

2013 Annual Report on FAO's projects and activities in support of producer organizations and cooperatives



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Acronyms

ABC	Agribusiness Centre
AGP	Plant Production and Protection Division
AGS	Rural Infrastructure and Agro Industries Division
ALN	Agriculture Learning Network
ANR	Agriculture and Natural Resource
APO	Agricultural producer organizations
ASC	Agricultural Service Center
AU-IBAR	African Union – International Bureau for Animal Resources
CFC	Common Fund for Commodities
CFS	Committee on World Food Security
CFW	Cash for work
CGA	Citrus Growers' Association
CLC	Community listeners' club
COPAC	Committee for the Promotion and the Advancement of Cooperatives
CPF	Confederation of Farmers of Faso (Confederation Paysanne du Faso)
DRE	Decent rural employment
ECOWAS	Economic Community of West Africa States
ESP	Social Protection Division
EST	Trade and Markets Division
EURICSE	European Research Institute on Cooperative and Social Enterprises
FBO	Farmer Based Organization
FFS	Farmers Field Schools
FIP	Fisheries and Aquaculture Policy and Economics Division
FIPM	Products, Trade and Marketing Branch – FIP
FIR	Fisheries and Aquaculture Resources Use and Conservation Division
FMC	Farmer Marketing Collectives (in Pakistan)
FMM	FAO Multi-donor Mechanism
FOE	Forest Economics, Policy and Products Division
GAFSP	Global Agriculture and Food Security Programme
GALS	Gender Action Learning System
GAP	Good agricultural practices
GDP	Gross domestic product
GHP	Good handling practices
GMP	Good manufacturing practices
GRC	Gestion des Risques et des Catastrophes

HLB	Huanglongbing (citrus greening disease)
HQ	Headquarters
ICA	International Cooperative Alliance
IDC	International Dates Council
IDP	Internally displaced people
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPM	Integrated pest management
IYC	International Year of Cooperatives
IYFF	International Year of Family Farming
JFFLS	Junior Farmers Field and Life Schools
LEG	Legal and Ethics Office
LFLP	Leasehold Forestry and Livestock Programme (Nepal)
LFUG	Leasehold Forest User Group (Nepal)
LIBCOs	Livestock Breeders Cooperative Societies (Sri Lanka)
LM4	FAO Learning Module on 'Organizational Analysis and Development'
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MMO	Mutual Marketing Organization
MoU	Memorandum of Understanding
NaFFSL	National Farmer Federation (Sierra Leone)
NGO	Non-governmental organization
NTFP	Non-timber forest product
OAM	Observatoire des Agricultures du Monde
OPC	Office for Partnerships, Advocacy and Capacity Development
OPCC	Branch for Capacity Development
OPCP	Branch for Partnerships
OSC	Organisation de la Société Civile
PG	Producer group
PO	Producer Organization
PRR	Pesticide Risk Reduction
RCMP	Resource and Crop Management Program
RRC	Réduction des Risques de Catastrophes
SA	Sécurité Alimentaire
SCP	Smallholder Commercialization Programme
SECAC	Executive Secretary of the Central American Agriculture Council
SME	Small and Medium Enterprise
SNE	Sub regional office for North Africa
SO	Strategic Objective
UN DESA	United Nations Department of Economic and Social Affairs
UNIDO	United Nations – Industrial Development Organization
UTF	Unilateral Trust Fund
VDC	Village Development Committee
WAW	World Agriculture Watch
WFO	World Farmers' Organisation
WFP	United Nations World Food Programme

Foreword

The contribution of cooperatives, producer organizations (POs) and other forms of collective action to the achievement of food security and poverty reduction is being increasingly recognised. FAO has highlighted the crucial contribution of POs and cooperatives to achieving the Organization's mandate, particularly in reducing rural poverty and enabling more inclusive and efficient agricultural and food systems at local, national and international levels in its new Strategic Framework.

This sixth edition of the 2013 Annual Report provides an overview of the key policies and processes, knowledge platforms, capacity development initiatives and publications that FAO promoted and implemented in support of POs and cooperatives in 2013.

The Report has been reformatted to make it more reader-friendly and accessible to a wider audience. It is structured in two sections: the first describes the main global trends that position POs and cooperatives as key development partners for FAO and the global community. The second section provides aggregate data on how FAO projects/activities have supported POs and cooperatives around the world. Finally, for those readers who would like more in-depth information about FAO's support to strengthen cooperatives and POs, the Annex illustrates outcomes and lessons learned from each project that was implemented in 2013.

This report illustrates the experience and insights gained from the projects FAO implemented in support of POs and cooperatives through its Divisions and Regional Offices. FAO will continue to raise awareness about the tremendous contribution that its partnership with cooperatives and POs has made to achieving the Organization's mandate.



Marcela Villarreal

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Acknowledgements

The publication of the 2013 Annual Report on FAO's Projects and Activities in Support of Producer Organizations and Cooperatives was prepared by Sara Vicari under the overall guidance of Nora Ourabah Haddad, (Coordinator, OPC Cooperatives and Producers Organizations) and Rosalud de la Rosa (OPC). They are grateful to Mariagrazia Rocchigiani, Boris Gandon and the many FAO officers and management at headquarters and decentralized offices for their input, review and guidance on this report.

The preparation of the Report was made possible thanks to the valuable contributions of many FAO colleagues from Headquarters and Decentralized Offices who have provided inputs on the detailed descriptions of their project's activities found in Annex 1: Abdolreza Abbassian, Alma Linda Abubakar, Christian Akilimali, Raul Aleman, Luca Alinovi, Dragan Angelovski, Isaias Angue, Jong-Ha Bae, Heiko Bammann, Nabor Barancira, Carolyn Benigno, Zoe Bienvenu, Gerold Boedeker, Nina Brandstrup, Sivapalasingam Cathiripillai, Francesca DallaValle, Dubravka Bojic, Alfredo Bruges, Castro Camarada, Maria Julia Cardenas Barrios, Cagatay Cebi, Fabrizio Cesaretti, Kaison Chang, Buddhilal Chaudhary, Beth Crawford, Roberto DeAndrade, Walter DeOliveira, David Doolan, Intissar Eshtayah, Patrick Evans, Rivo Fanomezantsoa, Cyril Ferrand, Alejandro Flores, Jean-Jacques Franc De Ferrière, Nicole Franz, Siranush Ghukasyan, Francesca Gianfelici, Ndiaga Gueye, Ousmane Guindo, David Hallam, Jan Helsen, Ralph Houtman, Benoit Horemans, Mustafa Imir, Alhaji Jallow, Lita Joseph, Helga Josupeit, Perpetua Katepa-Kalala, Dieudonne Koguiyagda, Aitor Las, Sue Lautze, Pascal Liu, Jose Matsinhe, Solange MattaSaade, Mario Mengarelli, Susan Minae, Bruno Minjauw, Baltasar Moscoso, Joyce Mulilamitti, Eliane Najros, Alain Ndakoze, Pie Njingynya, Kwami Dzifanu Nyarko-Badohu, Abdallah Oihabi, Obama Oyana, Felicidade Panguene, Massimo Pera, Norma Perez, Somsak Pipoppinyo, Adam Prakash, John Preissing, Lydie Norohanta Raharimaniraka, Volantiana Raharinaivo, Elias Randrianarisoa, Karen Rhodes, Mike Robson, Ignacio Rivera Rodriguez, Dan Rugabira, Gabriel Rugalema, Ilean Russell, Daniele Salvini, Wilmer Sanchez, Andrea Sanchez Encisco, Fazal Hamed Salimee, Marius Sayamaba, Cristina Scarpocchi, Fatouma Djama Seid, Afrim Sharku, Mustapha Sinaceur, Ernesto Jorge Sinopoli, Moeen-uddin Siraj, Andrew Sobey, Kostas Stamoulis, Pasquale Steduto, Patrice Talla Takoukam, Lissy Tapia, Florence Tartanac, Peter Thoenes, Jerome Claude Thomas, Modibo Traore, Sophie Treinen, Françoise Trine, Alice Van Der Elstraeten, Claudia Vargas, Florentina WilliamsonNoble, Remi Nono Womdim, Kamlesh Yadav, Francisco Yofre and Rafael Zavala.

We would also like to thank Brett Shapiro for editing the final text and Andrea Wöhr for the design and layout of the document.



Junior Farmer
Field and Life
Schools



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Schools

1 Cooperatives and producer organizations as key partners: An overview of 2013 key developments

1.1 Building momentum for global awareness

“I call on governments to encourage policies to support and strengthen cooperatives so they can contribute fully to inclusive and sustainable development.”

UN Secretary General's Message on 2013 International Day of Cooperatives

FAO's work in 2013 helped to advance the global agenda for cooperatives and producer organizations (POs). Situated between two milestone years – the 2012 International Year of Cooperatives (IYC) and the 2014 International Year of Family Farming (IYFF) –, this has been a crucial year to build on key findings and ensure that cooperatives and POs remain high on the global development agenda.

In 2012, the spotlight was placed on raising awareness about the contribution of cooperatives and other forms of collective action in achieving food security, eradicating hunger and fostering social and economic development worldwide. In 2013, global efforts were geared towards consolidating those messages. FAO continues to seize upon the opportunities from the IYC and IYFF to raise awareness about the important roles that cooperatives and POs play as key partners for the UN system and for decision-makers worldwide, especially in the context of the post-2015 development agenda. At the same time, governments have a crucial role to play in providing the enabling environment for these organizations to form and develop.

As highlighted in the [Report of the Secretary-General A/68/168](#) (i.e. Cooperatives in social development and the observance of the International Year of Cooperatives, issued in July 2013), Member Governments have been working on the 'Plan of Action on Cooperatives for 2012 and Beyond'. Once endorsed, the action plan will provide guidance on effective cooperation and coordination among stakeholders (i.e. national governments, cooperative enterprises and international institutions) for cooperative development. The priority areas of action highlighted in the Plan are: i) establishing effective policies, laws and regulations; ii) increasing public awareness; iii) promoting the formation and sustainable growth of effective cooperatives; and iv) promoting research and developing an information database on cooperatives.

Notably, [Resolution A/RES/68/133](#) on 'Cooperatives in social development', adopted by the General Assembly on 18 December 2013, takes note of the draft Plan and draws governments' attention to the recommendations contained in the report of the Secretary-General to focus support on cooperatives as sustainable and successful business

enterprises. Furthermore, the resolution highlights the importance of building partnerships among governments, international organizations and the cooperative movement to strengthen and develop the capacity of all forms of cooperatives to empower people and promote inclusive societies.

The 2013 UN International Day of Cooperatives, celebrated globally on 6 July under the theme 'Cooperative enterprise remains strong in time of crisis', was an important joint-action event and further opportunity for the international community to focus on cooperatives as organizations that are resilient to shocks and crises, thanks to their combined economic and social dimensions. On that occasion, FAO highlighted the ability of strong cooperatives and POs to overcome smallholder farmers' constraints and mitigate the negative effects of food and other crises, contributing at the same time to building more equitable, food-secure and empowered communities.

At the end of 2012, the International Co-operative Alliance¹ (ICA) launched 'The Blueprint for the Cooperative Decade', a worldwide campaign building on the achievements of the IYC. The Blueprint highlights the steps towards a '2020 Vision', which envisages that the cooperative movement will become a fast-growing sector leader in economic, social and environmental strategies and programmes. The Blueprint was also at the heart of the ICA Global Conference and General Assembly held in November 2013 in Cape Town, in which FAO participated at high level.

This year was also important in generating statistics on cooperatives at a global level. UN Resolution A/RES/68/133 encouraged "governments to intensify and expand the availability and accessibility of research on the operations and contribution of cooperatives and to establish methodologies for the collection and dissemination of comparable global data on and the best practices of cooperative enterprises". In addition, at the 19th International Conference of Labour Statisticians, a resolution was adopted that called for developmental work on the measurement of cooperatives and a progress report at the 20th International Conference of Labour Statisticians in 2018.

In this respect, some global surveys on cooperatives were carried out in 2013, including:

- the global census of cooperatives conducted by the United Nations Division for Social Policy and Development of the Department of Economic and Social Affairs (UN DESA). The initiative aims at effectively making research and comparable data on the contribution of cooperatives to socio-economic development available and accessible;

1 The International Co-operative Alliance (ICA) is an independent, non-governmental organization (NGO) established in 1895 to unite, represent and serve cooperatives worldwide. ICA has 272 member organizations around the world from 94 different countries. ICA members are international and national cooperative organizations from all sectors of the economy, representing one billion individuals worldwide. In 1946, ICA was one of the first three non-governmental organizations to be accorded "consultative status" with the United Nations. The mission of ICA is to be the custodian of cooperative values and principles and to make the case for their distinctive values-based economic business model which also provides individuals and communities with an instrument of self-help and influence over their development. The ICA advocates the interests and success of cooperatives, disseminates best practices and know-how, strengthens their capacity building and monitors their performance and progress over time. For more information: <http://ica.coop/en>

- the survey part of the initiative launched by the International Labour Organization's (ILO's) Cooperatives Unit, in collaboration with the United Nations Research Institute for Social Development (UNRISD), ICA and other partners, which aimed to bring cooperative voices into the process of the post-2015 development agenda. The survey was carried out to collect information on how cooperatives have contributed to sustainable development and their potential to contribute to the proposal of the new development goals; and the second edition of the World Cooperative Monitor, carried out by ICA in partnership with the European Research Institute on Cooperative and Social Enterprises (EURICSE), which produced a database of 2 032 cooperatives and was distributed in 56 countries. The Report was launched in Cape Town at the ICA Global Conference and General Assembly.

In brief, the crucial heritage of the IYC, and one of the key messages for 2013 about the role of cooperatives and POs, is that multistakeholder partnership approaches – including cooperatives, POs, governments, the research community, the UN system and other private sector and civil society representatives – are needed in order to overcome the global challenges of instability, growing inequality and social exclusion.

The 2014 IYFF represents an important opportunity to further shine the spotlight on cooperatives and POs as key players in the economies of countries worldwide. The events and collaborations planned in the context of the IYFF will allow FAO and its partners to highlight the strong link between family farming and POs and cooperatives. Indeed, a performing family farming sector needs strong POs and cooperatives to effectively contribute to achieving food security and eradicating hunger.

1.2 Achieving FAO's Strategic Objectives

“Governments and their development partners recognize the potential of producers' organizations, cooperatives and collective action to reduce poverty in rural areas and they promote enabling environments and develop policies, partnerships and actions to establish and support formal and informal producers' organizations and cooperatives.”

FAO Strategic Objective n. 3 – Output 1.4

As highlighted in the previous five annual reports, FAO's contribution to supporting cooperatives and POs has increased tremendously over the last years. In this respect, 2012 was a milestone: the FAO Director-General José Graziano da Silva gave new impetus to the role of cooperatives and POs in the Organization's mandate, and the IYC presented an opportunity for FAO to raise awareness about the role of agricultural and food cooperatives in fighting hunger and achieving food security worldwide.

During 2013, the willingness to recognize POs and cooperatives as important partners for achieving the Organization's mandate was translated into the new FAO Strategic

Framework.² Indeed, the Strategic Framework reflects the view that cooperatives and POs need to be strengthened to achieve any rural development strategy aimed at reducing poverty (SO3) and to enable inclusive and efficient agricultural and food systems (SO4).

Strong agricultural cooperatives and POs are essential to reduce poverty, considering that extreme poverty is still a phenomenon that tends to be concentrated in rural areas and includes many subsistence producers, family farmers and landless agricultural workers. This portion of the population also comprises the main component of the 843 million people³ who still suffer from chronic hunger. Inclusive, gender equitable and efficient farmers' organizations are considered vital to boost the food and agriculture systems, improving small producers' access to markets and supporting them to link to higher value chains. In such a way, cooperatives and POs can also crucially contribute to achieving food and nutrition security (SO1) and improve the productivity of small-scale producers and sustainable natural resources use and management (SO2). Strengthened rural institutions, such as POs and cooperatives, can also increase the capacity of the most vulnerable communities to protect their livelihoods from shocks and absorb the impact of disruptive events (SO5).

