

Document: EB 2012/LOT/G.8  
Date: 30 October 2012  
Distribution: Public  
Original: English

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Enabling poor rural people  
to overcome poverty

## **President's report on a proposed grant under the global/regional grants window to non- CGIAR-supported international centres**

### **Note to Executive Board representatives**

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**For: Approval**

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## Abbreviations and acronyms

|        |                                                                                                                                                            |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EAFF   | Eastern Africa Farmers Federation                                                                                                                          |
| EC     | European Commission                                                                                                                                        |
| FERT   | Formation pour l'Épanouissement et le Renouveau de la Terre [Training for the Development and Renewal of the Earth]                                        |
| NFO    | national farmers' organization                                                                                                                             |
| PAFO   | Pan-African Farmers' Organization                                                                                                                          |
| PROPAC | Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale [Subregional Platform of Peasant Organizations of Central Africa]                 |
| RFO    | regional farmers' organization                                                                                                                             |
| ROPPA  | Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest [Network of Farmers' Organizations and Agricultural Producers in West Africa] |
| SACAU  | Southern African Confederation of Agricultural Unions                                                                                                      |
| SFOAP  | Support to Farmers' Organizations in Africa Programme                                                                                                      |
| UMAGRI | Union Maghrébine des Agriculteurs [Maghreb Farmers' Union]                                                                                                 |

## Recommendation for approval

The Executive Board is invited to approve the recommendation for grants under the global/regional grants window to non-CGIAR-supported international centres as contained in paragraph 7.

## President's report on a proposed grant under the global/regional grant window to non-CGIAR-supported international centres

I submit the following report and recommendation on six proposed grants for agricultural research and training to non-Consultative Group on International Agricultural Research (CGIAR)-supported international centres in the total amount of US\$2.5 million.

### Part I – Introduction

1. This report recommends the provision of IFAD support to the research and training programmes of the following non-CGIAR-supported international centres, five of which are regional networks of farmers' organizations – the Eastern Africa Farmers Federation; Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale;<sup>1</sup> Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest;<sup>2</sup> the Southern African Confederation of Agricultural Unions; and Union Maghrébine des Agriculteurs<sup>3</sup> – and one is the association Formation pour l'Épanouissement et le Renouveau de la Terre.<sup>4</sup>
2. The document of the grants for approval by the Executive Board is contained in the annex to this report:
 

Eastern Africa Farmers Federation (EAFF), Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale (PROPAC); Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA); Southern African Confederation of Agricultural Unions (SACAU); Union Maghrébine des Agriculteurs (UMAGRI); and the Formation pour l'Épanouissement et le Renouveau de la Terre (FERT): Support to Farmers' Organizations in Africa Programme (SFOAP) – Main Phase
3. The objectives and content of these applied research programmes are in line with the evolving strategic objectives of IFAD and the Fund's policy for grant financing.
4. The overarching strategic goal that drives the Revised IFAD Policy for Grant Financing, which was approved by the Executive Board in December 2009, is to promote successful and/or innovative approaches and technologies, together with enabling policies and institutions, that will support agricultural and rural development, empowering poor rural women and men in developing countries to achieve higher incomes and improved food security.
5. The policy aims to realize the following outputs: (a) innovative activities promoted and innovative technologies and approaches developed in support of IFAD's target group; (b) awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, this target group; (c) capacity of partner institutions strengthened to deliver a range of services in support of poor rural people; and (d) lesson learning, knowledge management and dissemination of

<sup>1</sup> Subregional Platform of Peasant Organizations of Central Africa.

<sup>2</sup> Network of Farmers' Organizations and Agricultural Producers in West Africa.

<sup>3</sup> Maghreb Farmers' Union.

<sup>4</sup> Training for the Development and Renewal of the Earth.

information on issues related to rural poverty reduction promoted among stakeholders within and across regions.

