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Support to Farmers' Organizations in Africa Programme (SFOAP)

Main Phase (2013-2017)



A partnership to strengthen the capacity of African farmers' organizations for the benefit of African producers



This programme is financed by the European Union



Enabling poor rural people to overcome poverty



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC



EAFF

Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD), Burundi
 Djibouti Agro-Pastoralist Association, Djibouti
 Cooperative Centrale du Nord-Kivu (COOCENKI), DRC
 Fédération des organisations Producteurs du Congo au Nord-Kivu (FOPAC), DRC
 Ligue Des Organisations Des Femmes Paysannes Du Congo (LOFEPACO), DRC
 Syndicat De Defense Des Interests Paysans (SYDIP), DRC
 Oromia Coffee Farmers Co-operative Union (OCFCU), Ethiopia
 Oromia Pastoralists Association, Ethiopia
 National Confederation of Eritrean Workers (NCEW), Eritrea
 Kenya National Federation of Agricultural Producers (KENFAP), Kenya
 Kenya Livestock Producers Association (KLPA), Kenya
 Co-operative Alliance of Kenya (CAK), Kenya
 Rwanda Farmers' Federation (IMBARAGA), Rwanda

Syndicat Rwandais des Agriculteurs et Eleveurs (INGABO), Rwanda
 National Co-operative Confederation of Rwanda (NCCR), Rwanda
 South Sudan Agricultural Producers Union (SSAPU), South Sudan
 Uganda National Farmers' Federation (UNFFE), Uganda
 Uganda Co-operative Alliance (UCA), Uganda
 National Union for Coffee Agribusinesses and Farm Enterprise (NUCAFE), Uganda
 Mtandao wa Vikundi Vya Wakulima wa Tanzania (MVIWATA), United Rep. of Tanzania
 Tanzania Federation of Co-operatives (TFC), United Rep. of Tanzania
 Agricultural Council of Tanzania (ACT), United Rep. of Tanzania



PROPAC

Confederaçao das associacoes de camponeses cooperativas agro-pecuarias de Angola (UNACA), Angola
 Concertation Nationale des Organisations Paysannes du Burundi (CNOP Burundi), Burundi
 Concertation Nationale des Organisations Paysannes du Cameroun (CNOP-CAM), Cameroon
 Conseil National de Concertation des Producteurs Ruraux du Tchad (CNCPR), Chad
 Concertation Nationale des Organisations Paysannes de Centrafrique (CNOP CAF), Central African Republic
 Concertation Nationale des Organisations Paysannes du Congo (CNOP Congo), Congo
 Federation Nationale des Organisations Paysannes de la Guinée Equatoriale (FENOCGE), Equatorial Guinea
 Confédération Paysanne du Congo (COPACO), DRC
 Concertation Nationale des Organisations Paysannes du Gabon (CNOP Gabon), Gabon
 Fédération Nationale des Petits Producteurs de Sao Tome et Principe (FENAPA STP), Sao Tomé and Principe



ROPPA

Plate-forme Nationale des Organisations Paysannes et des producteurs Agricoles du Bénin (PNOPPA), Benin
 Confédération paysanne du Faso (CPF), Burkina Faso
 National Coordinating Organisation for Farmer Associations of The Gambia (NACOFAG), Gambia
 Farmers Organisations Network of Ghana (FONG), Ghana
 Conseil national des Organisations Paysannes de Guinée (CNOP-G), Guinée
 Quadro nacional de Concertação das Organizações Camponeses e produtores agricolas da Guiné Bissau (QCOPGB), Guinea Bissau
 Association nationale des Organisations de Producteurs agricoles de Côte d'Ivoire (ANOPACI), Ivory Coast
 Liberian farmers Union Network, Liberia
 Coordination nationale des Organisations paysannes du Mali (CNOP-M), Mali
 Plateforme paysanne du Niger (PFP-N), Niger
 Conseil national de Concertation et de Coopération des ruraux (CNCR), Senegal
 National Farmers Association of Sierra Leone (NAFSL), Sierra Leone
 Coordination togolaise des Organisations paysannes et de Producteurs agricoles (CTOP), Togo



SACAU

Botswana Agricultural Union (BAU), Botswana
 Lesotho National Agricultural Union (ENAFU), Lesotho
 Coalition of Farmers Organizations (CPM), Madagascar
 Confédération des Agriculteurs Malagasy (FEKRITAMA), Madagascar
 Farmers' Union of Malawi, Malawi
 National Smallholder Farmers' Association of Malawi, Malawi
 Uniao Nacional de Componesses, Mozambique
 Namibia National Farmers' Union (NNFU), Namibia
 Namibia Agricultural Union, Namibia
 Seychelles Farmers' Association (SeyFA), Seychelles
 Agri-South Africa, South Africa
 Swaziland National Agricultural Union (SNAU), Swaziland
 Agricultural Council of Tanzania (ACT), United Rep. of Tanzania
 Zambia National Farmers' Union (ZNFU), Zambia
 Zimbabwe Farmers' Union (ZFU), Zimbabwe
 Commercial Farmers' Union, Zimbabwe



UMAGRI

Union Nationale des Paysans Algériens (UNPA), Algeria
 Central Agricultural Cooperative Union (CACU), Egypt
 Syndicat Général des Agriculteurs et Eleveurs Libyens, Libya
 Fédération Mauritanienne de l'Agriculture, Mauritania
 Union Marocaine de l'Agriculture (UMA), Morocco
 Sudanese Farmers and Pastoralists Union, Sudan
 Union Tunisienne de l'Agriculture et de la Pêche (UTAP), Tunisia

National FOs in black are directly benefiting from the Programme.