1.3 Adopting a multistakeholder partnership approach

“Ending hunger cannot be done by any individual organization alone.”

FAO Director-General, José Graziano da Silva

FAO recognizes the importance of working in partnership with various stakeholders, including non-state actors, to implement the new Strategic Framework. Indeed, strategic partnership approaches that are 'multidisciplinary and multistakeholder-based' as well as responsive to stakeholders' needs are crucial enablers for achieving the Strategic Objectives (SOs).

Cooperatives and POs are among FAO's key partners, along with the private sector, civil society organizations, academia and research institutions, other UN agencies, governments, international financial institutions and intergovernmental entities. A multistakeholder partnership approach has been adopted at global and country levels involving institutional and economic actors, particularly cooperatives and POs. Notably, in 2013, the newly established FAO Office of Partnerships, Advocacy and Capacity Development formed a unit focusing on cooperatives and POs.

² FAO's new Strategic Framework outlines the Organization's vision, strategic objectives (SOs) and desired outcomes in terms of hunger eradication and agricultural development. It also sets out the measures that will be used to track progress against each SO:

- [SO 1](#) – Contribute to the eradication of hunger, food insecurity and malnutrition.
- [SO 2](#) – Increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner.
- [SO 3](#) – Reduce rural poverty.
- [SO 4](#) – Enable more inclusive and efficient agricultural and food systems at local, national and international levels.
- [SO 5](#) – Increase the resilience of livelihoods to threats and crises.

³ [FAO State of Food Insecurity 2013](#)

1.3.1 Strategic partnerships at the global level

The development of strategic global partnerships includes FAO's participation in the Committee for the Promotion and Advancement of Cooperatives (COPAC). COPAC members (i.e. UN DESA, ILO, FAO, ICA and the World Farmers' Organisation⁴ (WFO)) work together on equal terms to promote and coordinate sustainable cooperative development by promoting and raising awareness on cooperatives; holding policy dialogues and advocating policies that enable cooperative success; working together on technical cooperation activities; and sharing knowledge and information.

This year, COPAC has been through an important renewal process which led to a new secretariat, a new coordinator and a new work plan focusing on advocacy. FAO has been particularly involved in the renewal of COPAC; COPAC's Secretariat has been moved to FAO's headquarters for 2013-2015, and FAO is acting as COPAC's Chair for the same period.

FAO's close collaboration with COPAC members, particularly during the IYC, became a launching pad for several joint activities, including: (1) the signing of a tripartite Memorandum of Understanding (MoU) in July 2012 during the International Day of Cooperatives between heads of FAO, ICA and WFO; and (2) the dedication of office spaces for the two organizations, ICA and WFO, in FAO's headquarters as a gesture of closer ties and partnership. The partnership was strengthened further in 2013 during activities in preparation for the IYFF, including jointly organized regional dialogues in five regions. Moreover, the partnerships with ICA and WFO have been further formalized through bilateral MoUs.⁵ This collaboration involves joint activities including:

- initiating capacity development at country, regional and global levels by providing technical inputs and appropriate tools and methodologies and by sharing information and experiences;
- generating and sharing knowledge through the development of joint publications, articles, guidelines, press releases and any other forms of knowledge products;
- enhancing the voice, representation and participation of cooperatives and POs as stakeholders in FAO's governing bodies and technical committees; and
- collaborating in events and consultation in areas of mutual interest.

The five member organizations of COPAC are actively and strongly committed to promote the development of cooperatives and POs, and they represent an important platform for FAO to advocate for the importance of cooperatives and POs across sectors.

4 The World Farmers' Organisation (WFO) is an international organization whose mandate is to bring together farmers' organizations and agricultural cooperatives from all over the world. There are currently 60 members, most of which are national farmers' organizations and cooperatives, and a few are sectoral organizations representing the interests of specific categories of farmers such as women and youth. Its mission aims to represent and advocate on behalf of small, medium and large-scale farmers in global policy forums, proposing and facilitating the creation of conditions for the adoption of policies aimed at improving the economic environment and livelihood of producers, their families and rural communities. Among its key priorities, WFO supports farmers in the process of institutionalizing their rural organizations, with the aim of improving their position within the food supply chain, so as to facilitate better management of price volatility and returns from the market. For more information: <http://www.wfo-oma.org/>

5 The MoU with the ICA was signed on 15 October 2013. The MoU with WFO is to be formalized.

An important output in this respect is the capacity-development tool, My.coop, a training package and programme on the management of agricultural cooperatives. Initiated by the ILO Cooperative Facility for Africa and the ILO's Cooperative Branch in 2012, it was then developed in partnership with Agriterria, FAO, the International Training Centre of the ILO, the Royal Tropical Institute and the Wageningen University and Research Centre, among others. In a meeting held in Rome in 2013, the partners affirmed their support and commitment to improving the package and making it more widely available.

Members are also active in issuing tailored publications to cooperatives. Some examples of publications issued this year are:

- 'Resilience in a downturn: The power of financial cooperatives', by Johnston Birchall, published by the ILO;
- 'Providing clean energy and energy access through cooperatives', by ILO, Cooperatives Unit, Green Jobs Programme;
- 'Co-operatives and sustainability: An investigation into the relationship', by ICA;
- World Cooperative Monitor – 'Exploring the Cooperative Economy', by ICA and EURICSE;
- 'Cooperative Growth for the 21st Century', by ICA and CICOPA, the sectoral organization of ICA for industry, services and crafts;
- 'Climate Easy: A savvy use of climate information for farmers', by WFO and the World Meteorological Organization (WMO); and
- 'Organization Analysis and Development', Learning Module 4, FAO.

1.3.2 Strategic partnerships at the country level

An example of a multistakeholder partnership at the country level is the initiative that FAO has been facilitating in Burkina Faso to strengthen the sunflower value chain. In June 2012, the Ministry of Agriculture and Food Security in Burkina Faso requested FAO to support the development of a national programme for the strengthening of the sunflower value chain as a way to improve national food security and to reduce the country's imports of vegetable oil.

In order to strengthen the capacities of the actors involved in the sunflower value chain, FAO has been facilitating a peer-to-peer cooperation agreement between the French producer organization FNSEA-Agropol and the apex producer organization from Burkina Faso (*Confederation Paysanne du Faso* – CPF) as well as Canadian producers' organization (*Union des Producteurs Agricoles-Développement International* – UPA-DI), to share the experience and technical know-how of the French oil seed value chain. Furthermore, in March 2013, FAO has been providing methodological support to CPF and the Ministry of Agriculture and Food Security to design and implement a national self-assessment and visioning exercise for the Burkinabe sunflower value chain. Finally, FAO is supporting the implementation of an evaluation study of the sunflower pilot initiatives in Burkina Faso that will inform the next steps for a capacity strengthening programme of this value chain.

A similar partnership has been established with UPA-DI, which has collaborated with FAO in the European Union CoopEquity project in Niger aimed at facilitating an analysis and an elaboration of a roadmap for small-scale producer development in the country.

1.4 Increasing opportunities for cooperatives and POs to access investment capital

“I also look forward to our collaboration with the Global Development Co-operative Fund. These agreements open new doors that will strengthen the contribution of cooperatives towards the fight against hunger, malnutrition and extreme poverty.”

FAO Director-General, José Graziano da Silva

One of the main outcomes of the IYC is the launch of the Global Development Co-operative Fund (GDCF) by ICA, along with the United Kingdom Co-operative Group (until November 2013) and Crédit Mutuel from France (since December 2013). This initiative aims at providing affordable loans and grants to support cooperative growth in developing countries as well as developing a technical grant program, thus responding to the lack of access to finance, one of the most difficult challenges faced by smallholder farmers and their organizations. It is an innovative financial instrument which puts producers at the centre of their own development.

FAO has decided to become a partner of this innovative instrument, providing technical advice on the design and development of the GDCF Technical Assistance Grant Programme. An MoU will be signed by FAO with the GDCF which will define the areas of collaboration to support cooperatives and POs in accessing investment capital.

This initiative is of particular importance, especially taking into account the global trends in investment in the agricultural sector. In the last three decades, structural adjustment programmes led to the withdrawal of public institutions from rural areas and a decline of public agricultural expenditure. In most cases, the vacuum has been filled by private investments. The majority of private domestic investors are smallholder farmers, and they are by far the largest source of agricultural investment in low- and middle-income countries. Notably, FAO estimates that private investment in agriculture needs to increase by about 50 percent to meet projected food demand in 2050, and by even more if hunger is to be cut in half by 2015 or eliminated by 2025. Therefore, it is crucially important to identify policies and strategies that can strengthen the investment capacity of farmers and their cooperatives and organizations. Indeed, this multistakeholder partnership aims to allow cooperatives to improve their access to rural finance and eventually to further support their organizational development and capacities.

1.5 Developing capacity to strengthen cooperatives and POs

“Capacity development often involves the enhancement of knowledge of individuals, although the output of individuals greatly relies on the quality of the organizations in which they work. Furthermore, the effectiveness of organizations and networks of organizations is influenced by the enabling environment. Conversely, the environment is affected by organizations and the relationships between them.”

FAO Capacity Development Portal

Activities and projects aimed at achieving the SOs by supporting cooperatives and POs are implemented in light of the Capacity Development Framework. The Framework was developed by FAO in order to guide its staff and partner organizations in identifying and analysing capacities of member countries across three dimensions: individual, organizational and the enabling environment. For POs and cooperatives, the Capacity Development Framework emphasizes the importance of:

1. strengthening individual capacities of agricultural producers (i.e. women, men and youth), including their technical, managerial and leadership skills, to enable them to effectively perform and actively participate in decision-making processes;
2. strengthening capacities at the organizational level, in order to improve the overall functioning and performance of POs and cooperatives, fostering them as institutions that are inclusive, equitable, economically viable and linked to the markets; and
3. encouraging Member Governments to promote an enabling environment, through appropriate policies and norms, which allows cooperatives and POs to form, develop and thrive as gender-equitable and inclusive organizations.

CoopEquity⁶ is an innovative integrated methodology which combines principles of gender equity and good governance. Based on the three-level action strategies as identified by the Capacity Development Framework, it aims at encouraging the development of performing and economically viable POs and cooperatives. It was launched in Niger in 2012 and in Kenya in 2013. The CoopEquity project uses effective organizational and capacity-development tools to strengthen targeted cooperatives and POs. These tools are embedded in the recently launched Learning Module on ‘Organization Analysis and Development’ (LM4).

LM4 is a learning module published in 2013. It is the result of a cross-organizational initiative to build a corporate approach to organization development. It contributes to a better understanding of performance for rural organizations and ways of improving it. The module is aimed at helping practitioners and government staff increase their understanding of organizations that affect smallholder and family farming, mainly in developing countries. The module will also be available in an e-learning format in 2014.

6 Further information on the CoopEquity project is provided in Annex I – Table n. 15

DIMITRA⁷ is an FAO project addressing participatory information and communication. Its objective is to give voice to the most vulnerable rural populations – women and youth in particular – in order to contribute to their social and economic empowerment and the improvement of their livelihoods and food security. This is achieved through better access to services and resources (e.g. information and participatory communication regarding agricultural practices and rural development) and through improved community participation and governance. FAO-Dimitra has been operational in sub-Saharan Africa for the last 15 years, with numerous activities in Burundi, the Democratic Republic of Congo, Ghana, Mauritania, Niger and Senegal. Over the years, the project has evolved from networking and information-sharing to being a good practice which is used at different levels of FAO's Capacity Development Strategy. It represents a powerful means for facilitating communication, mobilization and good governance and making the voice of rural women and men heard at all levels of society, including rural POs.⁸

These methodologies are adopted in some of the projects that FAO implements at regional and country levels. Activities carried out by projects include capacity development, assistance to governments in creating the enabling environment, assistance to POs and cooperatives to participate in policy dialogue and knowledge generation and sharing.

The next section addresses how FAO supports cooperatives and POs worldwide. It provides aggregate data about projects carried out in 2013 as well as further insights in terms of lessons learned and recommendations for scaling up.

7 <http://www.fao.org/dimitra/en/> Further information is provided in Annex I – Table n. 10

8 The collaboration between Dimitra and CoopEquity under the Renewed Partnership to End Hunger in Africa, while directly contributing to the achievement of SO3, has been identified as a valuable example of synergy between SOs. In fact, the two methodologies – working in areas of social mobilization and community governance, and strengthening POs and cooperatives as well as policy dialogue among stakeholders – also contribute to the achievement of food and nutrition security (SO1).



2 FAO's support to POs and cooperatives in countries and regions: Survey findings

In preparation for this year's report, a survey was carried out to gather information about FAO's projects and activities in support of POs and cooperatives. The questionnaire was circulated among headquarter technical units and regional/country offices between mid-November and mid-December 2013. Insightful inputs and contributions were received from 93 respondents.

This section aims at illustrating the main findings from the survey. It is not aimed at being exhaustive. The figures and diagrams are based on the data received. It is structured in five subsections which provide information about: (1) the geographic distribution of projects and the type of activities they carried out; (2) the introduced elements of innovation; (3) critical factors for project success; (4) the main outcomes achieved; and (5) lessons learned and recommendations for scaling up projects. A description of the projects is provided in Annex I.

2.1 Geographic distribution and type of activities implemented

Respondents to the survey mainly reported on projects carried out at country and regional levels. Most of these projects are implemented in Africa (39 percent), followed by Asia and Pacific (22 percent), Latin America (18 percent), Near East and North Africa (17 percent) and Europe and Central Asia (4 percent), for a total ongoing budget of around US\$245 million.

According to the 93 replies received, almost all the projects (98 percent) include capacity development activities which aim at supporting the development of producers' technical, managerial, organizational and marketing skills as well as their inclusion in value chains and networks. Capacity development is carried out through workshops, trainings (including training of trainers), a participatory extension approach (e.g. the Farmers Field Schools (FFS) and the Junior Farmers Field and Life Schools (JFFLS)) and community demonstration centres.

As a related activity, more than half (55 percent) of the projects surveyed also produce knowledge sharing materials, in the form of publications, training modules and training videos. They are addressed to POs and cooperatives as well as to a wider audience as part of knowledge dissemination processes.

Along with capacity development and knowledge sharing activities, nearly half (46 percent) of the projects surveyed aim to support the enabling environment for

cooperatives and POs to form, develop and thrive. This includes assisting Member Governments to come up with an appropriate legislative and policy framework, design targeted incentive programmes and develop consultation frameworks for policy-related dialogues which actively involve cooperatives and POs. Consultations can be for policies and legislation either directly regulating POs and cooperatives or regulating subjects of producers' interest, such as natural resource tenure. As part of these activities, projects also focus on capacity development activities targeting officers from the public sector in order to strengthen their capacity to support POs and cooperatives.

Thirty-seven percent of the projects surveyed also aim at enhancing the ability of POs and cooperatives to effectively participate in policy dialogue processes and to advocate for their members.

2.2 Elements of innovation introduced by projects

Findings from the survey reveal that FAO projects represented a driver for innovation within targeted POs and cooperatives. This mainly includes product and process innovation as well as institutional innovation and social innovation⁹.

Majority (78 percent) of projects brought about product and process innovations, promoting the adoption of new technologies and increasing productivity as well as the quality of produce. In some cases, this happened by fostering the adoption of agro-ecological and sustainable farming practices based on local knowledge. In this respect, FFS are reported to be an effective approach that entails a learning environment conducive for the identification of context-specific solutions, improved ownership of good practices on the part of producers and wider dissemination of enhanced technology through training of trainers. As a participatory extension method, the FFS enable groups of farmers to get together in their own fields to learn about their crops and related problems. In collaboration with technicians who conduct field visits, farmers have the opportunity to analyse their problems and discover the answers for themselves. Product and process innovations are also identified in the introduction of systems for storage and post-harvest handling which enable farmers to sell their produce in times of higher prices. Communication technology (e.g. mobile phones) has also been introduced to increase the access of POs and cooperatives to market information. Important elements of innovation are introduced for adding value; increasing the safety and quality of products conformed to standards; improving packaging and labeling; and eventually enhancing producers' capacity to access markets. In this respect, supporting producers to develop capacities for participating in value chains and establishing relations with key market players is of paramount importance. To this end, significant support can derive from institutional innovations.