6. The proposed programmes are in line with the goal and outputs of the revised IFAD grant policy. The programme will build the pro-poor capacities of partner farmers' organizations, enabling them to gain the organizational and institutional capacity they need to participate effectively in the policy arena on behalf of their members and provide effective economic services to smallholder farmers. In addition, the programme includes a strong knowledge management component, contributing substantially to the strategic objective of lesson learning and dissemination of information on issues related to rural poverty reduction.

## **Part II – Recommendation**

7. I recommend that the Executive Board approve the proposed grants in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, the Support to Farmers' Organizations in Africa Programme (SFOAP) – Main Phase, shall provide a grant not exceeding five hundred thousand United States dollars (US\$500,000) to the Eastern Africa Farmers Federation (EAFF), a grant not exceeding five hundred thousand United States dollars (US\$500,000) to the Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale (PROPAC), a grant not exceeding five hundred thousand United States dollars (US\$500,000) to the Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA), a grant not exceeding five hundred thousand United States dollars (US\$500,000) to the Southern African Confederation of Agricultural Unions (SACAU), a grant not exceeding seventy-six thousand nine hundred and ten United States dollars (US\$76,910) to the Union Maghrébine des Agriculteurs (UMAGRI) and a grant not exceeding four hundred twenty-three thousand and ninety United States dollars (US\$423,090) to the Formation pour l'Épanouissement et le Renouveau de la Terre (FERT) for a five-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Kanayo F. Nwanze  
President

# **Eastern Africa Farmers Federation (EAFF), Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale (PROPAC), Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA), Southern African Confederation of Agricultural Unions (SACAU), Union Maghrébine des Agriculteurs (UMAGRI) and the Formation pour l'Épanouissement et le Renouveau de la Terre (FERT): Support to Farmers' Organizations in Africa Programme (SFOAP) – Main Phase**

## **I. Background**

1. The Support to Farmers' Organizations in Africa Programme (SFOAP) initially comes from a collective decision by the four regional networks of farmers' organizations in sub-Saharan Africa – EAFF, PROPAC, SACAU and ROPPA – all active participants in the Farmers' Forum at IFAD, to work together within a single programme supporting the institutional development of their organizations, from national to pan-African levels. SFOAP was initiated in 2007 after the first meeting of the Farmers' Forum. Its pilot phase was launched in 2009 with European Commission (EC)/IFAD cofinancing for the period 2009-2012 (EUR 5 million from the EC and US\$1.5 million from IFAD). It was the first initiative combining coordinated actions at regional and national levels. During this phase, SFOAP supported 36 national farmers' organizations (NFOs), their four regional networks and the emerging Pan-African Farmers' Organization (PAFO).
2. The objective of SFOAP was two-fold: on the one hand, it aimed to improve the institutional capacities of farmers' organizations for responsiveness and accountability; on the other, it was conceived to strengthen their capacity to influence agricultural policy at national, regional and continental levels. By combining its support at regional and national levels, SFOAP strengthened the linkage between regional farmers' organizations (RFOs) and their national affiliates and facilitated the coordination of efforts to promote policy and programmes of interest to smallholder farmers. In addition, SFOAP supported RFO efforts to set up a pan-African farmers' organization.
3. SFOAP is thus a major "component" of the strategy unfolded with the Farmers' Forum to strengthen partnership with farmers' organizations worldwide, both by their involvement in IFAD-supported investment projects at the local level and by direct support through grant financing to farmers' organizations own capacity-building initiatives.
4. The proposed programme follows the pilot phase launched in 2009. Its positive outcomes were documented in an independent evaluation conducted by the EC in 2012 (increased institutional capacity of farmers' organizations and more professional, evidence-based analyses to influence policy processes). These outcomes need to be consolidated over the long run, particularly for less-well-established farmers' organizations, in order to ensure sustainable impact. Moreover, the proposed main phase will be extended to North Africa to become a truly pan-African programme. At the request of partner farmers' organizations, it will also include a new component to enhance the economic services provided by national and local farmers' organizations to their members – women and men farmers.

