



IFAD and Farmers' Organizations

Partnership in progress: 2012-2013

Report to the fifth global meeting of the Farmers' Forum
in conjunction with the thirty-seventh session of
IFAD's Governing Council

17-18 February 2014

Volume II: Annexes

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Annexes

Annex 1. Synthesis of Deliberations of FAFO 2012	1
A. Synthesis of Deliberations at the fourth global meeting of the Farmers' Forum, held in conjunction with the thirty-fifth session of IFAD's Governing Council, 20-21 February 2012:	1
B. Synthesis of Deliberations of the special session of FAFO 2012 on Youth in Agriculture	3
Annex 2. Methodology, survey questionnaires, and main results	6
A. Survey on COSOPs approved in 2012-2013	7
B. Survey on projects approved in 2012-2013	13
C. Survey on ongoing projects approved in 2006-2011 that foresaw partnerships with FOs	19
D. List of new grants for FOs approved in 2012-2013	34
Annex 3. Regional Grants	35
A. SFOAP pilot phase	35
B. Medium Term Cooperation Programme (MTCP) with Farmers' Organizations in Asia and the Pacific Region: outcomes of MTCP1 and new setup of MTCP2	37
C. REAF/MERCOSUR, COPROFAM Grants and follow-ups: an innovative set up to include family farming issues in national and regional policy dialogue	41
D. PIFON: Introduction to the Pacific Islands Farmer Organisation Network	44
Annex 4. Country Grants	45
A. Cuba: PRODECOR's focus on support to agricultural cooperatives' development	45
B. Guinea/PNAFA: a Participative Institutional Diagnosis for FOs' empowerment and M&E	46
C. Honduras: Support to a cooperative development within EMPRENDESUR—Story from the field of La Sureñita	47
D. Rwanda Support to tea farmers' cooperatives through PPP and equitysharing	47
E. Senegal: Impact and lessons learned on 2 completed projects partnering with FOs	49
Annex 5. Empowering Smallholder Farmers in Markets (ESFIM): contribution to a policy and institutional environment that is more conducive to smallholder farmers' participation in agricultural markets	53
Annex 6. Lessons learned and recommendations from the Rural Women's Leadership Programme (2010-2013)	55
Annex 7. Towards Guidelines for Securing Sustainable Small-scale Fisheries: findings of consultations, recommendations, lessons learned for IFAD, and way forward	63

Annex 1. Synthesis of Deliberations of FAFO 2012

A. Synthesis of Deliberations at the fourth global meeting of the Farmers' Forum, held in conjunction with the thirty-fifth session of IFAD's Governing Council, 20-21 February 2012:

We, the participants in the 4th session of the global meeting of the Farmers' Forum, representing millions of small- and medium- scale family farmers, pastoralists and artisanal fishers (including rural youth), reiterate our appreciation of the Farmers' Forum process and its contribution to bringing the voice of smallholder farmers into the country strategies and programmes of IFAD. There are encouraging achievements in the coverage and diversity of our partnerships in country programmes. There is considerable potential to build upon and improve what has been achieved. Yet a lot more needs to be done. This is of utmost urgency, given the challenges that we face.

Demands on agriculture are ever-increasing. Natural resources – land, seeds, water, fisheries, pastures – are being depleted and contaminated, while competition for these resources is becoming more fierce. A serious threat to the future of agriculture is that young people face great hardship in building a dignified life in the rural areas. More often than not, they are given no viable alternative but to abandon their villages and migrate to cities or abroad.

500 million smallholder and family farms produce four-fifths of the food consumed in the developing world. Sustainable smallholder and family agriculture is therefore the foundation of food security, poverty reduction and sustainable management of natural resources.

We call upon IFAD to:

1. Establish, together with other development partners (such as the European Commission and bilateral donors), a dedicated grant window, within its grant programme, to provide direct and inclusive support to the organizations representing small-scale rural producers, family farmers, pastoralists and artisanal fishers (FOs).
2. Direct country teams to systematically and actively engage the participation of FOs in the design, implementation, monitoring and evaluation of Country Strategic Opportunities Program (COSOPs), programmes and projects. FOs have capacities and expertise to carry out diverse roles. IFAD should support initiatives to create and strengthen existing spaces for dialogue between FOs and governments at regional levels.
3. Institutionalize the participation of FOs in Monitoring & Evaluation systems so that they can influence projects and have access to key information. Develop indicators to assess the impact of IFAD support extended to FOs from the grass-roots levels up to the national level.
4. Strengthen knowledge management and support FOs' capacity for knowledge management to enhance their organizational and professional capacity for better service provision and income generation. Identify good practices carried out by family farmers and their organizations and increase investments (finance, technology, capacity building) in their up-scaling and replication.
5. Support the implementation of the voluntary guidelines on responsible governance of land tenure and fisheries and the voluntary guidelines on small scale fisheries, at national level, and facilitate FO participation in these processes.
6. Support FO engagement with Rio+20 processes by providing information on events and financial support for participation and the organizing of side-events. Similarly support FOs' engagement and activities to maximize the opportunities to promote smallholder agriculture and family farming around and during the 2014 International Year of Family Farming.

7. Hold a special session on small-scale fisheries during the next global meeting of the Farmers' Forum to promote understanding of their role in food security and increase the recognition and visibility of their sector before policy makers.
8. In the years of the global meeting of the Farmers' Forum, when the Synthesis of Deliberations is submitted for information to the IFAD Executive Board, invite FO representatives as resource persons. Their participation will enrich the IFAD Executive Board Informal Seminars when policies and decisions of interest to FOs are discussed.

We call upon governments to:

1. Recognize the importance of smallholder and family farming by mainstreaming it in the entire policy and programming framework of the country, including its integration in the educational system.
2. Increase and uphold public investments in smallholder agriculture – with a special focus on women and youth – to develop their entrepreneurial capacities and create viable livelihoods in the rural areas. Develop policies and programmes to provide smallholder farmers and landless people with secure access to land, long-term finance, markets and vocational and entrepreneurial training.
3. Implement favourable policies on trade and agriculture to safeguard smallholders from the risks of world market dynamics. Urge all governments to propose a dialogue and concrete action plan with FOs in every country as part of the preparatory activities for the International Year of Family Farming.
4. Recognize FOs as legitimate stakeholders and economic actors. Put in place or strengthen existing mechanisms for their representation in the development and evaluation of policies and programmes, to enhance accountability and ensure that these benefit smallholder farmers, especially women and youth.
5. Adopt and implement the voluntary guidelines on responsible governance of land tenure and fisheries and the voluntary guidelines on small-scale fisheries.
6. In the context of RIO+20, recognize that sustainable development must be centred on the development of smallholder family agriculture, by and with rural women, men, youth, fishers and herders.

We call upon our organizations to:

1. Commit ourselves to work together, in solidarity and mutual trust, to promote our common agenda and reinforce our influence at all levels. Immediate global opportunities to do so are the RIO+20 Summit and the International Year of Family Farming.
2. Build our organizations as strong and credible institutions capable of influencing our governments and other stakeholders, supported by evidence-based research, studies and knowledge.
3. Enhance our institutional capacity, with participatory monitoring and evaluation systems, to assess and report on our impact and effectiveness to our members and partners.
4. Create space for young women and men and ensure their representation in leadership and decision-making and foster inter-generational dialogue and knowledge-sharing. Support them to build their own organizations. We will strive to develop models that will enhance the image of farming and inspire young people to become active forces in the development of our rural worlds.
5. Establish a quota of at least 30 per cent of young farmer representatives (half of them women) for the next global meeting of the Farmers' Forum in consultation with organizations representing youth farmers. Most importantly, youth should be represented in the Forum Steering Committee.

The Youth Forum that brought together, here in Rome, our young women and men in agriculture has generated great enthusiasm for their potential to contribute to new and better rural realities in a developing world. Their declaration provides concrete recommendations to all development actors and will be made available in its entirety.

B. Synthesis of Deliberations of the special session of FAFO 2012 on Youth in Agriculture

We, young women and men farmers, representing Farmers' Organizations as well as Rural (Youth) Associations of Africa, Asia and the Pacific, and Latin America and the Caribbean, gathered at IFAD Headquarters in Rome (Italy) on Saturday 18 February 2012 to prepare recommendations to be addressed to Farmers' Organizations (FOs) representatives, to IFAD and to Governments during the 2012 Farmers' Forum and IFAD Governing Council.

We are aware of the high prevalence of poverty and food insecurity in rural areas, particularly in developing countries. We are aware of the effects of climate change on rural populations' livelihoods, as well as of the mismanagement and depletion of natural resources. We are also aware of the particular challenges faced by women in agriculture.

We fully believe that there is an urgent need to invest in family farming to create employment, combat poverty and achieve food security today, and to feed the world of tomorrow. We are also aware that, under the current situation, agricultural activities provide limited profitable opportunities. In addition to this, rural areas lack infrastructure and social facilities. These are some of the reasons why a considerable number of young people, and especially young men, have been leaving their rural communities.

We are optimistic in creating a "new rural reality", based on a positive image of farming as a dynamic business. We believe that we can be the entrepreneurs of today, by managing sustainable agricultural initiatives. We believe that we, as young people, can make a difference. Our mobility, adaptability, openness to acquiring new knowledge, and creativity in taking advantage of new opportunities are critical to developing modern agriculture in the rural areas where we live and to reduce the rural/urban divide. We are also confident that we can be excellent environmental stewards to promote sustainable agriculture.

Unfortunately, we observe that our energies and pro-activeness are generally overlooked and under-utilised. We need to develop youth-friendly environments that adequately support our initiatives. It is risky for governments and development partners to not seriously and adequately take youth into consideration, as we have noticed in Northern Africa and the Middle East and in some European countries. On the basis of our fruitful exchanges and referring to the successful experiences we shared that support young farmers in agriculture, we are expressing the following recommendations to FOs, the governments, IFAD, FAO and other partners.

A stronger representation

We advocate for having our own organizations, so as to best represent the views and interests of rural young men and women. We want to organise and develop advocacy campaigns dedicated to youth issues. We want to be involved in policy making processes from design to implementation, monitoring and evaluation. In this regard, we need human, technical and financial support to build and strengthen our institutional capacities. We are aware that some programmes support farmer organizations and we recommend that a share of such programmes are directly dedicated to rural youth.

We demand more consideration, including more space to express our voice and specificity within FOs. We want to participate as full members in their constituencies and to be represented in their decision-making organs. We urge FOs to create effective youth representation mechanisms. For example, in Togo, a network of young producers and agricultural professionals has been set up within the Coordination Committee of Farmers Organizations and Agricultural Producers. In Peru, a coordinating committee of young coffee growers has been created within the National Association of Coffee Producers. The All Nepal Peasants Federation has created a youth wing to organize and empower young peasants. These cases prove that better representation of young farmers can be achieved effectively.

Additionally, we ask the Farmers Forum Steering Committee to set up a quota of at least 30% of young farmer representatives for future Farmers' Forums. At least half of these young farmer representatives should be women.

More specific supports

Governments and development partners have been increasingly making efforts to address youth issues. However, even if there are positive outcomes from some youth initiatives, these remain dispersed and should be up-scaled.

More recently, international aid has been increasingly allocated to agriculture and food security programmes (e.g. the GAFSP, the IFAD MTCP and the EU Food Facility). We ask that a higher percentage of these programmes' budgets is allocated to specific youth-related interventions. The Youth for Change project in Pakistan is a good example where the government is working closely with rural youth, to identify their specific needs and to design appropriate policies and programmes to support them.

We recommend to governments to increase their budgetary support to the agricultural sector, earmarking more funds to support youth in agriculture. This can be done through specific funds, such as the Youth Innovation Fund, launched in Peru, which supports selected young farmers' initiatives with finance, technical support and training. We are equally in favour of developing on- and off-farm activities along the agricultural value chain.

Access to natural resources

We are aware that access to land and other natural resources is very context-specific, but it is a challenge for young people everywhere. We call on FOs to initiate mechanisms to enhance young people's access to land, as promoted in Mexico, where a Intra-Vivos Land Transfer Programme has been implemented to facilitate anticipated land inheritance. Promotion of cooperatives can also be a way to lease a plot of land more easily, by doing so collectively rather than individually. An example of this is found in DFID's Poorest Areas Civil Society Programme in India.

We also recommend that our governments promote equal access to land for young women through gender sensitive legislations and to train community leaders, as done in Rwanda, to correctly implement these laws.

Finally, we urge our governments to implement agrarian reforms to ensure that arable land is only used for agricultural purposes, and to consider future generations' needs before selling or making available large tracts of land for long periods to national or foreign investors.

Access to markets

Access to markets is a big challenge for us. However, there are many examples where well designed programmes supporting youth cooperatives have led to excellent outcomes. For example in Jordan, the Specific Union for Female Farmers, with AGRICORD support, increased its managerial, entrepreneurial skills and improved access to markets for its members, through packaging and promotion of the products. Another good example is the guinea-pig project carried out by MIJARC in Peru.

We recommend that our skills to learn new technologies are properly valued, particularly in using ICTs as it is done successfully in Uganda and in Ghana. Our flexibility in mobility should also be considered by governments and our families as an asset in exploring new markets and improving the efficiency of value-chains. A good example is found in Togo on the green bean value-chain, with the support of the country's Chamber of Agriculture. Finally, our innovative spirit can help in exploring new activities and niche markets of organic products and Fairtrade.

Access to financial services

Access to credit is a challenge for young people, due to inability to meet banks' collateral requirements. We recommend innovative solutions, such as in the case of Ecuador, where the Advanced Integrated Microfinance for Youth Programme has set-up a process for young people to save money and re-invest their savings profitably. In Cameroon and Senegal, youth groups receive loans in kind (e.g. fertiliser, equipment) without going through financial intermediaries. In Tanzania, specific warehouse systems are allocated to rural youth, with warehouse receipts used as collateral to access credit. Another good example is the Fundaciòn Paraguay which combines financial support with technical training.

Given the fact that our access to credit is limited, we advocate for incentive measures to help start new activities and promote our initiatives.

Access to Knowledge

We recommend that agriculture is included in the school curricula, from primary education onwards. Where agriculture has already been included in the curricula, we advise that these are reviewed and updated in a participatory manner to better respond to evolving needs of rural young women and men. We do not only want education on agricultural production but also along the entire value chain. Furthermore, inter-generational knowledge sharing should be enhanced and mechanisms should be developed to share the knowledge acquired by the youth who migrated to urban areas with their rural communities.

We recommend that governments promote new training models, such as the Don Bosco Agro-Mechanical Technology Centre in the Philippines or the Songhai Centre in Benin, which combine traditional and modern knowledge and help young people to become entrepreneurs. We also recommend the scaling-up of the Junior Farmer Field and Life School model that aims not only to develop agricultural skills following crop cycles, but also builds the self-confidence of the participants over a one-year period.

As a conclusion,

We are confident that our recommendations will be awarded due consideration and youth-focused policies and programmes will be effectively designed, implemented and evaluated.

We reiterate our full commitment to participate in policy, programme and project design and implementation, in order to create sustainable employment, fight poverty, and to promote food security.

Annex 2. Methodology, survey questionnaires, and main results

The methodology adopted to analyse the partnership between IFAD and FOs has been based on the following steps:

1. The preparation of three questionnaires to investigate on: i) IFAD's and FOs partnerships in COSOP presented to the Board during 2012-13; ii) IFAD's and FOs' partnerships in Loan financed projects approved in 2012 and 2013; iii) IFAD's and FOs partnerships in projects approved during 2006-2011. The preparation of the three types of questionnaires has relied on the following actions: (i) update of the already available main database; and (ii) update of the questionnaires' format and structures¹. Review of Project Completion Reports (PCRs) was undertaken for the few projects closed.
2. Meetings with divisional Focal Points² for FOs aimed at validating the common trends as well as identify few countries where information was available for the case studies.
3. Bilateral interviews with CPMs or any other relevant resource person, completed by an in- depth desk review of available information on the ongoing projects (Aide Memoire and Project Completion Reports) and new projects (PDRs and working papers).
4. Both the grants and the regional analysis benefitted from inputs provided by the FOs themselves (e.g.: the APR division used the MTCP mailing list to send small questionnaires to the FOs members of the list in order to have their assessment of the partnership; in the APR, ESA and WCA divisions, an e-mail was sent to those FOs mainly involved in country programmes, such as Guinea, Mali and Burundi).

It is worth highlighting that the above mentioned methodology relies on a new format for reporting which encompasses a more in-depth analysis to produce country case studies together with a presentation of the common trends of the partnerships between IFAD and FOs at regional level.

With respect to grants, the approach was also followed by: i) identifying those grants which are related to FOs and that have been designed during 2012-13; ii) organizing bilateral meetings with the Grants Managers in order to get detailed information on these grants. For LAC Division, at the occasion of the workshops on Policy dialogue that was held on 17 October 2013 in IFAD, there was the opportunity to interview some of the participants (such as Alvaro Ramos, from IFAD's Mercosur Grant). Moreover, considering the structural support AgriCord provides to FOs through IFAD grants, Marek Poznanski , focal point for IFAD's grants in AGRICORD was also interviewed for a feedback on the experience.

In the following pages, the 3 questionnaires and the tables presenting the results of the survey, are attached as follows:

1. Survey on COSOPs approved in 2012-2013 + Tables of results
2. Survey on Projects approved in 2012-2013 + Tables of results
3. Survey on ongoing projects approved in 2006-2011 that foresaw partnerships with FOs + Tables of results

Following is a table with all IFAD grants in direct support to FOs designed during the period 2012-2013.

¹ It was decided to drop out few questions as they have not provided relevant outputs, whereas some new questions have been introduced (mainly in the questionnaires for those projects approved during 2006-2011).

² These were : Philippe Remy and Sylvie Marzin for WCA division; Benoit Thierry and Sana Jatta for APR division ; Alessandro Marini and Francisco Pichon for ESA division; Ladislao Rubio and Paolo Silveri for LAC division ; Abdelkarim SMA and Nerina Muzurovic for NEN division.

A. Survey on COSOPs approved in 2012-2013

GENERAL INFORMATION

1. Your Name

2. Your IFAD title

3. Country

4. Since when have you been working on this country? (month/year)

Section I

5. Have Farmers' or Rural Producers' Organizations (FOs)* been involved or consulted in the formulation of this COSOP?

**Farmers' and Rural Producers' Organizations (FOs) are here strictly defined as membership-based organizations of smallholder and family farmers, including pastoralists, fishers and indigenous people, which are structured beyond the grassroots or community level, at local, regional or national level*

YES NO

6. Please specify the type and name of the main FO involved or consulted in the formulation of this COSOP.

Name

7. Type

8. If any, please indicate the name of other FOs / Cooperatives involved in project's implementation.

9. Please provide details on the types and modalities of FO(s) involvement in this COSOP's design.

- Meeting with national preparation team
- Specific regional workshops with FO(s)
- Participation in multistakeholder consultations
- Membership in CPMT and/or PDTs
- Participation in the COSOP validation Workshop
- Preparation with FOs upstream the design mission
- If "Other" is ticked, please specify and/or provide any other comment

10. Have proposals and recommendations received from FO(s) been reflected in the COSOP?

YES NO

11. If Yes, please specify how proposals and recommendations from FO(s) have been reflected in the COSOP.

12. If Not, please specify why proposals and recommendations from FO(s) have not been reflected in the COSOP.

13. Have you used a specific grant facility or supplementary financing to fund FO(s)' participation in COSOP design?

YES NO

14. If Yes, which one?

Section II

15. Is there a specific strategic objective addressing FO(s)' needs or responding to their agenda?

YES NO

16. If Yes, please specify what strategic objective addressing FO(s)' needs or responding to their agenda has been included in the COSOP.

17. Does the COSOP foresee a role for FO(s) in the implementation of this COSOP?

YES NO

18. If Yes, please specify the types and modalities of FO(s) involvement in the implementation of this COSOP.

- () Policy dialogue with government
 - () FO(s) involvement in specific projects
 - () Membership in the CPMT or steering committee
 - () Participation in monitoring or knowledge sharing exercises
 - () If "Other", please specify and/or provide any other comment

19. Have any difficulties been encountered in agreeing on the role of FO(s) in the implementation of the COSOP?

YES NO

20. If Yes, what have been the main difficulties encountered in agreeing on the role of FO(s) in the implementation of the COSOP?

I
II
III

21. Have the involvement and/or consultation of FO(s) contributed to significant improvements of the COSOP formulation?

YES NO

22. If Yes, the main improvements deriving from FO(s) involvement have been in terms of:

- Understanding the poverty problematic
- Identification of target groups
- Overall quality of analysis
- Identification of areas of policy dialogue
- Identification of innovative approach in project's institutional setup
- If "Other", please specify and/or provide any further comment

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Section III

23. In your view, has the involvement of FO(s) resulted in benefits to the FOs themselves?

YES NO

24. If Yes, the benefits to FO(s) have been in terms of:

- Gaining visibility with governmental authorities
- Linking with IFAD Programme Managers
- Networking with other partners (Donors, Civil Society Organizations, etc.)
- If "Other", please specify and/or provide any further comment

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25. Please indicate in this box any additional info and/or comments on some issues related to FO(s), you may want to highlight.

--

To end the survey and send your responses back to the system, please click on the DONE button! Thank you for completing our survey!

