



Support to Farmers Organizations in Africa Programme (SFOAP)

Main Phase 2013-2018

Completion Report



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Executive Summary

1. Background.

The Support to Farmers’ Organizations in Africa Programme (SFOAP) - Main phase is a multi-donor continental programme whose overall objective is to improve livelihoods and food security situation of African smallholder farmers and rural producers. Its purpose is to transform FOs at national, regional and Pan African levels into stable, performing, accountable organisations able to represent their members and advise farmers in their farming enterprises. Implemented between 2013 and 2018 for **a total amount of EUR 19,990,000**, it is co-financed by European Union (EUR 15,000,000), SDC (EUR 2,000,000), IFAD (USD 2,500,000) and AFD (EUR 1,065,750).

Following the SFOAP pilot phase (2009-2012), SFOAP Main phase is providing direct support to the five regional FO networks in Africa, i.e. the four that had been targeted by the pilot phase (EAFF, PROPAC, ROPPA and SACAU¹), and UMNAGRI² in newly targeted North Africa, and to the Pan-African Farmers’ Organization (PAFO). In addition to strengthening FOs’ institutional and organizational capacities (Component 1) and FOs’ capacities to influence policies (Component 2), SFOAP Main Phase developed new sets of activities to improve FOs entrepreneurial capacities and participation in value chains (Component 3) and to provide relevant support to PAFO (Component 4). Moreover, IFAD has been appointed to manage SFOAP funds and undertake overall programme’s coordination and supervision (Component 5)

SFOAP outreach and target group³: besides the regional and continental FO networks, SFOAP’s outreach represents 72 national FOs (NFOs) active in 52 countries representing more than 52 million smallholder farmers, of which over 26 million women. In total, SFOAP’s direct support is targeting 44 NFOs and 218 sub-national FOs (SNFOs) in 38 countries of Africa.

SFOAP in an innovative programme as it’s focusing on capacity building of apex national, regional and the Pan-African farmers’ organizations in Africa, following some “unifying principles” that are (i) *ownership*: FOs define objectives and activities based on their respective strategic plans and SFOAP provides direct funding to RFOs that are then channelling funds to NFOs to implement those activities; (ii) *flexibility*: the programme is adaptable to emerging opportunities, the evolution of smallholder priorities and to the international agenda for the agriculture sector; (iii) *subsidiarity*: the principle of subsidiarity guides the programme and determines the attribution of responsibilities in the implementation of activities in order to maximize synergies and complementarities between the different levels of intervention.

2. Review of SFOAP performance and achievements

Overall performance. As per executed outputs, reached outcomes and overall success of each component of SFOAP, the Table below provides an overview of SFOAP effectiveness

Component 1 ★ ★ ★ ★ ★	Component 2 ★ ★ ★ ★ ☆
Component 3 ★ ★ ★ ☆ ☆	Component 4 ★ ★ ★ ☆ ☆
Programme Management ★ ★ ★ ★ ☆	M&E ★ ★ ★ ☆ ☆
Gender ★ ★ ★ ☆ ☆	Partnership Development ★ ★ ★ ★ ☆

Component 1- Institutional strengthening. Under Component 1, main activities undertaken were (i) the support to FOs’ human resources, including staff and running costs, with a total of 101 staff employed yearly, (ii) the improvement of FOs’ strategic tools and management systems

¹ Eastern Africa Farmers Federation, Plateforme Régionale des Organisations Paysannes d’Afrique Centrale, Réseau des Organisations Paysannes et des Producteurs Agricoles de l’Afrique de l’ouest, Southern African Confederation of Agricultural Unions

² Union Maghrébine et Nord Africaine des Agriculteurs ; Fert (Formation pour l’Épanouissement et le Renouveau de la Terre), agri-agency member of AgriCord, is also SFOAP recipient as it was contracted by IFAD to implement SFOAP Component 3 activities in the North African region

³ Details on SFOAP objectives, expected outcomes, and target Fos and countries per region is available in the table of Annex 1.

with a total of 167 strategic documents, tools and systems elaborated and 35 FOs audited annually, (iii) the support to FOs' structures and governance with several FOs membership databases supported and 391 FO governing meetings held, (iv) FOs' leaders and executives capacity building that has reached 3336 people through 360 training and backstopping missions and (v) support to FOs' communication systems with a result of 985 communication products designed.

Main outcomes and impacts reached through Component 1 were the following:

- ✓ FOs' institutional capacities were reinforced with almost 100% of RFOs and in average 84% of NFOs have elaborated all key strategic documents for their organizations to be run in a relevant manner
- ✓ FOs' organizational structures and governance were strengthened with leadership at highest levels that was renewed (new president in PROPAC, new young woman president in EAFF) and more than 40% membership increase⁴
- ✓ FOs' increased activity, credibility, recognition and visibility: in total, the SFOAP-targeted FOs have developed 186 partnerships developed for a total amount of EUR 17,847,562 raised (leverage of SFOAP funds by 2,14); they were invited to 8526 events over the Programme implementation period and attended 83% of them; and they increased communication channels (including social media) and products

Amongst key FOs strategies and stories that deserve to be highlighted, one can mention **key FOs strategies and stories** that deserve to be highlighted, one can mention the ROPPA peer review approach to train FOs by using other countries' leaders' skills, the EAFF Organisational Capacity Assessment (OCA) tool to measure FO's institutional capacity and SACAU Membership Survey to collect feedback from FOs' members on effectiveness of their services.

Component 2-Policy engagement. Under Component 2, main activities undertaken were (i) 53 policy studies and analysis elaborated, (ii) the facilitation of 130 policy consultations organized, leading to a total of 43 policy position papers developed, (iii) the FOs' organizing of 468 advocacy events and their active participation in 337 outside events and (iv) FOs leaders and executives' capacity building on advocacy skills.

Main outcomes, impacts and examples reached through Component 2 were the following:

- ✓ FOs gained professionalism in the lobbying area and an increased credibility towards partners that requested more and more FOs' view on several issues. This can be measured by the fact that targeted FOs are invited to be part of 256 consultation bodies or mechanisms. Moreover, EAFF ROPPA and PROPAC were mandated by IFAD to be part of the organization or in charge of monitoring the outcomes of IFAD's regional Farmers' Forum in ESA and WCA regions.
- ✓ FOs managed to reach concrete policy dialogue achievements, such as the EAC Cooperative Societies Bill by EAFF, or removal of several taxes in the area of crop production in Tanzania by ACT. In C2 section of this report, several other examples of NFOs unlocking policy and regulatory hindrances faced by farmers are mentioned at country level
- ✓ ROPPA could set up a very relevant tool to monitor their advocacy effects on the development of family farming: The Observatory of Family Farms. ROPPA also developed "policy analysis and monitoring units" to anticipate FOs positions in national agric. policies

Component 3: Provision of economic services is the new component of SFOAP Main Phase. Its main purpose was to support NFOs to test some business models for FOs' economic services provision to smallholder farmers and to generate and share knowledge documented out of these experiences. Some specificities occurred during implementation of this component:

- In their search for adequate implementation modalities, some RFOs had to revise the approach as per design so that: (i) ROPPA went for a more strategic approach, focused on regional and national activities instead of supporting local FOs' projects through a regional competitive fund as planned initially; (ii) SACAU dropped the value chain entry point and called upon NFOs to identify projects for financing, just like PROPAC;
- EAFF was the only RFO who followed the component's design and focused its support on 3 selected value chains (Irish potato, cassava and dairy) identified as key at regional level and provided financial support to NFOs' value chain action plans (VCAPs).

⁴ for RFOs who could provide data

- For ROPPA, the approach was to focus the support on (i) RFO delivering economic services of regional interest (regional B2B meetings, structuring regional value chain consultation frameworks) and (ii) funding of human resources specialized in economic activities within NFOs' teams (CNIEP)
- As skills and strategic approach was difficult especially for less mature NFOs such as in SACAU and PROPAC networks, the component suffered from important delays in the implementation, thus could not reach all expectations;

Moreover, as planned in the design, in North Africa, component 3 was managed by Fert whose approach was to collaborate with local structures in the targeted countries to identify and implement projects supporting FOs in several value chains of interest, with linkages to foster with NFOs members of UMNAGRI.

The main activities undertaken under Component 3 were (i) the financing of 50 scoping reports, studies or VCAPs to support the implementation of the component, (ii) the financing of 60 FOs' projects or business plans including trainings to 11,066 farmers and signature of 128 contracts between FOs and other value chains stakeholders, (iii) documenting success stories and sharing relevant business models through 127 KM meetings and production of 125 KM products.

One major outcome of this Component was the fact that it enabled a real change of mind-set within FOs at all levels. RFOs particularly, but also NFOs, have switched their vision from "all-advocacy" towards "integration of the economic services" to their mandates. Amongst other outcomes and impacts, one can mention:

- ✓ Impacts at local FOs' levels such as (i) the increase of recognition and audience from FOs members in EAFF region and in Fert-supported FOs (increase in membership for example), (ii) the impact at farm level such as increase in productivity and related income for farmers, (iii) the increased integration of FOs in value chains materialized by partnerships/contracts development and additional funds raised by supported FOs to build on the foundations of SFOAP-supported projects
- ✓ Impacts in knowledge management: several stock-taking publications were produced (EAFF region) and 51 case studies on existing economic initiatives from FOs in ROPPA region.

Amongst key FOs strategies and stories that deserve to be highlighted, one can mention (i) CNIEP approach within NFOs developed by ROPPA to provide technical support to SNFOs economic services by training them on business planning and credit negotiation, (ii) several case studies from USARPAL project in Chad, CPM in Madagascar, ACE in Uganda, SMCS in Eswatini, ANAP in Algeria and GDAEBN in Tunisia, etc.

Component 4: Support to Pan-African level activities. Under Component 4, main activities undertaken were (i) the support to the establishment of PAFO secretariat that could not be achieved and to its staffing (1 staff per year was financed), (ii) the support to PAFO strategic tools and governance with 3 strategic documents revised or designed, 6 annual audits undertaken and 6 AGMs supported, (iii) organizing 20 events including advocacy and KM events and SFOAP steering committees, (iv) attending 9 policy fora.

Main outcomes, impacts reached through Component 4 were the following:

- ✓ PAFO strengthened its institutional capacities thanks to its full-time CEO recruited in 2015, the regular holding of audits, having the basic set of strategic documents, even though PAFO secretariat is still not in place;
- ✓ PAFO increased its visibility and credibility and (i) could strengthen its discussions with its strategic partners FAO, IFAD, AfDB, CTA, AgriCord, (ii) was invited to be member of 5 new consultative bodies since the beginning of SFOAP main phase
- ✓ PAFO could foster common positions on crosscutting issues, for example on Youth (PAFO designed its PAFO Youth Strategy)

3. SFOAP Implementation arrangements and Programme Management

IFAD's primary mandate was to pool funds from all SFOAP donors (through contribution agreements) and to channel them to the 6 implementing partners (IPs) through 7 grant

agreements (5 RFOs, PAFO through ROPPA⁵ and Fert). At recipients' level, the implementation modalities were the following: (i) the RFOs were responsible for the overall coordination and implementation of activities within their region and NFOs were the co-implementers of the SFOAP and were responsible for the execution of national activities; (ii) Fert was responsible for the implementation of Component 3 activities in North Africa.

IFAD's Programme coordination and Management has been assured by a pool of 19 experts including IFAD staff, long-term consultants and short terms experts and through a various range of supports: (i) 25 supervision and 1 MTR missions held with 23 countries visited, (ii) 10 financial management (FM) support missions and 1 FM workshop organized, (iii) M&E support through 3 initial workshops and 3 final missions to Sub-Saharan African RFOs. IFAD was also to provide visibility to SFOAP particularly through a dedicated website (www.sfoap.net), specific brochures at launching and final stage (<https://www.ifad.org/en/web/knowledge/publication/asset/40324906>) and sharing SFOAP results at the occasion of several Farmers' Forum meetings.

4. Cross-cutting issues

Gender. Women and youth are key priority targets of RFOs and PAFO, and RFOs have developed with SFOAP's support several strategies to address their concerns such as: (i) mainstreaming gender in the PAFO/RFO/NFOs' strategies, (ii) promoting women and youth among FOs staff and governing bodies (amongst the 1296 staff working in SFOAP-targeted NFOs, 28% were women and 36% youth), (iii) structuring women and youth networks at national and regional levels within "Colleges" (ROPPA and PROPAC), (iv) investing specific resources in women and youth initiatives (SACAU allocated 5% of SFOAP resources to gender initiatives, UMNAGRI supported 2 NFOs projects targeting women organizations, EAFF selected gender-sensitive value chains) and (v) supporting policy studies, processes and events to advocate for youth and women in the agricultural sector.

Knowledge Management is a key aspect of SFOAP and it is featured in all the components of the Programme, particularly with (i) support to RFOs/NFOs KM staff and design of communication strategies, tools (websites, learning visits) and 1110 products (particularly through sub-component 3.3 with for example 51 case studies on FOs economic initiatives promoted by ROPPA, 3 value-chain booklets elaborated by EAFF and 2 videos designed by Fert) and (ii) organization of KM events both for programme management purpose and for programme content purposes.

SFOAP Monitoring & Evaluation : the 2018 SFOAP M&E global support mission has assessed that the RFOs results' management framework used for SFOAP is acceptable : all RFOs have put in place simple M&E systems and it is commensurate with available human resources and budgets allocated to NFOs and RFOs each year. Most FOs have functional websites but none of them has a functional online centralized database. Main shortcomings to the SFOAP M&E are: (i) M&E was generally limited to tracking activities with little measurement of outcomes and impacts; (ii) RFOs have not yet put in place procedures to verify information reported by NFOs, therefore questioning the reliability of some data; (iii) there was no baseline data collected at the beginning of SFOAP implementation and (iv) there was little evidence that the SFOAP regional Log frames were used as a performance and management tool, neither by RFOs, nor by IFAD.

Partnership development is one of the great success of SFOAP as under the implementation period, RFOs, 79% of NFOs and 6 Fert-supported local FOs have developed a total of 198 partnerships and have raised over EUR 35,504,000 million, which represents 199% of SFOAP resources accruing to RFOs and NFOs over 2013-2018. This confirms that SFOAP has been an instrumental financing tool to leverage additional resources and has played a key role in supporting FOs ability to develop partnerships. Regarding FOs' partnership development with SFOAP donors (EC, SDC, AFD and IFAD country programmes) in countries or regions, it was unfortunately limited to 15% of total additional funds raised.

Scaling-up and sustainability

SFOAP has generated scaling-up potential related to the following areas: (i) stronger organizational structures and enhanced professionalism of FOs at all levels; (ii) stronger

⁵ As PAFO was not registered officially at the beginning of SFOAP Main-Phase, it was decided that PAFO funds would be channelled through ROPPA

partnerships developed that lead to enhanced participation of FOs in value chains when it comes to economic partnerships, enhanced focus of agricultural development programmes on FOs when it comes to partnerships development with government and development partners, and enhanced access to policy design and policy influence that have impacts on all farmers' environment (tax suppression, conducive agricultural policies, etc.). Moreover, several SFOAP activities and design features have contributed to sustain FOs in both institutional/technical and economic/financial aspects: (i) SFOAP design that is supporting existing FOs at all levels, and funding their own strategies and priority needs at all levels, is the first key to its sustainability; (ii) **Institutional / technical sustainability** is enhanced through various activities such as the elaboration of FOs own institutional tools and systems, the strengthening of FOs governance and management leading to increased credibility and professionalism of FOs, development of economic services provision and FOs business skills, support to partnership development (e.g. mapping of potential partners, training on project proposal writing), and piloting advocacy processes with great impact on sustainability; (iii) **economic and financial sustainability** can be reached by (i) mobilizing internal resources such as membership fees, fees for services (EAFF e-granary system), enhancing business development and creating/strengthening commercially-oriented partner entities of FOs; (ii) mobilizing external resources from several partners such as donors, governments, NGOs/projects and private sector, those sources of funding being more or less sustainable.

5. SFOAP Lessons Learned

Regarding institutional strengthening, the main lessons learned are that (i) institutional support should be adapted to the level of maturity of the NFOs and to their environment; (ii) support to FOs' core costs in such capacity building programme is instrumental, provides the best value for money, and should not be cut as an incentive to foster FOs' autonomy; (iii) good governance of the different levels of RFOs/NFOs is the key to an internal/external recognition; (iv) training of FOs leadership on their roles should be continuous and resources should be provided regularly for this purpose; (v) the support to FOs' mobilization of resources need to be an integral part of the institutional support and requires to develop skills especially for young organizations; (vi) the increased use of social media by FOs improved their visibility and opened up new ways for KM.

Regarding policy engagement, the main lessons learned are (i) the importance to respect subsidiarity between the structural levels so as to cement the credibility and legitimacy of the regional FO networks in advocacy processes; (ii) that NFOs and RFOs should better communicate on benefits accruing to their members because of their involvement in policy dialogue; and (iii) that there are many strategies for FOs to improve advocacy processes: a) to connect advocacy topics to all economic-related activities is a good strategy to multiply effects for farmers, b) to focus on a limited number of advocacy issues on common interests among members, c) to engage into coalition / alliances with other CSOs, d) to choose the "negotiating strategy" rather than the "confrontation strategy" when it comes to advocacy with Governments.

Regarding the support to FOs' economic services, the main lessons learned are that (i) the Component 3 approach of regional funding for local FO micro-projects did not prove to be the most efficient strategy; (ii) the factors to improve the component's operationalization are a) more time for identify the best implementation strategy upstream of start-up of this component, b) more expertise to accompany the process at the beginning, c) more competitive approach between RFOs networks to foster efficiency; (iii) interesting approaches and practices to learn from are: a) to link FOs to Research to ensure that farmers can benefit from research outputs; b) to further promote the Cooperative model, c) to strengthen NFOs' capacities to identify and then exploit market opportunities on behalf of their members and d) to build on existing economic initiatives as a vector of economic development.

Regarding SFOAP implementation arrangements and management, the main lessons are that (i) the participation of the beneficiary actors in the project design is a guarantee of success for its implementation because it promotes the appropriation of assets by the beneficiaries FOs; (ii) budget support leaves flexibility to FOs to implement activities along their own strategies and plans; (iii) experience shows that more flexibility should have been left to PROPAC and UMNAGRI to identify the modalities to receive technical assistance under Component 3 to reinforce their ownership; (iv) support to financial management should have been provided from

the inception of the SFOAP-Main phase; and (v) FOs need to acquire automatic and regular methodological compliance with deadlines for the submission of reports.

Regarding Monitoring, Evaluation and KM, lessons learned are that: (i) the logical framework should be designed with a limited number of indicators whose relevance allows the collection of accurate data to serve the results; (ii) it's be more effective to concentrate efforts on strengthening FOs capacities to focus on their own internal institutional M&E systems that would not only be used to report on project activities but as a management tool to consolidate FOs performance; (iii) EAFF's OCA tool is a good practice to replicate and (iv) there should be further development of learning visits to foster knowledge sharing.

List of Acronyms

AFD	Agence française de développement
AfDB	African Development Bank
APESS	Association pour la Promotion de l'Élevage au Sahel et en Savane
AU	African Union
AWPB	Annual Work Plan and Budget
B2B	Business to Business
BP	Business Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CAL	Cadre d'appui local
CAPAD	Confédération des Associations des producteurs agricoles pour le développement
CEO	Chief Executive Officer
CNCPR	Conseil National de Concertation des Producteurs Ruraux du Tchad
CNCR	Conseil National de Concertation des Ruraux
CNIEP	Conseiller national aux initiatives économiques des OP
COMESA	Common Market for Eastern and Southern Africa
CPF	Confédération paysanne du Faso
CSO	Civil Society Organization
CTA	Technical Centre for Agricultural and Rural Cooperation
EAC	East African Community
EAFF	Eastern Africa Farmers Federation
EALA	East African Legislative Assembly
EC	European Commission
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EMCCA	Economic and Monetary Community of Central Africa
ESA	East and Southern Africa Division (IFAD)
EU	European Union
FAFO	Farmers' Forum
FAO	Food and Agricultural Organization
FERT	Formation pour l'Épanouissement et le Renouveau de la Terre
FFP	Farmers Fighting Poverty
FO	Farmers' Organisation
FO4ACP	Farmers' Organizations for the African, Caribbean and Pacific countries
IFAD	International Fund for Agriculture Development
KM	Knowledge Management
LFO	Local Farmers' Organization
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MSS	Membership Satisfaction Survey
MTR	Mid-Term Review
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NFOs	National Farmers' Organizations
NGO	Non Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
OCA	Organisational Capacity Assessment
OFF	Observatory for Family Farms
PAFO	Pan African Farmers' Organization
PROPAC	Plateforme Régionale des Organisations Paysannes d'Afrique Centrale
PTA	Policy and Technical Advisory Division (IFAD)
RBM	Réseau Billital Maroobé
RFOs	Regional Farmers' Organizations
ROPPA	Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'ouest
RPU	ROPPA Peasant University
SACAU	Southern African Confederation of Agricultural Unions
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation

SFGU	Sudanese Farmers General Union
SFOAP	Support for Farmers' Organizations in Africa Programme
SMART	Specific, Measurable, Assignable, Realistic, Time-bound
SNAU	Swaziland National Agricultural Union
SNFO	Sub-National Farmer Organisation
TCP	Technical Cooperation Project
UCA	Uganda Cooperative Alliance
UMNAGRI	Union Maghrébine et Nord Africaine des Agriculteurs
UNOPS	United Nations Office for Project Services
UPA DI	Union des producteurs agricoles du Québec Développement international
VC	Value Chain
VCAP	Value chain action plan
VAT	Value Added Tax
WA	Withdrawal Application
WAEMU	West African Economic and Monetary Union
WAAPP	West Africa Agricultural Productivity Program
WCA	West and Central Africa Division (IFAD)

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INTRODUCTION

The Support to Farmers' Organizations in Africa Programme (SFOAP) - Main phase (2013 - 2018) is a continental programme co-financed by EC, IFAD, SDC and AFD, which aims to strengthen the capacity of farmers' organizations (FOs) in African countries and of their regional and Pan-African networks. The main purpose of SFOAP – Main Phase is that FOs evolve into stable, performing, accountable organizations able to effectively represent their members and advice farmers in their farming enterprises.

The SFOAP – Main Phase has come to an end: completion of activities was undertaken on 21 December 2018 and formal closure happened on 30 April 2019. A completion workshop was organized in IFAD Headquarters (Rome, Italy) from 17 to 20 December 2018 and was the opportunity (i) to take stock of and share the main lessons learnt and results achieved with the Programme, (ii) to prepare the RFOs for the activities for project closing and (iii) to start preparing the inception for the new FOs for Africa, Caribbean and Pacific countries (FO4ACP) programme.

This completion report is a compilation of SFOAP – Main Phase undertaken activities and reached achievements. Its purpose is to take stock and review main activities implemented, key results and outcomes, and various impacts generated. The report is meant to showcase and to promote key success stories from the field resulting from the strengthening of FOs on institutional, advocacy or economic aspects. It also aims to be used as an advocacy tool to demonstrate relevance of strengthening FOs at all levels to improve poor family farmers' livelihoods in countries where the agricultural and rural development are key sectors for the national economy and food security and family farmers are facing severe structural and functional challenges, among them environmental degradation and climate change impacts.

These lessons learned, innovations, and all the scaling up potential matured over the years that SFOAP (both pilot and main phase) has generated, are also meant to be the future foundation of new types of support to Pan-African, regional, national and sub-national farmers' organizations in Africa but also in other regions of the globe.

This report is composed of 5 chapters: Chapter 1 provides the background information on SFOAP: purpose, objectives, expected outcomes, targets and geographic areas covered, donors, costs and allocated budget. Chapter 2 describes, for each component of the programme, the main activities undertaken, outcomes and key achievements and impact generated with some highlights per region/RFO. Chapter 3 provides information on SFOAP implementation arrangements, SFOAP management and fiduciary issues and SFOAP monitoring and evaluation. Chapter 4 deals with cross-cutting issues, it's to say gender and youth, environment and climate and linkages to investment portfolio and other development initiatives, but also innovations, knowledge management and measures undertaken for sustainability and scaling up of the Programme. Finally, Chapter 5 outlines major challenges encountered in course of implementation, and lessons learned from SFOAP implementation.

This report is a synthesis and compilation of several resource documents and information⁶ taken out of more than fifty documents that were generated by the project at global, regional and national levels.

⁶ Those documents are (i) documents that were produced for completion purpose: first of all the implementing partners' SFOAP completion reports, SFOAP Self-assessment Global report, SFOAP M&E global report, but also (ii) monitoring documents produced all along SFOAP implementation, such as annual SFOAP reports, Supervision and implementation support missions reports and Mid-term review Report.

CHAPTER 1: BACKGROUND

The Support to Farmers' Organizations in Africa Programme (SFOAP) - Main phase (2013 - 2018) is a continental programme which aims to strengthen the capacity of farmers' organizations (FOs) in African countries and of their regional and Pan-African networks. The main phase has built on the successes and lessons learned from a pilot phase implemented between 2009 and 2012, and has scaled up programme activities and outreach.

The SFOAP – Main Phase aimed 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 supported the development of FOs' economic services to facilitate the integration of smallholder farmers in value chains. The main phase has targeted the Pan-African Farmers' Organization (PAFO) and the five regional FO networks in Africa, i.e. the four that had been targeted by the pilot phase (Eastern Africa Farmers Federation - EAFF, Plateforme Régionale des Organisations Paysannes d'Afrique Centrale - PROPAC, Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'ouest - ROPPA and Southern African Confederation of Agricultural Unions - SACAU), and for North Africa, the northern African FO network UMNAGRI (Union Maghrébine et Nord Africaine des Agriculteurs) and Fert (Formation pour l'Épanouissement et le Renouveau de la Terre)⁷.

This chapter's purpose is to provide a summary of the key grant content and data including (i) programme goal, purpose, expected outcomes and components; (ii) programme outreach: targeted organisations and geographic areas; (iii) programme donors, costs and allocated budgets per region and per component.

1.1 Programme goal, purpose, expected outcomes and components

Programme objective and expected outcomes. Building on the recommendations of the evaluation of SFOAP Pilot Phase implemented between 2009 and 2012, SFOAP Main Phase was designed for a five-year period (2013-2017).

Table 1 shows SFOAP overall goal, purpose and expected outcomes, each of which is matched by a programme component.

Table 1: SFOAP-Main Phase overall goal, purpose and expected outcomes

Overall Goal	To improve the livelihoods and food security situation of African smallholder farmers and rural producers.	
Purpose	FOs evolve into stable, performing, accountable organisations able to represent their members and advise farmers in their farming enterprises	
Outcomes	Strengthened FOs institutional and organisational capacities	Component 1
	FOs at different levels able to influence policies on priority subjects	Component 2
	Improved FOs' entrepreneurial capacities and participation in value chains	Component 3
	Operational PAFO with capacity to participate in the making of policy decisions on agriculture	Component 4
	Improved overall efficiency and effectiveness in programme implementation	Component 5

SFOAP specific objectives at continental level are: (i) to strengthen FOs Institutional and Organizational capacities; (ii) to enable FOs at different levels to influence policies on priority subjects; (iii) to improve FOs entrepreneurial capacities and participation in value chains; (iv) to strengthen the capacity of the Pan-African Farmers' Organization (PAFO) to participate and influence policy processes on agriculture and rural development at continental and international levels.

⁷ Fert is an agri-agency member of AgriCord that IFAD contracted to implement Component 3 activities in the Northern African region

1.2 Programme targeted organizations and area

Target group. SFOAP-Main Phase⁸ target group consists of PAFO's membership, i.e. the five African RFOs and their 72 national members that are active in 52 countries⁹, representing more than 52 million smallholder farmers, of which over 26 million women.

Various targeting approaches amongst the RFOs

RFOs strategies for targeting their members varied from a region to the other. UMNAGRI and ROPPA opted for an inclusive approach supporting all of their national members (at the time of SFOAP design), with a view to enhance solidarity and to strengthen farmers' movements. While this is a very inclusive approach, in the case of ROPPA it also led to a much more complex and time-consuming programme management at the regional level. SACAUI and PROPAC selected a limited number of NFOs, mainly to avoid the dispersion of funds and to concentrate efforts on: (i) the youngest and weakest NFOs for SACAUI; and (ii) NFOs having a more solid structure and better governance for PROPAC. EAFF's targeting approach started with a members' consultation in 2011 to identify target value chains for the implementation of Component 3, which led to the identification of three value chains of regional interest, i.e. cassava, dairy/livestock and Irish potato. A list of criteria was developed to then select target NFOs, including interest in the target value chains, minimum level of maturity and the potential for developing synergies with public and private stakeholders at the national and regional level.

SFOAP direct targets and SFOAP outreach at national level: At the beginning of the implementation of SFOAP, 47 NFOs in 39 countries were targeted to financially benefit from SFOAP; at completion, the situation has changed slightly and SFOAP is directly targeting 44 NFOs in 38 countries. Moreover, all 72 NFOs members of the five RFOs have benefited indirectly from regional and continental level activities. The Map of the Figure 1 below is providing a detailed list of SFOAP-targeted NFOs and SFOAP outreach (comprehensive list of RFOs members in each region) at completion date. Few changes occurred during implementation: (i) in South Africa, support to FEKRITAMA and SeyFA discontinued due to poor governance challenges that were observed during program implementation; (ii) in North Africa, SFGU in Sudan was dismantled by Government in 2015 and UGAEL in Libya could not benefit in the end from SFOAP support because of the risky situation in this country.

At sub-national level, SFOAP Component 3 activities have specifically reached a total number of 218 sub-national farmers organizations (SNFOs). Table 2 provides an overview of target FOs and SFOAP outreach per region and per level of intervention.

Table 2: SFOAP – Main Phase Targets and Outreach per region

RFO	SFOAP direct targets at completion			SFOAP outreach	
	NFOs	Sub-national FOs (C3)	Countries	NFOs	Countries
EAFF	12	54	7 ¹⁰	24	10 ¹¹
PROPAC	6	14	6 ¹²	10	10 ¹³
ROPPA	13	105	13 ¹⁴	13	15
SACAUI	7 ¹⁵	18	6 ¹⁶	18	12 ¹⁷
UMNAGRI /FERT	6	27	6 ¹⁸	7	7
TOTAL	44	218	38	72	52

⁸ In the rest of the report, we will use generically « SFOAP » to mean « SFOAP-Main Phase »

⁹ These are updated data on RFOs' outreach at SFOAP completion date

¹⁰ Burundi, Djibouti, DR Congo, Kenya, Rwanda, Tanzania, Uganda

¹¹ Additional countries are Ethiopia, South Sudan and Eritrea

¹² RCA, Cameroun, Congo, DRC, Chad, Sao Tome & Principe

¹³ Additional countries are Burundi, Gabon, Angola and Guinea Equatorial

¹⁴ Benin, Burkina Faso, Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Niger, Senegal, Sierra Leone, Togo

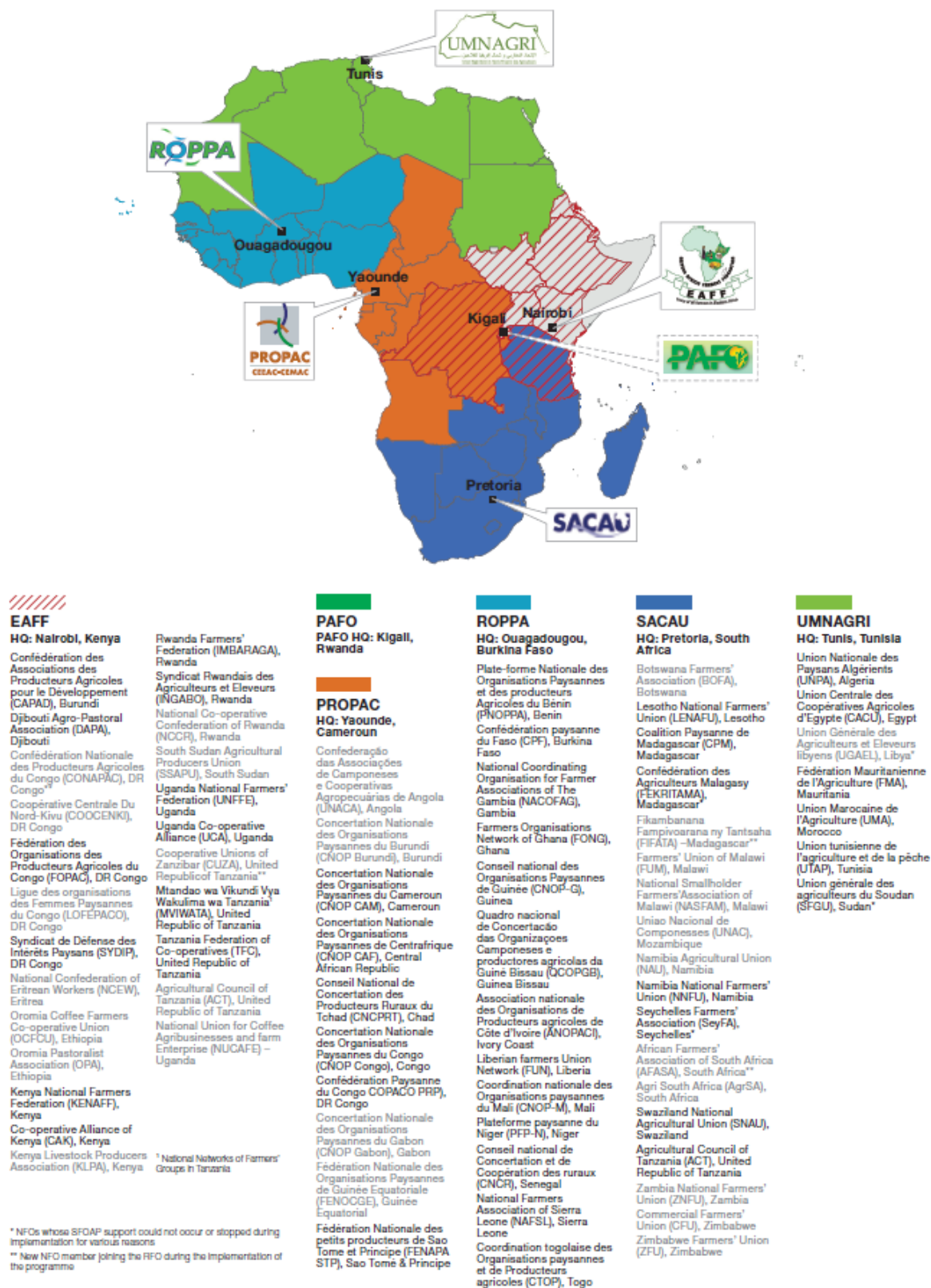
¹⁵ ACT, CPM, LENAUI, NNFU, SNAU, SeyFA, FEKRITAMA

¹⁶ Lesotho, Madagascar, Namibia, Seychelles, Swaziland, Tanzania

¹⁷ Additional countries are Botswana, Malawi, Mozambique, South Africa, Zambia, Zimbabwe

¹⁸ Tunisia, Algeria, Morocco, Mauritania, Egypt and Soudan (contract with Soudan NFO terminated in 2015); Libya security context was not sufficient to enable activities there

Figure 1: Updated Map of SFOAP farmers' organizations partners on the African continent



SFOAP implementing FOs and partners

A key specificity of SFOAP is that it is implemented by the continental FO (PAFO), the five regional farmers' organisations (RFOs) networks (EAFF, PROPAC, ROPPA, SACAU and UMNAGRI) and their NFOs members (see comprehensive list and direct targets in the targeting section), supporting them in their own strategic priorities related to their key functions: institutional and organisational capacity building, raising the voice of smallholder farmers through advocacy activities and providing support to economic services provided by FOs in countries.

SFOAP's support to Northern Africa has been quite different from the other regions as the RFO UMNAGRI was newly targeted (not targeted by SFOAP Pilot Phase) and was at the time in a restructuring process. In this region, SFOAP was therefore implemented through an approach composed of two complementary interventions:

1. A first action (Action A) – managed directly by the RFO UMNAGRI, initially with a two-years grant, then extended (2013-2016), and at a later stage topped-up by a second small grant in 2018 – focusing on a process of strategic definition of the role, functions and membership of UMNAGRI.
2. Complementary to that process of institutional support to UMNAGRI as a regional network, a second action (Action B), was managed by FERT, an agri-agency member of AgriCord, aiming to implement Component 3 in this region. Thus, IFAD contracted directly with FERT to implement pilot activities of institutional, economic and technical support to SNFOs in 4 countries: Algeria, Morocco, Egypt and Tunisia.

It is also worth mentioning that in Central Africa, due to weak capacities and to the innovative nature of Component 3, IFAD requested that they partner with the agri-agency UPA-DI, also member of AgriCord, that provided technical assistance (directly contracted by PROPAC) to support the implementation of component 3 activities, focusing on methodological aspects; this support lasted 3 years (2013-2015), before handing out to PROPAC the component 3 activities' full responsibility.

1.3 Programme donors, costs and planned allocations per region and component

The total cost of the SFOAP is EUR 19,990,900 with financial contributions from four donors: (i) EUR 15,000,000 from the European Union, (ii) EUR 2,000,000 from the Swiss Agency for Development and Cooperation (SDC), (iii) USD 2,500,000 (equivalent to EUR 1,925,150) from IFAD and (iv) EUR 1,065,750 from the Agence française de Développement (AFD), which was exclusively applying to Component 3 and 5 and focusing on Sub-Saharan Africa.

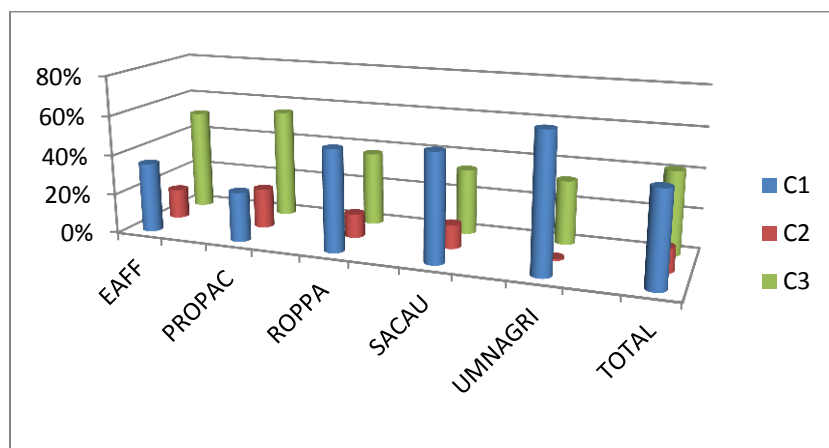
As PAFO was not yet registered as an organization with formal secretariat office and staff, especially no executive secretary nor financial manager or any management tools, it was decided that in a first period, ROPPA would have managed funds and reporting on behalf of PAFO. This is why IFAD contracted with 6 organizations to implement SFOAP: the 5 RFOs and FERT.