## II. Rationale and relevance to IFAD

5. This programme contributes to IFAD's strategic objective of empowering poor rural women and men and their organizations to enable them to influence policies and institutions that affect their livelihoods. The grant focuses on thematic areas 5 (integration into local, national and international value chains) and 8 (empowerment of poor rural people and their organizations). The programme is aligned with the IFAD grant policy and its objective of building the pro-poor capacities of partner institutions, including community-based organizations.
6. In addition, the programme includes a strong knowledge management component, contributing substantially to the strategic objective of lesson learning and dissemination of information on issues related to rural poverty reduction.
7. SFOAP comes from and builds on IFAD's engagement with farmers' organizations through the Farmers' Forum. In particular, it will provide a concrete response to farmers' requests (expressed in the global meetings of the Farmers' Forum) that IFAD support farmers organizations' capacity-building efforts at all levels through direct and inclusive support, in particular through apex organizations at national and regional levels, so that they can empower their members to interact with the market more equitably and profitably. In addition, SFOAP addresses the recommendations identified by participants in the 2010 special session of the Farmers' Forum, "Promoting women's leadership in farmers' and rural producers' organizations". The session called attention to the disproportion between women's roles in all aspects of agriculture across the developing world and the limited recognition, rights, resources and services provided to women. Finally, SFOAP responds to young farmers' requests – expressed during the 2012 special session of the Farmers' Forum dedicated to youth in agriculture – requesting the mainstreaming of youth in all IFAD policies and programmes and an emphasis on developing capacity-building and enhancement programmes for rural youth, to facilitate their engagement in sustainable food production and agriculture and in rural employment.
8. SFOAP directly supports all three strategic objectives of IFAD's Gender Equality and Women's Empowerment Policy, and is aligned with the policy's first three action areas. That policy is in turn informed by the Convention on the Elimination of All Forms of Discrimination against Women.
9. The proposal is fully compliant with the divisional strategic workplan 2010-2012 of the Policy and Technical Advisory Division (PTA) and with the PTA's major strategic themes of promoting and supporting services for smallholder farmers (including farmers' organizations and pro-poor policy dialogue). SFOAP focuses on developing the capacity of farmers' organizations to deliver a range of services in support of smallholder farmers and rural producers. The programme will enhance the contribution of farmers' organizations to rural transformation processes, policy formulation and implementation, and will improve smallholders' market access and participation in value chains.
10. SFOAP will also enable farmers' organizations to participate more actively and effectively in IFAD programmes in their countries and to more effectively carry out the responsibilities they assume in project design, implementation and monitoring processes. Indeed, IFAD is increasingly embedding partnership with farmers' organizations in its country programmes – through supporting and working in close collaboration with farmers' organizations from the grass roots up to the provincial and sometimes country level. Eighty-five per cent of countries where IFAD currently operates have at least one type of collaboration with farmers' organizations; in the case of West and Central Africa, this percentage rises to 100 per cent. SFOAP complements these efforts by providing support and developing partnerships with farmers' organizations at national and regional levels. While IFAD-funded projects work with farmers' organizations from the ground up to the provincial (and in few

cases national) level, SFOAP raises the level of such partnerships in order to provide FOs with steadily increasing scope to represent the interests and concerns of smallholder farmers at national, regional and continental levels.