⁹ While product and process innovation refers to the technological domain, for institutional innovation we refer here to any change occurring at the organizational level, in terms of services provided by the organization to farmers, workplace organization, governance, partnerships with external actors, etc. Although many definitions exist for social innovation in literature, we refer here to "an intervention initiated by social actors to respond to an aspiration, to meet specific needs, to offer a solution or to take advantage of an opportunity for action in order to modify social relations, transform a framework for action, or propose new cultural orientations" (Bouchard, 2012). Even if this overlaps with institutional innovation, especially regarding self-help groups, here we specifically looked at elements of social change applied by certain social groups to overcome social challenges towards recognized objectives that are not primarily economically motivated (Howaldt *et al.* 2010; Kesselring and Leitner, 2008). Social practices aimed to include socially excluded groups, such as women, youth and indigenous people, have been of primary interest.

Around half of the projects surveyed introduced elements of institutional innovation. They range from organizational strengthening activities – fostering collective action at the community level and improving the governance of POs and cooperatives – to activities aimed at developing innovative partnerships with private and public actors.

To build capacity for institutional strengthening, Dimitra and CoopEquity were reported to be effective methodologies to develop collective action and strengthen organizations. They include training aimed at strengthening internal governance and equity. Other key areas of training for institutional strengthening of POs and cooperatives include agribusiness development; business management skills; value chain development; market development; competitiveness and negotiation skills (e.g. contract farming, warehouse receipt system); financial management and bookkeeping.

A participatory extension approach, such as the FFS, is also reported to be effective in generating collective action at the community level. FFS have been reported as effective in empowering farmers to collectively articulate their problems, take informed decisions and increase their negotiation power. In some projects, clusters and groups emerging from the FFS/JFFLS are then transformed into registered POs, thus enhancing producers' capacity to access inputs, financial resources and markets. These FFS groups have a well-defined and democratically elected leadership structure which enhances producers' self-management capacity and ownership and presumably creates the precondition for high-performing POs and cooperatives.

Other elements of institutional innovation introduced by projects involve the development of partnerships with public actors, non-governmental organizations (NGOs), international institutions, buyers, retailers and POs. Public-private partnerships are developed as leverage to increase the access of POs and cooperatives to financial resources and to promote trustworthy relations between private and public actors as conducive to effective policy dialogue. Some projects promoted synergies with local NGOs in order to strengthen the relationships of POs and cooperatives with microfinance institutions and marketing networks. Effective partnerships with other international institutions (e.g. the World Food Programme (WFP), the International Fund for Agricultural Development (IFAD) and ILO) have generated further synergies and increased opportunities for POs and cooperatives to access markets (e.g. WFP's Purchase for Progress Initiative) and financial resources (e.g. community banks and financial service associations promoted by IFAD programmes) and implement internal policies to create decent rural employment for youth (e.g. the FAO-ILO project in East Africa).

With regard to partnerships, 40 percent of projects surveyed focus on promoting POs and cooperatives as key stakeholders of value chain development. To this end, most of the projects promoted stakeholder platforms aimed at increasing synergies among value chain actors. In some cases, visits abroad and sharing of good practices with POs from developed countries are promoted to strengthen POs' and cooperatives' partnerships and capacity for value chain development.

Finally, more than half of the projects surveyed also introduced elements of social innovation. They are basically devoted to strengthening the participation of youth, women and indigenous people in POs and cooperatives. Training is targeted to facilitate their membership and leadership, such as participatory extension approaches for youth (e.g. JFFLS) or gender-sensitization activities and women leadership capacity-development workshops (e.g. Dimitra and CoopEquity). Elements of social innovation also involve initiatives aimed at enhancing the visibility of women and indigenous people's role in value chains. In order to increase women's membership in cooperatives and POs, some

projects worked to foster a policy and legislative framework conducive to women's inclusion. For example, in 2013 in Afghanistan, a law which formally entitles women to become cooperative members was passed by the government as a consequence of FAO's activities in support of the enabling environment.

2.3 Critical factors for project success

The two most critical factors for project success were identified by survey respondents to be strong internal factors (reported in 76 percent of projects) and strong networking relations (reported in 75 percent of projects). In 42 percent of projects surveyed, external factors were identified as being critical for project success. Although the existence of an enabling environment does facilitate a project's implementation, the other two factors were reported more often as necessary components for project success.

Notably, a key component of project success was reported to be strong motivation of producers to join the PO/cooperative. That is, POs and cooperatives should be rooted in cohesive and motivated membership. In these cases, members are able to clearly identify the advantages of joining POs and cooperatives, and these organizations are capable of meeting members' needs. In addition, networking enables POs and cooperatives to link with external actors and bring in opportunities that can further strengthen them, by creating synergies with social, political and economic actors.

2.4 Project outcomes and impact

The most frequently reported outcomes are in terms of increased members' human capital, increased leadership empowerment and increased food security of members and their families. Strengthened members' human capital (reported in 70 percent of projects surveyed) is presumably the most direct outcome of capacity development activities carried out in field programmes. Indeed, capacity development has enabled members to access knowledge, information and training. Most projects surveyed have also implemented targeted leadership training which can play a crucial role in empowering leaders of POs and cooperatives. In fact, increased leadership empowerment was reported in 73 percent of projects surveyed. Increased food security of members and their families was also reported as an outcome in 72 percent of projects surveyed. This is likely closely linked with innovations introduced by projects, whereby increased access to productive resources (reported in 58 percent of projects surveyed) and increased access to markets (reported in 63 percent of projects) have presumably generated improvements in physical and economic access to food in communities where projects are located.

Other reported outcomes are in terms of: (1) increased bridging social capital (55 percent of projects) by promoting networks and visit exchanges and by marketing joint activities among POs/cooperatives and between them and other NGOs and development agencies; (2) increased participation in policy dialogue and decision-making processes (53 percent of projects) by including POs and cooperatives in public-private platforms and national committees; (3) increased access to finance (50 percent of projects); and (4) increased bonding social capital (47 percent of projects).

This second group of outcomes highlights the importance of implementing activities aimed at organizational strengthening, fostering members' capacities to bridge with other

agents (i.e. bridging social capital); strengthening internal governance and members' trust and reciprocity (i.e. bonding social capital); increasing members' capacity to access finance to further invest in agriculture; and increasing members' capacity to make their voices heard and participate in policy dialogue. Indeed, achieving these outcomes at the organizational level is very important for high-performing cooperatives and POs.

Table 1: Project outcomes

Outcomes	Percent of projects surveyed
A. Increased members' access to productive resources (e.g. access to land, water, inputs)	58%
B. Increased members' access to financial capital (e.g. access to credit, new and increased incomes, diversification)	50%
C. Increased members' human capital (e.g. access to knowledge, information, training, skill development)	70%
D. Increased bonding social capital (e.g. trust and reciprocity within the cooperative/PO)	47%
E. Increased bridging social capital (e.g. networks with other cooperatives/POs, development agencies)	55%
F. Increased food security of members and their families	72%
G. Increased participation in policy dialogue and decision-making processes	53%
H. Increased leadership empowerment (e.g. through training and capacity development targeting leaders, networking of organizations, strengthening of capacities such agricultural, financial and managerial skills)	73%
I. Increased access to markets (e.g. development of linkages among organizations to better secure access to markets, access to certifications, development of inclusive and equal trading systems, especially for women and youth)	63%

2.5 Lessons learned and recommendations

A common concern of several survey respondents was how cooperatives and POs could become sustainable organizations. It is crucial that cooperatives and POs are supported to develop into sustainable businesses, i.e. moving from a subsistence level to a commercial level and becoming productive and profitable market institutions. To this end, the following main priorities of support have been identified:

- **Increasing access to appropriate credit and financial systems:** A high interest rate often represents a huge obstacle for producers to invest in agriculture. Success stories report efforts to: (1) enlarge external financing opportunities, creating synergies with microfinance institutions and development agencies; and (2) mobilize internal

resources, diversifying production, accessing more remunerative markets and promoting a culture of savings among members.

- **Supporting POs to become legally recognized:** When POs are not registered, they face difficulties in accessing services such as credit and extension support. The transformation of POs into cooperatives in some cases has been reported as a relevant factor in improving members' bargaining power and institutional capacity.
- **Providing organizational strengthening:** It is necessary to fill the capacity gap by increasing business, managerial and technical skills of members, managers and leaders. Supporting the development of business plans as well as facilitating action planning for strategies aimed to strengthen governance, equity and performance have been identified as priorities.
- **Involving motivated farmers to invest in agriculture:** Motivated farmers are identified as the best partners for development success in terms of profitability and market links, even though they are not necessarily the ones most vulnerable to food insecurity.
- **Involving women and youth:** In some cases, involving women and youth has been reported as a successful approach to increasing the sustainability of POs and cooperatives. This may be because women and youth are often quite motivated to participate as members of POs or cooperatives because they can gain access to income generation and socio-economic participation possibilities in areas where they otherwise are not seen as productive people. In this respect, their inclusion in POs and cooperatives represents an opportunity for them to unlock their potential and eventually change their image socially, politically and economically.
- **Supporting and reforming existing organizations:** Developing high-performing POs and cooperatives is a process which requires time. The development of bonding and bridging social capital and motivated and visionary members and leaders is a process that requires years. An often-mentioned lesson learned is that rushing to form new groups and POs is not always the best strategy to adopt. Supporting, reforming and strengthening existing spontaneous farmers' groups and helping them to build social capital, create networks and upgrade into legally recognized POs and cooperatives has been identified as a good practice.. It is recommended that institutional strengthening include supporting these POs/cooperatives as independent and democratic business-oriented units. It is also recommended to include them from the beginning of a project to increase their sense of ownership.
- **Promoting participatory technological innovation:** Participatory extension approaches, such as FFS and JFFLS, are good practices for transferring technology and placing producers at the centre of the process. This type of extension approach also facilitates a process of empowerment and collective action, which is a crucial precondition for sustainable POs and cooperatives.
- **Advancing inclusion in value chains:** It is important to focus POs and cooperatives on transformation and value addition as well as on their control over the processing and commercialization segments of value chains. In this respect, the promotion of stakeholder platforms has been reported as an effective strategy to create synergies and trust among players. Supporting formal arrangements (e.g. contracts, MoUs, agreements) with other actors in the value chain has been identified as a good practice to ensure business management success through reduced market risks and better planning. In order to facilitate the inclusion of POs and cooperatives in value chains, it is recommended to provide specific training to help them meet standards and quality requirements.

- **Promoting win-win partnerships oriented to rural development, with clear and specific goals:** This includes public-private partnerships which foster trust and collaboration between POs/cooperatives and governmental officers/local authorities. It also includes North-South partnerships between POs and cooperatives which facilitate good practice exchange. Establishing partnerships is a process which requires time, and so it is important that all actors are involved from the beginning of the project.
- **Strengthening governments' commitment to provide solutions to challenges affecting the smallholder farming sector:** An enabling environment is crucial for POs and cooperatives to thrive. This includes providing an appropriate legislative and policy framework for developing POs/cooperatives, regulating tenure security over the resource base and enabling access to markets and financial resources.
- **Increasing advocacy efforts to raise governments' awareness of the importance of strong POs and cooperatives:** This lesson is in line with the previous one. It is often noted that to increase governments' commitment to developing POs and cooperatives, they need to learn about the advantages that these institutions have for socio-economic development. Therefore, it is recommended that any activity in support of creating an enabling environment be complemented with advocacy efforts to raise governments' awareness of the importance of strong POs and cooperatives. This can also be achieved through organizing exchanges whereby government officers can learn from the experiences of successful POs and cooperatives in other countries.
- **Providing serious coordination and collaboration among various development agencies supporting POs and cooperatives:** In all of the cases where this happened, it avoided overlapping of interventions, fostered synergies and created new opportunities for POs and cooperatives.

Developing sustainable and successful POs and cooperatives is reported to be an important factor for replicating and scaling up projects, especially in areas where the environment used to be hesitant about these types of institutions. Indeed, successful experiences have helped to provide positive examples and generate trust among smallholder producers and public institutions.

For POs and cooperatives to achieve full recognition and weight in policy advocacy, there will need to be a critical mass of these types of organizations. Thus, it is important to support the development of networks of organizations, federations and apex organizations of the cooperative movement, which requires implementing these groups' visions, objectives and action plans. Further, any support to POs and cooperatives should be based on a philosophy which allows them to proceed at a pace that they set. This suggests that project design should take this issue into account and allow sufficient flexibility in targeted objectives.

Finally, for any intervention to be successful in supporting POs and cooperatives, effective collaboration and coordination among all stakeholders – POs and cooperatives, government, donors, implementing agencies and other economic, social and political players – is crucial.



3 Conclusion

This was a crucial year for FAO in its commitment to support POs and cooperatives. These organizations have been acknowledged as important partners in FAO's newly devised Strategic Framework. Global partnerships have been strengthened with international organizations such as ICA, WFO, UN DESA and ILO. The multistakeholder partnership approach has been adopted at global and country levels involving institutional and economic actors, particularly cooperatives and POs.

The activities planned for 2014 in support of POs and cooperatives are, in most cases, continuations of actions implemented in 2013. As in 2013, activities will focus mainly on capacity development and knowledge sharing, as well as on encouraging government to provide an enabling environment including supporting POs' and cooperatives' participation in policy dialogue. Details about activities planned for 2014 are provided for each project in Annex I, along with a project description and other relevant information.

Especially at regional and country levels, FAO is committed to facilitating multistakeholder platforms and developing value chains and business linkages which are inclusive for cooperatives and POs. Capacity development aims to empower members and strengthen organizations so that they might have the opportunity to fully participate in the market and in policy dialogue, and eventually to contribute to reducing poverty and hunger. In this respect, FAO's projects also aim to strengthen the capacities of governments and public institutions to effectively support POs and cooperatives.

Undeniably, FAO will continue its efforts, along with governments and development partners, to promote the enabling environment, partnerships and actions that support POs and cooperatives so that they can form, develop and thrive and help in the efforts to achieve a world without hunger and malnutrition.



Annex 1

Projects in support of cooperatives and producer organizations (POs) carried out in 2013 by regions and countries

Global

1 World Banana Forum

Symbol: MTF/GLO/308/MUL

LTU: EST

Activities: Voice and participation; Knowledge generation and sharing

Budget: US\$400 000

Web Site: www.fao.org/wbf

Description

The World Banana Forum is a permanent assembly space for participants representing the global banana supply-chain to promote open dialogue and collaboration on challenges facing the banana industry. This groundbreaking initiative brings together producers, their organizations, trade unions, cooperatives, exporter groups, fresh produce companies, retailers, traders, public agencies, governments, research institutions and civil society organizations. The mission of the World Banana Forum is to: (1) inspire collaboration among stakeholders that produces pragmatic outcomes for more sustainable banana production and trade; and (2) achieve industry-wide consensus about best practices regarding workplace issues, gender equity, environmental impact, sustainable production and economic issues.

Outcomes and lessons learned

The main outcomes achieved by this project include building increased leadership empowerment and stronger bridging and bonding social capital among POs and cooperatives participating in the World Banana Forum. The multi-stakeholder dialogue is beneficial for POs and cooperatives, and it could be replicated/adapted in other contexts. The main lesson learned is that strong and durable external support is needed for this kind of initiative, as multi-stakeholder collaboration processes are, by nature, slow to develop. It is therefore recommended to increase funding for activities that support the World Banana Forum and multi-stakeholder initiatives in general.

