

**AGRICORD**



Evidence on impact  
from the  
Farmers Fighting Poverty programme

Impact on living conditions of farmers through support to producer organizations

**M&E task team**

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## Executive Summary

AgriCord and its member agencies implement the Farmers Fighting Poverty (FFP) programme 2007-2010. The expected impact is to effectively contribute to the Millennium Development Goal of reducing poverty and hunger by the year 2015, by supporting farmer organizations in developing countries.

Support is provided to strengthen the operations of farmer organizations and to stimulate their economic initiatives. In their capacity to render services to their members, to strengthen POs for their contribution to civil society and advocacy and for POs to advocate on behalf of their members in policy making. It is anticipated that by 2010, the AgriCord-network will have contributed to capacity building of 60 national confederations of producer organizations and their members. The total final outreach is estimated at 2.7 million farmers (men and women, directly reached). Participants will witness an income growth of 25% compared to farmers outside the programme. AgriCord builds up long term relationships with the involved farmer organisations and supports short and long term projects to facilitate their development processes. In 2007 for example, a total of 153 projects were implemented in more than 50 developing countries.

As planning of a new FFP phase II programme takes off in 2009, the farmer organizations and member agencies find it important to take stock of the present phase I and to learn from implementation. This report wants to contribute to this process by presenting a collection of cases (35) which demonstrate evidence of impact. This evidence can further be used to answer questions like:

- Is the programme likely to contribute to the development impact of increased income and food security of the involved farmer families? Is there any interim evidence indicating that the FFP programme is going to achieve its objectives?
- Can the specificity of AgriCord and the advantage of working with POs be illustrated?
- Can useful lessons be learned from this inquiry to improve the programme approach?

At this stage, the report is not yet including a specific consolidation of impact, or an aggregation of impact data. This is due to the fact that the POs and the support involved differ. Also the methodologies for impact measurement and indicators still varied between agri agencies. Increasingly 'stories of change' are brought forward from the field by the agri agencies. The report includes input regarding the scale of these types of effects as described in the stories.

Impact in the reviewed cases is highly positive in terms of increased income, although this cannot be exclusively attributed to the support provided to the producer organization, also external factors have contributed. Impact is also very positive in terms of social confidence, creative attitude and participation in community dynamics, especially for women. The cases highlight the comparative advantage of working through POs regarding improved outreach, adapted extension messages, increased motivation of farmers and more sustainable linkages to markets and institutions.



Research Assistants conducting a focus group discussion in Nyakitunda



Members of DEB responding to evaluation questions

Pictures provided by Trias from Evaluation report of Mbabara District Farmers Association (Mbadifa), Uganda

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## **1. Introduction**

### **1.1 AgriCord-network**

AgriCord was established in 2003 by the national farmer organizations of Belgium, Canada (Quebec), France, Finland, Japan, the Netherlands and Sweden to join their individual efforts to provide assistance to farmer organisations in developing countries. AgriCord coordinates work of its member agencies and donors to improve on professional approaches and efficiency. The Members of AgriCord are:

- Agriculteurs Français et Développement International (AFDI) – France - °1975
- Agriterra – The Netherlands - °1997
- Formation pour l'Epanouissement et le Renouveau de la Terre (FERT) – France - °1981
- Institute for the Development of Agricultural Cooperation in Asia (IDACA) – Japan - °1963
- Swedish Cooperative Centre/Utan Gränser (SCC) – Sweden - °1980
- Trias – Belgium - °2003
- UPA - Développement International (UPA-DI) – Canada (Quebec) – °1993

Each of the members has roots in the agricultural cooperation of farmers in their respective countries and some have established support to farmer cooperation in developing countries since 20-40 years. The agencies have extensive experience in development cooperation and employ trained staff to carry out advisory and facilitation services in this specialized field in developing countries. The only member agency that does not yet directly implement activities in developing countries is IDACA – Japan, which is a training institute. While Finland has not established a separate member agri-agency for development assistance, its national farmer organization MTK is an active member of AgriCord.

### **1.2 Farmers Fighting Poverty programme**

AgriCord and its member agencies implement the Farmers Fighting Poverty (FFP) programme 2007-2010. AgriCord has structural links with IFAP (International Federation of Agricultural Producers). The FFP programme is in line with the recommendations of the IFAP to “Eliminate Rural Poverty and Achieve Food Security” for its members, farmer organizations and governments. These recommendations represent the views of the world’s farmers on agricultural development.

A central aim is to strengthen national farmer organizations (POs) in their capacity to render services to their members, to strengthen POs for their contribution to civil society and advocacy and for POs to advocate on behalf of their members in policy making. Strong farmers organisations and associations can enhance economic development, the democratization of economic relations and can foster democracy. The main objective of the programme is not necessarily to maximize outreach, but rather to intensify it. AgriCord’s advisory services are organized to support quality improvement in service delivery, advocacy and participation in/by the POs translated in members’ confidence to invest in economic enterprises and in sustainable impact.

It is anticipated that by 2010, the AgriCord-network will have contributed to capacity building of 60 national confederations of producer organizations and their members in developing countries through the FFP programme. The total final outreach (= participants in the projects) of the FFP programme is estimated at 2.7 million farmers (men and women directly involved). The participants will witness an income growth of 25% compared to farmers outside the programme. Results for year 2008 show an outreach of nearly 1,500,000 participants as compared to the target 766,000. The program seems to be in track in this respect. A majority of the participants are located at the local level, but the target of FFP is to further increase that percentage.

Funding for FFP implementation is provided by the governments of Belgium, Canada, France, Finland, Japan, the Netherlands, Sweden as well as the International Fund for Agricultural Development (IFAD).

In 2007, a total of 153 projects were implemented in more than 50 developing countries as presented per working area<sup>1</sup> in table 1.

Table 1: Number of projects supported by AgriCord in the FFP, per working area (2007, 2008).

AgriCord Farmers Fighting Poverty (FFP) Work Areas	Total number of projects in 2007 (all funding included)	Total number of projects in 2008 (all funding included)
Work area 01: Participatory policy generation	11	21
Work area 02: Financial management	2	5
Work area 03: Organisational strengthening	25	41
Work area 04: Institutional development	14	22
Work area 05: Grassroots participation	13	23
Work area 06: Training modules and facilities	3	5
Work area 07: Agricultural development (crops)	15	20
Work area 08: Banking, credit, insurance	7	10
Work area 09: Inputs for agriculture	2	3
Work area 10: Agricultural extension	3	7
Work area 11: Market and chain development	16	33
Work area 12: Research for development in agriculture	2	1
Work area 13: Rural development issues, incl. HIV/AIDS	2	5
Work area 14: Gender and women in development	8	6
Work area 15: Information and communication technology	7	8
Work area 16: Diversification to non-farm activities, rural tourism	5	6
Work area 17: Processing and cooperative activities	16	14
Work area 18: Involvement of OECD farmers' organisations	2	9
Total	153	239

### 1.3 Purpose of this report

AgriCord aims at a strong development impact within farmer communities in the developing countries. As planning of a new FFP phase II programme take off in 2009, the farmer organizations and member agencies find it important to take stock of the effects and impact of the many projects under the present phase I as to contribute to improved approaches and strategies in phase II.

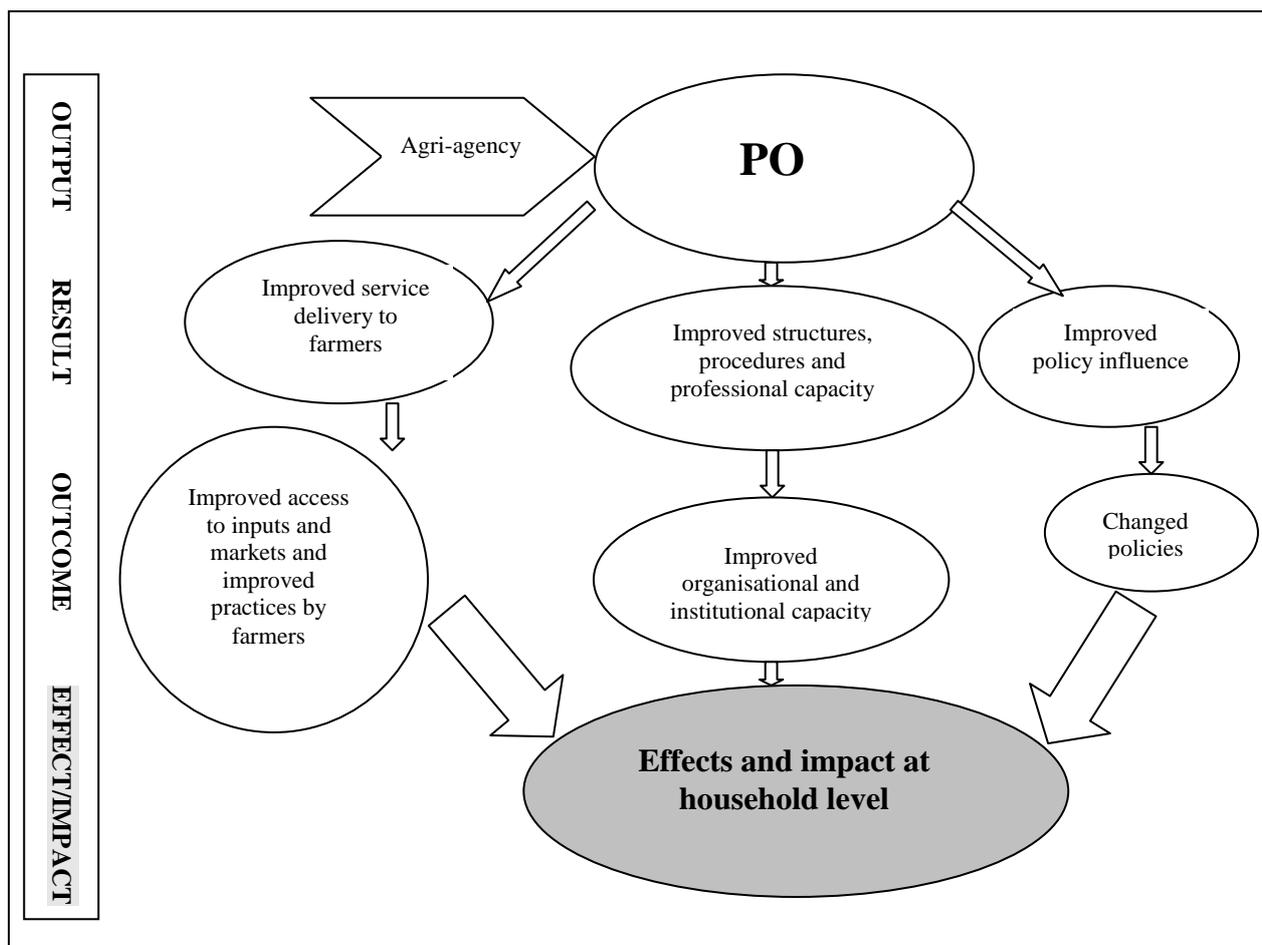
This report wants to contribute to this process by presenting a collection of cases (35) which demonstrate evidence of impact. This evidence can further be used to answer questions like:

- Is the programme likely to contribute to the development impact of increased income and food security of the involved farmer families? Is there any interim evidence indicating that the FFP programme is going to achieve its objectives?
- Can the specificity of AgriCord and the advantage of working with POs be illustrated?
- Can useful lessons be learned from this inquiry to improve the programme approach?