END OF SURVEY

Section I (questions 5 -10) FOs involvement in the COSOP formulation

Region	Country	Approval year	Has FOs been involved/consulted in the COSOP's design?	If Yes, how							Were proposals and recommendations received from FOs reflected in the COSOP?
				Meeting with national preparation team (NP)	Specific regional workshops with FOs (SP)	Participation in multi-stakeholder consultations (NP)	Membership in CPMTs and/or PDTs (SP)	Participation in the COSOP validation workshop (NP)	Preparation with FOs upstream the design mission (SP)	Other	
APR	Bangladesh	2012	0	0	0	0	0	0	0	0	0
	Vietnam	2012	1	1	0	1	0	1	0	0	1
	Cambodia	2013	1	1	0	1	1	1	1	0	1
	Nepal	2013	1	1	1	1	1	1	1	1	0
ESA	Uganda	2013	1	1	0	1	1	1	0	0	1
	Kenya	2013	1	1	1	1	0	0	0	0	1
	Rwanda	2013	1	1	0	1	0	1	0	0	1
LAC	Honduras	2012	1	1	0	1	0	0	0	0	1
	Haiti	2013	1	1	1	1	1	1	1	0	1
NEN	Egypt	2012	1	1	0	1	0	1	0	0	1
	Bosnia & Herzegovina	2013	1	1	0	0	0	1	0	0	0
WCA	Ghana	2012	1	0	0	0	1	0	0	0	0
	Niger	2012	1	0	0	0	0	0	0	0	0
TOT COSOPs	13	TOT by question	12	10	3	9	5	8	3	0	9

Section II (questions 15 -22) Foreseen involvement of FOs in the COSOP implementation														
Region	Country	Approval year	Is there a specific strategic objective addressing FOs (role, needs, their agenda?)	Does the COSOP foresee a role for FOs in the implementation of this COSOP?	If yes, the types and modalities of FOs involvement in COSOP implementation are through:				Have the involvement and/or consultation of FO(s) contributed to significant improvements in the COSOP formulation?	If Yes, the main improvements deriving from FO(s) involvement have been in terms of:				
					Policy Dialogue with Government	Involvement in specific projects	Membership in the CPMT or steering committee	Participation in monitoring or knowledge sharing		Understanding poverty problematic	Identification of target groups	Overall quality analysis	Identification of areas of policy dialogue	Identification of innovative approach in project's institutional set up
APR	Bangladesh	2012	0	0	0	0	0	0	0	0	0	0	0	0
	Vietnam	2012	1	1	0	1	0	1	1	0	1	0	0	0
	Cambodia	2013	1	1	1	1	1	0	1	0	0	1	0	0
	Nepal	2013	1	1	1	1	1	0	1	1	1	0	1	0
ESA	Uganda	2013	0	1	1	1	1	0	0	0	0	0	0	0
	Kenya	2013	1	1	1	1	0	1	1	1	1	1	1	0
	Rwanda	2013	1	1	1	1	1	1	1	1	1	1	1	1
LAC	Honduras	2012	1	1	0	1	0	1	0	0	0	0	0	0
	Haiti	2013	1	1	0	1	1	1	1	0	0	1	0	1
NEN	Egypt	2012	1	1	1	1	0	1	1	1	1	1	1	0
	Bosnia & Herzegovina	2013	0	1	1	1	0	0	1	1	1	0	1	0
WCA	Ghana	2012	0	0	0	0	0	0	0	0	0	0	0	0
	Niger	2012	0	0	0	0	0	0	0	0	0	0	0	0
TOT COSOPs	13	TOT by question	8	10	7	10	5	6	8	5	6	5	5	2

Section III (questions 23-25)

Region	Country	Approval year	Has the involvement of FOs resulted in benefits to the FOs themselves?	If yes, the benefits have been in terms of :		
				Gaining visibility with Governmental authorities	Linking with IFAD Programme Managers	Networking with other partners (Donors, Civil society)
APR	Bangladesh	2012	0	0	0	0
	Vietnam	2012	1	1	1	1
	Cambodia	2013	1	1	1	1
	Nepal	2013	1	1	1	1
ESA	Uganda	2013	1	0	1	0
	Kenya	2013	1	1	0	1
	Rwanda	2013	1	1	1	1
LAC	Honduras	2012	1	0	1	0
	Haiti	2013	1	1	1	1
NEN	Egypt	2012	1	1	0	1
	Bosnia & Herzegovina	2013	1	1	0	1
WCA	Ghana	2012	0	0	0	0
	Niger	2012	0	0	0	0
TOT COSOPs	13	TOT by question	10	8	7	8

B. Survey on projects approved in 2012-2013

GENERAL INFORMATION

1. Your Name

2. Your IFAD title

3. IFAD Regional Division

Please select one newly designed project from your portfolio in the list below. If you have more than one project in the list below, at the end of this survey, you will be asked to come back to the first page and undertake the survey for another project

4. Country and Name of the project(s). (Projects have been listed according to their Regional Division: APR, ESA, LAC, NENA, WCA).

(dropdown menu)

5. When did you start working on this country? (month/year)

Section I

6. Have Farmers' or Rural Producers' Organizations (FOs)* been involved or consulted in the design of this project?

**Farmers' and Rural Producers' Organizations (FOs) are here strictly defined as membership-based organizations of smallholder and family farmers, including pastoralists, fishers and indigenous people, which are structured beyond the grassroots or community level, at local, regional or national level.*

YES NO

7. Have you undertaken a mapping or profiling of FO(s) during the design process?

YES NO

Mapping of FOs consists of an inventory and a short description of existing FOs identified in the country. It can be done at national level and/or at the level of the project's targeted geographic area. It is usually used to identify partner FOs with whom the project will be associated, in relation to the selection criteria.

Profiling of FOs consists of a diagnosis of the selected FOs you wish to partner with. It is usually a combination of: (i) qualitative description; (ii) SWOT analysis; (iii) quantitative analysis based on indicators for each category (economic, institutional, etc.) that is assessed.

8. Who undertook the mapping or profiling?

Consultant in the Team

IFAD staff in the Team

External operator (NGO, etc.)

Other (please specify)

9. What was the output and how was it useful?

10. Please specify the name and type of the main FO involved in the design of this project.

Name

11. Type

12. If any, please indicate the name of other FOs / Cooperatives involved in project's implementation.

13. Please specify the types or modalities of FO(s) involvement in the design process of this project.

- Simple bilateral meetings in the field or in the capital
- Participation of FO(s) in multistakeholder discussions
- Specific workshops with FO(s)
- Negotiations between FO(s) and government or other development actors
- FO(s)' representative(s) being member of design team, PDT, CPMT or QE panel
- FO(s)' representative participation in the loan negotiations
- If "Other" has been ticked, please specify and/or provide any other comment

Section II

14. Has the consultation or involvement of FO(s) significantly influenced the design of this project?

YES NO

15. If Yes, please explain the positive influence of FO(s) in the design of this project.

16. If No, please indicate the main reasons for lack of significant influence of FO(s) in the design of this project.

17. Are FO(s) involved (or planned to be involved) in the implementation of this project?

YES NO

18. Please specify the name and type of the most important FO involved (or planned to be involved) in the implementation of this project.

Name

19. Type

20. If any, please indicate the names of other FO(s)/Cooperatives involved (or planned to be involved) in project's implementation.

21. Please specify the types or modalities of FO(s) (foreseen) involvement in the implementation of this project.

- Inclusion of FO(s) in component(s) as direct beneficiaries of capacity building/institutional development activities (outcomes are relevant either to the organization or to individual members)
- Involvement of FO(s) in component(s) as implementation partners with specific responsibility
- Involvement of FO(s) in component(s) as service Providers [implies formal agreement or contract between PMU and FO(s)]
- Assignment of full responsibility for the management of one or more components [this implies that FO(s) receive direct funds from the project to implement the component's activities]
- Formal membership in the steering committee
- Formal membership in the CPMT
- If "Other" has been ticked, please specify and/or add any further comment

Section III

22. If not, please specify why.

23. Please indicate in this box any additional information and/or comments on some issues related to FO(s) you may want to highlight.

END OF SURVEY

Section I (questions 6-13): FO involvement in project design

IFAD regional division	Country	Name of project	Date of approval	Have FOs been involved or consulted in the project's design?	Have you undertaken a mapping or profiling of FOs during the design process?	Who undertook it?				Modalities of FOs' involvement in the project's design process							
						Consultant in the Team	IFAD staff in the Team	External Operator	Other	Simple bilateral meetings in the field or capital	Participation of FOs in multi-stakeholder discussions	Specific workshops with FOs	Negotiations between FOs and Government or other development actors	FOs' representatives being member of design team, PDT, CPMT, QE panel	FOs' representative participation in the loan	Other	
APR	Afghanistan	CLAP	2012	1	1	1	1	0	0	1	1	0	0	0	0	0	
	Cambodia	PADEE	2012	1	0	0	0	0	0	1	0	0	0	0	0	0	
	China	HARIIP	2012	1	1	1	0	0	0	1	0	1	0	0	0	0	
	China	YARIP	2012	1	1	1	0	0	0	1	1	0	1	0	0	0	
	China	Shiyan Smallholders Agribusiness Development Project	2013	1	1	1	0	0	0	1	1	0	1	0	0	0	
	India	JTELP	2012	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Indonesia	CCDP	2012	1	1	1	1	0	0	1	1	1	0	0	0	0	
	Laos	FNML	2013	1	1	1	1	0	0	1	1	0	0	0	0	0	
	Nepal	Biu-Bijan	2012	1	0	0	0	0	0	1	0	1	0	1	0	0	
	Tonga	TRIP	2012	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Viet Nam	Project in Ha Tinh and Quang Binh Provinces	2013	1	0	0	0	0	0	1	1	0	0	0	0	0	
Viet Nam	Change in the Mekong River Delta Region	2013	1	0	0	0	0	0	1	1	0	0	0	0	0		
ESA	Eritrea	NAP	2012	1	1	1	1	0	0	1	1	0	1	0	0	0	
	Ethiopia	Pastoral Community Development Project III	2013	1	0	0	0	0	0	1	1	1	0	0	0	0	
	Kenya	UTaNRMP	2012	1	1	1	0	0	0	1	1	1	1	0	0	1	
	Mozambique	PROSUL	2012	1	1	1	1	0	0	1	1	0	0	0	0	0	
	Rwanda	Post-harvest Agribusiness Support Project	2013	1	0	0	0	0	0	1	0	1	1	0	0	0	
	Seychelles	CLISSA	2013	1	1	1	1	0	0	1	1	1	0	0	0	0	
	Uganda	Project for Financial Inclusion in Rural Areas	2013	1	0	0	0	0	0	1	1	0	0	1	0	0	

Section I...continued

IFAD regional division	Country	Name of project	Date of approval	Have FOs been involved or consulted in the project's design?	Have you undertaken a mapping or profiling of FOs during the design process?	Who undertook it?				Modalities of FOs' involvement in the project's design process						
						Consultant in the Team	IFAD staff in the Team	External Operator	Other	Simple bilateral meetings in the field or capital	Participation of FOs in multi-stakeholder discussions	Specific workshops with FOs	Negotiations between FOs and Government or other development actors	FOs' representatives being member of design team, PDT, CPMT, QE panel	FOs' representative participation in the loan	Other
LAC	Brazil	Dom Tavora	2012	1	0	0	0	0	0	1	1	0	0	0	0	0
	Brazil	Paulo Freire Project	2012	1	0	0	0	0	0	0	1	0	0	0	0	1
	Brazil	Rural Sustainable Development in the Semiarid Region of the State of Bahia (Pro Semiarid)	2013	1	1	0	1	0	0	1	0	1	0	0	0	0
	Brazil	Policy articulation and dialogue for reducing poverty and inequalities in Semiarid Northeast Brazil	2013	1	0	0	0	0	0	1	1	1	0	0	0	0
	Haiti	PPI 3	2012	1	1	1	0	0	0	1	1	1	0	0	0	0
	Honduras	PROLENCA	2013	1	0	0	0	0	0	1	0	0	0	0	0	0
	Paraguay	Paraguay Inclusivo (PPI)	2012	1	1	1	0	0	0	0	0	0	0	0	0	0
	Peru	Highlands Local Dvplmt	2012	1	1	1	0	0	0	0	0	0	0	0	0	0
	Venezuela	PROSANESU	2012	1	1	1	1	0	0	0	1	1	0	0	0	0
NEN	Kyrgyzstan	LMDP	2012	0	0	0	0	0	0	0	0	0	0	0	0	0
	Tunisia	PRODESUD II	2012	1	1	1	0	0	0	0	0	1	0	0	0	0
	Uzbekistan	HSP	2012	0	0	0	0	0	0	0	0	0	0	0	0	0
WCA	Burkina Faso	Neer-Tamba Project	2012	1	0	0	0	0	0	1	1	0	0	1	0	0
	DR. Congo	PAPAKIN	2012	1	1	0	0	1	0	1	1	0	0	0	0	0
	Gambia	Nema	2012	1	1	1	0	0	0	0	1	1	1	1	1	1
	Guinea	PNAFAA ext. BGF	2013	1	1	0	0	0	1	0	1	0	0	1	0	0
	Mali	FIER	2013	1	1	1	0	0	0	0	1	1	1	1	0	0
	Niger	RJWANMU	2012	0	0	0	0	0	0	0	0	0	0	0	0	0
	Nigeria	VCDP	2012	1	0	0	0	0	0	1	1	0	0	0	0	0
	Nigeria	Community Based Agricultural Rural Development Programme - Phase II	2013	1	0	0	0	0	0	1	1	0	0	0	0	0
	Senegal	Value Chain Project	2013	1	1	0	0	0	1	0	1	1	1	1	1	0
Sierra Leone	RFCIP2	2013	1	1	1	0	0	0	1	1	0	0	0	0	0	
TOT by question				36	22	18	8	1	2	27	27	15	8	7	2	3

Section II (questions 14-21): FO involvement in project implementation

IFAD regional division	Country	Name of the project	Date of approval	Date of approval	Have FOs been involved (or planned to be involved) in PROJECT IMPLEMENTATION?	Inclusion of FOs in component(s) as direct beneficiaries of capacity building/ Institutional development activities	Involvement of FO(s) in component(s) as Implementation Partners with specific responsibilities	Involvement of FO(s) in component(s) as Service Providers	Assignment of full responsibility for the management of one or more components	Formal membership in the steering committee	Formal membership in the CPMT	Other
APR	Afghanistan	CLAP	2012	2012	1	1	1	1	1	0	0	1
	Cambodia	PADEE	2012	2012	1	0	0	0	1	0	0	0
	China	HARIIP	2012	2012	1	1	1	1	1	1	0	0
	China	YARIP	2012	2012	1	1	1	1	1	0	0	0
	China	Shiyan Smallholders Agribusiness Development Project	2013	2013	1	1	1	1	1	1	0	0
	India	JTELP	2012	2012	0	0	0	0	0	0	0	0
	Indonesia	CCDP	2012	2012	1	1	0	1	0	0	0	0
	Laos	FNML	2013	2013	1	1	0	0	0	0	0	0
	Nepal	Biu-Bijan	2012	2012	1	1	1	0	0	1	0	0
	Tonga	TRIP	2012	2012	0	0	0	0	0	0	0	0
	Viet Nam	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces (LOT)	2013	2013	1	1	1	1	0	0	0	0
	Viet Nam	Adaption to Climate Change in the Mekong River Delta Region (LOT)	2013	2013	1	1	1	1	0	0	0	0
ESA	Eritrea	NAP (National Agriculture Project)	2012	2012	1	1	1	1	0	0	0	0
	Ethiopia	Pastoral Community Development Project III	2013	2013	1	1	1	0	0	0	0	0
	Kenya	UTaNRMP	2012	2012	1	1	0	0	0	0	0	0
	Mozambique	PROSUL	2012	2012	1	1	1	0	0	0	1	0
	Rwanda	Post-harvest Agribusiness Support Project	2013	2013	1	1	1	0	0	0	0	0
	Seychelles	CLISSA	2013	2013	1	1	1	1	0	1	0	0
	Uganda	Project for Financial Inclusion in Rural Areas	2013	2013	1	0	0	0	0	1	1	0
LAC	Brazil	Dom Tavora	2012	2012	1	1	0	0	1	0	0	0
	Brazil	Paulo Freire Project	2012	2012	1	1	0	0	1	0	0	1
	Brazil	Rural Sustainable Development in the Semiarid Region of the State of Bahia (Pro Semiarid)	2013	2013	1	1	1	0	0	0	0	1
	Brazil	Policy articulation and dialogue for reducing poverty and inequalities in Semiarid Northeast Brazil	2013	2013	1	1	1	0	0	0	0	1
	Haiti	PPI 3	2012	2012	1	1	1	1	0	1	0	0
	Honduras	PROLENCA	2013	2013	1	1	0	0	0	1	0	0
	Paraguay	Paraguay Inclusivo (PPI)	2012	2012	1	1	0	0	0	0	0	0
	Peru	Highlands Local Dvplmt	2012	2012	0	0	0	0	0	0	0	0
	Venezuela	PROSANESU	2012	2012	1	1	1	0	0	0	0	0
NEN	Kyrgyzstan	LMDP	2012	2012	1	1	1	0	0	1	0	0
	Tunisia	PRODESUD II	2012	2012	1	1	0	0	0	0	0	0
	Uzbekistan	HSP	2012	2012	0	0	0	0	0	0	0	0
WCA	Burkina Faso	Neer-Tamba Project	2012	2012	1	1	1	0	1	1	0	0
	DR. Congo	PAPAKIN	2012	2012	1	1	1	1	0	1	0	0
	Gambia	Nema	2012	2012	1	1	1	1	0	1	0	0
	Guinea	PNAafa ext. BGF	2013	2013	1	1	1	1	1	1	1	0
	Mali	Rural Youth Vocational Training, Integration in Agricultural Value-chains and Entrepreneurship	2013	2013	1	1	1	1	0	1	1	0
	Niger	RUWANMU	2012	2012	0	0	0	0	0	0	0	0
	Nigeria	VCDP	2012	2012	1	1	1	0	0	0	0	0
	Nigeria	Community Based Agricultural Rural Development Programme - Phase II	2013	2013	1	1	1	0	0	0	0	0
	Senegal	Value Chain Project	2013	2013	1	1	1	1	1	1	1	0
	Sierra Leone	RFCIP2	2013	2013	0	0	0	0	0	0	0	0
TOT by question					35	165173	25	15	10	14	5	4

C. Survey on ongoing projects approved in 2006-2011 that foresaw partnerships with FOs

GENERAL INFORMATION

1. Your Name

2. Your IFAD's title

3. IFAD's Regional Division

4. Country and Name of the project(s) (The projects have been listed according to their Regional Division: APR, ESA, LAC, NENA, WCA)

(dropdown menu)

5. When did you start working on this country? (month/year)

Section I

6. Is the partnership with FO(s)* still going on within the project?

**Farmers' and Rural Producers' Organizations (FOs) are here strictly defined as membership-based organizations of smallholder and family farmers, including pastoralists, fishers and indigenous people, which are structured beyond the grassroots or community level, at local regional or national level.*

YES NO

7. If not, please indicate why this occurred.

8. Please indicate since when the partnership with FO(s) has stopped.

9. Please specify the name and type of the main FO involved in the project's implementation.

Name

10. Type

11. If any, please indicate the name of other FOs/Cooperatives involved in project's implementation.

12. Please specify the types or modalities of FO(s) involvement in the implementation of this project.
- Inclusion of FO(s) in components as direct beneficiaries of capacity building/institutional development activities (outcomes are relevant either to the organization or to individual members)
 - Involvement of FO(s) in component(s) as implementation partners with specific responsibility
 - Involvement of FO(s) in component(s) as Service Providers [implies formal agreement or contract between PMU and FO(s)]
 - Assignment of full responsibility for the management of one or more components [this implies that FO(s) receive direct funds from the project to implement the component's activities].
 - Formal membership in the steering committee Formal membership in the CPMT
 - If "Other" is ticked, please specify and/or add any further comment

Section II

13. Specify the type of ECONOMIC SUPPORT provided to FO(s) within the project.

- Input supply (seeds, pesticides, land, water, farm rehabilitation)
- Marketing facilities (storage, processing equipment, etc.)
- Financing of FOs' business plans
- Advisory services
- Linking FOs to value chain stakeholders (PPPs, etc.)
- None

14. Specify the type of INSTITUTIONAL SUPPORT provided to FO(s) within the project.

- Registration and Governance (legal recognition/ running general assemblies)
- Structuring support [mobilization of farmers (or farmers' groups) to join FO(s) at local, union, federations/apex level].
- Capacity building on planning, administrative and financial management.
- Financing human capital for running the FO.
- None

15. Specify the type of ADVOCACY SUPPORT provided to FO(s) within the project.

- Training on Advocacy
- Facilitating FO-Government dialogue
- Support to FO(s) studies and analysis of policies
- None

Section III

16. Have the expected results of the activities involving FO(s) been achieved, or are they on track to be achieved?

Please provide additional details (if any)

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17. If No, please explain the main reasons that prevented the achievement of the expected results.

1
2
3

18. Specify the type of benefits the FO(s) are drawing from their involvement in this project:

- FO(s) institutional and organizational capacities have been strengthened
- FO(s) are able to influence policy on priority subjects
- FO(s) are able to provide services to their members, increasing the livelihood and income of smallholders

19. If any, what have been the main challenges in working with FO(s)?

1
2
3

20. Please indicate in this box any additional information and/or comments on some issues related to FO(s), you may want to highlight.

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21. Are there additional country grants (for example supplementary funds or other sources of funding) specifically oriented to the support of FO(s)? [Please skip this question if you have already replied to it for other projects within your portfolio].

Yes NO

22. If Yes, please indicate the name of the grant(s) or the grant(s) number.

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23. If Yes, please indicate the source of funding.