Activities for 2014

Voice and participation

2 International workshop on strengthening organizations and collective action in fisheries, March 2013, Rome

Symbol: Under FAO Multi-donor Mechanism (FMM) funding

LTU: FIR/FIP

Activities: Voice and participation; Knowledge generation and sharing;
Support to enabling environment; Capacity development

Description

The workshop was organized to anticipate the implementation of the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the context of Food Security and Poverty Eradication (SSF Guidelines) which are currently under development and expected to be approved in 2014. The implementation will heavily rely on organizations as partners. The aim of the workshop was to bring together different stakeholders to discuss and identify ways to strengthen organizations and collective action. A number of case studies were conducted and will provide further evidence on how to strengthen organizations. A related subregional workshop on strengthening small-scale fisheries organizations in North African countries was organized in September 2013 by the subregional office in Tunis (see table no. 72). An [e-consultation](#) on the implementation of the SSF Guidelines conducted through the Food Security and Nutrition (FSN) platform had one question on the role of partners.

Outcomes and lessons learned

The main outcomes are increased knowledge on leadership empowerment, increased participation in policy dialogue and decision-making processes and increased bridging and bonding social capital. The exchange of views among different stakeholders during the workshop was identified as a beneficial element for the POs and cooperatives involved. These elements should help to develop capacities of fisheries organizations in the future. The SSF Guidelines are expected to support the strengthening of organizations and their implementation will involve organizations.

Activities for 2014

Voice and participation, capacity development and support to enabling environment, within a global assistance programme to implement the SSF Guidelines.

3 Activities of the Office for Partnerships, Advocacy and Capacity Development

Symbol:

LTU: OPC

Activities: Capacity development: Knowledge generation and sharing;
Support to enabling environment; Voice and participation

Description

The OPC POs and cooperatives team was established in 2013 to: (1) provide strategic advice to influence policy change through consultation and participation of POs and cooperatives; (2) promote and support the development of strategic partnerships with global, regional and national POs and cooperative movements aligned within the new FAO Strategic Framework; (3) develop tools and mechanisms to support sustainable partnerships and

facilitate an enabling environment; (4) provide regular advice and facilitate participation and representation of POs and cooperatives in FAO's and partners' programmes at regional and national levels; and (5) generate knowledge and share information by showcasing promising cooperative/PO models and documenting good practices.

In 2013, in collaboration with the World Rural Forum, the International Cooperative Alliance (ICA) and the World Farmers Organization (WFO), OPC held a series of regional dialogues in preparation for the 2014 International Year of Family Farming. The overall aim was to enhance local, regional and global discussions on family farming and smallholder farming (including forestry, fisheries and pastoral production). The joint regional dialogues aimed at highlighting the crucial role played by family farmers, smallholders, producer organizations and cooperatives in achieving world food security and a sustainable future, through eradicating hunger and poverty and achieving social cohesion, employment and sustainable use of natural resources.

Outcomes and lessons learned

These are the main partnerships and MoUs with POs and cooperatives established in 2013:

1. Kenyan Ministry of Cooperative Development and Marketing: A joint mission to Kenya by ESP and OPCP was held in September 2013 with the Office of the Commissioner for Cooperatives under the Ministry of Industrialization & Enterprise Development. As a result of this meeting, both parties identified joint activities which will be part of the EU/FAO programme for "Improved Global Governance for Hunger Reduction Project". A follow-up mission in Kenya is planned to occur during the first quarter of 2014.
2. International Cooperative Alliance (ICA): An MoU was signed on 15 October between FAO's Director-General and the ICA President. A joint work plan between FAO's technical divisions and decentralized offices is currently being finalized. Activities include: a) advocacy at the global fora through COPAC joint activities, the upcoming 2nd International Summit of Cooperatives, the nutrition and food security agenda, Expo Milano 2015 and the post-2015 Development Agenda; and b) documentation of good practices on organizational models of efficient agricultural cooperatives.
3. World Farmers Organization: WFO already exemplified its active engagement with FAO through concrete collaboration with technical divisions; organization of several side events during the CFS; and bilateral collaboration with key FAO divisions/departments including ESP (on gender), EST (on trade policy and WTO fora) and LEG and AGS (on contract farming). From August to December 2013, WFO and FAO OPC and FAO's decentralized regional offices also jointly organized the International Year of Family Farming regional dialogues, where members of WFO were supported by FAO and actively participated in the regional dialogues. FAO actively participated in the inception of WFO in Johannesburg and in the first WFO General Assembly in Rome and the second in Niigata (Japan). OPC facilitated the development of an FAO-WFO joint work plan through the organization of the HQ technical division-wide introductory meeting with WFO in June 2013 and bilateral meetings with FAO technical divisions. The joint work plan will serve as an Annex to the draft MoU which has been developed with WFO and is expected to be signed in late February 2014.

Activities for 2014

These are the four main areas of work for 2014:

1. Support the establishment and facilitation of inclusive multi-stakeholder platforms related to food security decision-making processes at global, regional and national levels.

2. Identify, promote and develop strategic partnerships within the SOs.
3. Identify and promote tools and mechanisms for the development of sustainable partnerships.
4. Implement harmonized monitoring and evaluation system to measure the impact of strategic partnerships.

OPC is currently facilitating the processing of several MoUs with global, regional and national POs and cooperatives and relevant PO-led initiatives. These are expected to be signed in early 2014.

Africa/Regional

4 Integration of small-scale farmers into the market economy through soybean value chains in Malawi and Mozambique

Symbol: MTF/RAF/470/CFC

Country: Malawi – Mozambique

LTU: EST

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment; Voice and participation

Budget: US\$2 790 562



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Description

The long-term objective of the project is to enable the sustainable development and commercialization of the soybean subsectors in Malawi and Mozambique in order to improve the economic welfare of stakeholders, particularly small-scale farmers and processors. The issues addressed by the project are largely the inadequate participation of small-scale farmers in the soybean market and the big gap that exists for medium-scale processors of semi-processed products. The project has been providing support to POs and cooperatives to identify service providers involved in the soybean value chains and establish linkages. It is designed to promote the active participation of POs/cooperatives and small and medium enterprises in order to have their interests considered by district, provincial and national public institutions. Steering committees have been set up to support the enabling environment to effectively link small-scale farmers with soybean markets in the two countries. Key public and private stakeholders of the soybean value chain participate in the steering committees.

The project provides capacity development for POs and cooperatives, aiming to increase farmers' productivity through technical support and improve access to quality inputs. POs and cooperatives have also benefited from training in management and marketing skills, thanks to partnerships established by the project with NGOs and the private sector. These partners have also benefited from the capacity development provided by the project on soybean value chain development and are now more confident in providing services to POs and cooperatives. The higher productivity achieved by POs and cooperatives, along with the possibility of having stronger intermediate soybean producers linked to bigger commercial processors, are the main incentives for the various NGOs and private sector to provide their services to POs and cooperatives.

Another activity carried out by the project focuses on knowledge generation and sharing through publications, workshops and documentation of project results.

Outcomes and lessons learned

These are the main outcomes of the project:

1. Increased access to productive resources: The project largely improved members' access to inputs (mainly seeds and fertilizers), and access to land improved by working in groups. In Mozambique, specific interventions were made to improve women's access to seed to ensure that some of the soybean produced by the family was left for food for the children. This is because most of the soybean produced by the men would be sold given the very good market that exists for that commodity.
2. Increased member access to financial capital: The project supported POs to access financial capital through its partnerships with NGOs and private-sector organizations that were interested in supporting the development of the soybean sector. Most of these organizations have strong gender policies, and most POs in the project sites were very representative of both women and youth. Some of the POs were exclusively for only women or youth.
3. Increased member human capital: This has been the main focus of the project. Women, who are the majority, have been targeted.
4. Increased bonding and bridging social capital: These have started to be developed at the group level and between groups.
5. Increased food security of members and their families: The project has been addressing food security, both in terms of increased productivity as well as better utilization, by promoting home-based processing of soybeans. In this case, women have taken the lead.

Outcomes in increased leadership empowerment, policy dialogue and access to markets are also starting to be achieved and are expected to manifest more in the last year of the project in 2014.

Elements of the project identified as beneficial for POs and cooperatives are: (i) proactive linkages with reputable service providers (i.e. NGOs and the private sector); (ii) support in capacity development for business management aspects; (iii) setting up viable enterprises by providing threshing machine services at the local level and soybean processing businesses for intermediate products.

The main lesson learned from the project is that strong partnerships with development agents and clear goals are important for obtaining and maintaining buy-in of all key partners.

It is recommended that the government take a leading role in the project as this is a key factor in achieving results. Without such leadership, partners become discouraged.

Activities for 2014

During 2014, more capacity development work, especially focusing on POs' and cooperatives' managerial and marketing skills, will be conducted to consolidate previous skills-building interventions. Support for the steering committees will be also a focus of next year's work given that these committees only became active in 2013. The project supports convening meetings of the steering committees and facilitating the implementation of recommendations that emerge from those meetings. There is also the need to consolidate the participation of POs and cooperatives.

5 Capitalization of good practices in support of agricultural production and food security

Symbol: FBPP/GLO/002/BEL

Country: Niger – Burkina Faso

LTU: OPCC

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$3 000 050

Web Site: www.fao.org/knowledge/km-gender/capitalisation-bp/fr/

Description

The project aims at capitalizing and disseminating knowledge on agro-input management, food security and empowerment of rural populations, especially of women.

The project provided documentation, analysis, experience-sharing and adoption of good practices on an inventory credit system; agro-input shops; grouped orders of agro-inputs; community listener clubs and input management.

During the project, POs were trained on knowledge management and gender. POs participated in action training on capitalizing experiences through documentation and analysis, and strengthening of their capacities on techniques and innovations including a gender perspective in the field of agricultural input management. As a consequence, some POs have more women represented within roles with responsibilities and more women who participate in training. Initiatives to reduce gender gaps were implemented, such as literacy courses, income-generating activities and installment of material to reduce women's workload. During the project, POs and cooperatives also were encouraged to share experiences and practices through exchange visits and knowledge share fairs.

Outcomes and lessons learned

The main outcomes of the project are:

1. Increased member access to productive resources: The federation of producer organizations – Federation of Nigerien Market Gardening Cooperatives (FCMN-NIYA) – pursued each year, since the beginning of the collaboration with the project, the international grouped order of potato seeds for its members. The dissemination and training on good practices for agro-input shops improved access for POs and their members to agricultural inputs.
2. Increased member access to financial capital: The equitable inventory credit was recognized as a good agricultural practice in Niger, and was included as a poverty-reduction strategy in the 3N Initiative “Les Nigériens Nourissent les Nigériens”. In Burkina Faso, the project's focal point was appointed as the responsible technical officer to implement inventory credit in the whole country, which was financed by the World Bank based on its experience within the project. In Niger, income-generating activities were put in place for the women of the producers' union Cigaba.
3. Increased member human capital: In Burkina Faso, the project had a partnership with the Swiss Cooperation, the Italian NGO CISV and the Burkinabe cooperative COPSA-C to build an information and training centre on equitable inventory credit. Exchange visits and knowledge share fairs enabled POs to share experiences. Moreover, a ‘communication for development’ strategy with a gender component enabled the dissemination of good practices at the producer level. POs also participated in action training to engage in “experience capitalization” process through documentation, analysis and the dissemination of their own experiences. Furthermore they were

trained on gender and how to improve the gender equality within their agricultural practices and in their organizations.

4. Increased bridging social capital: POs and cooperatives have been brought together around group orders of agricultural inputs. They have learned how to exchange experiences through exchange visits and share fairs. IFAD and other national and international organizations now use the project's fact sheets on agricultural input management for their work with POs in West Africa. Moreover, based on the training modules for the managers of agro-input shops, the organization Afrique Verte in Niger has developed three guides on how to install agro-input shops.
5. Increased food security of members and their families: In Niger, in Konkorindo, the food security of the members of the PO Cigaba and the neighbouring villages increased. This happened thanks to the partnership with the Belgian Amelie Fund through which mills to extract peanut oil were installed; vegetable yields were increased; and women were actively involved in inventory credit activities.

The good practices on agricultural input management and empowerment of rural populations (e.g. inventory credit, agro-input shops, group orders, community listeners clubs, exchange visits) which were identified, documented, shared and adopted during the project can be replicated and adapted in other contexts.

As for the lessons learned, experience capitalization is a process that takes place during the whole project cycle. Therefore, it is crucial to involve partners and work with them from the beginning so that they can identify practices that can be improved and later become good practices. A partnership is not funding organizations but developing their capacities according to their needs and assets so that they can continue to capitalize from their experience when the project ends.

In order to scale up the project, it is recommended: 1) to continue the "experience capitalization" process together with the government's services and POs on other thematic areas; 2) to implement in Niger an active community of practice on knowledge management as there is in Burkina Faso; 3) to include "experience capitalization" process in all projects. The template developed by the project to document good practices can be used as a checklist during the implementation of new activities and later on to help document the experiences and practices <http://www.fao.org/capacitydevelopment/goodpractices/gphome/fr>; and 4) to have donors use the good practices and promote them in other programmes they fund.

Activities for 2014

The project ended in June 2013. No activities are planned for 2014.

6 Initiative to boost rice production in sub-Saharan Africa (Amélioration de la Production de riz en Afrique de l'Ouest en Réponse à la Flambée des Prix des denrées Alimentaires – APRAO)

Symbol: GCP /RAF/453/SPA

Country: Côte d'Ivoire – Mali – Mauritania – Niger – Senegal

LTU: AGP

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment

Budget: US\$5.8 million

Web Site: <http://www.fao.org/ag/aprao/en/>

Description

The approach adopted by the APRAO project is a holistic view of the rice value chain (VC) based on an Integrated and Sustainable Production System (ISPS) concept, which considers the optimization and overall performance of the VC as the basis for achieving sustainable agricultural production and effective contribution to food security. The project has established national platforms in each target country which is a forum for key stakeholders, including POs and cooperatives. National platforms aim at sharing experiences and views on major constraints to the development of a sustainable rice VC and discussing solutions on how to address these constraints. The application of the ISPS concept is based on the following criteria: (1) capitalizing on knowledge; (2) leveraging synergies; (3) optimizing resources; (4) integrating management of production factors; (5) aiming for sustainability of interventions and impacts; and (6) taking a participatory approach to capacity building. The application of ISPS entails the following potential impacts, among others: (1) the obligation to form partnerships; (2) the pooling of resources; (3) the efficient use of resources; (4) visibility of actions; and (5) sustainability of interventions and impacts.

The project has contributed to capacity development along the rice VC in target countries. Farmers and POs are involved in farmers field schools. This entails a learning environment in which several field visits are conducted by technicians, farmers and POs. This method has many advantages, including the identification of context-specific solutions; improved ownership of good practices on the part of the end users; and the wider dissemination of enhanced technology through training of trainers. The project also contributed to capacity building of POs in post-harvest activities.

Regarding support to the enabling environment, based on the needs expressed by the countries concerned, the APRAO project supports the development and implementation of national seed policies and regulations in the following areas: (1) quality assurance of seeds; (2) quality control; (3) establishment of small seed companies; (4) production of national catalogues of registered varieties; and (5) strengthening the capacity of national agricultural research institutes and seed companies to produce first-generation seeds. Moreover, over the past three years, the APRAO project has produced a wide range of publications that are posted on the project Web site.