11. In some cases, the complementarity between IFAD country programmes and SFOAP has already proved catalytic. For example, the Confédération des Associations des Producteurs Agricoles pour le Développement in Burundi is involved in the formulation of two IFAD-funded programmes.<sup>5</sup> It participates in their implementation, and in the case of PAIVA-B, supports the structuring of cooperatives. The SFOAP main phase will build on such experiences and lessons learned, which will be exploited throughout the regions.
12. Given the relevance of the partnership developed with farmers' organizations in sub-Saharan Africa, the West and Central Africa Division contributes financially to the programme through its own divisional grant allocation (US\$500,000) in order to strengthen the coherence between support to farmers' organizations through the loan portfolio and grant financing provided through SFOAP at national and regional levels.
13. African farmers' organizations play a crucial part in tackling the challenge of smallholder agriculture development, market access and food security. They articulate and represent the concerns, interests and solutions of more than 50 million farmers and producers, who have joined them so that their voices could be heard by other economic actors and by governments and development partners. They effectively influence the decision-making process for agricultural policies and strategies that impact small producers. They also take on the development of key economic and technical services for their members in order to support their profitable engagement in agricultural value chains. Membership-based organizations have a key role to play in helping rural people reduce risk, learn new techniques and skills, manage individual and collective assets, and market their produce.
14. The proposed programme will provide support to farmers' organizations at national, regional and continental levels, complementing the partnerships with farmers' organizations developed in IFAD country programmes. It will do so by addressing and supporting the main functions of farmers' organizations: engagement in policy processes, effective professionalization, and accountability towards their membership. In addition, the main phase of SFOAP, given its financial expansion, will also be striving to support farmers' organizations at national and local levels in providing economic services to their members. It will build synergies with IFAD country programmes, with programmes supported by the EC, Agence Française de Développement (AFD) and Swiss Agency for Development and Cooperation (SDC) and with the Farmers Fighting Poverty programme (FFP – AFRICA) of AgriCord.
15. In terms of the provision of economic services, SFOAP will focus on: (a) generating knowledge at the regional level of instruments and approaches that could enable farmers' organizations to better provide services to smallholders, in close partnership with the private sector and other value chain stakeholders; and (b) developing pilot initiatives in support of local farmers' organizations, cooperatives, associations and federations through a competitive mechanism within each subregion.
16. At the pan-African level, SFOAP contributed to the creation of PAFO in October 2010. This main phase will enable PAFO to become fully operational, roll out a policy programme and begin activities at the pan-African level.
17. The pilot phase of SFOAP developed cooperation among all African RFOs, including the fifth regional network, UMAGRI, which intends to represent farmers in North Africa. The SFOAP main phase will be extended to this region also, in light of

<sup>5</sup> Agricultural Intensification and Value-enhancing Support Project (PAIVA-B) and Value-Chain Development Programme (PRODEFI).

regional political and social changes and the growing space for farmers' organizations that genuinely represent smallholder farmers, which could contribute to shaping policies and programmes in support of smallholder and family farmers.

### III. The proposed programme

18. The overall goal of the programme is to improve the livelihoods and food security of African smallholder farmers and rural producers. Its purpose is the evolution of African farmers' organizations into more stable, performing, accountable organizations – able to effectively represent their members and advise farmers on farming enterprises.
19. The programme's specific objectives are to:
  - Strengthen the institutional and organizational capacities of farmers' organizations;
  - Enable farmers' organizations at different levels to influence policies on priority subjects;
  - Improve the entrepreneurial capacities of farmers' organizations and their participation in value chains; and
  - Strengthen PAFO's capacity to participate in agricultural policy formulation, in particular within the context of the African Union and the Comprehensive Africa Agriculture Development Programme.
20. The target group consists of smallholder women and men farmers and rural producer members of the 50 NFOs currently affiliated with the five African RFOs involved in the programme.<sup>6</sup> Participating NFOs are all membership-based organizations composed mostly of smallholders. Women producers and their organizations account for a significant proportion of the membership of farmers' organizations. Together, the five RFOs and their national members claim to represent more than 52 million farmers, who will benefit from the increased professionalism and capacity of farmers' organizations to influence investments and policies in their favour and to enhance their economic services.
21. The five-year programme will comprise four components:
  - Component 1. Institutional strengthening
  - Component 2. Policy engagement
  - Component 3. Provision of economic services
  - Component 4. Support to pan-African activities
22. Under component 1 (39 per cent of programme base cost), SFOAP will strengthen the organization, management and human resources of farmers' organizations, thereby increasing their capacity to better serve the interests of their members and improve their professional capacity, with a view to providing RFOs and NFOs with strategic tools to support their development and to orient capacity-building.
23. Under component 2 (13 per cent of programme base cost), SFOAP will support the involvement of farmers' organizations in policy processes at all levels. The component will focus on: (a) development of studies and analyses to assist farmers' organizations in assessing policy options on issues affecting smallholder agriculture and in formulating relevant policy documents; and (b) lobbying and advocacy activities to enable farmers' organizations to make their policy positions known and considered in national and international forums.
24. In their relations with the various segments and actors along the value chains (processors, manufacturers, financing institutions, etc.), farmers' organizations and