This report focuses on effects and impact registered at the household level of farmers. Agri-agencies support producer organisations (POs) directly and therefore support is not directly targeted to farmer households. It is the PO who will further improve its professional capacity and service delivery, its organisational capacity and its institutional linkages and policy influence. These together affect the household level of farmers, as illustrated in figure 1.

<sup>1</sup> The definition of the 18 work areas is based upon an analysis of project and programmes with POs in developing countries. All requests from producer organizations (POs) have been linked to one or more "specialised field". Some of the areas, such as gender clearly have a cross-cutting importance and is more a programme management issue. Other cross-cutting issues, such as environmental concerns or innovation, are not (yet) separately addressed.

Figure 1: Explanation of the terminology and level of impact in this report.



The available evidence has been screened for effects/impact. Some of the cases only report effects, e.g. increased yields, but have not measured the increased income or further effects on well being in the households. These cases are also included in the text (it is assumed that unless markets fail, these effects will turn into increased income or food security).

This chapter continues with describing the inventory of the cases of evidence which are then presented further in the report. Chapter 2 provides evidence of development impact from the early stages of the FFP programme presented as 30 cases. Chapter 3 discusses the present challenges for measuring impact and the operational aspects of consolidation of evidence of impact in AgriCord and provides suggestions for improvements.

## 1.4 Inventory of evidence of impact in AgriCord

### 1.4.1 Availability of evidence of impact at the household level

AgriCord's member agencies assess continuously the results and outcome of their work and projects with producer organizations and their members. Despite the early stage of the program FFP (2007), the member agencies have already collected some evidence on effects and impact of the POs efforts at the level of the households. Some of the impact however covers a longer period of support than 2 years only, some even 7 years. For this report, 35 case studies (including 'stories of change') have been screened and summarized for effects and impact at the household level, representing evidence from about 30 producer organisations.

Different approaches and methods of evidence collection have been used, depending on the best 'fit' to the specific type of support, the type of partnership and the identity and capacity of the PO.

The evidence is presented as a result of external evaluations in 12 of the cases, while the remaining cases reflect an internal self-evaluation of the producer organization and the AgriCord-member agency. This dependence on 'internal' sources can limit the objectivity. In addition to 9 cases of story harvesting and 9 other qualitative assessments, 12 impact evaluations also include a quantitative assessment. Annex 1 provides an overview of the assessments which are briefly presented in this report.

Increasingly story harvesting is used to illustrate household effects and impact by agri-agencies. Following the identity of AgriCord, many of the stories are harvested by farm leaders, members of managers of farmer organisations. While they give a good picture of the type of effects on household level and especially the way changes came about, the level of representation of these effects have not always been included in the past. AgriCord is currently in a process to professionalize the framework of the story harvesting methodology to arrive at a better view of the level of representation. In the meantime, the scale of the interventions has been added to the cases.

AgriCord supports POs to render better/more services to members or for strengthening their organisational and institutional capacity. The way the effects on households are measured are different for both strategies and especially the challenge to attribute changes on the level of farmer households to the support of AgriCord is more important in case of indirect support via organisational and institutional strengthening of POs.

- Despite existing high quality methods of AgriCord for assessing impact on the organisational strength of POs (cfr. the profiling tool of AgriCord) and despite existing indicators to assess policy influence in the agri-agencies, the attribution of household effects to these changes of policies and capacity of POs remains difficult. In this report, not many cases are included of impact on household level through policy influence of POs, not because the cases illustrated the impact of policy influence on household level, not because the cases don't exist but because in the available reports, the link has not been made to the effects on household level. The cases of evidence of impact in this report therefore over-represent the effects of improved service delivery and collective marketing by POs and under represent effects on households via a stronger civil society and changed policies through stronger POs.
- To address these issues, AgriCord plans to have regular thematic evaluations, covering several interventions of several agri-agencies, to have a better view on the total impact.

The challenges on representation, measuring of income and attribution are not only experienced by AgriCord but are more in general challenges for interventions in agricultural development.

#### 1.4.2 Outreach of the programs

The FFP programme in 2008 outreach is in table 2 by work areas and in table 3 by geographical levels. Outreach of the programme has developed according to plan. In terms of impact, the number of beneficiaries is higher than the one million people which is the number of direct participants at the local level.

Table 2: Outreach over the different working areas of FFP in 2008

<b>Outreach (participants) per Work Area:</b>	<b>Realisation 2008</b>
1. Participatory Policy Planning	19,283
2. Financial management	74
3. Internal organisational strengthening	358,517
4. Institutional development	350,224
5. Grassroots participation and membership drive	355,772
6. Development of training modules	11,730
7. Agricultural development	65,281
8. Banking, credit, insurance	41,997
9. Inputs for agriculture	16,336
10. Agricultural extension	20,931
11. Market and chain development	122,242
12. Research for development in agriculture	0
13 Other services, including HIV/AIDS	373
14. Gender and women in development	15,285
15. Information and communication technology	19,780
16. Agro-tourism	1,660
17. Processing of agricultural products	32,886
18. Involvement of constituency in OECD countries	36,248
19. Monitoring and evaluation	7
<b>Total</b>	<b>1,468,646</b>

Table 3: Outreach at different geographical levels for in 2008

<b>Geographical level</b>	<b>Outreach (persons)</b>
World level	425
Regional level	16,179
National level	123,175
Provincial level	271,708
Local and grass-roots level	1,057,157
<b>Total</b>	<b>1,468,646</b>

#### 1.4.3 Specificity of the observed effects

The type of effects and impact included in this report is diverse, ranging from increased yields to better market linkage, improved confidence, improved household and community relations and improved downward accountability of governments. The cases also illustrate that working through POs or cooperatives has specific advantages.

- Advantages for a wider and faster outreach (illustrated by Trias in Vietnam; UPA-DI in Guinea; Agriterria in Armenia).
- Advantages for more effective and more sustainable linkages to:
  - other donors (illustrated by Agriterria in Niger, AFDI);
  - to more important markets because of larger volumes, more homogeneous volumes and better negotiation position (illustrated by SCC in Kenya and Uganda; Trias in Uganda; Agriterria in the Philippines, Niger, Benin; illustrated by UPA-DI in Mali, Burkina Faso);
  - and to research institutes (illustrated by SCC in Kenya).

- Advantages for collective access to cheaper inputs (illustrated by SCC in Malawi, Agriterria in Armenia; FERT in Morocco and Tunisia).
- Advantages for worldwide exchange with other farmers (illustrated by AFDI in Burkina Faso, Mali, Madagascar and Agriterria in Niger).
- Advantages to render long term and adapted support to POs and farmers, not connected to short term projects, and promoting reinvestment in agriculture of farmers' profits (illustrated by FERT in Morocco, Tunisia; by AFDI in Burkina Faso, Agriterria in Benin and Armenia).
- Advantages of POs influencing necessary policy changes and downward accountability of governments together with strengthening their service delivery to farmers (illustrated by SCC in Nicaragua; SCC in Zambia; UPA-DI in Guinea).
- Advantages to motivate farmers to adapt to innovations by being continuously exposed together and by gaining confidence as experiencing change processes together, also leading to better participation and empowerment of women (illustrated by Agriterria in Benin, Niger and Nepal; AFDI in Burkina Faso; UPA-DI in Senegal; SCC in Kenya, Malawi, Rwanda, Tanzania, Uganda; FERT in Tanzania).
- Advantages for direct communication with the grass root level, more adapted extension messages (compared to general public extension messages). Advantages of extension services by the PO that combine production messages with social issues (nutrition, health, literacy), with marketing aspects and natural resource management messages (through public systems these messages reach the farmers separately). The grass root participation also allows for more participatory exit strategies, adding to sustainability. (illustrated by SCC in Nicaragua, Agriterria in Benin; SCC in Zambia and Kenya; UPA-DI in Burkina Faso and Guinea, Agriterria in Uganda; Trias in Uganda and Vietnam).
- Advantages for faster adaptations to external shocks, like market volatility and climate changes. Thanks to pre formed communication channels and organised structure of POs, members of POs have advantages to be timely informed and to take quick collective actions in vulnerable times (illustrated by SCC in Tanzania and Kenya).

## **2. Cases of evidence on impact in AgriCord**

Most cases of evidence show many types of effects and impact as a result of a combination of several types of support. The most obvious way of classification was made in this report, based on the cases of evidence from the field. Note that the classification of the cases under this chapter and the content does not necessarily reflect the full strategy of AgriCord or agri-agencies but is experience based. AgriCord intends influence positively incomes, income distribution and on democratization via improved service delivery, increased contribution to structuring civil society and intensified advocacy by POs.

### **2.1 Income effects from increased agricultural productivity and improved marketing**

There are four main support strategies to improve agricultural productivity of small scale farmers by their producer organisations:

- skills training for agricultural practices and new techniques;
- microfinance for agriculture;
- agricultural inputs;
- markets for agricultural products.

The majority of interventions provide support to POs for all the different aspects at the same time. Where possible, the effects by type of support have been given below.

### 2.1.1 Income effects through improved access to inputs

**1. This story illustrates how a cooperative in Niger has been introduced to improved potato seeds via exchange with organised farmers in the Netherlands. The cooperative has convinced FAO to distribute these improved seeds on larger scale. This has resulted in more stable household food security.**

“In Niger, a mother of a household of 15 acquired improved potato seeds through a horticulture cooperative, FCMN-NIYA. The cooperative convinced FAO to import improved potato seeds, which had been introduced to members of the cooperative in an Agriterra supported farmer-to-farmer exchange. By using the improved seeds, the yield and profit of her harvest has more than doubled. Earlier, 20 kg potatoes resulted in a maximum harvest of 250 kg. Currently, with the improved seeds, 20 kg of the improved variety yields 543 kg potatoes. Consequently, she can feed her household with these potatoes and she has been able to sell some potatoes recently. With the increased income she repaid the debts she had made during the food crisis and she has also been able to buy basic food reserves, to overcome emergencies.” Having access to direct information and exchange between farmers has supported a quick adaptation process for farmers and has motivated the cooperative to negotiate with FAO. (*Agriterra*) *Outreach* 20,639 farmers.

**2. This story demonstrated how a farmer association can be crucial to convince and motivate farmers for crop diversification into more risky commodities and to link farmers to the market. Also, being member of a PO, stimulated this farmer to reinvest his profits in agriculture.**

“In Benin, a farmer witnesses that he was eventually convinced to start growing pineapple with the help of training, motivation and a small credit for fertilizer, by the farmers association (UPC, Makos). Currently he has planted 1,25 ha of pineapple already, without being in debt to anybody. The farmer association has received institutional support and assistance for export of pineapples through Agriterra which had direct effects on their members in terms of market linkage. With the improved market linkage, the respective farmer made a profit of 445,000 CFA (after cost reduction) from his pineapples in 2005. With advice from the farmers association, he has invested his increased income in acquiring additional 0.5 ha land, a new water tank and more agricultural inputs for the next season.” (*Agriterra*) *Outreach* 3,561 farmers.

