



Synthesis of ongoing and planned development initiatives in support
of rural producer organisations and their role on making markets work
for pro-poor development

Part 2
Donor and Development Partner Programmes

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Section 1 Bilateral Programmes

Department for International Development (DFID), UK

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Smallholder empowerment is a focal theme in the DFID agriculture strategy described in “Growth and poverty reduction: the role of agriculture”. Recent spending figures can be found in DFID’s Evaluation Department Report on the implementation of the agriculture strategy. Both available on www.dfid.gov.uk.

Small-scale Producers and Standards in Agrifood Supply Chains

www.agrifoodstandards.net

Parties involved:

A joint programme has been put in place between the UK DFID, the International Institute for Environment and Development (IIED), UK, and the Natural Resources Institute (NRI), UK. The consortia work in close liaison with food retailers, standards setting bodies, traders and producers

Purpose of programme:

The overall purpose is to explore the issues and implications of public and private standards in place within the agrifood supply chain for small-scale producers. Its focus is primarily on the horticultural export trade from sub-Saharan Africa to European Union markets. The programme is built around three themes:

- Dialogue between all stakeholders on the future of private standards and the changes in public standards
- Information on standards setting and compliance including EurepGAP
- Good practice for inclusion of small-scale producers in high value export markets including shared learning.

The economic grouping of small-scale producers in this context is a key entry point for registering this programme in this synthesis report.

Geographic coverage:

SSA in particular Kenya, Uganda and Zambia

Duration:

Three years 2006-2009

Budget:

US\$ approx 1.5 million

Cooperating Out Of Poverty – Coop^{AFRICA}

[under approval]

Parties involved:

Executing and implementing agency will be the ILO in partnership with SSA Ministries responsible for cooperatives. Other parties include International Cooperative Alliance ICA, Committee for the Promotion and Advancement of Cooperatives (COPAC), UK Cooperative College and International Trade Union Confederation (ITUC). At the regional level, parties include the Africa Union and the Institut Supérieur Panafricain Coopératif based in Cotonou. It is proposed that the project be based in Dar es Salaam Tanzania. The “Meeting of Agencies involved in Cooperative Development” (see

www.copacgva.org) is an informal group of some 25 agencies involved in cooperative development activities and will provide an interface between **Coop^{AFRICA}** and other cooperative development organisations active in Africa.

Purpose of programme:

The programme seeks to contribute to the achievement of the Millennium Development Goals (in particular MDG 1) in Africa by promoting self-help initiatives, mutual assistance in local communities, and cross-border exchanges through the cooperative approach. Specifically it will:

- Improve the governance, performance and efficiency of local cooperatives in order to strengthen their capacity to create jobs, generate income, reduce poverty, provide protection for women and men, and give them a voice in civil society.
- Improve the capacity of cooperative support institutions (regional and sectoral unions, colleges, development centres, relevant NGOs, government departments) to provide local cooperatives with organizational support and appropriate business development and monitoring services.
- Enable national cooperative apex organizations to acquire the technical capacity and political clout to effectively incorporate the cooperative approach as a key element into national Poverty Reduction Strategies, Joint Assistance Strategies, UNDAFS and Decent Work Country Programmes, as well as into regional and continental programmes and strategies.

Geographic coverage:

Eight west (Senegal, Mali, Mauritania, Burkina Faso) and East African countries (Kenya, Uganda, Tanzania, Rwanda) (year1); Africa Region (years 2 and 3)

Duration:

Three years 2007-2010

Budget:

US\$9,523,8000

Related: DFID is currently exploring a **food retail industry challenge fund** which will seek to foster new private-private sector partnerships (PPPs). It may be anticipated that the economic grouping of small-scale producers for market development and access will be one entry point for future PPPs. This programme, with a focus on SSA, is under review at the time of writing.

Swedish International Development Cooperation Agency (Sida)

Contact:

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FondeAgro Nicaragua

<http://www.fondeagro.org.ni>

Parties involved:

Nicaraguan Ministry of Agriculture and Forestry

Purpose of programme:

FondeAgro follows Nicaraguan development priorities and seeks to connect small and medium scale farmers to buyers and markets. It also covers agricultural extension, agricultural credit specifically focused on small farmers, regularisation of land titles and gives special attention to value addition of agricultural products and agribusiness. First phase successes include the incorporation of income

generating activities into overall agricultural extension and the establishment of credit lines to existing micro-finance organisations for loans to small and medium sized producers. Improved small-holder productivity indicated an increased emphasis on the market sector during 2005. The programme supports product quality enhancement and market facilitation.

Geographic coverage:
Nicaragua

Duration:
2000 - Not known

Budget:
Not known

Sida and the Swedish Cooperative Centre

Contact:

Eastern Africa Bjorn Jonsson
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Market Based Agricultural Development Programme - East Africa

SCC programme supported through Sida focuses on:

- Increased incomes for smallholder farmer households that are members or potential members of SCC supported organisations
- Increased sustainability and accountability of SCC supported farmers' organisations
- Influence of SCC supported organisations in local and national policy making as civil society actors

The key areas of intervention and intended strategic results include:

Intervention area	Strategic Results
Market information and analyses	Local and export markets identified and developed
Production	Productivity and production improved and greater profits obtained
Market access and sales	Market access improved and sales increased
Organisational and business development	Farmers' organisations strengthened to satisfy members needs
Financial services	Access to financial services improved
Policy dev. and advocacy	Sector policy and strategies developed and participation in decision making enhanced

In East Africa, SCC is integrated with its Swedish Sister organisation Vi Agroforestry. Currently SCC and ViAF have no formal partnerships with the Farmers' Unions, however MoUs are being established with each of the national unions in focus countries for future collaboration and possible partnership.

a Local Business Development in Eastern Africa

Parties involved:

Uganda Cooperative Alliance (UCA); Nyakatonzi District Cooperative Union (NDCU); Uganda Crane Creameries Cooperative Union (UCCCU); Mtandowo Wa Vikundi Vya Wakulima Monduli (MVIWATA-Monduli); Tanzania Association of Foresters (TAF)

In Kenya, SCC are partnering with a number cooperative societies, cooperative unions and common interest groups

Purpose of programme:

- Agriculture and productivity increased
- Strong and viable rural producers organisations and cooperatives
- Improve access to market and market information
- Knowledgeable and skilled enterprising farmers
- Strong democratic member based organisations

Geographic coverage:

Kenya, Uganda, Tanzania and Rwanda

Duration:

The programme consists of a number of projects with different starting and closing dates.
The overall programme is January 2006 - December 2008

Budget:

US\$8,248,800 funding from Sida

b Lake Victoria Development Program (LVDP)

Parties involved:

LVDP is self implemented and is working with local farmers' groups

Purpose of programme:

- Increased and diversified food supply through agroforestry techniques
- Improved nutritional status
- Increased on farm tree cover for firewood and wood products
- Improved farmers' utilization of agroforestry products
- Increased and diversified production of marketable agroforestry products
- Improved capacity of farmers accessing market information and developing markets
- Democratic member based organisations

Geographic coverage:

Kenya, Uganda, Tanzania and Rwanda

Duration:

To complete 31 Dec 2008

Budget:

US\$10,084,000

Market Based Agricultural Development Programme - Southern Africa

Contact:

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Parties involved:

Zimbabwe Farmers' Union (ZFU); Confederation of Malagasy Farmers (FEKRITAMA); Zambia National Farmers' Union (ZNFU) and at District Farmers Association levels; National Association of Smallholder Farmers in Malawi (NASFAM); Farmers Union of Malawi (FUM) or Tambo Farmers' Association (ORTAFA) and Barue District Farmers' Union (UDACB).

Purpose of programme:

The overall goal is to support women and men to increase their incomes, improve their livelihoods, defend their rights and organise themselves. The objectives are to contribute towards:

- Increased incomes for smallholder farmer households that are members of SCC supported farmers' organisations
- Increased sustainability and accountability of SCC supported farmers' organisations
- Enhanced capacity of SCC supported farmers' organisations to influence local and national policy

The following are key expected outputs

- Local and export markets identified and harnessed
- Productivity and production improved and profitability of farming ensured
- Remunerative markets accessed by smallholder farmers
- Farmers' organisations become strengthened and are able to cater for members' needs
- Access to financial services improved
- Sector policies and strategies developed and FOs' participation in decision making structures enhanced.

Geographic coverage:

Zambia, Malawi, Madagascar, Zimbabwe, South Africa and Mozambique

Duration:

January 2006-December 2008

Budget:

Approximately US\$1,300,000

Southern Africa Confederation of Agricultural Unions (SACAU)

Parties involved:

Southern Africa Confederation of Agricultural Unions (SACAU) and their members current and future.

Purpose of programme:

International, regional and bilateral agricultural trade agreements and regulations by individual countries and/or economic pacts/unions of countries in terms of import and export regulations, tariffs, duties, subsidies, etc. have a direct impact on the viability of the agricultural industry in general and the individual farmers in particular.

Regional and international trade is regulated through agreements and protocols drawn up by member states of various trade pacts such as SADC, COMESA, SACU, WTO, etc. A number of stakeholders including Governments, private sector organisations, NGO's, and donor organisations are involved in developing policies for agriculture development in the region. In this context, it is important that the farmers' interests are represented in the negotiations for trade and other agreements and policies as well as development programmes that impact on farmers' sustainability. At the regional level, it is SACAU's role to represent the farmers. However, due to the lack of finance and human resources, SACAU has not been able to lobby effectively with the various stakeholders and to significantly influence policies and agreements.

Project objective is to strengthen SACAU's institutional capacity to influence regional and international agricultural policies and programmes and to facilitate capacity building of FO's in the region including the provision of appropriate agricultural information.

The project will have five key outputs as follows: Increased/ expanded membership in SACAU; Effective governance in SACAU; Increased influence by SACAU and its members; Increased access to relevant information by SACAU members and other stakeholders; Increased capacity of SACAU members to effectively deliver services; Increased HIV/AIDS prevention and mitigation initiatives among member organizations; and, Development of internal systems and procedures.

Geographic coverage:

Southern Africa

Duration:

January 2006-December 2008

Budget:

Included in above southern Africa SCC country budget

DGIS –Netherlands

Contact:

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Value Chains for Pro-Poor Development – Programme for research and development

Parties involved:

A consortium of Wageningen University and Research Centre (WUR), Agriterra, the Centre for Agro Chain Competence (AKK) and initiated by DGIS and LNV.

Purpose of programme:

To ensure that partner organisations of Agriterra, member organisations of Agri-ProFocus, policy makers and companies in selected countries have improved capacity to identify and manage strategic levers and pursue effective pro-poor intervention strategies in the context of domestic and international value chains in the agri-food sectors.

Approach:

- (1) experimentation and innovation through the design and implementation of specific pilot projects. The first pilot on oilseeds in Uganda has started (early 2007).
- (2) Capacity building and institutional development, in selected countries (focus on Africa), embedded in international networks of business, POs and donor agencies
- (3) Learning through monitoring and evaluation, networking and an inventory of existing experiences.

Geographic Coverage:

Sub Saharan Africa

Duration:

Inception: 1-2 months

Implementation: 3 years (2006-2009)

Budget:

Inception phase: 76.970,00 €

Implementation phase: To be confirmed

Farmers Fighting Poverty – Strengthening POs in developing countries

Parties involved:

Agricord (incl. Agriterra)

Purpose of programme:

Capacity building of farmers' organisations on a broad range of issues up to 18 activity domains.
Aim is to reach about three million members of rural federations of farmers' organisations.

Geographic coverage:

Global – developing countries

Duration:

2007-2010

Budget:

Total budget to be mobilized: 114.8 million Euros. Agriterria has applied for 86 million Euros to DGIS for that period of which 50 million Euros has been approved. Agri-agencies are to mobilize a further 28.7 million Euros.

French Ministry of Foreign Affairs (MAE)

Contact:

Sebastien Subsol

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MAE support country level projects and programmes many of which include RPOs and their capacity building as structural components of MAE's investment portfolio.

An example of a policy and multi country initiative supported by MAE is given.

Working group on commercial initiatives of RPOs in West Africa

Parties involved:

Inter-réseaux and CTA(Centre technique de coopération agricole et rurale)

Purpose of programme:

CTA and MAE have supported a working group on commercial initiatives of RPOs in West Africa.