The planned budgets per Component and per sub-region is presented in Tables 3 below.

Table 3: SFOAP Budget per Component and per sub-region, as per design document

Planned Budget (€) /%	C1	C2	C3	C4	C5	Total	%
North Africa (UMNAGRI)	347 674	3 434	163 939			515 047	3%
%	68%	1%	32%				
North Africa (FERT)	279 335	16 953	2 107 055			2 403 343	12%
%	12%	1%	88%				
West Africa (ROPPA)	1 916 349	452 154	1 363 790			3 732 293	19%
%	51%	12%	37%				
East Africa (EAFF)	1 291 875	541 420	1 898 998			3 732 293	19%
%	34,6%	14,5%	50,9%				
Southern Africa (SACAU)	2 024 550	464 304	1 243 439			3 732 293	19%
%	54%	12%	33%				
Central Africa (PROPAC)	926 139	734 782	2 071 372			3 732 293	19%
%	25%	20%	55%				
Pan-African (PAFO)				803 000			
IFAD Coordination					895 500		
Total	6 785 922	2 213 047	8 848 593	803 000	895 500	19 546 062	
%	35%	11%	45%	4%	5%		
<i>IFAD administrative indirect costs</i>					444 867	444 867	
GRAND TOTAL						19 990 929	

Figure 2: Allocation of resources among SFOAP components and among RFOs



Source : IFAD, SFOAP Programme Document, 2013-2017

CHAPTER 2: REVIEW OF PERFORMANCE AND ACHIEVEMENTS

Implementation of the SFOAP was guided by regional consolidated work plans and budgets that were formulated for each region at the beginning of the programme. Every year, each of the 5 RFOs benefiting from SFOAP, in liaison with their participating NFOs members, formulated Annual Work Plans and Budgets (AWPB) that guided implementation of annual activities. Similarly, PAFO and Fert, the two other recipients of SFOAP funds, elaborated their AWPB annually to undertake planned activities.

The program performance and achievements discussed in this chapter is cumulative over the six-year period of SFOAP implementation. Since the program was implemented in four technical components, the performance and achievements are discussed per component, therefore consolidating data from all 5 RFOs for components 1, 2, and adding Fert in Northern Africa for component 3¹⁹. Some annexes are providing more specific data desegregation per RFO, for PAFO and for Fert. Moreover, for each component reviewed, a range of boxes are highlighting key outcomes, good practices and success stories from FOs' experiences.

2.1 Component 1: Institutional and Organizational Capacity Strengthening

Purpose of Component 1. Component 1 has supported the very foundations of FOs by contributing to setting up basic resources and tools required for securing good governance and sound operation, so that FOs can be responsive to members and credible partners.

Objective. The aim of Component 1 was to strengthen the organization and management of FOs through support to their main functions (Sub-component 1.1) and improvement of their communication and visibility (Sub-component 1.2), thereby increasing their capacity to better serve the interests of their members and improving their professional capacity.

2.1.1 Main outputs and key activities implemented²⁰

Table 4 below shows some key output indicators related to Component 1, extracted from SFOAP logical framework, at the completion date of SFOAP.

Table 4: Component 1 Key output indicators as at 21 December 2018

Indicators	Planned	At MTR ²¹	%	At completion	%
# of constitutional texts, strategic plans, procedure manuals, membership database and management systems and tools elaborated or revised	78	46	59%	167	214%
# of staff employed yearly	97	100	103%	101	104%
# of FOs audited annually	34	39	115%	35	103%
# of training/backstopping missions organised	102	55	54%	360	353%
# of FO leaders, staff or members trained	1165	463	40%	3336	286%
# of FOs governing meetings organised	180	26	14%	391	217%
# of communication products and publications developed and shared	69	56	81%	985	1428%
# of M&E frameworks & KM systems/tools in place	26	10	38%	73	281%

Source: RFOs updated logframes at completion

Against the objective of strengthening NFOs' institutional and organizational capacities, SFOAP-supported activities since 2015 have centred around support to core functions, capacity building to NFO and LFO staff, and support to NFOs' communication efforts. Some inputs require financing on a permanent basis, such as staff, statutory meetings, audits and operational costs. Others have one-off costs and help in building FOs capacities and tools, such as financial

¹⁹ Annex 1 provides an overview of aggregated data on key output indicators from RFOs, Fert and PAFO Logframes at SFOAP completion

²⁰ Source: Global M&E report 2018 and RFOs SFOAP Completion Reports, 2018/2019

²¹ 31/03/2015

manuals or accounting systems. Below paragraphs are presenting the various types of activities SFOAP funded under this component with examples of outputs delivered.

Support to FOs' human resource capacity: staff, equipment and resources

Support to core NFO/RFO functions involved the payment of the salaries (in full or partially) of a total of 101 persons over the continent. This has been a major contribution to the functioning of the RFO Secretariats and sometimes their very existence (as for example in the NFO DAPA, member of EAFF - see Box 1 below – and also in 4 NFOs members of SACAU: SeyFA, SNAU, LENAFU, and CPM). Some of the positions covered included key ones, such as Permanent Secretary or the Finance Officer, again making a major contribution to the strengthening of selected national networks. In many cases also, SFOAP budget was also used in order to support RFOs' running costs, such as rent or utilities (in particular for PROPAC and SACAU).

Box 1: For DAPA, staff funding was instrumental to its activity

SFOAP contributed EUR 14,400 USD annually to the salary of DAPA Chief Executive Officer. The CEO set up the office and recruited the financial officer and a support staff. DAPA has been able to mobilise partners such as the ministry of Agriculture, FAO, EU to implement her dairy goats breeding programme in Djibouti. For instance, FAO Djibouti has agreed to fund the design and implementation of a national breeding plan for goat milk production based on crossbreeding with selected dairy goats as well as the design and implementation of animal identification / traceability system and records of production and animal health parameters. EU is financing the construction of a large centre for the multiplication of dairy goats. The cost is estimated at 500.000 USD.

Further, DAPA negotiated partnership with the resilience project by African Development Bank via the Ministry of Agriculture for storage (construction of 150 tanks) and the development of well water with solar-powered water pumps for her 150 farmers. The multi phased drought resilience project was extended to Djibouti in 2016. This phase that will run for two years is an investment of 25,000 USD per farming household and it will support to infrastructure for water resources mobilization and management of small scale irrigation. DAPA is in the process of acquiring another 45 Kenya Alpine goats with support from the ministry of agriculture.

Source: EAFF SFOAP Completion report, 2018

With the aim of encouraging capacity building and in the hope that organizations could become more autonomous, the program design had envisaged a decreasing support over the years to salaries. This policy has been revised by the Mid-term Review (MTR) on the basis of the analyses carried out and the principle has been made more flexible in order to ensure adequate support for weaker organizations, especially at the national level. On the other hand, at regional level, the resources allocated to salaries have been progressively reduced over the years or constant in particular cases.

Improve Strategic tools, Management systems and Partnership Development capacities

During the SFOAP implementation period, a total of 167 strategic and management documents²², including FOs mapping and FOs membership databases, were elaborated or updated.

- **In North Africa region**, SFOAP has supported instrumental improvement of **UMNAGRI** institutional documents and tools: (i) the design of an overall strategic plan and a strategic communication plan that were finalized to form the basis for defining the activities of the Organization for the period 2015-2017; (ii) revision of by-laws and internal rules of the organization, (iii) revision of its governance system with redefining roles and responsibilities of different organs; (iv) upgrading key management tools such as financing rules, M&E system, elaboration of administrative and financial manual (finalised in 2018).
- **In East Africa**, in order to monitor and evaluate the level of maturity of its membership, **EAFF** developed an Organizational Capacity Assessment (OCA) tool and has administered it to 16 EAFF members when SFOAP started, and at the occasion of the completion workshop. EAFF also developed a membership satisfaction survey tool whose objective was to assess

²² Constitutional texts, strategic plans, procedure manuals, membership database and management systems and tools

the members' opinion of their organization with respect to service delivery (See details in the Chapter 3, Section M&E).

- **In South Africa**, SACAU supported all the participating NFOs to formulate their strategies which usually cover a period of five years. Major outputs are provided in the Box 2 below for 2 SACAU members, as well as for **ROPPA** in Box 3.

Regarding partnership development capacities, details are provided in Chapter 4, Section Partnership Development.

Box 2: Major outputs of SFOAP support to institutional tools undertaken by SNAU and LENAFU

SNAU reviewed their strategic plans in 2014 and 2018. They also reviewed their constitution in June 2016 which saw the re-structuring of the Executive Board which resulted into the elimination of positions of Secretary and Treasurer and the introduction of other portfolios within the Board. The review also introduced the staggering elections system to ensure continuity within the elected leadership. In addition, SNAU established and reviewed several management and strategic documents/tools to ensure proper management of the union's operations and accountability of human and financial resources. The documents that were reviewed/formulated included: strategic framework, resource mobilisation strategy, finance policy and vehicle management policy.

LENAFU reviewed their constitution in 2017 to address leadership and management conflict which originated from the old constitution. After review, the roles and responsibilities became clearer and working relationship between the Board and secretariat improved. In addition, LENAFU reviewed their 2008 to 2013 strategic plan and formulated another plan covering the period 2013 to 2019. Lastly, LENAFU developed financial and travel policies for the organization. These will ensure that Organizational financial resources are managed effectively and efficiently.

Source: SACAU SFOAP completion Report, 2019

Box 3: Key Data from ROPPA's institutional and organizational evolution thanks to SFOAP

Over the period of implementation of SFOAP, significant improvement was made in the political and financial governance of the NFOs members of ROPPA, with a holistic performance of the action and credibility in their institutional environment:

- The strengthening of the NFOs' technical teams thanks to SFOAP funds has made it possible to go from "unsatisfactory governance" in 2012 to a very satisfactory governance today in 2017;
- 12 out of the 13 NFOs supported regularly hold meetings of their decision-making bodies, and 60% of the decisions taken by the bodies are implemented;
- 13/13 NFOs carry out their financial audits and there is 50% growth in the level of ownership and use of the monitoring and evaluation tools, with improved quality in the carrying out of reporting.
- 60% of the NFOs have stable and qualified technical teams that help to guide the network's action.
- there is a noticeable growth in the feeling of ownership of FOs to their NFO or RFO;
- Credibility of NFOs vis à vis Governments, donors and CSOs has been reinforced: 2 NFOs (CNOP Mali and CNCR Senegal) were recognized as "public utility organizations", one of them benefiting from a public subsidy;

Source: ROPPA SFOAP completion Report, 2019

Support to FOs' structures and Strengthen FOs' Governance

In this area, the main activity supported by SFOAP was FO mapping and membership database elaboration. For example, **in East Africa**, SFOAP supported the development of EAFF membership database aimed to collect data on individual members of FOs in order to have an up-to-date record of relevant information on all members of FOs, useful for monitoring the size of FOs, strategic planning for the FOs and providing economic services to the members; it was expected that FOs would use the information to improve the quality and relevance of services delivered to members. **In North Africa**, SFOAP supported a mapping exercise of FOs at regional level (See Box 4 below)

Box 4: UMNAGRI : The mapping of FOs in the Northern African Region

The objective of this activity was to better position UMNAGRI as the leading RFO and to get it better recognition by national and regional authorities as interlocutors representing farmers. It focused on: (i) the representativity of UMNAGRI and the presence of small farmers within the NFOs; (ii) the inventory and analysis of the members of UMNAGRI, and (iii) the identification of the other representative FOs non-UMNAGRI members in the countries, and the relations between them. At the regional level, other FO umbrella structures have also been identified.

The final mapping document delivered to UMNAGRI consists of:

1. A summary report that includes:

- The profile of the agricultural administration in the five countries;
- The profile of producers' organizations (management and service delivery organizations, intermediary organizations, trade union organizations);
- The profile of international organizations in the 5 countries and the analysis of UMNAGRI member organizations;
- Summary and recommendations.

2. Five profiles of professional agricultural and fisheries organizations in each country targeted by cartography (Tunisia, Algeria, Morocco, Egypt and Mauritania).

Based on this mapping document, recommendations were made proposing possible steps for unification, including models for designing and implementing the organizational architectures of rural producers in the region:

- Undertake a typology of identified organizations: cooperatives, mutuals, associations, unions, etc. in order to determine the similarities and divergences, strengths and weaknesses in each category and by country. The aim would be to propose to the different Member States a legal and organizational basis by type of structure, which would allow the establishment of possible common organizations for the region.
- Identify FOs' success stories in different countries by focusing on the basic criteria for the success of the cooperative movement in the world
- Establish a system of exchange between the FOs in order to promote the exchange of experiences and especially the realization of economic operations between the countries to support the agricultural and fishing sectors and improve their efficiency.
- Carry out common actions and activities for FOs that would affect several countries at once, bordering areas, areas with common characteristics (such as oases) ... The aim would be to raise the capacity for success in each country and to initiate advocacy at the decision-maker level to provide a common organizational base for the rural world, facilitating the development of common regional agricultural development policies and their implementation through similarly variable producer organizations.

Source: UMNAGRI SFOAP Completion Report 2019

SFOAP also supported the venue of governing instances of RFOs and NFOs to increase their credibility and foster linkages between apex structures and local membership in countries. Over its implementation period, SFOAP has supported the organization of a total of 391 governance meetings (General Assembly or Board meetings) both at regional and national levels.

Regarding support to financial management practices, all RFO members were also encouraged to strengthen them and were required to prepare annual audit reports, with an increasing compliance over the years. In the area of financial management, main supports were provided to purchasing of accounting software, elaboration of manual of procedures and the financing of a total number of 35 audit annually over the continent.

Capacity building, Training, Expertise promotion and development

Capacity-building activities were conducted at all levels (RFO, NFO and LFO leaders and staff), with available data showing that a total of 3336 persons over the continent have received capacity building support in various topics (good governance, financial management, business planning, policy advocacy, resource mobilization). Except for regular technical training sessions, other tools were used to provide training and capacity building to FOs:

- **Backstopping missions** from RFOs to NFOs: Available data show that over the continent, 360 training/backstopping missions were organized. For example, **in Central Africa**, the 72

backstopping missions have made it possible to ensure the presence of leaders and managers of the national umbrella organizations in the field, to identify the priority needs of the base, to inform the base about the new opportunities offered by government projects, to raise awareness about the structuring of supporting of agricultural sectors. They also facilitated the registration of new members at the LFOs and NFOs levels and helped to collect annual fees.

- **Peer missions** (i) from NFOs to NFOs – the “peer review by farmers’ leaders” approach was developed by ROPPA in order to promote some NFOs’ leaders’ experience to advise other younger or fragilized NFOs (see Box 5 for example in Niger) and (ii) from RFOs to RFOs: this was undertaken for example in 2015 when ROPPA and PROPAC leaders visited SACAU to learn about their economic development strategy at regional level and their good financial management and systems.

Box 5: ROPPA’s peer review approach to strengthen NFOs in the network: example in Niger

During the SFOAP implementation period, ROPPA has tested a cross-NFOs type of support missions. These are missions where technicians or leaders from a given NFO visit their peers from another country to share their experience. In 2016, two peer missions were organized in Niger and Côte d'Ivoire.

In Niger, the SFOAP-supported peer support mission organized by ROPPA has been very beneficial for the NFO – the PFPN (Nigerien farmers’ platform). The mission was organized in the context of PFPN’s responsibility to undertake an assessment of the ongoing national agric strategy (the “3N Initiative: les Nigériens Nourissent le Niger”); in this policy assessment process, LFOs members of PFPN were given specific mandates: FUCOPRI was focusing on the issue of inputs, RDFN on financing, AREN on land issues, FCMN on the valorisation of gardening products, and Mooriben on the advisory services. The peer mission has provided orientations for the PFPN to better position itself with regard to its LFOs members especially in the economic field of activities, and has made it possible to build a common vision and priorities of actions carried by a strategic plan.

The peer support mission to Niger has contributed to a very strong institutional change of the PFPN with these major outcomes: (i) the regular holding of the governing instances of PFPN, improved financial reporting and less recommendations from audits (they switched from 15 to 18 recommendations in 2013 to 3 or 4, maximum in 2018); (ii) the NGO COSPE supported the PFPN with 2 human resources for its actions; (iii) the relationships between the PFPN and the network of Chambers of Agriculture (RECA) have improved; (iv) PFPN was able to mobilize nearly 300.000.000 CFA francs for the implementation of its activities and (v) proposals coming out of the “3N initiative” assessment made by PFPN were integrated in the reorientation of the agric policy.

Source: ROPPA SFOAP Completion report, 2019

- **Set up of a Regional specific FO training mechanism:** within SFOAP implementation period, ROPPA designed and implemented a new training mechanism called “ROPPA Peasant University” that is described in the Box 6 below. As of now, ROPPA has organized 4 editions of this University. More than training sessions, it’s also a key opportunity for farmers’ leaders of West Africa to share and exchange experiences and views.

Box 6: The Peasant University – a training tool designed by ROPPA

The ROPPA Peasant University (RPU-UPR in French) is a reference framework for the training of FOs using appropriate tools to meet the needs expressed by NFOs leaders in the priority areas of the ROPPA’s strategic plan (provision of economic services, strengthening the technical capacity of the ROPPA and members’ executive secretariat, strengthening of the advocacy). A concept note has been designed to explain its ins and outs. Organized along a rotating approach, the university allows FO leaders to benefit from long-term training or « à la carte » training, as well as to participate in conferences on current topics.

The first edition of RPU took place in November 2013 (Ouagadougou, Burkina Faso), and it was co-financed by several donors. A comprehensive review of the first edition in showcased in ROPPA magazine: https://roppa-afrique.org/IMG/pdf/magazine_vision_paysanne_du_roppa_no3.pdf The second edition was held in Cotonou/Benin in 2015, the third edition in Nyeleni/Mali in 2016 and the 4th edition in Thies/Senegal in 2017 with the following three themes on the agenda: policy advocacy, leadership and agricultural entrepreneurship at the youth level.

Source: M&E report, Site web ROPPA, Concept Note UPR

- **Learning visits:** as UMNAGRI had great needs in terms of institutional capacity building of their leaders, SFOAP funded learning visits so that some UMNAGRI leaders could visit other networks or NFOs to build their knowledge and capacities (See Box 7 below).

Box 7: UMNAGRI Building capacities of its leadership through learning visits to other RFOs

During the 2018 extension period where UMNAGRI was provided remaining funds from Fert activities in Sudan, two exchange visits were organized for UMNAGRI leaders mainly:

1- *The first visit was held in Kenya at EAFF in September 2018 and attended by 5 people*

The learning objective: to learn how EAFF engages in policy and lobbying activities and how EAFF members were organized to participate in policy-related activities.

Results: The mission participants were able to benefit from several testimonials with the different stakeholders who work together on various steps of policy dialogue processes: the implementation of the survey model preparation activities, the research and field work methodologies, the development of the results of the survey, and finally the use of these results to participate actively in the definition of policies through advocacy based on elements that come from the peasant base.

2- *The second visit was held in Senegal at CNCR in October 2018 and attended by 6 people*

The learning objectives were (i) to learn from the methodology and the results of the ROPPA Observatory of Family Farms in West Africa and (ii) to become familiar with good practices developed by other RFOs in the area of good governance and technical and financial management.

Results: The mission to CNCR allowed members of UMNAGRI to deepen the following themes:

- Why create an observatory of family farms
- The objectives of the family farms observatory
- The means for setting up the observatory of family farms: human resources and financial means
- The process of setting up the family farms observatory
- The involvement of ROPPA and the NFOs in the process of setting up the family farms observatory
- The contents and modality of operation of the family farms observatory
- Products from the observatory of family farms and assistance to farmers

Source: UMNAGRI SFOAP Completion report 2019

Support to FOs' Communication, Knowledge Management and Monitoring and Evaluation

Except for SACAU which did not allocate any communication budget to support its members, SFOAP budget was used to assist RFOs and selected NFOs with their communication, knowledge management and monitoring and evaluation efforts, with the development and dissemination of various communication products and the set-up of KM and M&E systems. Details of this subcomponent are provided in the chapters respectively dedicated to M&E (Chapter 3, section "M&E") and KM (Chapter 4, section "KM").

2.1.2 *Key Achievements, outcomes and impacts observed*

The expected outcome of component 1 was "to strengthen FOs Institutional and Organizational capacities"; the main outcomes of component 1 activities are presented below, with highlights (i) from the Self-Assessment report on main changes brought by SFOAP from the farmers' perspectives, (ii) from data compiled at a global level, (iii) and from "C1 FOs stories" that are summarized in boxes.

Main changes brought about by SFOAP under Component 1: Extract from Self-assessment²³

As reported in the self-assessment report finalized at the end of 2018, here are the main improvement induced by SFOAP and reported by RFOs/NFOs regarding institutional and organizational capacity of the RFOs/NFOs:

- increase their professionalism and visibility, and thus indeed their capacity to mobilize resources, thanks to improved confidence on the part of the partners;

²³ Source: SFOAP Self-assessment report, 2018

- improve their credibility, thanks to the setting up of management instruments and improvement in the growing capacity for management, in particular fiduciary, and to the regular holding of the meetings of these bodies;
- improve their operation by better ownership of the procedures and by the resolution of old conflicts between elected officials and technical staff, and also by the smoothing of the flow of the communication systems;
- improve representation of the world of farmers within the NFO/producer networks, thanks to the enlargement of the membership of the RFOs and NFOs.

The main outcomes and impacts registered from SFOAP support are the following:

Institutional capacities are built: Table 5 below shows where RFOs and SFOAP-targeted NFOs stand with regard to setting up basic institutional foundations, according to their own assessment²⁴. As no baseline studies were conducted at the beginning of SFOAP pilot or main phases, data cannot be compared with an initial situation. However, the data in the table show that (i) except for the missing membership database at ROPPA, 100% of RFOs have elaborated the key strategic documents for their organizations to be run in a relevant manner²⁵ and (ii) in average, 84% of targeted NFOs have elaborated the same key documents (it would reach 89% if it was not for the website).

Organizational structures and governance are strengthened: SFOAP has helped to strengthen the governance and overall functioning of RFOs and NFOs (as for EAFF example described in Box 8 below). This can be demonstrated with the fact that (i) FOs at all levels are attracting more members: there is a raise in membership (see Table 6 below and Box 9); (ii) FOs overall governance is improved: FOs have held their instances regularly and the leadership at the highest level for all of them was renewed ; a concrete outcome is that for the first time in history, EAFF and PROPAC experienced alternation at the top of their leadership with the election of M. Nathanael BUKA MUPUNGU as President of PROPAC in March 2017 and the election of Mrs Elizabeth NSIMADALA as female President of EAFF in September 2017 (see Figure 3); and (iii) there was an increased participation of youth and women in instances, even if it has not yet reached proper balance as per FOs' gender strategies' objectives.

Box 8: How SFOAP transformed EAFF Secretariat

At the beginning of the program, EAFF's institutional capacity gaps were identified through a comprehensive "organization capacity assessment" (OCA). The outcome of the assessment indicated that EAFF was at the 'Basic Capacity' stage of organization development in legal structure and organizational management, administration and procurement systems. The assessment recommended a campaign to standardize policies and procedures across the organization and projects and trainings of staff. SFOAP provided the capacity and allowed EAFF to develop: i) human resource policy; ii) finance policy; iii) procurement policy; iv) corporate social responsibility policy.

SFOAP has over the last 5 years assisted EAFF to strengthen its financial systems through trainings. The staff in the department were therefore able to put in place financial systems and internal controls that have seen EAFF receive unqualified audit reports for various auditors. EAFF has been audited by the different audit firms over the last 5 years. These have been both institutional and project audits. Moreover, several EAFF partners have conducted due diligence on the financial systems of EAFF before funding was released. Some of these included AGRA; DFID; USAID; VISION FUND; IFAD and NORAD. The trust in the stakeholders, especially development partners, has seen the funding portfolio of EAFF steadily expand over time from US\$ 1,600,000 in 2009 – 2012 period to US\$ 11,300,000 in the period of 2013 to 2017.

In addition to this organizational strengthening, EAFF also shared its new vision and strategic orientation focusing on economics, and members were trained on the need to change the focus towards economic services. Organizations such as CAPAD, UCA, IMBARAGA UNFFE and MVIWATA revised their strategic plans to embrace EAFF's new focus on commercialisation of agriculture and

²⁴ these data come from questionnaires filled by RFOs secretariat in the context of the SFOAP completion process (preparing SFOAP completion workshop and report); ROPPA and EAFF did not provide updated data at completion date

²⁵ These key documents are a constitution, strategic plan, annual plans, member database, manual of administrative and financial procedures, and a website

services to members. EAFF membership increased of 2 new members and there was a new President elected during the 4th Congress.

Source: EAFF SFOAP Completion Report 2018

Table 5: Overview of Institutional building of SFOAP-targeted RFOs and NFOs

Availability of tools and systems	SACAU	SACAU	SACAU NFOs	PROPAC	PROPAC	PROPAC NFOs	EAFF	EAFF	EAFF NFOs	UMN AGRI	UMNA GRI	UMNA GRI NFOs	FERT FOs	ROP PA	ROP PA	ROP PA NFOs
Have a constitution	1	1	100%	1	1	100%	1	1	100%	1	1	100%	100%	1	1	100%
Have a strategic plan	1	1	100%	1	1	100%	1	1	100%	1	1	83%	0%	1	1	100%
Have annual plans	1	1	83%	1	1	100%	1	1	100%	1	1	83%	100%	1	1	83%
Have members' database	0	1	100%	0	1	83%	1	1	100%	1	1	83%	100%	0	0	33%
Have communication plan/strategy	0	0	17%	1	1	67%	1	1	100%	1	1	17%	0%	1	1	83%
Have manual of administrative and financial procedures	1	1	100%	1	1	100%	1	1	67%	0	1	33%	0%	1	1	100%
Have annual certified audit reports		1	100%		1	100%		1	100%		1	67%	75%		1	100%
Have an M&E tools /system in place	0	1	83%	1	1	0%	0	1	33%	1	1	17%	63%	0	1	50%
Have a KM tools/system in place	0	1	83%	0	0	0%	1	1	67%	0	0	17%	0%	1	1	17%
Provide accurate reports on time	1	1	83%	0	1	100%	1	1	100%	1	1	83%	25%	1	1	100%
Have a resource mobilisation strategy	1	1	33%	0	1	17%	0	0	67%	0	0	17%	13%	0	0	17%
Have a website	1	1	67%	1	1	33%	1	1	67%	1	1	33%	0%	1	1	83%
Are in social networks	0	1	83%	1	1	100%	1	1	67%	1	1	50%	50%	1	1	67%

Blue Column: data from MTR (Mid 2015), Yellow column, data from Completion (End 2018)

ROP PA and EAFF data for NFOs are from 2015 SFOAP MTR report, all other data are from RFOs questionnaires submitted for SFOAP completion report

Updated data for completion was available from: 6 out of 7 NFOs for SACAU (all but FEKRITAMA); all NFOs for PROPAC; 6 NFOs out of 7 for UMNAGRI (all but SFGU);

Source: RFOs secretariats – Data collected for the Completion

Table 6: SFOAP-supported RFOs' membership increase since 2013

Membership	EAFF	PROPAC*	ROPPA**	SACAU	UMNAGRI
# of new FO members since 2013	2	558	N/A	503	388
# of new individuals since 2013	13.747	3.844.928	N/A	N/A	156.050
% increase since 2013	48,30%	40%	N/A	43%	N/A

* PROPAC data for FOs don't include farmers' groups or families; data for individuals is indicative

**No data was made available by ROPPA

Source: Data from RFOs questionnaires collected at completion

Box 9: Key impact of institutional support on membership raise in PROPAC

During SFOAP implementation period, NFOs members of PROPAC conducted 72 missions to their members that have ensured the presence of leaders and managers of national umbrella organizations in the field. Purpose of these missions was to identify the priority needs of the farmers at grassroots' level, to inform them about the new opportunities offered by government projects, and to raise awareness on the structuring of promising agricultural value chains. These field trips favoured the accession of new members at the level of the LFOs and the NFOs. Here are the data collected at completion: CNOP CAM registered the membership of 1.063 new FOs, CNOP Congo, 425 new FOs, COPACO, 2.198 new FOs, CNCPRT, 9.135 new FOs, CNOP CAF, 55 new FOs and FENAPA 1.100 new individuals. These various missions have also helped to collect annual fees due by the members and helped consolidate the process of structuring the colleges of women and young people.

Source: PROPAC SFOAP Completion Report 2019

Figure 3: Pictures of the election of the first new presidents of PROPAC and EAFF in 2017



March 2017, Nathanael BUKA MUPUNGU was elected President of the Board of PROPAC during the 3rd General Assembly of PROPAC

September 2017, the youngest newly elected President of Eastern Africa Farmers Federation Ms Elizabeth Nsimadala, also the first woman to be elected at this important position



FOs are becoming more active and credible: the fact that SFOAP-targeted FOs had received support for staffing and to their running costs has been instrumental as exposed in Box 9 regarding two EAFF members. Their day to day activities, increased relationship with key stakeholders of their environment, and strengthened contributions in the agricultural development global setting has enabled them to (i) gain confidence from government and development partners (ii) develop partnerships and raise funds with public and private structures that are mainly supporting FOs' own strategic lines.

Table 7 and Figure 4 below provide an outlook of resource mobilized by each RFO under the SFOAP implementation period, and in comparison to SFOAP funds they received. In total, FOs in the 5 regions were able to leverage by 2,14 the amounts received through SFOAP support and if Northern region (with very low outcomes) is excluded, the 4 sub-Saharan RFOs have leveraged the SFOAP amounts by 2,51.

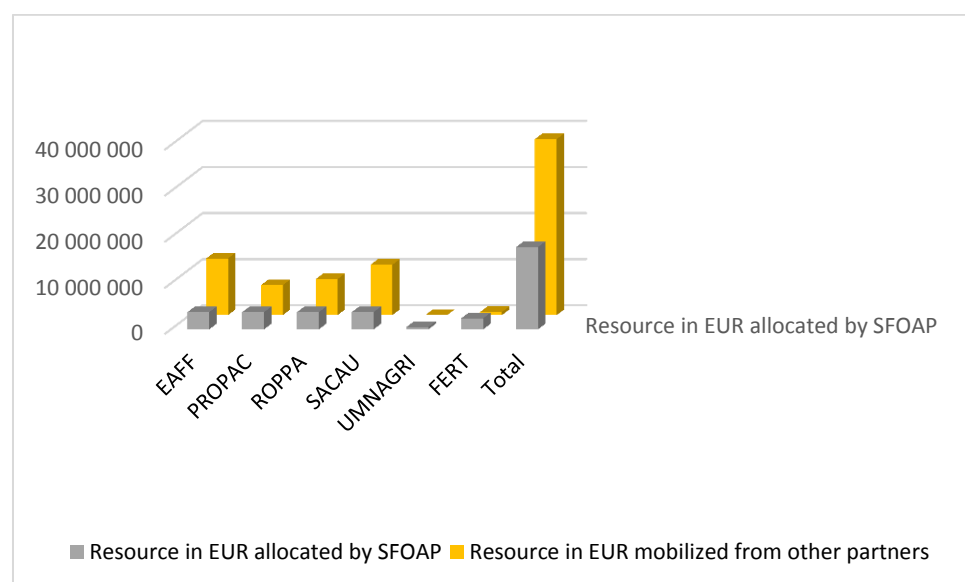
Table 7: Increased FOs' number of partnerships and raised funds between 2013 and 2018

Partnership & Resource Mobilization	EAFF	PROPAC	ROPPA (1)	SACAU	UMNAGRI	FERT	Total
# of Partnerships	48	25	48	55	0	10	186
Resource in EUR allocated by SFOAP	3 732 293 €	3 732 293 €	3 732 293 €	3 732 293 €	515 047	2 403 343	17 847 562 €
Resource in EUR mobilized from other partners	12 229 €	6 497 575 €	7 804 000 €	10 921 810 \$	0	670 000 €	38 184 614 €
Multiplication factor	3,29	1,74	2,09	2,93	0	0,28	2,14

(1) data for ROPPA come from MTR report as no updated data was provided for completion

Source: Data from RFOs questionnaires collected at completion

Figure 4: Comparison between SFOAP allocated resources and extra resources mobilized per region



Source: Data from RFOs questionnaires collected at completion

Box 9: Concrete outcomes of SFOAP's support to institutional building of DAPA and IMBARAGA

DAPA's institutional building impacted its visibility, economic development, and partnerships development: Specifically, SFOAP supported two EAFF member secretariats. First, hiring and paying salary of the DAPA Chief Executive Officer whose role was to set up the office and handle the day-to-day issues, including management of the SFOAP project. The support to DAPA to operationalize the secretariat increased capacity of DAPA. DAPA developed a constitution and has now a strategic plan to guide its activities. DAPA is now managing the national dairy goat breeding program, they received 45 goats in 2016 from Kenya. They have partnered with Ministry of Agriculture, Food and Agriculture Organization (FAO) and European Union (EU) to learn that program. EU is building a multiplication centre worth US\$ 500,000 while the ministry and FAO provide technical assistance, mainly veterinary doctors to assist DAPA to properly run the crossbreeding activities and monitor the animals' health. DAPA CEO was entrusted to become DAPA President since November 2017 because members felt that he had developed the organization. DAPA has created partnerships.

IMBARAGA's institutional building impacts advocacy and economic development in Rwanda: SFOAP IMBARAGA hired a policy officer whose role was to strengthen the policy desk at IMBARAGA.

The officer was able to develop IMBARAGA's advocacy plan, started a consultation forum with other farmer organizations and civil society in Rwanda. He organizes a biannual meeting with parliamentarians in agriculture committee where IMBARAGA voices policy issues for the three EAFF members in Rwanda. SFOAP supported IMBARAGA to lobby government for the establishment of a joint seed certification system among Ministry of Agriculture and Animal Resources in Rwanda (MINAGRI), Rwanda Agricultural Board (RAB) and FOs in 2016. The reason was because potato seed producers were facing several problems in the potato seed multiplication and certification. Specifically, inspectors from the government were declassifying farmers' multiplication plots. Farmers were discouraged by the declassification of their seeds by the inspectors because the seed multiplication by farmers was availing more planting material into the market that was affordable as compared to material developed by seed companies. IMBARAGA organized several meetings to discuss how to set up a certification system that recognized the role of a different category of seed multiplied by FOs. The Ministry agreed to include IMBARAGA in the certification committee.

Source: EAFF SFOAP Completion Report 2018

- **FOs' recognition and visibility has increased:** SFOAP support has led to significant improvement of the political and financial governance of RFOs and NFOs and this fostered their recognition and visibility: the stability of the permanent staff in FOs that drives daily relations of trust with local partners and especially the Government is gradually generating the increased legitimacy of NFOs to represent rural producers in the various processes of consultation and sectoral policy development. For example, in ROPPA' membership, 60% of executive secretariats have stabilised their staff with qualified resources and this has ensured the orientation of the network's action and the implementation of its vision, thus appreciably reinforcing the sense of belonging of the FO network at national and regional levels (see other ROPPA examples in Box 10 below). Thanks to developed communication and KM tools, those FOs at various levels have improved the showcasing of their activities using Internet, social media, but also more traditional communication channels (see below Box 11 the example of set of communication tools developed or improved at PROPAC level).

Box 10: Several outcomes related to improved visibility of NFOs members of ROPPA

- In Benin, the NFO PNOPPA has grown from 3 agents in 2012 to 10 in 2018 and a number of partnerships from 3 to 10 between 2009 and 2018. As for the level of resource mobilization that was 15 million in 2013, is currently 1 billion in 2018. We also note, an effective renewal of all organs according to the texts since 2013 with a device for archiving, follow-up of the decisions of the sessions of the organs and a physical performance that went from 30% in 2009 to more than 80% in 2018
- In Togo, SFOAP funds enabled the NFO CTOP to undertake communication activities that have strengthened their membership was a concrete impact: CTOP moved from 12 members in 2011 to 17 apex member FOs in 2015 with more than 94% of members that are up-to-date in the payment of their annual fees, there was a real improvement in the communication and information sharing amongst FOs in the network that has improved ownership feeling from apex FOs members of CTOP.
- In Burkina Faso, SFOAP has supported the funding of 3 to 4 staff (permanent secretary, financial manager, economic activities manager and SFOAP focal point) for a period of 3 to 7 months annually; this has improved the support of their LFO members and it has enabled to recruit more members at local level; another consequence is the increase of partnerships developed by CPF at national level: from 4 partners in 2012, it counts now more than ten; moreover, policy positions of CPF are now promoted on its updated website (<http://www.cpf-bf.org/>), on social networks (Facebook, twitter), on their newsletter « Nouvelles CPF » and through press conferences and well known media (RFI, France 2, Deutch Veller, RTB, BF1, Burkina Info, TV5 Monde).
- In Senegal, the communication system of CNCR is now functional with a communication manager and a communication plan that is implemented: the CNCR communicates on its activities through different types of media. The website (<http://www.cncr.org/>) is active and also relays the activities of the federations members of CNCR. Facebook and WhatsApp media are used very actively to share news. Periodic press conferences are organized on sensitive themes that focus on the future of family farms. Periodical radio programs are held in the national, local and community radio stations. For all projects / programs, activities and events, media and visuals of communication are published.

Source: ROPPA SFOAP Completion Report, 2019

Box 11: Outcomes of the design and implementation of a communication strategy for PROPAC

Developed in 2015 with SFOAP support, PROPAC's communication strategy was since then implemented and made PROPAC use various communication channels to improve visibility, such as Social media:

- Facebook : <https://facebook.com/infopropac/>
- Twitter : <https://twitter.com/PROPAC.infos>,
- Instagram, Google+,
- YouTube : <https://bit.ly/2HXVKZ8>,.

PROPAC website was improved (www.infopropac.org), it registers in average 5750 visits per month and it enables to share information, publications, videos on activities led by PROPAC and its members.

PROPAC is also using WhatsApp to create professional groups to facilitate information and knowledge sharing between technicians of the NFOs and PROPAC

Moreover, an online data platform (www.sipropac.org) has been set up to as related in Chapter 4, Knowledge Management Section.

