will be developed after consulting ESNAU, which they have already started consulting ESNAU.	Yes, the FINCLUDE project which we really appreciate the support from this project, and we hope that we will be part of the new SAPEMP project
<b>NFO</b>	Farm Support Association, Vanuatu	Vanuatu	No	No	No	No
<b>NFO</b>	Federation Mauritanienne	Mauritane	No	No	No	No

	des Agriculteurs (FMA)						
<b>NFO</b>	Growers Federation of Tonga Inc	Tonga	No	No		Yes, not specified	
<b>NFO</b>	Lesotho National Farmers Union (LENAFU)	Lesotho	Yes	Yes, participated in the current COSOP	Yes, Wool and Mohair Promotion Project, Regeneration of Landscape and Livelihoods (ROLL) Project, Smallholder Agriculture Development Project (SADP)	Yes, SFOAP, SAFE2020, SADP, ROLL	
<b>NFO</b>	Mainstreaming of Rural Development Innovation (MORDI)	Tonga	Yes	No	Yes, Tonga Rural Innovation Project II (TRIP II) Tonga Rural Innovation Project III (TRIP III)	Yes, Tonga Rural Innovation Project II	
<b>NFO</b>	Namibia National Farmers Union	Namibia	No	No	No	No	
<b>NFO</b>	National Association of Smallholder Farmers (NASFAM)	Malawi	Yes	No	No	No	
<b>NFO</b>	Nishi Trading Co. Ltd	Tonga	No	No	No	No	
<b>NFO</b>	South Sea Orchids	Fiji	Yes	No	Yes, BE-GREEN Project	No	

<b>NFO</b>	South Sudan Agricultural Producers Union (SSAPU)	South Sudan	Yes	No	Yes, not specified	Yes, not specified
<b>NFO</b>	Te Tango Enea	Cook Islands	No	No	No	No
<b>NFO</b>	Union des agriculteurs Marocains (UMA)	Morocco	No	No	No	No
<b>RFO</b>	East African Farmers Federation (EAFF)		Yes	Yes, engaged with IFAD country offices at bilateral level	Yes, DaIMA - Dairy Interventions for Mitigation and Adaptation; AVENIR-DRC	No
<b>RFO</b>	Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest (ROPPA)		Yes	No	No	No
<b>RFO</b>	Southern African Confederation of Agricultural Unions (SACAU)		No	No	No	No

<b>RFO</b>	Plateforme Régionale des Organisations Paysannes d'Afrique Centrale (PROPAC)	Yes	No	Yes, PROPAC participated in the design of the PEA JEUNES in Cameroon through its member CNOP-CAM. Likewise, GASFP in Chad with the CNCPRT and in the Central African Republic with the CNOP-CAF.	Yes, PROPAC, through its members in Cameroon: PEA JEUNE and PADFA, in Chad and in the Central African Republic: GASFP.
<b>RFO</b>	Union Maghrébine et Nord-Africaine des Agriculteurs (UMNAGRI)	Yes	No	No	No
<b>AgriAgency</b>	Afdi – Mali Mission	No	No	No	Yes, Afdi took part in the IFAD–FO–AA workshop for the drafting of FO4Impact
<b>AgriAgency</b>	Afdi – Burkina Faso Mission	Yes	No	No	No
<b>AgriAgency</b>	Trias	Yes	No	Yes, preliminary surveys for the development of the AVENIR DRC project	Yes, Project AVENIR DRC
<b>AgriAgency</b>	Trias	No	No	No	No
<b>AgriAgency</b>	Finnish Agri-agency for Food and	No	Yes, attendance in Tanzania with IFAD staff - no full action materialised	No	No

Forest Development					
<b>AgriAgency</b>	Afdi Nouvelle-Aquitaine	No	No	No	No
<b>AgriAgency</b>	Fert	No	No	Yes, Fert was consulted during the feasibility study phase of several IFAD projects in Madagascar: AROPA, FORMAPPROD, DÉFIS	Yes, Fert took part in the implementation of the AROPA project in Madagascar between 2009 and 2011. For the other projects, Fert only played an advisory role to farmers' organizations in the design and implementation of activities funded by IFAD projects
<b>AgriAgency</b>	UPA DI	No	No	No	
<b>Implementing Agency</b>	Pan African Organisation (PAFO)	No	No	No	

## Annex 5. FO4ACP Completion Survey questionnaire (June 2025)

All the question marked by the symbol \* are compulsory.

### I. Contact information

1. \* Name and family name of the respondent
  
2. \* Organization name
  
3. \*Type of organization
  - Farmers' organization
  - Agri-agency
  - Other (please specify)
  
4. Organization level
  - Local
  - Sub-National
  - National
  - Regional
  - Global/Continental
  
5. \* Role in the organization
  
6. \* Contact email for follow up
  
7. \* Country

8. Approximately how many institutional members or sub-organizations does your organization have? (local FOs, cooperatives, family farms etc. – please specify) (if applicable)

9. Approximately how many individual members does your organization have? (if applicable)

10. \*Does your organization have a website (yes/no)

Yes       No

11. If yes, please provide the link to your website here

12. Please provide the link to your social media website with the highest engagement with your members (e.g. Facebook, Twitter, Instagram)

## **II. General information on the implementation of FO4ACP**

### **Overall performance and main challenges**

13. \* How would you rate the overall performance of your organization in the implementation of the activities of FO4ACP programme?