Plans for and results from this partnership (2003-2007) are available at:

http://www.inter-reseaux.org/rubrique.php3?id_rubrique=33

A number of meetings and e-fora have been organised jointly by Inter-réseaux and CTA (Centre technique de coopération agricole et rurale) together with local partners. This included an e-forum in 2003 on the commercialisation of agricultural products in ACP countries and their role on the growth and development of the local economy.

Country level meetings in Benin (2004), and Cameroun, Guinée and Mali (2006) on support to farmers and livestock keepers organisations in better accessing markets – these were underpinned by research studies in some cases.

A regional multi-country meeting on this theme was held in Bamako, Mali in January 2007 to reinforce shared learning between actors on good and innovative practice, enable information exchange and share the results of research and debates with a wide range of actors further reinforcing practical action and intervention for farmer and livestock organisation participating in agrifood markets.

Geographic coverage:

West Africa

Duration:

Two years 2005-2007

Budget:

Not available

USAID

Contact:

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USAID supports a number of projects and programmes worldwide that have at their heart agribusiness development market linkages and in some cases support to farmers organisations.

Partnership for Food Industry Development (PFID)

www.pfid.msu.edu/about.php

PFID - Fruits and Vegetables

Michigan State University (MSU) leads this public/private sector partnership that focuses on the fruit and vegetable sector to improve quality and safety standards in the context of a global marketplace. Three programme objectives contribute to this goal:

- Profitable, sustainable market opportunities identification and construction
- Institutional capacity strengthening to ensure sustainable supply of high value products
- Systematize information on agrifood market development made available to the public.

Other programmes include:

PFID - Meat, Seafood and Poultry led by Louisiana State University

PFID - Natural Products led by Rutgers University.

The PFID operates in developing and transition economy countries.

<http://www.pfid.msu.edu/usaidmission.php>

Supported through USAID are a **number of projects and programmes implemented** through consultancy firms and which on occasion also focus farmers organisation for example the Pragma Corporation, based in Washington DC and with satellite offices in Afghanistan, Azerbaijan, Guatemala, Kazakhstan, Kyrgyzstan, the Philippines, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan (<http://www.pragmacorp.com/about.htm>). It works amongst others on agribusiness linkages – one success story is work in Kazakhstan, where the Azamat Public Union of Farmers has become an important representative of farmer interests and a source of needed agricultural services.

Chemonics International Inc <http://www.chemonics.com/> has similar agribusiness scope.

Cooperative League of the USA (CLUSA)

http://www.ncba.coop/clusa_about.cfm

The following is drawn from the website of CLUSA.

Programme partners:

Organised in 1916 as CLUSA, the National Cooperative Business Association (NCBA) is still recognised in many countries under the CLUSA name. NCBA's CLUSA International Program began providing assistance to developing countries in India in 1953. Since then, NCBA has managed over

200 long-term projects in 53 countries and has performed over 1,000 short-term consultancies in 79 countries.

CLUSA International Programme's implementing partners include indigenous cooperative development organisations (ICDOs), host governments, local and international non-governmental organisations and agribusiness.

Eleven of these ICDOs have been established in Rwanda, Niger, Mali, Benin, Sao Tome & Principe, Burkina Faso and Mozambique with CLUSA support and are providing training and advisory services to a wide variety of group enterprises and community organizations. Some of these organisations, which range from 2 to 20 years in age, joined with similar groups from other countries, and established an African organization, the Pan African Organization for Sustainable Development, which serves as a technical information and training network.

Other partners include also import/export cooperatives, technical services organizations, and small and micro enterprise foundations, which have institutionalised program services in El Salvador, Egypt and in Indonesia where a non-bank finance company was established by cooperatives to facilitate trade. Some of these organisations are 10-years old and fully self-sustainable.

Purpose of programme:

The CLUSA Mission is to foster sustainable economic growth and entrepreneurial solutions to community problems by strengthening economic participation and governance and increasing market access through cooperative enterprises and other member-owned democratically-controlled organisations.

Geographic coverage:

Global – developing countries mostly SSA

Duration:

Ongoing

Budget:

NCBA's CLUSA International Program receives funding from the USAID, IFAD, the World Bank, the Inter-American Development Bank, cooperatives, local banks, local governments, and grants from foundations and Private Voluntary Organizations.

ACDI/VOCA

www.acdivoca.org

The following is drawn from the website of ACDI/VOCA.

Purpose of programme:

ACDI/VOCA is a private, non profit organization that promotes broad-based economic growth and the development of civil society in emerging democracies and developing countries. Offering a comprehensive range of technical assistance services, ACDI/VOCA addresses the most pressing and intractable development problems. Driven by the goal of adding value to local enterprise, which underlies prosperous free markets and stable democracies, ACDI/VOCA works in the following areas:

- Agribusiness Systems
- Enterprise Development
- Financial Services
- Community Development

Cooperative and Association Development is a cross cutting programme

Geographic coverage:

Global – developing countries

Ongoing

- Brazil – Cooperative Development Program (CDP)
- Cape Verde – Natural Resource Management and Agricultural Production
- East Timor – NGO Sector Strengthening Program
- Global – Cooperative Development Program (CDP)
- Paraguay – Cooperative Development Program (CDP)
- Russia – Cooperative Development Program
- West Bank – Food Security Program

Recent

- Ethiopia – Internally Displaced Persons Program
- Mozambique – Cooperative Development Program (CDP)
- Philippines – Agricultural Cooperative Sector Study
- Philippines – Assistance to Northern Luzon Center for the Development of Cooperatives
- Philippines – Cooperative Marketing Project
- Philippines – Innovative Approaches to Cooperative Management, Finance and Trade (IAP)

Duration:

Ongoing

Budget:

Not known however USAID is one key funder

Section 2 Multi-donor programmes

Regoverning Markets Programme

Contact:

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Parties involved:

Coordinated by the International Institute for Environment and Development (IIED) in the UK, the programme involves an international consortium and learning network of more than 14 organisations, committed to cross-country comparisons within regions and across regions, reflecting varying degrees of food industry restructuring.

Purpose of programme:

A programme of collaborative research and policy support, is designed to understand the keys to inclusion of small-scale producers in dynamic restructured regional and local agri-food markets.