**3. The next case illustrates how a farmers association in Uganda has been very effective in reaching farmers with their own extension services and how these agricultural and market messages are combined with messages on health and nutrition. Increased income is therefore translated in better social care for the household and has also been reinvested in agriculture.**

“In Northern Uganda, improved seeds, training and market linkages for sunflowers through UOSPA (Uganda Oilseed Producers and Processors Association) have brought about important changes in farmers’ lives as witnessed by a farmer. UOPSA has received institutional support from the programme and provides extension services to its members for sunflower cultivation, of which Patrick is one. Patrick is visited twice a month by an extension officer, to provide training on good agronomic practices and about health and nutritional issues. The officer also supports farmers to organise themselves in sunflower marketing groups. Patrick estimates that, compared to the period before he grew sunflower, he is now earning 1,000 to 2,000 Ugandan Shillings more per day. He feels that he can support his family better now and that he is enabled to take better care of his cattle. With his sunflower cultivation, he can save some money, which he plans to invest in the education of his two young sons.” (*Agriterra*) *Outreach* 13,098 farmers.

**4. Data from Benin illustrate how the combination of increased technical capacity for extension and improved market linkages for cash crops of a farmer organisation, have been very effective to increase yields at farmers level. The improved integration of farmers in these value chains remains vulnerable at this moment.**

“In Benin, the capacity of FUPRO has been strengthened to improve technical capacity of farmers for pineapple production and to improve their integration into the pineapple marketing chain. FUPRO has equally strengthened its lobby capacity. As a result of the improved services and local lobby, FUPRO members have achieved increased pineapple yields and market prices. Between 2006 and 2008, the

average yields of the involved farmers increased from 25 tons/ha to 65-85 tons/ha. The percentage of export quality pineapples increased from 22% to 48%. Thanks to the improved quality and better market linkages, the farmer price for pineapples raised from 50 to 90 F/kg. FUPRO equally improved service delivery to the members for rice and cassava. Cassava yields have improved from 15 to 35 tons/ha between 2006 and 2008 and rice yields increased from 2.5 tons/ha to 6 ton/ha. An external evaluation judges the improved value chains successful but still vulnerable." (*Agriterra*) *Outreach 1,200 farmers.*

**5. The impact data of members of Mayawa in Kagera, demonstrate how farmers have increasingly been able to profit from potential positive regional marketing trends as a member of the farmers association. At the same time, the impact data illustrate that market studies have not been readily available when necessary, resulting in unexpected market shocks or unexploited opportunities for farmers. Also, volumes remain too limited to attract large buyers.**

"Mayawa is a regional farmer organisation in Kagera, Tanzania, which is active in both rural and urban areas. It has received organisational support for several years since the 1990's. Mayawa has contributed to introduction of small holder production of vanilla, mushrooms, rosella and jatropha in Kagera. Successes have been recorded, but they have not been fully exploited because of deficient market studies when introducing new crops. Still, a quantitative survey found that the average farmer income from non-traditional crops increased by 326% in the rural areas and by 441% in the urban areas. The average annual production of food crops increased with 17% and 5% for urban and rural districts respectively between 2003 and 2007. These gains cannot only be attributed to Mayawa. Mayawa has rather empowered farmers to make the most of the positive external influences. Despite the high production increase, the volumes are still too low to attract large buyers that require assurance of continued supply of reasonable quantities. There are initiatives underway for Mayawa to get an organic certificate for vanilla, which is expected to boost their marketing potential. The increased income has helped to improve the quality of housing of members: 54 % of the houses were made of bricks in 2007 against 30% four years earlier, 46% houses had mud walls compared to 70% four years earlier. 49% of the respondents own a phone now, 90% acquired this phone during the programme period and used it for market information. The major elements of further impact on farmers' well-being are: improved food security, increased confidence, optimism and trust that have evolved over the years of the organization's existence." (*Trias*)

**6. The example of the support to a provincial farmers organisation in Vietnam (VFA Cantho) illustrates how capacity building of the PO, has improved the outreach towards minority groups and has contributed to a more demand driven approach of the extension services. The support has increased marketing, profitability and at the same time natural resource management of the involved farmers. Operating in Vietnam, of course one deals with an attribution problem, certainly the interventions are not solely responsible for the improvements. Also, the successes on local level have been difficult to institutionalise on higher levels of VFA.**

"VFA Cantho (Vietnam Farmers Association) has received support for many years with a focus on improving its service capacity for members to increase crop yields, crop diversification and better natural resource management. Important effects have been found in an external quantitative survey. The average rice yield among project members in 2007 was 1.22 times higher than in 2003 (from 5.8 tons/ha to 7 tons/ha in 2007). The cost of production has reduced by 19% in five years' time in two project areas and 25% in two other project areas. The application of in line seeding, 'Leaf Colour Chart' for nitrogen management and Integrated Pest Management ('3 reductions, 3 gains') contributed to lower cost because of reduced use of seed, pesticides and nitrogen fertilizer. Outreach was better than estimated: 59% of the poor in these communities were included (against 50% as planned). Group formation at hamlet level contributed to the wider outreach amongst minority groups. In VFA Cantho, Vietnam, the farm sales prices increased by 21% for agricultural products and with 16% for non-agricultural products. This was thanks to higher quality products, better organised transportation and better timing of sales. A generally higher market demand, which was not controlled by the project, contributed to the results. The average income of the target group increased from 185,263 VND/person/month in 2003 to 311,315 VND/person/month in 2007 (times 1.7). This study showed that the improved income resulted in improved well-being and increased investments. The successes on local level have been difficult to institutionalise on higher levels of VFA." (*Trias*)

**7. The support of SCC to Mviwamo in Tanzania (Monduli) illustrates how support to POs can directly influence the coping mechanisms of farmers to climate changes. However, the case also illustrates that ‘farmers in transition’ (from being cattle keepers to becoming agriculturalists) need diverse, intensive and long term support in the present fluctuating circumstances, and cannot all be guaranteed by one project.**

“The project started in 2007 for 613 members of Mviwamo, whose members are 58% women. The project mainly supported Mviwamo to strengthen professional performance and participation and to improve services to members to increase their farm diversification, marketing and food storage in the light of climate changes (drought). Mviwamo has been trained in financial management, farmer organisations management and in enterprise selection and management. They were involved in exchange sessions with other POs in East Africa. Their service delivery has become more efficient. As a result, 76 households have constructed grain storage facilities, 8 producer groups (150 members at least) engaged in chicken keeping. Also Maasai are adopting (slowly). Honey production was introduced and combined with improved quality and packaging, resulting in more than doubling prices. Limiting factors for further impact are the lack of literacy, regular unexpected droughts and lack of water supply for livestock. The needs are higher than can be offered through one project, and time is needed for tangible outcomes in such vulnerable context and with a target group in transition”. (SCC)

**8. A woman, farming in Malawi, illustrates the effectiveness of support to local farmer groups (members of NASFAM) for farm diversification, improved marketing and household food security. The group approach for training increased her motivation and the provision of cheaper inputs via the farmer association has pulled her further into the business.**

“The support project to NASFAM and other associations in Malawi by SCC, reached 60,000 farmers. One of the members witnesses that she joined a local farmer group and has since been regularly visited by the field workers of the PO. The PO also provides her with group training for crop diversification. She also had access to fertilizer and seeds for sweet potato at a cheaper price. This has helped her to grow sweet potatoes, water melon and tropical fruit in addition to the traditional maize. She is now able to feed her family and also sells some products at the local market. The sales provide her with an additional monthly income of 400 SEK. She has been able to construct a brick house with this profit.” (SCC) *Challenges: Production is still largely subsistence oriented and market information is not fully utilised to guide the production of commodities.*

**9. A farmer, member of Nembure farmers’ cooperative society in Kenya, describes how he managed to break the circle of poverty through farm diversification and improved marketing. The fact to interact and socialize with other farmers of the cooperative has been the start of and been his major motivation to remain member of the cooperative. The cooperative has further supported him all the way to smoothly roll out his first initiatives towards more intensive farming. Despite the improvements and continuous support, he finds he remains vulnerable to market price fluctuations.**

“He had always been eager for information and received this information by socialising with people. This was initially also his main reason for joining the cooperative. In the cooperative, he was informed on the potential of growing passion fruits. Initially he planted 70 un-grafted plants and his initiative grew eventually to cultivating 280 of grafted plants. He also started investing in poles, wires and sprays to fully protect his plants. According to him, the production costs are reasonable but market price fluctuations can pose problems. The fruits are harvested and marketed locally on a weekly basis and brokers collect them from the farm to sell at the Embu market. His passion fruits fetch an average Kenyan shillings 6,000 per month, which is an additional income to his traditional coffee and subsistence farming. Since he succeeded in growing passion fruits, he has also expanded his farm towards papaya, water melon and tomatoes. These complement his income when the passion fruit price is low. He feels relieved because he does not have to worry anymore about family expenses and school fees. He is a proud father now.” (SCC) *This example is lifted from a project which reaches almost 200 primary cooperatives in 15 districts in Kenya. The project reaches more than 40,000 farm families who are members of these primary cooperatives.*

**10. In Tunisia and in Morocco, ‘sowing without ploughing’ (no till) was introduced through grassroot groups and associations. As a result the farmers’ income and environmental sustainability increased. This approach through associations enabled quick replication and**

**stable linkages to research institutes. The case also illustrates how gradual and long term support to these important change processes has been necessary for farmers to fully adapt. Moreover, exchange with farmers in France, has been an extra motivation for the farmer groups to bundle their forces. Finally, the fact that organised farmers have been able to buy collectively capital intensive equipment has certainly contributed to the success.**

“Direct sowing has major positive effects in reducing erosion and shows also important labour saving and cost saving characteristics that allow vulnerable farmers to increase acreage and crop diversity. The project argues that facilitating the process of farmers to organise themselves in grassroots groups and into agriculture conservation associations that function as platforms of cooperation between research institutions, farmer organisations, technicians and private companies, has in particular promoted the introduction of this new technology. The introduction of the improved techniques is gradual. Farmers need to be convinced of the advantages and need to collaborate with each other before they invest in the relatively costly sowing equipment. A case study of a group of farmers of Mateur (Tunisia) illustrates these dynamics. The support started in 2001 by introducing the advantages of direct sowing to three farmers and by renting a no-till sowing machine. 17 ha were directly sowed. In 2002, their yields rose from 12QTx to 20 QTx and in 2003 from 54 QTX to 58 QTX. Four years later, in 2005-2006 after exchange visits with farmer groups in France, and Spain, seven farmers started a cooperative (El Manuel) and bought a seeder together. They sowed directly (without ploughing) 672 ha of land, which is 44% of their land. The yields of the crops have more than doubled. Whereas in 2001, direct sowing was only applied for wheat, now seven crops are directly sowed. The support has facilitated the process because it has covered a long term period allowing farmers to adopt the new system on approximately 80% of their land.” *(FERT) Similar dynamics have been observed in Morocco with support to the formation and activities of the Khemisset Chaouïa cooperative (started in 2000). The process of introduction of ‘no till’ cultivation was slightly different from in Tunisia but also shows some similarities. “Since 2000, 10 of the 20 farmers of the cooperative started ‘no till’ cultivation on 19% of their total acreage and for three crops. After years of borrowing cultivators, sometimes of inferior quality, the cooperative felt sufficiently confident to buy a no-till sowing machine in 2005. Now, approximately 30% of the members’ land is cultivated directly by the community-owned seeder. In all cases, yields are at least the same as in conventional systems.”*

**11. Fédération des Paysans du Fouta Djallon in Guinea has been supported since 2001 by UPA-DI. An evaluation in 2008 provides evidence of the increased capacity of farmer organisations, of changed agricultural practices, increased yields and better natural resource management. Working with organised farmers has contributed to a fast increasing outreach. Literacy and numeracy classes for members have positively contributed to their adaptation rates for new techniques. Market and climate volatility remain risk factors for farmers, despite important income and safety net improvements.**

“Support was provided in the field of organisational strengthening of various levels of farmers groups and organisations.