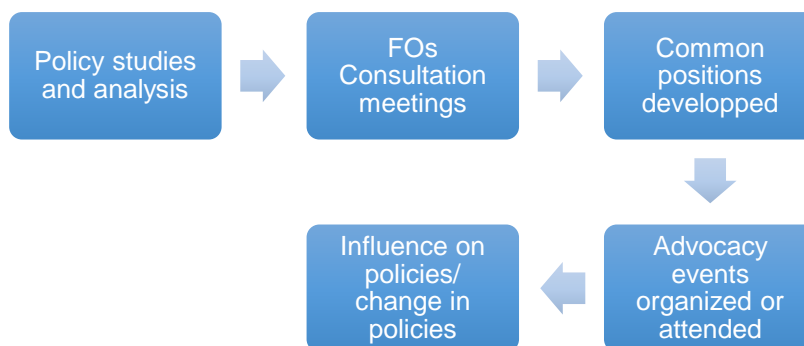
2.2 Component 2: Policy engagement

The purpose of Component 2 was to influence national, regional and global policies through support to FOs' involvement in policy processes at all levels.

Objectives. Component 2 aimed at developing the capacity of FOs to increase their involvement in policy development processes at regional, national and sub-national levels, using support to (i) the preparation of policy studies and analysis (Sub-component 2.1), and (ii) the development of policy positions and participation in policy making events (Sub-component 2.2).

The figure 5 below presents the logical steps for policy engagement.

Figure 5: The various steps undertaken by FOs for policy engagement



Diverse implementation approaches were adopted under this component:

- For ROPPA and EAFF, they concentrated SFOAP resources on activities at the regional level. ROPPA focused its work on the development of a set of tools to support its policy advocacy activities at the regional level and on the design and implementation of a strategy to measure the outcomes of their policy dialogue efforts in a systematic way (Family Farms Observatory); EAFF has dedicated a lots of effort and resources on the Cooperative Act ; EAFF also used policy dialogue chosen topics in response to policy gaps identified during implementation of the value chain action plans within "Component 3 – Support to economic services' activities.
- PROPAC and SACAU used resources to benefit both the regional and national levels;
- UMNAGRI: the budget for Component 2 was so little (EUR 3,200) in the design document that it was agreed with IFAD to reallocate it to other activities. However, SFOAP supported learning visits undertaken by UMNAGRI leaders to other RFOs/NFOs on the continent to learn from others' advocacy processes and strategies.

2.2.1 *Main outputs and key activities implemented*

Table 8 below shows some key output indicators of Component 2 from SFOAP logical framework.

Table 8: Component 2 Key output indicators as at 21 December 2018

Indicators	Planned	At MTR	%	At completion	%
# of policy studies realized at the regional level	17	4	24%	5	29%
# of policy studies realized at the national level	40	6	15%	48	120%
# of policy consultations among FOs	61	25	41%	130	213%
# of policy positions developed	81	35	43%	43	53%
# of lobbying/advocacy events organised	182	39	21%	468	257%
# of local, national or international policy forums attended by FOs	54	71	131%	337	624%

Source : RFOs updated logframes at completion

SFOAP support has concentrated on policy study and analysis, FOs consultation processes, organizing and participating in advocacy activities and the development of FO leaders and management advocacy skills.

Policy Studies and Analyses

Under Component 2, the four RFOs have focused on the preparation of regional or national studies. During the SFOAP implementation period, a total of 53 studies and analysis were financed in the four regions concerned by this component (Central, East, South and West Africa), both at regional and national levels. A comprehensive list of these studies and analysis is available in Annex 2. Most of the time, the conclusions of these policy studies and analysis are the starting point of advocacy process as they give a broad picture of the situation on a specific topic and they identify key issues for farmers.

Facilitate FOs meetings to forge common policy positions

Policy consultation meetings were organized both at national/regional level and resulted in the following outputs:

- SACAU undertook a total of 162 consultations (157 at national level, 5 at regional level) and each conference came up with policy statements/positions (8 in total) that are currently being used as policy advocacy tools by SACAU and its members in their respective countries;
- EAFF concentrated mainly on the regional legislation for co-operatives and also supported 8 national policy consultation meetings (see details in Box 16 below);
- PROPAC and its members have developed 91 policy positions; at regional level, PROPAC has focused its advocacy work on rural women's participation in decision-making processes;
- ROPPA is the only RFO which attempted to develop a set of tools to support its policy advocacy activities at the regional level like for example: (i) the set-up of 4 value chain consultation frameworks (Cadres filières) on grains, fisheries, rice and livestock and (ii) the Women's College and Youth College workshops that are serving as forums for dialogue to better understand the issues and challenges faced by these two groups of producers, prior to ROPPA's targeted advocacy actions. At national level, ROPPA innovated with the setup of "Policy Analysis Units" (for example in Togo, Mali, etc.) in order to anticipate monitoring mechanism on agriculture policies. More details are provided in the Chapter 4, section "Innovation".

As a result of these FOs consultations processes, a total number of 43 policy positions were elaborated in the perspective to be used to promote common positions FOs had agreed on. A list of positions documents available is presented in Annex 2.

Support to organizing and participating in advocacy activities and events

All four RFOs have also used SFOAP funds to organize or attend various policy events, the list of which is presented in Annex 3. According to available data, the four RFOs have organized some

468 policy advocacy events and have responded to some 337 invitations to participate in policy-making forums. Below are examples of the various types of events/activities organized or attended with SFOAP support:

- In Central Africa, the 6 NFOs members of PROPAC benefiting from SFOAP resources have organised 32 advocacy actions in the form of round tables, B2B meetings with administrative authorities, conferences, lunch-debates, etc. on a various range of topics: resource and land governance, the Maputo Declaration, the involvement of FOs in decision-making spaces, etc.
- In North Africa, SFOAP limited funds supported the participation of key staff from Ministries of member countries and of the regional economic entity “Union du Maghreb Arabe” to the Workshop UMNAGRI organized in 2015²⁶ to present its strategic plan to partners;
- in West Africa, ROPPA members’ participation in Farmers’ Days is another example of good opportunity for NFOs leaders to interact and have high-level dialogue with the Head of State on their specific concerns; for example, in Burkina Faso, the Farmers’ Days were moments where FOs made proposals that led to the drafting of several national laws and policies²⁷.

Develop FOs leaders and staff advocacy and policy negotiation skills

Skills development on policy influence and advocacy key topics has also been promoted through SFOAP as a cross-cutting activity useful at each step of policy processes described in Figure 5 above. These training sessions were reported to be instrumental to FOs’ active and effective participation and contributions to the various policy processes. For ROPPA, the Peasant University training model (see Component 1) was used also to deliver advocacy training to farmer leaders. In EAFF, an innovative approach was adopted to support its NFOs members in policy dialogue: EAFF president and CEO undertook several policy-support missions to NFOs members (see Chapter 4, section “Innovation”).

The set of boxes 12 to 15 below are providing concrete examples of how these processes have led to unlocking specific policy and regulatory hindrances faces by farmers in all four regions concerned by Component 2 activities.

Examples of unlocking specific policy and regulatory hindrances faced by farmers amongst the sub-Saharan 4 RFOs²⁸

Box 12: Unlocking policy and regulatory hindrances faces by farmers: examples from EAFF members

- **In Burundi**, CAPAD, through the policy study on comparative law governing Cooperatives in EAC, collected suggestions from different stakeholders and ultimately proposed amendments to the new Cooperative law in Burundi. The results were positive, as the government finally included these suggestions in the law that was passed on the 26th June 2017.
- **In Uganda**, as cassava farmers were facing a number of challenges including bad farming practices, poor post-harvest handling, destruction of gardens by stray animals, UCA decided to support Nebbi District council in Western Nile region to formulate a district cassava ordinance with support from SFOAP. The process of formulation involved many stakeholders including cassava farmers who engaged in several meetings. The Nebbi district cassava regulation was drafted and presented to the Nebbi District Council on 15th June 2016 that discussed and passed it. This is one of the key policy achievements of the SFOAP at subnational level. The same Law was customized and passed by Pakwach District where other UCA supported cooperatives operate in.
- **In Rwanda**, SFOAP supported IMBARAGA to lobby government for the establishment of a joint seed certification system among Ministry of Agriculture and Animal Resources in Rwanda (MINAGRI), Rwanda Agricultural Board (RAB) and FOs in 2016. Indeed, potato seed producers were facing several problems in the potato seed multiplication and certification as inspectors from the government were declassifying farmers’ multiplication plots. IMBARAGA organized meetings to discuss how to set up a certification system that recognized the role of a different category of seed multiplied by FOs. The Ministry agreed to include IMBARAGA in the certification committee.

²⁶ Workshop held in 2015 on “Development and partnership: strategic perspectives of UMNAGRI”

²⁷ for example, Land Policy including a focus on women's access to land, Loi d'orientation agricole, Law on sector associations (Interprofessions), creation of the Agricultural Bank with shares mobilized by FOs, etc.

²⁸ Sources : RFOs SFOAP Completion Reports, 2018/2019

Box 13: Unlocking policy and regulatory hindrances faces by farmers: examples from PROPAC members

- **In Chad**, CNCPRRT contributed to the elaboration of the Agricultural Orientation Law of Chad (Loi d'orientation agricole du Tchad); CNCPRRT also obtained the separation of the chamber of agriculture from the other consular chambers in Chad for greater efficiency in its intervention and the accomplishment of its missions.
- **In DR Congo**, following suspension of all IFAD programs in the country due to the non-payment of counterpart funds by the Congolese government, COPACO, the main national farmer's organization, entered into policy dialogue to unlock the situation; COPACO has managed to negotiate with the relevant government authorities for the release of funds required by the partner.
- At regional level, **PROPAC** signed in 2014 an institutional agreement with ECCAS, that makes PROPAC the regional representative of FOs in Central Africa that is recognized by the regional economic communities. It is on the basis of this recognition that PROPAC and the NFOs are signatories of PRIASAN and PNIAs.

Box 14: Unlocking policy and regulatory hindrances faces by farmers: examples from ROPPA members

- **In Senegal**, CNCR has succeeded in introducing additional value chains farmers considered to be strategic (like dry chains, onions, peanuts ...) in the agricultural development national policy under design. CNCR also accompanied the formulation of strategic proposals such as the installation of young people at national or regional level; CNCR is now represented in most of decision making bodies related to agriculture: LOASP, PRACAS, land reform, GDSP.
- **In Benin**, the Ministry of Agriculture recognized in its new institutional framework that the NFO PNOPPA is the only representative organization of farmers in the country and only interlocutor when it comes to policy definition, implementation and monitoring and evaluation.
- At regional level, **ROPPA's** advocacy work to ECOWAS and UEMOA agric policies (PAU and ECOWAP) led to "family farming" and the construction of the regional common market in West Africa gain a priority place in these regional policies.
- **In Burkina Faso**: CPF increased its members in agric policy design committee: from 2 to 5 representatives with the following influence of the policy dialogue: (i) CPF fought for the recognition of "family farming" as a model of agricultural development when Government was supporting the "agribusiness model" of agriculture carried by the companies or firms: the vision was accepted and taken up in the national development strategy PNSR II (2017) and the agro-silvo-pastoral policy; (ii) regarding the Loi d'Orientation Agricole, CPF made the Government insert in the legislation 9 out of the 11 proposals coming from FOs; (iii) regarding land legislation, it's 11 out of the 13 FOs' proposals that were integrated; (iv) on the "Sector associations (interprofession)" legislation, the advocacy from CPF made the Government change the approach from "1 product=1 sector association" to "a group of products (for example grains) can belong to the same sector association;

Box 15: Unlocking policy and regulatory hindrances faces by farmers: the example of SNAU in Eswatini

In Eswatini, SNAU successfully advocated for the release of revolving funds that was dormant for over 10 years after the completion of the Swazi/Chinese Maize Block Project. The funds and assets of the project amounting to EUR 96,899 were transferred from the Ministry of Agriculture to the union. The union has been managing the revolving fund and it has so far benefitted over 200 maize producers through input loans and marketing services.

In addition, SNAU conducted a study that analysed and assessed the tractor hire service that was provided by the Ministry of Agriculture to farmers. The findings of the study highlighted several inefficiencies that compromised the performance of the service and affected production. The recommendations of the study were presented to the Ministry and other stakeholders. Even though, not all recommendations were accepted, the Ministry started privatising the tractor hire service. This was one of the recommendations by SNAU study. The Ministry further purchased more tractors and engaged private tractor owners to support the program.

Lastly, SNAU in collaboration with other stakeholders, advocated for farming input subsidies with government with the objective of reducing production costs and increasing production and returns for farmers. In response, the Ministry of Agriculture in 2015 introduced a farming input subsidy for maize, sugar beans and sorghum. The subsidy has continued to-date and has played a critical role in reducing production costs by half. In 2018, the Ministry of Agriculture appointed SNAU to register all farmers and issue smart cards which were used to access the farming input and tractor service subsidies. SNAU registered over 22,000 farmers and about 6900 managed to access the subsidies.

The registration was supported by CTA and AgriCord through SACAU. The Ministry further established 5 more soil testing laboratories in high maize producing areas so that farmers may not travel long distances to access the service.

2.2.2 *Key achievements, outcomes and impacts observed*

The expected outcome of Component 2 was to “enable FOs at different levels to influence policies on priority subjects”; examples of outcomes and impacts are presented below, with highlights (i) from the Self-Assessment report on main changes brought by SFOAP from the farmers’ perspectives, (ii) from data compiled at a global level, (iii) and from “C2 FOs stories” that are summarized in boxes.

Main changes brought about by SFOAP under Component 2: Extract from self-assessment²⁹

In terms of involvement in the preparation of policies (component 2), the effects brought about by SFOAP take different forms in accordance with the level of maturity of the partner RFOs/NFOs:

- improvement of RFOs/NFOs’ knowledge and expertise skills on topics linked to major advocacy campaigns (through studies, training events, coaching and drafting of position papers), that resulted in the adoption of the recommendations in the new legislation at national /regional level
- increased visibility and more systematic participation in policy processes
- increased participation of the RFO/NFOs in the consultative committees and other public policy governance bodies;

Measuring the impact of programme interventions on the policy environment is a challenging task. This can be explained by the fact that policy change is usually a slow and long process that may materialize only after programme completion. Moreover, policy change is usually the result of the collective action of many actors, and attribution of results to a single actor is often impossible.

However, at completion stage, RFOs were requested to provide data on how they have been increasingly invited (i) to participate in key events and (ii) to be members of consultation mechanisms or institutions functioning bodies. Outcomes are presented in the Table 9 below.

Table 9: Invitations Received and Policy making bodies with RFO/NFO membership³⁰

Visibility	EAFF	PROPAC	ROPPA	SACAU	UMNAGRI	TOTAL
# of invitation received	N/A	2003	N/A	1762	4761	8526
# of events attended	N/A	1777	N/A	1250	4056	7083
Recognition						
# of consultation bodies / mechanisms the FOs have a place/seat in	50	54	37 (1)	87	28	256

(1) Data from MTR report as ROPPA did not provide updated data at completion

Source: Questionnaires sent to RFOs secretariat for Completion Report

Across the continent, RFOs and their members supported by SFOAP have been invited to more than 8526 events that in average they could attend in 83% of the cases. Moreover, increased visibility of FOs and increased skills of their leaders led to concrete outcomes in terms of (i) invitations to major policy events, (ii) invitation to sit in key policy-related bodies and mechanisms (see list of these bodies and mechanisms for each RFO in Annex 4), (iii) signature of key policy design documents, (iv) increased mediatisation of FOs policy declarations and (v) gaining confidence from a partner to co-organize one of their key policy event (IFAD FAFO). Concrete examples are provided below:

- **In South Africa:** (i) all SACAU members directly involved in SFOAP are now sitting in essential agricultural related committees in their respective countries; (ii) SACAU attended 17 policy consultations which included meetings organised by African Union (AU), SADC,

²⁹ Source: SFOAP Self-assessment report, 2018

³⁰ EAFF and ROPPA did not provide data related to « invitations received and events attended » on time

Common Market for Eastern and Southern Africa (COMESA) and other partners such as FAO, NORAD, United Nations Environmental Program (UNEP), NEPAD and African Green Revolution Forum (AGRF) among others;

- **In West Africa:** (i) in Burkina Faso, CPF, switched to being a single network, to contributing to about 10 networks³¹ being part of their consultations bodies or mechanisms, which demonstrates its current audience; (ii) 7 out of 13 NFOs are in 90% of agric policies and programmes committees; (iii) ROPPA is involved in 100% of regional steering committees;
- **In East Africa,** one key outcome is that EAFF signed the regional Comprehensive Africa Agricultural Development Program (CAADP) compacts and investment plans for the three regional economic communities, i.e. EAC, Common Market for Eastern and Southern Africa (COMESA) & Intergovernmental Authority for Development (IGAD);
- **In Central Africa,** increased advocacy skills and visibility of PROPAC leaders led to an important mediatisation of FOs policy declaration: 60% of PROPAC network FOs policy declarations were published by press, radio or TV;
- As a result of increased recognition, IFAD entrusted respectively (i) EAFF to organize the first edition of the ESA Farmers' Forum held in 2017 in Kampala (Uganda) and (ii) ROPPA, PROPAC with the task of co-organizing and monitoring the implementation of the recommendations of the first edition of the WCA Farmers' Forum held in 2018 in Nouakchott (at completion date, PROPAC missions were undertaken in Chad, Congo, DR Congo and Gabon).

One of the greatest success stories from SFOAP regarding policy dialogue achievements is the enactment – in January 2015 - of the East Africa Community Cooperative Societies Act, 2014 by the East African Legislative Assembly (EALA) which gathers representatives from the Members States of the East African Community (See Box 16). This is due to sustained work and policy engagement by EAFF and its members since 2009 and it is the first bill initiated by a civil society organization ever voted by the EAC Legislative Assembly - to which SFOAP had a direct contribution. As reported by the 2015 MTR mission, the total cost of USD 500,000 that was used to finance the whole process, from drafting of the law to lobbying activities, was shared by SFOAP, the EU-funded Food Governance project, WE Effect and a small IFAD grant.

Box 16: Regional-level policy engagement – EAFF and the EAC Cooperative Societies Bill³²

Cooperative societies are voluntary organizations open to everyone who can use their services and is willing to accept responsibilities of membership without gender, social, racial, political or religious discrimination. They are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions; all members have equal voting rights.

What was achieved? In January 2015, the East Africa Community (EAC) Cooperative Societies Bill was passed as an Act of the East Africa Legislative Assembly (EALA). Since 2009, and with financial support from SFOAP and other sources, EAFF has been working towards the development of EAC-wide legislation for cooperatives – the EAC Cooperative Societies Bill. The Bill seeks to provide a harmonized regional legal framework for cooperatives in order to strengthen the regional integration process and enable them to make the most of it. The Bill is expected to improve the functioning and management of cooperatives, establish a supportive policy environment, support market expansion by facilitating cross- border cooperation, enhance regional integration and enable cross-border learning.

How was this achieved? The Cooperatives Bill came into being after a decision by FOs that belonged to EAFF, whereas the Federation's Board identified improving the legislation regulating how cooperatives worked as one of its objectives. The process has followed four broad stages:

1. From 2009 to 2011, EAFF commissioned a comparative study of existing cooperative laws in Ethiopia, Kenya and Uganda, and organized consultations culminating in a revised and validated draft Bill.
2. From 2012 to 2014, EAFF presented the proposed Bill to the EALA, and received feedback from EALA parliamentarians.

³¹ These networks are PN-OSC-REDD +, COS3C, CNAF, CNC, NSA / PNSR, FAR NETWORK, GIP / PNVB, Growing Campaign, Convergence, ONEF etc.

³² Details on the case study from EAFF SFOAP Completion report (2018) are provided in Annex 5

3. In 2014, EAFF organized a second round of consultations with members, donors, partners and legal experts in the five countries involved. A report including a proposed schedule of more than 60 amendments was drafted by EAFF and the EAC.
4. Fourth phase, the Bill became an act of EALA: in January 2015 the Bill was read twice, on 22 January and 27 January, and was finally passed as an Act of the EALA.

What next? The Bill now needs to be ratified by the five heads of state in order to become law and take precedence over existing national laws. Since January 2015, EAFF has been closely monitoring the process and lobbying the various governments to push for the full ratification of the law. As soon as the Bill is approved, EAFF will organize consultations to draft a proposed road map for implementation (e.g. proposed institutional arrangements, interventions to encourage cooperatives to take advantage of business opportunities in the region).

Source: SFOAP Publication, IFAD 2018

SFOAP's support to SACAU and its NFOs members regarding policy dialogue has also led to non-negligible effects and impacts, particularly in Tanzania and Lesotho (see Box 17 - 18 below).

Box 17: Impact of ACT (Tanzania) consultation meetings on agric policies

ACT organised 6 consultation meetings with the Ministry of Agriculture; parliamentary committee on budget; parliamentary committee on Agriculture; Ministry of Trade and Ministry of Finance. The issues that were usually discussed during these consultations were to do with agricultural inputs, tax reforms; business environment in the country and the development of a blueprint for enhancement of regulatory bodies in Tanzania. As a result of engagement with Parliamentary committee on agribusiness environment such as nuisance taxes in the agriculture sector. Through these meetings and other lobbying events, ACT managed to have about 117 different charges, fees and levies being removed by Ministry of Agriculture, Livestock and Fisheries (MALF) in areas of crop production, cooperatives, livestock production and fisheries. In addition, the Government through the Ministry of Finance agreed to exempt VAT and import duty on capital goods to reduce procurement and importation costs on machines and plants used for agricultural production.

Source: SACAU SFOAP Completion Report, 2019

Box 18: In Lesotho, impact of advocacy on the development of expertise on water resource management at local level

In Lesotho, LENAFU through its analysis on the implementation of Lesotho Range and Water Resources Management policy noted that there were few range specialists and they were only at the headquarters office not the district and resource centre (community) level. The lack of personnel with in-depth knowledge or skills in the sustainable range resource management practices at the district or resource centre limited the quality of extension support services to the communities. This resulted into communities continuing implementing bad practices that deplete range and water resources. Following their recommendation, the Department of Range Resources Management (DRRM) and the National University of Lesotho (NUL) have therefore developed a curriculum for Range Ecology which is aimed at training and capacitating personnel with modern and appropriate skills for the better management and sustenance of rangeland and water sources. This is the new curriculum for the range science at the National University of Lesotho (NUL). For the 2018, the intake was open for the Master level while the undergraduate recruitment will be in the next intake (2019).

Through the scholarship support from the Wool and Mohair Promotion Project (WAMPP), DRRM has confirmed 3 (three) personnel to go and study their Post Graduate degree in Range Ecology at NUL. The Department has pledged that there will be more confirmations to the staff for both post graduate and undergraduate programs in the next academic years. Besides the people from the DRRM, it is anticipated that there will be other people interested at the program as it rolls and eventually, Lesotho will have a good pool of human resources with skills on range ecology. Thus, rangeland and wetland degradation will be managed at the community level by applying appropriate practices and techniques with strong supervision by well-equipped personnel in the DRRM.

Source: SACAU SFOAP Completion Report, 2019

ROPPA is the only RFO that has focused energy and resources on the set up of a strategy to measure the outcomes of their policy dialogue efforts in a systematic way. This was done in the framework of the initiative **Observatoire des Exploitations familiales** (see details under Chapter 3-M&E section).

2.3 Component 3: Provision of Economic Services

At the beginning of SFOAP, Component 3 was a new intervention as SFOAP Pilot phase was only focusing on institutional strengthening and policy participation.

Objective. Component 3 main objective was to support the development of economic activities of FOs and therefore to strengthen their involvement in value chains. The approach as per design was the following: (i) in a first stage RFOs were to develop the tools and instruments for the coordination and implementation of activities planned under the component (sub-component 3.1), (ii) then, they supported the implementation of FOs projects through capacity building and facilitation (sub-component 3.2); (iii) finally, RFOs documented and shared business models through cross-regional KM activities (sub-component 3.3).

2.3.1 *Main outputs and key activities implemented*

Table 10 below shows some key output indicators of Component 3 from SFOAP logical framework.

Table 10: Component 3 Key output indicators as at 21 December 2018

Indicators	Planned	At completion	%
# of scoping reports, programme documents and action plans produced for the selected value chains at regional and national levels	58	50	86%
# of project proposals/business plans for economic services delivery developed by FOs	89	52	58%
# of economic micro-projects /BPs funded	N/A	60	-
# of FO members trained on technical / management issues	1880	11.066	589%
# of contracts between LFOs and other VC stakeholders signed	131	128	98%
# of KM meetings / workshops/ exchange or learning visits organized	168	127	76%
# of knowledge products around lessons learnt and successful experience developed and disseminated	30061	125	0,4%

Source : RFOs updated logframes at completion

Developing tools and instruments for the coordination and implementation of activities

Differences from the SFOAP-Main Phase design document related to Component 3 occurred during implementation. In their search for adequate implementation modalities, some RFOs had to revise the approach so that: (i) ROPPA went for a more strategic approach, focused on regional and national activities instead of supporting local FOs' projects through a regional competitive fund as planned initially; (ii) SACAU dropped the value chain entry point but for one NFO (NNFU in Namibia) and called upon NFOs to identify projects for financing.

RFOs have implemented component 3 using three different implementation schemes:

- **PROPAC and SACAU:** the RFO was managing regional resources to support FOs projects proposed directly by SNFOs (PROPAC) or by the NFOs targeted by SFOAP (SACAU), with no specific focus. Knowledge management (KM) on successful initiatives/models was carried out at the regional level; **In Central Africa**, during the first 3 years of implementation, PROPAC benefited from UPA-DI³³'s technical assistant based in PROPAC headquarters. Collaboration with UPA-DI has enabled NFOs to identify 96 economic initiatives of which 67 have been pre-selected and forwarded to PROPAC, to write 42 concept notes and 20 business plans, of which 14 have received SFOAP funding. After UPA-DI's support ended, PROPAC hired "Local support executives" (in French CALs³⁴ – See Box 19 below) at national level to support the implementation of local FOs (LFOs) economic activities; **in South Africa**, SACAU struggled at first to support NFOs' identification of relevant economic projects to finance, mostly because the targeted NFOs for SFOAP supported were the weakest ones in the network.

³³ A Canadian agri-agency member of AgriCord

³⁴ In French CALs = Cadres d'appui locaux

- EAFF and SACAU (for one NFO only): in the case of EAFF, the RFO was providing annual grants to support NFOs' implementation of "value chain action plans" (VCAPs) on target value chains that were identified in a first step (cassava, Irish potato and dairy in Eastern Africa) through the provision of support to a limited number of SNFOs. KM was promoted at the regional level and focused on the three targeted value chains; not only were SFOAP-targeted NFOs selected as per their value chain focus, but advocacy activities were also focused on these value chains and specific value chain studies were conducted as basis of value chain action plans.
- ROPPA: the approach was that the RFO delivered economic services of regional interest (like regional B2B meetings or the structuring of 4 regional value chains consultation frameworks on rice, livestock, grains and fisheries) and provided funds to NFOs to recruit National Advisers for FOs Economic Initiatives (CNIEP) specialised in entrepreneurship development (see Box 19 below). KM has targeted first FOs' existing economic initiatives that were identified, documented and shared. This approach was in line with the principle of subsidiarity and ensured wider outreach and return on investment.

Box 19: ROPPA and PROPAC providing targeted business support to farmers: the "CNIEP" and "CALs" concept

Context and Definition. As part of the support package financed under provision of economic services, ROPPA and PROPAC decided to provide regular business-oriented support to national FOs and their members by recruiting business consultants – the Conseiller National aux Initiatives Economiques des Producteurs (CNIEP) in West Africa and the Cadre d'Appui Local (CAL) in Central Africa. The main role of the CALs is to provide advice to the development of economic services by the LFOs members and the NFOs. Its priority mission is to ensure the monitoring and evaluation of the good technical and financial implementation of LFOs' projects financed by SFOAP-component 3. Its secondary mission is to contribute actively to the development of the NFO's offer of economic services and technical and financial partnerships to ensure their implementation. The mission of CNIEP was to provide "on-demand" support to economic activities of SNFOs like for example technical support to business plan design, training on marketing strategies, linking SNFOs to potential buyers or banks to undertake grouped sales, etc.

In the specific case of Central Africa, the CALs contributed to the development of the proposals and business plans to be financed as micro-projects under provision of economic services. Of the 20 business plans they helped to develop, 13 were approved for financing and are currently ongoing.

In West Africa, as there were no specific funds to finance LFOs projects under SFOAP, the CNIEPs role was to support the development of business plans to be submitted to financial institutions and donors.

In both cases, the business consultants guided FOs in the analysis of existing financial and non-financial services, the forging of market linkages along the value chain, the development of business plans and, ultimately, the negotiations with financial institutions. Both the CNIEPs and the CALs provide regular technical backstopping to ensure proper management of initiatives.

Source: SFOAP Publication, IFAD 2018

Moreover, **the case of North Africa** is quite specific:

- On the one side the RFO UMNAGRI supported 4 NFOs members of Algeria, Morocco, Tunisia and Egypt to design and implement one national project each (UMNAGRI NFOs projects list is available in Annex)
- On the other hand, in the region, the action under Component 3 was mainly managed by the agri-agency FERT that was in charge of identifying and supporting various pilot projects supporting LFOs (the list is available in annex) with the idea to create as much as possible linkages with UMNAGRI members in targeted countries; the identification and implementation steps of FERT's strategy is explained in Box 20 below.

Box 20: Implementation of SFOAP - Action B by FERT in Northern Africa - a 3-steps methodology

Step 1: Identification and Diagnosis (2013-14): the methodology accepted by all parties (UMNAGRI, FERT and IFAD) was to identify in each targeted country, a local FO/group of local FOs

involved in a value chain, in two separate territories; the potential partners; implementing facilitators to support FOs' development in identified value chains and design of action plan to support partners FOs. The criteria to select those FOs were:

- FOs with a minimum maturity and quality of internal governance;
- FOs with internal and local dynamics: functional FOs based on a real membership base and carrying initiatives;
- Production value chains responding to specific concerns for farmers but also for the country: strategic sectors (food) or promising (development potential such as terroir products) or creators of rural employment (especially for young people) and women);
- Production value chains that are particularly interesting with regard to marketing issues for agricultural products and that may involve actors from the upstream and / or downstream sectors;
- Value chains and FOs for which a link with the national umbrella FO could be developed;
- Favourable areas vis-à-vis the local human dynamics but relatively neglected in terms of development;
- Areas corresponding to national investment projects financed by IFAD, thus promoting synergies between interventions.

Then, FERT would contract with the identified local facilitators and set up the operational plan and these local facilitators' first activities would be to conduct full diagnosis of selected FOs and value chains to define the field actions were to be implemented.

Step 2: Facilitation / capacity building Phase (2014-16): the purpose was to identify training needs of FOs, to test the operational plan, to ensure that FOs are having a shared vision of their development with SFOAP activities, and to avoid influencing FOs' internal functioning.

Step 3: Support and Documentation Phase (2016-18): supporting FOs' strategic vision, support to building structured economic and technical services of FOs to farmers. This was the opportunity of focusing the support on less FOs that were totally in line with SFOAP/FERT approach and to transfer competencies inside the FOs (by recruiting technicians inside FOs for example); this was completed by several knowledge sharing meetings and documenting the experiences.

Source: FERT SFOAP Completion report 2019

Supporting FOs' economic projects³⁵

At continental level, SFOAP has financed a total of 60 FOs' economic services projects. A comprehensive list of FOs supported projects per region and country is available in Annex 6. Here are key activities undertaken and outputs per region:

- **PROPAC** activities focused on the development and implementation of 14 FOs projects for a total amount of 381,256,737 FCFA (approximately USD 687,335). The corresponding projects have an average budget of 27,256,737 FCFA (approximately USD 49,094) and concern the support to the production of chickens, the supply of agricultural inputs, storage and marketing or the production of chemical fertilizers, warehouse receipt systems, irrigation, vet products sales. In total, these micro-projects should directly benefit 8,031 producers (including 4040 women (50%) and 1925 young people (24%).
- In the case of **SACAU**, decision was taken to use SFOAP resources for the preparation of projects proposals that could also be used to leverage additional funding from other sources that SFOAP's. The idea was also to test different models for the provision of economic services to livestock owners, small farmers, pig producers and maize farmers. SFOAP has financed 8 initiatives in 7 countries (Namibia, Lesotho, Swaziland, Madagascar, Seychelles and Tanzania). Achievements under this component was largely under expectations, particularly in terms of number of reached farmers (a year before SFOAP closing, only 168 farmers from 2500 targeted were benefiting from FOs projects).
- **EAFF** was the only RFO who followed Component 3 implementation strategy as per SFOAP design. Activities have focused around the development and implementation of 8 beneficiary NFOs' VCAPs for the three selected commodities: cassava (in Uganda, Rwanda and Burundi), Irish potatoes (in DRC, Rwanda, Kenya and Tanzania) and livestock (Djibouti, Tanzania and Kenya). In total, 26 LFOs were supported through various activities such as

³⁵ In regions where SFOAP supported a selected amount of projects (SACAU and PROPAC), the full list and details on the projects are available in Annex 6

training of farmers (a total of 9,068 farmers were trained through 269 demonstration farms), training of 545 FOs managers on business and entrepreneurial skills, organization of 54 B2B meetings to link supported SNFOs to value chain actors.

- **ROPPA** opted for a different approach by choosing to focus on: (i) building the capacity of NFOs or LFOs to initiate and manage economic activities; (ii) identifying and capitalizing economic initiatives already under way for possible replication and analysis to guide advocacy processes (see list in the Chapter 4-KM section); and (iii) supporting regional initiatives – like co-financing ROPPA Regional Rice Framework with several organizational, advocacy and economic activities that are providing economic benefits for rice farmers - to have greater collective impact. In order to achieve these objectives, ROPPA innovated with the appointment of CNIEPs in 8 countries (Benin, Togo, Mali, Niger, Ghana, Côte d'Ivoire, Burkina Faso and The Gambia)
- **In North Africa**, most of the support to FOs' economic projects was piloted by FERT with support from local national structures that were hired to monitor the projects of 8 FOs that were implemented in 4 countries (Algeria, Egypt, Morocco, Tunisia on 7 promising value chains: beekeeping, arboriculture, cereals, sheep farming, camel breeding, aromatic and medicinal plants and onion).

Document and share economic models through regional KM activities

Under Component 3, SFOAP supported the promotion of successful FOs business models, to be used as a source of learning for a wide range of beneficiaries and for replication and scaling up of successful experiences. The knowledge generated through this support was expected to be catalytic to develop contracts and partnerships with other players on the value chain at national and local levels. The main KM activities and KM strategies developed by NFOs/RFOs and their outcomes are presented in Chapter 4-KM section dealing globally with Knowledge Management and sharing for the whole Programme.

2.3.2 Key achievements, outcomes and impacts observed

The expected outcome of component 3 was “to improve FOs entrepreneurial capacities and participation in value chains”; examples of outcomes and sometimes impacts are presented below, with highlights (i) from the Self-Assessment report on main changes brought by SFOAP from the farmers' perspectives, (ii) from data compiled at a global level, (iii) and from “C3 FOs stories” that are summarized in boxes.

Main changes brought about by SFOAP under Component 3: Extract from self-assessment

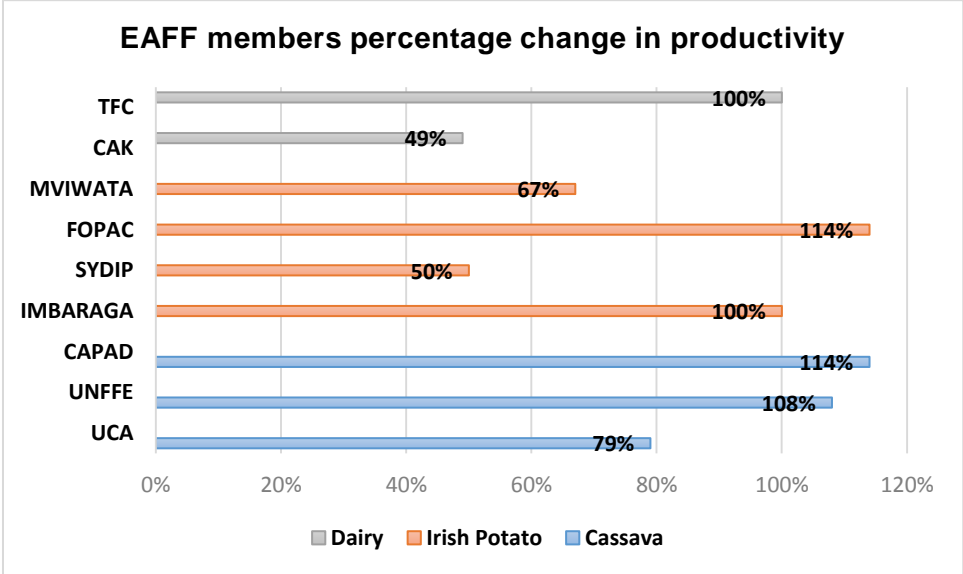
With regard to the provision of economic services, several changes of different nature were identified:

- the change of mentalities and vision from “all-advocacy” towards “integration of the economic component” rose awareness on the importance of this economic component, while encouraging the RFOs/NFOs to undertake multiple reflections on “how can LFOs facilitate the access of their farmers' members to economic services?”;
- increased audience and recognition of RFOs/NFOs and LFOs from their membership who are more receptive to economic assistance than to the advocacy actions undertaken by their umbrella organizations;
- the impact of LFOs projects on farmers' activities and incomes, even if challenging to assess properly, depended a lot on the approach that was chosen: if it was the financing of local LFOs' microprojects or supporting non-financial economic facilitation/advisory services
- the impact of LFOs projects also depended on their capacity to use the funds allocated to this component as a leverage fund.

In general, according to the global SFOAP M&E support mission undertaken in 2017/2018 to the 4 sub-Saharan RFOs, there is scarce reliable data on the outcomes of the various activities and strategies implemented by ROPPA, SACAU and PROPAC on Component 3. EAFF and FERT (for Northern Africa) could provide more concrete quantified information. The absence of baseline, together with the global difficulties RFOs encountered to implement Component 3, result in this component being probably the less performing.

In the case of EAFF, several concrete outcomes are resulting from LFOs' projects : (i) important increased volumes of products generated (see Figure 6 below) ; (ii) a total of 49 agreements/contracts were signed between FOs and off-takers, banks, microfinance; (iii) resources of a total of USD 564,975 was mobilized by 10 FOs out of 74 to do business, mainly for new infrastructure investments (set up processing units, aggregation centres, milk coolers, etc.) and as credit for crop financing; (iv) collective marketing contributed to the removal of unscrupulous middlemen hence there was a substantial increase in price offered to farmers; (v) in average, NFOs registered an increase of their membership of 48,3%. Annex 7 provides an overview of the main outcomes for NFOs that were generated by SFOAP Component 3.

