Partnership between FOs and IFAD in West and Central Africa

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1/ Context of decentralization Forum & IFAD
Decentralization of IFAD and FAFO

FAFO Global

FAFO Regional

1st edition Nouakchott 2018

2020 last Global FAFO

R-FAFO AOC Steering Committee
- ROPPA
- PROPAC
- APESS
- RBM
- LVC
- INOFO
- OMA
- WFF
2/ FO-FIDA partnership: Key figures
Importance of collaboration and nature of FOs (1/2)
Importance of collaboration and nature of FOs (2/2)

**Diversity of POs**

![Bar chart showing the percentage of projects that directly support POs.](chart1)

- **99%** of projects directly support POs.

![Bar chart showing the types of local POs with which projects work.](chart2)

- **75%** of projects work with cooperatives.
- **70%** of projects work with associations of small producers.
- **40%** of projects work with users of water/natural resources.
- **45%** of projects work with informal groups.
- **15%** of projects work with other types of POs.
Involvement at national level / in projects

No involvement in **COSOP** -> no involvement in **project formulation** => FOs not involved as implementing partners

Less developed countries: GB, Mauritania, Ghana, Nigeria, Cape Verde, BF
In missions & Modus operandi of the Projects

Implication des OP faitières dans les missions de supervision et d'appui à la mise en œuvre, revue à mi-parcours, et/ou d'achèvement

- Missions de supervision et d'appui à la mise en œuvre: 81%
- Mission de revues à mi-parcours: 70%
- Mission d'achèvement: 51%

Modalités d'opérationnalisation de la collaboration avec les OP dans les activités des projets lors de leur mise en œuvre

- Les OP reçoivent un appui technique et/ou des biens (intrants, équipements, etc.) de l'UCP ou d'autres prestataires de services: 79%
- L'UCP signe des protocoles d'accord spécifiques avec les OP pour soutenir leur plan d'action, ce qui contribue aux objectifs du projet: 72%
- L'UCP signe des contrats de prestations de services avec les OP pour mettre en œuvre un service spécifique pour le projet: 51%
- L'UCP fournit un financement direct aux plans d'affaires / activités économiques des OP: 54%
- Autre: 72%
What is the role of the implementing partner FOs?

**Some examples**

- Financial intermediation (BP, MFI) - **Togo**
- Structuring of poor women/youth groups in OHADA cooperatives - **Mali**
- Support for the securing of market gardening sites + advocacy for market gardening seeds - **Benin**
- Participation in CAFs to strengthen collaboration in the value chains - **Nigeria**
- Support for formalization/registration of FBOs - **Ghana**
- Structuring of local actors/FOs - **Cameroon/Chad**
3/ Direct funding to FOs and regional partnership
Objective of the OP programs for our operations

- Strengthen the capacities of FOs to become partners of choice in public investment projects
- Leveraging funds to mobilize larger-scale support
- Innovating through direct implementation by FOs to inspire public policies for rural development
## Direct funding to POs in WCA 2018-22

<table>
<thead>
<tr>
<th>Program</th>
<th>Specificities</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FO4ACP</td>
<td>Capacity building program (via ROPPA and PROPAC)</td>
<td>7.5 M</td>
</tr>
<tr>
<td>GAFSP MMI</td>
<td>Innovative instrument for direct financing projects to POs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Mali CNOP Mali additional funding 2020</td>
<td>945.000</td>
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<tr>
<td></td>
<td>➢ Senegal CNCR 2022</td>
<td>2.29 M</td>
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<td></td>
<td>➢ RDC COPACO 2022</td>
<td>1.65 M</td>
</tr>
<tr>
<td>RPSF</td>
<td>➢ SAFE 2020 / FO4ACP top up</td>
<td>0.5 M</td>
</tr>
<tr>
<td></td>
<td>➢ PAS2P for pastoral resilience</td>
<td>1.5 M</td>
</tr>
</tbody>
</table>

>USD 14 million mobilized
Regional Partnership Development

Accompanying actions

- Support for FOs’ Food System Summit consultations (2021)
- Support in the implementation of the UNDFF (Togo and Côte d'Ivoire) + networking
- Monitoring/evaluation/data collection to inform advocacy: ROPPA FFO, RBM impact evaluation
- Topics of strategic interest for FOs: agroecology