- The evaluation has found that literacy unblocked farmers to capability to effectively apply the new agricultural techniques and increased their interest in more professional agriculture. 5,708 farmers have been trained in literacy of which 70% effectively managed to read and write after the course. Quantitative research showed that 84% of the members who took literacy courses now sow in lines, 78% respect better fertilizer use and 58% produce and use compost.
- The programme also supported farmers with introduction of new processing techniques. Important has been the drying techniques and equipment for onions of which 625 members of 43 groups have benefited.
- Also clearing and opening of new farm land has been important. In total, 76 ha have been cleared and are currently planted with rice, tomatoes, egg fruits etc.
- Environmental management has improved as 50% of the studied groups now have stone corridors in their fields, 100% of the groups use hedges, 20% of the households use wood saving stoves.

As a result, the crop yields have increased, although the results are troubled by the harsh climate. Potato yields increased from 17 tons/ha in 2003 to 23 tons/ha in 2005/2006 in the plains. Sales margins have more than doubled for potatoes at the riverside, but declined for potatoes in the plains, mainly due to high initial investment costs. The tradable volumes in onions increased by 30 to 40% in the studied groups and the total income from onions in these groups more than doubled as also the price per kg

increased. The markets in Guinea are vulnerable to the extent that it is difficult to predict whether sustainable income increase will take place. An evaluation survey found that households borrow less from each other and spend more on food, housing, health care and medication, clothes, agricultural equipment and household utensils. The scale of the effects can be estimated from the total 382 groups involved and the number of members 2,841 that paid a membership fee.”(UPA-DI)

#### 2.1.2 Income effects through improved marketing access

**12. The support by SCC to cooperatives in Kenya, illustrates the potential of small cooperatives to contribute to input supply, market linkages and especially improved market payments for small scale farmers, influencing positively their incomes. The example also illustrates how working with cooperatives has advantages for farmers to cope more quickly and in a sustainable way with difficult external circumstances.**

“The project has supported 43 primary agricultural cooperatives, 15 small scale farmers organisation and 15 youth groups in 2006-2009. About 6,300 direct beneficiaries are participating via the cooperatives, of which about 43% women. The support of SCC contributes to organisational strengthening of the cooperatives, and to more and better service delivery to the members by the cooperatives. More specifically, a participatory monitoring and evaluation system was strengthened and the professional capacity of cooperatives for democratic principles and for service delivery (market related) to members was built. Also measures to strengthen the accountability towards members have been taken. For the members of the cooperatives, this resulted in improved and more diversified services to members and in better payments for their products by the cooperatives. For example, the price paid for milk for members of the Kyumbi dairy association increased with 30%. This took place thanks to higher market prices generally, but also thanks to the fact that the cooperative started to produce yoghurt and linked the members to lucrative markets. Not only prices for farmers increased, but their profitability was further increased by collective supply of inputs for farmers, combined with raising awareness on environmental issues. This type of progress has been translated in an income increase for the members of 46%, despite drought and political violence in Kenya. Still, the example of SCC in Kenya illustrates that working with farmer organisations has the advantage of being close to the analysis of effects by farmers and of working close to farmers to introduce new strategies. Climate changes have quite suddenly introduced longer drought spells in Kenya. Apart from directly introducing drought resistant crops and testing drip irrigation, the project is also able to link the cooperatives directly better to surrounding research institutions in order to search continuously new solutions with them.” (SCC)

**13. The Kenya Federation of Agricultural Producers (KENFAP) has been supported to provide funding for micro-projects of grassroots farmer groups. Although the support had operated only for one year at the time of the evaluation, the potential for improved incomes is illustrated by some of the cases. The sustainability and technical capacity of the projects was still weak at the time of the assessment and exchange of lessons learnt between the decentralised farmer groups needed to be intensified.**

“Most of the micro projects involved set up of small, local farmer owned enterprises for input supply, production or market outlet. In the evaluation sample, three micro-projects had helped to start farm input supply shops. Farmers were enthusiastic to be able buy high quality seeds at lower price (20% less) and at a short distance to their homes. One shop serves about 1,200 member households. Another project supported the introduction of commercial beekeeping. Nine groups received 10 hives each with the necessary training and follow up. The harvest is counted at about 10kg per hive at 200 shilling/kg on the local market. Also a fruit processing unit, a nursery for improved bananas and a milk market for members were established. The latter managed to pay 21 shillings per litre for goat milk compared to 13 shillings paid by the regular buyers.” (Agriterria) *Each of the micro-projects has an effective participation of 40-60 people.*

**14. The next case illustrates how support to members by a farmer organisation can cover all aspects from production till marketing and hold trumps to increase farm profitability and to motivate farmers to reinvest the profits into agriculture.**

"In Armenia, a farmer reflects on the impact of his membership to the supported Aygegorts Agricultural Association. The main effects at the household level are better access to agricultural inputs like fertilizer and fuel and a decline of 20% in the purchase price of these inputs. Farm inputs are also of better quality and less risky to use. Members of the cooperative also have also access to training and consultancy services of the National Agricultural Federation. Because of this support, the farmer now sells apricots for export at a higher price than on the local market. Based on these advantages, he has invested in additional 4 hectares of land and rents also 2 additional hectares of land. He judges his overall farm business is larger, less vulnerable and more profitable." (*Agriterra*) *Outreach 375 farmers.*

**15. The following data illustrate how farmers can very fast increase volumes of maize and sugar collectively in the Philippines and become quickly competitive compared to the rest of the private collectors. The bulk and the strengthened marketing position has pushed up the farm gate prices.**

"In the Philippines, NATTCO (National Confederation of Cooperatives) has been supported to improve farmer owned marketing systems for maize and sugar since 2003. Sugar farmers' sales volumes have increased significantly from 7 tons in 2004 to 14 tons in total in 2006. Now the farmers' sales equal the volume sold by the larger local collector enterprises. Also members' farm gate prices have increased. The price advantage per bag of sugar is P20 and for maize P0.20 - P0.3/kg. With the increased returns from farming, it is expected that this will improve the quality of life in the members' households." (*Agriterra*)

**16. An extensive external evaluation of the five year support to the Mbadifa district farmers' association in Mbarara district by Trias, shows important improvements in organisational capacity of the association which reflects in improved service delivery, higher agriculture yields and improved market linkages. This further contributed to the economic status and to the social conditions of both men and women (members). However, the DFA has not yet become economically sustainable as yet.**

"An assessment of the organization's capacity indicates that both institutional and organizational capacity have improved with the planned systems and procedures in place. The programme worked on strengthening groups of small scale farmers (181 groups, 44 affiliate and 137 self-help groups, were strengthened). Members were supported in applying a more business oriented approach. Every farmer belonged to either an economic or a social group.

- Results revealed that 16,109 members (9,022 women, 1,030 youth, and 6,057 men) were gaining skills in at least one targeted potential income generating enterprise. Farmers reported improvements in yields and 99% of the farmers selling at least a product/commodity per month. Also farm diversification improved with the majority of farmers involved in banana, milk, goats and vegetables.
- Farmers reported that the programme supported them to improve their incomes through training in husbandry practices, formation of farmer groups, providing market information, facilitating market linkages and facilitating linkages to other service providers. The socio-economic status of farmers (56% were female), has improved with 94% of the farmers having increased household incomes. The number of farmers who used to earn less than 50,000 per month for example, dropped from 68% to just 19%. All households reported improved food security and being able to afford at least 2 meals per day. Housing improved, with 80% of the farmers owning decent housing with between 3-6 rooms.
- Decision making has improved with 56% of the households making joint decisions. Workload for women has reduced.
- Education of children, both boys and girls, improved compared to the time before the programme. Ability of farmers to meet their social obligations also improved as a result of improved incomes.

The economic sustainability of the DFA is not guaranteed yet. Therefore, the evaluation concludes that any support to POs should take off with participatory agro-enterprise development, which helps farmers to respond to market requirements. This reduces over-expectations and stimulates farmers' active involvement, which also facilitates ownership, commitment and confidence." (*Trias*)

**17. The case of a farmers group in Uganda, member of UCA, demonstrates the benefits for farmers from adapted and professional training on the warehouse receipt concept. The**

**warehouse receipt scheme was complemented by a credit and loan association leading to decreased vulnerability. More sustainable links with more important markets were established thanks to the sale of larger quantities.**

“In Mukono district (Uganda), a group of farmers joined forces to store and sell rice in a warehouse receipt scheme. They received training and advice from the Uganda Cooperative Alliance (UCA), a partner of SCC. The farmers can store their rice in a common warehouse and decide themselves when they want to sell their harvest. They can take out loans against their warehouse receipts from a UCA supported savings and credit association whenever they need to. The chair of the cooperative witnesses: ‘the loans mean that we don’t have to sell when the prices are low. Working together also means that we can get better prices. We are now also supplying rice to Makerere University, which is something that we never believed possible.’ (SCC) *The Area Cooperative Enterprise is a concept of organising marketing cooperatives which has been developed by the Uganda Cooperative Alliance with support of SCC. These marketing cooperatives cover many districts in Uganda. The warehouse receipt system is increasing in importance as farmers realise the only way to effectively participate in the larger markets is through increased volumes, quality and at the right time.*

**18. The example of the Mvindi cooperative in Kenya illustrates how a cooperative has initiated and facilitated the way out of the cotton crisis for their members by joined reflection, study tours, by their potential to attract more important traders and by their ability to immediately provide adapted extension services (whereas the official extension services mainly bring the general messages on classic crops). The membership remains however quite limited up till today, indicating high thresholds to access for vulnerable farmers.**

“A member of Mavindini multi-purpose cooperative in South Eastern Kenya tells about a special evolution in his life and within the cooperative. The cooperative was formed in 2002 to improve the production and marketing of cotton (at a time when the cotton sub-sector was declining). Active membership shrunk to 69 (51 men and 18 women) and the cooperative could not provide inputs anymore. Sons and daughters of many farmers went to work in big towns in Kenya and parents became dependent on their remittances. Support to the cooperative started in 2006 and facilitated a reflection between the farmers on possible ways to improve their livelihoods, insisting on opening their minds for alternatives. Options were limited because the area is regularly affected by drought. The cooperative decided to explore the collective marketing of mangoes as an alternative. 8-9 months of intensive seminars and a market orientation study visit to fruit exporters and processors in Mombasa took place. One exporter expressed interest in making a business deal with the cooperative. He offered a price of 10 shillings per piece of mango, 7 shillings more than the price paid by local middlemen. Unfortunately, only ten farmers had maintained their trees to the standards of the exporter. Therefore the cooperative supported to provide extension services for the maintenance of mango trees. In 2007, 46 additional farmers managed to sell to the exporter and in 2008 another 158 farmers joined. The member expects to earn 300,000 shillings in 2008 from mangoes compared to 40,000 shillings in 2007. He states: I did not realise that a farmer can earn more than people who are employed in the big cities. I am now better off than many people there.” (SCC) *This is a case of a project that reaches 200 primary cooperatives in 15 districts in Kenya.*