- Part of Regional Grant
- Country Grant from PBAS allocation
- Supplementary Funds
- Specific Country Grants (DSF)
- If other, please specify

END OF SURVEY

Section I (questions 6-12): Modalities of FOs involvement in project implementation

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Inclusion of FOs in component(s) as direct beneficiaries of capacity building/ Institutional development activities	Involvement of FO(s) in component(s) as Implementation Partners with specific responsibilities	Involvement of FO(s) in component(s) as Service Providers	Assignment of full responsibility for the management of one or more components	Formal membership in the steering committee	Formal membership in the CPMT	Other
APR	Bhutan	Market Access and Growth Intensification Project (MAGIP)	1	1		1				
	China	Guangxi Integrated Agricultural Development Project (GIADP)	1	1	1		1			1
	China	Dabieshan Area Poverty Reduction Program (DAPRP)	1	1	1	1	1		1	1
	India	Integrated Livelihood Support Project (IULSP)	1	1						
	Indonesia	Smallholder Livelihood Development Project (SOLID)	1	1	1				1	
	Laos	Northern Region Sustainable Livelihoods through Livestock Dev. Project (NRSLDP)	1	1						
	Laos	Soum Son Seun Jai Programme (Soum Son Seun Jai)	1	1						
	Pakistan	Gwadar-Lasbela Livelihoods Support Project (GLLSP)	1	1	1			1		1
	Pakistan	Southern Punjab Poverty Alleviation Project (SPPAP)	1	1	1					
	Solomon Islands	Solomon Islands Rural Development Program (RDP)	0							
	Viet Nam	Sustainable Empowerment of Ethnic Minorities in Dak Nong (3EM)	1	1	1	1				
	Viet Nam	Tam Nong Support Project (TNSP)	1	1	1	1				
	Viet Nam	Pro-poor Partnerships for Agroforestry Dev. (3PAD)	1	1	1	1				
Viet Nam	Developing Business with the Rural Poor (DBRP)	1	1	1	1					
ESA	Burundi	Programme de Développement des Filières (PRODEFI)	1		1	1	1	1	1	
	Burundi	Projet d'Appui à l'Intensification et à la Valorisation agricoles du Burundi (PAIVA - B)	1	1	1	1	1		1	
	Comoros	National programme for sustainable human development (NPSHD)	1	1						
	Kenya	Smallholder Horticulture Marketing Programme (SHOMAP)	1	1						
	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	1	1						
	Lesotho	Smallholder Agriculture Dev. Project (Agriculture Development)	0							
	Madagascar	Project to Support Dev. in the Menabe and Melaky Regions (Ad2M)	1	1	1	1				
	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	1	1	1	1		1	1	
	Madagascar	Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)	1	1	1	1		1	1	
	Malawi	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	1			1	1			
	Mozambique	Artisanal Fisheries Promotion Project (ProPESCA)	1	1	1					
	Mozambique	Rural Markets Promotion Programme (PROMER)	1	1						1
	Rwanda	Project for Rural Income through Exports (PRICE)	1	1	1					
	Rwanda	Kirehe Community-Based Watershed Management Project (KWAMP)	1	1						
	South Sudan	South Sudan Livelihoods Development Project (SSLDP)	0							
	Tanzania, United Republic	Marketing Infrastructure, Value Addition, Rural Finance Support Programme (MIVARF)	1	1	1	1	1			
	Uganda	Agriculture Technology and Agribusiness Advisory Services (ATAAS)	0							
Uganda	Vegetable Oil Development Project 2 (VODP2)	1							1	
Uganda	Community Agr'l Infrastructure Improvement Programme (CAIIP-1)	0								
Uganda	District Livelihoods Support Programme (DLSP)	0								

Section I...continued

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Inclusion of FOs in component(s) as direct beneficiaries of capacity building/ Institutional development activities	Involvement of FO(s) in component(s) as Implementation Partners with specific responsibilities	Involvement of FO(s) in component(s) as Service Providers	Assignment of full responsibility for the management of one or more components	Formal membership in the steering committee	Formal membership in the CPMT	Other
LAC	Ecuador	Proyecto para el desarrollo Territorial Ibarra Sanlorenzo (Ibarra Sanlorenzo)	1	1	1	1				1
	Ecuador	Programa del Buen Vivir en Territorios Rurales (Buen Vivir)	1	1	1					
	El Salvador	PRODEMOR Central	1	1	1	1				
	Guatemala	Sustainable Rural Dev. Programme for the Northern Region (PRODENORTE)	0							
	Haiti	Small-scale Irrigation Dev. Project (PPI-2)	1	1		1		1		
	Haiti	Productive Initiatives Support Program in rural areas (PAIP)	1	1	1	1		1		
	Honduras	Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECON)	1	1		1		1		
	Honduras	Sustainable Rural Dev. Programme for the Southern Region (Emprende Sur)	1	1				1		
	Honduras	Competitiveness and Sustainable Rural Dev. Project in the Northern Zone (Northern Horizons)	1	1		1		1		
	Panama	Participative Dev. And Rural Modernization Project (PARTICIPA)	1	1		1	1			
	Paraguay	Project Paraguay Rural	1	1						
Venezuela	Support Project to Warao Population in Orinoco (Warao Support Programme)	0								
NENA	Albania	Mountain to Markets Programme (MMP)	1					1		
	Armenia	Rural assets Creation Programme (RACP)	0							
	Armenia	Farmer Market Access Programme (FMAP)	0							
	Georgia	Agricultural Support Project (ASP)	0							
	Tajikistan	Livestock and Pasture Development (LPDP)	0							
	Yemen	Rainfed Agriculture and Livestock Project (RALP)	1	1	1					
	Yemen	Fisheries Investment Project (FIP)	1	1	1			1		
	Yemen	YemenInvest - Rural Employment Programme (YIREP)	0							
Yemen	Economic Opportunities Programme (EOP)	1	1					1		

Section I...continued

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Inclusion of FOs in component(s) as direct beneficiaries of capacity building/ Institutional development activities	Involvement of FO(s) in component(s) as Implementation Partners with specific responsibilities	Involvement of FO(s) in component(s) as Service Providers	Assignment of full responsibility for the management of one or more components	Formal membership in the steering committee	Formal membership in the CPMT	Other
WCA	Burkina Faso	Projet d'Irrigation et de Gestion de l'Eau à Petite Echelle (PIGEPE)	0							
	Burkina Faso	Programme de Développement Rural Durable (PDRD)	0							
	Cameroon	Commodity Value Chain Development project (PADFA)	1	1						
	Cameroon	Rural Microfinance Dev. Support Project (PADMIR)	1	1						
	Central African Republic	Project for Reviving Food Crops and Small Livestock Production in the Savannah (PREVES)	1	1		1		1		1
	Chad	Rural Dev. Support Programme in the Guera Region (PADER-G)	1	1		1		1	1	1
	Congo	Rural Development Project in the Departments of Niari, Bouenza, Lékoumou and Kouilou (PRODER SUD)	1	1	1	1				
	Congo	Agriculture Value Chains Support Dev't Programme (PADEF)	1	1	1	1		1		
	D.R. Congo	Integrated Agricultural Rehabilitation Programme In the Maniema Province (PIRAM)	1	1	1					
	Cote d'Ivoire	Support to Agricultural Dev. and Marketing Project (PROPACOM)	1	1				1		
	Ghana	Rural Enterprises Programme (REP)	0							
	Guinea	Programme national d'appui aux acteurs des filières agricoles volet "Haute Guinée" (PNAAFA-HG)	1	1	1	1	1	1	1	
	Guinea	Village Communities Support Project Phase II (PACV II)	0							
	Liberia	Smallholder treecrop revitalisation support project (STCRSP)	1	1	1	1				
	Mali	Projet d'Accroissement de la Productivité Agricole au Mali (PAPAM)	1	1	1	1	1	1	1	
	Mali	Programme Intégré de Dév't Rural de la Région de Kidal (PIDRK)	0							
	Mali	Programme de microfinance rurale (PMR)	0							
	Mauritania	Programme de lutte contre la pauvreté rurale par l'appui aux filières (ProLPRAF)	1	1		1		1	1	
	Niger	Project for the Promotion of Agricultural Value Chains, Local Innovations and Rural Markets in the Maradi Region (PASADEM)	1	1	1	1	1	1	1	
	Senegal	Support to Agricultural Dev. and Rural Entrepreneurship (PADAER)	1	1		1		1	1	
Sierra Leone	Rural finance and Community Improvement Programme (RFCIP)	1							1	
Sierra Leone	Smallholder Commercialization Programme (SCP)	1	1		1		1			
Togo	Projet d'appui au développement agricole du Togo (PADAT)	1	1				1	1		
		TOT number of projects	59	54	30	31	11	22	14	8

Section II (question 13): Type of Economic support provided to FOs by the project

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Input supply (seeds, pesticides, land, water, farm)	Marketing facilities (storage, processing equipment, etc.)	Financing of FO's business plans	Advisory Services	Linking FOs to value chain stakeholders (PPPs, etc.)	None
APR	Bhutan	Market Access and Growth Intensification Project (MAGIP)	1	1	1	0	1	0	0
	China	Guangxi Integrated Agricultural Development Project (GIADP)	1	1	1	1	1	1	0
	China	Dabieshan Area Poverty Reduction Program (DAPRP)	1	1	1	1	1	1	0
	India	Integrated Livelihood Support Project (IULSP)	1	1	1	1	1	1	0
	Indonesia	Smallholder Livelihood Development Project (SOLID)	1	1	1	1	1	1	0
	Laos	Northern Region Sustainable Livelihoods through Livestock Dev. Project (NRSLDLP)	1	1	1	1	1	1	0
	Laos	Soum Son Seun Jai Programme (Soum Son Seun Jai)	1	1	1	1	1	1	0
	Pakistan	Gwadar-Lasbela Livelihoods Support Project (GLLSP)	1	1	1	1	1	1	0
	Pakistan	Southern Punjab Poverty Alleviation Project (SPPAP)	1	1	1	1	1	1	0
	Solomon Islands	Solomon Islands Rural Development Program (RDP)	0	0	0	0	0	0	0
	Viet Nam	Sustainable Empowerment of Ethnic Minorities in Dak Nong (3EM)	1	0	0	0	1	1	0
	Viet Nam	Tam Nong Support Project (TNSP)	1	0	0	0	1	1	0
	Viet Nam	Pro-poor Partnerships for Agroforestry Dev. (3PAD)	1	0	0	0	1	1	0
	Viet Nam	Developing Business with the Rural Poor (DBRP)	1	0	0	0	1	1	0
ESA	Burundi	Programme de Développement des Filières (PRODEFI)	1	0	0	1	0	1	0
	Burundi	Projet d'Appui à l'Intensification et à la Valorisation agricoles du Burundi (PAIVA - B)	1	0	0	1	1	1	0
	Comoros	National programme for sustainable human development (NPSHD)	1	1	0	0	0	0	0
	Kenya	Smallholder Horticulture Marketing Programme (SHOMAP)	1	0	1	0	1	0	0
	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	1	0	0	1	0	1	0
	Lesotho	Smallholder Agriculture Dev. Project (Agriculture Development)	0	0	0	0	0	0	0
	Madagascar	Project to Support Dev. in the Menabe and Melaky Regions (Ad2M)	1	1	1	1	1	1	0
	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	1	1	1	1	1	1	0
	Madagascar	Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)	1	1	1	1	1	1	0
	Malawi	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	1	0	0	0	0	0	0
	Mozambique	Artisanal Fisheries Promotion Project (ProPESCA)	1	0	0	0	0	0	1
	Mozambique	Rural Markets Promotion Programme (PROMER)	1	1	1	0	1	1	0
	Rwanda	Project for Rural Income through Exports (PRICE)	1	1	1	1	1	1	0
	Rwanda	Kirehe Community-Based Watershed Management Project (KWAMP)	1	1	0	1	0	0	0
	South Sudan	South Sudan Livelihoods Development Project (SSLDP)	0	0	0	0	0	0	0
	Tanzania, U.R. of	Marketing Infrastructure, Value Addition, Rural Finance Support Programme (MIVARF)	1	0	1	1	1	1	0
	Uganda	Agriculture Technology and Agribusiness Advisory Services (ATAAS)	0	0	0	0	0	0	0
	Uganda	Vegetable Oil Development Project 2 (VODP2)	1	1	1	0	1	1	0
	Uganda	Community Agr'l Infrastructure Improvement Programme (CAIIP-1)	0	0	0	0	0	0	0
Uganda	District Livelihoods Support Programme (DLSP)	0	0	0	0	0	0	0	
LAC	Ecuador	Proyecto para el desarrollo Territorial Ibarra Sanlorenzo (Ibarra Sanlorenzo)	1	1	1	1	1	1	0
	Ecuador	Programa del Buen Vivir en Territorios Rurales (Buen Vivir)	1	1	1	1	1	1	0
	El Salvador	PRODEMOR Central	1	1	1	1	1	1	0
	Guatemala	Sustainable Rural Dev. Programme for the Northern Region (PRODENORTE)	0	0	0	0	0	0	0
	Haiti	Small-scale Irrigation Dev. Project (PPI-2)	1	1	1	1	1	0	0
	Haiti	Productive Initiatives Support Program in rural areas (PAIP)	1	1	1	1	1	0	0
	Honduras	Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECOM)	1	1	1	1	1	1	0
	Honduras	Sustainable Rural Dev. Programme for the Southern Region (Emprende Sur)	1	1	1	1	1	1	0
	Honduras	Competitiveness and Sustainable Rural Dev. Project in the Northern Zone (Northern Horizons)	1	1	1	1	1	1	0
	Panama	Participative Dev. And Rural Modernization Project (PARTICIPA)	1	1	0	0	0	1	0
	Paraguay	Project Paraguay Rural	1	0	0	1	0	0	0
Venezuela	Support Project to Warao Population in Orinoco (Warao Support Programme)	0	0	0	0	0	0	0	

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Input supply (seeds, pesticides, land, water, farm)	Marketing facilities (storage, processing equipment, etc.)	Financing of FO's business plans	Advisory Services	Linking FOs to value chain stakeholders (PPPs, etc.)	None
NENA	Albania	Mountain to Markets Programme (MMP)	1	0	0	0	0	0	0
	Armenia	Rural assets Creation Programme (RACP)	0	0	0	0	0	0	0
	Armenia	Farmer Market Access Programme (FMAP)	0	0	0	0	0	0	0
	Georgia	Agricultural Support Project (ASP)	0	0	0	0	0	0	0
	Tajikistan	Livestock and Pasture Development (LPDP)	0	0	0	0	0	0	0
	Yemen	Rainfed Agriculture and Livestock Project (RALP)	1	1	0	0	1	0	0
	Yemen	Fisheries Investment Project (FIP)	1	1	1	1	1	1	0
	Yemen	YemenInvest - Rural Employment Programme (YIREP)	0	0	0	0	0	0	0
	Yemen	Economic Opportunities Programme (EOP)	1	1	1	1	1	1	0
WCA	Burkina Faso	Projet d'Irrigation et de Gestion de l'Eau à Petite Echelle (PIGEPE)	0	0	0	0	0	0	0
	Burkina Faso	Programme de Développement Rural Durable (PDRD)	0	0	0	0	0	0	0
	Cameroon	Commodity Value Chain Development project (PADFA)	1	1	1	1	1	1	0
	Cameroon	Rural Microfinance Dev. Support Project (PADMIR)	1	1	1	1	1	1	0
	Central African Republic	Project for Reviving Food Crops and Small Livestock Production in the Savannah (PREVES)	1	1	1	1	1	0	0
	Chad	Rural Dev. Support Programme in the Guera Region (PADER-G)	1	0	1	1	1	1	0
	Congo	Rural Development Project in the Departments of Niari, Bouenza, Lékoumou and Kouilou (PRODER SUD)	1	1	0	0	1	1	0
	Congo	Agriculture Value Chains Support Dev't Programme (PADEF)	1	1	1	1	1	1	0
	D.R. Congo	Integrated Agricultural Rehabilitation Programme In the Maniema Province (PIRAM)	1	1	1	0	0	1	0
	Cote d'Ivoire	Support to Agricultural Dev. and Marketing Project (PROPACOM)	1	1	1	0	1	1	0
	Ghana	Rural Enterprises Programme (REP)	0	0	0	0	0	0	0
	Guinea	Programme national d'appui aux acteurs des filières agricoles volet "Haute Guinée" (PNAAFA-HG)	1	1	1	1	1	1	0
	Guinea	Village Communities Support Project Phase II (PACV II)	0	0	0	0	0	0	0
	Liberia	Smallholder treecrop revitalisation support project (STCRSP)	1	1	1	1	0	1	0
	Mali	Projet d'Accroissement de la Productivité Agricole au Mali (PAPAM)	1	0	0	0	1	0	0
	Mali	Programme Intégré de Dév't Rural de la Région de Kidal (PIDRK)	0	0	0	0	0	0	0
	Mali	Programme de microfinance rurale (PMR)	0	0	0	0	0	0	0
	Mauritania	Programme de lutte contre la pauvreté rurale par l'appui aux filières (ProLPRAF)	1	1	1	0	1	1	0
	Niger	Project for the Promotion of Agricultural Value Chains, Local Innovations and Rural Markets in the Maradi Region (PASADEM)	1	1	1	1	1	1	0
	Senegal	Support to Agricultural Dev. and Rural Entrepreneurship (PADAER)	1	1	1	0	1	1	0
Sierra Leone	Rural finance and Community Improvement Programme (RFCIP)	1	0	0	0	0	0	1	
Sierra Leone	Smallholder Commercialization Programme (SCP)	1	1	1	1	0	1	0	
Togo	Projet d'appui au developpement agricole du Togo (PADAT)	1	0	1	0	1	0	0	
		TOT number of projects	59	156	41	37	46	44	2

Section II (question 14): Type of institutional support provided to FOs by the project

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Registration and Governance (legal recognition/running general assemblies)	Structuring support (mobilization of farmers (or farmers' groups) to join FOs at local, union, federations/apex level)	Capacity building on planning, administrative & financial management	Financing human capital for running FOs	None
APR	Bhutan	Market Access and Growth Intensification Project (MAGIP)	1	1	0	1	0	0
	China	Guangxi Integrated Agricultural Development Project (GIADP)	1	1	1	1	1	0
	China	Dabieshan Area Poverty Reduction Program (DAPRP)	1	1	1	1	1	0
	India	Integrated Livelihood Support Project (IULSP)	1	0	1	1	1	0
	Indonesia	Smallholder Livelihood Development Project (SOLID)	1	0	1	1	0	0
	Laos	Northern Region Sustainable Livelihoods through Livestock Dev't Proj (NRSLDLP)	1	0	0	0	1	0
	Laos	Soum Son Seun Jai Programme (Soum Son Seun Jai)	1	1	1	1	0	0
	Pakistan	Gwadar-Lasbela Livelihoods Support Project (GLLSP)	1	0	1	1	1	0
	Pakistan	Southern Punjab Poverty Alleviation Project (SPPAP)	1	0	1	1	1	0
	Solomon Islands	Solomon Islands Rural Development Program (RDP)	0	0	0	0	0	0
	Viet Nam	Sustainable Empowerment of Ethnic Minorities in Dak Nong (3EM)	1	0	1	1	0	0
	Viet Nam	Tam Nong Support Project (TNSP)	1	1	1	1	0	0
	Viet Nam	Pro-poor Partnerships for Agroforestry Dev. (3PAD)	1	0	1	1	0	0
Viet Nam	Developing Business with the Rural Poor (DBRP)	1	0	1	1	0	0	
ESA	Burundi	Programme de Développement des Filières (PRODEFI)	1	0	1	1	1	0
	Burundi	Projet d'Appui à l'Intensification et à la Valorisation agricoles du Burundi (PAIVA-B)	1	0	1	1	1	0
	Comoros	National programme for sustainable human development (NPSHD)	1	1	0	0	0	1
	Kenya	Smallholder Horticulture Marketing Programme (SHOMAP)	1	0	1	1	0	0
	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	1	0	0	1	1	0
	Lesotho	Smallholder Agriculture Dev. Project (Agriculture Development)	0	0	0	0	0	0
	Madagascar	Project to Support Dev. in the Menabe and Melaky Regions (Ad2M)	1	1	1	1	0	0
	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	1	1	1	1	1	0
	Madagascar	Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)	1	1	1	1	0	0
	Malawi	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	1	0	0	0	0	0
	Mozambique	Artisanal Fisheries Promotion Project (ProPESCA)	1	0	0	0	0	1
	Mozambique	Rural Markets Promotion Programme (PROMER)	1	1	1	1	0	0
	Rwanda	Project for Rural Income through Exports (PRICE)	1	1	1	1	1	0
	Rwanda	Kirehe Community-Based Watershed Management Project (KWAMP)	1	1	1	1	1	0
	South Sudan	South Sudan Livelihoods Development Project (SSLDP)	0	0	0	0	0	0
	Tanzania, U.R.	Marketing Infrastructure, Value Addition, Rural Finance Support Programme (MIVARF)	1	0	1	1	0	0
	Uganda	Agriculture Technology and Agribusiness Advisory Services (ATAAS)	0	0	0	0	0	0
	Uganda	Vegetable Oil Development Project 2 (VODP2)	1	1	0	0	0	0
Uganda	Community Agr'l Infrastructure Improvement Programme (CAIIP-1)	0	0	0	0	0	0	
Uganda	District Livelihoods Support Programme (DLSP)	0	0	0	0	0	0	
LAC	Ecuador	Proyecto para el desarrollo Territorial Ibarra Sanlorenzo (Ibarra Sanlorenzo)	1	1	1	1	0	0
	Ecuador	Programa del Buen Vivir en Territorios Rurales (Buen Vivir)	1	1	1	1	0	0
	El Salvador	PRODEMOR Central	1	1	1	1	1	0
	Guatemala	Sustainable Rural Dev. Programme for the Northern Region (PRODENORTE)	0	0	0	0	0	0
	Haiti	Small-scale Irrigation Dev. Project (PPI-2)	1	0	1	1	0	0
	Haiti	Productive Initiatives Support Program in rural areas (PAIP)	1	0	1	1	1	0
	Honduras	Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECOM)	1	1	0	1	1	0
	Honduras	Sustainable Rural Dev. Programme for the Southern Region (Emprende Sur)	1	1	1	1	1	0
	Honduras	Competitiveness and Sustainable Rural Dev. Project in the Northern Zone (Northern Horizons)	1	1	0	1	1	0
	Panama	Participative Dev. And Rural Modernization Project (PARTICIPA)	1	1	0	1	1	0
	Paraguay	Project Paraguay Rural	1	0	1	1	1	0
	Venezuela	Support Project to Warao Population in Orinoco (Warao Support Programme)	0	0	0	0	0	0