Specifically, the programme seeks to:

- Understand the keys to inclusion of small-scale producers into restructured agri-food markets in order to address implications and opportunities for small-scale producers and processors
- Understand what is better practice in connecting small-scale producers with dynamic markets
- Bring these findings into the wider policy arena and thereby inform, based on evidence and recommendations, practical actions and strategies of the public sector including donors, and private sectors including farmers and their organisations.

There are three components to the programme: (1) empirical research, (2) innovation and good practice case studies, and (3) learning and policy processes. Component 3 explicitly sets out to bring findings into the wider policy arena, and thereby inform public sector policy (including donor priorities) and private sector strategies. www.regoverningmarkets.org

Geographic coverage:

All developing country regions and transition economies. West and Central Africa are the regions least well represented within the programme. Empirical research studies on the impacts of dynamic change on households are being undertaken in the following sectors and countries: horticulture markets in China; dairy markets in India; horticulture markets in Indonesia; horticulture markets in Mexico; dairy markets in Poland; horticulture markets in South Africa; horticulture markets in Turkey; and beef and broiler chicken markets in Zambia.

Over 45 examples of good and innovative practice is documented from all regions of the world included three from OECD countries.

Policy outreach country levels workshops have been held in Turkey, Morocco, Indonesia, the Philippines, South Africa, Bangladesh and Pakistan.

Duration:

2.5year to September 2005 - March 2007

Budget:

US\$3.9 Million

Major donors are DFID, IDRC, CIDA, ICCO, Cordaid and USAID.

Global Forum for Agricultural Research (GFAR)
Linking smallholder farmers to dynamic markets: A Global Partnership Programme

Contact:

Antonio Schiavone

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Parties involved:

GFAR with regional networks.

Purpose of programme:

The *vision* for this program is that the potential of smallholder farmers and rural entrepreneurs is fully realized by being profitably integrated into dynamic markets. The *mission* of the programme is to foster mutual learning and the sharing of knowledge among partners, which build on and add value to successful experiences, market oriented research, innovation and investment initiatives that link smallholder farmers and entrepreneurs to dynamic markets. Harnessing the full potential of the smallholder farmers and entrepreneurs will be achieved by:

- Contributing to achieving an enabling policy and institutional environment conducive to successful linkages of smallholder farmers and entrepreneurs to growth markets.
- Offering appropriate and targeted information tools and methods for catalyzing smallholder farmers and entrepreneurs linkages to dynamic markets.
- Strengthening the capacities of smallholder producers, farmer organizations, market chain actors and researchers, to respond to dynamic market opportunities.

Activities for this programme will be centred around three action pillars: a) Policies and Institutions; b) Understanding markets and value chains; and c) Building Capacity: learning to innovate.

Geographic coverage:

Four regional coordinating units in Africa, Asia, Near East and Latin America and the Caribbean. These coordinating units will emanate from existing GFAR regional ad hoc working groups involved in preparing the partnership programme and will comprise representatives from government and non government institutions, international institutions, universities, research centers and farmer and private sector regional organizations.

Duration:

The duration of the programme will be 10 years comprised of a) a one year inception phase and b) an 8 year execution phase and c) a one year impact assessment phase.

Budget:

6 month inception phase DFID US\$110,000 and others

Empowering Smallholder Farmers in Markets (ESFIM)

Contact:

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<http://www.esfim.org>

Parties involved:

International Federation of Agricultural Producers (IFAP) European Consortium for Agriculture Research in the Tropics (ECART). Within ECART, the Wageningen University (WUR) Netherlands, the Natural Resources Institute UK and CIRAD France are the lead partners.

Purpose of programme:

The goal of this inception phase is to initiate an IFAP-ECART-IFAD research partnership that will strengthen the capacities of smallholder farmers' organisations in developing countries to empower their members in markets, via enabling policy environment and effective economic organisations. It will try to do so by supportive research for producer organisations within the growing IFAP network, in proposing changes in the institutional and legislative context.

The objectives of the Inception Phase project are the following: (1) develop a shared body of knowledge, by carrying out several preparatory studies, that will support the choices to be made for the full programme; (2) develop an analytical framework and a research methodology; (3) make a selection as to which countries will be incorporated in the full programme; and (4) establish contact with key development agencies and their programmes with a view to maximising opportunities for value addition.

The full project proposal is in preparation and will be presented at a workshop in Tunisia scheduled for 22-23 October 2007.

Geographic coverage:

SSA, Asia, Latin America and Eastern Europe

Duration:

9 month inception phase completing in December 2007

Budget:

The total cost is: US\$227,500, of which IFAD (US\$150,000) and IFAP-AGRICORD (US\$77,500).

Section 3 Multilateral Agencies, UN Agencies and related programmes

World Bank

Whilst the World Bank did not respond to the questionnaire and the following is drawn from website sources.

A review prepared for the World Bank entitled *Linking smallholder farmers to markets* published in 2004²³ provides an insight into the range and depth of investment by the World Bank into this subject. The review examined those projects listed under the WB on-line programme data base of “agricultural marketing and trade” – this being seen to be the nearest relevant category. Of some 85 projects identified from the prior 10 year period, the majority (48) focussed on the “enabling environment” for the agriculture sector or they intervened at the macro-economy level i.e. many of the projects were structural adjustment programmes. A few (5) sought to specifically strengthen producer organisations, target specific commodity chains (which may or may not include specific support to RPOs (15), and a number addressed the export market (8).

The review further examined some 17 case studies of programmes from a range of funding agencies including French Ministry of Foreign Affairs, SDC, WB, IFAD, DFID and USAID which engaged with farmers, their organisations and their linkages to markets. Of the 17 only six had such linkages explicit in their title. Many of the objectives whilst relevant to market linkages were indirect for example capacity building, the development of rural markets, or the development of export markets. The study distinguished five intervention categories: provision of infrastructure and equipment; strengthening of the individual, collective and public capacities; provision of technical and economic services to farmers; provision of new institutional arrangements among actors; and the promotion of new institutional environment.