**19. The support of SCC to ZNFU in Zambia, illustrates how effective changes in marketing behaviour, prices and transaction costs, demand multiple project approaches which can be combined and coordinated within one PO. The market linkages are also very effective to increase the membership base. The case further illustrates how advocacy efforts by the farmer organisation have contributed to improvements on farm level. The case highlights the strategic potential of working via a mix of small and larger scale farmers in one organisation and of a more participatory exit strategy via the PO.**

“The support of SCC to ZNFU (Zambia National Farmers’ Union) took place between 2006 and 2008. Important ingredients of the approach for improving market access have been the introduction of a price and trade information system (price information on 24 commodities accessible by mobile phones), bulking of produce and collective marketing, awareness training on micro finance practice. Also support to improve access to agricultural inputs and skills training was included and crucial for the positive results. HIV mainstreaming and gender have further contributed to inclusion of the vulnerable into the successful approaches. From the organisational part, the membership of ZNFU increased from 5,659 to 9,313 members between 2005 and 2008. Lobby activities of ZNFU have contributed to the success of

the marketing and productivity initiatives. ZNFU managed to lobby with the government to increase the number of beneficiaries for the national 'Fertiliser Support Programme'. As a result, the number of national beneficiaries increased from 70,000 to 200,000 small holder farmers and the subsidy increased from 72% to 82%. ZNFU also facilitated strategic collaboration with organisations to foster conservation agriculture. Finally ZNFU has been active in various regional and international trade agreement discussions. The different support initiatives have improved the price negotiation processes of farmers and their access to better paying agricultural markets. ZNFU knows a unique membership base characterised by a mix of small scale and larger scale farmers. Thanks to the larger scale farmers, activities tended to take a more business oriented nature and small scale farmers were inspired. The project also illustrated that a participatory and well managed phase out strategy, leads to increasing financial contribution by DFA and farmers." (SCC) *The main challenge of support to ZNFU is the planned major shift from project support to institutional support.*

**20. Support to collective marketing systems of farmers in Burkina Faso (for ten years) has increased its scale and decreased vulnerability of the members. The combined support for agriculture productivity, marketing and for improved access to credit through the PO has been crucial for the success. The membership base is still relatively weak in terms of numbers however, and has not been able to break the vulnerability circle of doing business individually with local private traders by a good part of the non members. Despite good progress, the cooperatives have not reached economic viability yet.**

"In Burkina Faso, the UGCPA-BM brings together products from 1,550 small scale farmers (1,050 women and 500 men). The marketing involves mainly dried grains, sesame and bissac. The success took off, thanks to an integrated economic approach which includes marketing and an annual credit line of 500 million CFA, strengthening of the warehouse systems and extension services to members. This has made them strong players in the market and allowed them to decrease farmers' vulnerability to market fluctuations. UPA-DI is only one of 6 donor programs that UGCPA-BM benefited from and thus the success cannot be fully attributed to UPA-DI. An evaluation in 2006, points clearly out the advantages of being member of UGCPA-BM: by having direct payment when delivering grains to the warehouse; proximity of the warehouse; equipment to clean grains; possibility to sell small quantities of grains; possibility for supply during hunger periods. Also for Bissap there were important results. The production has increased from 1.6 tons in 1996 to 40 tonnes in 2007. The production is bio-certified with efforts of the PO, which gives access to European markets and to better prices for the product. However, the membership is limited to about 1,500 farmers, meaning that the majority of farmers are not members of UGCPA-BM. Reasons of the relatively low membership numbers, are the fact that many of the farmers are still only producing for subsistence and don't have surplus for the warehouse. Secondly, the fact that some farmers are bound to private traders, from which it is difficult to escape, limits membership. Another challenge is the financial sustainability of UGCPA-BM, not reached yet in 2006." (UPA-DI)

**21. In El Salvador the cooperative dynamics in CONFRAS (confederation) were strengthened and CONFRAS was enabled to contribute to farm diversification and marketing, resulting in increased income for farmers, incl. women, and despite negative external trends. There is still need for continuous attention and awareness creation for farmers to produce according to market demand. Also, despite high female membership, the participation of young people and women in managerial roles remains relatively low.**

"The support involved 11 cooperatives and 5 women's committees (representing in total 328 women and 388 men). Functional and organisational aspects of the cooperatives and participating women's committees were strengthened. 11 cooperatives have improved their management (for example adequate accounting and improved participation in general assemblies has increased by 84%). The gender aspect has been very central during the organisational strengthening. Presently 27% of the management positions are taken by women in the cooperatives, compared to 10% at the start, with an impact on further strategies and policies for gender in the cooperatives. Apart from the organisational strengthening of the different cooperatives, CONFRAS has strengthened its capacity to defend the rights of the cooperative members and has supported the advocacy capacity of its grass root members. These organisational and advocacy efforts have been very complementary to support farmers for product diversification and collective marketing. A result of 140 ha with 23 new crops can be registered. 87% of the members market their produce together (of which 60% women). In 2008, 358 producers increased the value of their farm plots by at least 40%. 67% of the total population obtained higher

incomes and 34% of the participating household met their basic food needs, made small investments in irrigation or purchased agricultural supplies. This impact was realised against a negative external trend of flood, which caused 15% loss of production. Also the price of agricultural inputs generally increased with 100% in the region. There are remaining challenges. It asks continuous efforts to overcome lack of trust and to change the attitude of 'selling what is produced' towards 'producing what can be sold'. Also, despite improvements, participation of young people and women in managerial roles remains low, and needs further encouragement." (SCC)

## **2.2 Improved social empowerment and professional attitude**

### **2.2.1 Social empowerment through the organisation of farmers**

#### **22. This case from Nepal illustrates how membership of small farmer groups and SACCO's has supported women from minority groups– a difficult to reach group- to grow confidence.**

"In Nepal, a member of self help groups witnesses her positive experience of being organised in self-help groups and later in the Mahila Cheetana SACCO in Makwanpur. She feels that the most important change is improved social status, better self-esteem and good recognition by the society around her. She has learned to talk to people, to network and to mobilize people. She has become chairperson of a SACCO with 1.092 members, while she is originally from a minority ethnic group with very low social status. Because of these social improvements, increased confidence and the small loans, she has also been able to improve her house. She lives now in a small house with a proper roof and two rooms, while before she lived in a very simple house with a thatched roof and one room." (*Agri terra*)

#### **23. The stories of these women from Benin, illustrate how their social confidence has been boosted by their membership to UPS. This has resulted in wide multiplication effects on their level of political engagement to defend gender issues, into increased efforts in the well being of their households, into improved intra household relations and, importantly, in labour reduction thanks to increased potential to hire labour.**

"In Benin, the treasurer of Tikonna farmer association (UPS) witnesses her experience of a 'total life change'. She feels especially encouraged and more confident by the involvement in the farmers' association. She dares to speak in groups and knows how to organise meetings. Especially her involvement as literacy trainer has given her more confidence. She has translated her increased motivation and confidence into standing as candidate in the village elections for which she received the required approval from her husband. In her election program she is a strong advocate of gender issues. She is convinced that the progress in her life also has positive effects for her husband. Thanks to her higher income she can look better after the education of the children, household hygiene and clothing and can afford to bring her husband to the health centre when he is sick. She feels that her husband is consulting her more in crucial issues and that he appreciates her advice more than before. Equally, a member from UCP from Tofo in Benin witnesses increased motivation and energy because of joining a local farmers' group. She received a small credit for herbicides and support for improvement of the maize storage. The increased motivation and economic advantages encouraged her to increase the size of her maize field and to employ labourers in peak times. She also engaged more, although individually, in producing palm oil. She can decide herself how she spends her profits, but most of it is invested in schooling for children." (*Agri terra*)

#### **24. The following case from Tanzania illustrates how a loan from a savings and credit cooperative (SACCO) has not only boosted the economic potential of this member, but has mainly also her social confidence and trust in future enterprises.**

In Tanzania, a member of a SACCO reports on the changes in her life. Although she has not been in a leadership position in a SACCO and only joined three years ago, she has experienced important effects. She took a loan in 2006 to grow local beans in a nearby irrigation scheme. She bought seeds and pesticides with a loan and paid the labourers. By selling the harvest, she was able to pay back the loan and to keep a small profit. The profit was relatively low because of changed market conditions at harvest time. More important for her and her husband was the successful experience of managing the

loan. After her experience, her husband equally had a loan to grow onions in the same irrigation scheme. Rose is currently pregnant and doesn't have an outstanding loan but her experience was motivating. She is planning to take another loan in the near future. This time it will be to start a small trading business of local vegetables. Rose is very optimistic about future changes she can make to her life. *(FERT) Ushamiru SACCO has 347 members, total share capital €10,000, savings €3,500 and loans €6,200 provided during 2008. The savings and credit society is one of 24 SACCOs that are members of Usawa Kilimanjaro Ltd with 8,100 members, most of them small-scale farmers. The total loan portfolio of Usawa members amounted to €640,000 at the end of 2008.*

**25. The case of this federation in Guinea, illustrates how original 'functional' groups can evolve towards more mature and legitimate grassroots organisations. Their importance for formation of civil society through increased downward accountability of local governments is considered as important by the members. Another important effect as witnessed by women is improved time management in their households and farms.**

*"In Guinea, support for grassroots development in the Fédération des Paysans du Fouta Djallon has supported rather functional groups (for distribution of inputs) to evolve towards real farmer associations. The group members are very aware of duties and rights and especially the empowerment of women to speak up in the groups has been impressive. The frequency and clarity of their speeches has made the critique on the functioning of some group members and on the functioning of the local government, acceptable. In addition to their stronger influence, these particular women also witnessed that being organised and having access to multiple trainings has contributed to better management of their work and investments in their households and farms." (UPA-DI) FPFDD has a membership of 20,000 farmers, of which 14,000 are women. A total of 800 farmers annually have followed a literacy and numeracy training programme during this seven year support project. Technical training on potato production has reached 2000 farmers/year. The actual challenges of the FPFDD are to improve its financial self-sufficiency, to fund technical training over the years and maintain its actual good level of governance*

#### 2.2.2 Social empowerment through farmer-to-farmer exchange and exposure

**26. Exchange visits between farmer groups in France and Burkina Faso, Mali, Madagascar and many other countries have been supported by AFDI for several years. These visits have facilitated important attitude effects for farmers in France and in developing countries. The effects on the farmers' openness have led to strengthened commitment to their member organisations and to multiplication effects and linkages with other organisations and programs.**

*"The effects as witnessed by farmers in developing countries were summarized by an external evaluation of AFDI and can be situated on the level of changed attitudes to agriculture, changed social behaviour and strengthened organisational behaviour.*

- The farmers are encouraged to work and to be creative, and are more confident to find solutions, farmers have become proud of their work while as earlier they felt they were farmers because 'there was no other option'.
- As a result of the exchange, they realise farm management can be more important than learning additional techniques. Also, their actions are based on analysis of the field and market situation and alternative scenarios are considered now. Many have started to keep books on their farming. Some of the farmers specialise more in a few crops only.
- Farmers also start to value better 'experimenting' together and the value of collective training.
- They understand the value of negotiations and partnerships, for example in their relation to collectors and processing enterprises.
- Women gain confidence and have started to chair meetings.
- Men and women pay more attention to the younger generation now and their opportunities in agriculture.
- Farmers realise better the value of the rich local social networks and find they should be preserved. Farmers were found to organise themselves more effectively locally to share ideas, to market their produce and to approach other local actors and donors together. Also higher level institutions like agricultural chambers are more easily contacted.