Section II (question 14)...continued

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Registration and Governance (legal recognition/running general assemblies)	Structuring support [mobilization of farmers (or farmers' groups) to join FOs at local, union, federations/apex level]	Capacity building on planning, administrative & financial management	Financing human capital for running FOs	None
NENA	Albania	Mountain to Markets Programme (MMP)	1	0	0	0	0	0
	Armenia	Rural assets Creation Programme (RACP)	0	0	0	0	0	0
	Armenia	Farmer Market Access Programme (FMAP)	0	0	0	0	0	0
	Georgia	Agricultural Support Project (ASP)	0	0	0	0	0	0
	Tajikistan	Livestock and Pasture Development (LPDP)	0	0	0	0	0	0
	Yemen	Rainfed Agriculture and Livestock Project (RALP)	1	1	0	1	0	0
	Yemen	Fisheries Investment Project (FIP)	1	0	0	1	0	0
	Yemen	YemenInvest - Rural Employment Programme (YIREP)	0	0	0	0	0	0
	Yemen	Economic Opportunities Programme (EOP)	1	0	0	1	0	0
WCA	Burkina Faso	Projet d'Irrigation et de Gestion de l'Eau à Petite Echelle (PIGEPE)	0	0	0	0	0	0
	Burkina Faso	Programme de Développement Rural Durable (PDRD)	0	0	0	0	0	0
	Cameroon	Commodity Value Chain Development project (PADFA)	1	1	1	1	1	0
	Cameroon	Rural Microfinance Dev. Support Project (PADMIR)	1	1	1	1	1	0
	Central African Republic	Project for Reviving Food Crops and Small Livestock Production in the Savannah (PREVES)	1	1	1	1	0	0
	Chad	Rural Dev. Support Programme in the Guera Region (PADER-G)	1	0	1	1	0	0
	Congo	Rural Development Project in the Departments of Niari, Bouenza, Lékoumou and Kouilou (PRODER SUD)	1	1	0	1	0	0
	Congo	Agriculture Value Chains Support Dev't Programme (PADEF)	1	1	1	1	0	0
	D.R. Congo	Integrated Agricultural Rehabilitation Programme In the Maniema Province (PIRAM)	1	0	1	1	1	0
	Cote d'Ivoire	Support to Agricultural Dev. and Marketing Project (PROPACOM)	1	1	1	1	0	0
	Ghana	Rural Enterprises Programme (REP)	0	0	0	0	0	0
	Guinea	Programme national d'appui aux acteurs des filières agricoles volet "Haute Guinée" (PNAFAA-HG)	1	1	1	1	1	0
	Guinea	Village Communities Support Project Phase II (PACV II)	0	0	0	0	0	0
	Liberia	Smallholder treecrop revitalisation support project (STCRSP)	1	0	1	1	1	0
	Mali	Projet d'Accroissement de la Productivité Agricole au Mali (PAPAM)	1	0	0	1	1	0
	Mali	Programme Intégré de Dév't Rural de la Région de Kidal (PIDRK)	0	0	0	0	0	0
	Mali	Programme de microfinance rurale (PMR)	0	0	0	0	0	0
	Mauritania	Programme de lutte contre la pauvreté rurale par l'appui aux filières (ProLPRAF)	1	0	0	1	0	0
	Niger	Project for the Promotion of Agricultural Value Chains, Local Innovations and Rural Markets in the Maradi Region (PASADEM)	1	1	1	1	1	0
	Senegal	Support to Agricultural Dev. and Rural Entrepreneurship (PADAER)	1	1	1	1	1	0
	Sierra Leone	Rural finance and Community Improvement Programme (RFCIP)	1	0	0	0	0	1
	Sierra Leone	Smallholder Commercialization Programme (SCP)	1	1	1	1	0	0
	Togo	Projet d'appui au développement agricole du Togo (PADAT)	1	1	1	1	0	0
		TOT number of projects	59	417	41	52	27	3

Section II (question 15): Type of advocacy support provided to FOs by the project

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Training on Advocacy	Facilitating FO-Government dialogue	Support to FO(s) studies and analysis of policies	None
APR	Bhutan	Market Access and Growth Intensification Project (MAGIP)	1		1	0	0
	China	Guangxi Integrated Agricultural Development Project (GIADP)	1	1	0	1	0
	China	Dabieshan Area Poverty Reduction Program (DAPRP)	1	1	1	1	0
	India	Integrated Livelihood Support Project (IULSP)	1		0	0	1
	Indonesia	Smallholder Livelihood Development Project (SOLID)	1		1	1	0
	Laos	Northern Region Sustainable Livelihoods through Livestock Dev. Project (NRSLDP)	1		1	1	0
	Laos	Soum Son Seun Jai Programme (Soum Son Seun Jai)	1		0	1	0
	Pakistan	Gwadar-Lasbela Livelihoods Support Project (GLLSP)	1		1	1	0
	Pakistan	Southern Punjab Poverty Alleviation Project (SPPAP)	1		1	1	0
	Solomon Islands	Solomon Islands Rural Development Program (RDP)	0		0	0	0
	Viet Nam	Sustainable Empowerment of Ethnic Minorities in Dak Nong (3EM)	1		1	0	0
	Viet Nam	Tam Nong Support Project (TNSP)	1		1	0	0
	Viet Nam	Pro-poor Partnerships for Agroforestry Dev. (3PAD)	1		1	0	0
	Viet Nam	Developing Business with the Rural Poor (DBRP)	1		1	1	0
ESA	Burundi	Programme de Développement des Filières (PRODEFI)	1	0	1	0	0
	Burundi	Projet d'Appui à l'Intensification et à la Valorisation agricoles du Burundi (PAIVA - B)	1	0	1	1	0
	Comoros	National programme for sustainable human development (NPSHD)	1	0	0	0	1
	Kenya	Smallholder Horticulture Marketing Programme (SHOMAP)	1	1	0	1	0
	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	1	1	0	0	0
	Lesotho	Smallholder Agriculture Dev. Project (Agriculture Development)	0	0	0	0	0
	Madagascar	Project to Support Dev. in the Menabe and Melaky Regions (Ad2M)	1	0	0	0	1
	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	1	1	1	1	0
	Madagascar	Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)	1	0	1	1	0
	Malawi	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	1	0	0	0	0
	Mozambique	Artisanal Fisheries Promotion Project (ProPESCA)	1	0	0	0	1
	Mozambique	Rural Markets Promotion Programme (PROMER)	1	1	1	0	0
	Rwanda	Project for Rural Income through Exports (PRICE)	1	1	1	1	0
	Rwanda	Kirehe Community-Based Watershed Management Project (KWAMP)	1	1	1	1	0
	South Sudan	South Sudan Livelihoods Development Project (SSLDP)	0	0	0	0	0
	Tanzania, U.R.	Marketing Infrastructure, Value Addition, Rural Finance Support Programme (MIVARF)	1	0	1	0	0
	Uganda	Agriculture Technology and Agribusiness Advisory Services (ATAAS)	0	0	0	0	0
	Uganda	Vegetable Oil Development Project 2 (VODP2)	1	0	0	0	1
Uganda	Community Agr'l Infrastructure Improvement Programme (CAIIP-1)	0	0	0	0	0	
Uganda	District Livelihoods Support Programme (DLSP)	0	0	0	0	0	
LAC	Ecuador	Proyecto para el desarrollo Territorial Ibarra Sanlorenzo (Ibarra Sanlorenzo)	1	0	0	1	0
	Ecuador	Programa del Buen Vivir en Territorios Rurales (Buen Vivir)	1	0	0	1	0
	El Salvador	PRODEMOR Central	1	0	1	0	0
	Guatemala	Sustainable Rural Dev. Programme for the Northern Region (PRODENORTE)	0	0	0	0	0
	Haiti	Small-scale Irrigation Dev. Project (PPI-2)	1	0	0	0	1
	Haiti	Productive Initiatives Support Program in rural areas (PAIP)	1	0	1	0	0
	Honduras	Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECON)	1	0	0	0	1
	Honduras	Sustainable Rural Dev. Programme for the Southern Region (Emprende Sur)	1	0	1	0	0
	Honduras	Competitiveness and Sustainable Rural Dev. Project in the Northern Zone (Northern Horizons)	1	0	1	0	0
	Panama	Participative Dev. And Rural Modernization Project (PARTICIPA)	1	0	1	0	0
	Paraguay	Project Paraguay Rural	1	1	0	0	0
	Venezuela	Support Project to Warao Population in Orinoco (Warao Support Programme)	0	0	0	0	0

Section II (question 15)...continued

IFAD regional division	Country	Project Name	Is the partnership still ongoing with FOs?	Training on Advocacy	Facilitating FO-Government dialogue	Support to FO(s) studies and analysis of policies	None
NENA	Albania	Mountain to Markets Programme (MMP)	1	0	0	0	0
	Armenia	Rural assets Creation Programme (RACP)	0	0	0	0	0
	Armenia	Farmer Market Access Programme (FMAP)	0	0	0	0	0
	Georgia	Agricultural Support Project (ASP)	0	0	0	0	0
	Tajikistan	Livestock and Pasture Development (LPDP)	0	0	0	0	0
	Yemen	Rainfed Agriculture and Livestock Project (RALP)	1	1	0	0	0
	Yemen	Fisheries Investment Project (FIP)	1	1	1	1	0
	Yemen	YemenInvest - Rural Employment Programme (YIREP)	0	0	0	0	0
	Yemen	Economic Opportunities Programme (EOP)	1	1	1	1	0
WCA	Burkina Faso	Projet d'Irrigation et de Gestion de l'Eau à Petite Echelle (PIGEPE)	0	0	0	0	0
	Burkina Faso	Programme de Développement Rural Durable (PDRD)	0	0	0	0	0
	Cameroon	Commodity Value Chain Development project (PADFA)	1	1	1	1	0
	Cameroon	Rural Microfinance Dev. Support Project (PADMIR)	1	1	1	1	0
	Central African Republic	Project for Reviving Food Crops and Small Livestock Production in the Savannah (PREVES)	1	0	1	0	0
	Chad	Rural Dev. Support Programme in the Guera Region (PADER-G)	1	1	0	1	0
	Congo	Rural Development Project in the Departments of Niari, Bouenza, Lékoumou and Kouilou (PRODER SUD)	1	0	0	0	1
	Congo	Agriculture Value Chains Support Dev't Programme (PADEF)	1	0	0	0	1
	D.R. Congo	Integrated Agricultural Rehabilitation Programme In the Maniema Province (PIRAM)	1	1	0	0	0
	Cote d'Ivoire	Support to Agricultural Dev. and Marketing Project (PROPACOM)	1	1	1	1	0
	Ghana	Rural Enterprises Programme (REP)	0	0	0	0	0
	Guinea	Programme national d'appui aux acteurs des filières agricoles volet "Haute Guinée" (PNAFA-HG)	1	1	1	1	0
	Guinea	Village Communities Support Project Phase II (PACV II)	0	0	0	0	0
	Liberia	Smallholder treecrop revitalisation support project (STCRSP)	1	0	0	0	1
	Mali	Projet d'Accroissement de la Productivité Agricole au Mali (PAPAM)	1	0	1	1	0
	Mali	Programme Intégré de Dév't Rural de la Région de Kidal (PIDRK)	0	0	0	0	0
	Mali	Programme de microfinance rurale (PMR)	0	0	0	0	0
	Mauritania	Programme de lutte contre la pauvreté rurale par l'appui aux filières (ProLPRAF)	1	0	0	1	0
	Niger	Project for the Promotion of Agricultural Value Chains, Local Innovations and Rural Markets in the Maradi Region (PASADEM)	1	1	0	1	0
	Senegal	Support to Agricultural Dev. and Rural Entrepreneurship (PADAER)	1	1	1	1	0
	Sierra Leone	Rural finance and Community Improvement Programme (RFCIP)	1	0	0	0	1
	Sierra Leone	Smallholder Commercialization Programme (SCP)	1	0	1	1	0
	Togo	Projet d'appui au développement agricole du Togo (PADAT)	1	0	1	0	0
TOT number of projects			59	619	34	28	11

Section III (questions 16-19): FOs results and benefits in terms of partnership with IFAD supported projects

IFAD regional division	Country	Project Name	Have the expected results of the activities involving FO(s) been achieved, or are on track to be achieved?				TYPE OF BENEFITS FOs get from their involvement in the project		
			Yes (slightly)	Yes (fully)	No	Don't Know	FO(s) institutional & organizational capacities have been strengthened	FO(s) are able to influence policy on priority subjects	FO(s) are able to provide services to their members
APR	Bhutan	Market Access and Growth Intensification Project (MAGIP)	1	0	0	0	1	0	1
	China	Guangxi Integrated Agricultural Development Project (GIADP)	0	1	0	0	1	1	1
	China	Dabieshan Area Poverty Reduction Program (DAPRP)	0	1	0	0	1	1	1
	India	Integrated Livelihood Support Project (IULSP)	0	0	1	0	1	0	1
	Indonesia	Smallholder Livelihood Development Project (SOLID)	0	0	1	0	1	1	1
	Laos	Northern Region Sustainable Livelihoods through Livestock Dev. Project (NRSLLD)	1	0	0	0	1	0	0
	Laos	Soum Son Seun Jai Programme (Soum Son Seun Jai)	1	0	0	0	1	0	0
	Pakistan	Gwadar-Lasbela Livelihoods Support Project (GLLSP)	0	0	1	0	1	1	1
	Pakistan	Southern Punjab Poverty Alleviation Project (SPPAP)	1	0	0	0	1	1	1
	Solomon Islands	Solomon Islands Rural Development Program (RDP)	0	0	0	0	0	0	0
	Viet Nam	Sustainable Empowerment of Ethnic Minorities in Dak Nong (3EM)	1	0	0	0	1	0	1
	Viet Nam	Tam Nong Support Project (TNSP)	1	0	0	0	1	1	1
	Viet Nam	Pro-poor Partnerships for Agroforestry Dev. (3PAD)	1	0	0	0	1	1	1
Viet Nam	Developing Business with the Rural Poor (DBRP)	1	0	0	0	1	1	1	
ESA	Burundi	Programme de Développement des Filières (PRODEFI)	0	1	0	0	1	1	1
	Burundi	Projet d'Appui à l'Intensification et à la Valorisation agricoles du Burundi (PAIVA - B)	0	1	0	0	1	1	1
	Comoros	National programme for sustainable human development (NPSHD)	1	0	0	0	1	0	0
	Kenya	Smallholder Horticulture Marketing Programme (SHOMAP)	1	0	0	0	1	0	1
	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	1	0	0	0	1	0	1
	Lesotho	Smallholder Agriculture Dev. Project (Agriculture Development)	0	0	0	0	0	0	0
	Madagascar	Project to Support Dev. in the Menabe and Melaky Regions (Ad2M)	0	1	0	0	1	0	1
	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	1	0	0	0	1	1	1
	Madagascar	Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)	0	1	0	0	1	1	1
	Malawi	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	0	0	0	0	0	0	0
	Mozambique	Artisanal Fisheries Promotion Project (ProPESCA)	0	0	1	0	1	1	1
	Mozambique	Rural Markets Promotion Programme (PROMER)	0	1	0	0	1	1	1
	Rwanda	Project for Rural Income through Exports (PRICE)	0	1	0	0	1	1	1
	Rwanda	Kirehe Community-Based Watershed Management Project (KWAMP)	0	1	0	0	1	0	1
	South Sudan	South Sudan Livelihoods Development Project (SSLDP)	0	0	0	0	0	0	0
	Tanzania, U.R.	Marketing Infrastructure, Value Addition, Rural Finance Support Programme (MIVARF)	1	0	0	0	1	0	1
	Uganda	Agriculture Technology and Agribusiness Advisory Services (ATAAS)	0	0	0	0	0	0	0
Uganda	Vegetable Oil Development Project 2 (VODP2)	1				0	0	1	
Uganda	Community Agr'l Infrastructure Improvement Programme (CAIIP-1)	0	0	0	0	0	0	0	
Uganda	District Livelihoods Support Programme (DLSP)	0	0	0	0	0	0	0	

Section III (questions 16-19)...continued

IFAD regional division	Country	Project Name	Have the expected results of the activities involving FO(s) been achieved, or are on track to be achieved?				TYPE OF BENEFITS FOs get from their involvement in the project		
			Yes (slightly)	Yes (fully)	No	Don't Know	FO(s) institutional & organizational capacities have been strengthened	FO(s) are able to influence policy on priority subjects	FO(s) are able to provide services to their members
LAC	Ecuador	Proyecto para el desarrollo Territorial Ibarra Sanlorenzo (Ibarra Sanlorenzo)	1	0	0	0	1	0	1
	Ecuador	Programa del Buen Vivir en Territorios Rurales (Buen Vivir)	1	0	0	0	1	0	1
	El Salvador	PRODEMOR Central	1	0	0	0	1	0	1
	Guatemala	Sustainable Rural Dev. Programme for the Northern Region (PRODENORTE)	0	0	0	0	0	0	0
	Haiti	Small-scale Irrigation Dev. Project (PPI-2)	1	0	0	0	1	0	1
	Haiti	Productive Initiatives Support Program in rural areas (PAIP)	0	1	0	0	1	0	1
	Honduras	Project for Enhancing the Rural Economic Competitiveness of Yoro (PROMECON)	0	1	0	0	1	1	1
	Honduras	Sustainable Rural Dev. Programme for the Southern Region (Emprende Sur)	1	0	0	0	1	1	1
	Honduras	Competitiveness and Sustainable Rural Dev. Project in the Northern Zone (Northern Horizons)	1	0	0	0	1	0	1
	Panama	Participative Dev. And Rural Modernization Project (PARTICIPA)	1			0	1	0	1
Paraguay	Project Paraguay Rural	0	1	0	0	0	0	1	
Venezuela	Support Project to Warao Population in Orinoco (Warao Support Programme)	0	0	0	0	0	0	0	
NENA	Albania	Mountain to Markets Programme (MMP)	0	0	0	0	0	0	0
	Armenia	Rural assets Creation Programme (RACP)	0	0	0	0	0	0	0
	Armenia	Farmer Market Access Programme (FMAP)	0	0	0	0	0	0	0
	Georgia	Agricultural Support Project (ASP)	0	0	0	0	0	0	0
	Tajikistan	Livestock and Pasture Development (LPDP)	0	0	0	0	0	0	0
	Yemen	Rainfed Agriculture and Livestock Project (RALP)	1	0	0	0	1	0	1
	Yemen	Fisheries Investment Project (FIP)	1	0	0	0	1	0	1
	Yemen	YemenInvest - Rural Employment Programme (YIREP)	0	0	0	0	0	0	0
Yemen	Economic Opportunities Programme (EOP)	1	0	0	0	1	1	1	

Section III (questions 16-19)...continued

IFAD regional division	Country	Project Name	Have the expected results of the activities involving FO(s) been achieved, or are on track to be achieved?				TYPE OF BENEFITS FOs get from their involvement in the project		
			Yes (slightly)	Yes (fully)	No	Don't Know	FO(s) institutional & organizational capacities have been strengthened	FO(s) are able to influence policy on priority subjects	FO(s) are able to provide services to their members
WCA	Burkina Faso	Projet d'Irrigation et de Gestion de l'Eau à Petite Echelle (PIGEPE)	0	0	0	0	0	0	0
	Burkina Faso	Programme de Développement Rural Durable (PDRD)	0	0	0	0	0	0	0
	Cameroon	Commodity Value Chain Development project (PADFA)	1	0	0	0	1	0	1
	Cameroon	Rural Microfinance Dev. Support Project (PADMIR)	1	0	0	0	1		1
	Central African Republic	Project for Reviving Food Crops and Small Livestock Production in the Savannah (PREVES)	1	0	0	0	1	0	1
	Chad	Rural Dev. Support Programme in the Guera Region (PADER-G)	1	0	0	0	1	0	1
	Congo	Rural Development Project in the Departments of Niari, Bouenza, Lékoumou and Kouilou (PRODER SUD)	1	0	0	0	1	0	0
	Congo	Agriculture Value Chains Support Dev't. Programme (PADEF)	0	0	0	1	1	0	1
	D.R. Congo	Integrated Agricultural Rehabilitation Programme In the Maniema Province (PIRAM)	0	0	1	0	1	0	1
	Cote d'Ivoire	Support to Agricultural Dev. and Marketing Project (PROPACOM)	0	0	1	0	1	0	
	Ghana	Rural Enterprises Programme (REP)	0	0	0	0	0	0	0
	Guinea	Programme national d'appui aux acteurs des filières agricoles volet "Haute Guinée" (PNAFA-HG)	1	0	0	0	1	1	1
	Guinea	Village Communities Support Project Phase II (PACV II)	0	0	0	0	0	0	0
	Liberia	Smallholder treecrop revitalisation support project (STCRSP)	1	0	0	0	1	0	1
	Mali	Projet d'Accroissement de la Productivité Agricole au Mali (PAPAM)	1	0	0	0	1	1	1
	Mali	Programme Intégré de Dév't Rural de la Région de Kidal (PIDRK)	0	0	0	0	0	0	0
	Mali	Programme de microfinance rurale (PMR)	0	0	0	0	0	0	0
	Mauritania	Programme de lutte contre la pauvreté rurale par l'appui aux filières (ProLPRAF)	1	0	0	0	1	0	1
	Niger	Project for the Promotion of Agricultural Value Chains, Local Innovations and Rural Markets in the Maradi Region (PASADEM)	1	0	0	0	1	1	1
	Senegal	Support to Agricultural Dev. and Rural Entrepreneurship (PADAER)	1	0	0	0	1	1	1
Sierra Leone	Rural finance and Community Improvement Programme (RFCIP)	1	0	0	0	0	0	1	
Sierra Leone	Smallholder Commercialization Programme (SCP)	1	0	0	0	1	0	1	
Togo	Projet d'appui au developpement agricole du Togo (PADAT)	0	1	0	0	1	0	0	
		TOT number of projects	760	13	6	1	54	22	51