Following the **WB’s rural strategy 2001**⁴ renewed emphasis was placed on strengthening farmer to farmer linkages and within that the importance of strong producer organisations. It should be noted that a number of other WB investments– potentially coded differently touch on RPOs including those focussed on Community Driven Development and agriculture technology and extension. There is no readily accessible information source on this aspect and in particular the extent to which such programmes explicitly support RPOs and their market linkages. The WB continues to undertake **country specific economic sector work** such as the recent:

Fock, A. and T. Zachernuk (2006) China - Farmers Professional Associations Review and Policy Recommendations East Asia and Pacific Region Report number 37430. 70pp

The draft **World Development Report 2008 Agriculture for Development** recognises the role of producer organisations in support to smallholder’s competitiveness in markets. The report calls for enhanced support for the building of capacity of RPOs, helping RPOs to reach the more marginal of their membership, and support to ensuring that the voice of RPOs is heard in policy dialogues ensuring that the RPOs are equipped with equal access to information relevant to policy. It recognises that there can be no blue-print.

The WDR 2008 process supported the preparation of a number of background papers on RPOs as well as consultations including a working meeting 30-31 October 2006 held in Paris.

² Bienable E., Coronel C., LeCoq J. F. and L. Liagre (2004) Linking small holder farmers to markets: lessons learned from literature review and analytical review of selected projects. World Bank Study Report. 82 pp

³ Coronel C. and R Sanz (2004) Linking small holder farmers to markets: lessons learned from literature review and analytical review of selected projects. World Bank Study Report. Annexes. 54 pp

⁴ World Bank (2001) Reaching the Rural Poor - a renewed strategy for rural development. 174 pp ISBN 0-8213-5459-0

<http://lnweb18.worldbank.org/ESSD/ardext.nsf/16ByDocName/ProducerOrganizations>

West Africa
Agricultural Services and Producer Organizations Project
(Additional Financing) **Mali**

Parties involved:

Implemented by the Ministry of Agriculture

Purpose of programme:

The objective of the Agricultural Services and Producer Organizations Project (ASPOP) is to establish an institutional framework conducive to the efficient delivery of agricultural services to producers, by supporting the decentralization of core public services, promoting private sector participation and by empowering producer organizations. The project was organized in four components: (1) reforming public services and reorganizing the Ministry of Rural Development; (2) improving the efficiency, relevance and sustainability of the national agricultural research system; (3) improving the efficiency, relevance and sustainability of the national agricultural extension system; (4) empowering producers and promoting their organizations. Component 4 – Producer organizations: Specific capacity-building activities are still required to ensure producer organizations stay involved and increase their weight in decision-making mechanisms regarding identification and elaboration of research and extension programs. The scope of matching grants for micro-projects initiated and implemented by POs will be expanded to promote a larger scale of innovations, especially to match the technology transfer scale up initiatives.

Geographic coverage:

Mali

Duration:

2007- 2009

Budget:

\$28.3m

Similar projects

The Second Agricultural Services and Producer Organizations (APL) Project for **Senegal** increases smallholder producers' access to sustainable and diversified agricultural services and innovations, in view of diversifying and or stabilizing their productions and increasing their food security. There are four components of which component C strengthens the capacity of producer organizations to defend the interests of smallholder producers and to facilitate their access to technical and economical services in order to increase their production, food security, and incomes. 2006 -2021. \$47m.

The Agricultural Services and Producer Organizations Project (ASPOP) **Chad** whose development objective is to increase agricultural productivity and rural incomes while preserving the natural resource base. In cooperation with ADB and the French Cooperation Agency, the programme seeks to strengthen the capacity of producer organizations. 2003-2008. \$24.6m

IFAD

Contact:

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<http://www.ruralpovertyportal.org/>

The IFAD Strategic Framework 2007-10 recognizes as one of its key principles of engagement, the need for the rural poor to build their own collective organisations. IFAD are committed to working with and helping to strengthen the capacity of a range of organisations formed by, and of, poor rural people. It will work at local, national and regional levels in enable them to link better with local organisations and engage with policy dialogue. It will also support NGOs and civil society bodies that work closely with the rural poor and assist them to build those organisations.

Although in sub-Saharan Africa, the collaboration between IFAD and farmers' organisations (FOs) has been traditionally orientated towards support to grassroots organisations, over the last years this form of collaboration has evolved into a more structured engagement with national organisations and regional networks that has led to the launching of the Farmers' Forum initiative and culminated with the convening of a Farmers' Forum at IFAD Governing Council of February 2006. This is the result of a large process of mainstreaming and institutionalising at corporate level partnerships with - and support to - small scale farmers and rural producers' organisations in relation to the core business of IFAD namely country programmes, loan projects and grants, investments, learning and policy dialogue.

Beyond a multiplicity of country programmes that embed support to RPOs within them, some regional examples include:

a Mobilization of agricultural producers and other stakeholders in Africa for EPA negotiations

Parties involved:

West African Network of Farmers' Organizations and Agricultural Producers (ROPPA) as lead partner. This grant support is part of a larger support to the networks of Farmers' Organizations in five regional ACP blocks (CARICOM, COMESA, SADC, ECOWAS, CEMAC) to allow them to play a critical role in the process for the forthcoming Mid-Term Review for the preparation of the Economic Partnership Agreements (EPAs) between ACP regional blocks and the European Union. The programme partners are:

- other African regional networks of farmers organizations, namely, EAFF for COMESA, SACAU for SADC, and PROPAC for CEMAC which will form together with ROPPA the 4 partners that will benefit from this grant for the definition of agreed positions vis-à-vis the negotiating process of the EPAs; links also with WINFA for CARICOM
- regional economic bodies (COMESA, ECOWAS, SADC, and CEMAC) that will be the counterparts of the European Commission in the definition of the 4 EPAs for the four Africa regions.

Purpose of programme:

The overall goal is to ensure that the interests of African family farms are taken into account in negotiations under way for the signing of an Economic Partnership Agreement between the European Union and the ACP countries.

The overall objective is to enable farmers in ACP countries to share their views and perceptions on EPAs with negotiators from ACP countries and other civil society stakeholders. More specifically, the objectives are to:

- Organise a consultative process among African farming countries to agree on a common position and propose alternatives
- Mobilise public opinion around these proposals
- Share the countries' position and proposals with negotiators and other stakeholders in Africa and Europe

Geographic coverage:

Sub Saharan Africa with linkages across to CARICOM

Duration:

October 2006 – December 2007

Budget:

US\$180,000

b Support to the Southern African Confederation of Agricultural Unions (SACAU) for Capacity Building of National Farmers' Organizations in Southern Africa

Parties involved:

The Southern African Confederation of Agricultural Unions (SACAU)

This grant is part of a broader, multi-donor effort in support to the SACAU Strategic Framework 2006-10. It will add to the financing of the "Organisational Development and Trade Project", conceived to operationalise the Strategic Framework and already funded by different agencies including the Swedish Cooperative Centre (SCC), Agricord and the French Cooperation. Recently, SCC has transferred its regional project "Farmer Organisation Support Project (FOSP)" to SACAU for management and implementation.