Outcomes and lessons learned

The APRAO project was developed in response to soaring food prices in West Africa. So far, the project's major expected outputs/outcomes have been achieved:

1. Increased members' access to productive resources: 170 kg of breeder seeds were received from the Institut d'Economie Rural (IER) in Mali to regenerate rice germplasm. In Niger, 344.9 tonnes of registered and certified seeds were produced. This represents 31.50 percent of the national needs for rice seeds.
2. Increased members' human capital: In Senegal, capacity development of POs was delivered to promote rainfed rice production. As a consequence, there was a reported increase of 32 percent in rice-cropped areas, 73 percent in production and 100 percent in yields. There was also reported adoption of best-adapted sowing equipments (i.e. sowing discs).
3. Increased bridging social capital: In 2012 in Mali, APRAO promoted building partnership and resource pooling between Lux-Développement (an NGO/development agency) and ARPASO (a PO) to establish a rice milling and processing plant ARPASO members to use. Thereafter and using the newly installed processing plant, the following outputs

were reported: 272 tonnes of rice were processed; the milling rate increased by 23-50 percent; the quality of domestic milled rice increased (i.e. the price increased by 10-15 F CFA (US\$2 000 – 5 000) per kilogram); ARPASO's income increased by 2.5 million F CFA (US\$5 000).

4. Increased participation in policy dialogue and decision-making processes: Through AFPRAO, a seed policy was developed, validated by all stakeholders and adopted by the parliament in Niger. A similar process has been taking place in Cote d'Ivoire.
5. Increased leadership empowerment/Increased access to markets: Following capacity development at FAO in Rome, ANADER (extension), FIRCA (funds) and ANASEMCI (seed PO) developed a seed information system for rice seed marketing in Cote d'Ivoire. Though the preliminary impact study is very promising, the most important issue is for all stakeholders involved in the project implementation to sustain the activities.

The establishment of stakeholder platforms was a beneficial element of the project for POs that is suitable to be replicated / adapted in other contexts.

As for the main lessons learned, it is noted that productive partnership should be dynamic, flexible and built around precise agreed upon objectives. The gateway into the APRAO project is the win-win partnership around a specific goal that calls on beneficiaries to help achieve their production objectives. Specifying the responsibilities of each partner is also of concern to all of them who are involved in the VC.

The main recommendation for the scaling up of the project is to promote a holistic/multidisciplinary approach for the development of sustainable rice production systems that integrate aquaculture, agro-forestry and crop/livestock in countries where rice is the staple food.

Activities for 2014

The APRAO project ended on 31 December 2013. However, a new African rice initiative is being developed, and it will build on past achievements and lessons learned from APRAO.

7 Improvement of food security in cross-border districts of Burundi, the Democratic Republic of the Congo, Rwanda and Uganda, in support of the modernization of agriculture under the NEPAD-CAADP framework

Symbol: GTFS/RAF/391/ITA

Country: Burundi – Democratic Republic of Congo – Rwanda – Uganda

LTU: AGS

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment

Budget: US\$ 8 908 420

Web Site: <http://www.fao.org/tc/faoitaly/projects-detail/en/c/50854/>

Description

The immediate objective of the project is to increase the incomes and living standards of the small rural householders in targeted countries. In collaboration with all stakeholders, FAO supported the enhancement of the commodity value chain through market-based solutions. The 'value chain development package' included: capacity development/institutional strengthening (mainly to associations and cooperatives of producers, processors and traders), facilitation of business-to-business linkages and support in terms

of marketing facilities and services. A publication on the best practices was launched at the World Food Day side event of Food Security through Commercialization of Agriculture, held in FAO Rome on 14 October 2013.

Innovative elements introduced by the project for POs and cooperatives include: 1) building social capital through bridging and merging already existing spontaneous farmer groups and farmer associations into cooperatives, and upgrading them into legally recognized entities; 2) ensuring sustainability in supporting these cooperatives as independent business-oriented units, building them as autonomous democratic institutions, providing technical capacity to improve the productivity and profitability of member farmers and training members on best practices in the operations of agricultural cooperatives, and promoting good governance and leadership; 3) investing in the capacities of farmer cooperatives to formulate and articulate their demands and to request services so as to make service providers more accountable; 4) developing cooperative capacities to respond directly to their members' needs by managing and providing basic services to members themselves; 5) facilitating appropriate capacity development for members to conduct their own research, diagnose problems, test innovative solutions and adopt practices and technologies most suitable to their production systems and to different business models; 6) supporting development of linkages with input suppliers, rural microfinance and markets, so as to reduce transaction costs and improve the competitive position of cooperatives in the marketplace by achieving economies of scale and reduced costs to produce and market products; and 7) building support relationships with service providers.

For example, in Uganda (one of the countries where the project has been implemented and farmer groups/associations are weak), the project has facilitated the institutional development of POs and cooperatives through training and market linkages. The project has also facilitated the dissemination of marketing information to POs by establishing the information board networks and by training the information board managers using mobile phone communication and providing market information. Ninety-five farmer groups were mobilized, and they merged to form 17 farmer associations, 13 of which transformed into farmer cooperatives. This improved bargaining power and institution capacity.

Outcomes and lessons learned

With regards to the main outcomes of the project, it is reported that about 70 percent of targeted beneficiaries have experienced at least a 30 percent increase in their household income, which resulted in improved access to food, social services, assets, etc. In light of the increase in market-oriented production, quality standards in production and processing, better market linkages and facilitation to build storage and processing facilities, beneficiaries have experienced a remarkable increase in farm-gate prices. Access to credit has contributed to mobilize about US\$1.5million, including also the contribution made by associations/cooperatives to cost-shared infrastructures. The positive impact of capacity development activities in different domains (e.g. management, accounting, good agricultural practice, good manufacturing practice, leadership) has also been acknowledged to different stakeholders in several interviews with beneficiaries, and it is assumed to have a positive impact on sustainability. The policy dialogue supported by the project has resulted in mainstreaming institutional strengthening of cooperatives and farmer associations for agricultural commercialization development in all the targeted countries, as also reflected in the Country Programme Frameworks, jointly prepared and finalized by participating countries' governments and FAO. The involvement of local authorities has proved to be very relevant for institutional strengthening, but it still needs

to be appropriately tackled. Policies in favor of an enabling environment are still to be addressed – not only at the national but also at the regional level.

One of the key elements of success of the project has been the focus on capacity development for cooperatives on management and on improving their governance. This has enabled them to fully benefit from the capacity building to improve their business performance. Also, the intervention aimed at supporting short-term business improvement to showcase the success of the project and ensure the cooperatives' full engagement in the more medium- and longer-term intervention.

The main lessons learned related to mechanisms put in place to enhance the performance, competitiveness and sustainability of associations/cooperatives. They include: 1) use a participatory approach in training and education to ensure members' understanding of the role and functions of cooperatives and their participation in cooperative activities; 2) facilitate availability of and access to infrastructures (e.g. warehouses, storage, processing/value-addition equipment, transport) on a cost-sharing basis; 3) ensure that managers of associations/cooperatives are dedicated persons with vision, business and management skills; 4) continually enhance governance mechanisms to ensure that a well-defined governance structure is in place to stimulate members' participation in decision-making and efficient relationships between cooperative members and their board and management; 5) offer continued training in managerial and business skills to ensure that managers of associations and cooperatives have the abilities to develop and implement business strategies; 6) build partnerships, increase membership in apex organizations and build networks to ensure that cooperatives work and develop linkages with other cooperatives to gain access to market and market information, controlling a large share of product supply and building a position in the market; 7) support formal arrangements (e.g. contracts, MoUs, agreements) with other actors in the value chain (e.g. input dealers, traders, processors and micro, small and medium enterprises) to ensure success of business management through reduced market risks (i.e. access to the formal market) and better planning; 8) provide training and coaching in the preparation of business plans for value chain financing (and in some cases, such as Burundi, with innovative public-private partnership arrangements with local authorities).

Activities for 2014

Capacity development; Support to enabling environment

8 Support to farmer organizations in institutional strengthening, in agricultural modernization in Eastern Africa

Symbol: TCP/SFE/3403

Country: Burundi – Kenya – Rwanda – Tanzania – Uganda

LTU: AGS

Activities: Capacity development

Budget: US\$498 608

Description

The overall aim of the project is to contribute to capacity building for cooperatives and POs to facilitate inclusive development agricultural commodity value chains.

The project has undertaken functional mapping in the five East Africa countries, with the aim to hold consultations and identify key priority areas of institutional strengthening

and capacity building for producer/commodity associations and cooperatives in agribusiness, management and marketing.

The cooperatives and farmer associations in the five countries are federated within the East Africa Farmer Federation (EAFF). Thus FAO is collaborating with EAFF and the national governments of the countries to develop a regional strategy for institutional strengthening for farmer organizations/cooperatives. The main goal of the strategy is to contribute to increasing the competitiveness of smallholder producers and other SME value chain actors in the agricultural sector, with the overall aim to promote agricultural commercialization and transformation.

The mapping exercise and the consultations, especially the national consultative workshops, have already created awareness on the potential role and specific technical areas where POs and cooperatives can contribute to value chain development. Consequently, the project also facilitated exchange of information on 'best practices' to promote value chain development among the association and with government officials.

The envisaged agribusiness models development will target different categories of producers and other value chain actors, especially those that face constraints in participating in conventional agribusiness development services. The inclusive agribusiness models will pay special attention to ensuring that women and youth are not excluded from the process.

Outcomes and lessons learned

The overall anticipated outcome is enhanced competitiveness of the agricultural sector leading to agricultural transformation and commercialization that results in increased production and productivity; enhanced market-oriented production; improved marketing efficiency; and enhanced value addition of agricultural commodities. It will contribute overall to rural incomes and employment. The immediate outcome is enhanced capacities of the cooperatives/POs to facilitate and support agribusiness and marketing development through inclusive agribusiness models. Capacity building will be carried out next year, so no tangible outcomes can be reported yet.

The capacity building on the envisaged agribusiness is considered a beneficial element for POs and cooperatives that can be replicated elsewhere, especially within the African region with minor adaptations.

Activities for 2014

Capacity building for cooperatives/POs and the preparation of the regional institutional strengthening strategy will be conducted in 2014.

9 Policy support on rural employment and decent work for the promotion of equitable and sustainable livelihoods under conditions of climate change

Symbol: FMM/GLO/007/MUL

Country: Malawi – Tanzania

LTU: ESP

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment; Voice and participation.

Budget: US\$625 484 (for 2013)

Web Site: <http://www.fao-ilo.org/ilo-dec-employ/ica/malawi-and-tanzania/en/>

Description

FAO is implementing a three-year programme (2011-2013; extended until June 2014) on policy support on rural employment and decent work for the promotion of equitable and sustainable livelihoods under conditions of climate change in Malawi and Tanzania. FAO's Decent Rural Employment Team (DRET) is leading the implementation, in collaboration with government partners and the International Labour Organization (ILO).

The project has contributed to improving the possibilities for relevant POs and cooperatives in Malawi and Tanzania to express their voice and participate in policy dialogue processes, especially with reference to the creation of youth employment and the prevention of child labour, connecting the agriculture and labour stakeholders.

Capacity development activities have been undertaken in the form of workshops and trainings. They included POs and cooperatives with a focus on generating youth employment and preventing child labour. Youth and also trainers from producers' organizations have been trained to take over in the future. FAO contributed with technical inputs and support in the ongoing processes for development of policies and legislation aimed at an enabling environment for youth employment and decent work. The project has developed publications, issue papers and technical learning resources to generate and share knowledge. They are available in hard copies and online and, in some cases, in the local language (e.g. Swahili for the Tanzania Junior Farmer Field and Life Schools (JFFLS) training manual). They have been made available for the POs and cooperative members in Malawi and Tanzania.

Outcomes and lessons learned

As a result of the activities undertaken in the project framework, some organizations (e.g. the National Association of Smallholder Farmers (NASFAM) in Malawi, the Federation of Cooperatives in Tanzania mainland and the Cooperative Union of Zanzibar (CUZA) in the Zanzibar archipelago) have improved their capacity to provide services. They are now able to foster youth inclusiveness (e.g. through JFFLS training) and establish partnerships/external relations with relevant social, political and economic actors (e.g. with the labour sector). Prior to project implementation, POs and cooperatives in Malawi and Tanzania did not have such capacities.

In the framework of the project, FAO and ILO have established concrete ways of collaborating, which in turn have led to encouraging agricultural and labour stakeholders to work collaboratively and network. Agricultural stakeholders have been put in contact with labour stakeholders, and vice versa, strengthening their capacities to further collaborate, especially towards the inclusion of employment issues into agriculture rural development policy and strategies. The issue remaining to be solved is to strengthen the capacities of FAO decentralized offices, including country offices, to provide policy, capacity and technical assistance on Decent Rural Employment (DRE) to member countries and, in particular, to support national policy development and dialogue on relevant DRE dimensions in agriculture rural development, in collaboration with ILO and other development partners.

Furthermore, the following outcomes have been reported:

1. Increased members' access to productive resources and to financial capital: Members of POs and cooperatives attending the project initiatives (especially training) have strengthened their capacity to access resources and capital.
2. Increased members' human capital: Through the JFFLS trainings and the training of trainers (for which a gender-balanced participation was ensured), the project is

contributing to increasing members' human capital (e.g. access to knowledge, information, training, skills development related to entrepreneurship) with a child labour prevention perspective in the agricultural sector (e.g. in fisheries and aquaculture)). Since 2011, some 200 youth have been trained and more than 20 different stakeholders have participated in workshops and other capacity development activities.

3. Increased bridging social capital: Increased bridging social capital has been achieved through networking with other POs and development agencies at the country level and within geographical zones, with a particular focus on youth and networking in the agriculture and labour sectors.
4. Increased food security of members and their families: The food security and livelihoods of the family members of the trained youth have increased and improved.
5. Increased participation in policy dialogue and decision-making processes: The continued activity undertaken at many levels has increased participation in policy dialogue and decision-making processes of the POs and cooperatives involved in the project, bringing to the table the needs of youth.

The elements of the project that could be replicated/adapted to other contexts include: 1) JFFLS trainings, including curriculum development and other relevant material developed (in some cases available in the local language); 2) knowledge and capacity development materials on DRE in strategic planning and on specific DRE topics (e.g. country profiles on gender inequalities in rural labour markets); 3) child labour-related training modules and presentations; and 4) DRE monitoring and evaluation indicators developed to be used for follow-up and to be replicated and adjusted for different contexts.

The main lesson learned is that POs and cooperatives need to be further capacitated in order for them to be included in relevant political processes, including in policy and social dialogue on DRE promotion. At the same time, especially regarding the DRE dimensions, agriculture rural development governmental and non-governmental institutions need to be involved in activities to mainstream DRE and raise awareness. Finally, for scaling up this initiative, it will be necessary to consider innovative ways for dealing with employment components in agriculture rural development policies and strategies to enable youth to become employed in agriculture.

Activities for 2014

The project will continue its commitment to increase the voice and enhance participation of POs and cooperatives in policy dialogue processes, especially for including DRE-specific dimensions into agriculture rural development policies and strategies (e.g. providing technical support for policy development). In addition, the development and enhancement of strategic partnerships strengthening the overall capacity of POs and cooperatives will continue. Technical support for an enabling environment, especially through policy assistance to member governments, is planned as a follow-up and in continuity with the activity already undertaken, including supporting POs and cooperatives in being involved. The programme has received a no-cost extension until June 2014. In Malawi, another new FMM project has begun, aimed at boosting child labour-prevention interventions. In Tanzania, other activities related to youth employment generation and child labour prevention are planned through the One Fund mechanism (UNDAP).

10 Dimitra Project, Participatory communication and social mobilization for empowering rural women, men and youth

Symbol: GCP /DRC/045/IFA; GCP /INT/810/BEL

Country: Sub-Saharan Africa

LTU: ESP

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation.

Budget: More than US\$500 000

Web Site: <http://www.fao.org/dimitra/en/>

Description

Dimitra is an FAO gender-applied participatory information and communication project. Its objective is to give a voice to the most vulnerable rural populations, women and youth in particular, thereby contributing to their social and economic empowerment and the improvement of their livelihoods and food security. This is achieved through better access to services and resources, such as information and participatory communication regarding agricultural practices and rural development in general, and through improved community participation and governance.