- The international exchange between farmers inspires them on their member organisation. Examples are available in Burkina Faso and Mali of higher level structures being consolidated after exchange with French farmers (UGPN in Burkina Faso and SYCOV and AOPP in Mali).” (AFDI) *The number of farmers trained during 2008 in AFDI projects is 1,274 in Burkina Faso, 284 in Mali and 3,472 in Madagascar.*

**27. SCC has supported regional training on gender mainstreaming training for farmer organisations in Kenya, Tanzania, Rwanda and Uganda. Through institutional changes in the POs, the members’ household attitudes regarding gender were eventually positively affected. The experience confirmed that sharing experience within a farmer organisation plays a key role in motivating leaders and members for mainstreaming gender. To work with a network of POs gives additional advantages in that respect. Strong commitment of the board is necessary to really achieve results.**

“The results were in the field of increased gender balance and more gender sensitive staff in the POs and existence of institutional systems, facilities and services responsive to gender specific needs. The capacity of staff and leaders to mainstream gender was enhanced through gender trainings. Four organisations embarked on developing gender policies and are more committed to addressing gender issues in their organisation. Work plans to make the policies operational are in place and implemented. Awareness and sensitization on gender issues has been translated on local level and demonstrate results. Women take up more leadership roles; in Uganda in Nyakantonzi farmers Union, there is now at least one woman on the committee of every primary cooperative society. In Tanzania, (Arumeru, Karatu, Makambako districts) more women are participating in development activities. Finally, specific initiatives (models) were supported to reduce workload of women at the household level. 30 women of Muguna Farmers Cooperative Society for example were able to purchase water tanks, bicycles and ox carts to bring their produce to the market.” (SCC) *These are examples lifted from a big gender mainstreaming regional project that reaches all scc’s projects and partners in East Africa. Gender inequality is however one of the underlying causes of poverty and a programmatic approach that is presently being pursued by SCC will lead to more sustainable outcomes.*

### 2.2.3 Improved professional attitude by farm management training

**28. In the North West Burkina Faso (Province of Mouhoun) AFDI has promoted facilitation of better management and economic analysis of farm resources by their members . The fact that farmers could discuss the innovations amongst each other has contributed significantly to their awareness and effective changes. The impact (2007) has been very significant for farmers who have participated for at last three years. The example shows the potential to increase awareness and to improve yields and quality by improved farm resource management. The experience also points out the intensive and long term support needed to achieve these results. The membership remains limited (170 farmers have been involved directly and neighbouring farmers were affected indirectly).**

“Just because of the approach and the farm analysis, farmers themselves have further requested their organisation to provide technical courses on making compost, cattle husbandry and also requested assistance of the supply of cattle vaccines. Farmers have organised themselves and requested more exchange between farmers which are now a regular part of the strategy of the farmer organisation. These exchanges have clearly motivated farmers and have led to in-depth discussion between farmers on the advantages of specific innovations like improved seeds. This approach was witnessed as the most effective way of convincing farmers for well considered innovations at farmer level.

- Because of this behavioural change, crop husbandry, yields and margins of crops have further increased. The yields (per ha) of rice, maize and peanuts is 969 kg, 1,333 kg and 824 kg respectively for farmers who have participated for more than three years. This compares to 600 kg, 1,111 kg and 648 kg for new participants.
- Because of the improved quality of products, in which some farmers now started to specialise, the market prices have further increased. All farmers who participated for more than three years, have witnessed increased income. The profit margins per ha have equally increased. For farmers who participated for more than three years, profit has increased to 97,046 CFA for rice, to 47,370 CFA

for peanuts and to 42,425 for maize, compared to 71,333 CFA for rice in case of new participants, 40,638 for peanuts and 29,452 for maize.

- The method has also increased the consciousness of members of the food security needs of the household, also by men. Management of harvest and stocks is now better adapted to these needs. Participants further stressed that because of the sale of short cycle cash crops, school costs were better covered and the school attendance of children of participants have increased more than for non or recent participants.” (AFDI)

**29. FEMUPROCAN, the federation of agro cooperatives of women in Nicaragua, has successfully improved the business approach in 55 cooperatives (508 women). Improvement of business skills of leaders has been crucial in that respect and promoted further multiplication in the organisation. Advocacy at higher policy levels has contributed to the successes. Further strengthening of linkages to credit opportunities will be essential for sustainability.**

“SCC supported the federation to strengthen the business approach of their members (total 508 women involved). Through the support, FEMUPROCAN members have gained capacity to apply a business focus and are operating through a network strategy for small-scale businesses. 213 leaders and promoters state that their technical know-how to apply a business focus has consequently improved, and that they are now capable of implementing the Federation’s PME system for monitoring and evaluating their work. Ten networks for women’s business are operating in a sustainable way. Apart from a business approach, also environmentally friendly technologies have been introduced, with 10% increase in agricultural yields as a result (200 members using organic fertilizers, 58 members drop irrigation). 82 members have diversified their farm plots by incorporating 8 new crops (impact recorded after 2 years time). The incomes of 209 members rose by 20% and 32% of the target group indicated their living standards had improved. Marketing was ex-ante planned better by the farmers. The evaluation finds that training and convincing leaders has been crucial for the success and that linkages with credit opportunities need further strengthening to make the success sustainable. The fact that FEMUPROCAN has played an important role in the National Cooperative Council (when it assumed its presidency) has contributed at higher level to improved policies as an incentive to the business approach by farmers.” (SCC) *We do not address the provision of financial services in our support and this is expected to be incorporated in future support to farmers organisations as it is critical for scaling up production.*

**30. In Senegal, UPA-DI has supported a pilot project ‘Les Savoirs des Gens de la Terre’, for about 80 farmers within one federation (FPA) and one farmers’ union (UGPM). The awareness and confidence of farmers and their dynamics and motivation have improved. An external evaluation warns for one sided focus on farm leaders and pleads for strengthening further the links with the membership base.**

“The objectives of the project are situated on the level of the farmers (better farm management, planning, analysis and improved technical competence, incl. traditional knowledge) and on the level of the farmer organisations (technical contribution to development of farmer organisations, support for better assessment of farmers’ needs and to democratic management of local groups). The members witness several type of changes which they summarize as: ‘managing better our present situation in order to better control the future, rather than living the present without future vision’. They are more aware of their rights and consider themselves as full participants in society. The project also contributed to intensified links between local farmer groups. The leaders of the local organisations discuss agriculture policy now ‘under the tree’, even complicated matters (the role of government, food sovereignty, equity principles etc.). At the same time an external evaluation warns for too much focus on strengthening of leaders of POs as they might become disconnected from the membership base. The evaluation concludes that the local farmer groups have matured and are more aware of the value of collective action but also states that the need for transparency and communication to their constituents deserves more attention.” (UPA-DI) *Since its implementation, more than 120 farming households (that include about 1,000 people) have doubled their annual income. The implementation of economic activities in farmer groups (cooperatives) both at local and national level addresses the needs of their membership.*

### 3. Recommendations for future impact consolidation

#### 3.1 Present challenges from the Agri-agencies for measuring impact

Practitioner opinions within the AgriCord-member agencies suggest that there are valid operational and strategic reasons for measuring impact of the implemented programmes, but also serious challenges are experienced in providing scientific and attributable proof of impact. The search for a methodology with a balance between relevance, representativeness and cost, is permanent. The opinions of Agri-agencies also suggest that impact evaluation cannot be a routine task by the AgriCord-network because it requires external staff and is expensive.

AgriCord's concern is mainly how to consolidate in future the different type of evidence collected by agri-agencies and how to learn from the agri-agencies' support processes.

##### 3.1.1 Methodological challenges as faced by the agri-agencies

###### *Attribution problem*

It is difficult to correctly isolate impact of a single programme. This is however easier when impact is directly related to economic activities for poverty reduction.

- "It is difficult to relate impact to specific programmes. Education and health sectors will always affect the impact although we do not work in these sectors. We are sceptical about objective scientific measurement." (Trias)
- "We used control groups but it requires a lot of work and is expensive and we hardly use them anymore. We use baseline studies, surveys and focus groups for impact information. Baseline is always measured." (Trias)
- "It is very difficult to attribute change to a certain intervention." (Agriterra)
- "The general problem of attribution often arises. However we make triangulation and use baselines for big projects. It is however difficult for small projects to have a baseline. Where baselines are done, a statistically valid sample is taken." (SCC)
- "In projects with economic activities, it is simpler to evaluate the impact. In projects with no economic activities, it is much harder and can be costly." (UPA-DI)

###### *Indirect support makes impact measurement more complicated*

The fact that a PO is supported, not directly the beneficiaries, makes the attribution problem even more challenging.

- "For us the results of the first profiling of the PO are considered as baseline, not of the household situation of the members." (Agriterra)
- "There is often a gap between the impact labelling and the results to be achieved by the PO (how to link results of a PO following its own planning and the impact on poverty reduction)." (UPA-DI)

###### *Beneficiary stories relevant but no proof*

- "Beneficiary stories make attribution to certain interventions plausible, but without proof." (Agriterra)
- "It is very difficult to ensure the level of representation of stories. Most Significant Change (MSC) is the only way but we don't apply this method because it is too time consuming. There is a need to develop an impact measurement which has an acceptable level of representation and which is still plausible. (Agriterra)

###### *Expensive and requires outsourcing*

- "Impact measurement is possible in large projects with funds provided for baseline studies and external impact evaluation but more difficult without specialized staff and funds in small projects." (UPA-DI)
- "We as NGO cannot do scientific measurements." (Trias)

- “Impact measurement based on scientific procedures is too expensive and requires specific skills that are not available within our human resources. We have recently initiated comparison of “before” and “after project” situation with farmer participation.” (AFDI)
- “Impact measurement is a specialized methodology which requires outsourcing and is expensive.” (FERT)
- “Impact measurement can be costly if you want to have an exhaustive study. It becomes easier in the context of a big programme because funds for an external study can be provided.”(UPA-DI)
- “The fact that impact measurement is requested by donors, doesn’t only influence the direct resources needed but also influences the project design. Budget needs to be reserved for monitoring and evaluation from the start of the intervention, leaving relatively lower budgets to strengthen POs and their members more directly. It implies that donors also have to make conscious choices, in discussion with agri-agencies.” (FERT)

*Monitoring and evaluation is considered as an ‘external duty’*

- “Indicators are often poorly formulated and not well understood at various levels in the results chain. Often PME is seen as an isolated project event.” (SCC)

### 3.1.2 Relevance of impact measurement

Practitioners of agri-agencies commented on the relevance of impact measurement. Impact information is relevant for all stakeholders because it demonstrates the quality of support and funding results. Information can be used for improved programme designs, applications for increased funding and strategy reviews. It is also important to qualify whether the PO is fulfilling its mission. Relevance of impact improves further when combined with progress monitoring on results and outcome each year.

