Agricord’s Theory of Change

AgriCord has been created by farmers’ organisations from different parts of the world, to develop stronger and more effective farmers’ organisations in developing countries, as a strategy to support

- democracy and governance
- economic growth
- distribution of income.

The AgriCord alliance serves the development of farmers’ organisations, implementing this theory of change and these core values.

This document (only) covers the mission, vision and strategy of Agricord, as an alliance, and does not cover the theory of change of our development work with farmers’ organisations.
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Vision

In order to reduce poverty through (i) increased economic growth, (ii) improved distribution of incomes, and (iii) more democracy,

- The farmers’ organisations and their mandated agri-agencies have set up AgriCord with the ambition to be “the” reliable service network for farmers’ organisations in developing countries.

- They believe that closer collaboration and networking will result in better services for farmers’ organisations, and that synergies will enhance the development impact of their work.

- Therefore each agri-agency will mobilise competences in the whole network (of agri-agencies and farmers’ organisations), and thus make sure that these farmers’ organisations get the best possible support.

Mobilisation of more and better support for farmers’ organisations is the key objective of AgriCord.
Mission & Strategic Objectives

AgriCord’s **mission** is “to reduce poverty through the strengthening of farmers’ organisations in developing countries”

AgriCord’s Mission is translated in the following **strategic objectives**

1) to jointly mobilise a substantial volume of technical and financial support for the initiatives of farmers’ organisations in developing countries, and to make sure that this support is appropriate, relevant and of excellent quality;

2) to jointly and transparently manage Farmers Fighting Poverty, as the delivery mechanism of (technical and financial) support, and to monitor its impact;

3) to create added value through synergies and intensified collaboration between agri-agencies by promoting and enabling joint learning, pooling of experiences and expertise to ensure the most effective and efficient support;
Agricord’s Strategic & Operational objectives

for 1) to jointly mobilise a substantial volume of technical and financial support for the initiatives of farmers’ organisations in developing countries, and to make sure that this support is appropriate, relevant and of excellent quality.

operational objectives:

- to mobilise the farmers’ constituencies of the agri-agencies, and farmers’ organisations in general, for peer-to-peer support to their colleagues in other parts of the world;

- to mobilise multiple (bilateral, multilateral, private) funding by acting as a trustfund for strengthening farmers’ organisations, on the basis of Farmers Fighting Poverty, in order to enlarge funding capacities, create synergies and improve effectiveness and efficiencies;
Agricord’s Strategic & Operational objectives

for 2) to jointly and transparently manage Farmers Fighting Poverty, as the delivery mechanism of (technical and financial) support, and to monitor its impact.

operational objectives:
- to align agri-agencies’ strategies with the main strategic principles of the Agricord network;
- to integrate a maximum of development initiatives & projects within Farmers Fighting Poverty to align and improve management, delivery, reporting, effectiveness and efficiency of our development work;
- to install compatible quality management practices, peer reviews and an audit trail to safeguard quality, performance and compliance and to enforce the credibility of the network;
- to consolidate reporting to show evidence of impact and to monitor, evaluate and share best practices;
Agricord’s Strategic & Operational objectives

for 3) to create added value through synergies and intensified collaboration between agri-agencies by promoting and enabling joint learning, pooling of experiences and expertise to ensure the most effective and efficient support;

operational objectives:

- to enforce the collaboration between agri-agencies by initiating, managing and delivering demand-driven one-for-all tasks and services, and upon best practices;
- to enforce the AgriCord network as the reliable and unique partner for developing farmers’ organisation by clarifying members’ commitments & obligations and by aligning the governance, including the role of the secretariat, and shared processes & services;
- to improve visibility of Agricord by enforcing consistent and aligned communication and publication on Farmers’ Fighting Poverty and Agricord by all agri-agencies;
Agricord’s Strategy Map

**to reduce poverty through the strengthening of farmers’ organisations in developing countries**

- to jointly mobilise a substantial volume of technical and financial support
- to mobilise farmers’ constituencies for peer-to-peer support
- to mobilise and enlarge multiple funding within FFP

- to jointly and transparently manage Farmers Fighting Poverty
- to align agri-agencies strategies with Agricord’s strategy
- to install compatible quality practices, peer reviews and audit trail
- to consolidate reporting and show evidence of impact

- to create added value through synergies and intensified collaboration
- to integrate a maximum of initiatives & projects within FFP
- to clarify membership and align governance, secretariat & processes
- to align communication and publication on Agricord and FFP
Agricord’s Membership Commitments

- to jointly mobilise a substantial volume of technical and financial support

  - Mobilise funding for Farmers Fighting Poverty. The agri-agency will initiate and/or support fundraising efforts directed to its government, and coordinate - with the central office - other fund raising activities, within the general fundraising lines of AgriCord.
  
  - Ensure active participation of its farmers’ constituency in the governance of AgriCord, in particular in the General Assembly, the Advisory Committee and in the farmer-to-farmer exchanges as organised in Farmers Fighting Poverty.
  
  - Ensure the visibility of its participation and affiliation in the network and in Farmers Fighting Poverty, in line with the instructions jointly agreed within AgriCord for websites, mails, letters, news and publications.

- to jointly and transparently manage Farmers Fighting Poverty

  - Participate in development of Farmers Fighting Poverty, to be aligned with the members’ own programmes and activities. Implement joint development strategies, as agreed within Farmers Fighting Poverty: membership based farmers’ organisations and cooperatives only, demand-driven, etc.
  
  - Designate staff capacity to collaborate on a regular basis with the central office, for a minimum of one day a week. Ensure genuine follow-up of contacts with the central office, and report on time dedicated.
  
  - Register all farmers’ organizations and their projects in agro-info.net, be it or not funded by AgriCord. Share information on relevant activities, visits of farmer leaders and staff on agro-info.net.

- to create added value through synergies and intensified collaboration

  - Ensure the regular and active participation of a senior official (CEO, managing director, board member) in the Board of AgriCord. Ensure that this board member has confirmed qualities for management and administration.
  
  - Comply with the mandatory services, as jointly defined within AgriCord. Develop joint services for the joint service catalogue. Mobilise services developed by other agri-agencies to optimize support effectiveness.

- Endorse the new strategy map, and specifically the three interdependent strategic pillars (mobilise support, Farmers Fighting Poverty, collaborate). Fulfill all legal and formal obligations (membership fees...).
**Strategic Options for the Agricord Alliance**

**Univoque Ambition based on three interlinked and interdependent strategic pillars**

- **to jointly mobilise a substantial volume of technical and financial support**
- **to jointly and transparently manage Farmers Fighting Poverty**
- **to create added value through synergies and intensified collaboration**

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Agricord’s modus operandi is built on a strong commitment and an active role of the agri-agencies, coordinated and consolidated by the secretariat.

**1**

If agri-agencies are committed but not able to take up the active role that is required to fulfil the ambition, the network can opt to enlarge the role of the secretariat.

**2**

If not all agri-agencies are committed to the ambition and willing to take up an active role, the network can opt to reduce the network to a coalition of the willing.

**3**

If not all agri-agencies are willing and able to commit to and act upon the ambition, the network can opt to reduce the ambition to a level that every member can adhere to jointly mobilise a substantial volume of technical and financial support to create added value through synergies and intensified collaboration to jointly mobilise a substantial volume of technical and financial support.