Very Weak       Weak       Moderately satisfying       Satisfying       Good

14. \* How would you rate the overall performance of your organization in the budget execution of the FO4ACP programme?

Very Weak       Weak       Moderately satisfying       Satisfying       Good

15. \* How would you rate the relevance of the programme objectives and components for your organization and the members?

Not at all relevant       Relevant       Very relevant

16. \* What are the main challenges your organization encountered in the implementation of the FO4ACP programme? Indicate all that apply

- Covid-19
- Delays in disbursement of funds
- Financial and administrative procedures
- Selection of the activities to be implemented at the local level
- Challenges related to the implementation of the activities.
- No challenges
- Other (please provide additional information on the main challenges you faced during the programme implementation)

17. \* Under financial and administrative procedures, please specify with which elements of the agreement your organization struggled to fully comply with or required further support/clarifications for (indicate all that apply):

- Statement of Expenditure
- Transaction lists
- Supporting financial documentation
- Audit
- Use of templates
- Reporting deadlines
  
- Other (please specify)
  
- None of the above

### **III. Main successes and lessons learned**

18. \* What are the main successes you accomplished in the implementation of the programme under component 1: economic activities?

19. \* What are the main lessons learned from component 1: economic activities?

20. \* What are the main successes you accomplished in the implementation of the programme under component 2: enabling environment/policy/advocacy?

21. \* What are the main lessons learned from component 2: enabling environment/policy/advocacy?

22. \*What are the main successes you accomplished in the implementation of the programme under component 3: institutional development?

23. \*What are the main lessons learned from component 3: institutional development?

24. What are the main successes you accomplished in the implementation of the programme under component 4: communication and visibility?

25. What are the main lessons learned from component 4: communication and visibility?

26. What would you bring forward as your most successful or flagship activity under the programme?

27. \*Have you worked on a strategy to ensure sustainability/continuity of the activities after the programme?

Yes

No

28. If yes, what did you do to ensure the sustainability/continuity of the activities after the closure of the programme?

#### IV. Capacity development and knowledge management

29. \* Would your organization have benefitted from additional capacity development (choose more than one if applicable)?

- Monitoring and evaluation
- Knowledge management
- Use of online digital communication tools
- Financial management
- Project cycle management
- Communications
- None of the above
- Other (please specify)

**V. Partnership development and collaboration and partnership with IFAD**

**The following questions will look into your partnership in general and your partnership with IFAD in particular.**

30. Please list the new technical partnerships developed since the beginning of FO4ACP and briefly describe the nature of the partnership

31. Please list the new financial partnerships developed since the beginning of FO4ACP and briefly describe the nature of the partnership

32. \*Does your organization have a working relationship/partnership with the IFAD office in your country/region?

- Yes  No

**VI. Partnership and collaboration with IFAD**

33. \* Has your organization contributed to the design or review of the COSOP of IFAD? If yes, in which COSOP have you been involved?

34. If yes, please provide details on how you have been involved in the COSOP by ticking all boxes that apply

- Participation in COSOP validation workshop
- Bilateral meetings with IFAD Country Director or the COSOP Design Team
- Participation in multi-stakeholder consultations
- Participation in design-related workshops

- Full membership of the COSOP design team
- Received financial support from IFAD to organize FO consultation to feed in the design
- Other (please specify):

None of the above

35. \* Has your organization been involved in the design of IFAD projects in your country (not including FO4ACP)? If yes, in which project(s) have you been involved?

36. If yes, please provide details on how you have been involved in IFAD project design? Please tick all the boxes that apply:

- Participation in project design validation workshop
- Bilateral meetings with IFAD Country Director or the Project Design Team
- Participation in multi-stakeholder consultations
- Participation in design-related workshops
- Full membership of the project design team
- Received financial support from IFAD to organize FO-consultation to feed in the design
- Other (please specify):

None of the above

37. \* Has your organization been involved in the implementation of IFAD projects in your country (not including FO4ACP)? If yes, in which project(s) have you been involved?

38. If yes, please provide details on how you have been involved in the implementation of IFAD projects. Please tick all that apply:

- Inclusion of FOs in component(s) as direct beneficiaries of capacity-building and/or institutional development activities
- Formal membership of the FO in the project steering committee
- Participation of the FO in supervision missions (field and wrap-up meetings)
- Involvement of FO in components as service providers

- Involvement of FO in components as implementing partners
- Assignment of full responsibility for the management of one or more components
- Other (please specify):

None of the above

39. Have there been other types of collaboration with IFAD country offices or regional hubs in the context of grants, regional initiatives, and knowledge sharing or policy engagement? If yes, please give additional information

40. Are there any other comments you would like to share regarding the partnership with IFAD?

## **VII. Closing questions**

41. What would you like to share with us, not covered in the questionnaire?

**Thank you very much for your time. If you have any questions, please contact Nicoletta Giulivi, KM and M&E Analyst FO4ACP Programme, at [n.giulivi@ifad.org](mailto:n.giulivi@ifad.org).**

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