<sup>6</sup> Twelve other NFOs are affiliated with these five RFOs, but will not benefit from SFOAP either because they don't represent smallholders or because they haven't requested SFOAP support.



their members do not have sufficient and adequate technical, institutional and organizational capacity to negotiate the terms of contractual relationships and to organize their members to meet the requirements and conditions agreed in the contracts. Component 3 (44 per cent of base cost), the new and largest component in the SFOAP main phase, aims specifically to address this weakness, build the knowledge and capacities of RFOs and their members, and support them in the provision of economic services to members, hence strengthening their involvement in value chains. The approach to this component is that the knowledge generated through this support will be catalytic in developing contracts and partnerships with other players in the chains. This will enable the positioning of farmers' organizations as effective brokers in the provision of services, and will have an impact on livelihoods at the farm level. The direct targets of the component will be local farmers' organizations/cooperatives/associations/federations directly involved in value chains.

25. Under component 4 (4 per cent of programme base cost), SFOAP will support the operationalization of PAFO to enable the organization to actively participate in political dialogue at pan-African and international levels.

#### **IV. Expected outputs and benefits**

26. The expected results of this main phase of SFOAP are the following:

##### Component 1: Institutional strengthening

- (a) The five RFOs and at least 25 participating NFOs have new strategic tools to support their development and use them to deliver effective support services to members;
- (b) The secretariats of the five RFOs and at least 40 NFOs are adequately staffed in priority areas and have equipment and resources to implement their mandate and strategic plans;
- (c) The five RFOs and 40 NFOs operate appropriate financial management systems to provide correct, timely and transparent financial information that guarantees accountability towards members and donors;
- (d) The five RFOs and at least 45 NFOs have an active and representative membership, with local groups elected in the statutory bodies and including youth, women and vulnerable groups;
- (e) Capacities of elected representatives and secretariat staff of the five RFOs, 40 participating NFOs and their members are strengthened in priority areas in accordance with their strategic plans;
- (f) Governing bodies of the five RFOs and at least 45 NFOs operate on a regular and democratic basis;
- (g) The five RFOs and at least 45 NFOs and their members communicate among themselves and with partners on their plans, activities, experience and results.

##### Component 2: Policy engagement

- (a) Participating farmers' organizations improve their understanding of agricultural policy issues in a number of priority areas, based on relevant studies and analyses;
- (b) The five RFOs and at least 40 NFOs discuss the results of policy studies and analyses and develop policy positions on priority agricultural development issues;
- (c) The policy positions of participating farmers' organizations are known in relevant national and international forums and contribute to shaping

national, regional and continental strategy and policy documents on agriculture and rural development;

- (d) Successes, good practices, challenges and failures are documented and shared among RFOs and farmers' organization members, leading to evidence-based policy advice.

#### Component 3: Provision of economic services

- (a) Sixty-five local farmers' organizations, federations and/or cooperatives enhance the provision of economic services to their members to improve their production, processing and marketing skills and their position in value chains;
- (b) Forty local farmers' organizations, federations and/or cooperatives enhance the provision of member services related to fair access to land, water and credit, as well as to agricultural inputs and technology, including the strengthening of their members' negotiating and management skills;
- (c) The successes, best practices, challenges and failures of significant economic initiatives are learned from and shared among the members and partners of participating farmers' organizations.