D. List of new grants for FOs approved in 2012-2013

N°	Approval	Grant no	IFAD Division	Geographic coverage	Benefiting institution	Recipient	Name of Grant	Support type	Amount USD	Source of funding
1	2013	SFO	PTA-WCA	R	FO, NGO		Support to regional and pan African FOs in Africa (SFOAP 2)	Direct	23 705 337	EC, SDC, AFD
	2013	I-R-1404-EAFF // COFIN-SFO-001-EAFF	PTA-WCA	R	FO	EAFF	Support to regional and pan African FOs in Africa (SFOAP 2)	Direct	4 835 068	EC, SDC, AFD
		I-R-1405-PROPAC // COFIN-SFO-002-PROPAC			FO	PROPAC		Direct	4 835 068	
		COFIN-SFO-007-ROPPA-PAFO			FO	ROPPA		Direct	1 042 776	
		I-R-1406-ROPPA // COFIN-SFO-003-ROPPA			FO	ROPPA		Direct	4 835 068	
		I-R-1407-SACAU // SACAU-SFO-004-SACAU			FO	SACAU		Direct	4 835 068	
		I-R-1408-UMAGRI // COFIN-SFO-005-UMAGRI			FO	UMAGRI		Direct	668 801	
		I-R-1409-FERT // COFIN-SFO-006-FERT			NGO	FERT		Direct	2 653 487	
2	2013	IR-1447	PTA-APR	R	FO	AFA, LVC	Medium-term cooperation programme with FOs in Asia & Pacific (MTCP2)	Direct	5 000 000	IFAD, SDC
3	2013		PTA	G	CSO	IFOAM	Strengthening capacity of the intercontinental Network of Organic Farmers Organisation (INOFO)	Direct	400 000	IFAD
4	2012	1376	PTA	G	CSO	AIAB	Supporting farmers and small holder food producers voice at Rio+20	Direct	120 000	IFAD
5	2012	1377	SKM	G	FO	CONTAG	Supporting the Engagement of Family Farmers Organizations in RIO+20	Direct	68 750	IFAD
6	2013	1446	PTA	G	CSO	CROCEVIA	International Guidelines for Security Sustainable Small-Scale Fisheries (IG SSF)	Direct	240 000	IFAD
7	2013	1454	PTA	G	CSO	World Rural Forum	Promoting Improved Policies in favour of Family Farming in Developing Countries	Direct	500 000	IFAD
8	2013	NA	PTA	G	CSO	AIAB	FOs participation in Voluntary guidelines on land tenure	Direct	480 000	IFAD
9	2013	NA*PENDING APPROVAL*	LAC	N	FO	FECOPROD	Consolidación Institucional y Productiva de Organizaciones Rurales (CIPOR)	Direct	360 000	IFAD
10	2012	1326	LAC	R	CSO	CLAEH	Public policy dialogue on family farming and food security in the southern cone of Latin America	Not direct	2 600 000	IFAD
11	2013	NA	WCA	N	FO	FUN	Support to Farmers Union Network in Liberia	Direct	680 000	Italian supplementary fund
12	2013	COFIN-IT-66-CISV	WCA	N	NGO	CISV	Promotion de la sécurité alimentaire et du développement agricole à travers le renforcement dusystème de warrantage de la COPSA-C dans le Sud-Ouest du Burkina Faso	Direct	250 000	IFAD
13	2013	NA	WCA	N	NGO	MADE	Introduction du warrantage dans le Walo de Maghama	Direct	500 000	Italian supplementary fund
14	2013	BMZ-No. 2013.7933.8	WCA	N	FO, NGO	CISV & COPSA-C	Support of sustainable value chains in the rice sector, in particular of small-scale structures	Direct	1 500 000	German supplementary fund
		Total							36 404 087	

Annex 3. Regional Grants

A. SFOAP pilot phase

1. Background

The *Support to Farmers Organisations in Africa Programme* (SFOAP) was a capacity building programme supported by the European Commission (EC) and the International Fund for Agricultural Development (IFAD) aiming at strengthening the institutional capacities of four African regional networks of Farmers' Organisations (RFOs), of their members, and of their Pan-African Farmers' Organisation (PAFO), and at developing their abilities to represent the interests of smallholder farmers and influence relevant policy processes. The four RFOs are:

- EAFF - *Eastern Africa Farmers Federation*
- PROPAC - *Plateforme Régionale des Organisations Paysannes d'Afrique Centrale*
- ROPPA - *Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest*
- SACAU - *Southern African Confederation of Agricultural Unions*

Conceived as a pilot initiative, the SFOAP was the first initiative combining coordinated actions at the regional and national levels and during its pilot phase it supported 55 national organizations in 44 countries, their regional networks, and the PAFO. By combining support to both regional and national farmers' organizations (FOs) in one single programme, SFOAP strengthened the linkage between RFOs and their national affiliates and facilitated the coordination of national and regional efforts in promoting policy issues of common interest.

The programme's objectives were to:

- Objective 1: Empower FOs by strengthening their capacity in management, accounting, financial control, governance, communication, strategic planning, representation, knowledge management (KM) and networking at the national, regional and continental levels; and
- Objective 2: Strengthen the role played by FOs in the articulation and implementation of policies and programmes related to agriculture including agricultural research and technology, infrastructure, marketing, food security, climate change, macroeconomy, and regional and international trade through a process of institutionalisation of FOs participation in decision making processes.

2. Main results achieved

The results vary from one region to other, depending on the strategic orientations adopted by each RFO. Nonetheless, the overall results of SFOAP support can be identified in the following key areas:

- **Increased management capacity and accountability of FOs:** SFOAP significantly contributed to improve the professionalization and consolidation of FOs core functions at both regional and national level ensuring FOs' daily functions and endowment of key organizational and management tools helping them to pursue their mandates.

As expressed in the table 8 below, SFOAP support enabled FOs to secure staff for their day-to-day management and financial accounting, to develop 32 among constitutional texts, manuals of procedure and institutional databases and 30 strategic plans. More than 73 training and capacity building events were organized to train FOs leaders staff and members on key priority areas. Also, 51 governing body meetings were organized.

Such activities enabled FOs to consolidate their core functions such as professional financial and technical management, accountability towards their memberships, improved governance and transparency. An example of this is the case of ROPPA that underwent in a process of internal restructuration whose

culmination was the renewal of their management team and the articulation of a new five-years strategic plan for the organisation and their members. Thanks to their improved accountability towards membership EAFF and its members increased their membership on average by 19% over the course of this project. Also in Central Africa, institutional strengthening contributed to FOs increase in the membership, particularly at the level of grassroots organizations (E.g. in Cameroon, the number of new accessions to the CNOP-CAM is 53 federations). Reflecting the increased visibility and relevance of the network, SACAUs membership has increased during SFOAP pilot phase from 12 to 16 NFOs.

- **FOs as more effective players in African policy processes, capable to successfully advocate and lobby on their thematic priorities.** The strengthened capacities of FOs are now resulting in a significant change in terms of RFO and national FOs representation at policy making forums and RFOs and NFOs are increasingly present in policy initiatives at regional and continental level, especially the Comprehensive African Agriculture Development Program (CAADP) processes. A result of the SFOAP common to all regions is in fact the improved involvement of FOs in the CAADP process. Be it through greater capacity to analyse and propose policy or simply through improved visibility, recognition and possibility to travel and attend meetings thanks to a more stable secretariat or an increased budget, many FOs have taken part in meetings concerned with the development of Regional and National Agricultural Investment Plans (NAIP / RAIP) within the framework of the CAADP.

With SFOAP support 92 policy consultations among FOs were organised and more than 44 policy positions developed. Regional and national FOs attended more than 96 policy fora at all levels improving their reputation and credibility in policy making processes. Respective governments are increasingly recognizing them as an important partner in the formulation of agricultural policies and programmes.

EAFF was designated by the Common Market for Eastern and Southern Africa (COMESA) as a signatory to the regional CAADP compact and the EAFF President sits on the Partnership Committee of the Multi-Donor Trust Fund. In addition EAFF represents FOs on the boards of the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) and the Forum for Agricultural Research in Africa (FARA) PROPAC developed partnerships with regional integration bodies such as the regional economic and monetary unions (e.g. the Economic Community of Central African States CEEAC-CEMAC). SACAUs, through its strengthened secretariat, is becoming a more important partner for consultations at regional and continental forums organized by the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC), the African Union (AU) and FARA. ROPPA is a member of various Task Forces and consultative bodies on sector policies and is a key strategic partner of regional integration institutions such as the Economic Community Of West African States (ECOWAS), the West African Economic and Monetary Union and the Permanent Interstate Committee for Drought Control in the Sahel.

- **Broadening alliances and partnerships:** FOs' are more and more able to mobilize external support and engage in public investment projects thanks to their increased visibility and negotiating skills. SACAUs budget increased by about 20% yearly since 2009. The number of SACAUs donors and partners increased from 5 in 2009 to 13 in 2011, and the projects is managing from 6 to 13 in the same time period. Since 2009 EAFF successfully lobbied for new programs worth over 1 million US dollars. These programs are the result of EAFF's lobbying activities that were supported by the programme. At the national level the FO CAPAD in Burundi was successfully involved in the formulation of two IFAD programs in Burundi (*the Agricultural Intensification and Value-enhancing Support Project – PAIVAB* - and *the Value Chain Development Programme* - PRODEFI), participates in their implementation and supports the structuring of cooperatives involved in the PAIVAB. Similarly, in June 2010 the national FO CNOP-CAM in Cameroon, signed a six-year partnership within the *Projet d'Amélioration de la Compétitivité Agricole (PACA)*, financed by the World Bank and the Government of Cameroon.

- **Stronger knowledge management and communication.** SFOAP enabled FOs to develop peer-to-peer support and to share knowledge and experience generated from country-level activities: with SFOAP support more than 113 consultations and exchange visits among FOs members (both intra and inter regions though with the majority of exchanges being intraregional) were organised.

Also, RFOs moved from consolidating the capacities of their own organization to supporting the institutional and organizational development of their members. Through RFOs' technical backstopping, the institutional governance of many NFOs greatly improved, leading to their enhanced credibility and visibility.

- **At the Pan-African level**, the main achievement was the establishment of the PAFO in November 2010 by its Constitutive Assembly, and subsequent recognition of this new representative body at the highest continental level as being the voice of African FOs. In November 2012, PAFO developed its five-year strategic plan (2012-2017), which defines the strategic vision of the organization and sets forth seven objectives in support of FOs and African producers at the continental and international levels. PAFO is Africa's first continent-wide FO and is an important instrument for rallying direct farmer engagement on Africa's growth and development agenda. Its Secretariat is still to be established.

A new phase to consolidate results. An independent evaluation of the pilot phase of the SFOAP was financed by the EC in 2012. The positive results and clear potential of the SFOAP were acknowledged by the evaluation and led the EC to support a new main phase of the SFOAP (2013-2017) with a three-fold increase in funding, with co-financing from IFAD, the Swiss Agency for Development and Cooperation (SDC) and the *Agence Francaise de Developpement* (AFD).

B. Medium Term Cooperation Programme (MTCP) with Farmers' Organizations in Asia and the Pacific Region: outcomes of MTCP1 and new setup of MTCP2

1. Main outcomes of MTCP1

After three years of operations, the first phase of the Medium Term Cooperation Programme with Farmers' Organizations in the Asia and the Pacific Region (MTCP1) can account for a range of good results and impacts for FO platforms.

a. On building FOs networks and capacities and empowerment of the members

- The MTCP1 has successfully catalysed and sustained the important process of FO networking and platform building in the region and this positively contributed to the policy engagement of farmers' organizations with governments and IFAD at the national and sub-national levels
- Differentiated approaches could be adopted to constitute an effective FO forum or platform in view of the different country contexts. Example can be cited for Vietnam and Indonesia; for the first a more internal consultative process was pursued among the VNFU provincial chapters to achieve a strong representation of the FOs, while for the latter, three major national FOs formed the basis of the forum and expanded to include a broader FO membership for the MTCP national Farmers Forum.
- The MTCP1 successfully contributed to strengthen the FO and their members' capacities through training of farmers groups, with targeting sensitivity for women.
- The National Implementing Agencies (NIA) showed some potential of leading the policy consultations.
- MTCP1 contributed to the empowerment of the FOs and their members. Various activities funded by the MTCP1, such as mapping and profiling, national farmers' forum consultation, policy dialogues, researches and trainings were able to effectively contribute to the empowerment of FOs, providing with opportunities for interacting and cooperating on common agenda

In Cambodia, the Cambodian Farmers Association Federation of Agricultural Producers (CFAP) welcomes the "FOs based style" support: Through MTCP1, activities were undertaken to strengthen the capacity of farmers' organisations to better provide services directly to farmers/members including business planning, marketing and organisational management in a "FOs-based style". The use of this "FOs based style" has helped a lot to avoid misunderstanding and mistranslation that could lead to unclear roles of FOs. Therefore FOs could not be instrumentalized by other actors who are using FOs to benefit their groups. This approach also enables FOs to operate in a more sustainable way and thus when the project ends, they would also be able to continue its activities.

b. On supporting FOs' participation in policy dialogue

- The strengthened FO networks have become a platform for leveraging the lobbying capacities of the other stakeholders in policy process.
- The farmer forum at different levels was utilized as a platform for exchange of information and joint activities among farmers' organizations, leading to collective capacities strengthened joint actions for policy engagement and coalition work.
- The regional platforms played an increasing role as venue to discuss and raise awareness on burning issues felt at the local level and where resolutions for action at local and national levels are identified.
- The united and consolidated voices of FOs through the Farmers' Forum at national and sub-national levels have clearly impacted on the extent of response by their respective governments and other development stakeholders to their various advocacies.
- The MTCP1 interventions have helped bring to the attention of government the issues faced by small scale men and women producers and the growing seriousness of the farmers to strengthen their ranks for political and policy dialogues to push common agenda.

MTCP1 achieved to bring positive impact on influencing pro-farmer policies. Here are a few examples of sound policy proposals put forward by FOs and supported with good policy researches based on their on-ground experiences. In **Vietnam**, the creation of appropriate regulatory policy led to more contract farming arrangements for the farmers. In the **Philippines**, both concrete policy proposals and mobilization and lobbying activities have been collectively pursued by PHILFAFO members to create pressure to the Philippine Coconut Authority to recognize the claim of small-coconut farmers over the coconut levy. In **Indonesia**, the policy against food import has been proposed, as well as policy on the Right to Food in relation to the right to seed, land, and water.

c. On enhancing FO's involvement in IFAD country programmes

- Successful direct involvement of FOs in the IFAD country programmes depended on openness of both the FOs and the IFAD country programme management.

2. Other key successes from MTCP1

In the Philippines, Federation of Free Farmers welcomes the support to FOs' networking at national level and knowledge sharing with other countries: The main impact of the MTCP on my FFF is the enhancement of its linkages with other FOs and networks in the country. If FOs have historically tended to be fragmented and sometimes in competition with each other, the IFAD program was able to provide a relatively neutral platform for various networks and associations to work together on areas of common interest. As a result, there was a common realization that such cooperation was possible and potentially productive in terms of generating a unified advocacy effort for certain issues, such as those involving land reform, the coconut levy, land use policy, and sustainable agriculture. This initial step however has to be followed up by more concrete and sustained action that will result in actual legislation, policy and/or programs that are adopted by the government. Hopefully, the upcoming second phase of MTCP will make this possible. Another positive outcome was that MTCP enabled FFF to participate in several regional and sub-regional activities. This helped to expose our leaders to other cultures, viewpoints and approaches and led to meaningful exchanges of experiences between farmer leaders from different countries. To some extent, the MTCP sub-regional network of farmer organizations was able to establish linkages with the FAO regional office, the ASEAN secretariat, and ADB, although such initial contacts will have to be pursued more proactively and sustainably in the future.

In India, the Self Employed Women's Association (SEWA) accounts for key supports from MTCP to various activities: Based on the formulation to a strong and vibrant network of small and marginal farmers, a Farmers' forum was created within the first year in order to share a common vision and to develop a common action plan. Towards the end of the first year, the Forum commissioned studies to understand various aspects of marginal farmers and women farmers in particular. Partly as a result of

these studies, and partly as a result of observations during the national meetings, SEWA developed learning modules on two topics: (1) land acquisition issues that aimed at making small and marginal farmers aware of the importance of their land holdings, advised them on valuations, and provided hand holding support in the necessary paperwork in the transactions; and (2) a handbook on relevant government schemes that listed in exhaustive details the aspects of schemes farmers could benefit from, thus improving the poor farmer's accessibility to government schemes.

- **Knowledge exchanges to foster economic activities:** the Farmers' forum network organized a set of exposure visits and knowledge sharing sessions with FOs in the forum. In particular, FOs were exposed to tried and tested grassroots women-managed models of SEWA, the most important of which are: (a) the integrated agricultural campaign of SEWA, impacting 250,000 marginal farmers with technical knowledge, managerial skills, market linkages, financial support and other such interventions, (b) the castor procurement and sales model, impacting farmer groups from 35 villages via systematic joint procurement of castor seeds and direct linkages to castor oil makers thereby eliminating the middlemen, and (c) the Rural Distribution Network (RUDI), a predominantly rural distribution chain affecting over a million households, which procures farm produce from marginal farmers at market prices, processes them and sells them in the villages at affordable prices. Several FOs are now working with SEWA to replicate these models in their respective areas of operation.
- **SEWA has also been leading the effort in lobbying for policies** and schemes for the small and marginal farmers, and the woman farmer in particular. Through concerted efforts, Farmer organizations have been able to get their demands recognized under the National Rural Livelihood Mission (NRLM). SEWA's pilots in warehouse receipt systems, future prices information and weather insurance in Gujarat now stand a better chance of being scaled up at the national level through support from the NRLM programme.

3. MTCP2: an institutional set-up to empower FOs

MTCP2's institutional setup aims to further empower the FOs platforms through their direct funding (see scheme below). Indeed, if MTCP1 was implemented through 2 implementing agencies that are more focused on technical strengthening – FAO and SEWA – the MTCP2 switched to a FO's platforms-owned initiative where all implementing agencies are FOs representatives. As an example, the box below presents the empowerment process of ANPFa that will be implementing MTCP2 in South Asia.

Scheme: MTCP2 institutional set-up

Governance

Steering committee

Implementation

1 regional implementing agency (RIA) = Consortium AFA/Via Campesina

Regional level

Sub-regional level

3 sub-regional implementing agencies (SRIAs)

South Asia

ANPFa

South East Asia

AFA/Via Campesina consortium

Pacific

PIFON

Technical Assistance

FAO: relevant for inter-regional dialogue

Sewa: relevant for all gender and social issues

AsiaDHRRA: relevant for technical assistance on institutional aspects, policy dialogue capacities and linkages with AgriCord network

In Nepal, ANFPa's empowerment towards further involvement in the management of MTCP2: ANFPa of Nepal expressed interest as a future sub-regional focal point and offers an alternative for the role, with its strong links with FOs in the sub-region and a core of experts on agriculture and farmers issues. As NIA in Nepal, ANFPa has provided the needed catalysing and coordination support to the MTCP process, which helped develop its organizational capacity to manage a broad-based coalition amongst FOs. It has the technical ability to channel funds directly to other countries but its organizational and administrative structure and capacity will have to be calibrated to meet the demands of sub-regional coordination work. Moreover, the NIA has managed to delegate part of its responsibility to the Regional NOBs where the ROB's were given support to set-up their coordination offices and the authority in the use of activity funds according to their local prioritized MTCP activities. This is very important in cascading the opportunity for building capacity in a platform-based cooperation and in promoting greater ownership and sustainability of the MTCP process among local FO stakeholders. This set-up also facilitated the work of the NIA where the ROB's assisted in generating the reports from the field and processed and consolidated by the NIA. An operations manual how to run the NOB was prepared which is important in institutionalizing the joint participatory implementation process among diverse FOs.

C. REAF/MERCOSUR, COPROFAM Grants and follow-ups: an innovative set up to include family farming issues in national and regional policy dialogue

1. Background

Between 2000 and 2005, the Institutional and Policy Support Programme to Alleviate Rural Poverty in the MERCOSUR area (IFAD/MERCOSUR) contributed to the creation and consolidation of spaces for policy dialogue within the LAC Southern Cone Common Market, with the aim of ensuring that the poorest segments of the rural population, many of whom are small-scale (“family”) farmers, were not excluded from the political, economic and social benefits resulting from regional integration. A milestone in this process was the Montevideo proposal (2003), in which the Coordinating Body for Family Farming Organizations (COPROFAM) of MERCOSUR requested the creation of a specialized commission to address policy issues relating to family farming in the process of regional integration. Following a proposal from the Government of Brazil (2004), the Regional Coordination Unit of IFAD/MERCOSUR was designated as the Technical Secretariat of a Specialized Meeting for Family Agriculture (REAF). From 2005 to 2011, IFAD has continued its support to this process through grants to support the Technical Secretariat of REAF in its mandate.

Meanwhile, in 2009, IFAD supported the COPROFAM through a separate grant Programme in order to strengthen their institutional capacities and to better participate in policy dialogue spaces both at national and regional levels. COPROFAM's main interventions involved: i) the strengthening of member organizations; ii) allowing the participation of member organizations in the REAF-MERCOSUR; iii) strengthening the dialogue between the organizations and the national governments; iv) the promotion of studies to stimulate debates on topics relevant for the family agriculture.

2. Mandate and functioning of REAF

During its implementation period, the REAF Secretariat has maintained an active and participatory platform for policy dialogue between the government of member states and small farmers' organizations within MERCOSUR, with increasing recognition of its relevance from both the institutional and socio-economic stakeholders involved.