Dimitra has been operational in sub-Saharan Africa for the last 15 years, with numerous activities in Burundi, the Democratic Republic of Congo (DRC), Ghana, Mauritania, Niger and Senegal. Over the years, the project has evolved from networking and information-sharing to being a good practice, used at different levels of FAO's capacity development strategy. It represents a powerful means for facilitating communication, mobilization and good governance and making the voice of rural women and men heard at all levels of society, including rural producer organizations. This is based on the principle that the process of building stronger organizations can only start if people have been empowered and feel they can be actors of their own development. In this respect, Dimitra participatory communication tools, such as the community listeners' clubs (CLCs), are successful instruments to promote social mobilization and collective action in rural areas. Evidence in various contexts has shown that through their participation, the members of the clubs, particularly women and youth, gain the self-confidence and self-esteem needed to raise their voices, share their views and express their needs freely. It has been demonstrated that when marginalized groups, such as women and youth, are better informed on their rights and strengths, they are more able to organize themselves into groups or join local organizations, such as cooperatives and producer organizations, where they can influence the decision-making processes at the community and national levels. Self-esteem, access to information and communication empower rural communities and give them the opportunity to establish strong networks and create stable rural institutions and organizations through which to channel their concerns and priorities and make their voices heard regarding the promotion of an enabling environment for inclusive development.

Outcomes and lessons learned

The biennium 2012-2013 was significant for the Dimitra project, which finds itself with many success stories and positive results. While 2011 saw the explosion of requests for partnerships and collaborations with UN agencies and other development actors, the years 2012 and 2013 were marked by the implementation of these through joint programmes with various partners and the geographical extension of the field activities

related to the Dimitra CLCs in Burundi, the Democratic Republic of Congo (DRC), Ghana, Mauritania, Niger and Senegal. Within the new FAO Strategic Framework, Dimitra was requested to assist in achieving the new strategic objectives of the organization, in particular SO3 (Output 1.1.). As an applied gender methodology, Dimitra also contributes to the attainment of all strategic objectives and the two cross-cutting themes, gender and governance, mainstreamed across all objectives. Furthermore, Dimitra was requested to assist the FAO Zero Hunger Programme in Niger within the framework of the support given by FAO to the national strategy for food security and sustainable agricultural growth, the 3N Initiative “Les Nigériens Nourrissent les Nigériens” (Nigerians feed Nigerians).

In brief, the results obtained by the Dimitra approach within FAO can be assembled according to three major categories: 1) Increased use of the Dimitra CLCs' social mobilization approach and ownership of the process at different levels; 2) Increased number of partnerships, geographical expansion and integration within programmes and FAO's strategic objectives and regional initiatives; and 3) Higher visibility of the role of rural people in development, especially women and youth, through information and communication.

Regarding lessons learned, there are six main domains, as follows: 1) Gender: The approach is based on the premise that activities must include both men and women and not solely women. Social change happens only if both women and men are involved and feel they can bring fruitful improvements to their livelihoods by collaborating and partnering at the household, community and organizational levels; 2) Human values: It is important to develop initiatives of mechanisms that focus on people, information, communication and exchanges; 3) Participation, ownership, empowerment: Development activities must be implemented taking into consideration these three elements. Participation and empowerment are key factors in sustainable development. Local 'ownership' is essential to sustain capacity but depends on widespread participation, which in turn requires empowerment. Empowerment leads to people, organizations, and communities gaining control over their lives, enabling them to move from powerless non-participants to active and effective citizens and actors of their own development. This is based on the premise that people know best about their own needs and resources: if all community members are involved at all stages, then programmes have a far greater chance of success than those imposed from 'outside' or 'above'; 4) Partnership with local actors: Local actors, such as NGOs, have been crucial for the activities to be successful. It is important to build strong relationships based on trust, mutual respect and continuous communication; 5) Specificity of the context of intervention: The experience of the clubs set up in Niger and the DRC shows the importance of counting on a sound network (or organization) that is already operating in the area. For example, in the case of Niger, the clubs were able to develop thanks to the partnership with ONG VIE, which is highly active in the two regions where the project is operational and has the support of its network of literacy centres and facilitators; and 6) Participatory identification of the problems: Activities must take into account the main development issues facing communities in the area, expressed by the members of the communities themselves, with a special focus on the participation of women, young people and other groups that are less visible.

Recommendations for governments and development partners include: 1) Promote conducive national policies, laws and regulations and government commitment to gender equality and women's empowerment; 2) Ensure women's participation and representation in policy dialogue and consultations between decision-makers and organizations; 3) Increase understanding of the importance of equitable gender relations within communities, organizations and households; 4) Promote mechanisms to manage

and mitigate risks for women; and 5) Promote collective action and recognize women as central players (e.g. producers, entrepreneurs, employees and consumers).

Activities for 2014

The integration process of Dimitra within FAO is well underway and is reflected in the field activities already in progress with the support of various partners. Other activities are being finalized and are already planned for the upcoming years. However, coordination still plays a vital role in terms of technical support, networking, advocacy and resource mobilization. The geographical coverage could be extended with extra funding. Good practices of the programme could be implemented in English-speaking African countries (e.g. Ethiopia, Kenya, Malawi, Uganda), in Middle Eastern countries (e.g. Algeria, Morocco, Oman and Tunisia) and Asia (Laos and Viet Nam). Outreach and visibility activities of the project will continue by updating the Web site and making use of social media, preparing bi-annual Dimitra reports and preparing a publication on the impact of Dimitra CLCs.

Several commitments and partnerships for the next biennium (2014-2015) are already under implementation or negotiation. These include: A) Initiatives in which Dimitra's support is technical/coordination: i) CLCs' Project in DRC Eastern Province with IFAD, until June 2014; ii) FAO CLCs' Project in Burundi, 2013-2014; iii) CLCs' Project with Farmers Field Schools (FFSs) in Senegal and Mauritania, from June 2013 to June 2014; iv) CLCs' Project with UN Women in the DRC and Burundi. B) 2013-2014 Initiatives in which Dimitra is involved: i) 3N initiative in Niger; ii) FAO SO3 Regional Initiative in support of the cassava value chain in northern Ghana (SO3): CLCs launched in September 2013 (social mobilization component through participatory communication); iii) joint programme "Accelerating the Economic Empowerment of Rural Women" with UN-Women/FAO/IFAD/WFP, which began in October 2012 and will run until October 2017. FAO leadership in Niger; iv) Water Initiative for Africa (Initiative Eaux et Sécurité Alimentaire pour l'Afrique Phase II). The second phase of this initiative will run from October 2013 to October 2018 in the countries of ECOWAS starting in Burkina Faso, Guinea, Niger, Senegal and 20 other ECOWAS countries, depending on available resources. Establishment of a network of CLCs related to the thematic areas of the initiative; v) Farmer Field Schools: Working with FAO Farmer Field Schools programmes (e.g. AGP, Plant Production and Protection Division) for their networking and gender responsiveness through CLCs in Burundi, Mauritania and Senegal; vi) Collaboration with CoOPéquité Programme to develop a model for equitable, efficient and gender-sensitive producer organizations and cooperatives, including the component of social mobilization through CLCs and the adoption of best practices in the management of agricultural inputs; vii) Collaboration with the Voluntary Guidelines on the Responsible Governance of Tenure: support the Voluntary Guidelines team to implement the guidelines through social mobilization and ownership of laws related to access to and control over land.

C) Other Dimitra planned activities, some of which depend on the availability of funds. These include: i) Organizing a forum with Dimitra's NGO partners; ii) Expanding the CLCs in the West Gonja District of Northern Ghana; iii) Organizing a national and international fora of Dimitra CLCs to exchange experiences and build the future; iv) Strengthening the participatory monitoring and evaluation to improve the methodology and the impact of the CLCs' approach; v) Publishing a publication on participatory monitoring; vi) Labeling Dimitra CLCs to ensure that the philosophy and methodology is not dispersed with the multiplicity of actors; vii) Expanding strategically throughout several Francophone and Anglophone countries.

11 Support to capacity building to promote formal marketing and trade of fish and fish products from and within the Horn of Africa

Symbol: TCP/RAF/3308

Country: Djibouti – Eritrea – Kenya – Somalia – Sudan

LTU: FIPM

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment; Voice and participation.

Budget: US\$480 000

Description

The objective of the project is to contribute to the development of sustainable and equitable economic growth through regional and domestic trade of fish and fisheries products in/ from the Horn of Africa. The specific objective is to provide technical support to improve the production, marketing and export performance of the fisheries subsector in the Horn of Africa.

The project focused on training of trainers in fish processing, handling and marketing. A tool box to be used for capacity building was also developed. Legislation relating to fish quality and trade was analysed.

Outcomes and lessons learned

Regarding the main outcomes, one of the key elements of the project was the development of trust and dialogue between the government and the fish operators. In this respect, bridging the gap between government and POs was a beneficial element for POs, and this is indeed an essential component of a project trying to improve the distribution of fishery products. Furthermore, an increase in human capital through improved handling methods was reported as another important outcome of the project.

Activities for 2014

The project is almost completed. It has already had success in attracting follow-up activities, such as an AU-IBAR workshop on standardization of fisheries trade norms and the creation of a fish marketing information system, to be financed by the European Union.

12 Potato value chain development in West Africa

Symbol: MTF/RAF/435/CFC

Country: Guinea – Senegal

LTU: EST

Activities: Capacity development

Budget: US\$75 000

Description

The main objective of the project is to improve the livelihoods of smallholder potato producers in Guinea and Senegal through integrated development of the seed and ware potato production and marketing chain. Capacity development was focused on improving small-scale producers' productivity and on strengthening their organizations.

Outcomes and lessons learned

The main lesson learned is that stronger emphasis should be put on the marketing side, through the development of value addition and relations with buyers. Conversely, the

main risk is that an increase in productivity can lead to an over-increase of commodity supply, which in turn implies a decrease in commodity prices and eventually the exit of producers from the sector.

Activities for 2014

The project closed in 2013. No activities are planned for 2014.

13 Development of export-oriented sesame production and processing in Burkina Faso and Mali

Symbol: MTF /RAF/459/CFC
 Country: Burkina Faso – Mali
 LTU: EST
 Activities: Capacity development

Description

The objective of the project is to increase income and alleviate poverty through enhanced production, quality and processing of sesame seeds, and to improve the position of small-scale producers in the value chain.

Outcomes and lessons learned

The main outcome is in terms of increased human capital and access to market. POs have been capacitated to collectively market their produce to increase their bargaining power.

Activities for 2014

The project ended on December 2013. No activities are planned for 2014.

14 Small-scale cassava processing and vertical integration of the cassava subsector in Southern and Eastern Africa

Symbol: MTF/RAF/458/CFC
 Country: Tanzania – Zambia – Madagascar
 LTU: EST
 Activities: Capacity development
 Budget: US\$80 000

Description

The overall objective of the project is the development and commercialization of good quality and competitive cassava products in a manner that significantly improves the economic welfare of the stakeholders, particularly the small-scale farmers and processors of the targeted countries. Capacity development focused on improving small-scale producer productivity and on strengthening their organizations.

Outcomes and lessons learned

Regarding lessons learned, stronger emphasis should be put on the marketing side, through the development of value addition and relations with buyers. The main risk is that an increase of productivity can lead to an over-increase of commodity supply, which in turn implies a decrease in commodity prices and eventually the exit of producers from the sector.

Activities for 2014

The project will end in 2014. Further capacity development activities will be implemented. A mission from the FAO officer supervising the project is planned.



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Africa/National

15 EU/FAO Improved global governance for hunger reduction. CoOPEquity component: Strengthening performance, governance and gender equity of producer organizations

Symbol: GCP/INT130/EU

Country: Niger – Kenya

LTU: ESP

Activities: Support to enabling environment; Voice and participation;
Capacity development; Knowledge generation and sharing

Description

CoOPEquity is part of the EU/FAO Programme on Global Governance for Hunger Reduction. It supports governments in enabling the development of equitable, gender-sensitive and economically viable POs. The programme contributes to the new FAO Strategic Objective 3 (i.e. reduce rural poverty). Its overall objective is to improve food security through strong and equitable POs and through improving their voice and participation in policy dialogue. The CoOPEquity integrated approach is based on a three-level strategy: 1) Support to the enabling environment: facilitating POs' consultations and coordination, and their effective participation in national and local dialogue platforms with policy-makers; 2) Organizational development: strengthening target POs' organizational and technical capacities leading to reinforced performance, equity and governance; and 3) Voice and participation: enabling male and female members to participate and influence the decisions taken within their organizations.

In its first phase (2012-2013), the programme carried out the following activities:

- i) support to POs' consultations and coordination and dialogue with policy-makers:
The programme facilitated a multistakeholder workshop and development of a joint plan of action for a gender-sensitive PO-government dialogue and collaboration in the implementation of the Initiative 3N at national and regional levels. The programme also contributed to the formulation of operating rules and priorities for the recently established producer organizations' consultation platform involving five main PO federations and their four networks (i.e. the G9). At the regional level, the programme provided support to the G9's regional PO-members in raising the awareness of grassroots organizations about the Initiative 3N and its implementation programmes.
- ii) Formulation and testing of gender-sensitive capacity development tools:
The programme produced a draft Facilitators' Guide on the participatory Organization analysis of the performance, gender equity and governance of producer organizations; and a draft training of trainers module on Improving governance, gender and equity within producer organizations. These tools were developed in collaboration with local stakeholders, drawing on FAO's Learning Module 4 as well as on literature and good practices on strengthening institutions and developing organizational capacities. Both tools were tested in Niger during 2013.
- iii) Strengthening capacities of government cooperative promotion officials (at the district level) and target producer organizations

The programme organized a training of trainers workshop on the participatory Organization analysis of the performance, gender equity and governance of producer organizations, and a training of trainers on Improving governance, gender and equity within producer organizations. Furthermore, an in-depth gender-sensitive assessment of five target unions of producer organizations (two in Dosso and three in Maradi) was undertaken in order to identify the main weaknesses in performance, governance and equity.

iv) Knowledge generation

The partnership with IFAD was strengthened through a formal agreement. This collaboration will result in a joint study on good practices for women's leadership within producer organizations.

v) Innovative partnerships

The programme is implemented based on an innovative North-South partnership. The partnership agreement was signed between the programme and the Union of Agricultural Producers of Québec – International Development (“Union des Producteurs agricoles du Québec- Développement International” (UPA-DI). This partnership agreement implements the memorandum of understanding signed between FAO and UPA aimed at developing a targeted intervention strategy to strengthen farmer organizations in developing countries during the International Year of Cooperatives (2012).

vi) The CoOPequity approach was also integrated in the FAO Strategic Objective 3 Initiatives in Ethiopia and Ghana, and was discussed with national stakeholders and potential partners for implementation in Kenya.

Outcomes and lessons learned

In Niger, the Initiative 3N recognizes the importance of mobilization and the contribution of all stakeholder groups – including producers' organizations, women and youth – to its operations in practice. This is why it provides for the establishment of a Multi-actors Council on Dialogue and Consultations (MCDC), whose members include POs representatives. However, there remain important challenges, such as the structure of the peasant world; linkages and consultations between different producer organizations; POs technical and organizational capacities; and the role of women and youth. This makes POs' participation and influence on decision-making through the MCDC (at national and local levels) more difficult. The programme activities contribute to reinforcing POs' capacities, including representing men and women producers' interests in decision-making processes, notably in the framework of the Initiative 3N. The main programme outcomes may be summarized as follows:

1. Enhanced dialogue between POs and Government: Several meetings facilitated by the programme contributed to raising awareness on the role of POs in the operation of the Initiative 3N, and allowed for the formulation and submission of POs' recommendations on the implementation of the Initiative 3N to the regional government authorities in Dosso and Maradi.
2. Improved capacities of government cooperatives' agents and target POs on gender equity and governance within producer organizations through several capacity development activities involving both POs and government officials.
3. Increased target POs' networking capacities. Important synergies have been developed between regional and national PO federations and their main networks (including national and regional Chambers of Agriculture), leading to strengthening of the recently created informal PO consultation platform (G9).