#### Component 4: Support to pan-African activities

- (a) PAFO is operational;
- (b) PAFO promotes policy positions based on regular dialogue among its members.

## V. Implementation arrangements

27. In the four sub-Saharan subregions, SFOAP will be implemented by the RFOs EAFF, PROPAC, ROPPA and SACAU on the basis of the successful experience of the pilot phase. The RFOs are responsible for the overall coordination of activities within their region and for the implementation of regional activities (20 per cent of the total budget of SFOAP will finance regional-level activities) – in accordance with the annual workplans and budgets (AWP/Bs) approved by the steering committee and within the specifications of the grant agreements signed with IFAD. Each RFO will have the following responsibilities in its region:
- Prepare regional AWP/Bs, based on the proposals prepared by and discussed with NFOs;
  - Establish and sign a subcontract with each participating NFO for the duration of programme implementation, defining the modalities of implementation of activities at the national level;
  - Prepare annual withdrawal requests to IFAD and disburse allocations to NFOs against their withdrawal requests;
  - Implement activities to take place at the regional level in accordance with the AWP/B;
  - Ensure regular backstopping and monitoring of the implementation of activities, both at regional and national levels, and prepare regional technical and financial reports;
  - Facilitate coordination and support exchange of information and experience among NFOs.
28. NFOs are the main beneficiaries and co-implementers of the programme. Eighty per cent of the total budget of SFOAP will finance national-level activities. NFOs are responsible for implementation of national activities based on subcontracts signed with their respective RFOs. The subcontracts describe the respective responsibilities of the RFO and the NFO with regard to planning, implementation and reporting.

29. In North Africa, implementation arrangements will follow a different approach in line with the lower degree of institutional maturity, outreach and representativeness of UMAGRI. For a period of two years, UMAGRI will be supported in assessing the representativeness of its current members, conducting a process of consultation in order to broaden its membership in the subregion and developing its strategic orientation. This process will culminate in a one-off congress at the end of the period. Complementary to and in cooperation with this direct institutional support to UMAGRI, FERT will be working to develop and pilot test tools for NFOs to provide tailored services to their poorer members, smallholder farmers, geared principally towards inclusion in value chains. The activities managed by FERT and UMAGRI will be mutually reinforcing. At the end of the second year, a joint midterm review will analyse the principal outcomes and how the initiative managed by FERT can be better integrated in support of UMAGRI's new strategic orientation.
30. At the pan-African level, activities will be decided by the executive board of PAFO, while the implementing agency will be one of the RFOs (ROPPA, as in the pilot phase of SFOAP) until PAFO itself meets the eligibility criteria for signing grant agreements. This part of the programme will be funded by the EC contribution. PAFO will: (a) organize steering committee meetings and knowledge-sharing/knowledge management events and will progressively take the role of steering committee secretariat; (b) exploit technical reports of regional networks for stocktaking, learning and knowledge management purposes at the continental level; (c) facilitate exchange of experience among regions; and (d) may participate in IFAD supervision missions.
31. In accordance with the IFAD Guidelines on Project Audits, EAFF, PROPAC, SACAU, ROPPA, UMAGRI and FERT shall ensure that the entire programme implementation period is covered by audit and shall have its institutional accounts audited every year by independent auditors acceptable to the Fund, in accordance with International Standards on Auditing. Each RFO and FERT shall deliver a copy of the consolidated audited financial statements to the Fund, including the specific audit recommendations for the NFOs, within six months after the end of each fiscal year of the recipient.

## VI. Indicative programme costs and financing

32. Total cost of the programme is estimated at US\$25 million. It will be funded by an IFAD contribution of US\$2.5 million (10 per cent of the total cost) and cofinancing by three other donors (EC, AFD and SDC). Cofinanciers will channel resources through contribution agreements with the Fund. IFAD funding will be pooled with the other donors' contributions and will be specifically used to finance the first three programme components according to the priority needs and planning of farmers' organizations.