REAF works on two levels:

- *At national level*, REAF works with national sections of REAF that gather Government and Social organisations representatives. Together, they discuss and prepare national positions regarding family farming issues and make joint proposals to be discussed by the REAF at regional level, within the regional Agenda of Mercosur;
- *At regional level*, COPROFAM is the main FO representative partner of REAF. Not only does it channel the proposals of its national sections into the MERCOSUR agenda, it also has the mandate to produce policy recommendations to Governments.

These operations have generated two main benefits: (a) Strengthening and/or creation of new fora for public policy dialogue on family farming at the national level in the countries of the expanded MERCOSUR; and (b) Institutionalization of public policies for this sector.

3. Link with COPROFAM Grant

Implemented between 2009 and 2013, the "Strengthening Rural Organizations to promote Policy Dialogue in South America" grant was provided by IFAD to the Confederation of Family Farmers organisations in expanded MERCOSUR (COPROFAM). It was based on IFAD's commitment to support setting up regional platforms for dialogue and negotiations between FOs and governments within sub-regional institutions involved in integration processes and to support capacity building efforts in the domain of policies. IFAD is committed to strengthen COPROFAM as a representative of civil society and as an active counterpart of the governmental members of the Commission for Family Farming of MERCOSUR in which COPROFAM has played, and continues playing a key role. This programme aimed to enable COPROFAM to advocate as a regional network for the promotion of family agriculture in the appropriate regional and international fora; furthermore it also helped to build the capacity of national members, especially those in less developed countries that require sustained support for both analytical work and the development of new policy approaches and proposals.

4. Sustainability and way forward

One measure of success, among others, of all efforts to date is the creation in 2009 of a **MERCOSUR Fund for Family Farming (FAF)** in view of IFAD's planned phasing out of the REAF process. Its establishment is aimed at ensuring the sustainability and evolution of the REAF platform once IFAD's financial support ends. The FAF can already count on sufficient resources to finance REAF operations for a period of five years, starting in 2012. Contributions to the FAF are made by MERCOSUR and other participating members. The FAF will ensure the regular operations of the REAF Secretariat, such as holding regular sessions of the Specialized Meeting and promoting the activities of its different thematic groups and National Sections. It is also expected that the FAF will support activities related to the establishment of National Family Farming Registries, which are being implemented in the four MERCOSUR permanent member countries, as well as the implementation of specific policies and/or instruments in the field of small-scale agricultural insurance, funding and public procurement. Other initiatives, such as a Rural Youth Training Programme and a Gender Equality Programme, will also be strengthened. Once consolidated into a permanent institution in MERCOSUR, the FAF would eventually be in a position to serve as an investment fund for family farming in the MERCOSUR area.

To further engage in supporting this mechanism, IFAD and its partners decided to design a new programme for further policy dialogue within MERCOSUR, but concentrating its efforts at the country level. The programme "*Public policy dialogue on family farming and food security in the southern cone of Latin America*" has 3 main objectives: (i) to support project innovations and policy recommendations emanating from REAF policies approved by the CMG, (ii) to scale up those instruments which have proven to be successful by IFAD funded projects in the region, (iii) to scale up recommendations and instruments across borders aimed at advancing convergent national and regional policies such as public food procurement policies designed to include small-scale agricultural products. This programme was approved in 2012 and is to be implemented by Centro Latino Americano de Economía Humana (CLAEH), a Uruguayan NGO. The main focus will be made on research and analysis, feeding the debate among national authorities and family farming organizations, followed by knowledge sharing towards identifying and defining relevant scaling up processes.

5. COPROFAM: Main achievements and outcomes

From 2009 to 2013, IFAD has supported COPROFAM's institutional capacity building as well as its empowerment in policy dialogue to facilitate at national levels and to conduct at regional level within REAF.

Background. The regional COPROFAM Programme (2009-2013) was designed to strengthen the capacities of MERCOSUR small-scale farmers' organizations federated at sub-regional level. COPROFAM member associations represent about 35 million among small and medium scale farmers and indigenous people in the region.

COPROFAM's main interventions involved: i) the strengthening of member organizations; ii) allowing the participation of member organizations in the REAF-MERCOSUR; iii) strengthening the dialogue between the organizations and the national governments; iv) the promotion of studies to stimulate debates on topics relevant for the family agriculture: "Family agriculture and climate Change within the extended MERCOSUR", "Dynamics and expansion of investment funds and seed pools in MERCOSUR", and "core labor rights of agricultural wage-earners and migrants in the Southern Cone countries, Peru and Colombia: A Comparative Study". Finally, there were exchanges of experiences with the participation of leaders from the COPROFAM belonging to Dom Helder Camara Project funded by IFAD in Brazil and the municipality of Tiaguanaco of Bolivia, in which power remains ancestral culture.

Best achievements: Support to policy dialogue at national level: COPROFAM has reached a high level of social and political representation, and its leaders members have improved their ability to intervene in the process of dialogue with governments thanks to: (i) a higher participation, (ii) a developed capacity for analysis and proposals, (iii) further clarity in definitions and policy strategies for FF. COPROFAM has thus supported the mobilization of its member organizations, giving them visibility and proposing alternative solutions to governments to respond to their demands.

Support to policy dialogue within REAF: COPROFAM and its affiliates have become able to make important contributions within the political dialogue spaces of the South American region, by strategically leveraging and enhancing the Special Meeting on Family Agriculture (REAF), but also the Southern Agricultural Council (CAS) in MERCOSUR, the Global Farmers' Forum (FMC) and the Organization for Food and Agriculture (FAO), to sensitize governments and the public about the importance of family farming and indigenous people and promote differentiated public policies to promote agrarian reform and access to land, production, marketing and market access.

Institutional support to its members: COPROFAM has provided formal and informal training to the leaders of member organizations, (especially for the first level organizations in each country), by improving their knowledge, capacity, organization management, and engaging them in their role and tasks into and outside the organization.

Strengthening its internal FO network and its inclusiveness: COPROFAM has significantly improved the management of its network, through information channels and flows from the grassroots to the national and international leadership in order to create a permanent network of communication of information relevant to social mobilization and political dialogue, involving 350 COPROFAM direct affiliates, although weaknesses and challenges still remain. Moreover, it has successfully promoted the active participation of youth, women and indigenous people, assuming concrete commitments, becoming more active, improving the quality of grassroots participation at local, regional and national levels in order to strengthen the institutional COPROFAM and its affiliates.

Networking and knowledge management: Studies and statistical data produced have enabled COPROFAM and its affiliates to support and disseminate their economic, social, cultural, environmental and strategic point of view of family farming, peasant, indigenous and rural workers regarding safety and food sovereignty. COPROFAM has also promoted and developed strategic alliances with (i) the participation of leaders and affiliates of COPROFAM in exchange visits on experiences on public policy, research and technology development among member countries and (ii) the promotion of actions to value family, peasant and indigenous cultures as a way of life, maintaining the traditions and values of the field.

D. PIFON: Introduction to the Pacific Islands Farmer Organisation Network

Background: Farmer organisations in the Pacific islands have been a rarity for a long time. The Pacific islands do not have a producer cooperative tradition with a few significant exceptions: Nature's Way Cooperative in Fiji and the Friendly Islands Marketing Cooperative FIMCO in Tonga (significantly born out of USAID and ACDI) and the Vanuatu Organic Cocoa Growers Association VCOGA in Vanuatu (significantly born out of the French cooperative tradition). The lack of FOs in the Pacific may be explained by the fact that historically there has been a heavy government involvement in extension and commodity marketing which has stifled the development of effective farmer organizations. This is no longer the case and farmer organizations are now starting to fill a gap not met by government research and extension services. It is now widely accepted that farmer organizations in the Pacific islands can play a critical role in empowering rural people to take advantage of economic livelihood opportunities.

A progressive support towards establishment of a regional platform: Under the EU all ACP Commodities Programme (2008-2011), FAO has had the mandate to strengthen the organizational and management capacities of small farmers and farmers' organizations in the Pacific. To reinforce the development of these farmer organisations, support was provided at a national level to farmer organisations in four countries: Fiji, Samoa, Solomon Islands, and Vanuatu. Through this programme, FOs in the Pacific took the opportunity to join together collectively three times and bilaterally on several occasions. These meetings and technical exchanges were invaluable for the farmer organizations to exchange ideas, successes and failures. It is on this basis and as a direct outcome of the "October 2011 Lessons Learnt Workshop" that FOs of the Pacific have looked for support to the establishment of the Pacific Island Farmer Organisation Network (PIFON). PIFON is to serve as umbrella organisation to coordinate capacity building, share success stories and the lessons learned, support regional exchanges of expertise between FOs and their associated private sector partners.

IFAD is taking over PIFON's initiative: With IFAD support, the Foundation Conference for the PIFON got underway at Nadi, Fiji on 15 April 2013. The Conference was attended by 15 farmers' organization from Pacific Island countries. The main objective of the Conference was to officially launch the PIFON and to discuss the working Program for the Organisation and at the same time to appoint the Board of Directors. Following the meeting, Mr Afamasaga Toleafoa from the Samoan Farmers Association was appointed Chairman and Koko Siga Fiji was appointed the Secretariat for the Organization. The meeting noted IFAD's valuable support in establishing PIFON that will be included as Regional FOs beneficiary of the newly designed MTCP2.

Annex 4. Country Grants

A. Cuba: PRODECOR's focus on support to agricultural cooperatives' development

Context of Cuba

In 2013, IFAD has been reengaging in Cuba with the newly designed Cooperative Rural Development Project in the Oriental Region (PRODECOR). This project is focused on supporting the development of cooperatives and is highlighting the importance that Cuba's government is giving to the development of the cooperative sector not only to foster domestic food production but also to support the capitalisation and the capacities of cooperatives to provide rural goods in a context of Government's reforms' implementation. There are 3 types of cooperatives in Cuba: (1) Cooperatives whose individual members own their lands and productive assets and sell their products to the state; (2) Cooperatives whose individual members don't own individually the productive assets but it's owned by the cooperative; (3) Cooperative whose individual members were previously working for state-owned enterprises but means of production have been returned to cooperatives now to manage it on their own. The Project is to accompany the development of cooperatives into business oriented entities.

The overall implementation approach is centred on development of agricultural producers' cooperative organizations in a way that the beneficiaries' members are empowered to implement the most appropriate development strategy. To this end, support will be provided for extending bank credit to finance investment plans to develop such organizations. These plans will be prepared and implemented by the cooperatives themselves so as to develop capacity in management, business management and seeking economic profitability. The plans will focus on technology development for farm production in response to demand from national and local markets. The projected outcome is for smallholders organized into cooperatives (credit and services cooperatives, agricultural production cooperatives and basic cooperative production units) to have strengthened their capacities for sustainable production, business management and organization, and increased their physical assets.

Outputs will be: (i) agricultural producers cooperatives have developed and carried out cooperative development plans (CDPs); (ii) producers members of the selected cooperatives have received training in new, environmentally sustainable grain production and post-harvest handling technologies; (iii) producers and other members of cooperatives have received training in cooperative training and business management; and (iv) the selected cooperatives have expanded their cultivated area and production of grains, mainly maize and beans.

Support to value chain development through the strengthening of agricultural service providers: the methodology adopted aims to address some of the bottlenecks that maize and beans sectors are meeting. The projected outcome is for governmental and non-governmental agricultural service providers to have substantially improved the supply of services to maize and bean producers and their cooperatives, in both frequency and quality. The direct outputs will be as follows: (i) governmental and non-governmental service providers have developed and carried out service strengthening plans at the provincial level to improve support to maize and bean producers; (ii) governmental and non-governmental service providers have increased investment in assets to support maize and bean production; (iii) service provider technicians and professionals have received training, production and post-harvest handling technologies, credit training and extension; (iv) grain drying and processing plants are in operation; (v) new maize and bean production and post-harvest handling technologies have been developed; and (vi) the production of inputs such as seed, fertilizer and biomedica for maize and bean cultivation has increased.

B. Guinea/PNAAFa: a Participative Institutional Diagnosis for FOs' empowerment and M&E

Context

In Guinea, FOs have grown progressively into professional organizations and are structured within a national network, the Confédération nationale des organisations paysannes de Guinée (CNOP-G). The members are mostly third-tier organisations (federations) organized at regional level, providing various ranges of economic services to their members. The CNOP-G has 4 regional branches that are providing institutional support to the federations. Since its first design stage in 2007 and until its extension to a country programme in 2013, the PNAAFa has been supporting this apex FO through direct funding of its national body and its economic FOs members, using various tools aiming to empower FOs and to adapt the implementation modalities to FOs strengths and constraints.

Implementation tools adapted to FOs and aiming their empowerment

Over the last biennium, PNAAFa has made strong progress in adapting its administrative tools to the context of FOs in Guinea: (i) a simplified manual of procedures was finalized in 2012 and followed by trainings to FOs on its use and other related areas (procurement, financial management, etc.); (ii) in order to lighten the administrative procedures, PNAAFa is testing in 2013 the contracting with FOs through biannual memorandum of agreements (MoAs) that are associated to a biannual participatory planning of activities (to be adjusted every year for the AWBP designs). Simplified planning schedule and biannual MoAs aim to prevent administrative delays that can jeopardize the good outcomes of agricultural activities directly implemented by contracted FOs.

Building ownership on the overall maturity of FOs

In order to be as efficient as possible, the CNOP-G has designed a tool for participative institutional profiling of its members (called Participative Institutional Diagnosis - PID) in order to assess their maturity level (regarding a range of indicators) and to adapt its support as well as its partners' support to this level of maturity. Once a FO has undertaken the DIP, it is rated with a level of maturity on a scale from 1 to 4. Within the PNAAFa set up, the maturity level of a FO determines how the project is contracting with the FO: the more mature the FO is, the more responsibility it will have in the implementation of the Project's funds. The less mature the FO is, the more institutional support will be provided to reach level 4.

Participative Institutional Diagnosis and access to investment opportunities

A pilot activity to support FOs' access to credit has been tested in 2012 with the mobilization of an independent rating agency - SCOPEInsight - to assess the business potential of 8 FOs in two regions of Guinea. The objectives of the assessment were to (i) assess the FOs' needs in capacity building as they look into their strengths and weaknesses on financial management and performance, institutional management of the organization, activities, risk management and sustainability, (ii) link FOs to private sector: banks, input suppliers, marketing enterprises, and thus facilitate their access to funding and markets.

Participative Institutional Diagnosis and M&E

Using the PID within PNAAFa can also be compared to a Monitoring and auto-evaluation process as the evolution of the level of maturity of FOs enables (i) to monitor the level of maturity of FOs from the baseline status and the improvement made every second year (because PID is a heavy process, CNOP-G is undertaking it only once in two years), (i) and to provide guidance on the type of support that is needed by assessed FOs.

C. Honduras: Support to a cooperative development within EMPRENDESUR—Story from the field of La Sureñita

Background

The Cooperative “La Sureñita” (“the Little southern one”) is formally constituted as “Cooperativa Regional de Producción Agropecuaria La Sureñita (COREPROSUL)”, based in the community Azacualpa, Municipio del Triunfo, Choluteca, Honduras. It started back in 1985 with 5 groups of women and they were initially supported by the German Friedrich Foundation. Their focus was the processing of cashew nuts (“marañón”), and in 1992 they legally became COREPROSUL. Currently they have 98 members, 59 are women (11 are under 30 years old), and 39 men (all older than 30 years old). They are part of a value chain as producers, processors and sellers of their product in national and international markets, mainly Germany.

EMPRENDESUR's support

The project has supported their business plan through: the rehabilitation of 130 acres (hectáreas) of cashew nuts and the establishment of 20 new ones, in order to increase their production in 50%; technical assistance on the production stage; habilitation of their processing plant, improving pipeline workflows and assuring hygiene standards; improvement of environmental safeguards; increasing the margins for the sales of processed product; and promoting the involvement of young members in productive initiatives, in particular greenhouse facilities.

The results are based on the successful organization, as women are in charge mainly of the processing and industrialization, while men, usually their husbands, are the landowners and producers.

- **Accountability opens to further financial supports:** La Sureñita has evolved to be able to attract financial support not only recently from Emprendesur and formerly from the Friedrich Foundation, GTZ and ICADE, but are currently accessing funds from local private financial services providers in order to increase their working capital and expand their business.
- **Development of new services for their members:** (i) For the commercialization of their product, they have partnered up with GEPA, one of the world’s leading fair trade organizations. Moreover, since 2012, after their business expansion, they entered into a commercial relationship with Pure Ground Ingredients, a worldwide organic and fair trade products wholesaler, based in the USA. (ii) La Sureñita has benefited their members through better buying conditions of the cashew nuts production for further processing, they give direct financing to the producers in advance of the crop cycle, which allows them to grow corn and beans to improve their food security for their families.
- **Participation in community development:** Moreover, the cooperative co-invests in the communities’ water services, electricity, roads, bridges, sports facilities, houses, education scholarships, and security, while foreseeing environmental good practices in their area.

D. Rwanda Support to tea farmers' cooperatives through PPP and equity sharing

Background. Tea has always been an important commodity for the Rwandan economy but after the genocide in 1994, smallholder tea producers were seriously affected by low prices and a lack of incentives and resources to rehabilitate their export crops. Since then, IFAD’s country strategy has focused on small-scale farmers involved in the development of export crops, including tea, paying particular attention to the strengthening of long-term stable partnerships between the tea cooperatives on greenfield sites and the private partners in charge of the processing plants. In both Smallholder Cash and Export Crops Development Project (PDCRE that closed in March 2012) and the newly designed PRICE (Project for Rural Income through Exports that started in 2012), IFAD has been promoting investment in the rehabilitation of tea plantations, improving production practices and strengthening farmers’ organizations in the tea sector, as well as investing in tea processing plants through the participation of cooperatives as equity shareholders.

Support to cooperatives' investing as shareholders of tea factories within a PPP business model.

PDCRE has supported tea cooperatives to partner with private investors in establishing tea factories in the project area (Nshili and Mushubi district). Through PDCRE, IFAD enabled two tea cooperatives (COTHENK and COTHEGAB) to become shareholders in the tea factories that purchase their green leaves.

The roles of each partner of the PPP within PDCRE:

- **The private sector** has invested around USD 1.4 M as equity in the company and mobilized debt financing to the tune of around USD 4 M. Average investment cost for a tea factory is between USD 5-8 Million.
- **IFAD** (through PDCRE) purchased on behalf of cooperatives 15 % equity shares (worth USD 250,000) in Nshili Kivu Tea Factory (NKTF) located in Nshili district and Nile Tea Company (NTC) in Mushubi district. In Nshili, the project also helped COTHENK to rehabilitate 225 ha of tea plantations and a new industrial block of 222 ha and developed a further 295 ha for smallholders tea farmers. In Mushubi district, the project supported COTHEGAB to plant 700 ha for smallholders tea farmers. Capacity building and institutional development were also part of the project interventions.
- **Government** has been providing the land leases to the private sector and cooperatives operating on the tea sites. Where factories have been established, Government has also invested in rural feeder roads. Extension services are also provided in those areas (by the National Agriculture and Export Development Board, NAEB), albeit with limited resources (both human and financial).

Impact of the PDCRE approach: PDCRE beneficiary in tea component amounted to 20,000 farmers. PRICE that is a scaling-up the lessons learnt in PDCRE, is directly benefiting 14,300 tea growers in both existing sites and new greenfield ones. The main impacts were:

- **Increase volumes sold** (In Nshili, production of greenleaf increased from 1.7 mt/ha in 2007 to 2.5mt/ha in 2011),
- **Increase in quality** (Quality has mainly increased on industrial blocks and more effort is needed at smallholder tea plots (thé villageois) that are poorly maintained),
- **Increase in prices received** (With the new greenleaf pricing mechanism adopted by the Government of Rwanda, Farmers' income has increased between 11% to 40%),
- **Employment creation** (As noted in the PDCRE impact study, in Nshili alone, former OCIR Thé - Government entity in charge of promoting tea - employs alone 800 persons as seasonal workers on tea plantations. In addition, the factory itself registers 800 tea pluckers and 200 persons as permanent factory staff. Cumulatively, the tea component in PDCRE has generated in the Nshili zone, 1800 supplementary jobs, excluding the ones created for nurseries),
- **Long-term contractual arrangements, (vi) Access to services** improved (financial, inputs, access to health insurance increased also from 28% to 94%).

Scaling up and improving the business model within PRICE. After PDCRE completion, this model has now been replicated in PRICE where cooperatives are being supported to acquire up to 30-40% of equity shares in the shareholding of factories to be built on four greenfield sites. The structure of farmers' organizations and associations is supported from the greenfield to the national level. The Fédération Rwandaise des Coopératives de Théiculteurs (FERWACOTHE) is composed of 18 cooperatives with 35,000 members and is divided into five unions. Specific financial and technical support will be provided to two cooperatives on existing greenfield sites and four cooperatives on new greenfield sites to improve their professional management skills, and with a view toward their future participation as shareholders in the ownership of the processing plants.

PPP within PRICE. This partnership, first initiated with PDCRE, is now replicated in PRICE, building on PDCRE experience and lessons learnt.

- The role of the **Private sector** is: (i) to invest in tea processing plants on greenfield sites, (ii) to develop equitable relationships with cooperatives for the purpose of targeting the most remunerative markets, (iii) to share factory ownership with farmers' cooperatives.
- **Government's activities (with IFAD financing) are:** (i) to develop a new business model to facilitate agreement between cooperatives and tea companies, with clear definition of roles and responsibilities of each partner; (ii) to lend technical support to tea cooperatives to improve their operational and financial management; (iii) to support greenfield site development; (iv) to purchase equity participation in tea companies, providing seedlings, initial fertilizers and planting equipment; (v) to develop infrastructure and provide marketing support; (vi) to ensure that the private investor offering the best terms and conditions to the farmers wins the largest greenfield site package; (vii) to provide tea support services and conducting research on new production techniques.
- **IFAD's activities are:** (i) to invest around US\$17 million in the tea value chain in the country; (ii) to provide supervision and implementation support for increased project performance; (iii) to support the establishment of four PPPs on each greenfield site involving the government, private investors and tea cooperatives; (iv) to verify that treatment of farmers' organizations by investors meets PPP principles; (v) to support the tea certification process; certification support will also be provided to investors in the greenfield sites.