4. Increased awareness on the role of women and youth within producer organizations, mainly through multistakeholder meetings and capacity development activities.
Lessons learned: The programme is ongoing, and it is early to assess its significance relative to its objectives. Up to now, one lesson learned relates to the importance of building innovative partnerships and promoting North-South producers' solidarity. Furthermore, bringing together government and POs, and working jointly on mechanisms for dialogue and gender equity generates greater understanding and synergies between the actors, contributes to building confidence and fosters collaboration and cooperation which also contributes to long-term sustainability. Another lesson relates to identifying and implementing the 'best fit' combination of capacity development interventions – at the level of the enabling environment (e.g. improved consultation and dialogue), at the level of organizations (e.g. improved organizational capacity, governance and gender equity) and at the level of individual members (e.g. women's empowerment, improved bonding social capital) – that address the different country needs and the linkages between them, and that maximize the impact of the programme. The main recommendations for scaling up are: 1) engaging with government in the process of actually putting in place the MCDCC, and strengthening POs' representativeness and participation in this dialogue platform; and 2) improving coordination with IFAD and other partners working on similar objectives in the country.

Activities for 2014

The main activities planned for 2014 in Niger are as follows: 1) Support to enabling environment: Strengthening dialogue and consultation processes between POs and governmental institutions: Facilitating two meetings of the POs collaboration platform, and two meetings between the POs platform and government; and organizing a regional workshop on negotiation and advocacy; 2) Capacity development: Continuing technical support to two target POs (in Dosso and Maradi) for better organizational capacities and the implementation of their action plans to strengthen governance, equity and performance; 3) Participation and voice: Empowering PO members by linking and bridging FAO participatory and empowering approaches (CoOPEquity with FFS and Community Listener's Clubs and GALS) at the community level/ country level in Niger.

Planned activities for 2014 also include:

- 1) Knowledge generation: Finalization of capacity development tools and a best practices study on women leadership in POs
- 2) Pursuing the programme implementation in Kenya through a) gender-sensitive analysis of the enabling environment related to producer organizations/cooperatives in Kenya (in collaboration with OCP); b) gender-sensitive analysis of the indigenous poultry value chain in two counties, and mapping of actors and stakeholders; c) organization of a multistakeholder workshop on the analysis of the performance, equity and governance of target POs/cooperatives along the selected value chain; d) support to existing mechanisms/platforms on policy dialogue between cooperatives and between POs and the government at local and national levels.
- 3) Support to CoOPEquity component in other FAO programmes/initiatives in particular, SO3 Regional Initiative on Reducing Rural Poverty in Cassava-Growing Areas in Ghana, and SO3 Initiative on Rural Poverty Reduction through Job Creation in Small Ruminant Value Chains in Ethiopian Highlands.

16 Organizational strengthening

Symbol:

Country: Burkina Faso

LTU: OPC

Activities: Capacity development

Description

As part of the implementation of the MoU signed on 18 October 2012 by the FAO Director-General with the National Federation of Agricultural Holders' Union (Fédération Nationale des Syndicats d'Exploitants Agricoles – FNSEA) and the Oilseed and Protein Crops French Producers Cooperation Agency (Association pour le Développement International Agronomique et Industriel des Protéagineux et Oléagineux – AGROPOL), FAO facilitated a peer-to-peer partnership with FNSEA-Agropol and the Apex PO from Burkina Faso (CPF). The partnership aims to share the experience and technical know-how of the French oil seed value chain to strengthen Burkina Faso's sunflower value chain. This activity is in line with a request in June 2012 from the Ministry of Agriculture and Food Security (MASA) in Burkina Faso to support the development of a national programme for the production and commercialization of the sunflower oil as an important instrument to improve food security and to reduce country imports of vegetable oil.

Outcomes and lessons learned

Through this initiative, FAO provided technical support to strengthen the capacities of the actors involved in the sunflower value chain. In March 2013, FAO provided methodological support to the CPF and MASA to design and implement a national self-assessment and visioning exercise of the Burkinabe sunflower value chain.

Activities for 2014

FAO is supporting the implementation of an evaluation study of the sunflower pilot initiatives in Burkina Faso that will inform the next steps for a capacity strengthening programme of this value chain.

17 Support to the implementation of the National Programme for Food Security in Congo (Appui à la mise en oeuvre du Programme National pour la Sécurité Alimentaire (PNSA) du Congo)

Symbol: UTF /PRC/004/PRC

Country: Congo

LTU: TCOS

Activities: Capacity development

Budget: US\$2 147 171

Description

The project aims to increase the productivity of beneficiary groups by providing improved quality seeds, equipment and feed for livestock.

Outcomes and lessons learned

Farmers' income significantly increased by strengthening their capacities. This enabled

them to send their children to school and to improve their shelters. Moreover, the project increased members' motivation to actively engage and participate in groups.

The main lesson learned regards the importance of not providing full support to beneficiaries without any engagement of the counterpart. This helps to strengthen the beneficiaries' ownership of the project. It is recommended to include beneficiaries from the beginning of project.

Activities for 2014

In 2014, the programme plans to support production activities through: 1) the organization of training sessions on new techniques of production; and 2) the distribution of agricultural inputs (e.g. improved seed).

18 Reviving the local economy in Kungu, in support of peace and reconciliation process (Relance de l'économie locale de Kungu, en appui au processus de réconciliation et de paix)

Symbol: OSRO/DRC/103/SWE

Country: Democratic Republic of Congo

LTU: SFC

Activities: Capacity development

Budget: US\$4 565 660

Description

The objective of the project is to contribute to the return of a normal situation of peace in the territory of Kungu, in a spirit of reconciliation, by reviving the local economy based on agricultural production, income-generating activities and access to markets.

Outcomes and lessons learned

The main reported outcomes of the project are increases in: member access to productive resources; member human capital; bonding and bridging social capital; food security of members and their families; leadership empowerment; and access to market. The major problem remaining to be solved is to unite farmer organizations and cooperatives. It is noted that in the absence of a business plan, the impact of the project could be reduced. Other challenges regard the lack of seed quality in the region and the lack of land policy.

Activities for 2014

For first three months of Year 3 of the project (2014), the following activities, organized by objective, have been planned:

1) Priorities for developing agricultural value chains are defined and accepted: Implementation and follow-up study of value chains for selected agricultural products (i.e. maize, groundnuts, rice and palm oil); Continuation of awareness-raising for 5 000 beneficiaries on community participation, self-management activities and empowerment activities in their producer groups (PGs) to ensure the profitability and sustainability of their activities;. 2) Civil society action is strengthened by the formation of economically viable farmer organizations, where women are fairly represented: Continuation of the process of operationalization of 20 farmers' organizations (POs) and establishment of four pre-cooperatives; Organization of training sessions on the development and

implementation of the community action plan, marketing, empowerment and legalization of PGs, POs and pre-cooperatives; Signing of contract with a qualified service provider to assist in structuring and capacitating farmers' organizations; Establishment of the General Assembly and Management Committee for the rural community radio; Training on community initiatives for income-generating activities to support the financial viability of the rural community radio; Selection and award of a contract to a company for installing equipment and setting up the rural community radio; 3) Beneficiary households diversify their production in both quantity and quality: Performance evaluation of 77 new FFS facilitators and donation of premiums; Technical training of seed farmers and supervision of seed-production activities; Training and mentoring of local PGs in establishing high-yield agricultural fields and marketing of harvest for 172 PGs grouped into 20 farmers organizations; Continued support to the management and maintenance of agricultural processing machinery: 12 rice huskers, 20 mills, 60 maize shellers, 70 palm nut mixers and 25 each of peanut shellers and winnowers. Continued support to 20 PGs raising goats;. 4) Beneficiary households increase their income through improved marketing conditions: Monitoring of the construction of community granaries and housings for agricultural machinery (20 mills and 12 rice husking machines); Monitoring of the implementation of construction/rehabilitation and temporary remission of agricultural infrastructure: four market pavilions (Boyazala, Dongo, Mobambo, Sabasaba), four community depots with drying areas (Boyazala, Dongo, Makengo, Mobambo), pavilions for the central market (Kungu centre) and construction of two reinforced concrete bridges (Bokonzi); 5) Technical services of the State effectively provide support and promote community dynamism: Upgrading facilitator skills in implementing partners (IPAPPEL, DPO, Implementation Partners); Renewal of Memorandum of Understanding with the Ministry of Agriculture for the supervision and monitoring of agricultural activities in the third year; Signing of MOU with the National Seed Service of the Ministry of Agriculture for technical training and supervision of seed multiplication.

19 Edible Oil Value Chain Enhancement (MDG-F)

Symbol: UNJP/ETH/076/SPA

Country: Ethiopia

LTU: AGS

Activities: Support to enabling environment; Capacity development

Budget: US\$3 000 000 (FAO component; US\$1 061 062)

Description

The overall objective of the project was to facilitate increased incomes and living standards of the small rural householders in Ethiopia (Amhara and Oromia regions). This was a joint programme between FAO, UNIDO, ILO and related government ministries. It was designed as a pilot project, to support effective integration of the private sector in agricultural sector development through agricultural commodity value chain development, by strengthening horizontal (associations/cooperatives) and vertical (producers /traders/agroprocessors) linkages. The immediate objectives included: Enhanced productivity and competitiveness of market-oriented oilseeds production; enhanced capacity and competitiveness of the stakeholders in processing edible oil; and improved access to local and international markets for edible oil producers.

Outcomes and lessons learned

In collaboration with stakeholders, FAO supported producer cooperatives and groups to facilitate the market-oriented production component of the value chain development package. This included institutional strengthening of the oil-crops producer cooperatives to facilitate access of inputs, especially seed production, as well as improved access to markets and enhanced business linkages to buyers. The FAO Project component supported a total of 1 124 farmer beneficiaries through seven cooperative within four unions, in woredas of the Oromia and Amhara regions.

The joint programme targeted small-scale producers and small and medium enterprises in the edible oil subsector with the overall outcome of contributing to rural employment and household incomes from increased productivity of quality oil seed, marketing and value-addition in edible oil production.

The cooperatives benefitted from facilitated access to inputs; capacity development in technical skills, entrepreneurship, business planning, marketing and management. Model farmers were able to harvest up to 11 quintals per hectare of linseed, resulting in an improvement of 150-250 percent in yield for seed multiplication, compared with the three to five quintals per hectare for the local seeds. This resulted in an increase of seven to nine quintals of yield per hectare on other farmers' fields.

Access to credit was enhanced through revolving funds for primary cooperatives involved in oilseed production. In addition, the project facilitated the supply of the basic seed and continued to provide direct technical support to five regional bureaus of agriculture experts, cooperatives management staff and model farmers.

Coaching in business plan preparation, periodic assessments on progress and support in upgrading skills has also been successfully ensured to strengthen seed production and marketing. In order to enhance market-oriented farming, contract farming, warehouse receipt and input voucher systems were facilitated in the two regions with cooperatives and unions. The programme successfully promoted business linkages between cooperative unions and private companies engaged in oil processing.

Main lessons learned include the need to enhance horizontal and vertical linkages, in addition to supporting market-oriented production. While farmers will continue as the primary actors in the agricultural commodity value chains, these other factors are crucial to agricultural transformation: 1) support to enhance access to market and increase their negotiation power on farmgate prices; 2) promotion of economies of scale through joint-post harvest handling; 3) support to primary processing/value addition; 4) reduced production costs through enhanced access to input and credit; and 5) support to better management. Cooperative societies and unions have proved to be an effective means to improve economies of scale and overall production and marketing efficiency.

The positive achievements have also shown the need to include different value chain actors, such as marketing cooperatives and traders, in addition to processors and other small and medium enterprises to benefit from the business coaching and technical support in enterprise development.

Activities for 2014

Though the Spanish-funded pilot project ended in July 2013, because of the effective support which led to increased quantities and quality of the edible oil, the Ethiopian Government has requested that the three United Nations agencies continue their support. FAO has continued to support the project through its internal resources, while the three agencies and the Government mobilize resources from donors for scaling up.

20 Crop diversification and marketing development project

Symbol: GTFS/ETH/067/ITA
 Country: Ethiopia
 LTU: SFE
 Activities: Support to enabling environment; Capacity development
 Budget: US\$4 000 000

Description

The overall objective of the project was to facilitate increased incomes and living standards of the small rural householders in Ethiopia (Oromia region). The immediate objectives included: enhanced productivity and competitiveness of market-oriented seed, livestock, dairy and horticulture production; enhanced capacity and competitiveness of the stakeholders in value addition; and improved access to local markets for small producers cooperatives and unions.

Outcomes and lessons learned

The FAO-Crop Diversification and Marketing Development Project has facilitated farmers in establishing new cooperatives and in strengthening existing ones involved in seed, livestock, dairy and horticulture.

The capacity of targeted cooperatives and unions has been developed in organization, management and accounting, in collaboration with the Oromiya Region Cooperative Promotion Agency and the Zonal Cooperative Promotion Office. Technical training on livestock (e.g. dairy, feed and fattening), crop production, post-harvest management and quality control has been delivered to boost market-oriented production, including the introduction of new technologies adapted to the local context.

Institutional strengthening has targeted 32 new cooperatives involved in seed production and marketing, dairy, fattening and horticulture, in addition to the 29 existing cooperatives that have been strengthened in their functions.

Access to facilities and infrastructure for improved quality and crop diversification has been promoted by the project, i.e. through nine milk collection and processing units that have been established and equipped with mini milk-processing machines, butter churners and other related equipment. Marketing was supported by strengthening and engaging the Arsi Dairy Union in undertaking a bulk milk collection business, provided with a 2 000 litre-capacity milk cooler. Seed cooperatives have accessed eight wheat threshing machines, two seed cleaning and grader machines and two standard seed stores to maintain seed quality. Facilitated access to credit included the establishment of a revolving fund to access inputs (e.g. seeds, fertilizers, pesticides) and purchase crossbred heifers and lean cattle.

Two horticulture market centres for two water users' associations have been established. Also, support to market access has been pursued through business-to-business linkages and support to service providers involving buyers, processors and traders, research institutions and public seed enterprises on a contract farming basis.

Capacities of public institutions have been developed in: facilitating cooperatives' organization and management; marketing for small-scale producers; farming as a business; and commodity value chain development.

Knowledge sharing and cross-fertilization has included several exchange visits involving the senior management of targeted cooperatives to peers in the Eastern Africa subregion to gain exposure to enterprise development, marketing and production for livestock (fattening and dairy development), as well as for horticulture.

Main lessons learned include the need to promote governance and organization for cooperatives and unions to enable them to address management challenges needed to ensure proper operation and efficiency of the facilities and infrastructures promoted by the project. Also, the involvement of public institutions in capacity development has proved to be crucial in addressing the constraints related to the enabling environment, with specific regard to private sector involvement in the commodity value chain.

Institutional strengthening and enterprise development have proved to be key in enabling cooperatives to operate as economic actors on the basis of market-based and economically sustainable solutions.

Activities for 2014

Though the project ended in December 2013, FAO is continuing to support targeted cooperatives in facilitating access to finance through the collaboration established between FAO and the Rabobank Foundation (an MoU was signed in 2013 to pave the way for this collaboration in Ethiopia, Kenya and Tanzania). This collaboration entails capacity development and enhanced linkages for the above cooperatives and the microfinance institutions supported by the Rabobank Foundation in Ethiopia (Oromya region).

This will be further supported during 2014, and a project proposal to upscale the collaboration is being submitted to development partners for resource mobilization.

21 Forest and farm facility initiative

Symbol:

Country: The Gambia

LTU: FOE

Activities: Capacity development; Voice and participation

Budget: US\$60 000 (May 2013 – December 2013) plus US\$122 490 for 2014 planned activities

Web Site: www.nea.gm/ www.fao.org/partnerships/forest-farm-facility

Description

The objectives of this initiative in The Gambia are: 1) Organize forest and farm producer organizations to participate in effective policy dialogue on agriculture and natural resources management as well as access to markets; 2) Support government cross-sectoral coordination on integrated forest landscape management; 3) Link local voices and learning to the global arena through genuine participatory processes/communication and information sharing.