Madagascar (Fédération Chrétienne des Paysans Malagasy - FEKRITAMA; Coalition Paysanne de Madagascar - CPM); Malawi (Farmers Union of Malawi - FUM; National Smallholder Farmers' Association of Malawi - NASFAM); Namibia (NAU and NNFU); South Africa (AgriSA and NAFU); Zambia (ZNFU); Zimbabwe (ZFU and CFU) will be potential beneficiaries. However, other FOs from the same six countries as well as from other countries within the Region will be eligible for support.

Purpose of programme:

The overall goal is to empower the farmers in the Southern Africa region and strengthen their voice through the development of their own membership-based organizations to set and pursue their own agenda and interests.

Consistent with goals 1 and 2 of the SACAU Strategic Framework 2006-10, the objectives of the grant are:

- To strengthen SACAU to play a proactive role in facilitating the capacity building of its actual and potential members (national FOs) with an important smallholders representation.
- To widen the geographical representation and broaden the membership of SACAU, in particular increasing the presence of FOs with an important smallholders representation
- To strengthen and improve the capacity of national FOs (actual and potential SACAU members) to effectively represent, service and advocate for the needs of their members.

Geographic coverage:

Southern Africa

Duration:

18 Months from January 2007

Budget:

Total cost: US\$206,750

IFAD's contribution: US\$200,000

FAO⁵

⁵ These notes are drawn from Report to Committee for the Promotion and Advancement of Cooperatives (COPAC) on 2006 and Plans for 2007 (11 April 2007). COPAC is an on-going partnership between representatives of the cooperative movement, farmers' organizations, cooperative development agencies, and the United Nations and its agencies.

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The Director General has singled out farmers' organisations, cooperatives, and chambers of agriculture as high priority partners which merit cross-departmental support through the Interdepartmental Working Group on Agriculture and Rural Development (IDWG) on Institution Building for Agriculture and Rural Development, one of twenty-or so new mechanisms established in 2005 to support the reform process. There is no single unit in FAO with a clear mandate and dedicated resources to support all aspects of cooperative and farmer organization development. Instead, FAO's work in this area falls within the following:

- **Equity and employment.** FAO (ESW) will support those aspects of cooperative development that emphasize inclusive, equitable, and participatory planning, institutional, and policy processes, organizations of the poor, and producers organizations that work in the interests of small farmers and marginalized groups. A new work programme on rural employment and decent work will also be developed.
- **Commercial enterprises.** FAO (AGS) will continue to accord high priority to the development of commercial cooperatives (as opposed to farmer groups and government initiated traditional cooperatives), that are managed more or less as commercial operations and provide specific commercial services to members, such as forward contracting and inputs procurement. AGS also support financial co-operatives such as savings and credit associations.
- **Representation and participation.** FAO (ODGS) will continue to facilitate the participation of relevant cooperatives and producer organizations in its technical committees, governing bodies, and selected areas of work at global, regional, sub-regional and national levels.
- **Strengthening cooperative technical skills and knowledge.** FAO (diverse units) will continue to provide support for technical and managerial skills and knowledge acquisition by cooperatives, farmers' organizations and their members in a diverse range of technical areas (i.e. bioenergy cooperatives (NRC), fisheries cooperatives (FI), etc.) which will be loosely coordinated by the IDWG on Institution Building and Rural Development.

See also at the Linking Farmers to Markets web site at:

<http://www.fao.org/ag/ags/subjects/en/agmarket/linkages/index.html>, and Annex 1 for references and publications.

Activities undertaken in 2006

Policy advice on co-operative and farmer group enterprise development to member countries

With financial support from IFAD and technical support from IFAD, FAO, and European NGO partners of the "EuropAfrica" campaign (Terra Nuova, Collectif Stratégies Alimentaires, Crocevia and others), networks of farmers' organizations of **five ACP sub-regions (Central Africa, East Africa, Southern Africa, West Africa and the Caribbean)** carried out their own **mid-term assessment of the state of progress in the negotiation of the Economic Partnership Agreement (EPA)** in order to contribute to the formal review foreseen in article 37,4 of the Cotonou Agreement. The assessment analysed the structure, process, and content of the negotiations, as well as the preparatory phase to the introduction of changes in the trade regime. This work, which was coordinated by ROPPA with the technical assistance of the Bureau Issala, has resulted in the identification of four priorities of farmer organization networks related to regional integration and the development of regional markets, defining a trade regime based on asymmetry and equity, improving

participation by farmers organizations and other actors in the preparation and negotiation of EPAs, and making the time and means necessary for thorough preparation. A summary paper of the regional workshop was prepared, as well as a write up of the results of a workshop held on this subject in Barbados.

FAO has been working with ILO and others to promote the rural employment agenda, including the *Toolkit on Employment and Decent Work*, a series of joint policy briefs on labour issues, and through an interdepartmental effort, FAO supported the **Property Rights Working Group of the Commission on the Legal Empowerment of the Poor** (<http://legalempowerment.undp.org/>).

Direct technical support services to field projects in member countries

Development of Prototype Computerized Cooperative Management and Member Information System–MMIS

Funded by the Government of Finland, this project enhances the capacities of agricultural cooperatives and producer organisations in developing countries by improving their business efficiency and competitiveness through the development and dissemination of a low-cost and marketable computerised management and member information system (MMIS) for global use and further development. The low cost and high quality will be achieved by working under open source (OS) license, which enables all interested parties to join the user and development community for the benefit of small-holder farmers in developing countries. The project funds one full time coordinator in FAO Rome (ESW). In Kenya, the project is undertaken in cooperation with the Ministry of Co-operative Development and Marketing (MoCDM), the Kenya National Federation of Agricultural Producers (KENFAP), Agriterra (Netherlands), the Kenya ICT Federation (KIF), and the International Cooperative Alliance (ICA) and with WebDiscount Technologies in Nairobi, which is developing the core of the new software. In Vietnam, partners are expected to include the International Cooperation Department (ICD), the Department of Cooperatives and Rural Development (DCRD), and Agricultural Engineering and Post-Harvest Technology (VIAEP) of the Ministry of Agricultural and Rural Development (MARD). The National Agricultural Cooperative Federation in Korea is expected to provide additional funding (in cooperation with the Finnish funded Thua Thien Hue Rural Development Programme) for training in cooperative business management and governance in Viet Nam.