Lessons learned, challenges, constraints and risks. The Public–Private Partnership (PPP) arrangements in the tea sector was the key innovation during the Project period, focused on the evolution of workable and equitable “rules of engagement” between private sector investors, cooperatives, farmers and GoR. However the equitability under this kind of partnership is still questioned and PRICE has commissioned a comprehensive audit on the three partners involved Nshili (the cooperatives, the private sector owning the industrial block (NKTP) and the factory (NKTF)) to ensure that the cooperatives/farmers are not exploited in this business model and that they take the leadership in promoting production and ensuring that farmers can rely on adequate support services, in a close relationship with the private investor. Building on the comprehensive audit in Nshili, PRICE will promote a more transparent partnership arrangement that benefit also the farmers/cooperatives. If new partnership in tea were to be developed, it is important that farmers have substantial equity participation (around 30-40%) in tea factories to allow cooperatives to play a more active role in the partnership with the private investor.

E. Senegal: Impact and lessons learned on 2 completed projects partnering with FOs

In Senegal, 2 projects involving FOs have been completed and assessed over the last biennium: PSAOP2 and PRODAM2. This box aims to highlight the achievements, outcomes impacts and lessons learned from both projects regarding the partnership modalities with FOs.

1. PSAOP 2

The overall approach of PSAOP2 was focused on building the capacity of FOs to provide relevant economic services to their farmers' members and to channel their voices into policy dialogue consultations. To reach this objective, the project dedicated a full component to “*support to FOs*”.

Overall impact of the “FO support” component

The FOs support component is the component that has given the most satisfaction in the project, both regarding the implementation of the activities and the management of financial resources: the indicators of achievement of the component were: (i) the extension of the implementation of 168 functional CLCOPs³ to

³ CLCOPs (Cadre local de concertation des organisations de producteurs) are consultation groups at local level where FOs are well represented. Recognized by most authorities, CLCOPs play an important role in coordination, planning and advocacy of

reach the total amount of 320 CLCOPs that was foreseen, (ii) strengthening the capacity of 5 federations of FOs representing legitimate producers in their sector, (iii) the establishment of a network of seed producers for production covering at least five regions, (iv) the development and implementation of a suitable financial product for the seasonal credit of at least one campaign of production and in at least two regions. All indicators have reached or exceeded the levels set.

This component has also been the most efficient in terms of performances regarding the level of funds that were affected to it.

The component also allowed FOs to establish a solid foundation for increasing their productivity with access to certified seeds and local financial services. **As a result**, nearly 55% of FOs have improved their internal organization because of the action of PSAOP2. Nearly 33% have better access to inputs. Almost 29% have better access to financing. Almost 29% of FOs have adopted at least one innovation in which 92% are satisfied.

Key factors of success

PSAOP2 has strengthened institutional capacities of FOs at different territorial levels. The success of PSAOP2 is largely due to the capacities that FOs have acquired and also to their strengthened role in the definition of orientations and implementation of the project. Institutional capacity acquired by the FOs within the CLCOPs allowed them to play a leading role in improving the quality of agricultural services. They were relevant interlocutors able to influence policy, to contribute to the research services and farm advisory driven by demand. Moreover, PSAOP2 has given producers the opportunity to organize more systematically and independently on the entire national territory. Through training of leader farmers on issues such as development policies, organizational management, these farmer leaders can contribute more effectively to the political dialogue at local, national, regional, and sub-regional levels (ECOWAS / ROPPA).

PSAOP2's support to economic services for FOs. Two interesting approaches were developed to support FOs' access to economic services: (i) support to the creation of a network of certified seeds cooperative to ensure seed provision (this experience led to a capitalization document available in French only (http://www.fidafrique.net/IMG/pdf/Livret_ASPRODEB-V3.pdf); and (ii) the pilot activity of a "fonds levier" that was targeting FOs that could use it as guarantee fund to access to higher credits through their CLCOPs. This pilot Fund has facilitated the access to credit from MFIs for many small organizations that were left out of any loan facility before. It has thus provided funding for various economic activities for the benefit of family farmers.

PSAOP2's implementation strategy. The implementation of the "*FO support*" component was given to ASPRODEB4, a Senegalese Agri-agency created by the apex FO CNCR for the global management of funds to FOs, and its overall performance was rated satisfactory. Indeed, ASPRODEB established CLCOPs in all rural communities and at regional level. It has also strengthened the capacity of FOs allowing them to participate in various forums for political dialogue. Rural populations are better organized and are moving more towards the market. The action of ASPRODEB induced considerable autonomy amongst farmers and their organisations and thus led the authorities - that saw a threat in this empowerment - to withdraw their support and stop their collaboration with ASPRODEB.

the rural population - amongst which FOs play a central role - in the governance of rural communities. It offers FOs an opportunity to strengthen solidarity, to exchange ideas, to harmonize their views and to take decisions on issues of common interest, especially services to support their farming activities.

⁴ Association Sénégalaise pour la Promotion du Développement à la Base

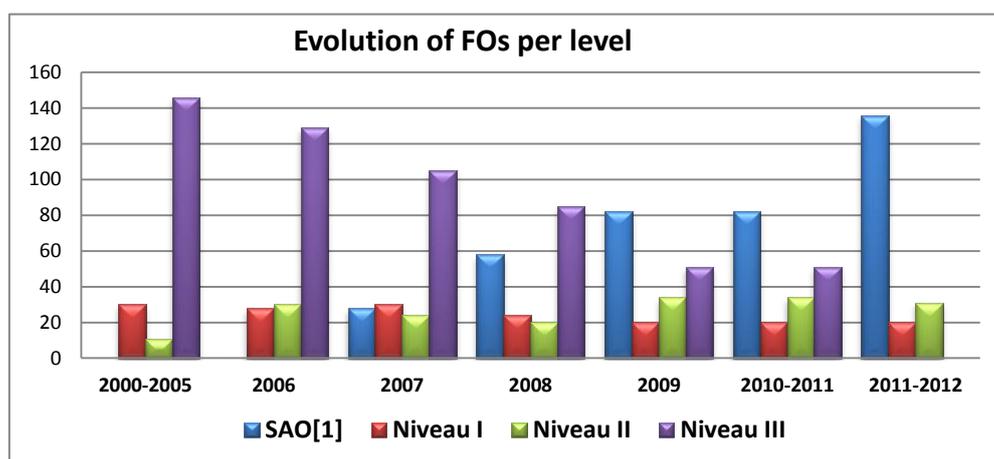
2. PRODAM 2

In PRODAM2, the overall implementation strategy was to adopt a participative approach inclusive of FOs. Indeed, it is highlighted to be a method that involves FOs *"not as objects and simple beneficiaries, but as actors of the development process, paving the way for the empowerment of farmers through a partnership where capacity building and information sharing enables them to know the content of interventions and ensure its control"*. The capacity building component was aiming at promoting performing FOs well articulated to professional apex organisations.

Empowering FOs through combining institutional and economic support. The capacity building program of FOs in PRODAM2 included a combination of technical and management trainings, functional literacy, support to structuring the umbrella FOs (federations) and development of partnerships. Following the PRODAM1 approach, FOs supported within PRODAM2 were assessed through the M&E "SAO Classification" that is rating the FOs (levels 1 to 3) regarding their level of capacity that is reached, aiming for the SAO (empowered level). Within the agricultural and pastoral development component, economic support was provided to FOs to develop their production capacities in order to improve income for their members.

The overall impact of PRODAM 2 on FOs

Empowerment of FOs assessed through the SAO system:



Economic impact. The provision of equipment through credit access, initiatives taken for the care and maintenance of irrigation schemes have helped to increase and diversify agricultural and non-agricultural income (services) and therefore to develop economic services in a more sustainable way. Good organization in the preparation of the farming season and the rigorous application of technical itineraries has allowed FOs to significantly increase agricultural production and productivity. The Ferlo breeders organizations, through rigorous application of management plans of pastoral areas, have significantly increased the production of milk and meat in the area and therefore improved their income.

Example of the economic impact of professionalization of FOs in Walo

Indicator	Before project	With Project	Surplus	Percentage
Yield	2 Tons/Ha	6 Tons/ha	4 Tons/ha	200%
Value (price 125F/Kg)	250 000 F/ha	750 000 F/ha	a. 0 F/ha	200%
Food security level	Medium	High		
Vulnerability level	High	Low		

Social impact. The capacity building programs have fostered the emergence of many grassroots organizations and community networks that became frameworks for dialogue, resource mobilization, selfcare, pressure force and alternative proposal. The implementation of management plans has significantly reduced social conflicts between herders and farmers on the one hand, and secondly between transhumant and indigenous peoples. Moreover women's leadership began to assert itself.

Annex 5. Empowering Smallholder Farmers in Markets (ESFIM): contribution to a policy and institutional environment that is more conducive to smallholder farmers' participation in agricultural markets

The ESFIM Project was undertaken between 2008 and 2013. Its ambition was to generate a successful pilot experience conducted in 10 pilot countries (Benin, Bolivia, Costa Rica, Kenya, Madagascar, Malawi, Peru, the Philippines, Uganda and Uruguay) to articulate NFOs with evidence-based policy formulation and strategic advocacy on issues that benefit smallholders' empowerment in markets. It thus aimed at strengthening the capacities of smallholder farmers to generate cash income from markets by strengthening the lobby and advocacy capacity of national farmers' organisations (NFOs) in fostering conducive policies. ESFIM stimulated this through a combination of research and evidence collection, policy and case-study analysis, dialogue and cross-learning between participating NFOs and other NFOs in developing countries.

Lessons learned and challenges. A precondition for participating FOs is that they value the role of research to validate and refine their policy proposals. The ensuing assumption is that this drives the willingness of FOs to create sustainable linkages with research institutes, NGOs and universities. Moreover, ESFIM has worked only with organisations that have already some experience in advocacy. Indeed, organisations that had an extensive trajectory of advocacy provided better conditions to focus research than the organisations with little experience. The major challenges that have appeared in the process are the budget allocation between contracted research support and member consultation processes. In some countries, this affected the ability of the ESFIM programme to establish a functioning interface for articulating research support with policy definition and advocacy in farmers' organisations.

Impact on "Institutional and partnership development": Through the ESFIM programme, NFOs have increased their experience with managing research assignments and articulating more precisely their research needs. They gained experience with a wider group of researchers and consultants, and deepened their relation with the ones that have gained their trust and respect. The key component to harness the research-advocacy interface of NFOs is the stepwise increase in mutual trust between researchers and NFOs, leaders and staff, coupled with transparent and farmer-led grant funds with a governance structure that anticipates the eventual biases due to internal funding needs of NFOs and/or the professional preferences of researchers.

Impact on "development of advocacy strategies": ESFIM has been very successful in generating inputs for advocacy strategies of NFOs, and to draw attention to the need for similar collaborative research in other research and development programmes. The ESFIM approach for collaborative research generated extensive learning and innovation on institutional mechanisms to do so. It points to the need to earmark separate funding lines for each contracted research and for participatory processes including for planning and advocacy.

In Bolivia, ESFIM supported the National Platform of Economic Smallholder Organisations (the Coordinadora de Integración de Organizaciones Económicas Campesinas de Bolivia : CIOEC-Bolivia) who selected as advocacy topic the need for approval of the Draft Law on Rural Economic Organizations (OECAs). Even though the process was not easy, CIOEC-Bolivia decided to develop a proposal for a new law that would complement it. The proposal emphasised family agriculture and included gender and generational issues, incorporated both OECAs and OECOMs. Through the work of CIOEC-Bolivia and supported by ESFIM, the OECA Law was accepted onto the agenda of Parliament in August 2012. The proposal was approved in November 2012 in Parliament and President Evo Morales proclaimed the initiative to law on 26 January 2013. This is a tremendous advocacy success for CIOEC.

In the Philippines, ESFIM supported the process towards the implementation of an Agricultural Commodity Exchange System (ACES) to improve market transparency and efficiency. This initiative followed previous actions taken by the National Food Authority (NFA) including: the design and attempt to make operational an electronic trading system for maize; a warehouse receipt system; and support to processing and grading facilities. A joint assessment by NFA and other agricultural institutions, including the Federation of Free Farmers Cooperatives Inc. (FFFCI), of the shortcomings of these previous initiatives concluded that it was necessary to open and share the formulation and the design of the systems with all the different stakeholders involved in agricultural marketing (agro-food industries, traders, farmers and NFA). Workshops were organised with smallholders' representatives and other stakeholders of the maize value chain (traders, feed millers...) to present how the ACES would operate and to discuss whether the proposed design was compatible with their requirements. The ESFIM team developed and used a simple game simulating how the system operates. This innovative training tool allowed the various categories of participant to understand clearly how the system operates, and as such is a key input of the ESFIM project to capacity building of farmers. Furthermore, **the simulation game** also improved the quality of exchanges between the participants, because it placed all participants on the same level, irrespective of the size of their business and their market knowledge. Mixing different kinds of stakeholders in each group "playing" the simulation game also improved the quality of the discussions. The workshops were therefore able to facilitate the extensive and constructive discussion of issues such as the quality of the grain that would be traded, the size of the basic contract and other related constraints (agricultural and marketing practices, credit, logistics, etc.). The strong link between the ACES development and the ESFIM collaborative research allowed FFF to be part of the learning process associated with the development and the design of the system. Further, the FFF National Manager participated in a study tour organised by NFA in three sub-Saharan countries where commodity exchange systems were operational or being implemented. Through these activities FFF was also able to bring farmers' views and concerns into the ACES steering committee debate and provided a number of key inputs about the potential impact of the projected ACES.

Case studies and research outputs are available online: The ESFIM project generated a lot of case studies, reports and other relevant documentation.

www.esfim.org

www.collectivemarketing.org

Annex 6. Lessons learned and recommendations from the Rural Women's Leadership Programme (2010-2013)

1. Part One: Lessons learned and recommendations

1.1 Lessons learned

This section presents the main lessons learned from the RWLP as a whole, grouped in key topics and starting with three 'take-home messages'. Lessons also draw on the special session on women held during the Farmers Forum organized by IFAD in 2010, the 2012 Farmers' Forum and other selected projects. The RWLP country case studies also present the lessons learned for those countries in particular.

'TAKE-HOME' MESSAGES

These are the three overarching conclusions from the whole RWLP.

- i. **There is clear demand from women, especially grassroots women, for their priorities to be heard in farmer organizations** so that they can contribute more effectively to the human and economic development of their families. The unmet demand for places on the RWLP training sessions is testament to the desire of women to play an active part in the development of their families, communities and their countries. There is therefore a need to step up support for women's leadership in farmer organizations.
- ii. **Mobilizing grassroots women leaders requires a holistic approach to farmer organizations.** The innovative nature of the RWLP was its drive to mobilize the leadership potential of grassroots women in farmer organizations. This requires a comprehensive approach, which considers informal and women-only co-operatives as well as formal and national organizations; women's wings as well as mainstreaming gender into services and a gender-balanced membership base.
- iii. **The RWLP is an important beginning, but time and budget constraints mean that its full potential has yet to be realized in the pilot countries and beyond.** A longer-term approach could be a solution to embedding the capacity in-country as well as scaling up.

Women's economic empowerment

- i. **Economic empowerment is a powerful entry point.** Women at the 2010 Farmers Forum confirmed IFAD's experience that women's economic empowerment paves the way for greater voice in the home, in the community and in formal organizations: 'The economic empowerment of women was identified by all working groups as the essential condition to advance the voice and leadership of women in farmers' organizations'.⁵ The RWLP confirms that mobilizing women to act collectively around economic activities is often a starting point for them to take on leadership roles. As women begin to contribute more to the family and community economy, they gain experience and begin to be taken more seriously in community decision-making.

This was the case in **Nepal**, where the RWLP enabled women to access local development funds and meet their priorities. This made them feel empowered to take on new challenges. In the Philippines, the RWLP also addressed women's economic empowerment within PAKISAMA (the national apex farmers organization) members and women's organizations, providing credit and consultancy services for income generating projects.

⁵ Special Session of the third global meeting of The Farmers' Forum in conjunction with the Session of IFAD's Governing Council: Promoting women's leadership in farmers' and rural producers' organizations, IFAD 2010, p7.

- ii. **There is scope for youth and gender interests of farmers' organizations to be brought together.**
Young women should be included in youth initiatives so that they are not doubly marginalized because of their age as well as their sex.

For example, **Senegal's** Youth Wing of the CNCR (national farmers organization) has a plan to build the capacity of 300 young men and women in leadership, advocacy and lobbying⁶; this presents an opportunity to reach equal numbers of young women and men, as well to build an understanding of gender equality and different leadership styles.

Equal voice and decision making

- i. **Creating institutional space for women takes time.** Institutional change of any kind takes time – this is also true of attempts to gain more voice for women's priorities in male-dominated farmers organizations. It is well known that '...many leadership training programs fall short of their goals because when women return to their producer groups they are under-represented in decision-making roles, and the organizational culture favors a leadership style more often associated by aggressive and masculine tendencies'.⁷ This implies that alongside building the capacities of women themselves, institutions must be supported to change, modify the perception of leadership and value the contribution of women. This is a long-term undertaking and especially challenging for large, established and formalized structures, which have emerged as male-dominated organizations.
 - a. **Gender mainstreaming plans**, which have been adopted by some farmer organizations offer a possible entry point for making these organizations more welcoming of women and representative of their priorities. For example, in **Senegal**, RWLP supported the inclusion of gender issues into the Strategic Plan of the CNCR (2011 – 2015). Similarly, in the **Philippines** the RWLP helped to revitalize a Gender and Development Programme, which has been developed earlier but lost momentum during a leadership crisis. Currently, the EC-IFAD supported SFOAP will be drawing on the RWLP experience and providing support to apex organizations in Africa to develop and implement gender mainstreaming plans.
 - b. **Farmers organizations need to attract more women members.** "...there needs to be a very strong base of women's membership at the grass-roots level. Only when there is this critical mass at the level of farmers' organizations, can they put women in office. The membership base needs to be galvanized." (Tom Anyonge, Senior Technical Adviser, IFAD).

This was a focus of the RWLP in **Madagascar**, which launched a comprehensive drive to reach out and expand the membership base of women.

- c. **Quotas may need to be introduced** in the face of entrenched gender inequalities in order to complement bottom-up collective action by women. Quotas are controversial but can help to establish the necessary critical mass of women as members and leaders, and to bring about change in policy and institutional culture. For example, the **Philippine's** 'Magna Carta' for women requires an equitable gender balance in various organizations. Quotas should be therefore be specified in farmer organizations' statutes, planning and monitoring tools and systems.⁸

The RWLP experience shows that gains in women's leadership need to be supported over a reasonable timeframe if they are to effectively start tackling power inequalities established over many years. However, the duration of the RWLP was too short to support sustained policy, organizational and behavioural change.

⁶ Action Plan 2013-2015. Youth Wing of CNCR. Objective No. 2: The professionalization of youth in different sectors. Available at http://www.cncr.org/IMG/pdf/college_des_jeunes_plan_d_action_triennal.pdf Accessed June 2013.

⁷ <http://blogs.worldwatch.org/nourishingtheplanet/strengthening-rural-women's-leadership-in-farmer-and-producer-organizations> Accessed March 2013.

⁸ The Role of Farmers' Organizations in Empowering and Promoting the Leadership of Rural Women, Expert paper for Expert Group Meeting, 'Enabling rural women's economic empowerment: institutions, opportunities and participation', Esther A. Penunia, Asian Farmers Association for Sustainable Rural Development (AFA), Philippines. UN Women In cooperation with FAO, IFAD and WFP. 2011, p6.

- ii. **Mixed or women's groups?** In some contexts women prefer to operate through women-only groups whilst in others, they are participating effectively in mixed and often male-dominated national-level farmer organizations. Women's wings or committees are often established within mixed groups, and whilst these can safeguard women's interests and funding, they can sometimes deepen the marginalization of women from the main business of the farmers organization. Recent research by Oxfam points to increased benefits to women resulting from joining multiple groups, but that it is normally better-off and women who have the possibility to join more formalized structures.⁹ The research also confirms that whilst economic benefits may be higher when women join mixed groups due to their having greater resources, women's membership of women-only groups helps them to develop the skills and confidence to participate in mixed groups. In other words, grassroots women's groups may provide an effective pathway for poorer women in particular to build experience before taking on a more active role in mixed organizations.

In the **Philippines**, the RWLP focussed on women's integration into the national farmers organization, whilst in **Madagascar** and **Senegal** the initiatives was mainly through the women's wings of the national organizations. These different approaches reflect different enabling frameworks.

- iii. **Formal and informal groups are important** The RWLP supported a mix of collective action mechanisms for rural women, including national and formalized farmer organizations (e.g. **Senegal**) and less formal groups (e.g. **Nepal**). Overall, women participants in all four countries reported that they had benefitted from collective action, although no one kind of group emerged as being preferred over another. This confirms IFAD's experience in other contexts – that participating in collective action brings concrete and financial benefits to women, and that programmes need to give space for several kinds of groupings according to women's needs and the broader context.
- iv. **Women's leadership in farmer organizations can be scaled up – but there is no 'magic bullet'.** Gender roles, relationships and enabling frameworks vary between contexts and over time, and the precise mix of approaches should be determined at the national and, importantly, at the local level. Key entry points are local public, private and social organizations as they can leverage the change triggered by the RWLP and similar programmes. Approaches should also be revisited over the life of projects so that successes can be supported and support can be adapted as institutions evolve.

The RWLP pilot countries adopted different approaches based on local contexts, which were researched in advance.

- v. **Working at the household level is critical** in order to bring about behavioural change in one of society's most fundamental and influential institutions. Without this, women may find that their household roles may not enable them to fulfil their potential at the community and farmer organization level.