SFOAP main phase in brief

Budget:

EUR 19.9 million

Donors:

AFD, EU, IFAD, SDC

Period:

2013-2017

Supervision and coordination:

IFAD

Executing agencies:

EAFF, PROPAC, ROPPA, SACAU, UMAGRI

National farmers' organizations:

68

Countries involved:

49

The past two decades have witnessed an unprecedented development of farmers' and rural producers' organizations (FOs) throughout Africa. FOs enjoy growing recognition as the representatives of the farming community at the national, regional and international levels. The United Nations declared 2012 as the International Year of Cooperatives and 2014 as the International Year of Family Farming. These events acknowledge the invaluable role that FOs play in shaping policies for agriculture and sustainable development, providing services to smallholders, generating employment and social integration, reducing poverty and enhancing food security.

Today, there are tens of thousands of grass-roots FOs across Africa. Most play a dual role: as producers' groups or cooperatives they provide services to their members and they represent their members' interests with other stakeholders, including agricultural policymakers, business partners and development projects. Many grass-roots FOs set up local unions and federations that are joined to national umbrella organizations. These organizations have established five regional networks in Africa: Eastern Africa Farmers Federation (EAFF); *Plateforme Sous-Régionale des Organisations Paysannes d'Afrique Centrale* (PROPAC); *Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest* (ROPPA); Southern African Confederation of Agricultural Unions (SACAU); and *Union Maghrébine des Agriculteurs* (UMAGRI).

The SFOAP main phase (2013-2017): Building momentum

The SFOAP helps African FOs to evolve into more stable, performing and accountable organizations that effectively represent their members and advise them on farming enterprises. The main phase builds on the successes and lessons learned from the pilot phase and scales up programme activities and outreach. The design fully integrates the main recommendations from the independent evaluation of the pilot phase.

The programme aims to further strengthen and consolidate the institutional capacities of FOs and give them a greater say in agricultural policies and programmes. In addition, the main phase supports the development of FOs' economic services to facilitate the integration of smallholder farmers in value chains. The support focuses on a limited number of cases to assess their results and impact and systematize the successful experiences through knowledge generation and sharing.

The inclusion of a fifth regional network, the *Union Maghrébine des Agriculteurs* (UMAGRI) has expanded the geographical area of the main phase to the North Africa region. The programme now supports 68 national farmers' organizations (NFOs) in 49 countries, their five regional networks and the Pan-African Farmers' Organization (PAFO).

Background: About SFOAP and its pilot phase (2009-2012)

The Support to Farmers' Organizations in Africa Programme (SFOAP) was a pilot programme launched in 2009 to strengthen the capacity of FOs in African countries and their regional and pan-African networks. It was the first continental programme in Africa to be initiated by the four regional networks of FOs in sub-Saharan Africa (EAFF, PROPAC, ROPPA and SACAU) to work together with a single programme in support of the institutional development of their organizations at all levels.

SFOAP implementers: The pilot phase supported 55 national organizations in 39 countries, their four regional networks in sub-Saharan Africa and the establishment of the Pan-African Farmers' Organization (PAFO).

Donors: European Union (EUR 5 million) and IFAD (US\$1.5 million)

Main results:

- *Increased management capacity* benefiting national farmers' organizations. Staff secured for day-to-day management and financial accounting.
- *Accountability of FOs to their membership base, internal democracy and governance.* The development of more than 31 constitutional texts, manuals of procedure, strategic plans and institutional databases strengthened the corporate governance of FOs. Also, 43 governing body meetings and 106 consultations among FOs members were organized.

- *Formulation of policy positions.* Forty-two evidence-based studies were carried out and discussed among members and stakeholders.
- *FOs as players in policy processes.* FOs developed more than 44 policy positions and attended local, national and regional policy forums improving their recognition, reputation and credibility among governments, local authorities and partners.
- *African FOs launched the Pan-African Farmers' Organization,* the first continental organization of African farmers.



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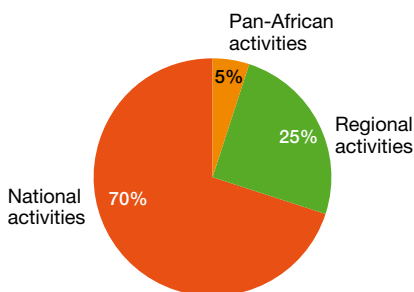
Programme financing and partners

IFAD supervises and cofinances the SFOAP main phase. The European Union (EU), Swiss Agency for Development and Cooperation (SDC) and *Agence Française de Développement* (AFD) provide funding through IFAD. The total cost of the programme is EUR 19.9 million, which includes a contribution from the EU of EUR 15 million.