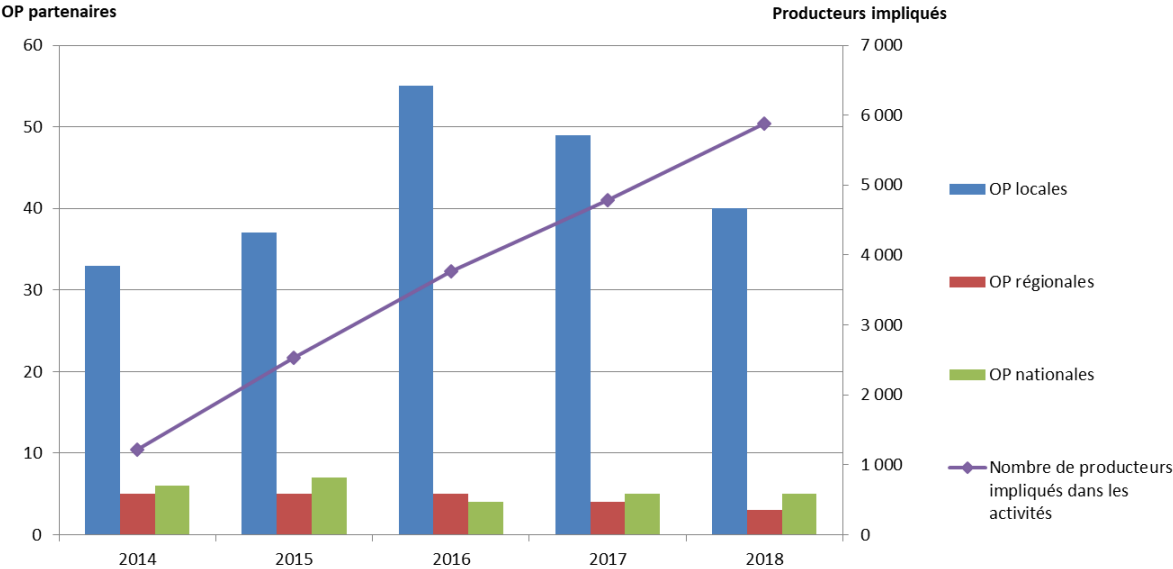
Figure 6: Increase in volumes produced through NFOs value chain action plans in EAFF region



Source: EAFF SFOAP Completion Report, 2018

In the case of FERT-supported FOs, an increased membership was recorded across the SFOAP implementation period. Between 2014 and 2018, 55 local FOs, 4 sub-national FOs and 10 national FOs were supported by the program, and through the local FOs, 6 230 farmers' members. The Figure 7 below shows the evolution of the number of producers involved in the FOs, therefore in SFOAP-supported activities.

Figure 7: Evolution of the number of producers involved in the Fert activities



Source: Fert SFOAP Completion Report, 2019

In the case of ROPPA, the activity related to documenting existing FOs economic initiatives resulted in the production of around 51 case studies (see a list in Chapter 4, KM section). The increased leadership skills within NFOs supported by SFOAP have led to positive negotiations with economic impacts as well, particularly in the area of institutional food procurement. For example, (i) in Benin, negotiations led to the signature of a memorandum of understanding with Government to test the supply of inputs to producers who will repay paddy (2000 T) to state rice mills; (ii) in Mali, leaders negotiations led to the decision to involve rice farmers in the constitution of the national intervention stock since 2015, at the level of 30% of the stock granted to producers.

Moreover, as a result of ROPPA and PROPAC's strategy to hire specific human resources dedicated to supporting SNFOs 'economic services, concrete outcomes were generated, as presented in Box 21 below.

Box 21: Achievements and examples of CALs & CNIEP' impact in Central and West Africa

In Central Africa, here are concrete achievements of CALs' intervention: (i) 96 identified economic initiatives, (ii) 20 elaborate business plans, (iii) 25 training sessions delivered (1629 people trained including 47% women and 28% youth), (iv) 132 follow-up missions carried out to LFOs, (v) 54 missions carried out from the regional programme coordinator and (vi) 6 negotiated partnerships including 2 seed delivery contracts in Cameroon, 2 financial partnership contracts with banks in Chad;

Examples of partnerships developed resulting from CALs' support are:

- In Cameroon: the collective input supply project was supported by a MINADER program (ACEFA) for the construction of a building containing a warehouse, a shop and its office and the CHASAADD-M project signed a partnership with a public project for the supply of cocoa plants
- In Chad, the irrigation and warrantage project received small irrigation equipment from an NGO and the LFO implementing the project is now able to borrow funds from its bank to finance its activities; the second project (Al-Moustakbal cereal warrantage) managed to attract a bank to its intervention zone through its activities, whereas at the start of the project, there was no banking structure and the account of the LFO was housed in N'Djamena, more than 200km from its headquarters.
- In CAR, the ESF project has now become a supplier of veterinary drugs for several government projects as well as NGOs;
- In DRC, the city-to-countryside refuelling project also received support from IFAD

In West Africa, the work of the CNIEPs in the NFOs has given some promising results:

- In Benin, a project proposal elaborated thanks to the CNIEP's expertise in supporting the creation of 1,395 sustainable jobs in the value chain "improved local chickens" was validated in 2017 by the World Bank;
- In Mali, in 2017, the CNIEP has documented the experience of economic initiatives developed by grassroots members (promotion of agroforestry systems to promote the autonomy of rural women, development of the poultry farming with local breeds to fight against poverty and the preservation of peasant seeds).
- In Burkina Faso, in 2017, the CNIEP's support to the SNFOs' economic initiatives led to the drafting of 10 business plans for the benefit of young producers, two of which were financed. The presence of the CNIEP also facilitated continuous information sharing with the SNFOs on the opportunities of access to financial and non-financial support or their participation in promotional events, with 4 prizes awarded to CPF exhibitors during promotional fair on agricultural products. A mentoring system for young agricultural entrepreneurs has also been put in place.
- In Togo, one of the main tasks accomplished by the CNIEP since 2015 has been to support FOs in developing about 200 business plans in several sectors (poultry, pig farming, soy, corn, pineapple, plantain, agro processing, etc.). Linkages have also been formed with financial institutions that were looking to invest in economic initiatives. Of the 200 business plan developed, 23 were eligible for financing and the selected FOs were able to access medium-term and long-term loans, for a total amount of CFA 221 million (approximately €337,692) over periods of between 12 and 60 months. The financing obtained was used for various types of investments, ranging from the purchase of machinery and refurbishment of hangars and warehouses to the development of horticulture gardens and the launching of a honey bee farm. CNIEP was also

responsible for the renewal of the partnership with AFDI for 5 years and for the participation of CTOP in 5 calls for tender, with a financing agreement obtained from the WAAPP (World Bank) for 1337 million FCFA on learning by video.

Sources: ROPPA and PROPAC SFOAP Completion Report 2019 / IFAD M&E Report to ROPPA, 2018

In addition to these concrete and measured achievements, **case studies³⁶ and stories from the local projects or from regional initiatives** can attest of interesting results achieved from several promising initiatives in all regions of Africa. The following case study boxes 22 to 28 explain how the SFOAP-supported local economic projects developed by local FOs had very concrete outcomes and impact in areas like (i) increased production and productivity, (ii) increased income for farmers thanks to grouping sales and improved bargaining power, (iii) increased market access thanks to contracting and increasing volumes through grouping the sales; (iv) increase of visibility of LFOs that are attracting new partners from CSOs, banks to Government institutions, etc.

Box 22: Irrigation management and collective input supply of USARPAL for food production in the Guini polder, Chad

Background: the LFO beneficiary of this SFOAP-funded economic project is the Union of rural equity companies in the irrigated perimeters of the lake (in French “Union des sociétés d’actions rurale des périmètres irrigués du lac” - USARPAL). The purpose of the project was the production of maize, wheat and beans in irrigated crops in the Guini polders around Lake Chad.

Activities implemented to support farmers’ businesses: SFOAP support to USARPAL was both on technical and financial issues:

- The technical support was provided thanks to the national Local Support Executive (CAL) recruited by the NFO CNCPRRT and responsible for monitoring the project and the supervision of beneficiaries in the implementation of the project and training.
- The financial support provided by the SFOAP - 29 884 500 CFA francs - took the form of a kit of services to provide to the FO members. This kit consisted of seed loans, access to irrigation and agricultural advisory services. A portion of the funds was also used for the development and equipment of the LFO office, the storage facility equipment and the manager’s salary.

The business model that was developed is based on an adapted system of warehouse receipt system. In the absence of a financial partner, the Union stores in its warehouse the members’ cereals harvested while waiting for a buyer with a remunerative price. Once the stock is sold, each farmer receives immediately the amount due, according to the volumes he sold, and after deduction of the debts that were contracted (for example storage fees). Based on a distribution scale adopted during the general assembly meetings of the Union members, the profits generated by this activity are partly redistributed to the members in the form of a dividends and the rest is contributing to the running costs of the Union.

What were the achievements and impacts? The main achievements and impacts are the following:

- Increase of the cultivated area from 210 to 310 ha, i.e. 47%;
- improved yield per hectare from 0.75 T to 1.5 T thanks to the quality of seeds, fertilizer and the availability of water;
- Improved member incomes through collective selling that allows for higher price negotiations;
- the project strengthened the visibility of the Union and attracted the attention of NGOs working in the area to donate agricultural inputs;
- the project has also strengthened the credibility of the LFO to the extent that it has successfully negotiated loans with the agricultural bank that it repays regularly;
- the project has facilitated access to the remunerative market for small producers’ members of the Union

Source: PROPAC SFOAP Completion report 2019

³⁶ Annex 8 provides specific Component 3 case studies from EAFF region

Box 23: Organic fertilizer production Project by UGEA in Congo

Background: The purpose of this economic initiative is to support the LFO Union of Farmers' Associations of Mayanga, (in French Union des Groupements des Exploitants Agricoles de Mayanga - UGEA) to produce organic fertilizer out of transformation of *Echinochloa* and poultry breeding for the market gardeners of the right bank of Djoué.

Activities implemented to support farmers' businesses: UGEA benefited from technical and financial support from SFOAP. The technical support consisted from the NFO CNOP Congo in recruiting a Local Support Executive (CAL) responsible for monitoring the project and supervising beneficiaries in the implementation of the project. The financial support provided by the SFOAP - 33,489,431 CFA francs - was used for (i) the installation and equipment of the LFO office, (ii) the acquisition of a chopper for grinding the *Echinochloa*, a tricycle for transporting from the processing site to market garden sites and (iii) the setting up of two cycles of poultry farming to produce dung to contribute to the production of organic fertilizer. The business model that was developed had therefore two pillars:

- The management of a breeding of 500 laying hens whose droppings would be used for the fertilization of the gardens boards
- The harvesting and chopping of the *Echinochloa*, an invasive plant that grows in the Djoué river, for the purpose of organic fertilization of vegetable planks in association with hen dung

The mixture of the dung and chopped *Echinochloa* is then sold to market gardeners who compost it on their production plots.

What was achieved? The various outcomes of this project are the following:

- Provision of 6.3 tons of manure to market gardeners;
- Production of 600 wheelbarrows of chopped *Echinochloa*;
- Increase of 10,3% of the participation rate of the members of UGEA to their general assembly;
- Creation of 4 full-time jobs and 11 temporary jobs.

Impacts: Improved visibility and credibility of the LFO vis-à-vis technical and financial partners, government institutions and the local press. Indeed, several project visits were organized by institutions such as the UNDP, the World Bank and the Ministry of Agriculture as well as interviews were granted by the project management committee to a number of radio channels and TV of the place.

Source: PROPAC SFOAP Completion report 2019

Box 24: Introducing new cassava varieties – the case of Uganda

Background: Wadelai-Pakwinyo ACE is a secondary cooperative registered in 2011, which counts six cooperatives and has a total membership of 1,157 farmers (40 per cent women). The services Wadelai-Pakwinyo offers to members include: extension services, facilitation of access to quality inputs, promotion of bulk marketing and storage facilities, value addition, provision of marketing and business information, financial literacy for Farmer Village saving and loan associations, advocacy, networking and lobbying for external support. The ACE is a member of the Uganda Cooperative Alliance-UCA. UCA participates in the SFOAP as the national member of the Eastern Africa Farmers Federation (EAFF).

Activities implemented to support farmers' businesses: Since 2015, SFOAP has been working with the Ugandan Cooperative Alliance (UCA) to support its member Area Cooperative Enterprises (ACEs) in strengthening its capacity to offer economic services to farmers that will contribute to improving productivity and economic performance at the farm level. With support from SFOAP, UCA has promoted the use of new cassava varieties within a number of their ACEs, including the Wadelai-Pakwinyo ACE:

- The first step was to identify the new varieties to be introduced. The UCA held consultations with the farmers and an agricultural research centre to ensure that the selected varieties met farmers' needs and were suitable for the agro ecological context.
- Eight demonstration gardens were then set up, which required the identification of eight lead farmers who would not only provide the land for the demonstration but would also manage the plot. The lead farmers received training in good agricultural practices, were provided with clean cuttings of the new varieties, and were supported in setting up the demonstration plots so that the different new varieties could be compared with each other and with the usual varieties being used.

These demonstration plots were then used as “learning platforms” where farmers could learn new agricultural practices and experience how these were applied in a field.

- UCA also provided farmers and ACE leaders with training in business management and organized business to business meetings, during which various ACEs signed agreements with input suppliers and agro processors. The selling of cassava cuttings, the increased productivity and the market linkages were to ensure that this activity would be profitable for farmers and would be sustainable in the long term.

What was achieved? To date, 70 per cent of the members of the ACE now plant the new cassava varieties supplied from the demonstration/multiplication gardens set up for the SFOAP intervention. Using these varieties has allowed farmers to increase their productivity from 3 tons per acre to 8-10 tons per acre, and subsequently farmers have recorded increases in income from the sale of cassava averaging 343 per cent – from US\$115 to US\$509 per year – a year and half after the start of the intervention.

Source: SFOAP Publication, IFAD 2018

Box 25: Linking farmers to financial institutions – the Eswatini experience

Background: Since 2015, SFOAP has been working with SACAU member - the Swaziland National Agricultural Union (SNAU) - to implement two interventions over a 5-years period.

- The first intervention called Shiselweni Piggery project, was to support the members of the Shiselweni Livestock Multipurpose Cooperative (SLMC) involved in pig production. Through this initiative SFOAP supports pig producers in strengthening their institutional and entrepreneurship capacities, facilitating access to finance and improving access to market.
- The second intervention was the facilitation of the establishment of the Sivivane Multi-Purpose Cooperative Society (SMCS) which is a cooperative that is engaged in activities that are aimed at providing services to farmers. This cooperative opened input shops to serve farmers in the country. Even though SNAU facilitated the establishment of the cooperative, the ownership was with farmers who contributed shares to be members/shareholders of the cooperative.

Activities implemented to support producers’ businesses: for SNAU to implement the activities of this component effectively, they entered into agreements with four other institutions namely; Swazibank (to provide business loans to farmers), Lulote Business Management Extension Programme (MBEP) Eswatini (to train farmers in business development), Ministry of Agriculture (to provide extension services) and Swaziland MTN (to provide mobile money platform).

Thus in February 2015, SNAU signed a memorandum of understanding (MoU) with the Swaziland Development and Savings Bank (SwaziBank) - one of the commercial banks in Eswatini - to provide about €30,000 in business loans to 14 members of the SLMC. It was agreed that SNAU, with SFOAP funds, would contribute 8 per cent of the collateral required by SwaziBank, while the pig producers themselves would cover 7 per cent of the collateral; bank then provided business loans amounting to SZL 30,000 (USD 2,100) to each pig producer taking advantage of the government’s Small-Scale Enterprise Loan Guarantee Scheme (SSELGS) which contributes 85% towards collateral. Overall, the partnership mobilized a guarantee fund amounting to over 1.3 million Swazi Lilangeni (SZL) (€88,500) for pig producers. As of 2017, SwaziBank had extended 14 loans of SZL 35,564 (€2,400) on average, for a total value of over SZL 462,332 (€31,500).

SFOAP financed a series of training programmes for 42 pig producers in business planning, marketing, financial management, good corporate governance, record keeping, cash-flow management, costing and pricing. Following the training, 23 producers prepared business plans with support from SNAU and requested loans from the bank.

Under the second initiative, the Sivivane Multipurpose Cooperative Society (SMCS) was officially established in October 2016 and is offering business services to SNAU members and non-members. The Management Committee of the cooperative and staff (3 females, 9 males, 3 youth) were trained on governance, principles of cooperatives, and roles of the committee and staff. The three-day training was held at the Cooperative College of Swaziland in April 2017 and was facilitated by the Ministry of Commerce Industry and Trade department of cooperatives.

The intervention by SNAU has yielded the following results:

- **Access to finance:** The project has increased access to finance for 14 pig producers who have been each granted business loans amounting to SZL 30,000 (2,100 USD) to grow their piggery

enterprises. The interest of the loan was successfully negotiated from 5% to 3% prime plus. The total loans granted to the 14 pig producers amounted to SZL 554,00 (38,959.21 USD). Forty-five (45) farmers are engaged in monthly savings and are well positioned to access credit from the Sivivane Multipurpose Cooperative Society.

- **Improved productivity & income:** This support to farmers' business plans has translated into improved productivity, which increased by 59.1 per cent on average, enabling producers to increase their incomes by 47.3 per cent on average.
- **Improved marketing conditions:** The services of the marketing committee in Shiselweni Livestock Cooperative improved coordination and marketing of pigs for members. The marketing committee managed to organize the farmers and negotiate good terms and conditions with two formal markets namely the Southern Trading Company and the Central Meat Market. The negotiated terms include a competitive price of pigs per kilogram, refrigerated transport at no cost, and an achievable weekly quota.
- **Increased collective marketing:** Collective marketing has increased from 25 to 50 pigs per week, which is a 100% increase since the start of the project. Before the project, each producer used to individually organize and pay varying amounts to transport pigs from their farms to the abattoir and to different markets. Today producers only transport pigs from their farms to the abattoir. A refrigerated truck has been arranged by the marketing committee to collectively transport pigs from the abattoir to the formal market near Manzini. Each producer pays SZL 25 (1,8 USD) per pig for the services offered by the marketing committee.
- **Farmer input shop:** both cooperatives have been supported by SNAU to access loans amounting to SZL 700,000 (49,261.08 USD) from the Swazibank to operate farm input shops. Three shops are operational, one for the Shiselweni Livestock Cooperative and two for the Sivivane Cooperative. The Shiselweni Livestock Cooperative also has managed to purchase a cold room worth SZL 80,000 (5,700 USD) from the profits of the input shop for keeping their slaughtered pig.
- **Increased membership:** The membership of the Shiselweni Livestock Cooperative has increase from 135 to 200 pig producers and that of Sivivane Cooperative has increased from 0 to 50 since the project began.
- **Contribution from Ministry of Agriculture:** Inspired by the success of these negotiations, the Ministry of Agriculture agreed to dedicate two extension officers to regularly support and follow the pig producers.

Sources: SACAU SFOAP Completion Report, 2019 & IFAD SFOAP Publication, 2018

Box 26: SFOAP Support to Maize cooperatives in Madagascar

Background: In Madagascar, the NFO member of SACAU benefiting from SFOAP, CPM, has facilitated the development of agricultural cooperatives for smallholder maize farmers in Bongolava region. This region is one of the highest maize-producing areas in Madagascar. Most smallholder farmers produce maize on subsistence and very few produce enough to cover their food requirements. These farmers also use very rudimentary production techniques that results into very low productivity averaging 0.5t/ha resulting into low incomes of farmers. The other challenge is accessing viable markets for the maize by smallholder farmers is difficult. They mostly sell to middlemen who often offer them low prices.

Purpose of the project: The overall goal is to improve the income of the farmers by supporting maize production and marketing. Through SFOAP support, CPM assisted smallholder farmers to establish and register cooperatives and to support their operational costs with the agreement among members that all members have to contribute part of their produce to the cooperative as fund raising mechanism for their cooperative.

Activities implemented to support producers' businesses:

- Sensitization: the project started with sensitising farmers on how they can improve their productivity and marketing through getting organised into business entities;
- The set-up of cooperatives: When it started in 2013, the target was to facilitate the formation of 3 cooperatives with 50 members each; but it was in the end four cooperatives that were put in place;
- Training of farmers on various topics: the basic principles of cooperatives; 24 members of the cooperatives were trained on technical skills for maize production;
- Linkages of cooperatives to various service providers to assist farmers improve productivity as well as assisting them with market access; farmers were provided with improved seeds as well as linked to fertilizer suppliers;

The CPM Project has yielded the following results:

- **Increased production:** The support provided to farmers in the targeted project area resulted in improved maize yield. In 2017, the four cooperatives had managed to collect more than 123 tons of maize from their members; On average, farmers are producing 1.2 tons/hectare as opposed to an average of 0.5 tons/hectares they were producing before the project.
- **Access to finance:** Revenue collected from the sale of the maize contributed by farmers is used to boost the revolving funds for the cooperatives. Consequently, two cooperatives have started savings and lending schemes among its members.
- **Partnerships development:** the cooperatives have partnered with companies such as Green Company and Tera group that are hired to till the land for farmers who cannot afford to buy or hire tractors on their own. In the 2017/18 season the cooperatives that benefited in the previous two years will be able to support their members from the resources they have raised so far.
- **Supply contract for marketing maize:** An agreement was signed between AGRIVAL³⁷ and four (4) cooperatives namely, Andakatany, Ambohimahazo, Soavina and Ambatofinandrahana. In this agreement, the cooperative will supply maize for the next year and in turn AGRIVAL will provide necessary technical training on maize crops production, storage and general quality management.
- **Storage facility:** one challenge faced by the cooperatives was a lack of adequate storage facility for the maize that forced them to sell the maize much earlier than the time when prices are better. Two of the four cooperatives have bought land for office and warehouse construction and at the time this report was compiled, farmers were contemplating raising resources to construct their own storage facilities.
- **Interest for further cooperative creation:** in 2017, four new cooperatives were formed in four communes namely Ankadinondry, Ambararatabe, Bemahatazana and Maritampona, and members went through training and were assisted to register with the authorities. This has brought the total number of cooperatives to eight.

Source: SACAU Completion Report 2019

Box 27: Fert and Beekeeping project to ADAMB and ANAP in Algeria

Case study 1 Fert - ANAP Algérie

Context: The main challenges of the beekeeping sector in Algeria are the improvement of the production, the organization of the value chain, the professionalization of the beekeepers, the preservation of the local genetic heritage, the promotion of the quality of the products and the improvement of rural employment. The sector is marked by a strong duality between beekeepers considered as professionals (income mainly from beekeeping) and others.

The accompaniment of Fert via the SFOAP

Since 2014, with SFOAP funds, Fert provides support to the beekeeping association ADAMB in the wilaya of Blida. Several activities (training, sensitization sessions, field activities, exchange visits and studies) were conducted at the start of the action; they concerned technical as well as organizational aspects. Fieldwork was built on these activities by stimulating community life, promoting established exchange habits and gradually leading to a better definition of the objectives and projects of beekeepers and their organizations.

At the end of 2015, in order to meet the national challenges of the sector and increase its influence on the economic and political scene to improve the income of beekeepers, 65 beekeepers, one-third of whom are active in the ADAMB, decided to organize themselves at national level into the national association of professional beekeepers – ANAP.

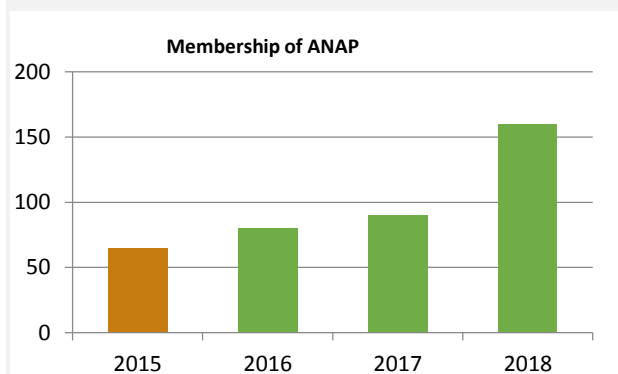
Fert continues its support of the beekeeping profession in Algeria in support of the establishment and development of ANAP: Fert thus conducted sensitizations, animations, training, and accompaniment to the ANAP's internal reflections on its organization, its structure, its strategy, but also to the construction and structuring of technical and economic services for its members.

Some results, impacts and perspectives of the action of the SFOAP

- **the creation (end of 2015) and the development of the ANAP:** thanks to the actions carried out within the framework of its five priority projects and its active presence on a large territory, 160

³⁷ A limited company created in 2010, specializes in the production of food (feed).

professional beekeepers are members of the ANAP at the end of 2018, as against 65 at its creation in December 2015 (see graph below);



- a national organization **firmly connected to grassroots farmers**, through regional general assemblies and the development of a network of local relays and facilitators;
- a national organization structured around **five priority projects** defined and validated collectively:
 - Improvement of bee genetics
 - Improving the health of livestock
 - Improving the technical skills of beekeepers
 - Promotion of quality and marketing conditions
 - Representation of beekeepers at local and national levels
- **fertilization stations** (points of production and sales of local bees) have been set up (2 in 2018 and 5 planned in 2019); these stations will have to satisfy a local demand in quantity, quality, price and proximity to diffuse as much as possible the queens selected and to reach the objective of preservation of the local breeds.
- **a health monitoring network on varroa**, to better manage varroa infestations, is initiated (see the "Zoom on varroa network of ANAP" in Appendix 10)
- **the honey analysis laboratory** (equipment acquired through the SFOAP) is installed in a building of the CASSA - a partner cooperative of ADAMB and ANAP, which has renovated and brought it up to standard. CASSA provides the operating costs of the laboratory and provides two laboratory assistants who carry out the analyses. One of the challenges of 2019 will be to attract the support of a sufficient number of beekeepers through analysis services to enable the medium-term economic viability of the laboratory. A partnership initiated with the ADAPI - association for the development of the beekeeping of Provence (French professional association) will also facilitate the **launch of the quality approach on the Algerian honey** as requested by the ANAP, with in particular the definition of a specification.
- ANAP members were deeply involved in the dynamics of **beekeeping sector associations** in Algeria, including the National Council of the Interprofession (CNIF, created in 2018).
- **a "beekeeping sector" focal point** has been set up in the Ministry of Agriculture and exchanges with ANAP have started and constitute an additional force for the association.

Source: Fert SFOAP Completion Report, 2019

Box 28: Fert and Sheep breeding Project in support to GDAEBN in Tunisia

Case study 2 Fert - GDAEBN Tunisie

Background: Sheep farming is widespread in Tunisia, especially for meat. Livestock is essentially extensive and highly dependent on climatic conditions; many families continue this breeding activity for traditional and social reasons without a professionalization objective. Few services (technical, genetic, supplies of food and inputs, veterinary, etc.) exist and are available to farmers, the sector is poorly structured, and product valuation is difficult.

The accompaniment of Fert via the SFOAP

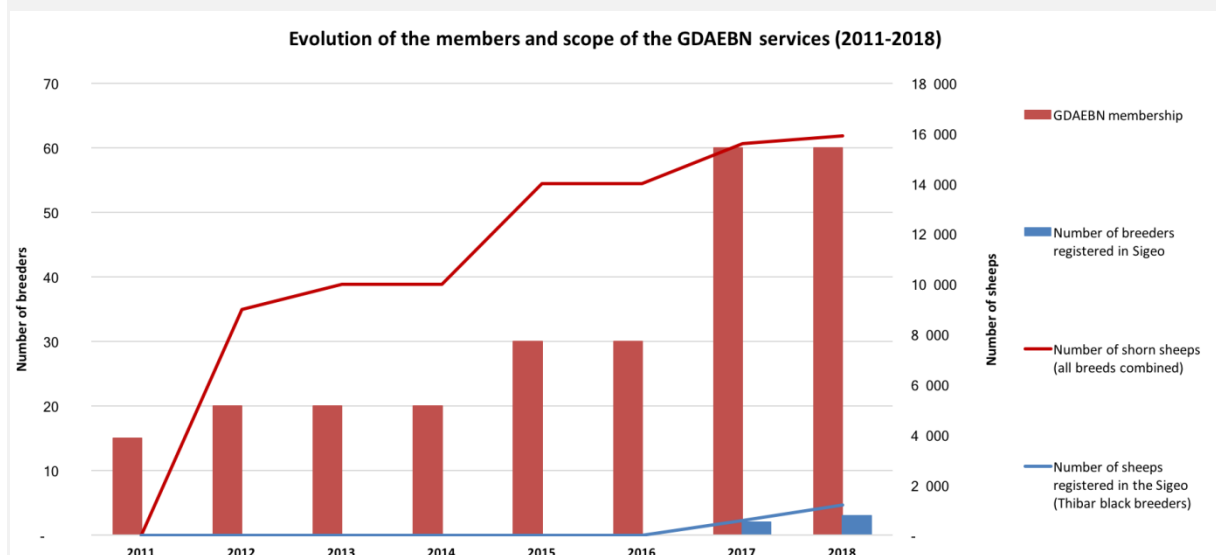
Since 2014, with SFOAP support, Fert has been supporting various local groups of farmers (serving its members in various sectors) as well as the agricultural development group of sheep farmers in the North - GDAEBN. Numerous activities (training, sensitization sessions, field activities, exchange visits and studies) were conducted at the start of the action; they concerned technical as well as organizational aspects. The field animation was built from these activities by stimulating community life and promoting exchange habits. It has gradually led to a better definition of the objectives and projects of farmers and their organizations.

GDAEBN is one of the few Tunisian farmers' organizations with a regional vocation; it aims to be the main actor of sheep farming in north-western Tunisia, and to federate many professional breeders who can be members of other agricultural organizations elsewhere. The initial idea GDAEBN was to federate breeders in the northwest around technical services "with immediate effect", making sure to gradually multiply these services at the level of other local FOs and / or transfer these skills. Two services were considered as unifying: mechanical mowing and technical support.

Between 2016 and 2018, the actions of technical support to various breeders and the organization of mowing sites of GDAEBN continued, but Fert also developed its support around the strategic development of GDAEBN and the development of other services. Fert thus conducted a work of animation, training and support to the reflection of the GDAEBN on its organization, its structure, its strategy, but also to the construction and structuring of technical and economic services for its members.

Some results, impacts and perspectives of SFOAP action

- **the mechanical mowing service:** a service optimized in terms of scope, viability (technical, organizational, economic, etc.) and which contributes financially to the other services of the group, including technical support to farmers;
- **a group whose services benefit more and more breeders** (N.B.: since 2018, dairy sheep breeders are also members of the group): from about 20 in 2014 to 60 in 2018 considering mechanical mowing sites



- **the development of a technical support service for breeders:** recruitment of technicians, production of extension media and use of a decision support tool (Sigeo) developed gradually by the group since 2011 (flow management, lots, struggles, productivity, etc.);
- **genetic improvement** through the establishment of selection schemes: establishment of a student rams center, collective validation of breeding objectives, collection of data in the Sigeo and development of genetic indexes for the breed black thibar; the dynamic is also launched for the Sicilian-Sardinian race. A partnership is initiated with a French service cooperative (CDEO64) which develops genetic services to its members; this partnership will facilitate the development of GDAEBN genetics services.
- **Improvement of fodder and feeding systems**, thanks to a research and development program initiated with a laboratory at INRAT;

All these efforts in terms of production (advice in the management of herds, genetic factors, etc.) are aimed at improving the main products of the breeding (production of meat or milk, according to the breeds), in quality and quantity, and to reduce the expenses of pastoralists (which is essential in the context of the current economic crisis in Tunisia). GDAEBN also plans to develop a label for the valorisation of "thibar black" meat; this was initiated in 2006 but could not be finalized due to the lack of organized slaughter and marketing channels and a traceability framework for all operators in the sector.

Source: Fert SFOAP Completion Report, 2019

2.4 Component 4: Support to Pan-African Level Activities

The Pan-African Farmers' Organization (PAFO) was established in October 2010 with SFOAP-pilot phase support. During the pilot phase, PAFO developed a clear mission statement, gained legal status and recognition as being the voice of Africa FOs. However, additional support was needed for PAFO to install its office and team to become fully operational, roll out a policy programme and start activities at the Pan-African level.

The main purpose of component 4 was therefore to support the operationalization of the PAFO (thanks to support to PAFO's main functions – Sub-component 4.1) and to enable it to actively participate in political dialogue at Pan-African and international levels (Sub-component 4.2).

Implementation modalities. ROPPA was entrusted the responsibility of managing SFOAP funds on behalf of PAFO as long as PAFO did not have an operational secretariat management.

2.4.1 *Main outputs and key activities implemented*

Table 11 below is providing an overview and main output indicators under component 4.

Table 11: Component 4 Key output indicators as at 21 December 2018³⁸

Indicators	Planned	At completion	%
PAFO office staffs, equipped and functioning	1	0	0%
# of staff employed yearly	1	1	100%
# of annual audits	5	6	120%
# of SC organized	5	5	100%
# of KM activities/events organized	5	15	300%
# of local, national or international policy fora attended	15	9	60%

Source: PAFO SFOAP Completion report and log frame, 2019

Under the SFOAP implementation period, below are the major activities undertaken under this component.

Establishment of PAFO Secretariat – Equipment and Staffing

Establishment of PAFO Secretariat: event though a lot of discussions, efforts and research were undertaken to quick start this activity, at completion date, the PAFO's Secretariat was not established yet. Indeed, the setup of PAFO office could not be finalized as many problems occurred: the chosen location changed several times: from Kenya/Nairobi (but not all RFOs were comfortable with this location) to Ethiopia/Addis Ababa to be close to African Union Office (but it was too difficult to register there), it was finally decided in 2018 to install it in Kigali (Rwanda) where the process is currently on-going. The 2019 PAFO General Assembly will probably be organized there at the occasion of PAFO Secretariat's inauguration.

PAFO secretariat staffing and running costs: during the SFOAP implementation period, only two staff were recruited for PAFO: a communication and KM officer was recruited in 2013 and was hosted in ROPPA office but left in 2015; in 2015, the PAFO CEO was recruited. As PAFO had no office, the rest of the team could not be recruited and there were no running costs funded by SFOAP.

Support to the organization of the PAFO Governance Meetings

Governance Meetings: SFOAP has financed the venue of 13 PAFO Board Meetings and 4 GAs (2 ordinary in 2014/2017 and 2 extraordinary in 2014/2015). The various sessions allowed PAFO members to discuss the activities implemented and to guide the various interventions to be undertaken. In addition, PAFO members had the opportunity to consult on the margins of continental and international meetings and workshops, which allowed them to discuss PAFO's

³⁸ (i) staff employed equals 1 per year over the total period but reflects the hiring of one communication officer in 2013-2014 and of one CEO for 2015-2018; (ii) 6 audits were funded because SFOAP had a one-year extension ; (iii) these data don't include 2014 data for events organized and attended

ongoing programs and partnership opportunities. with other organizations and development actors.

Development of PAFO organizational and strategic tools/plans

Several key institutional documents were elaborated or reviewed thanks to SFOAP support:

- PAFO Constitution was revised, its translation was fine-tuned and validated, and it was signed by all PAFO members in 2015;
- Internal rules were elaborated and translated but not validated;
- PAFO strategic plan 2016-2020 was discussed, updated, validated and translated in November 2015 and an action plan 2016-2017 was defined; as this action planned could not be implemented due to lack of resources, a special “Think Tank” composed of key PAFO leaders was set up in December 2017 with several objectives highlighted in Box 29.
- PAFO manual of procedures could not be elaborated as the PAFO office was not yet established and the costs of HR to support the activity was too high.
- Support to audit of PAFO funds (managed by ROPPA) was done for the 6-years period

Box 29: Mandate and objectives of the PAFO Think Tank established in December 2017

Set up by PAFO’s Board during its Niamey meeting, (22-23 April 2017), the five members of the Think Tank (Mamadou Cissokho as Ambassador for advocacy, Mrs. Fatma Ben Rejeb as PAFO CEO, Ousseini Ouedraogo and Benito Eliasi as technical staff from member networks and Mamadou Goïta as resource person) worked on the revised operational plan of PAFO from December 18 to 22 2017.

The mandate assigned to the group was composed of the following points:

Objectives:

- categorize and prioritize PAFO's operational axes in relation to major changes and / or ongoing policies on the continent and at the international level, the current institutional and organizational situation, and strategic orientations;
- identify major actions and formulate budgets for the coming years;
- explore the partnerships that PAFO intends to develop and / or strengthen;
- formulate a resource mobilization strategy including a description of how different partners will be approached, by whom, when and what documents to use to contact partners;

The expected outcomes were the formulation of:

- A revised action plan and budget that will enable PAFO to advocate for its funding from potential partners
- A strategy for resource mobilization

Source: PAFO Think Tank Report, December 2017

Organization of SFOAP annual Steering Committees and knowledge management events

Support to PAFO communication and KM activities: several activities were undertaken to enhance PAFO’s communication capacities and KM operations:

- Communication staff and tools: PAFO hired a communication & KM officer whose role was to animate PAFO website and update it regularly; this staff was hosted by ROPPA but the mission was not well accomplished and the staff left in 2015; the day-to-day management of PAFO website was then delegated to RFOs communication officers so SFOAP funded some trainings to them. With CTA support, the PAFO website was improved (<http://pafo-africa.org>) and a new graphic and editorial charter of PAFO was designed
- Support to PAFO SC and KM events: SFOAP has financed (i) 5 KM workshops organized back to back to SFOAP annual steering committees (that were organized annually, except for 2017 postponed to 2018, due to SFOAP’s one-year extension) and (ii) SFOAP self-assessment work that was undertaken in 2018 and presented at the occasion of the SFOAP Completion Workshop held in Rome in December 2018, with the objective to collect a farmers’ and FOs’ vision of SFOAP achievements.
- Support to Women and Youth Frameworks at Pan-African level: women and youth were one key topic that PAFO worked on over the SFOAP period; in September 2015 and in October

2016, PAFO organized respectively the second edition of the Rural Women African Forum and the first edition of its Youth Forum; The opportunity was seized at these two Forums to organize strategic reflection workshops aimed at defining strategies and actions to be implemented by PAFO and its members with a view to contributing to meeting the challenges of women and men. young people on farms and in FOs. It led to the design of PAFO Youth Strategy.