"I remember there was one woman whose husband beat her for going to adult literacy classes. But today her husband is the one who reminds her to go to community meetings. I have seen plenty of examples to prove that change is possible."

Shova Sharma from Sindhuli.

- vi. **Women's leadership is built on a mix of skills.** The RWLP allowed each country to develop appropriate approaches, which included a mix of 'leadership' and negotiation skills, technical knowledge (for example of new crop varieties) and support for entrepreneurial and market access activities. It is therefore important not to assume women's leadership is only about building women's confidence and 'leadership' skills, and to consider whether other knowledge or skills may be needed.

⁹ Researching women's collective action; Findings and Recommendations. Oxfam, 2013

In **Senegal**, for example, RWLP participants joined in the development of local cereals with French NGO 'Solidarite' and capacity-building areas identified by the CNCR's *College des Femmes* included 'Innovative micro-enterprise' and functional literacy.

vii. **Women's voices must be heard by policymakers** in order to ensure their priorities are taken into account in national and local rural development more widely. Despite the fact that rural women contribute significantly to rural processing and marketing activities across the world, their decision-making and access to profits diminishes as these activities become more commercialized and politicized. Policy advocacy is therefore needed to make development more equitable in farmers organizations. This advocacy is needed at all levels - local, national and the international.

In **Senegal**, raising public awareness of women's role in agriculture was a key objective and activities included:

- participation of the CNCR in the opening march of the World Social Forum in Dakar (2011)
- a one-day sensitization workshop for male leaders, organized on the annual mobilization/ sensitization day on the role and situation of women in farmer organizations (2011)
- training in Communication and Advocacy (2012)
- media broadcasts on women's role in agriculture and producer organizations (2012).

This generated considerable momentum; although there was no time to follow through with policy dialogue, other actors are well placed to do so. In Nepal, the RWLP supported a three-day conference on 'Gender & Climate Change', where policymakers and practitioners were invited to interact with the grassroots women leaders from HIMAWANTI and ASTHA, two major women's organizations. WOCAN's 'Women's Leadership Circles' is another possible model - see below for an example from Kenya.

At the global level, RWLP participants from the four countries also had the opportunity to take part in policy processes such as World Food Summit, the Civil Society Organisation consultation workshop on GAFSP (Global Agriculture and Food Security Programme), the World Food Summit in Rome, CBD-COP 10; COP 15, COP 17, the IFAD Farmers' Forum in 2010 and the launch of the Joint Programme on "accelerating progress towards rural women economic empowerment" in New York at the UN general assembly (2012).

viii. **Networking amongst women build their confidence and generates ideas.** The participants in Nepal reported an increased sense of solidarity and RWLP participants from Senegal and Madagascar expressed satisfaction with being able to exchange idea with each other at south-south events.

ix. **Engaging men is essential.** Gender equality is about both men and men, and in many contexts it is important to work with men in order to build understanding and acceptance, even advocacy for the potential contribution of women in farmer organizations and through collective action.

Senegal's workshop to sensitize men is one example of how this can be done. In **Nepal**, men were involved from the start in RWLP activities in order to ensure lasting change and build acceptance of women leaders in a patriarchal society. For example, some trainings for farmer organizations established that 25 – 30 per cent of participants should be men, and a small group of men were identified and oriented to form an informal network of men supporting women's leadership.

Programming and project management

- **Initiatives such as the RWLP work best when linked with other projects.** The RWLP, similarly to grants and other cross-cutting initiatives, need to be linked as far as possible with projects supported by IFAD or others to boost impact and the chances of uptake when they end.

For example, the RWLP in **Madagascar** built on a tradition of working with farmer organizations, and RWLP events involved participants from existing projects.

1.2 Recommendations

The following recommendations draw on evidence-based good practices and lessons from the RWLP, this section provides some practical guidance for strengthening women's leadership in farmer organizations in IFAD and other projects and programmes. As with the 'lessons learned' above, this section is grouped according to the three Strategic Objectives of IFAD's Gender Equality and Women's Empowerment Policy.

Women's economic empowerment

- Support women's economic empowerment** as an end in itself, as well as an important entry point for empowering women to gain greater influence in their homes, communities and in farmer organizations. Projects supporting value-addition and market access should take active measures to counteract women's frequently inequitable participation in the opportunities that these bring, and these can include supporting women's leadership in mixed organizations as well as strengthening women's self-help groups to gain access to credit and community funds to fund their priorities.
- Target young women in youth entrepreneurship initiatives.** Some farmer organizations have a youth wing as well as a women's wing. Bringing together the youth and gender agendas of farmer organizations can help to mobilize young women leaders in order to build farmer organizations that support their inclusion and economic empowerment through relevant services.

Equal voice and decision making

- Adopt a long-term approach.** Whether working with women-only organizations or mixed organizations, creating individual and institutional capacity takes time. Projects should ideally be part of a programme approach and linked to other projects so as to create a longer-term momentum.
- Create opportunities for rural women to participate in both mixed/ formal and women-only/ informal farmer organizations.** Group participation provides women with self-confidence, enhanced skills and improved access to productive resources such as land and capital, and to services such as entrepreneurial skills training. Importantly, women-only groups can be an important entry point for encouraging women to identify strategies to protect their unique knowledge and skills from being exploited as markets become more commercial. Women often feel more comfortable, confident and safe in women-only groups, where there is a tacit shared understanding but it is also important to strengthen women's active participation in more formalized mixed cooperatives. Women-only groups may be a more appropriate vehicle to engage poorer women, whereas those already in mixed farmer organizations could be supported to take a more active part. Projects should try to support the sharing of experience between women in different kinds of farmer organizations, as well as strengthen pathways from women-only to mixed farmer organizations.
- In mixed farmer organizations, facilitate women's increased representation and strengthen gender relations.** Increased representation of women through recruitment drives and graduated membership fees can bring about gender parity in membership. A critical mass of women in the membership base can then be supported to articulate their needs more effectively, and potential women leaders can be supported with leadership skills and technical training – ensuring that participants immediately put their learning to practical use. Minimum quotas should be considered where there is persistent inequality in gender balance, complemented by aspirational targets to ensure

the quotas do not inadvertently end up as a glass ceiling. With regard to strengthening gender relations, gender mainstreaming plans are important entry points; support should be given to farmer organizations to develop and implement these, based on needs expressed by women members and potential members.

- iv. **Ensure the approach is suitable for the context.** Gender roles vary according to context and over time, so that when considering scaling out and successful practices from elsewhere, these needed to be locally tested and adapted.
- v. **Support behavioural change in the home to unlock women's leadership potential outside it.** Women in the RWLP in all countries cited socio-cultural barriers such as being at the root of the problems they face in gaining voice in farmer organizations. This results in women being held back by limited mobility, social norms casting women in caring rather than leadership roles, and heavy workloads. Consider using gender-transformative household methodologies to tackle these issues, and to engage men and women in decision-making in this key institution. Highlighting economic benefits for the household and community can be an effective approach.
- vi. **Ensure that women's leadership courses include an appropriate mix of skills.** The idea of leadership needs to be unpacked and 'leadership' programmes should include relevant technical and behavioural skills prioritized by participants.
- vii. **Support more enabling policy frameworks at the national and local level,** for example, by ensuring that national and local government, rural development councils and similar are aware of the importance of women's role in agriculture and of the importance of ensuring their voice in decision making processes. Specifically, projects could provide for policy dialogues and sensitization around the importance of women's equal representation in farmer organizations, how to go about achieving this in terms of policy formulation and budgeting processes. International Women's Day is a potential focus for such efforts. Women should be part of these policy dialogues, and projects could also support measures to support dialogue between the few women at regional/ national level and grassroots women.
- viii. **Promote south-south learning.** Sharing experience between decision-makers and especially women in farmer organizations in different countries should be promoted. For example, the participation of RWLP participants in Senegal was greatly appreciated in Madagascar, highlighting a demand for south-south learning. Learning routes around women's leadership in farmer organizations could also be explored.
- ix. **Engage men.** If projects are to support lasting improvements in women's participation in farmer organizations, it is important to engage with men as well as women. Strategies include sensitizing men, including male leaders of farmer organizations, local government and, crucially, in the household, on the economic and social benefits of mobilizing women as well as men. These strategies can eventually support an improvement in gender relations in various institutions, including in the home.

Equitable workloads

- i. **Ensure that efforts to increase women's decision-making in farmer organizations and other forms of collective action are supported with measures to reduce their workload.** Women's disproportionate workload in many contexts means that even if they are interested, they are simply unable to take up opportunities for collective action. Given women's typically strong roles in processing and marketing, yet their limited mobility and growing workloads due to climate change in many contexts, projects supporting value chains and market access could consider funding locally accessible, easily maintained and labour-saving processing and packaging technologies. Good quality and affordable local healthcare can also significantly reduce women's care burden for the young and sick, thus freeing up time for active participation in community affairs and farmer organizations.

Programming and project management

- i. **Initiatives such as the RWLP work best when linked with other projects.** The RWLP, similarly to grants and other cross-cutting initiatives, need to be linked as far as possible with projects supported by IFAD or others to boost impact and the chances of uptake when they end.
- ii. Finally, in addition to the recommendations above, some operational ‘tips’ for strengthening women’s leadership in farmer organizations are given below:
 - Include women’s leadership in farmer organizations as an explicit objective or outcome, encompassing the dimensions of both *representation* (gender balance in membership and leadership), as well as *empowerment* (equal voice in decision-making and access to benefits).
 - Carry out an analysis of the status of and opportunities for women’s participation in farmer organizations, ideally mapping the gender profile and experience of mixed organizations, as well as that of women-only organizations. This mapping should include an identification of male and female potential advocates and supporters, as well as organizations able to provide local capacity-building. It should also include other projects and initiatives of IFAD and others, which could be built upon. IFAD should ensure that the RWLP pilot countries build on and scale out the RWLP achievements, so as not to lose momentum and to tap into a cohort of recently trained people. This can be done at both a project and a programme level. For example, the new COSOP for Nepal explicitly foresees doing so.
 - Prioritize mixed farmer organizations, which have a gender mainstreaming plan and/ or women’s wings or are keen to develop one, as well as women-only organizations.
 - Include an appropriate mix of specific mechanisms and activities. For example, quotas, capacity-building for women and sensitization may be necessary for large mixed farmer organizations, whereas women-only organizations may need access to credit and advocacy support. Within a project, this could mean a mix of ‘mainstreaming’ gender equity considerations throughout any activities to support farmer organizations, as well as earmarking some project activities to support women only. This does exclude engaging with men; indeed, as the example from Nepal shows, this is central to success.
 - When preparing country programmes, consider grants directly to women’s farmer organizations, or women’s wings within national apex organizations – similarly to the RWLP. These may be especially appropriate to kick-start momentum, although it is also important to plan for the eventual uptake and integration of new capacities and learning more widely into country programmes and local institutions.
 - Allocate a dedicated budget, which should primarily benefit women members of farmer organizations, but could also be used to influence decision-makers.
 - Take a longer-term approach, and do not stop at the ‘quick wins’ – change takes time. Over the life of projects and programmes, sequence activities to enable organizations to evolve and individuals to develop. Consider supporting pathways for women to move from informal women-only organizations to more formalized and male-dominated farmer organizations at the regional and national level.
 - Adapt approaches as change occurs or to tackle entrenched inequalities. Allow a measure of flexibility to fine-tune approaches and allow women time to gain confidence and articulate their priorities, as well as to take advantage of opportunities and new initiatives. This was the case with the RWLP in Senegal, where a number of achievements, such as integrating gender concerns into the CNCR’s national strategy, were not originally foreseen but strengthened the overall result.
 - Embed relevant indicators in the logical framework, as well as in the monitoring and evaluation framework. This includes checking on progress and success factors/ lessons during supervision missions and mid-term reviews, as well as at project and programme completion.

Scaling up RWLP in IFAD

Some IFAD projects and programmes already apply the ideas and mechanisms to strengthen women's presence and voice in farmer organizations; however, there is room to scale up IFAD's engagement. The following are IFAD-specific options for scaling up the approaches and opportunities arising from the RWLP.

- i. **Embed and take RWLP to scale in the four pilot countries: Madagascar, Nepal, the Philippines and Senegal.** IFAD should take concrete steps to share findings and lessons learned from this pilot programme to inform project design and, critically, COSOPs, in each of the four RWLP pilot countries in order to maintain momentum and build on the achievements, including a cohort of trained people. This has happened in the case of Nepal, where the RWLP features in the new COSOP.
- ii. **Take concrete steps to scale up the social and human capital, as well as the practical tools generated, through the Joint Programme of FAO, IFAD, UN Women and WFP to 'Accelerate Progress Toward the Economic Empowerment of Rural Women'** in Ethiopia, Guatemala, Nepal, Kyrgyzstan, Liberia, Niger and Rwanda, where the Joint Programme is initially being implemented.¹⁰ South-south learning between the RWLP pilot countries and the Joint Programme countries could be encouraged. This idea, this could be tested at a follow-up special side-event in the 2014 Farmers Forum at IFAD for representatives from the Joint Programme, RWLP and SFOAP (see below) countries.
- iii. **Continue to seek opportunities for linking 'Support to Farmers Organization in Africa Programme' (SFOAP) and the RWLP.** At the national and international levels, SFOAP's focus on apex organizations could be mobilized to stimulate and support national farmer organizations to put in place gender-sensitive policies and membership services.
- iv. **Organize a side-event coinciding with the Farmers' Forum 2014,** to disseminate findings and stimulate further debate on how to strengthen women's leadership in these institutions. A special focus could be placed on mobilizing young women's leadership and income-generating capacities through farmer organizations, given that in 2012 there was also a special session on youth and that 2014 is the year of family farming.
- v. **Consider a regional mechanism to mainstream gender into national farmer organizations.** Although a number of countries have supportive policies and structures in place, women leaders and women's wings are often in a minority and lack voice; supporting stronger links with regional and apex organizations and south-south learning can help to create the enabling environment that is often missing and that could give women the confidence to speak up.
- vi. **Seek linkages for with other relevant initiatives and projects,** such as:
 - a. 'Enabling rural transformation and grassroots institutional building for sustainable land management and increased incomes and food security', which aims to develop a model for strengthening grassroots institutions for effective engagement in policy processes that enable poor rural households to aggregate, mobilise, and access rural services (ICRAF and IFAD).
 - b. Feature the RWLP and key points in the IFAD project design aids, such as the IFAD Toolkit for Institutional Analysis, as well as the Gender and Targeting Toolkit.
 - c. Translate and upload key documents on key websites. Documents, such as the training manuals developed in French and Malagasy, and CNCR's strategy as an example of where gender has been mainstreamed into the national farmers' organization, should be shared widely through specialist online forums.

¹⁰ Note that the Joint Programme was informed by the RWLP.

Annex 7. Towards Guidelines for Securing Sustainable Small-scale Fisheries: findings of consultations, recommendations, lessons learned for IFAD, and way forward

1. Finding of consultations

Sector Constraints and Opportunities. Participants identified a wide range of strengths of the SSF sector including its contribution to employment, food security and nutrition, economic growth and exports and its greater sustainability when compared to other forms of fishing. However a wide range of weaknesses were also noted including the poverty of SSF communities, outdated assets and infrastructure, lack of access to markets and services, including financial services, difficult working conditions and social issues. The wide range of threats to the future of SSF include overexploitation of resources and declining catches, destructive fishing methods and illegal, unregulated and unreported fishing, environmental degradation and pollution, climate change, natural disasters and absence of safety-at-sea, poorly designed, implemented and enforced fisheries management measures, lack of market power for small fishers, and lack of political will to overcome all of the above problems. Interestingly social issues featured almost as prominently as issues related to fisheries resource management, highlighting the importance of considering social, economic, environmental and other issues in an integrated approach to the management of SSF.

2. Recommendations

The main recommendations of the consultations were similar across most countries. The key recommendations in each category were as follows:

Responsible Fisheries and Sustainable Development:

- i. Governance of rights, resource management and stewardship:
 - *Sustainable resource management must be the main goal of the Guidelines*
 - *Appropriate definitions of SSF (and related industries) must be developed.*
 - *Traditional rights of access to resources on which livelihoods depend must be preserved*
 - *All fisheries legislation must be properly implemented, monitored and strictly enforced*
 - *All fishing vessels must be registered and small scale fishers issued with identity cards*
 - *No fisheries should be managed on an open-access basis; systems for managing access rights must be fair and not exclude or marginalise small scale fishers.*
 - *Small-scale fisheries should be given preferential access rights to certain fishing zones and commercial/industrial fishers prohibiting from operating in coastal areas.*
 - *Marine, coastal and aquatic environments should be protected from all forms of damage, pollution, over exploitation and habitat destruction*
 - *Production, import or sale of illegal fishing gear prohibited.*
 - *Participatory approaches to fisheries management must be used.*
- ii. Social development:
 - *Access to basic services (health, education, water and sanitation) must be ensured.*
 - *Small scale fishers must be protected from exploitative practices, money lenders, middlemen, forced evictions and acts of piracy and supported in conflict management.*
 - *Cooperatives and community-based organisations should be promoted.*
 - *Informed consent, protection of cultural identity, dignity and traditional rights are essential.*
- iii. Decent work and employment:

- Child labour must be prohibited and access to education and scholarships increased.
 - Introduction of minimum wages and more favourable labour laws should be considered.
 - Fishers need equal access to social safety nets, work programmes and training.
- iv. Postharvest and value chains:**
- Access to appropriate infrastructure and services at landing sites (including access roads, electricity, communications, ice and cold storage) and to financial services is essential.
 - Small scale fishers need assistance to access improved technologies and training.
 - Small scale fishers' need support to increase their market power in the value chains. Strong fishers' cooperatives can improve fishers' position in the value chain.
 - Trade in fish products requires regulation and cooperation between fishers and traders
 - Eco-labelling schemes/certification should benefit both fishers and traders.
 - Policies promoting commercial/industrial fishing should consider the interests of SSF.
- v. Gender equality and equity:**
- Women play a key role in fisheries but promotion of gender must be sensitive to traditions.
 - Women suffer many of the same obstacles as men in terms of access to services, technology, credit, markets and infrastructure.
- vi. Disaster risk and climate change:**
- Safety-at-sea must be strengthened through availability of safety equipment, improved access to weather information and disaster early warning, and better rescue services
 - Access to insurance against a range of risks must be increased.
 - The impacts of climate change must be monitored carefully.

Enabling Environment and Supporting Implementation

- i. Policy coherence, institutional coordination and collaboration:**
- Appropriate institutional frameworks with clear roles and responsibilities and decision making procedures must be developed.
 - Decentralisation and co-management processes must be adequately resourced.
 - Cooperation between coastal states on trans boundary stocks and ecosystems essential.
 - Inter-sectoral coordination mechanisms are needed.
 - The Code of Conduct for Responsible Fisheries should be updated with a chapter on SSF
- ii. Research, information and capacity development:**
- SSF communities need access to information on markets and sustainable fishing practices.
 - More scientific research is required to determine fishing effort.
 - Statistics on SSF should be improved and made widely available.
- iii. Implementation support and monitoring:**
- Public financial support for implementation and compensation for losses required.
 - Awareness campaigns needed to spread information on fishers' rights and responsibilities.
 - Participatory decision making throughout the process.

3. Key lessons learned for IFAD

A number of important lessons were generated for IFAD during the implementation of this project, of relevance both for IFAD's fisheries projects and IFAD's support to fishers' organisations. These lessons concerned:

- *Importance of social services and infrastructure.* Access to basic social services and infrastructure is the main priority for most poor small scale fishing communities. It is important the IFAD projects recognise this priority and either use provision of social infrastructure as an entry point into small scale fishing communities or seek to engage partners who can provide such services to targeted groups.
- *Awareness of fisheries management issues.* Fishers are strongly aware of the need to improve fisheries management and are willing to accept the implementation of strict management measures to improve chances of long term sustainability – as long as such measures are implemented equitably and not in a manner which discriminates against small scale fishers.
- *Demand to be engaged as partners.* Fishers will not accept the imposition of management measures from outside their communities if they are not involved in the development and implementation of such measures.
- *Need for improved disaster preparedness.* SSF communities are severely exposed to disasters and to risk (to the lives, livelihoods, incomes, assets etc.) and urgently require better mechanisms to protect themselves from risk and to support recovery from disasters including insurance, safety-at-sea, communications systems and better infrastructure.
- *Inter-generational aspects.* SSF communities are very concerned about the use of child labour and about the lack of educational opportunities for their children. Many would be pleased to see their children involved in fishing but want them to have a choice.
- *Protection of marine and coastal environments and inter-sectoral concerns.* The protection of the broader marine, freshwater and coastal environments is key to the sustainability of the resources and the quality of life of SSF communities. This must take into account impacts of the activities of other sectors (agriculture, industry, urban areas). Management of these resources must also take into account the needs of other users to avoid conflict.
- *Common problems, local solutions.* SSF communities around the world face a startlingly similar range of problems (declining stocks, falling incomes, weak market positions and lack of bargaining power, political marginalisation, threats from commercial and industrial fisheries, social problems) but the solutions to these problems are typically local and must be developed based on the specific social, environmental, economic and political context.
- *Lack of strong national fishers' organisations.* Despite the emergence of importance international fishers' organisation there is a still as lack of strong national fishers' organisations in many countries. Where these organisations exist they greatly increase the ability of fishers to have their voices heard in national policy dialogue and to engage with external development agencies. However there is a need to strengthen their ability their project management capacity, including planning and financial management.

4. Next Steps

Inputs from the stakeholder consultations were consolidated in the first quarter of 2013 with draft guidelines prepared in April 2013 before a technical consultation in May 2013. The negotiated text will be submitted to COFI for approval in July 2014. IFAD has agreed to provide a grant to the consortium of concerned CSOs to enable them to continue their participation in this process.



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ISBN 978-92-9072-462-9



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January 2014