The SFOAP is a major 'component' of the EU, IFAD, SDC and AFD partnership for strengthening FOs worldwide through direct support to capacity-building.

The Food and Agriculture Organization of the United Nations (FAO) and the Technical Centre for Agricultural and Rural Cooperation (CTA) provide additional technical support. AgriCord, a key programme partner, is implementing a highly complementary programme, Farmers Fighting Poverty/AFRICA partly funded by the EU through IFAD. FFP/AFRICA and SFOAP are the two components of *Farmers' Africa*: a wider programme supporting African FOs. The total cost of the programme is EUR 40 million, which includes a contribution from the EU of EUR 26.9 million.

Chart 1: Use of funds



A toolbox for capacity-building

SFOAP activities are organized around institutional and organizational strengthening, involvement in policy processes and providing economic services (see Chart 2).

The institutional strengthening component provides FOs with:

- Strategic tools such as constitutional texts and membership databases
- Staff, equipment and resources
- Training and expertise
- Consultation with members and communication
- Knowledge generation and sharing.

The component on policy processes helps FOs to:

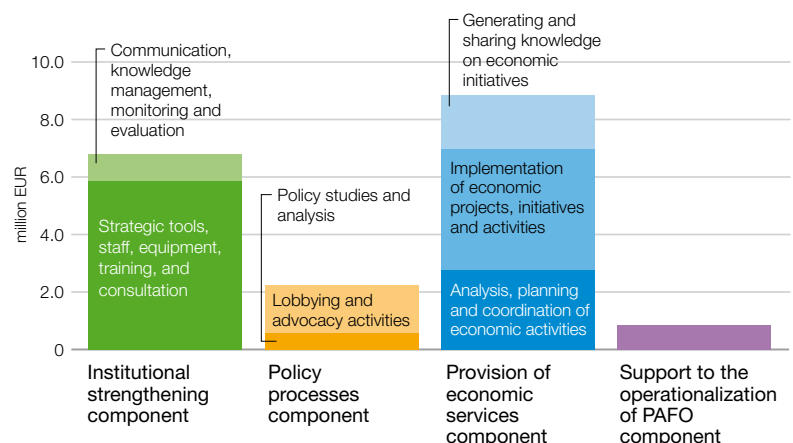
- Conduct policy studies and analyses
- Promote meetings to forge common policy positions
- Carry out advocacy and lobbying activities
- Support the monitoring of policy implementation.

The component on provision of economic services supports FOs to:

- Provide advisory services for integration into value chains
- Generate, share and capitalize on knowledge and experiences.

A fourth component supports the operationalization of PAFO to enable it to actively participate in political dialogue at pan-African and international levels.

Chart 2: SFOAP activities

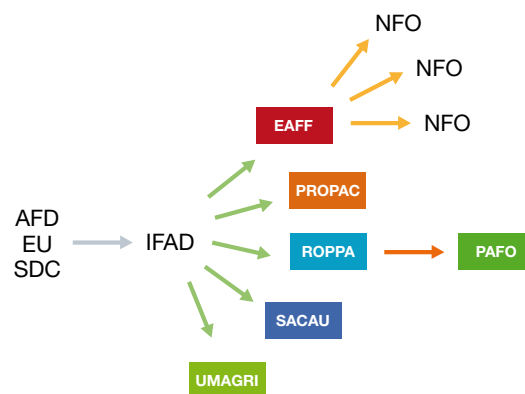


Implementation responsibilities

Funds go to regional networks, which then channel them to NFOs. The regional networks are responsible for the overall coordination and implementation of activities within their region. NFOs are the co-implementers of the programme and are responsible for the execution of national activities.

In North Africa, implementation arrangements follow a dual approach. Complementary to and in cooperation with the direct institutional support provided to UMAGRI, the *Formation pour l'Épanouissement et le Renouveau de la Terre (Fert)* – an agri-agency member of AgriCord – develops and pilots test tools for NFOs to provide tailored services to poorer members, principally geared towards inclusion in value chains.

Chart 3: Implementation responsibilities



Unifying principles throughout the programme

Ownership: Farmers organizations define objectives and activities based on their respective strategic plans

Flexibility: The programme is adaptable to emerging opportunities, the evolution of smallholder priorities and to the international agenda for the agriculture sector

Subsidiarity: The principle of subsidiarity guides programme implementation and determines the attribution of responsibilities in

the implementation of activities in order to maximize synergies and complementarities between the different levels of intervention

Coordination with complementary projects: Coordination is ensured to develop synergies between different projects and interventions at national and regional levels and to learn from their experiences

Peer learning and inclusiveness: Peer-to-peer support and knowledge-

sharing from country-level activities are promoted, and the regional and continental networks play a key role to develop linkages and facilitate networking and exchanges at all levels

Mainstream gender and youth: Focus on women and young people is at the core of the programme and special interventions are developed to promote their participation

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