### Summary of budget and financing plan for EAFF

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>    |
|---------------|--------------------------------|----------------|
| 1             | Contractual services           | 0              |
| 2             | Consultancy services           | 68 780         |
| 3             | Meetings and workshops         | 245 114        |
| 4             | Equipment                      | 470            |
| 5             | Salaries and staff costs       | 92 604         |
| 6             | Training                       | 17 242         |
| 7             | Communication and publications | 32 894         |
| 8             | Programme management           | 42 896         |
|               | <b>Total</b>                   | <b>500 000</b> |

**Summary of budget and financing plan for PROPAC**

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>    |
|---------------|--------------------------------|----------------|
| 1             | Contractual services           | 72 900         |
| 2             | Consultancy services           | 72 444         |
| 3             | Meetings and workshops         | 87 376         |
| 4             | Equipment                      | 66 281         |
| 5             | Salaries and staff costs       | 64 279         |
| 6             | Training                       | 64 132         |
| 7             | Communication and publications | 72 588         |
| 8             | Programme management           | 0              |
|               | <b>Total</b>                   | <b>500 000</b> |

**Summary of budget and financing plan for ROPPA**

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>    |
|---------------|--------------------------------|----------------|
| 1             | Contractual services           | 112 082        |
| 2             | Consultancy services           | 65 033         |
| 3             | Meetings and workshops         | 130 460        |
| 4             | Equipment                      | 0              |
| 5             | Salaries and staff costs       | 83 645         |
| 6             | Training                       | 52 548         |
| 7             | Communication and publications | 56 232         |
| 8             | Programme management           | 0              |
|               | <b>Total</b>                   | <b>500 000</b> |

**Summary of budget and financing plan for SACAU**

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>    |
|---------------|--------------------------------|----------------|
| 1             | Contractual services           | 0              |
| 2             | Consultancy services           | 115 251        |
| 3             | Meetings and workshops         | 99 133         |
| 4             | Equipment                      | 674            |
| 5             | Salaries and staff costs       | 208 146        |
| 6             | Training                       | 18 957         |
| 7             | Communication and publications | 17 083         |
| 8             | Programme management           | 40 756         |
|               | <b>Total</b>                   | <b>500 000</b> |

**Summary of budget and financing plan for UMAGRI**

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>   |
|---------------|--------------------------------|---------------|
| 1             | Contractual services           | 23 728        |
| 2             | Consultancy services           | 14 079        |
| 3             | Meetings and workshops         | 13 285        |
| 4             | Equipment                      | 0             |
| 5             | Salaries and staff costs       | 12 596        |
| 6             | Training                       | 2 294         |
| 7             | Communication and publications | 857           |
| 8             | Programme management           | 10 071        |
|               | <b>Total</b>                   | <b>76 910</b> |

**Summary of budget and financing plan for FERT**

(in United States dollars)

| <i>Number</i> | <i>Type of expenditure</i>     | <i>IFAD</i>    |
|---------------|--------------------------------|----------------|
| 1             | Contractual services           | 68 386         |
| 2             | Consultancy services           | 142 780        |
| 3             | Meetings and workshops         | 19 052         |
| 4             | Equipment                      | 0              |
| 5             | Salaries and staff costs       | 20 767         |
| 6             | Training                       | 146 558        |
| 7             | Communication and publications | 4 238          |
| 8             | Programme management           | 21 309         |
|               | <b>Total</b>                   | <b>423 090</b> |