Participation to advocacy events & consultation / dialogue missions with partners

Under the SFOAP implementation period, PAFO has attended:

- more than 9 lobbying and advocacy events³⁹ including for example the FARA science week, the Global economic Forum, the African Union events, Land Policy Initiative events, African Green Revolution Forum, etc.
- and probably more than 10 consultation and dialogue missions with partners⁴⁰, like for example: missions to AfDB, EC/DEVCO, Global Open Data for Agriculture and Nutrition – GODAN Summit held in New York in 2015, or FAO to discuss on ongoing partnerships or ones to be developed (see Box 30 below);

A full list of events attended and dialogue missions undertaken is available in annex 3.

2.4.2 Key achievements, outcomes and impacts observed

Expected Outcomes from Component 4 were that PAFO’s capacities were strengthened to participate and influence policy processes on agriculture and rural development at continental and international levels.

Main changes brought about by SFOAP to PAFO – Extract from SFOAP Self-Assessment

In terms of institutional strengthening

- The changes brought about regarding the institutional strengthening of PAFO have fallen short of expectations. The leaders recognize a minimum-level operation, centred in particular on its own due dates.
- The Board of Directors meets regularly and takes decisions for PAFO’s strategic orientation.
- A specific deliberation committee, created on the recommendation of the BoD, suggested a specialized strategic plan by type of action (consisting in the CEO, three regional ESs, the advocacy champion and an external consultant).
- No significant change, as the secretariat has yet to be established.
- Little change has taken place in terms of organizational capacity-building, apart from the belated recruitment of the CEO. The latter, with no team and dependent on one of the RFOs in order to get access to the budget dedicated to PAFO for its operation, was able to take on the duties assigned internally and for fundraising, but did not have enough time nor the resources to impact on the outside world.
- Thanks to PAFO, the networks have been able to have a representative with these donors, which should lead to cooperation projects that are beneficial for African agriculture.
- PAFO negotiated the funds for implementation of the “EU-ACP” Programme as a follow-up to the main phase of SFOAP, which comes to an end in December 2018.
- The lack of administrative and financial autonomy impedes access to more substantial sources of funding.
- At the end of ten years of activities, the most convincing changes that the leaders highlight are the recognition obtained, both by the institution and in the changes in mind-set regarding the world of African farming.

In terms of contribution to policy dialogue

- PAFO is the only African continental organization that contributes a common vision of the future of the agricultural sector. PAFO has contributed to a change of mind-set with pride in being a family farmer and not just being categorized as “poor” (President of PAFO).

³⁹ this does not take into account 2014 data at those were not provided by implementing partners for this report

⁴⁰ as detailed data was not available for 2015

- PAFO has found alternatives to put the FOs at the heart of the debate on African agriculture: “We refuse to be formulated; we want to set down our own ideas.” (ROPPA)
- The FOs are part of the institutional landscape on the continent, which translates into increasing appeals and requests for participation in continental mechanisms, with expectations of specific contributions and of returns to the farming community (CEO).
- PAFO has enhanced its capacity to promote continental and international dialogue for the benefit of farmers (EAFF).
- PAFO has raised its visibility both with the African Union and the donors, and with the regional and international organizations.
- PAFO contributed to starting a transformation of the African farmers’ movement that is acknowledged by the institutional actors, in particular with the establishment of a new partnership with AgriCord and the Technical Centre for Agricultural and Rural Co-operation/CTA.
- PAFO is a “hub” with regard to information: The African NFOs recognize in PAFO the effort that it deploys with regard to oversight and information on the projects and opportunities for international cooperation. It makes up to some extent for the failure of these NFOs in this regard (UMNAGRI).

In terms of exchanges between platforms

- The identification of common issues between the regional networks came about in spite of the differences – some on small-scale farming, others on commercial farming – and has contributed to the emergence of a Pan-African solidarity within the platform, with more cross- involvement.
- PAFO has opened up a space for curiosity and a willingness to share among regional platforms that make known their comparative advantages and accept the need to learn from each other: financial management and youth involvement are advanced within SACAU and this has attracted the others; ROPPA is more advanced on advocacy issues, and EAFF on economic and market issues. (EAFF)
- PAFO has made possible exchanges between networks of FOs on the development problems for agriculture in Africa.
- The role of PAFO has been decisive for UMNAGRI to be able to benefit from SFOAP; through exchanges, UMNAGRI has been able to develop a sizable network of contacts with the people in charge of the other regional organizations;

Main outcomes generated by SFOAP-Main Phase are the following:

Regarding the institutional and organizational strengthening of PAFO, the expected outcomes have only been reached partially mainly due to (i) delays in establishing a fixed office and team for PAFO (still not reached at completion date) and (ii) delayed recruitment of PAFO CEO mid 2015. Amongst key strategic documents and tools, PAFO has improved since SFOAP started - PAFO now has (i) a constitution and statutes, (ii) a Strategic Plan for the period 2016-2020 and an operational plan for 2018-2020 and regarding communication: a graphical charter and a website that is not updated - but PAFO has still not reached the minimum requirements regarding these essential tools⁴¹ : PAFO could not elaborate a communication/KM strategy nor its manual of procedures.

Moreover, regarding governance outcomes, the regular venue of PAFO governance instances enabled changes in its leadership as planned in the constitution: the leadership was changed twice in 2014 (from ROPPA president to SACAU president) and in 2017 (to UMNAGRI president).

Regarding PAFO increased visibility due to partnership missions and events organized:

- PAFO has strengthened its discussions with its strategic partnerships including FAO, IFAD, the African Development Bank (AfDB), CTA, FAO and AgriCord. As a result: (i) PAFO concluded a partnership with AgriCord and CTA on “Building the next generation of farmers”. Implemented over the 2016-2018 period for a total amount of EUR 1,8 Million, it aimed at supporting capacity-development of African Farmer’s Organisations through improved Policies, Technologies and Capabilities (see video: <https://www.youtube.com/watch?v=8du0UCFHmao&t=9s>); (ii) PAFO was highly involved in the negotiation of the next programme to support African FOs (FO4ACP), and (iii) PAFO discussions with FAO led to promising outcomes for a concrete partnership (see Box 30 below).

⁴¹ Annex 9 provides an overview of institutional building of PAFO.

- PAFO's increased visibility enabled its participation in several key organisations, institutions and networks. Out of the 11 committees and consultative bodies PAFO sits in, 5 were gained over SFOAP Main Phase period⁴².
- The presence and participation of PAFO in continental and international meetings makes it possible to affirm its position as representative and voice of African peasants. The fact remains that these meetings, even if they allow to forge links, are insufficient to maintain a specific advocacy and lobbying. The funds available were insufficient to support adequate missions, in particular to widen the PAFO partnership area.
- The identification of common issues between regional networks has occurred beyond the differences and has contributed to the emergence of Pan-African solidarity at the platform level with more cross-cutting implications. PAFO has created a space of curiosity and willingness to share among regional platforms that make known their comparative advantages and agree to learn from each other. One example is the definition of the Strategy of the PAFO for Youth (2016)

Box 30: Key elements of discussions between PAFO and FAO African Office and Outcomes

In 2015, PAFO representatives undertook a consultation and dialogue mission to FAO African Office in order to discuss on a future partnership between both organizations

Therefore, the draft Memorandum of Understanding between PAFO and FAO and the Technical Cooperation Project (TCP) were presented, followed by feedback from both organizations. The proposed Partnership Agreement would provide a comprehensive framework for enhancing collaboration and engagement between the two organizations at all levels, continental / regional, sub regional and national.

The TCP highlighted the three main areas of collaboration:

- PAFO institutional capacity building, governance and management, and sustainability (it was suggested to include a resource mobilization strategy as part of the strategic plan 2021-2025 development project);
- More proactive political engagement and advocacy to sensitize farmers to high-level policy dialogues;
- Facilitate the exchange of best practices between FOs, inside and outside the network.

Follow up on this MoU and TCP: Because of delays in the establishment of the PAFO Secretariat and the opening of PAFO bank account, PAFO was informed in May 2019 that the TCP would be delayed to 2020 as 2019 funds had already been allocated. The signature of the MoU could be expected before the end of 2019.

Source: PAFO SFOAP Completion Report, 2019

2.5 Component 5: IFAD Programme Coordination and Monitoring & Evaluation

Component 5 objectives: As per SFOAP-Main Phase design document, this component aims to improve the overall efficiency and effectiveness in the implementation of the programme. It consists in providing IFAD resources to ensure day-to-day management, supervision and implementation support to the programme. The content of this component is further described in the next "Chapter 3: Implementation arrangements" of this Report.

⁴² See details in Annex 4

CHAPTER 3: IMPLEMENTATION ARRANGEMENTS

This chapter mainly reports on the results and achievements under SFOAP Component 5 “IFAD Programme Coordination and Monitoring and Evaluation” and on Financial Management and Fiduciary aspects.

3.1 Grant administration and Operation Arrangement

3.1.1 SFOAP implementation arrangements

SFOAP Implementation arrangements were the following: Funds went from IFAD to all 6 implementing partners of SFOAP:

- The 5 regional FOs networks: EAFF, PROPAC, ROPPA -both for ROPPA and PAFO activities, SACAU and UMNAGRI, which then channelled them to NFOs. The regional networks were responsible for the overall coordination and implementation of activities within their region. NFOs were the co-implementers of the SFOAP and were responsible for the execution of national activities. In the specific case of PAFO, as PAFO was not registered officially at the beginning of SFOAP Main-Phase, it was decided that PAFO funds would be channelled through ROPPA.
- Fert for the implementation of Component 3 activities in Northern Africa; Fert was then channelling some of the funds to local partners identified to support the monitoring and implementation support of local FOs projects. Fert was responsible for the overall coordination and implementation of SFOAP funds on these specific activities under Component 3.

3.1.2 Contractual Framework

The total cost of the SFOAP programme is EUR 19.9 million and is co-financed by IFAD, the European Union (EU), the Swiss Agency for Development and Cooperation (SDC) and the Agence Française de Développement (AFD) as specified below:

- IFAD: at the end of November 2012 IFAD approved a contribution of USD 2.500.000 to the Programme, equal to EUR 1.925.150.
- EC: in December 2012 the European Union entered into a Contribution Agreement (CA) with IFAD for SFOAP financing. This CA CRIS N° 308-200 establishes an EU contribution of EUR 15.000.000 to the Programme.
- SDC: in December 2012 the SDC entered into a CA with IFAD for SFOAP financing. This CA No. 81016742 establishes an SDC contribution of 2.000.000 EUR to the Programme.
- AFD: The CA between IFAD and AFD (AFD's contributes 1.065.750 EUR to the Programme) was signed at the end of 2013.

The financing has been pooled and all partners contributed to the Programme. Nonetheless, AFD contributed only to activities under Component 3 (Provision of Economic Services) and only to Sub-Saharan RFOs. Supplementary funds from AFD, EC, and SDC are pooled in a single account while at accounting level IFAD's funds are kept as separate. Nonetheless, learning from the experience of the pilot phase (RFOs having to report and plan on the different contributions separately), a single Grant Agreement (GA) denominated in EUR was drawn up for each RFO including all donors' contributions, including IFAD.

Table 12: Donors Contribution to the SFOAP Programme

Donor	Contribution Agreement (CA)	Date	Financial Contribution
IFAD		November 2012	USD 2.500 000
EU	CRIS N° 308-200	December 2012	EUR 15.000.000
SDC	CA No. 81016742	December 2012	EUR 2.000.000
AFD	CZZ 1760 01 B	December 2013	EUR 1.065.750

Following the signature of the CA with the EC and the SDC, at the beginning of 2013, IFAD started the process for the preparation and signature of the Grant Agreements (GAs) with RFOs

and FERT (and a specific GA with ROPPA for the PAFO activities). The GAs with EAFF, SACAU, PROPAC, Fert and UMNAGRI were signed between March and May 2013. The GAs with ROPPA and PAFO were signed in 2014 due to some pending financial management-related issues on the Pilot Phase, fully solved before the launch of the Main Phase. With the approval of the CA with AFD, a top-up was validated for all GAs in order to include also the AFD contribution.

Table 13: Grant references for all SFOAP Implementing partners

Recipient	Grant No.	Grant Amount EUR	Effective date	Original Completion date	Original Closing date	Revised closing date
EAFF	I-R-1404-EAFF // COFIN-SFO-001-EAFF	3 732 293	27/03/2013	21/12/2017	30/04/2018	
Fert	I-R-1409-FERT // COFIN-SFO-006-FERT	2 403 344	09/05/2013	21/12/2017	30/04/2018	30/04/2019
PROPAC	I-R-1405-PROPAC // COFIN-SFO-002-PROPAC	3 732 293	09/05/2013	21/12/2017	30/04/2018	30/04/2019
ROPPA	I-R-1406-ROPPA / / COFIN-SFO-003-ROPPA	3 732 293	10/01/2014	21/12/2017	30/04/2018	30/04/2019
ROPPA PAFO	COFIN-SFO-007-ROPPA-PAFO	803 000	10/01/2014	21/12/2017	30/04/2018	30/04/2019
SACAU	I-R-1407-SACAU // SACAU-SFO-004-SACAU	3 732 293	27/03/2013	21/12/2017	30/04/2018	30/04/2019
UMNAGRI	I-R-1408-UMAGRI // COFIN-SFO-005-UMAGRI	515 017	09/05/2013	31/12/2014	30/06/2015	

3.1.3 Budget allocations, re-allocations and disbursements

The SFOAP was originally scheduled to be implemented for five years starting from May 2013 to 21st of December 2017. However, due to some logistical requirements for the commencement of the programme, effective implementation started only in July 2013 resulting into a backlog and delays in the implementation of activities in the first year. Moreover, the implementation of component 3, which represented an innovation of the SFOAP main phase, revealed an unforeseen complexity over years resulting in a delay of the operational phase in the launch of activities under this component. Indeed, at midterm review (2015), approximately only 20% of this component was disbursed. Consequently, the Regional FOs (PROPAC, ROPPA and SACAU), PAFO and Fert requested for a no- cost extension for twelve months. The extension was granted through the validation of the grant agreements' amendment in September 2017. Consequently, the programme completion date was shifted to the 21 December 2018 and the closing date on the 30 April 2019. On the other hand, EAFF didn't request for the no-cost extension so that the programme was closed on the 30 April 2018.

The 12-month extension also gave the opportunity to make reallocations to the respective budgets, with no changes to the total budget allocation, in order take into account the slight and inevitable deviations between the original planned budget and the effective expenditures incurred during the implementation years. Moreover, in the specific cases, the amendment offers the opportunity to implement the recommendation of the Mid-Term Review mission which was to include the expenditure category "Programme management" (see the MTR recommendations in Annex 10)

Reallocations Fert, PAFO and new grant UMNAGRI. As part of the activities coordinated by Fert in North Africa, SFOAP programme included a number of activities to be implemented in Sudan, in partnership with the Sudan Farmers' General Union (SFGU), for a total amount of EUR 336 460. However, following the dissolution of the SFGU in 2015 and the closing of activities in Sudan, the SFOAP Steering Committee held in Niamey on the 21st April 2017 agreed to reallocate the remaining available funds (EUR 296 812) as follows:

- EUR 179 546 for a follow-up grant to be implemented by the North Africa FO network - UMNAGRI (given the closure of the first grant of EUR 515 017 with UMANAGRI in 2016), and
- EUR 117 266 to PAFO for a programme self-assessment in view of the SFOAP completion.

An additional balance of EUR 27 260, resulting from the closure of the first grant with UMNAGRI was made available for reallocation and consequently included in the PAFO top-up for both undertaking the SFOAP Self-Assessment and providing additional financial resources for the SFOAP Knowledge Management event held at the closing of the programme.

Table 14: SFOAP Budget reallocation 2017

Recipient	Original Allocation EUR	Reallocation 2017 EUR
UMNAGRI	515 017	666 440*
PAFO	803 000	947 526
Fert	2 403 344	2 106 532

*This includes two grants: SFOAP 2013-2015 and the additional grant 2018.

3.1.4 IFAD Programme Management and Coordination

As designed under Component 5 of SFOAP, IFAD was in charge of the overall programme day-to-day management, supervision and implementation support in order to ensure the overall efficiency and effectiveness of SFOAP. This was ensured through a unit within IFAD Policy and Technical Advisory Division (PTA), now re-named Sustainable Production, Markets and Institutions Division (PMI).

IFAD missions therefore included: (i) establishment and signing of Grant Agreements with implementing agencies (the 5 RFOs and Fert) for effective, efficient and accountable use of resources channelled; (ii) the channelling of funds to the five RFOs and Fert and control that the use of such funds is planned and implemented in accordance with the grant agreements; (iii) the review of narrative and financial progress reports and annual work plans for the overall programme to ensure quality before it is submitted to donors; (iv) the supervision of the implementation of the Programme through annual supervision and implementation support missions including the participation to the SFOAP Steering Committees; (v) the organization of a mid-term review to assess programme progress in the different regions and consider possible readjustments; (vi) the set-up of a result-oriented monitoring framework in cooperation with RFOs and PAFO; (vii) providing visibility of the programme and of the donors' contributions and (viii) other activities, missions, workshop and implementation support when needed.

The Programme coordination has been assured by a pool of experts including IFAD staff, long-term consultants and short terms experts, in particular the human resources involved have been, over years, as follows:

- 1 lead technical specialist – part time
- 1 technical specialist – part –time
- 1 Programme Analyst full time
- 3 long term consultants (financial management, KM, reporting, communication) full time
- 10 short-term consultants (financial management expert, agronomist and value chain specialist, rural development, M&E, communication experts)
- 1 programme assistant part-time
- 2 interns

The resources allocated under component 5 were particularly dedicated to ensuring regular programme supervision missions in all African regions and continued implementation support. IFAD has organised annual rounds of supervision missions to each regional recipient and, on a rotating basis, each mission included country level visits.

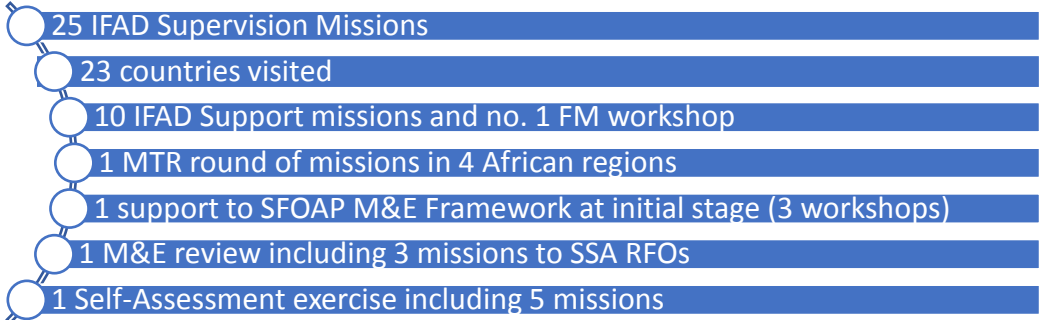
In addition, IFAD has been responsible - together with the PAFO and all RFOs - for the organization of annual programme Steering Committees and Knowledge Management events as detailed in Table 15 below.

Table 15: List, date and venue of all SFOAP steering committees and KM events

Event	Period	Venue
Start-up Workshop	March 2013	Ethiopia Addis Ababa
Steering Committee	April 2014	Tunis, Tunisia
Steering Committee + MTR + KM event	June 2015	Yaoundé, Cameroon
Steering Committee + KM event	February 2016	Rome, IFAD HQ
Steering Committee	April 2017	Niamey, Niger
KM event	June 2018	Johannesburg, South Africa

IFAD supervision and implementation support (SIS) missions⁴³. The Figure 8 below provides an overview of all SIS missions IFAD has supported during the SFOAP implementation period.

Figure 8: Overview of all SIS missions IFAD supported during SFOAP



Supervision Missions: Each year, IFAD piloted SFOAP SIS missions to RFOs. The IFAD supervision missions' team was generally composed of IFAD staff, the programme analyst and / or the task manager, and consultants, financial management specialist, agronomist and economic services experts. The supervision missions also included field missions to appreciate the activities and meet the farmers. At the end of each supervision mission, an aide memoire was prepared by the IFAD team and discussed with the RFOs during wrap-up meetings. The observations were always discussed and the recommendations agreed with the recipients. On a year-by-year basis, regular follow-ups have been ensured to monitor the level of implementation of the recommendations given. In particular, the supervision missions organized mid 2018 were more focused on the analysis of programme completion, level of implementation and planning of closing activities, for this reason they were held only at regional level.

The support missions have represented a fundamental contribution to the smooth programme implementation. Ten support missions have been organized over years, mainly focused on financial management aspects with the objective of working closely with partners and solve any doubts or complexities mainly in terms of financial reporting, budgeting and auditing. In 2015, a workshop on financial management requirements concerning the supporting documentation was held in Addis Ababa with the participation of representative of all RFOs and Fert. In the very last period of the programme cycle, between completion and closing, 2 support missions have been carried out with the specific aim of providing support for the closing procedures.

Mid-term review. Under Programme Component 5, between March and May 2015, the Mid-term Review (MTR) global assessment of SFOAP implementation was carried over by a team composed of a team leader, a KM and economic services consultant and a financial management

⁴³ Annex 11 provides details information on the IFAD annual supervision missions to SFOAP, dates, RFOs and country members visited

consultant. The main purpose of the MTR was to assess programme progress in the different regions and consider possible readjustments, bringing out lessons learnt, sharing successful achievements and recommending measures to improve performance and re-orient activities if relevant. The MTR included regional visits at the Secretariats of EAFF, PROPAC, ROPPA, SACAU and UMNAGRI with participation of the NFOs and meetings with partners' representative. The main findings from the SFOAP MTR were discussed during the third Steering Committee meeting of SFOAP, held in June 2015 in Yaoundé, Cameroon, and the main recommendations to orient programme implementation in the remaining years were agreed. The 2015 MTR global assessment of programme implementation was satisfactory demonstrating that SFOAP resources contributed to strengthening internal dynamics of RFOs in the five regional networks and to expand relationships with and between NFOs.

The MTR provided a list of key recommendations to the SFOAP recipients and to IFAD as well in the context of component 5. Some notable improvements in this regard have been observed during the last 3 years of the programme, after the mid-term review and the implementation of its recommendations. In fact, IFAD recruited a fixed term staff position fully dedicated to the SFOAP coordination and full-time long-term financial consultant, so creating a permanent SFOAP coordination team in IFAD HQ. The supervision missions and the support missions have been carried out by the same staff in charge of the programme coordination and management at IFAD HQ to ensure continuity and consistency in the approach and support. This has generated clear positive effects, documented also by the self-assessment exercise (2018), in terms of i) better performance in implementation and alignment with planning and objectives, ii) more detailed and accurate monitoring in terms of output and financial execution, iii) strengthening of partnership relations with recipients, iv) improved quality of technical and financial reports, v) immediate resolution of any possible issues and monitoring of recommendations.

Support to overall Monitoring and Evaluation System for SFOAP: As part of the SFOAP management, IFAD was in charge of setting up a result-oriented monitoring framework for SFOAP effective and efficient M&E, in cooperation with RFOs and PAFO. In addition to regular M&E reviews undertaken by IFAD SIS Mission teams and by quality control of SFOAP implementation partners' annual reports, IFAD provided specific support to SFOAP M&E at critical times of the project: (i) just after the launching of the Programme to make sure that all SFOAP IPs were tooled to undertake proper M&E and (ii) just before Programme completion to review M&E processes and make final recommendations to ensure sound data collection for Completion process.

Support to SFOAP M&E Framework at initial stage of SFOAP: Several initial support activities to SFOAP M&E global framework were supported under IFAD management : (i) Based on an initial M&E assessment carried out at the end of 2012, a draft proposal for the development of a simple M&E framework was developed and shared with RFOs during the start-up workshop (ii) jointly organized by IFAD and AgriCord, three M&E training workshops (one for EAFF, one for SACAU and one for ROPPA/PROPAC) to support the RFOs in developing their M&E systems to be used under SFOAP were undertaken in 2013. The main outputs of these workshops were (i) clarification of the concepts related to M&E, (ii) revision and simplification of the SFOAP RFOs log frames including revision of indicators to make them SMART, avoid duplications and ensure all outcomes are properly monitored; (iii) design and agree upon M&E tools in the form of tables, reporting templates and registers for recording relevant events and meetings, as well as studies and documents.

Monitoring and Evaluation Review before completion. During the last year of implementation, a round of missions was organized to analyse the M&E system in place and to collect updated data. This M&E review was carried out by an independent consultant who visited the Sub-Saharan RFOs Secretariats to elaborate regional and then global report on SFOAP M&E. The aim of the exercise was to examine and assess the M&E systems used by the RFOs, accompany each RFO in the process of collecting data on results and impacts, and to consider proposals to improve the M&E system if necessary. The main conclusions from the M&E systems assessed were that: i) all RFOs have put in place a simple M&E system for the implementation of SFOAP; ii) the results management frameworks are acceptable; iii) the overall M&E structures are proportional to the available human and budgetary resources. Nevertheless, some improvements are needed to have more efficient regional and global frameworks used as a good

performance and management tool. The M&E mission also provided some recommendations fielded for IFAD for future initiatives, such as to develop shorter and simpler log frames capturing only essential results and performance indicators, while ensuring that all indicators are SMART.

SFOAP Self-assessment. With completion of the Programme on 21 December 2018, the African FOs have expressed the need to conduct a self-assessment of SFOAP, in order to have a critical farmer view of the changes seen in recent years in family farms, the federations and FOs platforms at all levels, looking to feed into future strategies. This assessment took place over six months, from April to October 2018 and it was coordinated by an international specialist and a team of consultants in all regions. Its particularity is that it did not involve an external evaluation on the part of the donors, but rather has been entirely driven by the RFOs and PAFO.

The primary objective of the self-assessment was thus to assess the impact of the activities of SFOAP from the perspective of the FOs and producers, but also to assess the performance of the RFOs and NFOs.

In the main, the key relevance of the programme was confirmed as clear and undeniable. Moreover, the involvement of the RFOs in the formulation process allowed for good alignment with the needs of the various platforms according to the specific contexts within which they evolved. A number of positive changes induced by the implementation were observed at the different levels of intervention. The main findings of the self-assessment exercise were presented during the *SFOAP Completion Workshop* held in Rome in December 2018.

Reporting and publications. IFAD's team has regularly produced progress reports and annual reports on the programme each year (technical and financial ones). The progress reports were prepared on the basis of the main findings from the supervision missions, while the annual reports, covering the full-year (January - December), were prepared on the basis of the technical reports submitted by the recipients. All reports were translated into two languages and distributed in digital and printed versions to partners and stakeholders.

As far as communication material is concerned, IFAD has created and managed a website entirely dedicated to the programme with specific pages for each partner and links to the official pages of each partner to ensure visibility(<http://www.sfoap.net/>). The site also contains the publications of each recipient as well as the main documents of the program. In addition, a profile on social networks has been regularly fed to stimulate visibility and knowledge of the program with an increasing number of followers over time.

Furthermore, the program brochure was prepared at the launch of the program and then updated to take into account some changes that occurred during the implementation period. The brochure also included flyers dedicated to each RFO with detailed information and info graphics. In 2018 a publication (<https://www.ifad.org/en/web/knowledge/publication/asset/40324906>) was finalized and distributed online and in hard copy including case studies, main outputs, outcomes and achievements of the programme.

Providing visibility to the programme:

In order to showcase SFOAP achievements and results in its course of implementation, IFAD has used several times the Farmers' Forum (FAFO) tribune to present SFOAP results and to foster discussions and KM sessions on SFOAP and similar programmes (like MTCP in Asia and Pacific and AgriCord Farmers Fighting Poverty – FFP -Programme). For example, in 2014 at the occasion of the fifth edition of the FAFO, there was a session in the FAFO programme dedicated to “Regional programmes in support of FOs: sharing the experience of SFOAP, MTCP and prospects for scaling up”; during the FAFO 6th edition in 2016, there was a specific FAFO side event organized by AgriCord and dedicated to “Economic activities of FOs: recent initiatives, approaches for support, complementarities between national and local organizations”.

3.2 Monitoring and evaluation⁴⁴

At global level, the SFOAP design document has included a global log frame and regional log frames for each RFO except ROPPA. The global log frame recorded 19 outcomes indicators and 37 outputs indicators.

a) Review of M&E Processes and Tools developed within SFOAP

In each country, the responsibility for the monitoring and evaluation of the activities implemented by the NFOs lied with each NFO, according to their own systems and tools. Similarly, each RFO⁴⁵ was left to develop its own way of monitoring SFOAP-funded activities by aggregating data collected by NFOs. Here is a review of all M&E processes and tools set up under SFOAP:

- M&E systems: All four RFOs have set up simple M&E systems with the following tools:
 - *Annual Work Plan and Budget (AWPB)*: prepared by NFOs and consolidated by RFOs then sent to IFAD; all RFOs have used participatory review meetings organized during last quarter of the year to review progress made, validate NFOs' AWPB and design RFOs global AWPB consolidating NFOs ones to submit to IFAD for approval.
 - *Backstopping missions*: this was the tool for RFOs to supervise NFOs' activities at a frequency that depended on the RFO (see data from Component 1 section)
 - *NFOs and RFOs' annual progress reports*: these were the key tools used to document SFOAP results; once NFOs reports received by RFOs, they were the basis for the preparation of SFOAP consolidated annual progress reports sent to IFAD. According to the M&E support mission undertaken in 2017/2018, "the NFOs' reports reviewed by the mission were found of varying degrees of quality and reliability".
 - *Events and documents registers*: Most RFOs have maintained an Excel-based electronic register to keep track of the various invitations received, key events attended and documents prepared. These registers have been regularly updated and used to report on the number of events attended in the RFOs' annual reports.
- M&E staff: RFOs have not systematically established a dedicated M&E Officer's position for the monitoring of SFOAP activities, except for ROPPA and EAFF: (i) ROPPA has a M&E officer and since 2015, ROPPA has also designated an M&E Focal Point within selected NFOs; (ii) within EAFF, the M&E Officer recruited for 12 months in 2014 has been largely instrumental to the setting-up of the online M&E system, the initial revision of EAFF strategic plan indicators and for capacity building support to NFOs; however, since the end of SFOAP funding in early 2015, this position has remained vacant.
- On-line MIS or database: SFOAP has supported the establishment of on-line MIS or databases in UMNAGRI, PROPAC and ROPPA
 - SFOAP supported UMNAGRI's setup of an online platform (www.umnagri.net) in 3 languages (Arab, English et French) to improve the RFOs' visibility and also to be a tool to foster sharing and exchanging knowledge amongst NFOs.
 - SFOAP also supported the design of collaborative platforms to share knowledge for PROPAC and ROPPA (see Box 31 below)Those online systems are however not yet functional and according to the IFAD M&E support mission undertaken in 2017/2018, "none of those tools are really appropriate nor used as such by RFOs".

Box 31: PROPAC and ROPPA's tentative setup of online MIS or databases

Below are presented the online MIS / database that have been designed in ROPPA and PROPAC.

At ROPPA, a digital platform (<http://roppa-afrique.org/gestcon/web/>) for the exchange and archiving of data has been developed and is accessible by everyone from the website after opening an account. It is a knowledge management platform giving access to digital resources (documents, audios, videos, etc.). A "Learning" area allows you to choose themes to browse all the data it contains and a forum allows users to discuss topics of their choice.

⁴⁴ All RFOs and Fert logframe provided at completion are presented in Annex 12, as well as a tentative aggregated logframe

⁴⁵ A summary of the SFOAP Global M&E report regarding Key conclusions for RFO is presented in Annex 13

At PROPAC, a digital platform (www.sipropac.org) for the exchange and archiving of data was finalized in 2016. It has so far only been accessible online by the NFOs and LFOs supported by the SFOAP and, to date, access rights have been allocated to 13 individuals. Access rights are managed directly by the PROPAC Communications Officer. The NFOs technicians have been trained twice for its use in 2015 and 2016. This digital platform is organized in two parts: a digital space and a database.

- The digital space aims to share information and data between the NFOs, LFOs and PROPAC and organized around 6 sections: News, Discussion Forum, Files, Agenda, Contacts, Tasks
- The database is organized at three levels to collect data on PROPAC, NFOs and LFOs receiving SFOAP support. With regard to NFOs, the information that can be collected relates to the statutory information (e.g. type of organization, date of creation, registration number, date of legal recognition), the names of the main officials (President, Accountant, Secretary General) as well as contacts (address, phone, email, fax). For LFOs, this same information can be collected, in addition to other information on: (a) the main productions supported; (b) the annual production quantity in tonnes of the LFO members, (c) the area of the farms in acres of LFO members, (d) the main markets for the flow of production.

Source: M&E Support Mission (rapport PROPAC, ROPPA), IFAD, 2018

- Additional M&E tools and approaches were developed by EAFF, SACAU and ROPPA: Organizational Capacity Assessment (OCA), Members satisfaction surveys (MSS) and Observatory for family farming (OFF) (see details below)

b) M&E outputs produced and how they were used for decision-making

As introduced above, in addition to M&E regular tools and systems, some RFOs have developed and used specific tools to undertake M&E in a more strategic way.

- EAFF developed the Organizational Capacity Assessment (OCA) Tool: see details in Box 32 below

Box 32: EAFF's Organizational Capacity Assessments (OCA) and outcomes

EAFF has developed an Organizational Capacity Assessment (OCA) in order to measure NFOs' institutional capacities. The tool is a comprehensive set of some 43 questions related to seven capacity areas: (1) governance and legal structure, (2) financial management and internal control systems, (3) administration and procurement systems, (4) human resources management, (5) program and project performance management, (6) organizational management and (7) sustainability. The outcome of the assessment is a set of organizational scores for NFOs and a capacity building plan tailored to address the capacity gaps measured. An OCA survey was undertaken by EAFF in 2014 and was the basis for the capacity building plan implemented by EAFF.

OCA 2014: In 2014, EAFF submitted its OCA to sixteen out of the twenty-two (22) EAFF members NFOs (at the time). These assessments were conducted by EAFF staff, and entailed a two-day meeting with representatives from the leadership and management of the member organizations. A total of 52 representatives participated in this meeting. The assessments covered the seven capacity areas; the ranking was done on a scale of (1-4) where Score 1: Basic capacity, Score 2: Moderate capacity, Score 3: High capacity, Score 4: Excellent Capacity. On average these organizations scored moderate capacity (on average the percentage score ranged from 50 to 60%).

The assessment outlined organizational capacity strengths and gaps in each of the organizations and came up with institutional strengthening plans that they had to implement at organizational level. In addition, such exercise informed EAFF on the level of development of the membership and thus EAFF was able to develop own programs to support members.

OCA 2018: During the SFOAP completion workshop held in March 2018, EAFF carried out a quick organization capacity assessment of members in order to assess the level of progress members have

made since 2014. This second assessment areas focused on finance⁴⁶, human resource⁴⁷ and programs management⁴⁸. This assessment used a methodology consisted of own assessment by representatives of each organization that were present in the end of SFOAP workshop. As summarized in the table below, in all 3 areas, NFOs scored higher than it was in 2014.

Average score per category	Scores in finance management	Scores in Human resource management	Scores in programs management
CAPAD	85%	95%	98%
FOPAC	81%	74%	54%
IMBARAGA	75%	46%	55%
MVIWATA	93%	75%	100%
CAK	93%	80%	92%
SYDIP			61%
TFC	81%	60%	75%
UCA	78%	44%	77%

These scores reflect the impact SFOAP has had on these organizations. SFOAP coordinators played a central role in the management of their organizations. For instance, coordinators from CAPAD and UNFFE have grown from program officers to the level of Deputy CEOs. In SYDIP and UCA, coordinators were promoted to CEOs. In IMBARAGA the SFOAP finance focal point was promoted to Chief Finance Officer.

Source: EAFF SFOAP Completion Report, 2018 and IFAD SFOAP Global M&E Report, 2018

- EAFF and SACAU designed and used “membership satisfaction surveys”: see details in Box 33 below

Box 33: SACAU and EAFF members’ satisfaction surveys and outcomes

Both EAFF and SACAU have developed and conducted membership satisfaction surveys in order to monitor LFOs’ members’ satisfaction with the services offered by their cooperatives or associations.

SACAU has conducted three satisfaction surveys in 2015, 2016, and 2017. Three areas, corresponding to the three Pillars of SACAU Strategic Plan, are being rated: policy advocacy, institutional capacities and performance as an information and communication broker. SACAU’s members’ satisfaction about SACAU’s services can nevertheless be used as a proxy indicator to measure in the institution’s strengths.

EAFF membership satisfaction survey’s objective is to assess the members’ opinion of their organization with respect to service delivery. It is important for the targeted farmer organizations and co-operatives to know which services their members expect from them, and also to know how their members rate the quality of the services that they currently provide.

In 2014, EAFF invited SFOAP project coordinators for a regional meeting to discuss and validate the membership database tool which were developed by EAFF. In 2015 members, administered the membership database and membership satisfaction surveys: The data was gathered using the tool, entered into an excel database and analysed by the project management team. In total, 3,112 farmers were reached through the assessment in the seven countries. At least 150 respondents were being targeted from each farmer organization. The MSS was administered in 2016 and 2017; the Table X below provides results from these successive MMS.

As per survey results, and all Sub national FOs’ considered, members’ satisfaction improved from 53% in 2015 to 66% in 2016 and 77% in 2017. The highest improvement is recorded by SYDIP (from

⁴⁶ Areas assessed are if the members have put in place financial systems such as financial controls, financial documentation, financial reporting, audit expenditure, cost sharing, fixed asset control, internal control and procurement systems

⁴⁷ Areas assessed were if the organizations have in place travel policies and procedures, operational policies and procedures, staff job descriptions, recruitment and retention, staffing levels, personnel policies, staff time management, staff and consultant history, staff and salary benefits policy, staff performance management, management and staff diversity, use of volunteers and interns to cover staffing gaps and visibility

⁴⁸ Areas assessed ranged from understanding donor compliance requirements, sub award management principles, technical reporting, stakeholder involvement and issues of culture, gender issues, field oversight and support and monitoring and evaluation.

13% to 75%), and CAK (from 48% to 80%), while the percentage of members satisfied has significantly decreased for TFC (from 74% to 65%) in 2016.