Fortalecimiento institucional y de las capacidades técnicas y económicas del movimiento cooperativo en Mendoza (Argentina) a Project aimed at strengthening small farmer participation in decision-making processes of the 30 cooperatives (especially those pertaining to the wine processing facilities) to which they belong, as well as participation of management from the 30 cooperatives in decision-making processes within the cooperative federation that is responsible for selling outputs and facilitating bulk purchase of inputs.

Organisational Development Support for the National Association of Farmers of Sierra Leone (NAFSL) Mission re-formulation, capacity building for more efficient and effective planning and M&E working at National Level and in Kenema and Bombali Districts. Duration: 24 months, budget approx. USD145.000. Partnerships: Agriterra and Roppa

FAO (IDWG) is providing technical advisory support to **strengthen the involvement of farmers' organizations and cooperatives in the formulation of National Programmes of Food Security in Angola and Sierra Leone.**

National Programme for Food Security Cambodia. Technical support was provided to different projects that support Pro Poor Community Development Mechanisms, including saving groups, rice banks and marketing groups in some 200 villages.

Development Assistance to Farmers in Remote Areas of Montenegro and Kosovo The strengthening of farmer organizations is a key strategy in this project. 2006-2009. € 2.1 million

Agriculture Production Support in Albania This project has an important farmers' association component.

Poverty Alleviation and Enhanced Food Security through Institutional Capacity Building for Agricultural Co-operative Development in Nepal (TCP)

FAO provided technical support to the development of pro-poor policy processes in **Burkina Faso, Liberia, Malawi and Nicaragua**, some of which worked specifically to strengthen farmer organization involvement in these processes (FNOP: A1/1: "Inclusion of food security objectives policies, programmes and monitoring mechanisms in PRSPs and other policy initiatives at country level".)

Technical and advisory support (AGS) was provided to producer organizations through field projects in **Afghanistan, Myanmar, Malawi, and Zambia**. In addition, support (AGP) was provided to **Farmer Field School producer groups in West Africa** related to commercialization and marketing.

Meetings held and regional networking activities supported

FAO, with the support of the Government of Brazil and IFAD, organized the **International Conference on Agrarian Reform and Rural Development (ICARRD)** (Porto Alegre, March 2006) in which 94 governments and hundreds of civil society organizations participated. The importance of farmer organizations and cooperative development for revitalizing rural economies and developing rural-appropriate policies and services was an important issue discussed. The reports, declaration, and conference documents can be found at <http://www.icarrd.org/index.html>

FAO provided contributions to the **COPAC meeting on Tsunami follow up** (Sri Lanka, February 2006) and the **UN DESA/ILO Workshop** that provided inputs for UN GA report on role of cooperatives in employment generation (as part of poverty alleviation goals MDG1) (Shanghai 2006).

FAO organized **three regional meetings on livelihoods diversification and enterprise development**, in **Zambia for Africa**, in **Thailand for Asia** and in **Costa Rica for Latin America**. In each, there were 25-30 participants from front line local organizations and field projects that are actively supporting farmer and group enterprise development. Lessons were drawn on cost-effective planning, capacity building and stakeholder engagement activities to support community based groups.

FAO delivered a key note address and paper on "***Towards Sustainable Rural Development***," to the **World Rural Forum**, (Donostia, San Sebastian, Spain 19-21/10/06), which highlighted the importance of strengthening farmers organizations among the strategies required to confront rural development challenges and trends through solidarity.

Activities for 2007

Policy advice on co-operative and farmer/producer group enterprise development to member countries

An ***Advisory Note on Promoting producer organization participation in National Programmes for Food Security (NPFs) within the Africa region: A district level approach*** is being prepared (in April 2007) for the 30 governments that are currently preparing or implementing National Programmes for Food Security, from among the 105 governments which are already implementing Special Programmes for Food Security. The NPFs initiatives could be significantly enhanced (in terms of coverage, impact and reduced costs to government) through the promotion of increased rural producer organization (RPO) involvement in their design and implementation.

Associated with the above, FAO is working with IFAD and others to develop a **Global Partnership to Support Farmers Organizations**, in connection with the Farmers' Forum and the idea of developing principles of engagement between the UN food agencies and farmers organizations. It is expected that this work will include support to pro-farmer policy reform and farmer participation in the design and implementation of national food security strategies and programmes.

The role of cooperatives and producer groups in agribusiness and agro-industries development will be raised as a key policy issue for consideration by FAO's Committee on Agriculture (COAG) in the paper "Challenges in Agribusiness and Agro-Industries Development", was discussed on 26 April 2007.

FAO will be developing a **strategy for Rural Employment** in 2007, which will form the basis for a work over the coming years in order to cover this new area of its mandate. Employment generation and decent work conditions through cooperative development may form part of this strategy. **A Corporate Capacity Building Strategy will be developed**, including a subsection specifically dedicated to producer organizations, cooperatives and chambers of agriculture.

The **learning services which FAO provides in support of cooperative and farmer organization development** will be identified in 2007 and made accessible through the Capacity and Institution Building Portal.

Direct technical support services to field projects in member countries

In collaboration with Agriterro, FAO/NEDAC is providing technical support to formulate two **livelihoods programmes for Tsunami affected members of fisheries and agricultural cooperatives in Thailand, Sri Lanka and India**.

Meetings and regional networking activities

A FAO/NEDAC CLT regional workshop on **the role of agricultural cooperatives in biofuels development** is planned for mid July 2007 (Thailand) in which UNIDO, UNEP, AIT and others are expected to participate.