## Results-based logical framework

|                   | Objectives-hierarchy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Objectively verifiable indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Means of verification                                                                                                                                                                                                                                                                                                         | Assumptions                                                                                                                                                                                                               |
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| <b>Goal</b>       | The livelihoods and food security situation of African smallholder farmers and rural producers are improved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Nbr and % of smallholder rural producers (M/F) in participating countries with improved income & food security                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | National poverty statistics, Impact studies                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                           |
| <b>Objectives</b> | <p>African farmers' organization (farmers' organizations) evolve into more stable, performing, accountable organizations able to effectively represent their members and advice farmers in their farming enterprises. Specifically:</p> <p>1) farmers' organizations institutional and organizational capacities are strengthened</p> <p>2) farmers' organizations are able to influence policies on priority subjects</p> <p>3) farmers' organizations entrepreneurial capacities &amp; participation in VCs improved</p> <p>4) PAFO is operational and participates in policy making</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>% increase in (M/F) membership of NFOs</p> <p>% membership satisfaction (M/F) on services provided by farmers' organizations</p> <p>Nbr of new partnerships/contracts between NFOs and public and private actors</p> <p>% increase in resources mobilised by farmers' organizations</p> <p>Nb of farmers' organizations policy requests taken into consideration in national and regional policy processes</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Membership records</p> <p>FO profiling</p> <p>Program reports</p> <p>farmers' organizations policy products</p> <p>Farmers &amp; stakeholders surveys</p> <p>Thematic evaluations</p>                                                                                                                                      |                                                                                                                                                                                                                           |
| <b>Outputs</b>    | <p><b>Component 1</b></p> <p>30 farmers' organizations' constitutions, procedures, profiling developed or revised</p> <p>20 new strategic plans prepared and approved</p> <p>1000 leaders, staff &amp; members trained (incl. 645 women)</p> <p>200 farmers' organizations governing meetings held</p> <p>60 communication activities/products delivered</p> <p><b>Component 2</b></p> <p>70 Policy analysis/studies conducted and discussed</p> <p>50 policy positions developed &amp; communicated</p> <p>120 lobbying publication and products</p> <p>800 farmers' organizations' leaders &amp; staff trained</p> <p><b>Component 3</b></p> <p>25 economic/market studies</p> <p>65 economic services projects or business plans approved/funded</p> <p>2,500 farmers' organizations' leaders, staff &amp; members trained</p> <p>120 workshops and exchange meetings held</p> <p>50 information products &amp; supports produced and shared</p> <p><b>Component 4</b></p> <p>PAFO strategic and management tools developed</p> <p>PAFO office staffed, equipped and functioning</p> <p>5 KM events and participation in 15 policy fora</p> <p>5 steering committee meetings</p> | <p>Nb of constitutions, procedures, profiles developed/ revised</p> <p>Nbr new strategic plans approved</p> <p>Nbr leaders, staff or members (M/F) trained</p> <p>Nbr governing meetings held</p> <p>Nbr communication activities/products delivered</p> <p>Nbr policy analysis/studies discussed</p> <p>Nbr policy positions communicated</p> <p>Nbr publication and products</p> <p>Nbr farmers' organizations' leaders and staff (M/F) trained</p> <p>Nbr economic/market studies</p> <p>Nbr economic services projects or business plans</p> <p>Nbr farmers' organizations' leaders, staff &amp; members (M/F) trained</p> <p>Nbr workshops and exchange meetings held</p> <p>Nbr information products &amp; supports produced and shared</p> <p>strategic plan available and management tools used</p> <p>Nbr office staff recruited and equipment available</p> <p>Nbr KM events and participations in policy fora</p> <p>Nb steering committee meetings held</p> | <p>Constitutional texts, manual of procedures and FO profiles</p> <p>Staff and consultant contracts</p> <p>Actions Progress reports</p> <p>Training material</p> <p>Training attendance lists</p> <p>Program reports</p> <p>Proceeding from policy events/fora</p> <p>Audits reports</p> <p>Minutes of steering committee</p> | <p>farmers' organizations remain independent and democratic organizations</p> <p>National governments willingness</p> <p>Agriculture, Food Security and Regional integration remain high on the African Policy Agenda</p> |
| <b>Activities</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                           |