Table 16: Summary of 2015, 2016 and 2017 results of EAFF members' satisfaction survey

% of membership satisfaction on services	CAPAD	IMBARAGA	KENAFF	TFC	FOPAC	SYDIP	UNFFE	CAK	MVIWATA	UCA
2015	52%	73%	48%	74%	24%	52%	50%	48%	n/a	59%
2016	60%	70	n/a	65%	66	75%	61.8	80%	57%	63%
2017 ⁴⁹	75%	98	n/a	84%	84	86.5%	72.34	60%	61%	n/a

Sources: SFOAP M&E global Report, 2018 and EAFF SFOAP Completion Report, 2018

- ROPPA launched its Observatoire des exploitations familiales: a decision making tool

Moreover, ROPPA is the only RFO that has focused energy and resources on the set up of a strategy to measure the outcomes of their policy dialogue efforts in a systematic way. This was done in the framework of the initiative Observatoire des Exploitations familiales (OEF), which has been implemented in 13 countries in the sub-region and has involved the systematic collection of production and other data at the farm level in order to better understand the potential and key challenges faced by small farmers. The Box 34 below provides details on outcomes of OEF.

Box 34: ROPPA Observatoire des exploitations familiales: a tool to monitor impact of public policies on family farming

As part of a long-term initiative started in 2015 with support from various donors, ROPPA has helped establish an "Observatoire des Exploitations Familiales" (OEF) in 11 countries. The objective was to collect in each country information on the behaviour of family farms during the agricultural campaigns with a view to drawing useful lessons that will be used for targeted policy advocacy aimed at ensuring the viability of these farms. This allowed ROPPA to publish in 2017 a fairly complete booklet entitled "Monitoring public policies against family farms and the effectiveness of peasant action" which identifies the effects of agricultural and rural development policies on family farms, the recent actions of farmers' platforms, as well as the results of ROPPA's political advocacy work. As such, the OEF initiative may be seen as a useful tool for the planning and monitoring of policy advocacy efforts and for assessing the impact of national agricultural policies on small famers.

In 2016, a workshop conducted by ROPPA had identified the following outcomes of its policy advocacy work:

- Reference made to family farming and food sovereignty in the ECOWAP and WAEMU agricultural policy documents.
- The status of family farmers and the living environment in rural areas are now considered as objectives of the UEMOAAU Agricultural Policy (Article 3).
- The guarantee of food security and recognition of the right to region's food sovereignty; and the creation of a Council for Rural Development.
- ROPPA's involvement in the Advisory Committee on ECOWAP and negotiations (EPA / WTO), and in the implementation of the ECOWAP / CAADP Operational Plan.

The OEF process led to the following gains for ROPPA and its NFOs in the field of advocacy:

- The more structured and active participation of LFOs or NFOs in steering the West African Regional Agricultural Policy (ECOWAP) and the Union Agricultural Policy (PAU).
- The empowerment and greater accountability of fishery stakeholders through a framework for the monitoring of sector development policies in West Africa.
- At NFOs' request, the development of a livestock breeding program as part of the ECOWAP.
- The newly acquired mandate by ROPPA to supervise two certified seeds' production projects to defend the rights of family farmers for the conservation of their genetic heritage.

⁴⁹ focus on value chain services

- Obtaining an ECOWAP commitment under the PRIA 2nd generation to monitor the impact of the implementation of the new ECOWAS-UEMOA CET on West African agriculture.
- The non-signature of EPA agreements to protect family farms.

Source: IFAD Global SFOAP M&E report, 2018

- Moreover, under component 3, ROPPA capitalization strategy led to the funding of 51 case studies on successful experiences of FOs' economic initiatives (see details in Chapter 4/KM section)

3.3 Financial and fiduciary management

The financial management at Recipients level has improved over years during the main phase. The financial management is considered adequate for all RFOs and Fert. The improvements certainly concern the strengthening of the staff's capacities in the financial department in the area of reporting in line with IFAD /EC standards. The RFOs staff have become conversant with IFAD standards and procedures, so that the regional staff was in the position to provide backstopping support to the national members, as regularly recommended by the IFAD annual supervision missions. Consequently, the interaction and support of the regional level have generated improvements also at national level in the financial management area resulting in good quality consolidated financial reports and more accurate financial monitoring system.

The support missions of the RFOs in favour of the national and local members have been increasing in number and regularity over years. The regular IFAD supervision missions and specific support missions have been key to improve the financial management of RFOs (as revealed by the analysis of the self-assessment carried out in 2018).

All RFOs and Fert use computerized accounting systems even if each of them has different potentialities and performances. In general, the accounting systems are equipped with functionalities which allow the automatic generation of financial reports and transaction lists. Even if there have been notable improvements in the use of the accounting systems and a progressive learning process in order to maximize the benefit of the systems' functions, there still exists a minority tendency to act manually on the financial documents for eventual adjustments or revisions and this can lead to commit some errors.

The manuals of procedures are available at regional level including clear information about the internal processes such as staff responsibilities, budgeting and approval processes and also procurement. In some cases, the manual of procedures was found out of date and the process of updating is ongoing. Internal controls at RFOs level are sufficient and mostly function effectively, the segregation of duties is ensured defining the roles of key staff to prevent fraud or error.

Disbursement and SOEs: The flow of funds is traceable, the transfers from RFOs to NFOs are made through bank transfers well recorded. The withdrawal applications have been submitted to IFAD by the Recipients as soon as the 70% of immediately preceding tranche and 100% of previous tranches have been spent and fully justified. This system has been then replicated for the disbursements from RFOs to NFOs: the disbursements in favour of NFOs are approved only upon submission of financial reports and supporting documentation justifying the previous tranche received by the national organization. At the date of this report, the SFOAP Recipients have received approximately 95% of respective grants' budget. However, in line with the grant agreement conditions, they have to justify 100% of the total grant amount, by pre-financing the gap with their own resources, in order to be eligible for claiming the remaining 5%.

In general, supporting documents are available for expenditure included in SOEs but in some cases, the completeness and accuracy of supporting documents can be improved. In addition, an innovation included in the programme implementation procedures was the e-filing system of supporting documentation: an electronic archive of documents. The objectives were to have a back-up archive but also a system which simplifies the documents sharing for verifications purposes. The system has been launched in 2015 following the experience of the audit

verification on the SFOAP Pilot Phase⁵⁰. The e-filing system of supporting documentation was introduced as new good practise also to simplify the procedures of submission in cases of analysis and verifications. The system was tested during the implementation, but is not yet complete.

Implementation rate. All Recipients, except Fert, have spent 100% of grant resources before the closing date. The budget execution is in line with the resources allocation by components and the allowed percentage of reallocation among components at aggregated level, according to the contribution agreement (maximum 15% reallocation among components – table no. 5 below). Fert will reimburse the remaining balance of EUR 125 059. On the other hand, SACAU has reinvested the income generated from the grant funds (around 41,474 euros) using them for the purposes of the grant, as shown in the table below, the amount spent is higher than the original grant budget.

Table 17: Detail of budget execution by component and by recipient.

PROGRAMME COMPONENTS	BUDGET EUR	CUMULATIVE EXPENDITURES EUR	%
EAFF			
C1 - Institutional strenghtening	1 291 875	1 349 516	104%
C2 - Policy engagement	541 420	482 623	89%
C3 - Provision of economic services	1 898 998	1 900 154	100%
Total	3 732 293	3 732 293	100%
PROPAC			
C1 - Institutional strenghtening	1 151 039	1 178 707	102%
C2 - Policy engagement	747 277	729 339	98%
C3 - Provision of economic services	1 833 974	1 824 247	99%
Total	3 732 290	3 732 294	100%
ROPPA			
C1 - Institutional strenghtening	2 182 089	2 191 863	100%
C2 - Policy engagement	492 577	485 163	98%
C3 - Provision of economic services	1 057 627	1 055 268	100%
Total	3 732 293	3 732 293	100%
SACAU			
C1 - Institutional strenghtening	2 161 846	2 330 042	108%
C2 - Policy engagement	453 572	449 743	99%
C3 - Provision of economic services	1 116 874	952 508	85%
Total	3 732 292	3 732 293	100%
UMNAGRI			
C1 - Institutional strenghtening	493 739	489 024	99%
C2 - Policy engagement			
C3 - Provision of economic services	172 701	176 678	102%
Total	666 440	665 702	100%
FERT			
C1 - Institutional strenghtening	197 218	158 589	80%
C2 - Policy engagement	15 852	15 852	100%
C3 - Provision of economic services	1 893 462	1 807 033	95%
Total	2 106 532	1 981 473	94%
PAFO			
C4 - Support to Pan-African level activities	947 534	947 526	100%
Total	947 534	947 526	100%

Source: Audited SOEs submitted by the RFOs and Fert.

⁵⁰ RER study officially lunched on the 7th October 2014 and successfully concluded in May 2016 with a final error rate of 0.5%.

Table 18: Implementation rate, budget versus actual expenditures by components.

Programme Components	Total Estimated Cost of the Action*	Cumulative Expenditures EUR	variance %
C1 - Institutional strenghtening	6 728 010	7 697 742	14%
C2 - Policy engagement	2 211 926	2 162 719	-2%
C3 - Provision of economic services	8 882 764	7 715 887	-13%
C4 - Support to Pan-African level activities	843 500	947 526	12%
Total	18 666 200	18 523 875	99%

*As per Delegation Agreement CRIS 308 200 Annex III

Source: Audited SOEs submitted by the RFOs and Fert

Audit. Grant agreements between IFAD and RFOs request RFOs to submit audit reports to IFAD within six months after the end of the RFO's fiscal year. The compliance with the deadline for the submission of the annual audit report has improved considerably over the years, but it is still affected by delays. For instance, in submitting the 2017 annual audit reports due by 30 June 2018 at the latest, only 3 out of 6 recipients met the deadline. It should be noted that EAFF had its closure date on 30 April 2017 and submitted all required documents, including the final audit on the programme before the deadline. From the MTR onwards, all recipients submitted annual institutional audit reports and specific opinions on the programme. Since 2015, 19 audit reports have been received of which 13 with unqualified opinions. With regard to the recommendations and comments highlighted by the auditors, the follow-up was immediate and is still being monitored.

All final audit opinions on the consolidated SFOAP statements of expenditures have been submitted to IFAD (EAFF, FERT, PAFO, PROPAC, ROPPA, SACAU and UMNAGRI).

CHAPTER 4: CROSS-CUTTING ISSUES

4.1 Gender focus

The challenges that women and young farmers are facing have become a high concern for all the RFOs that SFOAP has accompanied, especially because women and youth are considered as strategic pillars or strategic cross-cutting issues of those organizations. For example, gender issues are considered as key and is a priority of the strategic plan of PROPAC, and ROPPA has identified 3 main topics related to gender that the FO network aims to address in its strategic plan: (i) the challenge to offer specific answers to women and youth needs, and foster their inclusion in governance, (ii) the challenge of structuring specific networks/spaces dedicated to women and youth and (iii) the promotion of women and youth empowerment through support to economic activities (market access, agric entrepreneurship, processing, etc.). At pan African level, PAFO also made “Promoting rural women and youth in farms and FOs” a strategic area of its SP 2016-2020 and has designed in 2016 with SFOAP support a Strategy for Youth.

In addition to mainstreaming gender in their strategies, SFOAP implementing partners have used several strategies and instruments to support women and young farmers. Below are presented those strategies and some of the outcomes generated as per completion reports:

- 1) *Promoting women and youth among FOs staff and governing bodies:* SFOAP has supported staff costs and amongst the 1296 staff working in SFOAP-targeted NFOs, 28% were women and 36% youth. It's worth mentioning that SFOAP has also enabled to finance dedicated staff to deal with gender issues in some RFOs (EAFF has a Gender and Youth Officer who is responsible for providing guidance and support to members. ROPPA has a Gender Officer with similar responsibilities). Moreover, SFOAP financed some of the FOs' governing instances meetings and even if data collection was not comprehensive on this issue, it was reported an increase in women participation in governing bodies over the years.
- 2) *Structuring women and youth networks at national and regional level: the “Women and Youth Colleges”:* in West and Central Africa, ROPPA and PROPAC have set up women colleges and youth colleges in their respective regional organisations. Several NFOs have or are planning to have women and youth colleges as well. The main objective is to provide a special venue and channel for voicing the specific concerns of women and youth and for facilitating their consideration by broader decision-making bodies of RFOs and NFOs. Specific items of interest to both women and youth have been land-related issues and support to entrepreneurship.

The Table 20 and Box 35 below provide examples of outcomes related to this structure in ROPPA membership. Moreover, At the continental level PROPAC has been tasked by PAFO's board to create a Pan-African women farmers' college, further to the African Forum of Rural Women held in 2013 with support from IFAD and FAO.

Table 19: ROPPA and PROPAC outcomes of women and youth Colleges

RFO	What has been achieved in Collèges des femmes et Collège des jeunes?
ROPPA	<ul style="list-style-type: none"> - Youth are represented in NFOs instance (not yet ROPPA) - 5/13 Youth Colleges are functioning (Togo, Senegal, Burkina, Niger, Mali) - 10/13 Women Colleges are functioning (all but Gambia, Guinea Bissau, Liberia) - Resource mobilization and partnership for women: 210 M. CFA raised for economic activities and 13 partnerships developed - Regional strategic plan of Women College was designed - Draft regional strategic plan for Youth
PROPAC	<ul style="list-style-type: none"> - Increase in the number of women and youth serving in decision-making bodies, increasing of 50% the participation rate of women and youth in training and consultations organized by NFOs, - guide and advocate on issues related to these vulnerable groups. For example, PROPAC has worked on land rights for women within WIDGRA project funded by Oxfam

Source: PROPAC and ROPPA SFOAP Completion Report, 2019

Box 35: ROPPA: Examples of achievements of Senegal women and youth College

In Senegal, SFOAP has supported the strengthening of the Women College of the NFO CNCR that is now functional: it was set up in 2005 and it gathers women leaders coming from the 28 farmers' federations members of CNCR.

What has been achieved to date: (i) the existence of an active number of women leaders trainers on the topics of leadership, advocacy, negotiation, planning; (ii) the establishment of local colleges⁵¹ (4 departmental colleges and 3 communal colleges in 3 regions); (iii) the establishment and capacity building of 3 endogenous animation pools (composed of women paralegals, land animators and instructors); (iv) development and implementation of a national advocacy strategy for women's access to land (call for EU project won by CNCR); (v) Production of a brochure presenting the College and a logo; (vi) support and accompaniment of women members in the land acquisition process: 327 deliberations made on behalf of women.

As for the CNCR youth college, it was set up in July 2012 and is engaged in advocacy projects on the valorisation of family farms, on the installation of young people and on the consideration of young people in the activities of the CNCR.

Source: ROPPA SFOAP Completion Report 2019

- 3) *Investing specific resources in women and youth initiatives:* some RFOs decided to invest specific amounts for women and youth within their SFOAP activities; globally, SACAU reported that women and youth initiatives were allocated € 137,452 and € 195,461, meaning respectively 4 and 5% of SFOAP allocated funds to SACAU and members. Table 21 below is summarising specific SACAU activities for women and youth. Another example is EAFF and UMNAGRI who have mainstreamed gender in the implementation of Component 3: the three value chains targeted by EAFF are important for women and all M&E tools specifically designed for this component are gender and youth sensitive. Out of the Component 3 four pilot projects implemented by NFOs members of UMNAGRI, two specifically focused on women: (i) in Morocco, UMA supported the creation of a national apex as well as of eight regional unions of women organisations; (ii) in Egypt, CACU supported women farmers' entrepreneurship. In Central Africa, several NFOs members of PROPAC have mobilised new partnerships to address specific concerns raised in the Colleges. For example, in Chad, CNCPRT collaborated with Oxfam to build the capacities of women leaders and define advocacy positions.

Table 20: Summary of SACAU intervention for women and youth and number of beneficiaries

Year	Women Interventions	No of beneficiaries	Youth interventions	No of beneficiaries
2014	First regional women forum – experience sharing	36	Youth Forum and Exposure visit to NAMPO	31
2015	Linking women with regional and continental policy actors on gender issues	32	Learning tour to expose youth on exporting fruits as well as regulations and standards required	29
2016	Agripreneurship training	34	Forum to discuss the nexus of youth, technology and agricultural transformation	45
2017	Training on gender and leadership in FOs	33	Training visit to Future Farm in Zambia (AGCO) and training on the future of technology in agriculture	29
2018	Sensitizing women on AU agenda on gender and SADC protocols on gender and food standards.	31	Consultation on the desired skills and competencies required in the agriculture sector	29

Source: SACAU SFOAP Completion Report, 2019

- 4) *Supporting studies and strategic tools related to gender and youth support:* for SACAU, gender and youth focus was one of SFOAP priorities in SACAU's strategic implementation and SACAU invested a lot in gender and youth policy position and advocacy activities as

⁵¹ Rôle de représentation et de défense des intérêts du groupe d'acteurs concernés

reported in Box 36 below. In the same line, ROPPA undertook recently a specific study on youth issues in the region in order to design its youth strategy as part of its new strategic plan; EAFF also developed its gender and youth mainstreaming strategy with SFOAP support.

- 5) *Elaborate policy positions on youth and gender:* in addition to SACAU who piloted a comprehensive advocacy process related to women and youth (see description in Box 36), examples also exist in other regions, such as in Cameroon, where CNOP-CAM has published a policy position for the promotion of women farmers' economic autonomy and has developed a project with UN-Women to support the related advocacy.

Box 36: SACAU Piloting women and youth advocacy process under SFOAP

During the implementation period of SFOAP, SACAU has piloted a comprehensive advocacy process to define the best options to mainstream women and youth needs in SACAU and NFOs' strategies and actions. Here are the various steps that were undertaken:

- In 2013, SACAU conducted a study on "Gender and Youth in Agriculture in the southern African Region". The study investigated the roles of women and youth in the development of the agriculture sector in southern African region. Moreover, at national level, 5 country studies were conducted to identify and confirm issues faced by women in agriculture sector and to investigate factors that hinder the youth to take agriculture as a career;
- in 2014, SACAU organised the Regional Women Farmers' Forum and the Regional Young Farmers Forum. The regional events aimed at sharing experiences and developing strategic priorities and included training on good governance and leadership.
- Further to the events, SACAU's board adopted regional position statements on women and youth in agriculture; this statement was adopted at the 2014 SACAU AGM held in Lesotho.

In the policy positions, FOs made commitments to:

- (i) address gender issues at all levels (institutional, policies, programming, leaderships, Monitoring and Evaluation (M&E), information provision);
- (ii) profile and publicise women's success stories in leadership and commercially oriented agriculture;
- (iii) advocate for equal access to resources and opportunities for men, women and youth;
- (iv) promote women economic empowerment through various approaches including competitions, targeted funds, training, attachments, mentorship, conferences and workshops among others;
- (v) support targeted procurement policies to promote economic empowerment of women and youth in value chains and
- (vi) forge partnerships and alliances with the private sector, development agencies and others to promote economic empowerment of women and monitor and analyse the impact of policies and programmes from a gender perspective.

As a result, elements of these policy positions were translated into specific action programmes for SACAU and its members. Moreover, special pages for women and youth have been added to SACAU's website and the Secretariat has discussed with the New Partnership for Africa's Development (NEPAD) the financing of the youth programme.

Source: SACAU SFOAP Completion Report, 2019

- 6) *Training and capacity building:* specific tools and approaches to focus on women/youth empowerment were also developed and implemented by RFOs and NFOs. For example, SACAU used SFOAP funds to train 69 women in both leadership (38) and entrepreneurship (31) and used annual forums as a venue for women and youth to share experiences; SACAU developed training material for developing entrepreneurship competencies of youth for the "21st century farmer"; ROPPA funded exchange visits between the leaders of NFOs' women colleges from different countries as well as dedicated capacity building workshops and in Senegal, CNCR has launched a mentorship programme for young farmers, that is based on farmer-to-farmer activities.

- 7) *Organize specific events related to women and youth challenges:* in addition to SACAU who has organized several events for women and youth, PROPAC was also involved in such activities: in 2015, PROPAC organised the second edition of the Rural Women Forum; in

2018, PROPAC used SFOAP funds to organize a regional forum on youth entrepreneurship which brought together 100 young entrepreneurs.

4.2 Environment and climate focus

If environment and climate change resilience was not a specific focus of SFOAP, there are still many RFOs who consider that it's a priority concern for farmers and that have undertaken activities on this issue using SFOAP resources. Below are the various types of activities undertaken by FOs to deal with environment and climate change issues within SFOAP:

- 1) *Working on climate change related advocacy issues:* during the SFOAP implementation period, the following topics were discussed:
 - ROPPA has been working on “agroecology as a key option proposed by family farms to ensure sustainable transformation of agricultural production in West Africa strategy”;
 - In Southern Africa region, SNAU organized a specific event on “opportunities available to improve climate change resilience and increase food and nutrition security” and LENAFU conducted a study on “Sustainable land and water management” as reported under Component 2 section
 - In the Central Africa region, PROPAC has worked to increase effective and efficient participation of rural women in the development of climate change adaptation policies and strategies in six priority countries, namely Cameroon, Congo, DRC, Gabon, CAR and Chad.
- 2) *Building alliances with other stakeholders in order to influence public policies:* this is the case for ROPPA on their agroecology concern: they have put in place a wide network called “Alliance pour l’Agroécologie en Afrique de l’Ouest (3AO)” to foster influence on policy makers
- 3) *Support to specific capacity building on environmental-friendly practices:* in the same process to promote agroecology, SFOAP supported ROPPA’s design of training modules on agroecology as it was already done in Benin and Mali
- 4) *Design communication tools / products to communicate on these issues:* PROPAC has produced videos to sensitize on the adverse effects of climate change experienced by small producers and adaptation strategies developed by them in Chad, Cameroon and Congo. These videos have been widely disseminated during regional and global events on the theme (briefing, conference)

4.3 Innovations

Over its implementation period, SFOAP has enhanced the development of several innovations:

Institutional aspects and implementation modalities: SFOAP is in itself an innovative programme as it's focusing on capacity building of apex national, regional and the Pan-African farmers' organizations in Africa, following some “unifying principles” that are (i) *ownership*: FOs define objectives and activities based on their respective strategic plans; (ii) *flexibility*: the programme is adaptable to emerging opportunities, the evolution of smallholder priorities and to the international agenda for the agriculture sector; (iii) *subsidiarity*: the principle of subsidiarity guides the programme and determines the attribution of responsibilities in the implementation of activities in order to maximize synergies and complementarities between the different levels of intervention.

SFOAP's primary innovation stands in the fact that (i) SFOAP is providing direct funding to RFOs that are then channelling funds to NFOs, according to their own strategic orientations (aligned with FOs strategic plans) and responding to their needs; (ii) SFOAP provides institutional support and it particularly finances staff salaries and office running costs whose are quite rarely supported by partners as they find it not cost-effective like supporting economic activities.

Another innovation of SFOAP as per its implementation modalities is the decision that was taken in 2017 (a year before closing of the Programme) to undertake the **SFOAP self-assessment**. This self-assessment was innovative as it was piloted by the FOs themselves, recruiting consultants in each region to undertake the assessment by interviewing farmers' leaders at

regional, national and local levels, and guiding the IFAD consultant that was the global synthesis, so that it would be aligned with FOs' expectations. The outcome of this SFOAP Self-Assessment was (i) five regional self-assessment reports (one per RFO), (ii) a PAFO self-assessment report, and (iii) a global SFOAP self-assessment report that all included review of SFOAP activities and recommendations for a future programme (see those recommendations in Annex 17).

RFOs reported several innovations adopted under the various components and topics of SFOAP. It's important to note that if some of the innovations that are captured in the following paragraphs are not entirely new ideas, they were sometimes being tested for the first time in the organizations involved, therefore they were considered innovations within the context of this particular FO.

Innovation in the area of Advocacy: examples presented below (Box 37 and 38) are dealing with (i) ACT's new way of lobbying at decentralized level and aiming at local governments in Tanzania, (ii) the regional accompaniment role of EAFF to support NFOs' policy dialogue through regular missions to the countries and (iii) a policy analysis unit system promoted by ROPPA and developed by NFOs to anticipate policy processes.

Box 37: Innovations by EAFF and ACT in the area of advocacy

EAFF member ACT's new way of lobbying: In Tanzania, ACT changed how it works with its members at district level in relation to empowering its members to lobby the Local Governments for better business environment. The Local Government Authority and private sector (ACT members) in each district jointly selects the topics for dialogue. In each district a Stakeholder Potential Scoping Study (SIPs) on the selected topic is undertaken. This is followed by dialogue between the Local Government Authority and private sector (ACT members) and a road map for implementation of agreed actions is prepared and implemented. ACT monitors the implementation of the jointly agreed activities. This is a new way of lobbying and advocacy by our members complementing lobbying and advocacy activities under SFOAP the subsequent Private Public Dialogue (PPD) has led to private (ACT members) and public sector to forge collaboration in reducing issues like land conflicts, coffee and vanilla smuggling and fake inputs in their respective areas.

EAFF support to NFOs' policy dialogue: EAFF president and CEO conducted annual lobby mission to all 7 countries where SFOAP was implemented. The main objective of the missions was to take part with EAFF members in the lobbying meetings with ministries of agriculture, Ministries in charge of EAC affairs and with National parliamentary agriculture committee members. These missions also paid courtesy calls to key development partners (e.g. EU, IFAD and FAO) to strengthen collaborations at national level with our membership. Finally, these missions provided an opportunity for EAFF leadership to interact with membership to get a better understanding of each organization's structure, strategic orientation, priorities and activities.

Source: EAFF SFOAP Completion Report, 2018

Box 38: ROPPA's innovative promotion of "Policy Analysis Units"

The "Policy Analysis Units" are set up by some NFOs members of ROPPA to anticipate monitoring mechanism on agric policies: mobilizing technicians and farmer leaders to develop positions (sometimes external CSOs representatives are mobilized too); moreover, data from the Family Farms Observatory and global M&E are a key input of these units.

The anticipation and monitoring of agricultural policies was a major concern of the NFOs and the ROPPA. To meet these concerns, Policy Analysis Units (CAPEP in Burkina Faso and Togo and other mechanisms in Mali, Senegal etc.) and the monitoring programs (Family Farms Observatory - Observatoire des Exploitations Familiales) are operational in several countries (Senegal, Burkina, Niger, Mali, Togo etc.): the elaboration in 2016 of the 1st regional report of the FFO which is a farmers' production of knowledge, reveals the appreciation of the farmers on the relevance and effectiveness of the public policies implemented in the different countries and at the regional level to support the development of Agriculture as well as the effectiveness of the policies of the FOs themselves.

A system of production and dissemination of farmer knowledge is in place at the regional level and in all 13 supported NFOs with a more dense system in 2 out of the 13 NFOs (CNCR and CNOP Mali), the other NFOs having enabling segmented and sectoral monitoring (channels); a qualitative approach for observing priority fields or themes was chosen as a follow-up to the October 2015 meeting instead

of the statistical approach that was beginning to bog down national and regional systems in the light of technical constraints and financial costs. Here is a statement of some NFOs' policy analysis units:

- in Senegal, CNCR has been the lever for disseminating the process within the network and is currently working on nearly 2000 family farms;
- in Burkina and Togo, a system of policy analysis unit is animated and allowed a better knowledge of the policies / programs and developed a capacity of anticipation on the policies and the development of alliances and complicities;
- in Niger, the FFO scheme initiated by the PFPN with the support of its partner COSPE enabled the collection and sharing of data from 64 family farms in Tahoua and multiplied in Tillabéry with the prospect, Maradi and Diffa reinforcing, the credibility from his speech and his proposals on Family Farming

Source: ROPPA SFOAP Completion Report, 2019

Innovation in the area of business skills development: examples presented here are dealing with (i) business skills development strategy enhanced by SACAU through the “competency development training materials for the 21st century farmer” (see Box 39) and (ii) the system of “National advisors on business development” (CNIEP for ROPPA and CALs for PROPAC) that was tested in Central and West African regions, as described in the above Chapter 2/ section on Component 3, in Box 19.

Box 39: SACAU innovating in business skills development and award mechanism

In the context of SACAU's working towards professionalization of farmers in the region, SACAU embarked on an exercise to develop “competency development training materials for the 21st century farmer”. The idea was to train farmers on a variety of subject matter including business management, production, farm research and financial management to make them professionals in producing their specific commodities. The long-term desire is that farmers should get recognised and rewarded for their competency in certain areas of farming. Rewarding farmers for their specialized competency and recognizing farmers as professionals is a novel idea and SACAU champion this under SFOAP. Training materials were developed and are also available on line.

The web link is: <https://www.brains-on.com/agriproneur/login/index.php>. The training materials can be accessed with a password that can be obtained from the SACAU secretariat.

Source: SACAU SFOAP Completion Report, 2019

4.4 Knowledge Sharing and management

Knowledge Management is a key aspect of SFOAP and it is featured in all the components of the Programme. This section is taking stock of all KM-related activities that were undertaken within SFOAP, not only within technical components, but also within programme management features, and is presenting the main outcomes, particularly the knowledge products - references of documents/videos or any other KM products are made in this section or are listed in annexes - but also how KM has supported SFOAP scaling-up agenda.

4.4.1 Using SFOAP's structure and management /implementation modalities to foster KM

SFOAP is a capacity building programme supporting FOs that are organized from local to national, regional and pan African levels. Their consulting mechanisms that are in place, especially from the national up to the continental level, whether they are part of FOs' regular governance systems (annual general assemblies and executive boards of NFOs, RFOs and of PAFO) or whether they are specific to SFOAP (Programme Steering Committee, SFOAP annual planning workshops, SFOAP supervision missions, etc.) have offered venues where programme achievements and good practices were shared so that best practices and lessons learned do not remain within one single region but are communicated throughout the networks.

In principle, all the knowledge generated through SFOAP is to be potentially shared in the network thanks to this pyramidal organizational structure:

- At national level, the NFOs can play a key role in sharing knowledge amongst local FOs that are experiencing similar activities;

- At regional level, the RFOs have a key role to play to manage knowledge coming from the various NFOs in countries and organize knowledge sharing and exchanges at regional level;
- At pan African level, the PAFO has also a key role to play as aggregating knowledge from all 5 RFOs of the continent, to promote good practices and foster exchanges and learning amongst them.

Thus, SFOAP has promoted KM through various activities linked to its implementation setup:

- Each year, in conjunction with the annual SFOAP Steering Committee, a special KM event has been organised by PAFO, IFAD (Rome 2016) and RFOs (PROPAC 2015, SACAUI 2018) to facilitate knowledge circulation and lessons learning.
- RFOs organize Annual planning workshops where KM activities or events are also promoted. For example, in Southern Africa region, KM activities have been undertaken at regional and national level through (i) at national level, annual KM meetings and publishing and dissemination of KM materials to a wider audience: to mainly share information and achievements of the project to members of the organizations as well as other stakeholders especially those who were jointly implementing some activities with the NFOs, (ii) at regional level at the occasion of the annual planning workshop: on average 2 members per NFO participated in these SACAUI meetings.

Finally, within IFAD SFOAP management unit, several “support to SFOAP KM” activities were undertaken:

- a specific website (www.sfoap.net) was designed and fully dedicated to the programme in order to showcase all SFOAP undertaken activities and documents produced including the profiling of national members
- several communication products and publications to showcase SFOAP main results and achievements were produced including contributions for corporate and international events, press release and information papers to describe the programme and its results;
- KM consultant has been supporting the KM activities during the implementation period such as the elaboration of KM products as well as supporting the coordination of the KM working groups during the KM event organized on the sidelines of the Farmers'Forum (Rome 2016).

4.4.2 Promoting Knowledge within SFOAP technical Components

SFOAP has supported FOs' KM staff, strategies, frameworks and tools: as part of institutional capacity building brought to FOs, and this was done through various supports to:

- *the financing of KM dedicated staff* within FOs (like in ROPPA and PAFO for a limited period);
- *the design of FOs' KM/Communication strategies:* SFOAP supported the elaboration of (i) UMNAGRI's communication and knowledge management plan, (ii) ROPPA's Communication Strategy and (iii) EAFF's communication plan to give visibility to the project (logos, disclaimers, marking materials, promotional events);
- *the development, improvement or management of RFOs/NFOs' websites and other online databases:* (i) SACAUI and ROPPA websites are well designed, visually appealing and users-friendly (especially SACAUI), and they are both regularly updated with relevant content; (ii) UMNAGRI set up an online platform (www.umnagri.net) in 3 languages (Arab, English et French) to improve the RFOs' visibility and also to be a tool to foster sharing and exchanging knowledge amongst NFOs and PROPAC and ROPPA designed collaborative platforms to share knowledge for but they are not yet functional;
- *specific trainings on KM:* this was one of the activities supported by PAFO funds and benefiting RFOs KM officers to develop their website management skills;
- *exchange and learning visits* to enable FOs to learn from others and to share with others; this has been done by organizing learning routes, exchange visits, peer-to-peer support from one NFO/RFO to the others. For example, during the SFOAP implementation period, ROPPA organized several exchange visits on various topics such as grain marketing practices; rice production techniques in integrated System; production of fattening animals. Another approach developed by ROPPA was the “peer support missions” (see concept in Chapter 2/Section on Component 1) that has contributed to the promotion / pooling of FO management knowledge by farmers' leaders in West Africa.

- *the mainstreaming of knowledge management practices among RFOs and selected NFOs, with the development of a total of 73 M&E and KM management frameworks or strategies over the SFOAP implementation period; more details are provided in the M&E and KM chapter.*

Knowledge Management was a key feature of SFOAP Component 3: as per design, KM was a key principle of SFOAP Component 3 implementation strategy. Indeed, as component 3 has focused on strengthening the entrepreneurship capacities of FOs to provide economic services to farmers using relevant business models, the KM subcomponent was designed to analyse the economic experiences supported, to assess their impact and to systematize the experience through knowledge generation and sharing at the national and regional levels.

RFOs have undertaken specific actions to promote KM on the business development area:

In West Africa, in order to overcome the lack of organized regional market for agro-food products, ROPPA - with SFOAP support - organized in 2016 in Burkina Faso a regional rice exchange fair which brought together 5 countries (Mali, Niger, Benin, Senegal and Burkina Faso) and about 100 participants. ROPPA also established an economic initiatives fund which was instrumental to the organization of the 17th edition of the International Fair of Agriculture and Natural Resources (FIARA) in Senegal with the participation of members of Women's Colleges also supported by ROPPA. This fund also financed the "sheep operation", which allowed cattle and goat exchanges between Senegal and Niger.

In East Africa, EAFF used KM as a vehicle for transforming FOs. First of all, SFOAP has built on the capacity created by another IFAD-funded grant entitled " *Strengthening capacities of East African farmer organizations through knowledge management and institutional development*" that ran from 2012 to 2015, as the beneficiaries of this grant's trainings on KM were carefully selected to be those to be involved in the implementation of SFOAP. EAFF also used various tools to promote KM under this subcomponent 3.3 such as (i) the learning route concept from PROCASUR, (ii) organizing learning events (3 regional value chains meetings organized by EAFF and 5 other learning events linked to the targeted value chains⁵², (iii) financing sensitization using radio as communication channel and (iv) producing information and knowledge materials such as the Dairy Handbook (EAFF), Cassava Handbook (UCA), and Potato Handbook (KENAFF).

Link1: http://www.sfoap.net/fileadmin/user_upload/sfoap/KB/docs/EAFF_Handbook%20Dairy.pdf



In North Africa, considering the specific feature of implementation of Component 3 activities with high implication of Fert, KM activities consisted mainly in (i) organizing tripartite meetings between Fert, LFOs they supported and UMNAGRI to discuss on KM and UMNAGRI learning from Fert experiences and (ii) capitalization process of Fert activities; in the end, it was decided to

⁵² The list of KM events organized by EAFF with information on what was learned is available in Annex 14

document experiences of beekeeping in Algeria (ANAP) and breeding in Tunisia (GDA); the 2 videos are available in French and Arabic at the following links:

ANAP/Algeria Project (French): https://drive.google.com/file/d/1wOi_gWVX_oiWF3IHeT016I-4RRuMOuSy/view

ANAP/Algeria Project (Arabic) :

https://drive.google.com/file/d/1OIV5pl4qG1rP1ul_4hGHQ0W32pCbm0c8/view

GDAEBN/Tunisia Project (French) :

<https://drive.google.com/file/d/1aDLGJbRkzCm2CNnjSmGER5mqJ-7j90R9/view/>

GDAEBN/Tunisia Project

(Arabic) : <https://drive.google.com/file/d/10oYMFhsqEEwnqFkSS1FDn0b0AHFU3TaO/view>

4.4.3 KM activities generated outcomes and impacts

Several communication and knowledge materials were produced: In total, SFOAP generated a total number of 1110 communication products and publications developed and shared over its implementation period⁵³. Annex 15 presents a list of all communication materials produced by FOs per region with SFOAP's support. For example, in Southern African region, a total of 11 KM products were shared, including 2 major publications published by SACAU: (i) Youth, technology and agriculture transformation (magazine): the magazine profiled some of the success stories of young agripreneurs in the region and it was used to expose these young agripreneurs and enable others to learn from the best practices; (ii) Success stories of SFOAP as told by participating NFOs and SACAU: this publication gives an account of what SACAU and five of the seven participating organizations achieved and how their own members benefitted from SFOAP, and it includes lessons for consideration in future interventions;

Moreover, even if SFOAP design did not plan resources for communication activities for SACAU, at national level, three NFOs (namely ACT, SNAU and LENAUFU) were actively involved in the publication of newsletters and communication brochures. In addition, FOs' positions or activities were featured in several newspaper articles or TV shows or radio programs in their respective countries. This demonstrates the value that FOs have towards communication.

An important outcome regarding the documentation of knowledge and practices comes from ROPPA who elaborated 51 case studies describing relevant FOs' economic initiatives all over the Western African region (a list of around 30 case studies is presented in Box 40 below).

Box 40: ROPPA KM achievements : documentation of 51 FOs' economic services initiatives

During SFOAP implementation period, ROPPA has elaborated an innovative capitalization process for the network that is described in specific "Capitalization guidelines". One key particularity of their approach is that it is focused and driven by the farmer leaders themselves. This type of approach aims to ensure the good valuation of capitalization products by the FOs that lead the process. National and regional capitalization sharing workshops were organized to ensure sharing of skills acquired by farmers or knowledge identified by stakeholders.

One important achievement of SFOAP is that it contributed to financing the documentation of 51 FOs' economic initiatives of western Africa FOs by ROPPA that led to the elaboration of case studies. A sample list of available case studies is presented in the table below.