A **Write-shop on Pro-Poor Good Practices and Approaches to Strengthening Producer Organizations** is planned in Rome (Late 2007)

A new **website on food security in West Africa** launched April 2007 by the Network for Prevention of Food Crises in the Sahel and is expected to be useful for producers' organisations in this region.

Section 4 Others

Africa Enterprise Challenge Fund

<http://www.africaenterprisechallengefund.org/>

A new multi-donor challenge fund that will help poor rural people in Africa by supporting innovative new businesses. The announcement was made in Cape Town at the World Economic Forum on Africa in June 2007.

The African Enterprise Challenge Fund (AECF) represents an important partnership between members of the international development community, including the African Development Bank, the Consultative Group to Assist the Poor (CGAP), IFAD and the United Kingdom's Department for International Development, and The Netherlands Ministry of Foreign Affairs

NEPAD in partnership

RPOs acknowledge the efforts by NEPAD to embrace the challenge of working with and partnering with representative and authentic RPOs/FOs in the agricultural development process. In 2001, the Regional Farmers Organizations SACAU, EAFFU, ROPPA and PROPAC lead by ROPPA took the initiative to sensitize and create awareness among national farmer leaders on the NEPAD initiatives and CAADP in particular to seek (IFAD supported).

NEPAD has done the following:

- In collaboration with IFAD, NEPAD supported farmers in putting together their vision of agriculture and communicating the same to the NEPAD Secretariat.
- In collaboration with IFAD, FOs were supported in putting together positions for consideration during the CAADP Regional Implementation Planning (RIP) meetings held at sub-regional level and the final launching for implementation of CAADP in Ghana June 2005.
- The Eastern African Farmers Federation (EAFF) and the Southern African Confederation of Agricultural Unions (SACAU) worked with the Common Market for Eastern and Southern Africa (COMESA) in formulating short term and long term plans for support under CAADP..
- In countries where the Round Table discussions aimed at operationalizing CAADP in the national plans for agricultural development, have taken place, COMESA invited National FOs to participate.
- NEPAD has involved FOs in a number of summits such as the Fish for All Summit, Africa Fertilizer Summit and the Food security all in Abuja, Nigeria.
- Working meeting 18-19 April 2007 Pretoria, South Africa entitled *Strengthening the capacity of farmer organisations to implement CAADP* (Sida funded)

Annex 1 Selected FAO Publications 2006 actual and 2007 planned

2006

Issue papers and normative guidelines on key problems affecting cooperative development and producer groups

2007 *Promoting farmer entrepreneurship through producer organization in Central and Eastern Europe*. Institutions for Rural Development Series No 6, Working Paper FAO Rome 2007.

A draft set of guidelines on “Promoting Producer Organization Participation in National Programmes for Food Security (NPFS) within the Africa Region. --A district level approach” was prepared and reviewed in 2006 to support member governments to **strengthen the involvement of farmers organizations and cooperatives in National Programmes of Food Security and the benefits that accrue to these organizations** through such programmes.

An appraisal of farmer field school networks in Kenya was carried out, which revealed that the networks have evolved from Farmer Field Schools (FFS) focused on production practices to self-help apex organizations dealing with marketing, finance and other related cooperative activities of farmers.

E. Crowley, S. Baas, P. Termine, J. Rouse, P. Pozarny, and G. Dionne 2007 “**Organizations of the Poor: Conditions for Success**” (FAO chapter for a book by R. Kanbur, ed.) on *Membership Based Organizations of the Poor* (New York: Routledge, 2007).

FAO supported the preparation of the technical paper on “*Agricultural workers as stakeholders in land reform: a review*” for the International Conference on Agrarian Reform and Rural Development (ICARRD) (draft 2006).

Training materials and resource books on agricultural and farmer/producer group development

FAO is providing **improved access to its institution building learning resources and training materials of specific value to farmers’ organizations, cooperatives and chambers of agriculture through a Capacity and Institution Building Portal** which was developed in 2006 and is to be launched in 2007. In 2006, **46 institution building learning resources for farmer’s organizations and cooperatives were identified from 22 FAO technical units** through an inventory undertaken by the IDWG on Institution Building for Agriculture and Rural Development. In 2007, selected learning services that are provided by FAO and specifically targeted to farmers’ organizations, cooperatives, and chambers of agriculture are also expected to be made accessible through the portal.

Rural Finance Learning Centre (<http://www.ruralfinance.org>)

The Rural Finance Learning Centre, which includes some ILO cooperative training materials, provides access to **self study guides for managers of agricultural cooperatives** on the following topics (so far): basic economics of an agricultural cooperative, crop collection, making a budget, managing transport, planning and supply services. The Rural Finance Learning Centre also includes a guidance manual for advisers and trainers about using these materials. The material can be found at: www.ruralfinance.org/id/31955. Further manuals will be added this year, including one on financial cooperatives.

2006 *Understanding and supporting rural producer organizations*. Institutions for Rural Development. Capacity Building Material No 1. CD-Rom. Rome: FAO, 2006. (Prepared with the Mediterranean Agronomic Institute of Bari for an applied learning context in one of their Master Study Programmes).

Riveros H, P. Santacoloma and F. Tartanac 2006. *Training Material for Agricultural Management, Marketing and Finance 5. Training material on agribusiness management in business rural associations in Latin America and the Caribbean*. CD Rom. The main objective of this material is to improve the management capabilities of leaders and managers of rural business associations and technicians from private and public sectors on such subjects a agrifood systems and chains, enterprise organisation, business planning, post harvest and business support services. (Sp version, En in preparation)

FAO 2007 Training manual on enhancing food security and poverty alleviation through improved institutional capacity of agricultural cooperatives in Nepal. Rome: FAO TCP/NEP/3001 (04/III/NEP/051) (available in training manual and video formats).

Surveys on agricultural cooperatives in Kenya, Tanzania, Uganda, Zambia and Viet Nam were conducted and reports prepared, the summaries of key findings from which are expected to be published in 2007.

2007

Issue papers and normative guidelines on key problems affecting cooperative development and producer groups

A Kenya Case Study on the Effects of Computerization for Livelihoods of Cooperative Members will be produced in 2007. (LOA IDS/Nairobi)

FAO and the Club du Sahel are preparing a document on *Rural Development Indicators in West Africa* which is expected to be interesting for capacity building, including for farmers organizations.