A permanent contact

- ROPPA roadmap, ROPPA-FIDA Whatsapp group, etc.
4/ Qualitative review of the collaboration

Selected sections from the FO Survey
Innovations/Advances in Partnership

National Level

- Mobilization of resources for funding of FOs consultations to prepare a COSOP Mali
- Mobilization of FOs to lead the process of structuring and formalization of FOs (cooperative law and structuring of the rural areas) Central African Republic
- Mobilization of the National Platform of FOs for the implementation of a citizen control mechanism of an IFAD Project Senegal
- Signature of Partnership agreement between a consortium of federations of FOs involved in the Project and the PCU to finance FOs structuring and support activities Niger
- Mobilize mature apex farmers’ organizations to provide coaching to weeker organizations Benin

Regional level

- Participation of the 3 networks of regional FOs of Sahel (APESS, ROPPA and RBM) in the design and implementation of the SD3C
- Ease of access to vulnerable populations in areas with difficult access, under insecurity or landlocked - RBM /PAS2P
Challenges in IFAD-FO collaboration

1. IFAD's institutional limitations related to lack of adequate resources and/or complexity/non-adaptation of procedures
   - Format/disbursement methods for FO agreements sometimes not adapted to the nature of the organizations (FOs are not simple Service Providers)
   - Need to lighten/adapt the procedures of the GAFSP FO window/investment projects in particular, to avoid delays and to take into account the specificity of the FO partners

2. Fragility, capacity challenges, structuring and/or resources of FOs
   - The professionalization of actors and the financial autonomy of FOs remain permanent challenges
   - The sustainability of nascent/weakly mature FOs, which are still very vulnerable to socio-economic and environmental shocks;
1. **Strengthening institutional relations between IFAD and FOs**
   - Formalize the collaboration framework at the national level (platforms)
   - The establishment of agreements with FOs must respect their structuring and strategic orientations
   - Strengthen the partnership at the country level with regular IFAD/FO bilateral meetings
   - Strengthen the participation of FOs in completion missions to capitalize on the knowledge gained
   - Contribute to the institutional funding of platforms to strengthen their role

2. **Promote cooperation and synergies between FOs, IFAD, and other partners**
   - Organize experience sharing forums between FOs / « FO » exchange visits
   - Better support the processes of the NCFF within the framework of the UNDFF
   - **Scaling up of agreements** between IFAD country offices and FO platforms as in Senegal
   - Strengthen the presence of IFAD country directors at the national level (e.g. Togo)
   - Strengthen links between pastoralist/pastoralist organizations and IFAD country projects
3. **Prioritize the training, structuring and professionalization of FOs**
   - Develop a **long-term** (10-year) approach/plan for IFAD's collaboration with FOs that will be taken up/adapted through COSOPs and CSNs
   - Strengthen the capacities of FOs and their **professionalization for the provision of economic services** (advisory support, market access, access to financial services, etc.)
   - Strengthen the mobilization of **technical expertise** on legislation, policies, practices, networking, etc.
   - Strengthening **links between apex and grassroots FOs**.

4. **Establishment of a specific permanent fund/budget to support FOs**
   - Creation of a **specific Project component for farmers’ organizations/strengthening of local institutions** (farmers, SMEs, etc.) in IFAD project design
   - In addition to project funding, **create a specific fund for the development of FO structuring / capacity building of FOs / national platforms / a fund from which local and apex FOs** can draw directly to strengthen their internal governance structures
5/ Conclusions
Decentralization of the Farmers Forum process bears its first fruits; positive overall evolution

Overall, a level of partnership maturity by country clusters

IFAD teams know little about FO4ACP or its added value

Many interesting good practices / examples of collaboration listed here

Conduct a reflection to establish a strategic regional collaboration

How do we do it in countries with low-maturity FOs?

Synergies with FO4ACP to be strengthened

Promote partnership through South-South cooperation and sustained KM & Stocktaking
Thank you very much!