Année	Pays	Thème de l'étude de cas
2016	NIG	Bonne gouvernance
2016	NIG	Participation des OP aux processus politiques
2016	NIG	La lutte contre les effets du changement climatique
2016	MLI	Expérience de la plateforme en matière d'agro-écologique
2016	BEN	Expérience de plaidoyer conduit pour la facilitation de l'accès des petits producteurs aux fonds du PADA
2016	BKF	Capitalisation sur les 10 ans de la CPF
2017	BKF	Utilisation cendre de paille de riz comme fertilisant
2017	BKF	Production de semences paysannes adaptées au Changement Climatique

⁵³ this corresponds to cumulative data from Component 1.2 and Component 3.3

2017	BKF	Développement de bio-pesticides
2017	BKF	Agroforesterie, Demi-lune et Zaï
2017	BKF	Le Zaï arboré : la reforestation au-delà de la récupération des terres dégradées
2017	BKF	Les Systèmes Participatifs de Garantie (Bio-SPG)
2017	SEN	Mise en place d'un centre incubateur de développement de métiers avicole pour les jeunes et les femmes
2017	GAM	economic initiatives on family farming
2017	GAM	Youth enterprise initiatives
2017	NIG	Lutte contre la désertification
2017	NIG	Conservation des eaux
2017	NIG	Fumure organique
2017	NIG	Pêche
2017	NIG	Lutte contre désertification, conservation des eaux, fumure organique, pêche
2017	BEN	Le Système d'information des marchés (SIM)
2017	BEN	Implication de la PNOPPA au processus d'élaboration du PSDSA/PNIASAN
2017	MLI	Production de semences paysannes
2017	MLI	Agroforesterie
2017	MLI	Aviculture
2017	GUI	Renforcement de l'interprofession autour de la filière riz
2017	GUI	La stratégie de commercialisation du riz net étuvé

According to the IFAD-funded M&E support mission to RFOs, that occurred a year prior to SFOAP completion, « of all the case studies prepared by the RFOs with SFOAP budget, these are the best examples encountered and the other RFOs would benefit from being inspired by them. They are in fact comprehensive, sufficiently detailed and well-written documents that deal with interesting topics and document the concrete experiences acquired by the NFOs in view of their replication. »

Source : IFAD SFOAP Global M&E Report, 2018

Enhanced communication and KM events showcased success stories and lessons learned: As reported in RFOs SFOAP completion reports, for **SACAU**, KM events led to major messages and lessons from SFOAP implementation on (i) importance of good governance in FOs and effect on provision of effective economic services; (ii) it's key for farmers to be organized and as much as possible according to commodities they produce in order to collectively address issues; (iii) farmers should consider investing in the upstream value chain instead of focusing on production only; (iv) PPPP need to be enhanced as it was critical in 4 countries where C3 was implemented

ROPFA reported to have undertaken media coverage of all meetings of the network. This form of information management within the network aims at archiving all the major events that come into play in the SFOAP. It has been done at the NFO level as well as at the regional level. Specific tools like social media have been quite developed over the 6-years period of SFOAP implementation.

The performance of the network's publicity and their broadcasts have significantly contributed to the increase of the useful audience of the network.

Good practices on targeted value chains are shared and up-scaled: In Southern African region, SFOAP KM activities have fostered the scaling up of lessons learned from the project at the occasion of several meetings were those were discussed and validated. As a result, good lessons identified were replicated by other FOs at both National and Local levels. For example, the CPM approach in the establishment and operationalization of cooperatives in Madagascar was adopted by AROPA (an IFAD funded project) to develop cooperatives for farmers in different districts.

Moreover, one key KM achievement of SFOAP is the approach developed by EAFF under component 3, that has generated interesting impact as described in the Box 41 below.

Box 41: EAFF uses KM as a vehicle for transforming FOs: the case of CAK member Kirinyaga Dairy Cooperative Society

Background: Kirinyaga Dairy Farmers Cooperative was registered in 1964. Originally, the society had 15,000 members but with the fall of KCC 1999, the society collapsed and during this time it lost Ksh. 4.5 million that was owed to the members. In 2007, a new board was constituted. The cooperative currently has a total of 500 members in its records; only 300 active members (130 males and 170 female) of which 80 of the active members are below 35 years (30 males and 50 female). The cooperative has five permanent employees and nine casual staff. The society has is governed through and 3 committees; Supervisory, Housing and the Executive to manage its affairs. They have an annual general meeting which is the top governing organ.

The Cooperative services and SFOAP-supported activities: the main economic services offered by the Cooperative to farmers are (i) milk collection and marketing, (ii) transport, (iii) price information, (iv) processing and (v) linking to financial institutions. SFOAP support consisted in needs' assessment and support to the value chain action plan of the cooperative.

Outcomes of SFOAP Support: As a result, the cooperative has improved its overall performance thanks to

- the increased commitment of members to the cooperative who started to focus the selling of all their milk to the cooperative and stopping their random sales to brokers;
- Improved dairy farmers' techniques (e.g. fodder silage techniques for conservation) thanks to the consultant's advice given during the mission to design their VC AP.
- the Increased membership of the cooperative leading to increased volume of milk collected as detailed in the table below. Because the cooperative's main buyer is giving a better price if volumes provided are higher, the cooperative was therefore able to increase the price given to farmers for their milk (reached 30 Ksh/L);

Success of complementary KM training sessions: This support consisted in a training on Knowledge management & institutional development. The training was facilitated by EAKK KM officer Tuyishime Norbert. It took place in Roswam Hotel in January 16th and 17th 2014 and April 29th and 30th 2014. A hundred farmers' members of the cooperatives attended the two seminars and went through training.

The cooperative was very satisfied in the outcomes of the training. They were able to assess the importance of enhancing capacities and general knowledge of their farmers through both sessions. As reported in the table below, those trainings also gave very concrete results in terms of membership and commitment of farmers to deliver higher volumes of milk to the cooperative.

Date	Membership		Volume of milk collected	
	Before	After	Before	After
Jan 2014	400-450	500	650	750
April 2014	500	510 and stable	750	880

The cooperative emphasised their presentation by providing some concrete outcomes of the training in terms of overall services/management/governance in the cooperative:

- Human Resource management
- Interaction of members and management.
- Time for milk collection(early)
- Management being transparent and countable for the society's assets.

Information and communication has also much improved since the training: great improvement of communication between farmers, staff and management is noted. Effective communication has been experienced since communication is through phone calls, sms, letters, posters and meeting. Members have also improved communication with then society through cell phones, sms and visiting the office when need arises. As a result, an increase confidence of the members in the cooperative's leadership has been noted thanks to enhanced communication leading to improved transparency and governance;

Source: IFAD EAFF Supervision Mission Aide Memoire 2014, EAFFF SFOAP Completion report

4.5 Partnership development⁵⁴

4.5.1 Global resource mobilization enhanced by SFOAP

Even though they only represent part of the picture as collected data are not comprehensive due to lack or delays in M&E reports⁵⁵, data in the Table 22 below show that the four sub-Saharan networks, around 79% (30 out of 38) of their national FOs members targeted by SFOAP and 6 Fert supported FOs in Northern Africa have developed over the SFOAP implementation period a **total of 198 partnerships** and have raised over **EUR 35,504,000 million**, which represents **199% of SFOAP resources** accruing to RFOs and NFOs over 2013-2018 (Components 1 to 3, i.e. EUR 17,847,562).

Moreover, even if comprehensive data on the origin of mobilized resources (public or private) was not available at completion, the trends show that most resources from public sources of funding come from regional economic organisations, national governments, research institutions, multilateral and bilateral donors' projects; and most resources from private sources of funding come in majority from NGOs but also include Foundations and value chain private sector partners such as commercial partners and financial institutions, even if they are probably underestimated.

Table 21: Partnerships developed by region 2013-2017

RFO ⁵⁶	Number of Partnerships ⁵⁷	Total value ⁵⁸ (€)
EAFF	48	12 291 229
Regional level	8	4 409 119
National level (11)	42	7 882 110
PROPAC	37	4 987 165
Regional level	13	2 332 512
National level (6)	24	2 654 653
ROPFA⁵⁹	48	7 804 000
Regional level	15	4 653 000
National level (7)	33	3 151 000
SACAU	55	9 751 616
Regional level	24	5 957 629
National level (6)	31	3 793 987
Fert	10	670 000
Regional level	0	0
National/local level	10	670 000
TOTAL	198	35 504 010 €

Source: RFOs, data collected for the Completion

This confirms that SFOAP has been an instrumental financing tool to leverage additional resources and has played a key role in supporting FOs ability to develop partnerships, in particular through the financing of staff and capacity building as well as support to good governance, communication, lobbying and advocacy.

For example, regarding capacity building to enhance partnership development, SACAU was innovative as they (i) organized a training for NFOs on proposal writing, (ii) assisted NFOs in the conduct of donors' mapping exercises and (iii) developed SACAU's resource mobilization plan and helped NFOs prepare a number of proposals which were submitted to the Green Climate Fund and the European Union, among others, with some success (see Box 42 below).

⁵⁴ Details on the mobilized partnerships are available in Annex 16

⁵⁵ These data are exclusive of ROPFA and EAFF updated data as they were not provided on time for completion

⁵⁶ Number next to national level in first column indicates the number of target NFOs for which data is available

⁵⁷ Some partnerships do not involve any transfer of funds or in-kind support to NFOs. For example, SNAU (Swaziland) has a partnership with a banking institution, which involves direct farmers' access to bank funding.

⁵⁸ Total value of partnership is not complete as reporting NFOs often did not valorise in-kind support.

⁵⁹ ROPFA data at completion not available, these data are sources from SFOAP MTR Report (2015)

Box 42: Positive outcomes of SACAU Support to NFOs for Resource mobilization

After imparting a training on proposal writing to its member NFOs, SACAU has provided additional support to help NFOs conduct donors' mapping exercises. On this basis, a global resource mobilization plan was developed and validated by its Board. This tool is being used for the preparation of targeted funding proposals and for the monitoring of resource mobilization efforts.

Some support has been provided in the area of resource mobilization. After receiving in 2015 a training on proposal writing, some support was provided to help NFOs conduct donors' mapping exercise. In 2017, SNAU developed a resource mobilization plan, which was validated by its Board during a workshop that was organized with the financial support of an Italian-based NGO. SNAU has prepared a number of proposals which were submitted to the Green Climate Fund and the European Union, among others.

Results: In 2016, SNAU, ACT and SeyFA thus reportedly managed to mobilize, respectively, USD 22,000, USD 30,570 and USD 41,639 from various sources. In 2017, ACT received some SFOAP support in order to map out the potential partners at national and regional level and was planning to prepare a number of proposals. The same year, NNFU performance, was stunning, with a recorded amount of 2.1 million mobilized from the European Union, the Friedrich Ebert Stiftung Foundation or the FAO. In the case of NNFU, SFOAP had a direct contribution to this recorded success, as it financed the fees of a consultant who helped prepare funding proposals. Even though NNFU may be considered one of the strongest among SFOAP supported-NFOs, this particular support may be worthwhile repeating in 2018 for the other NFOs. In 2016, SACAU also prepared 6 funding proposals and submitted them to various organizations and was successful in mobilizing some USD 500,000. A more complete dataset on the results of resource mobilization efforts in 2017 and 2018 will need to be compiled by SACAU by project completion.

Source: IFAD SFOAP M&E global report, 2018

One key outcome of this leverage capacity of SFOAP is that it has contributed to broader development initiatives thanks to synergies and complementarities. Indeed, there are several examples showing that SFOAP funds could leverage or complement additional funds to support broader activities in countries or at regional level. It was reported that SFOAP has been instrumental for partnership development as it sometimes financed the only members of the executive secretary staff of NFOs that have then managed to develop all these partnerships. A set of good examples of positive complementarities between SFOAP and other partner resources to achieve NFOs objectives is highlighted in Box 43 for the Southern African region, on LENAFU, SNAU and CPM stories.

Box 43: Leverage capacity of SFOAP towards SACAU members: LENAFU, SNAU and CPM stories

At national level, LENAFU partnered with FAO to undertake Organizational assessment and institutional capacity development. The initiative ran for two years and among other things, farmers were trained on good corporate governance and agri-business development. The two projects (FAO and SFOAP) complemented each other by strengthening the governance and agribusiness knowledge and skills of LENAFU members at all levels (national and district). Furthermore, LENAFU, through the support from FAO, received agricultural equipment which were delivered to 17 (seventeen) member associations in October 2018 to enable them to combat and mitigate against the effects of climate change in their production endeavours. The projects fitted well within the 2018 Lesotho Climate Change Policy which among other things recommends a need to adapt to modern technologies and practices which could help to reduce the effects of climate change. Lastly, LENAFU through the support from Technical Centre for Agricultural and Rural Cooperation (CTA) and AgriCord, is implementing the Electronic Database Management System Project which is aimed at profiling farmers for the purposes of planning, management and monitoring of initiatives.

In Eswatini, SNAU has linked up with several partners including the FAO-Swaziland, National Maize Corporation (NMC) and the Ministry of Agriculture in implementing a government maize subsidy programme and tractor hire service. On the subsidy programme, SNAU was mandated to register all farmers eligible to benefit from the program. Registered farmers were issued with smart cards which were used to redeem their subsidised agricultural inputs. SNAU also implemented a program with the Swiss Agency for Development and Cooperation (SDC). The program was aimed at supporting farmers to access input loans, production training/supervision, and marketing services. Lastly, SNAU

signed a partnership agreement with COSPE for PRO-Swazi Project which started in 2013 and ended in 2016. The project was aimed at capacity building for SNAU members, rehabilitation of processing centres for farmers, promotion of value addition and marketing as well as purchasing of inputs for SNAU members.

In Madagascar, CPM collaborated with a Canadian Organization Développement et Paix (Development and Peace) in mobilising farmers in the Boeny region to defend their land rights and interest. Development and Peace covered all the costs for the project including paying salaries for the regional staff and administration costs. CPM also partnered with AGRIVAL (private operator) who provided technical support to members of the Ankadinondry, Ambararatabe and Manitampona cooperatives that were established under component 3 of SFOAP. Apart from technical support, AGRIVAL also provided markets for the maize produced at regional level to strengthen the cooperatives. Common Multi Donors Fund initiative in Madagascar (FCMB) provided technical support for the review and drafting of CPM governance instruments (constitution and associated policies) which has assisted CPM to streamline some activities to be managed at local level without necessarily seeking approval from headquarters. This has improved the efficiency of CPM structures in responding to farmers' needs. Lastly, CPM has linked with Sekoly Ambony momba ny Ita sy ny Serasera – École Supérieure de l'Information et de la Communication (SAMIS-ESIC) – a college with expertise in communication, who provided technical support in the elaboration of communication plan and finalization of regional and national strategic plans.

Source: SACAU SFOAP Completion Report, 2019

4.5.2 Focus on Partnership with IFAD and other SFOAP donors

Table 23 highlights available data on the number of partnerships that were mobilized by RFOs/NFOs from the SFOAP donors (mostly IFAD, EU and SDC). This table shows that 22 partnerships for a total amount of EUR 5.423.356 raised were developed over the 2013-2018 period. Even though one of the key objectives of SFOAP donors was that SFOAP funds would serve as leverage funds specifically for NFOs to raise additional funds in countries from EU/AFD/IFAD/SDC investment projects, it turns out that the outcome in this area has not reached expectations: **SFOAP donors additional funds represent only 15% of total funds that were mobilized.**

Table 22⁶⁰: List of partnerships and resources mobilized by RFOs/NFOs from SFOAP donors

RFO/NFO	Period	Amount USD/€	SFOAP donor
SACAU-CPM	2016-18	113 650 USD	IFAD AROPA
SACAU-CPM	2018	113 650 USD	IFAD FORMAPROD
SACAU-NNFU	N/A	450 000 USD	EU
SACAU-NNFU	N/A	146 880 USD	FAO/EU
SACAU-NNFU	N/A	775 200 USD	EU
SACAU-SNAU	2013-16	237 165 USD	COSPE (EU)
SACAU-SNAU	2013-16	66 838 USD	Technoserve EU
SACAU-SNAU	2014-15	123 606 USD	IFAD -microF
SACAU-SNAU	2010-15	40 825 USD	IFAD SADP
SACAU-SNAU	2018-19	72 296 USD	SDC
PROPAC-FENAPA	2010-14	4 000 EUR	IFAD PAPFPA
PROPAC-COPACO	2013-17	1 200 000 EUR	UE RCN
PROPAC-CNCPRT	2016	39 637 EUR	IFAD PADER G
PROPAC-CNOP CAM	2017-18	15 000 EUR	IFAD PADFA
PROPAC CNOP Congo	2013	45 913 EUR	IFAD PRODER

⁶⁰ This table is not taking into account neither ROPPA and its NFOs partnerships developed nor EAFF/NFOs comprehensive list of partnerships as data were not provided to IFAD on time

PROPAC CNOP CAF	2013-17	48 784 EUR	IFAD PREVES
PROPAC	2013-16	125 000 EUR	UE FARMAF
PROPAC	2013-18	166 995 EUR	UE PARPAED
EAFF	N/A	800 000 EUR	IFAD youth grant
EAFF UNFFE	2017	50 000 EUR	IFAD PRELINOR
EAFF IMBARAGA	2017	1 000 000 EUR	IA (EU)
EAFF MVIWATA	2017	N/A	IA and SDC
total USD		2 140 110 USD	
total €		3 495 329 EUR	
GRAND TOTAL (EUROS)		5 423 356 EUR	

Source: Data from RFOs questionnaires filled at completion

Partnerships with IFAD country programmes. All RFOs and NFOs as well as Fert have systematically attempted to develop linkages with IFAD country representatives and IFAD-financed project coordinators through different ways: inviting them at key workshops and events, requesting to meet them - at the occasion of SFOAP supervision missions or more often at the occasion of RFOs' country backstopping mission, inviting them to visit NFO headquarters, responding to calls for proposals, proposing to establish memorandums of understanding.

As reported with the data above, impact however has been mixed. While there are good examples of projects collaborating with NFOs (including in Benin, Burundi, Chad, Congo, Mali, Rwanda, São Tome and Principe, Senegal, Swaziland, Tanzania, Togo, Tunisia, Uganda), RFOs report that in many countries, enhancing NFOs' partnership with IFAD investment projects remain highly challenging and joint efforts of RFOs and NFOs have not been successful. In some cases, NFOs are only offered to sit on IFAD project steering committees, their roles remaining "consultative".

However, a milestone in the process of developing partnership between FOs and IFAD investment projects is that since the Farmers Forum decided in 2016 to decentralize its venue at regional level, EAFF, ROPPA and PROPAC were given responsibilities in the organization of the regional FAFOs. As a result:

- EAFF organized the first IFAD Regional Farmers Forum in Eastern and Southern Africa in Kampala, from 20th to 23rd May 2017;
- ROPPA organized the first IFAD Regional Farmers Forum in Western and Central Africa in Nouakchott in April 2018;
- and PROPAC was given the responsibility to monitor and evaluate national action plans that were jointly designed between IFAD country programmes and FOs country representatives during the WCA FAO.

Partnerships with the EU and with AFD. In many countries NFOs have participated in EU calls for project proposals directed to NGOs or the civil society and have been awarded significant resources. Some examples regarding EU are provided below:

- In West Africa, during the 2014-2018 period, ROPPA developed some regional partnerships with EU: (i) EU through PAEPARD, (ii) VECO and UE with CRCOPR; ROPPA also joined forces with UNOPS, APESS and RBM to submit a project aiming at strengthening FOs involvement in policy decision-making processes, which was awarded EUR 490,000 and which co-finances several ROPPA activities along with SFOAP (for example the Observatory on Family Farms and communication).
- In East Africa, EAFF members in Burundi (CAPAD), Rwanda (IMBARAGA) and Tanzania (MVIWATA) have successfully participated in the development of country-level farmers' or rural producers' forums to foster dialogue between national government. Each organization in partnership with a CSO has been awarded a project for voice for farmers that runs from end of 2017 to 2020.

However, SFOAP supervision missions usually reported that most of the time, EU and AFD representations in countries visited had no information about SFOAP as it was managed by their headquarters. Lack of communication was identified as key constraints for synergies to develop at country level;

Partnerships with SDC. As already reported during SFOAP MTR, there are good synergies between SFOAP and SDC regional and national initiatives, in the two sub-Saharan African regions where SDC has activities.

- In West Africa, SDC finances a regional project providing budget support to ROPPA and two other livestock and pastoralists regional organisations, APSS and RBM, aiming at strengthening their capacities to provide service to members and to participate in policy processes, in partnership with ECOWAS. The project includes a contribution to RFOs core budgets, which is maintained equal over the whole project duration, as opposed to SFOAP's approach on Component 1. In addition, SDC provides support to the four NFOs in Mali, Niger, Benin and Burkina Faso. In Benin for example, SFOAP funds were used as mandatory collateral to enable SDC to have a NFO-support programme aiming to provide institutional support and funds for key advocacy processes.
- In East Africa, SDC financed a project implemented by EAFF aiming at integrating smallholder farmers into EAC regional markets through the development of successful business models, especially for women farmers and the promotion of regional dialogue to facilitate the participation of smallholders in regional trade (until March 2015). Another initiative exists in Tanzania where the NFO MVIWATA signed a contract with Irish Aid and SDC for supporting advocacy interventions based on the organization Strategic Plan.

4.5.3 Synergies with AgriCord funded "Farmers Fighting Poverty" - FFP

Farmers Fighting Poverty (FFP) Africa and SFOAP constitute the two components of EC-funded programme called "Farmers' Africa" supporting FOs in Africa. The FFP Africa financing from the EC is channelled to AgriCord through IFAD, just like SFOAP donors' funds are transiting through IFAD to reach SFOAP implementing partners.

As reported in FFP Africa 2017 final report, the two programmes are complementary regarding:

1. **Activity level:** FFP/Africa primarily supports activities contributing to strengthened and concrete economic services by FOs (73 % of the total reported expenditure under FFP/Africa is used for the Component 3). This approach is complementary with the activities of SFOAP that has a key role in strengthening the representation and advocacy position of sub-regional and national FO platforms. Strengthening the economic activities of (sub-national) farmers' organisations will contribute to increased relevance and credibility of FOs in general and thus support (national and sub-regional) FOs' positioning in policy dialogue. It will also provide evidence-based substance to the agendas of the national and sub-regional FOs.
2. **Intervention level:** FFP/Africa mainly focuses on the local and - in a lesser extent – to subnational levels. 63% of the participants to the FFP/ Africa project activities were registered at the local level. This complements SFOAP activities which focus more on the regional and national levels.
3. **Partnerships and knowledge management:** Agri-agency special services and farmer-to-farmer collaboration are key characteristics of agri-agencies' support. FOs and regional FO platforms may benefit of partnerships with agri-agencies beyond project support, and several SFOAP beneficiaries are collaborating with agri-agencies on different issues. For example, the tools developed by agri-agencies for measuring and monitoring organisational development, such as the profiling tool, may be adopted and adapted by FOs for their own needs.
4. **Governance level:** AgriCord participates in the Steering Committee meetings of SFOAP with an observer status, to ensure effective communication of FFP/Africa progress to the implementing organisations of SFOAP. The sub-regional FO platforms, EAFF, PROPAC, ROPPA, SACAU and UMNAGRI are members of the Advisory Committee of Farmers Fighting Poverty that orientates the AgriCord General Assembly in the formulation of recommendations on the content and strategies of Farmers Fighting Poverty. It should also

be noted that IFAD is the implementing partner of both SFOAP and FFP/Africa, thus having an overview of both programmes and thus in position to facilitate and reinforce complementarities. On two occasions AgriCord and IFAD engaged in strategic meetings on how to strengthen the monitoring and evaluation systems of the farmers' organisations.

Main findings from SFOAP-FFP/Africa partnership. FFP/Africa is complementary to the SFOAP Programme with a few overlapping areas including the fact that some NFOs targeted by SFOAP also benefit from FFP/Africa projects and both programmes are supporting SNFOs economic services. Coordination between FFP/Africa and SFOAP, if it is quite well managed at global level (design features, updates during global annual steering committees), needs to be improved at national level where FFP/Africa's outcomes could feed upscaling strategies and potential of SFOAP. Indeed, in practice, RFOs and SFOAP-targeted NFOs have little or no information about FFP or about agri-agencies activities in their countries. In their annual SFOAP reports, RFOs rarely mention partnerships linked to FFP/Africa, even if they report on several partnerships they have developed with other AgriCord members (like We Effect for SACAU, AgriTerra for EAFF, Afdi for ROPPA), but not under FFP/Africa. Moreover, the fact that two agri-agencies members of AgriCord – Fert and UPA-DI - have been mobilised to provide technical assistance or to implement directly Component 3 activities for UMNAGRI and PROPAC, did not impact on development of further synergies between those AAs and SFOAP implementing partners/beneficiaries.

As for NFOs, 3 situations are found (i) a limited number of NFOs, such as CNCR (Senegal) are targeted both by SFOAP and FFP. It is their responsibility to facilitate information sharing and promote synergies. For example, CNCR combines SFOAP and FFP funds to finance its annual audit; (ii) a second situation is that of SNFOs that benefit from FFP Africa and that are direct members of an NFO supported by SFOAP (for example MVIWATA Arusha and Manyara in Tanzania supported by the agri-agency Trias). In this case, synergies between SFOAP and FFP are possible provided there is a good flow of information between SNFOs and their NFOs, which is not often the case. The third situation is where SNFOs benefiting from FFP Africa are not connected to an NFO targeted by SFOAP. It is more difficult to foster synergies in this case, but agri-agencies could facilitate connections between SNFOs and SFOAP target NFO, where relevant, and they could improve overall communication on their activities in support of SNFOs including towards RFOs.

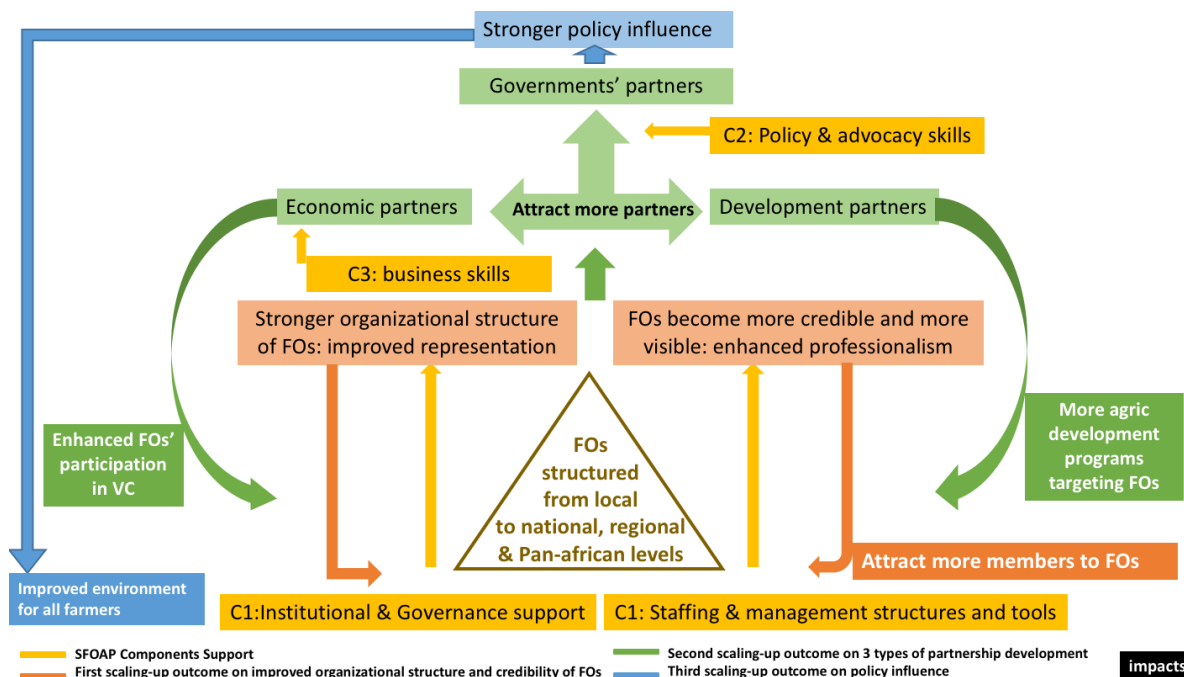
Recommendations to improve the partnership in the future include the need (i) to foster further synergies between the two Programmes relying on both NFOs involved in the SFOAP network and FOs belonging to those NFOs; and (ii) to enhance synergies between SFOAP and FFP/Africa especially at national level through systematic information on FFP/Africa outcomes to the NFOs involved in SFOAP; (iii) for IFAD to increase its potential for enhancing synergies

4.6 Scaling up and Sustainability

4.6.1 Scaling up

Scaling-up of all benefits and lessons gained through SFOAP programme can be summarised in the figure 9 below.

Figure 9: Scaling-up of all benefits and lessons gained through SFOAP programme



As illustrated above, SFOAP programme has generated scaling-up outcomes related to the following areas

- Stronger organizational structures and enhanced professionalism of FOs at all levels.
- Stronger partnerships developed that lead to (i) enhanced participation of FOs in value chains when it comes to economic partnerships, (ii) enhanced focus of agric development programmes on FOs when it comes to partnerships development with government and development partners, (iii) enhanced access to policy design and policy influence
- Greater impact at all geographic levels when it comes to policy and advocacy activities that have concrete results and impacts on all farmers' environment (tax suppression, conducive agric policies, etc.)

In the end, the strengthening of FOs from local to national, regional and Pan-African levels, is a relevant vehicle to scale-up good practices, benefits and lessons learned from SFOAP.

The box 44 below gives SACAU examples of scaling up initiatives generated with SFOAP support.

Box 44: SACAU examples of scaling up initiatives in Eswatini

In Eswatini, SNAU has made remarkable efforts in scaling up and sustaining activities that were initiated during SFOAP. For instance, through the partnership that was signed with the Swazibank, more pig producers and farmers' cooperatives can access business loans provided they repay already granted loans. Furthermore, regarding the revolving fund for maize, the union was successful to scale up the maize revolving fund to benefit sugar beans producers. Opportunities are there to scale up this intervention to benefit more farmers if the union successfully and mobilise additional funds for the program. They have also registered a not-for-profit company named "Limisa Enterprise". This company is 100% owned by SNAU. Through this company, the union seek to venture into value addition and marketing of farmers' produce thereby generating income to sustain the operations of the union whilst assisting members to access markets. In this regard, the union has applied to lease one of the government farms where production and processing activities of the enterprise will take place. The union has engaged services of the Small Enterprise Development Company (SEDCO) to develop a business plan for the enterprise. It is anticipated that operations of the business will commence in 2019.

Source: SACAU SFOAP Completion Report 2019

In West Africa, SFOAP's action has supported ROPPA's existing practices' scaling up such as (i) the observatory of family farms to inform policies on their impact on family farms development

in a broader perspective, (ii) the capitalization process generating knowledge to design future policies that should benefit the development of economic services within FOs, (iii) practices of consultations with research actors and policy makers that are tools and instruments for FOs effective policy dialogue.

In East African, a lot of gains have been achieved through SFOAP, in terms of increased capacity of members in production and initiating/sustaining linkages with different value chain actors (especially for markets and finance). Specific recommendations to further engage with FOs for up-scaling beyond SFOAP and further sustain activities are summarized in Box 45 below.

Box 45: EAFF's Recommendations to pursue up-scaling and sustaining SFOAP support

As reported in EAFF SFOAP completion report, all gains generated at EAFF with SFOAP support now needs to be sustained and put to scale beyond SFOAP. Specifically, the following activities need to be continued and expanded to other FOs:

- Need for sustained partnerships with other value chain actors: There is need for the EAFF members to sustain the relationships that have been initiated with different value chain actors including government, buyers, research organizations and processors. This will support the sustainability of different initiatives;
- Development of agribusiness plans for the federations to guide them in key areas such as aggregation/collective marketing, input procurements and to some extent small to medium size processing;
- Comprehensive entrepreneurial and business management capacity building program: the whole process of aggregation/processing facility at the group level; this involves training groups on crop season cash flow budgeting (meet demand in cash at different stages of the cropping cycle); borrowing from banks/microfinances to achieve business targets; governance of collective marketing process, etc.
- Members intend to continue training farmers in the areas of agronomy, market and financial access and farmer group dynamics, with the intention of recruiting more members into their groups. They expressed that training & sensitization of general membership is important in enhancing their support and commitment towards their cooperatives/ FOs.
- Sub-National FOs (ACEs, primary cooperatives, DFAs, farmer groups) should become one-point centre where farmers get bundled services. For instance, in dairy value chain, dairy cooperatives transform into milk hub where farmers get services (feeds, AIs, insurance, markets) as they deliver their milk. Such initiatives will generate revenues for the sub nationals;
- All NFOs should develop plans for increasing members and member loyalty for growth and wealth creation (issuing share certificates for assets jointly owned) this will enable them to fund business activities and retain committed members;
- The cooperatives should graduate well-functioning cooperatives and only provide linkages to market and finance and other supportive services. This will allow the sub nationals to become mature and fully private for profit making on the benefit of the members/owners.

Source: EAFF SFOAP Completion report, 2018

4.6.2 Sustainability

Promoting sustainability in a FOs' capacity building programme such as SFOAP consists in enhancing FOs' autonomy, their capacity to manage their own affairs, based on a strategic vision and adequate financial resources. It implies both an institutional/technical dimension (the capacity to design proper management tools and strategies and to develop technical skills) and an economic/financial dimension (the capacity to mobilise resources to implement a strategic plan). SFOAP components have all contributed to fostering sustainability by supporting FOs to evolve into well-functioning institutions that are able to provide relevant services to their members, influence policy environments and gain recognition from stakeholders in the agricultural sector.

This section is highlighting how SFOAP activities have contributed to sustain FOs in various aspects: institutionally, technically, economically and financially.

a) Institutional/technical sustainability

The first key feature of SFOAP that is instrumental to the sustainability of all supported activities is the fact that SFOAP key principle is to support FOs' own strategies, their organizational structures and their management tools to make them solid and credible. Thus, in their completion reports, RFOs all reported that SFOAP approach is particularly relevant and sustainable as (i) the Program was implemented within existing organization strategic framework of RFOs/NFOs that have been designed by the membership-based organizations, and (ii) most activities were implemented in collaboration with other public or private stakeholders in response to the needs identified in FOs strategic plans. As an example, the Table 24 below shows SFOAP's coherence with ROPPA's strategic plan of the past 5 years.

Table 23: Analysis of SFOAP coherence with ROPPA's strategic plan

SFOAP Component	Institutional and organizational strengthening	Policy influence	Economic initiatives support
Strategic Plan Orientations			
Economic services Development	+	+	+++
Advocacy and Policy influence	+	+++	++
FOs' governance strengthening	+++	+	+
Capacity building of technical teams	+++	++	++
Legend = + : Small link; ++ : Medium link; +++ High link			

Source: Programme Design Document.

FOs autonomy depends on their ability to define their own vision and strategies and on their building capacities to implement and advocate for them. It requires permanent teams with sufficient skills to implement the organizations' strategies through activities aiming at supporting and representing the farmer members. Below are some examples of activities implemented by FOs' staff and supported by SFOAP funds, that are enhancing sustainability of their actions:

- *Elaboration of institutional tools and systems:* FOs staffs elaborate the major outputs for sustainability, as they are the ones designing strategies and plans, operational and financial manuals, M&E systems, databases and KM & communication tools that will remain in use.
- *Strengthened governance and management* lead to increased credibility of FOs towards their environment thus increased attraction for new farmers and for new partners: with SFOAP support, RFOs and members have developed sufficient capacity to take their organizations to the next level. SFOAP strengthened the governance and management of the farmer groups. In practice today, there is great improvement in service delivery to the farmers and effective communication among the members, board and staff.
- *Economic service provision at national/regional level:* SFOAP has assisted RFOs and members to build capacities to offer economic services to members. Once again, skilled secretariats were instrumental to set up and implement the approaches adopted: (i) **in West Africa**, staff in place in seven NFOs members of ROPPA (CNIEPs) have provided economic services to the SNFOs such as facilitation of contract negotiation between FOs and buyers and training sessions on credit negotiation and on business planning; (ii) **in East Africa**, EAFF team developed a directory on stakeholders in five commodities for Rwanda, Burundi, Tanzania, Kenya and Uganda that gives useful information on commodity standards and trade requirements to boost business activities of NFOs; moreover, to attract private financing, EAFF is strengthening FOs' abilities to develop "Investor Ready" proposals.
- *Partnership development* is also enhanced thanks to proper staffing in the FOs secretariats that can prospect /undertake a mapping of new possible partners (like for SACAU), organize meetings to showcase their new strategies and expectations and organize specific events for partnership development (done by several FOs including UMNAGRI and PAFO)
- *Piloting advocacy activities* also have an important impact on sustainability. In East Africa, the engagement of EAFF in the ECA cooperative Act Bill, 2014 is a strategy to foster regional businesses between cooperatives and to provide them a more suitable environment to develop their activities.
- *Adopting the strategic vision to anchor the RFO's agenda into regional institutions long-term programmes:* this is a strategy adopted by ROPPA that aims also to enter into long-term

partnerships with regional programmes such as the Rice initiative, the Regional food reserve, etc.

b) Economic and financial sustainability

Economic and financial sustainability comes from the ability of FOs to mobilize resources both internally (through raise of fees and/or increase in membership within FOs for example) and externally, from various partners (public or private).

Mobilizing internal resources:

- *Membership fees:* RFOs and NFOs have reported to take measures to increase the amount of fees they collect from their members and to increase the number of members. For example, PROPAC and members carried out sensitisation visits to their members, which have strengthened relations, facilitated fee collection and brought new members in. ROPPA makes service provision to member's contingent on their regularly paying membership fees. All RFOs have *also* reported that the new component on provision of economic services has been instrumental to attract new members and to showcase concrete results from FOs' influence at local level when they have tools and means to provide relevant services to farmers. For example, in the Kyrinyaga cooperative, member of CAK that is a member of EAFF, the boosting of economic services provided by SFOAP support led to 76% of increase in the membership.
- *Fees for services:* in general, there is limited evidence of services being provided by FOs against fee payment. It is true that in some cases under component 3, the shaping of economic services has explored ways to recover, if not through fees for services through other strategies, at least funds invested to sustain the service provided. This has for example been the case in PROPAC were in the self-assessment, FOs estimated that 13 out of the 14 supported economic initiatives would probably sustain after the SFOAP ends. A relevant example is that SFOAP contributed to the regional level **EAFF e-granary system** that facilitates the provision of four key economic services to farmers– communication and e-extension services, quality inputs access, affordable financial services (insurance and credit) and Market linkage. Up on reaching a critical mass of users and expanding to more than one country in East Africa - EAFF is currently scaling-up the e-granary activities to Uganda, Rwanda and Tanzania - e-Granary should be able to generate additional income for EAFF - and also for its members through the bulk aggregation and selling of their produce – and therefore to sustainably operate.
- *Enhancing business development:* at national level, SFOAP finds its sustainability through business development and linking farmers to markets. During the implementation, FOs were able to achieve sustainability through the development of Business Models: SFOAP results show that farmers have been able to generate increased revenue by producing and selling more and better quality products. FOs have been able to negotiate contracts and to increase the number of buyers with whom they have signed agreements, thus ensuring regular sales and incomes, especially in EAFF region with examples from Box 46 below.