*For donor interest*

- “Relevance of impact measurement improves when knowing that main institutional donors (Afd in France) pay attention to impact. We are now starting new initiatives towards impact measurement.” (AFDI)

*For strategy development*

- “Impact tells us whether we are using the relevant strategy to meet our mission targets. We examine and change our strategy / objectives, every 5-6 years. Impact assessments at the end of the project/program are also documented, and always include a chapter on ‘lessons learnt’. After a project comes to an end, lessons learnt are used for new strategies. T Progress markers are needed to confirm from year to year. The relevance for operational aspects, can be improved when combined with monitoring shorter term results for instance measuring progress on results and outcome each year. Measuring impact at the end while not monitoring and adjusting results / outcome in the process of the project is not good enough.” (Trias)
- “Impact measurements are relevant to inform both PO and AA whether results are realized and why. Impact information is shared with PO members at AGMs and in stakeholder meetings.” (SCC)

*For testing mission achievement of producer organizations*

- “Impact measurements are very relevant. They are the touchstone for whether the PO is fulfilling its mission.” (Agriterro)

*For public marketing*

- “Impact serves to demonstrate the quality of the support and funds given. Although often questionable, impact it is the only tool to link projects with global programme or the countries’ objective. In some cases impact is made public when it is used as a marketing tool or marketing activity.” (UPA-DI)

*Institutional memory*

- “Lessons learned will finally become part of the institutional memory of the AA or the PO.” (UPA-DI).

## 3.2 Methodology of impact studies

Based on the exercise to collect evidence on impact, following concerns, challenges and recommendations appear.

### 3.2.1 Elements to judge representation and efficiency

1. When collecting information of a programme impact, it is important to include information of the representative scale of the effect/impact of the information provided by qualitative and quantitative assessments. This is mainly important for reporting towards back donors, not so much for fund raising. Observing the *scale of effects* correctly is particularly of importance because farmer organizations have normally the comparative advantage of a wider, more inclusive and sustainable outreach than common project structures. While the focus is well on the effect/impact at household level, very few of the studies/stories mention how many households are represented or how many households can be estimated to have benefitted of a similar effect/impact as a result of the support.

2. When a testimonial provides information of a beneficial impact, it should be *stratified* for the reader to know if this testimonial represents the impact covering the entire group of beneficiaries or only the best cases. It would be interesting to know answers to questions such as: Are these benefits derived by women close to town only or is this impact typical for a young household or also for an aged household?

3. *Inputs provided by the project and by the producer organization* should be systematically mentioned and summarised in any type of impact assessment for lessons learned. Some of the stories in the evidence inventory prove that this is possible in the story harvesting method. Systematic recording of the name of the producer organization, input/support provided, activities and the development level of the producer organization would allow conclusions to be drawn in a more aggregate way.

### 3.2.2 Elements to increase relevance of consolidation of impact studies for AgriCord

The following measures can further increase the relevance of consolidation of impact at the level of AgriCord.

Agri-agencies:

- Adding explicitly, even brief *lessons learnt* regarding the target group (members), the POs, the relationship between the PO and the agri-agency (depending on the type of evaluation).
- Monitoring impact systematically for men and for women where successes and differences by *gender* should be underlined in any type of evaluation or story. Gender is crosscutting issue for AgriCord and this should thus also be visible in the way the cases of evidence are stratified and interpreted.
- Adding *unexpected impact, challenges*, negative effects, delays make the case more interesting to learn from.
- Adding *other factors* that have positively contributed to certain impacts, can help to overcome the attribution problem partly.
- It would be interesting if in the reports of impact it would be more explicitly explained why *working through a PO has been an added value* or made the effects more specific.
- It would be very interesting if more systematic information could be collected regarding the *long term impact in social changes and the use of the increased incomes by farmers*.
- In addition to focus on households only, it is important to consider effects (changes) regarding of changed *institutional systems and changed policy on household level*. Up till now, there are few examples in AgriCord of the effects of changed policy on household level.

AgriCord:

- Ideally AgriCord should *consolidate* the available evidence of impact and lessons learnt *annually* for evaluation studies completed during the year. Annual briefing notes of this evidence should be distributed within the AgriCord network and to its partners. The year of the impact study and the period covered by the study should always be mentioned clearly.

- The present format from *SCC* (year report) would be very convenient for facilitating the consolidation of evidence on impact within AgriCord. The data on impact within this format could be replaced by a 'story of change'.
- The internal impact evidence notes could ideally be complemented by an *annual evaluation* of one specific group of *work areas* with a 4-5 year cycle per group of working areas. This will provide material for strategic considerations by the producer organizations, AgriCord and its member agencies. The evaluations can also serve as the basis for strategy discussions with other development actors and reports to donors.

### **3.3 Suggestions for future impact consolidation of AgriCord's work**

Based on the type of impact evidence received from the AgriCord member agencies, table 4 presents a way to consolidate impact. Consolidation does not refer here to the quantitative adding up of impact data, but refers to an analysis for a better view of the type and latitude of impact and the lessons learnt. The consolidation of impact by AgriCord is not intended to affect the way the member agencies collect or consolidate their impact data, except for the minor recommendations under 3.1 and 3.2.

Table 4: consolidation of effects/impact at household level

	Direct effects per field	Impact on household level (confidence, income, well being), social cohesion	Scale/outreach of effects (estimation)	Level of intervention in PO (local, provincial, national)	Working area	Budget/input	Period covered	Other contributing effects	Added value/ specificity of working through PO/added value	Lessons learnt
Effects/impact from being better organised in PO	-....									
Effects/impact from better organised for Micro finance										
Effects/impact from better agricultural productivity through direct increased knowledge/input										
Effects/impact from better agricultural productivity through direct improved market linkages										
Effects/impact from better off-farm productivity	-									
Effects/impact from farmer to farmer exchange										
Effects from improved policy influence of PO										

## Annex 1 Inventory of impact evidence used in this report

	Producer organization	Agri-Agency	Country area	Level of supported PO	Period covered	Field of work/type of activity or support	Qualitative/Quantitative evidence and type	Internal/external evaluation
1.	Mayawa	Trias	Tanzania, Kagera	Region	2002-2007	OS/ID Production diversification Marketing	Qualitative group discussions and quantitative survey	External but with good level of participation of PO, members and Trias
2.	Farmers association of Cantho City (VFA CT)	Trias	Vietnam, Cantho with focus on Khmer farmers	Regional including pilots to be replicated at national level	2002-2007	Organisational strengthening of grass root groups, Agriculture extension, Marketing, Credit	Qualitative and quantitative survey	Internal self evaluation and external quantitative survey (level of target group)
3.	Mbadifa	Trias	Uganda, Mbarara	District (with link to UNFFE)	2002-2007	OS/ID Marketing Microfinance	Qualitative and quantitative	Internal with quality control by an external consultant
4.	Aygegorts Agricultural Association	Agriterra	Armenia	Regional	2002-2008	OS/ID Agricultural inputs Marketing	Story harvesting	Internal
5.	UCP de Tofo, member of UPS/FUPRO	Agriterra	Benin	Local	2004-2008	OS/ID, Consumption credit via group	Story harvesting	Internal
6.		Agriterra	Benin	Local	2004-2008	OS/ID Agricultural inputs Marketing	Story harvesting	Internal
7.		Agriterra	Benin	Local	?	OS/ID Grass root participation	Story harvesting	Internal
8.	Groupement de KOBO, member of FCMN-NIYA	Agriterra	Niger	Local	2007-2008	Grass root participation	Story harvesting	Internal
9.	Saccos Mhila Cheetana	Agriterra	Nepal	Local	2005-2008	Banking and credit Grass root participation	Story harvesting	Internal
10.	UOSPOA	Agriterra	Uganda, North	District?	2005-2008	Market and chain development Grass root participation Agr. inputs	Story harvesting	Internal
11.	KENFAP (micro projects)	Agriterra	Kenya	National	2007-2008	Marketing chain Grassroots participation OS/ID	Qualitative: visit of some micro projects and assessment with KENFAP	Internal and external
12.	FUPRO	Agriterra	Benin	National	1998-2008	OS/ID Market chain	Qualitative and secondary quantitative information	External
13.	KENFAP	Agriterra	Kenya	National	2007-2008	OS/ID	Qualitative	Internal and external
14.	NATCCO	Agriterra	Philippines	Sub national	2003-2007	Strengthening new marketing system OS/ID	Qualitative	External
15.	JNC (Junta National Café) and La Florida cooperative	Agriterra	Peru	National and local	From 2002 to 2008 short + long programs	OS/ID	Qualitative	External
16.	...	AFDI	Senegal, Burkina Faso, Benin,	National	2001-2004	OS/ID, Agricultural inputs and techniques	Qualitative	External and internal

			Mali, Madagascar (horizontal evaluation of approach of AFDI)					
17.	AOP ,?	AFDI	Burkina Faso, Mali	National	2001-2004	OS/ID, Agricultural inputs and techniques	Qualitative in-depth interviews	External and internal
18.	APCA, CNJA, CMMCCA, FNSEA	AFDI	Madagascar	National	2001-2004	OS/ID, Agricultural inputs and techniques	Qualitative in-depth interviews	External
19.	? <sup>2</sup>	AFDI	Burkina Faso	Regional and (North West of Burkina) and in Province Mouhoun	2003-2007	Coaching of farmers for their farm management (CEF)	Qualitative and quantitative (thesis students)	Internal and external
20.	MVIWAMO	SCC	Tanzania	District?	2003-2007	Agricultural training OS/ID	Quantitative	External
21.	UCA	SCC	Uganda	District?	2006-2007	Local farmer owned banks OS/ID	Quantitative (outreach only)	External
22.	NASFAM	SCC	Malawi	Local farmers group	2005-2007	Training agriculture, Extension Inputs (seed and fertilizer)	Qualitative story	Internal
23.	Uganda Cooperative Alliance	SCC	Uganda	National and local	2006-2007	Credit Marketing (storage)	Qualitative	Internal
24.	Mavindini multi-purpose cooperative	SCC	Kenya	local	2006-2007	Marketing cooperative	Qualitatively	Internal
25.	Nembure farmers' cooperative society	SCC	Kenya	local	2001-2006	Production diversification	Qualitative	Internal
26.	Thro Cooperatives	SCC	Kenya	Local	2006-2009	OS/ID, market and credit linkages, youth in agriculture	quantitative	External
27.	Femuprocan	SCC	Nicaragua	Local	2006-2008	Business focus, diversification, intensification	Quantitative	External
28.	Several POs	SCC	Kenya, Uganda, Tanzania, Rwanda	regional	2006-2009	Gender mainstreaming institutional and in services to members	Qualitative	Internal
29.	CONFRAS	SCC	El Salvador	Local members of higher level confederation	2007-2008	OS/ID of cooperatives, productive diversification	Quantitative	External
30.	ZNFU	SCC	Zambia	District level	2006-2008	Market information systems, market linkages, business skills	Quantitative	External
31.	SACCOs	FERT	Tanzania, Kilimanjaro	local	2006-2008	Credit (farmers' owned) OS/ID	Qualitative: Story	Internal
32.	RCM/EI Manel	FERT	Tunis	Local	2001-2006	Exchange farmers for improved agricultural practice and techniques	Qualitative and quantitative	Internal
33.	Khemisset Chaouià	FERT	Morocco	Local	1997-2006	Facilitation of introduction of direct sowing	Qualitative and quantitative	Internal
34.	Fédérations des	UPADI	Guinée	region	2000-	Agricultural inputs,	Mainly	External

	paysans du Fouta Djallon		Moyenne		2008	marketing, alphabetisation, OS/ID, grass root participation	qualitative, small quantitative study as well	
35.	Horizontal evaluation of UPADI : institutional evaluation and evaluation of social program	UPADI	Case studies Burkina Faso, Senegal, and Mali	Region and local	1998-2008	Marketing (case studies), OS/ID, grass root participation	Mainly qualitative	External