Box 46: SFOAP enhancing FOs' business development to sustain their economic activities – Highlights from EAFF members

In East Africa, SFOAP supported EAFF members' development of value chain action plans with an objective to develop FOs' economic services to members and entrepreneurial capacities. Several FOs therefore set up innovative business models in their countries to sustain their activities as described below:

- the model of creating business-oriented cooperatives or companies has been catching up, for example CAPAD in Burundi have established a private company, SOCOPA, that has set-up a cassava processing plant and now sells high-quality cassava flour, thus providing additional income for the NFO and its members. IMBARAGA is in the final stages of creating a commercial company specialized in potato marketing.
- SYDIP has set up and started the implementation of a model of commercialisation of potato on weekly basis where SYDIP will set annual targets for its cooperatives.
- CAK and TFC members started operating animal feed stores to facilitate member access to the feeds. These cooperatives have started own SACCOs, currently at formative stage, but they will

offer financial credit to members because the loans will be deducted from milk payment to farmers. Savings will build a financial base for future investments.

- UCA supported members have been able to mobilise additional funds from private and public sources for the financing of these processing plants.

Source: EAFF SFOAP Completion Report, 2018

- *Commercially-oriented partner entities of FOs:* some NFOs have planned to use SFOAP support to set up subsidiaries that will enter into profit-making activities (including service provision, consultancy services, hospitality services, real estate, etc.) and generate resources for their head organisation to ensure financial sustainability. Examples prior to SFOAP support are existing in the network: (i) in Kenya, KENAFF included a 73-room hotel with conference facilities in their new headquarters, which generates financing for its regular activities; (ii) in Senegal, the CNCR (Senegal) created ASPRODEB⁶¹ - an association that is managed by CNCR members, whose purpose is to provide advisory and capacity building services to farmers under service provision arrangements financed by partners. Some of them were reinforced by SFOAP's support, like Asprodeb, as explained in the Box 47 below.

Box 47: SFOAP role in enhancing complementarities between CNCR and Asprodeb its commercial wing

In Senegal, SFOAP enabled a consolidation of the complementarity between the NFO CNCR and its "commercially-oriented partner entity", Asprodeb, but also strengthening the strategic positioning of Asprodeb on two sectors: (i) seed production (onion, peanut, etc.) and (ii) dry grains (cereals, etc.). Here are the activities

- By strengthening the CNCR, the SFOAP has helped to consolidate the complementarity between the CNCR – focusing on policy dialogue and advocacy - and the ASPRODEB which provides the economic services; this was done through the operational aspects: the contractual relations, the follow-up of the commitments, support for good implementation of commitments and good accountability of umbrella organizations. When there are external obstacles related to the business environment, the umbrella organizations mobilize themselves at the CNCR level to go to the Minister of the sector concerned. There is thus a very intelligent sharing of roles and responsibilities internally externally. "
- There was also a strategic positioning of Asprodeb on the production of certified seeds (onion, peanut, etc.) with a process of rebuilding the groundnut seed capital in Senegal. Today, the ASPRODEB-Peanut group controls more than 70% of certified peanut seeds and about 70% of irrigated rice seeds. This performance was achieved thanks not only to the federations' own programs but also to the Sustainable Production and Dissemination of Certified Seed in West Africa (PAPROSEM) project, a program implemented thanks to the support of ROPPA.
- This strategic positioning is also noted in the sector of dry grains (cereals, etc.): the bread-making project helped to improve the use of dry cereal seeds and the development of a local grain market: in 2015, a supply contract 25 000 tonnes of local cereals (millet 15 000 tonnes, corn 10 000) was signed between producers, processors and bakers. The bakery project has grown from 50 bakeries in 4 regions to 250 in 14 regions, which shows the accuracy and relevance of the activity.

Source: ROPPA SFOAP Completion Report, 2019

Mobilizing external resources: to complement internal resources that remain a little portion of global budgets of RFOs and NFOs, FOs have been very active during the SFOAP implementation period to mobilise new external resources. As reported in the previous Chapter 4/Partnership development Section, RFOs and NFOs have been able to engage with 198 partners for a total amount of over EUR 35 million or 200% of SFOAP financing budgeted for the networks over the 5 to 6 years' period. Various types of partnerships were mobilized

- Most of the resources were mobilized with projects and programmes, NGOs and other CSOs. The leverage nature of SFOAP funds has also been key to foster partnerships because projects usually require beneficiaries' contributions to be eligible and many FOs have used SFOAP contribution as the FO contribution to those projects. However, some limits were reported in mobilizing such external resources: (i) in most cases, partners are not willing to finance staff salaries, (ii) donors are not keen to support overheads and if they do, the

⁶¹ ASPRODEB recently became the first african agri-agency member of AgriCord

maximum is usually 5% which is not enough to cover structural costs, (iii) it's quite rare to have partners engaging with FOs on a long term period and brutal ending of many projects are creating FOs' collapse if they were not given enough time to build their capacities to be autonomous.

- More sustainable external resources are coming from (i) public subsidies from governments (for example CNOP Mali succeeded in being recognized as public utility organization by the relevant structure and could be negotiating an annual budget line from Government) these resulting from an increased credibility and visibility gained by NFOs through SFOAP; (ii) public subsidies coming from regional economic integration institutions; (iii) economic support projects funded by public specifically oriented funds sometimes designed as implementing structures of agric policies; (iv) partnerships engaged with private sector that accept to invest in FOs economic development. Unfortunately, these resources are for the moment less accessible, even though internally-sourced resources from economic activities are the objective of Component 3 as presented above.

Developing these solutions requires knowledge and capacities. If the SFOAP design document had planned to compensate the planned staff-salary decreased support from SFOAP from the MTR year, it has planned to compensated it by the preparation and adoption of "exit strategies" that took mostly the format of building capacities of FOs to mobilize resources. This was undertaken by 3 RFOS: (i) SACAU has included the preparation of resource mobilisation strategies in SFOAP-financed activities, (ii) ROPPA has organised a training on drafting project proposals and responding to call for proposals launched by donors and monitors calls for proposals at the regional level to inform its members, (iii) EAFF has included resource mobilisation in the job descriptions of all the newly recruited staff.

CHAPTER 5: REVIEW OF MAIN LIMITS, CHALLENGES & LESSONS LEARNED

This chapter has a multiple objective: (i) it first takes stock of the broad effectiveness of SFOAP regarding all components, programme implementation and some cross-cutting issues, (ii) it then presents main limits and challenges that all involved stakeholders (RFOs, PAFO, Fert, IFAD) have met during implementation of the Programme; (iii) it finally exposes main lessons learned from SFOAP implementation, as building foundations for the Future Programme to come. In addition, a specific annex 17 is compiling all recommendations made following the SFOAP reviews undertaken between MTR and closing of the Programme.

5.1 Challenges / main limits of SFOAP implementation

In this section are presented the main limits and challenges met during implementation of SFOAP, classified per component and for programme management and cross-cutting issues. They are always preceded by a broad assessment of the effectiveness of SFOAP in each area that is reviewed.

5.1.1 *Component 1: Institutional and organizational strengthening*

Globally, Component 1 has been implemented successfully considering that outputs indicators have overtaken most of the expected figures as per design, and that impacts were important, even if they couldn't be all well monitored. This component, supporting institutional and organizational capacities of FOs from national, regional to pan African levels, is the backbone of the Programme and is definitely providing the best value for money. Indeed, SFOAP supporting staff and running costs of FOs' secretariats has been instrumental to the proper implementation of most of activities, of the leverage capacity of SFOAP particularly in the resource and partnerships mobilization, but also in many of activities generating potential for scaling-up SFOAP results.

However, there have been some limits to this component's implementation and stakeholders met some challenges that are summarized below:

- FOs at all level, but more particularly the NFOs, have faced "chronic" skills deficit with regard to the multiple functions expected from them in such a programme, and given the immense scope of the membership of these organizations, despite limited financial resources;
- Linked to the previous challenge is the issue of maintaining good quality staff in place with limited resources when there is also wage insecurity due to delays in funds disbursement at higher levels. During SFOAP implementation, some NFOs experienced either important staff turnover, leading to delays in programme implementation or reporting (EAFF) or in the departure or suspension of some strategic staff (sometimes the one and only...) in some NFOs' secretariats (case of SACAU members) that led to suspension of all the FO's activities.
- As at design stage, all RFOs had their own vision on whose NFOs should be targeted by SFOAP, some have focused it on the "weakest" and/or "youngest" organizations to quick start their professionalism. However, these RFOs – SACAU, UMNAGRI and PROPAC for instance - have rapidly faced the mismatch between the little amount of resources available for the NFOs and their very low level of maturity at the beginning of the programme.
- Linked to the issue above, the many challenges faced by young and under capacitated organizations made some of the elementary SFOAP-supported activities (like creating a membership database for example) quite challenging due to lack of personnel. Another limit was met by SACAU member NFOs where there were conflicts in roles between secretariat and elected leadership;
- In EAFF region, there has been the lack of delegation of responsibilities to the NFOs by the RFO who sometimes has managed most of the activities and related funds from the regional level; this questions the limit of subsidiarity when legal and financial issues are at stake. Also at national level, it was reported a lack of inclusivity by NFOs when planning SFOAP-funded activities.

Apart from those limits linked to implementation, there are also limits linked to design features of SFOAP:

- the initial principle to decrease the SFOAP financing support to staff expenses from MTR date and onward, based on the assumption that it would foster NFOs' resource mobilization, proved to be wrong and generated more stress within FOs than helped in any way;
- the 1.2 subcomponent entitled "support to communication" was not clearly defined and its reporting on concrete results was found to be challenging, partly due to the inconsistent definition of many related indicators (e.g. "communication activities", "communication products", "KM products"). Thus, in RFOs reports, the documented activities are a mix between published articles, press releases, newsletters, printing of posters and pins, video documentaries, case studies booklets and airing of success stories on radio. Some of the outcomes can also duplicate with those under the 3.3 Knowledge management and sharing Subcomponent.

5.1.2 Component 2: Policy and advocacy

Globally, Component 2 has been implemented with quite good results when it comes to reviewing the key outputs indicators that have in majority reached the expectations. It is true that advocacy and policy dialogue are complex mechanisms that require skills to understand the issues, funds to gather and develop positions, a conducive environment at the moment one wants to conduct a policy dialogue process to timely reach your objective. The review of outputs indicators show that the underperformed activities are mainly the number of policy studies and analysis realized at regional level (however at national level it overtook its objectives) and the number of policy positions that were developed. In the end SFOAP can still be proud to have contributed to the achievement (amongst others) of the Regional Cooperative Bill in East African and to the design of a strategic tool in west Africa to help FOs monitor the impact of public policies on family farms.

While globally successful, the implementation of Component 2 also raises specific challenges:

- *Limited human and financial capacity to face increased demand:* the price of successful institution building is that RFOs and NFOs are faced with an increasing demand for participation in policy forums, institution boards or project steering committees, which adds up to the increased workload resulting from partnership development and from members' increased demand for services. Staffing capacities of younger organisations that have few human resources are not sufficient to respond to all of the invitations and strategic choices need to be made on which settings and topics are a priority. Moreover, lobbying and advocacy processes are not always as successful as in the examples quoted in Chapter 2/section 2. Policy issues raised by members or, even more so, put on the agenda by governments and institutions in which FOs are represented are increasingly complex and require specialised technical skills and expertise. More generally, success in influencing policy processes is contingent on the availability of financial resources, not only for beefing up expertise but for developing communication, commissioning policy studies, supporting travel expenses to policy events, bearing the cost of workshops, members' consultations and meetings etc. And it also takes a lot of time, even where FOs are very competent and largely recognised. Moreover, the weakness in self-funding from many FOs may imply that the contribution of the FOs is influenced by the donors' financing priorities.

For the specific case of UMNAGRI that could not benefit from this component, there is a long way to go to help the RFO and its members to develop this area of competencies.

- *Limited visibility/recognition by members:* policy decisions achieved as a result of lobbying and advocacy by FOs may have very tangible effects on farmers, as illustrated in this report mainly under the Chapter 2/section 2 by a few examples in Boxes 12 to 15, in all 4 regions concerned by this component. However, they most of the time remain "invisible" to farmers at grassroot level as there is very little communication provided from apex organizations (undertaking advocacy work) to the grassroot farmers around those lobbying events. Lobbying efforts *per se* are insufficient to bring increased membership and need to be matched by communication efforts. These in turn require human and financial capacities.

- *Issues to monitor the impact of policy processes:* there are no systems allowing measuring direct benefits accruing to farmers as a result of the adoption of implementation measures. Moreover, there is a lack of monitoring the FOs' outcomes of their participation in policy events, particularly when they concern policy domains which the RFOs intend to influence, and to better document their policy positions. Such information is needed to assess the efficiency of lobbying and advocacy, to support FOs communication, including with their members, and also to support constructive dialogue with governments;
- Another issue is the fact that the targeted RFOs involved in policy and advocacy activities have developed a number of policy positions, with or without SFOAP support, but that are not necessarily well documented nor compiled.

5.1.3 Component 3: Support to FOs' economic services

Component 3 was the new feature of SFOAP-Main Phase compared to the pilot phase that had focused on FOs' institutional and organizational building as well as their policy and advocacy development. As it was dealing with economic support to farmers at local level, and administered by RFOs at regional level, it was all-the-more challenging to define a proper implementation strategy to reach SFOAP's objectives as per design. In the end, when reviewing the key outputs indicators from SFOAP Completion Log frame, it's obvious that Component 3 is the component where implementing partners have faced more challenges during implementation. If many interesting case studies are show-cased in this report, few indicators' goals were reached and the impact is yet to be demonstrated as reported by the SFOAP global M&E mission undertaken in 2018 *"it is uncertain if SFOAP had any significant positive impact on the LFOs and farmers supported and it is quite unlikely that Component 3 objectives were met. This should call IFAD and the RFOs to fundamentally challenge design provisions and the way in which the various approaches have been implemented and piloted."* In the end there was a limited amount of projects that were funded and it gives the impression of a component that is not efficient.

The limits and challenges met by RFOs are mostly linked to the approach /strategy they decided to adopt, and are presented below:

- *Issues raised in the implementation approach, especially when funding local projects from the RFOs:* three out of the four RFOs have managed regional resources for the financing of local economic activities. Managing such mechanisms from a regional perspective is challenging, especially when targeted NFOs are young or weak (case of PROPAC and SACAU). RFOs adopted various strategies to deal with this issue: (i) EAFF used a systematic approach (financing the same kind of activities for all targeted NFOs); (ii) PROPAC hired staff at the regional and national level, which however suffered from the second disbursement having been suspended; (iii) SACAU led many backstopping missions and email exchanges in order to help NFOs design and finetune their projects. Only ROPPA has deviated from its initial plan to adopt a more strategic approach in line with the subsidiarity principle, whereby it has implemented regional activities at the regional level (e.g. the regional study to set up a regional financing system for family farms, regional B2B meetings, Regional cereal fairs, etc.) and supports NFOs' entrepreneurial capacities at the national level through staff support (the CNIEP)
- *In the case of "local project funding" approach, many issues occurred:* (i) too little HR to properly monitor and provide capacity building especially on business planning, (ii) no comprehensive preliminary studies to ensure the feasibility (assessing the potential for business development and laying out the modalities of development), the profitability (assessing the market environment and the potential for generating profits) and the sustainability of local initiatives that were submitted; (iii) no initial assessment of SNFOs capacities and no data for a baseline, making it difficult to measure outcomes (no M&E system has been designed to properly follow-up on the outcomes) ; (iv) the limit on financial resources making replication of microprojects difficult with very low impact (EAFF) and also creating frustrations in PROPAC as there had been a strong mobilization in terms of high number of FOs business plans proposed for financing, but only limited funds available leading to a great deal of frustration on the part of the FOs (PROPAC).

- The results of partnerships between agri-agencies (Fert and UPA-DI) and RFOs (UMNAGRI and PROPAC) in North and Central Africa were below expectations. For example, in the case of UMNAGRI, if the effectiveness of Fert projects to the beneficiary FOs is not questioned, the RFO regretted the too little partnership opportunities that their NFOS members were offered to learn more from what had been implemented in the field;
- *The KM outcomes of this component are falling short:* it's clear that if all RFOs have tried to concentrate their efforts on documenting experiences through case study writing that have various levels of quality, the number of knowledge products remains low and the knowledge sharing aspects (through exchange visits for example) has been forgotten. Therefore, additional technical support and peer-to peer exchanges on approaches for provision of economic services /business models is needed and RFOs must diversify the type of KM products that could be useful to others, in addition to case studies: for example models of contracts between a FO and a Bank or a buyer, or training modules on business planning or on credit negotiation. Knowledge products could thus be documented based on specific KM plans and disseminated through diverse modalities, including radio programmes and farmers' shows.

5.1.4 Component 4: Support to PAFO

Component 4 has focused on building organizational and policy/advocacy capacities of the Pan-African Farmers' Organization (PAFO) so that it evolves into a more professional and unavoidable structure to raise farmers' voices at continental level. Under SFOAP, it is true that PAFO relevance has been demonstrated: support for the emergence of PAFO has made it possible for the leaders of the regional networks to face continental challenges together within the dedicated institutional spaces (Forum for Agricultural Research in Africa/FARA, New Partnership for Africa's Development/NEPAD, FAO, IFAD, African Development Bank/AfDB...). Even if this crucial step was delayed, thanks to the recruitment of a CEO for PAFO in 2015, PAFO has become proactively present within the institutional landscape of the continent. The impact of the emergence of PAFO is visible now through its involvement in the design of and negotiation with financial partners of new programmes affecting all of the member networks (as for FO4ACP). However, some constraints have also limited the expected results as per design, and the major failure of this component is the time taken for the establishment of the secretariat that has penalized the capacity for action of the continental platform.

Here are the main challenges faced during the implementation of Component 4:

- The absence of legal registration of PAFO in the location that was designated (and changed several times during the 2013-2018 period) as the new headquarters has blocked the credibility of the platform. It led to the non-possibility (i) to elaborate a manual of procedures as it depends on the country of establishment of the headquarters, since the procedures need to fulfil the requirements of the country, (ii) to have a proper team to undertake the massive day-to-day work, (iii) to open a bank account and have financial autonomy, leading to blocking many partnership development options. The absence of legal and financial autonomy of PAFO all throughout SFOAP has made it necessary to perpetuate the temporary arrangement of transfer of funds through ROPPA, which became *de facto* the organization responsible for fiduciary and financial management of PAFO resources. This arrangement generated delays in the availability of funds and complicated procedures. This has also penalized several PAFO potential partnership development.
- Governance has faced enormous logistical challenges that have affected consolidation of a technical and administrative team around the CEO.
- The expectations with respect to PAFO, the continental voice of farmers, became even more demanding, while PAFO was not always sufficiently equipped, principally because of a failure to count on high-level expertise of its own.
- There has been a tension in each sub regional bloc regarding the priorities between family farming and agribusiness.
- The sustainability of a continental mechanism such as PAFO remains an ongoing challenge to cover the operating costs, which are of necessity high. For all that, the regional leaders

continue to be fully involved in governance of the Pan-African platform, within which they see themselves in all their diversity.

5.1.5 SFOAP Programme Management and M&E

a) SFOAP Programme management at RFOs level

Some RFOs have reported facing several constraints when it comes to SFOAP management from their side. For example, (i) the tedious exercise of photocopying and scanning supporting documents that could be reduced through a synchronized reporting system and software; (ii) the flexibility given to NFOs that - at some point - led to some members introducing their own activities to be supported by SFOAP; (iii) delayed regional reports due to the delay in receiving NFOs reports. The delay was sometimes attributed to the delays in receiving funds from IFAD.

b) SFOAP programme management at IFAD level

The main weaknesses and challenges observed during the implementation are mainly related to inaccuracy and delays in the preparation and submission of financial documents. In some cases, this was due to high turnover in the financial department, in other cases because of lack of key roles within the staff able to monitor and coordinate the work as well as to take responsibility on the quality of the reports. Some notable improvements in this regard have been observed during the last 3 years of the programme, after the mid-term review and the implementation of its recommendations. In fact, IFAD started organizing specific FM support missions and supervision missions carried out by the same staff in charge of the programme coordination and management at IFAD HQ to ensure continuity and consistency in the approach and support.

One lesson learned is that the continuity in terms of support also through missions, workshop and trainings should have been provided since the beginning in particular during the very inception phase of the main phase to ensure a clear understanding of the reporting requirements, which are particularly complex considering that they consolidate the IFAD and European Commission standards.

The message that should become a lesson learned for all actors in the program is the importance of acquiring the automatic and regular methodological compliance with deadlines for the submission of technical, financial reports and especially audit reports. A precise and accurate approach reduces the risk of errors, negative assessments and unpleasant formal consequences, such as the suspension of disbursements, as happened in 2013 and 2014 to ROPPA and PROPAC respectively.

c) Monitoring & Evaluation

Limits and weaknesses of SFOAP M&E are the following

- Several constraints linked to the SFOAP log frame: (i) the original global Log frame was too complex and contained too many indicators, some of which were redundant and discouraging for NFOs to report on; (ii) the log frame was only used for reporting purposes (and IFAD always reported using the original version of the log frame even if all RFOs did not use it anymore) and not used as management tool (both by RFOs and IFAD);
- There was a gap between the rigid nature of the Log frame and the participatory nature of SFOAP planning and implementation processes: (i) at regional level, the diversity of activities selected by the NFOs was a challenge for the RFOs to properly capture all achievements under a unified results' framework; (ii) at global level, aggregation of data resulting from different log frames designed by RFOs based on their specificities made it quite a challenge, even in the present Completion reporting process.
- Despite the large number of indicators, none of them reflected NFOs' support to LFOs, in particular in the context of Component 3 which would have been highly relevant. Thus, the Log frames did not track the number of producers receiving direct support under SFOAP, which is a missed opportunity to properly track the programme's outreach at farmers' level.
- Several limits in the data collection approach and specificities under SFOAP are that (i) there was no baseline data collected at the beginning of SFOAP implementation; (ii) there was a

chronical gap between the information reported from RFOs in separate Excel tables and the information provided in the respective N/RFO's annual progress reports; (iii) M&E was limited to tracking activities and there is no measurement of outcomes and impacts; (iv) reliability of collected data can be questioned as some RFOs have not yet put in place procedures to verify information reported by NFOs; (v) there are very few gender-disaggregated data in the finalized version of the Log frame.

- The SFOAP global M&E support mission came at the end of the project (one year prior to completion) thus making limited contribution in terms of making changes for improvement.

5.1.6 SFOAP cross cutting issues

Gender: RFOs have recognized that SFOAP has failed in providing relevant tools and ways to further build capacities of women and youth engaged in agriculture. RFOs reported that there were not enough women and young people involved in the activities of SFOAP. But this should be changed very soon as women and youth have become a top priority for most RFOs, some NFOs and the PAFO.

Partnership development and resource mobilization: the highest challenge met by RFOs and NFOs on the issue of partnership development is linked to the low capacity to link up to IFAD country programmes or to the other SFOAP donors' initiatives and programmes (EC, SDC, AFD).

5.2 Lessons learned

This section provides a compilation of lessons learned from SFOAP main phase implementation, under the various technical and management components.

5.2.1 Component 1 - Institutional development

On the issues of institutional development, here are key lesson learned from SFOAP

- *Foundation for success of FOs lies with members:* Member-ownership of their organizations is fundamental to their growth and sustainability. In as much CAPAD (Tubeho cooperative) and UCA Panyimur Dei have been able to mobilize a large sum of funds from different sources to pursue their processing and commercialization activities. Members of these two cooperatives were able to mobilize significant own resources through savings and loans. It is critical that farmers drive their organizations by defining the agenda, outlining their service needs, and making key decisions in terms of the direction of the organizations;
- *In terms of capacity building of actors,* the implementation of the SFOAP has suffered from an under-evaluation of the capacity building needs of the FOs benefiting from the programme, because of lack of baseline diagnosis at initial stage. Component 3 is an illustration of this with the different readjustments made. Therefore, institutional support should be adapted not only to the level of maturity of the NFOs (by taking advantage of assessment tools like EAFF's Organizational Capacity Assessment/OCA), but also to the specificities of the environments in which they are developing.
- *Support to FOs' core costs in such capacity building programme is instrumental:* Indeed, outcomes data from this report prove that Component 1 is the one that brings more value for money and that is more inclusive as it finances staff that can provide a range of services benefitting all of the members, such as information, knowledge management, fund raising and policy influencing. Component 2 also has a high return on investment as it enables NFOs/RFOs to promote policy positions that are in line with members' priorities and can have an impact on all of their membership and even beyond; regarding staff supports, SFOAP implementation also demonstrated the importance of recruiting quality staff and the need for continuity of payment of the salaries of the technical teams in order to hope for long-term results;
- *Good governance* of the different levels of regional, national and local farmers' organization is the key to a recognition that is both internal (development of the sense of ownership among the members, preventing conflicts) and external (credibility in relation to the other institutions),

and ensuring the capacity to implement programmes with a commitment of funding (team of professionals supporting strategic administrative advice);

- *Training of FOs leadership* on their roles should be continuous and resources should be provided regularly for this purpose. Indeed, leadership interference in the operations of management may lead to ineffective implementation of project activities as experienced in LENAFU and CPM members of SACAU.
- *The sustainability of the FO networks* is linked not only to the implementation of well-constructed and ongoing capacity-building plans (EAFF), but also to the support of the mobilization of resources that need to be an integral part of the institutional support to the RFOs/NFOs (EAFF, PROPAC and SACAU);
- *The increased use of social networks* by the RFOs and their members and the development of relations with the media contribute to improving their visibility and opens up a new way to communicate, disseminate and transmit knowledge and to undertake lobbying.

5.2.2 Component 2 / Policy dialogue

With regard to involvement in the development of policies, the various lessons of SFOAP highlighted by the FO networks are as follows:

- *Regarding lessons from policy and advocacy principles and strategies*, we can mention: (i) the need to respect subsidiarity between the structural levels so as to cement the credibility and legitimacy of the regional FO networks in the advocacy processes ; (ii) the fact that connecting advocacy topics to all economic-related activities is a good strategy to multiply effects for farmers (EAFF); (iii) it is important to focus on a limited number of advocacy issues and common interests among members of an RFO when the RFO is starting out in the field of advocacy; (iv) the coalition or alliances with other civil society actors can positively influence the implementation of policies; (v) it's recommended that FOs choose the "negotiating strategy" rather than the "confrontation strategy" when it comes to advocacy with Governments as it creates favourable conditions for the development of policies based on balanced compromises taking into account the interests of small producers; (vi) NFOs and RFOs should communicate better on benefits accruing to their members because of their involvement in policy dialogue so that lobbying and advocacy can be regarded as full-fledged services and contribute to increased memberships;
- *Regarding lessons from good policy and advocacy practices*, we can mention: (i) the regular production of position papers on thematic areas of interest to the FOs makes possible an enriching of the policy dialogue and an improved interest in and recognition by the institutions of the value of what farmers say; (ii) the "coaching" approach developed by some RFOs (SACAU and ROPPA) to their NFOs members that are still "young" to advise and accompany them (like EAFF) to policy dialogue key meetings and events is considered a good practice for strengthening the credibility of the NFOs; (iii) the existence of policy analysis and monitoring units within some NFOs (ROPPA) has helped to strengthen their position in the agricultural policies of their countries;

5.2.3 Component 3 / Economic services

With regard to the provision of economic services, here are some lessons learned:

- *The difficulty in operationalizing this component 3 was due* to (i) the capacity shortfall in finding the right approaches at all levels, due to being new; (ii) the lack of reflection upstream of start-up of this component, which would have made it possible to analyse the different options for the most effective operationalization; (iii) the distance between the RFO level in the steering of this component and the implementers located in the regions in the countries; and (iv) the resources that are in fact limited in relation to the scale of the needs, (v) identifying and outlining projects for economic services – a topic that NFOs staff were not that familiar with - required considerably more expertise than that which was available among the NFOs; for example, most of the organizations under SACAU got it right towards the completion of the project, thus late start of implementing activities for the component.

- *Looking at Component 3 approach to finance microprojects at local level:* it seems that SFOAP experience showed that it was not the best approach as NFOs' capacities still needed consolidation and it seems unrealistic to support and monitor a large number of local initiatives, especially with technical assistance operating from the regional level.
- *Regarding lessons from interesting approaches and recommended models adopted/to adopt under Component 3, we can mention:* (i) the linking of FOs to Research so as to ensure that the farmers (beyond SFOAP) can access these varieties and other research outputs; (ii) the Cooperative model is an ideal business model for farmer organizations that was evidenced in at least three cases in EAFF membership; (iii) the need for Federations to systematically exploit market linkages: NFOs need to more comprehensively identify and then exploit market opportunities on behalf of their members. Such linkages tend to serve as a trigger for other actions along the value chain; (iv) Fert's lessons from their projects: Endogenous development is essential to the viability of FOs and their services; one must accompany the FOs to really be authors of their projects.
- *Regarding lessons from good practices undertaken under Component 3, we can mention:* (i) the idea to building on existing economic initiatives as a vector of economic development within the ROPPA network is shown to be a good practice; (ii) ROPPA's choice to position an economic advisor (CNIEP) in each NFO allowed several LFOs to put together bankable business plans that have had a big impact on their economic activity; FOs that are thus supported to improve their access to economic services (resource mobilization, market access, participation in fairs, support to processing units, etc.) has strengthened their sense of belonging to national platforms and the ROPPA network.
- *Regarding key principles to support FOs' projects as per Fert's experience in North Africa:* (i) sustainability of economic services rely a lot on institutional/organizational/financial strength of the FO; (ii) Support FOs must occur with long-term perspectives; (iii) projects must demonstrate concrete technical results to convince farmers to change their practices;
- **It looks like key factors of success** to implement Component 3 as it was initially designed are that: (i) to target SNFOs are mature enough: they are already well-established with on-going economic services and minimum equipment and financial management capacity to build successful models; and (ii) to adopt criteria reflecting regional interest to select SNFOs, in order to concentrate efforts on value chains or services of regional interest and foster KM activities at regional level;

5.2.4 Programme implementation approach and management

a) **Lessons learned from SFOAP approach and implementation modalities**

- *Participatory process:* the participation of the beneficiary actors in the project guidelines design is a guarantee of success for its implementation because it promotes the appropriation of assets by the beneficiaries that are the national and local FOs. For example, this process allowed PROPAC to reconcile diverging stakeholder interests and to make decisions on a consensual basis. The planning workshops held at the beginning of each exercise contributed significantly to improving SFOAP results-oriented management. These workshops allowed to harmonize the political vision of the leaders with the operational vision of the technicians and specially to develop in a participative way, dashboards which served as a compass to all the stakeholders. different projects and discuss the operational modalities of the different annual work plans.
- *Budget support:* the provision of resources under a budget support approach leaves flexibility to RFOs and NFOs for programming resources in line with their corporate strategic priorities generates empowerment and contributes to institutional strengthening;
- *Ownership:* SFOAP's success very much relies on good FOs' ownership and their ability to decide how best to use SFOAP resources within the overall design framework. Experience shows that more flexibility should have been left to PROPAC and UMNAGRI in identifying the modalities for receiving technical assistance under Component 3 and discussing them with IFAD, so that despite the fact that they had to accept a different framework, it would have led to a stronger partnership;

- *FOs specificity in project implementation:* RFOs and NFOs are not equivalent to regular project implementation units (PIU) because (i) they are full-fledged institutions with their own programmes and a range of activities that they implement in addition to SFOAP and (ii) they have more complex decision-making processes that are based on collegiality and members' consultation. As a consequence, decision-making and implementation altogether may take more time than with projects implemented by a PIU. Different time requirements should be reflected in realistic timeframes to avoid running into delays;
- *Targeting strategy:* The option of ROPPA for example to target all 13 NFOs of its network with SFOAP funds has certainly allowed a more harmonized development of the West African farmers movement but with consequences on delays for implementing activities and reporting, because these 13 NFOs are not at the same level of maturity and performance.

b) Lessons from M&E and Knowledge management

- *Lessons regarding the SFOAP M&E system:* the logical framework should be designed with a limited number of indicators whose relevance allows the collection of accurate data to serve the results. PROPAC experience also shows that recruiting a M&E officer is essential to undertake this challenging task.
- *Project-driven M&E systems* are time and labour-consuming, and also expensive, as they need to be developed for every single donor. In addition they are improper to report on global institutional progress or on activities that are jointly financed by several donors. They are also short-lived as they disappear when projects are over. It would be more effective to concentrate efforts on strengthening FOs capacities to focus on their own internal institutional M&E systems, which would not only be used to report on project activities but as a management tool to consolidate FOs performance;
- *The use of the EAFF OCA tool* is considered as a good practice that needs to be replicated; OCA provided an opportunity for EAFF and members to carry out their own assessment and therefore develop their own institutional capacity building plans. This is a proactive way of setting own goals for improvement. Then, outside assessment such as audits come to complement. This is important because organizations know themselves better than outsiders;
- *The importance of farmer exchange/learning visits:* The learning visits are very important as they showcase the different technologies and benefits that farmers can realize. Mindset shift at farmer and farmer organization level is a key factor to drive change. This was realized in EAFF region after the farmers attended the three KM value chains workshop in Kenya (Dairy); Burundi (Cassava) and Tanzania (Potato). Their mindset/outlook changed with respect to the potential for farmer organizations to be business entities that offer relevant services to their members. For instance, visit to the Muki cooperative, a successful dairy cooperative which triggered changes in Kirinyaga and Borabu cooperatives, they both introduced animal feeds stores business and AI services to members. It is important that these are sustained and that the appropriate farmer/ farmer leaders are selected to participate.

5.2.5 Partnerships and resource mobilization

- *Partnerships are important for the achievement of tangible results:* a lot can be achieved through partnerships. For example, SCAU achieved much more on policy studies and consultation meetings because they partnered with other like-minded organizations such as We Effect, AU, etc. In addition, Partnerships enabled cost effectiveness of implementing activities as well as avoidance of duplication of effort, resources and time.
- *Resource Mobilisation requires high level skills, especially in young NFOs:* Resource mobilisation for personnel and administration costs for the new and fragile organizations (which were targeted by SCAU for SFOAP support) is a challenging task and very overwhelming for these organizations. Competency and skills to raise funds for the organization comes with maturity of the organization. Most of these organizations have been in existence for less than 10 years and they are building the necessary competencies.

- *New partnerships can also generate new constraints for FOs staff:* if new partnerships with donors or projects bring in new resources, help FOs in covering new grounds and in delivering more services to their members, they also create additional strain on FO human resources with regard to financial management and reporting. Additional workload is compounded by the fact that: (i) every donor has different requirements in terms of planning and reporting, and (ii) projects contracting FOs as service providers usually pay limited overheads, which are not sufficient to cover FO staff and other administrative costs involved in implementing such contracts. FOs need to improve negotiations when accepting new partnerships in order not to be overloaded.
- *There is no need to cut on SFOAP contributions to staff and management costs as an incentive to foster FOs' autonomy:* this is what was initially planned in the SFOAP design, but MTR recommended not to cut on those contributions that have high value for money. This lesson learned is emphasized by the fact that resource mobilisation requires specific skills that need to be built, especially in the younger organisations that constitute most of the target NFOs.

CONCLUSION AND WAY FORWARD

The current SFOAP Main phase completion report evidently shows significant successes in implementing the programme. The review of the 6-years implementation period of SFOAP enables to showcase important outcomes and proves that all areas of interventions of SFOAP, i.e. institutional strengthening, policy and advocacy and support to FOs' economic services - are still relevant and valid.

Component 1, supporting institutional and organizational capacities of FOs from national, regional to pan African levels, is the backbone of the Programme. Through the support to human resources, covering administrative costs and strengthening governance structures and organs of RFOs and NFOs, service provision by these organizations has improved considerably. This component is definitely providing the best value for money as SFOAP supporting staff and running costs of FOs' secretariats has been instrumental to the proper implementation of most of activities, of the leverage capacity of SFOAP particularly in the resource and partnerships mobilization, but also in many of activities generating potential for scaling-up SFOAP results.

On the policy front, SFOAP Component 2 has enabled to increase FOs' involvement in policy development processes at regional, national and sub-national levels thanks to the funding of policy studies and analysis, policy position writing and FOs' participation in several consultation and advocacy meetings. As a result, FOs have developed into effective organizations in policy formulation and have started influencing some national agricultural policies and regulations. Moreover, a considerable number of stakeholders are increasingly seeking inputs in policy and program formulation from the participating FOs in their respective countries.

Component 3 supporting FOs' economic services was the new component of SFOAP-Main Phase compared to the pilot phase that had focused on FOs' institutional and organizational building and on their policy and advocacy development. Though component 3 did not register expected outcomes and impacts in terms of efficiency – particularly the number of beneficiaries /producers reached- it however reached the objective of (i) changing the mind-set of FOs on the need to engage further into supporting FOs' development of economic services, (ii) improving NFO's capacities to define adequate economic services to their members, and (iii) developing economic services provision models that could be documented, shared and duplicated/up-scaled, even if the KM could be further developed.

Component 4 has focused on building organizational and policy/advocacy capacities of the Pan-African Farmers' Organization (PAFO) so that it evolves into a more professional and key structure to raise farmers' voices at continental level. If the main failure stands in the non-capacity to establish PAFO's secretariat over the Programme's implementation period as planned, the impact of the other activities on the emergence of PAFO is visible now, in particular through its involvement in the design of and negotiation with financial partners of new programmes affecting all of the member networks, e.g. for FO4ACP.

SFOAP implementation has been challenging for all parties, as per nature it was a big and complex programme with a continental outreach, implemented by six partners including 5 regional FOs networks, and their national and subnational FOs in the countries. One key factor of its success is the approach and principles that were adopted for the implementation, in particular ownership - FOs have defined objectives and activities to be funded by SFOAP based on their respective strategic plans – but also flexibility and subsidiarity. This implementation model has on the one hand contributed to FOs' professionalization - all RFOs reported that they have gained tremendous experience in handling such programme – visibility and recognition at all levels; on the other hand, it has highly contributed to sustain SFOAP results and as all implementing FOs have been strengthened to pursue their active work to provide services to farmers and raise their voices at highest levels.

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