## Annex 2 Overview of existing story harvesting Agriterra relevant for impact measurement

	Title (+ link)	Country	WA	Project nr.	Language	Agri-agency	Quintessence	Useful for Impact statements?
1	<a href="#">With lobby more progress can be made</a>	Rumani a	5	4896	<a href="#">UK</a> <a href="#">NL</a> <a href="#">FR</a> <a href="#">SP</a>	Agriterra	Obtained lobby position in Brussels	Doubtful (better RPO lobby, but no individual results)
2	<a href="#">Sun flowering</a>	Uganda	11	5130	<a href="#">UK</a> <a href="#">NL</a>	Agriterra	More savings and income thanks to shift to sunflower production, stimulated by UOSPA	YES
3	<a href="#">Niet trots maar wel gelukkig</a>	India	17	4686	<a href="#">NL</a> <a href="#">EN</a>	Agriterra	Better life of women farmer thanks to membership of dairy cooperative society	YES
4	<a href="#">Ondernemerschap loont</a>	Rumani a	5	4896	<a href="#">NL</a>	Agriterra	Successful owner of agro-shop, but link with (membership of) RPO is not mentioned.	NO
5	<a href="#">Adisson Omer du Bénin recueille le fruit</a>	Benin	4	4959	<a href="#">FR</a> <a href="#">NL</a>	Agriterra	Better techniques; availability of credits thanks to UPS	YES
6	<a href="#">Plattelandsvrouwen in India krijgen een gezicht</a>	India	5	5068	<a href="#">NL</a>	Agriterra	Video, but rather a plan than a report	NO
7	<a href="#">Eveline prend la parole</a>	Benin	3	5151	<a href="#">FR</a> <a href="#">NL</a>	Agriterra	Many social benefits due to Tikonna membership and individual progress	YES
8	<a href="#">Samenwerken loont</a>	India	5	5068	<a href="#">NL</a>	Agriterra	Better irrigation in village thanks to RPO	Doubtful (not actual impact)
9	<a href="#">Jeanne se fier de ses forces</a>	Benin	4	4959	<a href="#">FR</a> <a href="#">NL</a>	Agriterra	Progress of woman farmer thanks to membership of district association	YES
10	<a href="#">Rags to riches</a>	Nepal	8	5065	<a href="#">EN</a>	Agriterra	Empowerment but no economic change; Ms. Thing is chairwoman of a SACCO.	YES
11	<a href="#">Armenian apricots</a>	Armenia	3	4969	<a href="#">EN</a> <a href="#">NL</a>	Agriterra	Membership of cooperative essential for solving problems in marketing etc.	YES
12	<a href="#">Des pommes de terres hollandaises en Niger</a>	Niger	5	5107	<a href="#">FR</a> <a href="#">NL</a>	Agriterra	Better seed-potatoes thanks to mediation of FCMN Niger	YES
13	<a href="#">Bijenhouders in Kenia</a>	Kenya	5	4875	<a href="#">NL</a> <a href="#">EN</a>	Agriterra	Benefits of membership for income generation	YES

	Title (+ link)	Country	WA	Project nr.	Language	Agri-agency	Quintessence	Useful for Impact statements?
14	<a href="#">More income through organic rice production</a>	Philippines	4	4865	<a href="#">UK</a> <a href="#">NL</a>	Agriterra	Better income thanks to FFF organic rice production project	YES
15	<a href="#">Niemand weet alles, iedereen weet iets</a>	Peru	5	4843	<a href="#">NL</a> <a href="#">EN</a>	Agriterra	More family involvement because of slogans CAN	YES
16	<a href="#">Bevlogen van bijen</a>	Kenya	5	4875	<a href="#">NL</a>	Agriterra	Much motivation for micro-projects, but not yet results	NO
17	<a href="#">Trots op de tractor</a>	Nicaragua	11	5055	<a href="#">NL</a>	Agriterra	Not enough evidence on benefits or drawbacks of UNAG membership	Not yet
18	<a href="#">Tegera*</a>	Congo DR	11	4911	FR	Agriterra	More production because of extension work by RPO	YES
19	<a href="#">Monicah*</a>	Kenya	5	4875	UK	Agriterra	Description of activities of coop	NO
20	<a href="#">From fresh tomato into tomato sugar</a>	Congo DR	14	4867	<a href="#">FR</a> <a href="#">EN</a>	Agriterra	Income increase, but more theoretical than proven in practical cases	Partly
21	<a href="#">A productive loan</a>	Uganda	8	5157	<a href="#">UK</a> <a href="#">NL</a>	Agriterra	Member of UCA-affiliated SACCO: got a loan thanks to membership and now his family eats better	YES
22	<a href="#">Beter af dankzij boerenmarkt</a>	Nicaragua	11	5100	<a href="#">NL</a>	Agriterra	Better income thanks to weekly market for farmers, initiated by UNAG	YES
23	<a href="#">Lezen en schrijven dankzij FEPA/B*</a>	Burkina Faso	5	5210	<a href="#">NL</a>	Agriterra	More profit because of micro-credit, learned to write and read	YES
24	<a href="#">Enhancing quality and timely farm input</a>	Kenya	5	4986	UK	Agriterra	Higher production and better quality of maize due to farm input shop.	YES
25	<a href="#">Revamping the farm input shop</a>	Kenya	5	4986	UK	Agriterra	Higher production and better quality of maize due to farm input shop. Maize seeds bought at lower price.	YES
26	<a href="#">Farm input shop Murung'a</a>	Kenya	5	4986	UK	Agriterra	Farm input shop resulted in higher maize production and self-confidence.	YES
27	<a href="#">Enhancing milk market ability</a>	Kenya	5	4979	UK	Agriterra	Member got higher price for milk by cutting out middlemen, low transportation costs	YES
28	<a href="#">Honey harvesting</a>	Kenya	5	4984	UK	Agriterra	After apiary management training beekeeping is easier and women are involved in this man's activity	YES

	Title (+ link)	Country	WA	Project nr.	Language	Agri-agency	Quintessence	Useful for Impact statements?
29	<a href="#">Pasture and fodder establishment</a>	Kenya	5	4986	UK	Agriterra	Good harvest with quality materials and training from farm input shop	Doubtful ; no comparison with past, attribution problem
30	<a href="#">From traditional to modern maize grinding (2 stories)</a>	Kenya	5	4982	UK	Agriterra	The maize mill saves time in means of grinding and transportation. The farmer can do other activities	YES
31	<a href="#">Tissue Culture Banana</a>	Kenya	5	4976	UK	Agriterra	After training 99% of banana plantlets got fruits, not yet harvested.	YES
32	<a href="#">Indigenous poultry rearing</a>	Kenya	5	4983	UK	Agriterra	Switch from local chicken to improved breed: higher price of eggs and higher rate of laying.	YES
33	<a href="#">Modern beekeeping</a>	Kenya	5	4984	UK	Agriterra	Modern beekeeping is less labour intensive than traditional beekeeping.	NO
34	<a href="#">Improved banana production</a>	Kenya	5	4976	UK	Agriterra	Training as eye-opener to improve banana production	NO
35	<a href="#">Wonder goats</a>	Kenya	5	4977	UK	Agriterra	Description of dairy goat project	NO
36	<a href="#">Beehives for all farmers</a>	Kenya	5	4984	UK	Agriterra	Training for commercial beehives makes includes poor farmers and women.	YES
37	<a href="#">Dairy goat instead of dairy cow</a>	Kenya	5	4977	UK	Agriterra	Farmers got dairy goat management training. Milk production still low, but expected to improve after breeding goats to pedigree level	YES
38	<a href="#">Fruit and juice production</a>	Kenya	5	4982	UK	Agriterra	High quality juice production, contract with large buyer.	Doubtful - no comparison with past, attribution problem
39	<a href="#">Together we are strong</a>	Kenya	5	4984	UK	Agriterra	Farmers organising in a group have more bargaining power	NO
40	<a href="#">Power to the farmers</a>	Kenya	5	4986	UK	Agriterra	Increasement of bargaining power and purchasing power that gives the opportunity to invest in other basic needs	YES
41	<a href="#">Selling cotton together</a>	Kenya	5	4980	UK	Agriterra	Farmers have more bargaining power when	NO

	Title (+ link)	Country	WA	Project nr.	Language	Agri-agency	Quintessence	Useful for Impact statements?
							selling products in groups. Not yet reached tangible results	
42	<a href="#">Honey in the limelight</a>	Kenya	5	4984	UK	Agriterra	Description of project beekeeping and future plans	NO
43	<a href="#">Multipurpose fruit processing</a>	Kenya	5	4982	UK	Agriterra	Marketing services, transportation and training resulted in higher production and thus higher income	YES
44	<a href="#">Training for better beekeeping</a>	Kenya	5	4984	UK	Agriterra	Description of the beekeeping project	NO
45	<a href="#">Farmers Communication Centre</a>	Kenya	5	4981	UK	Agriterra	Project (providing market information to farmers) is still in preparation phase	NO
46	<a href="#">Vrouwen in de UNAG</a> (2 stories)	Nicaragua	11	5100	NL	Agriterra	Access to credit and training gave member the chance to sell products on the market.	NO
47	<a href="#">Techniques for tea</a>	Vietnam	16	5002	<a href="#">UK</a> <a href="#">NL</a>	Agriterra	Training and machines reduced the workload and increased the tea production from 30 to 300 kg per month.	YES
48	<a href="#">A traditional raincoat for tourists</a>	Vietnam	16	5002	<a href="#">UK</a> <a href="#">NL</a>	Agriterra	Better road, fertilizers and training resulted in higher maize production. Co-operation with university about medicines improved tourism product.	YES
49	<a href="#">Dolobier in Burkina Faso</a>	Burkina Faso	5	5210	<a href="#">NL</a>	Agriterra	More self-esteem. Economic activities thanks to micro credit	YES
50	<a href="#">Non-traditional crops improve the life of Tanzanian farmers</a>	Tanzania	7	5018	EN	TRIAS	Income and production increased because of introduction of small holder production of vanilla, mushrooms, rosella and jatropha by organisation. But volumes remain too limited to attract large buyers.	YES
51	<a href="#">Timing and colour charts</a>	Vietnam	7 ?	?	EN	TRIAS	The average income increased. This resulted in improved well-being and increased investments.	YES (but not for FFP)
52	<a href="#">Farmers in transition</a>	Tanzania	3	5016	EN	SCC	Households constructed grain storage facilities, producer groups engaged in chicken keeping,	Partly

	Title (+ link)	Country	WA	Project nr.	Language	Agri-agency	Quintessence	Useful for Impact statements?
							doubling prices of honey, but no tangible outcomes yet.	