Outcomes and lessons learned

The main reported outcomes are in terms of increased member access to productive resources and financial capital as well as bonding and bridging social capital. The initiative facilitated the establishment of the Agriculture and Natural Resource (ANR) Platform, a multidisciplinary platform. The Platform membership consists of government technical departments, the National Farmer Platform, NGOs and the private sector, and it is tasked with coordinating stakeholder efforts in integrated landscape management. The ANR policy, forest policy and regulation, local government and the decentralization policy all favoured the establishment and growth of POs.

A series of radio programmes were organized in community radio stations to sensitize the population on ANR sector-related policies. Radio phone programmes were also

hosted where farmers debated with technicians on key ANR issues affecting the lives of the POs (e.g. problems related to wildlife-destroying crops). Forest user groups were also being supported to obtain legal tenure arrangements on forests areas intended to be managed by the local communities in the form of community forestry or private forestry.

The initiative provided support to cashew POs to conduct market awareness meetings (i.e. a Contact and Collaboration Fair) with other actors in the value chain. The results indicated that POs need to be more organized in order to access the huge market potential of the product. Technical capacity development was conducted on thinning, pruning, seed treatment and pest and disease control. During the Contact and Collaboration Fair, POs established strategic alliances with microfinance institutions. Linkages were also forged among POs so they could share market information, hire common transport and equipment, etc.

The main elements of the project that were beneficial for POs are: 1) linking producers to markets, service and support institutions; and 2) participating in policy dialogues regarding tenure security over the resource base (land and forest).

Two lessons have been learned: 1) Governance issues affect the functioning of executive members; and 2) In most cases where POs are not legally registered, it makes it difficult to access support services (credit and extension support).

Regarding recommendations for scaling up the project, the initiative highlights the importance of facilitating tenure security over the resource base (land and forest). Indeed, tenure security is crucial to attaining food security and sustainable natural resource management. Therefore, efforts should be made to facilitate the conclusion of tenure arrangements between interested POs and the State.

Activities for 2014

For 2014, the following activities have been planned: 1) Develop strategies for supporting local producer groups and their associations; 2) Support implementation of grants; 3) Support forest user groups to obtain legal ownership over forests; 4) Support community forestry committees on forest management planning and enterprise development planning; 5) Hold regular ANR platform meetings with agendas in which forest and farmer issues are discussed for effective cross-sectoral coordination; 6) Engage in facilitation processes with local POs in The Gambia to ensure their functionality at national and subnational levels for policy processes and business development; 7) Hold regional market awareness meetings between main POs and other actors along the market chain; 8) Develop newspaper publications on activities of the Forest Farm Facility (FFF) in the country; 9) Develop monthly radio and or traditional communicator programmes on ANR issues and other relevant FFF issues for a wider stakeholder audience; 10) Arrange field visits by the ANR platform representatives to assess the level of policy implementation at the local level; 11) Deliver capacity development programmes for local producer groups on: enterprise planning, simple financial management and group management; 12) Support POs to legalize their status; 13) Facilitate the participation of government, non-government and local POs in regional and international forums on forest and farm; 14) Build the capacity of government and smallholders on methods and tools for monitoring the impact of policy implementation; 15) Collaborate with the Department of Water Resources so that local farmers have access to climate information; 16) Collaborate with other actors so that POs have access to market information and credit; 17) Support main POs, associations and federations to conduct annual congresses and annual general meetings; 18) Support exchange visits between groups and communities to stimulate dialogues on the benefits

of joining groups/organizations; and 19) Support cross-fertilization (i.e. international visits) between the Liberia and Gambia FFF initiatives.

22 Intensification, diversification and valorization of agricultural productions in Kindia Region (Intensification, diversification et valorisation des productions agricoles dans la région de Kindia)

Symbol: GTFS/GUI/019/ITA

Country: Guinea

LTU: AGS

Activities: Capacity development

Budget: US\$1 969 693

Description

The project promotes food security by supporting specific national policies aimed at introducing sustainable production-transformation-commercialization systems. The project also supports the enhancement of agricultural biodiversity and the development of local, regional or international markets. Finally, it develops tools of communication to ensure that the organizations/associations of producers are placed at the centre of the interventions, with particular attention to gender issues.

Outcomes and lessons learned

Regarding PO capacity strengthening, the project achieved the following outcomes: 1) Landscaped areas management committees are established and trained in order to foster their maintenance and ensure their sustainability; 2) Training is delivered on diversified use of animal traction, and tillage equipment is provided (e.g. plows, harrows, weeders, carts) to promote draught animal agriculture; the equipment acquired by ten POs facilitated their work to prepare the field, maintain food and vegetable crops and facilitate rural transportation through bovine carts; 3) Organizational strengthening of POs and related unions is achieved by providing training on PO organization and management; women's literacy; and planning, monitoring and evaluation for effective self-management; 4) Access to microcredit is facilitated by strengthening financial services associations (FSA) and by developing FSA managers' skills; 5) PO capacities are strengthened in order to add value to agricultural production and to improve storage conditions.

Thanks to the project, beneficiaries developed capacities to: 1) Better organize their POs in terms of structure and functioning: POs received enough support to be capable of good local governance and better organizational management at different levels (e.g. groups; unions; cooperatives). They raised awareness that literacy is a necessary component for every member; 2) Plan and manage their activities: POs are equipped to develop a budget plan and to evaluate their own activities. They are capable of periodically assessing themselves and making appropriate decisions for their organizations; and 3) Manage their own financial services and support their income-generating activities through their own financial resources.

Activities for 2014

The project ended in September 2013. No activities are planned for 2014.

23 Agribusiness Support to Smallholders

Symbol: GCP /KEN/070/GER

Country: Kenya

LTU: AGS

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation

Budget: US\$2.3 million

Web Site: www.abss.or.ke

Description

The Agribusiness Support to Smallholders project (AbSS) is implemented by FAO in close collaboration with the Ministry of Agriculture in Kenya. The agricultural sector is the most important sector of Kenya's economy and is the major provider of employment in rural areas, which provides the basis for the development of other sectors. Consequently, the transformation and development of the agricultural sector into a commercially-oriented and modern sector is considered to be a top development priority. Commercialization will only lead to long-term beneficial impacts in the rural economy if commercially viable business models include small-scale producers and small and medium agricultural enterprises (SMAEs).

Outcomes and lessons learned

To achieve the objective of *Increased contributions of SMAE sector to agricultural and rural development in Kenya*, the project has supported the institutional development of key stakeholders, at several levels within the SMAE sector. The main innovation of the project is to carry out training and workshops in parallel between the private and the public sectors, building up dialogue and trust between the two sectors. It eventually fosters a better understanding of each sector's roles and contributes to the agro-industry flourishing in the country. A joint study tour was organized in France for both public and private sectors to learn how the value chains had been organized and operated since the late 1950s up to now. This greatly helped them build a common vision of what could be done for value chain development in the Kenyan context and how beneficial it could be not only for the smallholder farmers but for the farming sector as a whole.

Activities for 2014

There are no activities planned for 2014.

24 Capacity building of the Ministry of Cooperative Development and Marketing to support implementation of agricultural development flagships projects under Vision 2030

Symbol: TCP/KEN/3401

Country: Kenya

LTU: SFE/FAOR Kenya

Activities: Capacity development

Budget: US\$410 000

Description

The main objective of the project is to increase skills and support for advising cooperatives on running modern businesses, in order to address the current inadequate skills base

in agribusiness/business management among the leadership and management of cooperative unions and societies in Kenya. It aims to: enhance the agribusiness skills of the cooperative societies; improve their access to business development services such as credit/finance, e-marketing services, input procurement, etc.; and enhance their competitiveness and negotiation skills in business models such as contract farming, warehouse receipt systems, etc. Training materials along with a training programme has been prepared to facilitate capacity building in: i) agribusiness/business management skills; ii) input supply value chain; iii) cooperative information, extension and advisory services; and iv) emerging agribusiness models in the agricultural sector. The second output of the project is to support the establishment of agribusiness development advisory services, which will be piloted in priority districts and linked to a centralized advisory unit.

Outcomes and lessons learned

So far, a training programme has been designed, materials have been prepared and training of trainers has been conducted. Main outcomes are the enhanced skills of government officers and cooperative union senior managers in the following areas: i) agribusiness development/business management skills; ii) strategies in input supply value chains; iii) market development and agribusiness advisory services; and iv) engagement and participation in emerging business models.

Enhancing business skills and improving cooperative capacities in identifying market-oriented solutions are key beneficial elements for cooperatives that can be replicated and adapted in other contexts.

Activities for 2014

In 2014, the project will focus on completing the training programme, establishing the e-business development service and pilot testing the agribusiness advisory services.

25 Support to sustainable intensification of agricultural and horticultural crops in areas affected by the Giovanna cyclone (Brickaville, Moramanga and Vatomandry districts) (Appui à l'intensification durable des productions agricoles et horticoles dans les zones affectées par le cyclone Giovanna (Districts de Brickaville, Moramanga et Vatomandry))

Symbol: TCP/MAG/3401

Country: Madagascar

LTU: AGPM

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation.

Budget: US\$386 000

Description

The main objectives of the project are: i) Increase the revenues of POs by strengthening their capacities; ii) Reduce food insecurity of small-scale producers, particularly the poorest, by facilitating access to services and equipment adequate to their needs. The project was designed after the cyclone Giovanna had caused damage to agricultural production and food security; therefore, it was aimed to strengthen the capacity and resilience of poor and vulnerable people. The activities implemented by the project

include: i) Development and implementation of a methodological concept on Disaster Risk Reduction and Management (Gestion des Risques et des Catastrophes (GRC) e Réduction des Risques de Catastrophe (RRC)) relevant to food security; ii) Establishment of an information system in GRC/RRC/Food safety; iii) Support and capacity building of POs, facilitating their access to improved inputs, plants and seeds; iv) Technical training intensification and crop diversification; v) Establishment of school gardens in support of nutrition education.

Outcomes and lessons learned

The main reported outcomes are: i) Easy access to production inputs (such as improved seeds); ii) Organization of activities related to the production level of the associations: community management activities for implementing community management site templates; iii) Development of the culture of savings in associations supervised by the project; iv) Diversification of crops with high added value, short cycles and high nutritional value; v) Accountability and effective involvement of local structures for the management of DRR activities related to food safety; vi) Facilitation of a negotiated collaboration between producer associations and private local operators; vii) Twenty associations affected by supporting activities in vegetable crops, including three women's associations; viii) Nine schools which began school gardens, which involved nearly 3 533 students; ix) Harmonization and coordination of various stakeholders' involvement, effective communication and ongoing exchange between the Rural Development District (Circonscription du Développement Rural – CIRDR) project, the consultants' project and Support to Environmental Management (Service d'Appui à la Gestion de l'Environnement – SAGE) and x) Sixty-two associations received training in management of community life and financial management.

Activities for 2014

The main activities that will be undertaken in 2014 are: i) extension of support activities to members of associations; ii) continuation of training and support at the level of associations; iii) negotiations with operators for the development of sectors: input suppliers, local private collectors, etc.; iv) implementation of technical innovation demonstrations: irrigation, fertilization system; v) strengthening of technical training on production activities through a more structured system; vi) operationalization actions RCMP/RRC; vii) strengthening the sustainability of activities by: identifying and strengthening producers that will ensure technology diffusion; putting accountability structures in place; implementing supply and marketing systems; developing partnerships with other support agencies, traders, etc.; viii) conducting inter-site visits and exchanges; ix) intensification of support for the enhancement of school gardens and nutrition education; x) production of communication tools: IEC, datasheets for production activities and actions related to the RCMP/RRC/food security; xi) establishment of a monitoring system for the preparation of the evaluation at the end of the project; and xii) mobilization of financial capital requirements for extending the project to other areas.

26 Contribution to World Agriculture Watch (WAW/OAM): Planning and integrated management of rural areas in Madagascar. Project design for the experimental implementation of the WAW in Madagascar

(Contribution de la FAO au World Agriculture Watch: Planification et gestion intégrée des espaces ruraux à Madagascar. Elaboration de projet de mise en place expérimentale de l'Observatoire des Agricultures du Monde (WAW/OAM) à Madagascar)

Symbol: TCP/MAG/3402 BABY03

Country: Madagascar

LTU: NRL – Land and Water Division

Activities: Capacity development; Knowledge generation and sharing

Description

The project input intersectoral data of stakeholders from different sectors into a common database. Data analysis was aimed at developing suitable sustainable agricultural and food security policies and strategies.

The WAW working mechanism was adopted through a multilevel platform of data users and producers that includes agricultural producer organizations (APOs).

Outcomes and lessons learned

The main outcome is that the OAM Madagascar project was developed through a participatory process. It relied on the involvement of state and private international institutions (e.g. FAO and CIRAD), national institutions (e.g. government departments, NGOs) and local institutions (e.g. local department offices, NGOs, OSC, water users associations).

Success factors have been: (i) the institutions' willingness to build an intersectoral database; (ii) the availability of WAW/OAM prototype for Madagascar; (iii) the existence of an international network, led by the FAO WAW Secretary in Rome, for methodological and output capitalization.

Regarding lessons learned, it is important for local CSOs and APOs to participate in the development process of a project with multilevel impact: at local, national and international levels.

Activities for 2014

Activities for 2014 include: (i) OAM TCP project document approval; and (ii) launching an OAM experimental project in Madagascar.

27 Improving governance in precious wood value chain and business in Madagascar (Amélioration de la gouvernance des filières de production et de commerce des bois précieux à Madagascar)

Symbol: TCP/MAG/3304

Country: Madagascar

LTU: FOEP

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation.

Budget: US\$402 000

Description

The project aimed at supporting the Government of Madagascar in its search for better control of precious wood industries by providing technical support in three key areas:

a) legislation and forestry, tax and trade regulations; b) improving the transparency of activities and transactions in these sectors through the development and dissemination of data on the production and trade of precious wood; and c) building new alternative production chains with local actors to release the pressure on valuable species.

Outcomes and lessons learned

In partnership with the Madagascar National Parks (MNP), 60 farmers, including women and youth, were trained in the analysis and market development process to create small-scale rural enterprises. The project is expected to create additional income from agricultural activities and to mitigate the exploitation of precious woods. Small businesses have been starting up, and most of them have completed a business plan. Brainstorming sessions and self-analysis were conducted by the Applied Research Laboratory (LRA) of the Forestry Department of ESSAgro University of Antananarivo with some riparian forest communities in order to improve their awareness of the problem of illegal logging of precious woods. The three areas of the project (i.e. Text enhancement; Promoting good governance; and Market analysis and development) are currently in progress. The biggest challenge remains developing effective governance sectors of precious wood, starting with the local population of precious woods natural forests, up to the local, regional and senior national authorities.

Regarding lessons learned, it is important to have greater transparency and players who are better trained on the rules of good governance.

Activities for 2014

The fight against illegal activities in the forest sector continues to mobilize the efforts of the Government. Similarly, additional resources will be required to strengthen the national institutional capacity to enforce forest laws (e.g. monitoring and control). The goal is to revise the legal framework for the management of forest resources to meet the challenges of climate change. For this purpose, it is important to streamline, simplify and make fair and transparent policies and laws. It is crucial to update the forest policy officially published in 1997 and to develop a Malagasy forest code.

28 Organizing the seed sector for food security in South Madagascar through the implementation of improved agricultural practices (Structuration des Orientations Agricoles – Projet de renforcement de la sécurité alimentaire des populations du Sud de Madagascar à travers la mise en oeuvre de pratiques agricoles améliorées)

Symbol: OSRO/MAG/105/EC

Country: Madagascar

LTU: AGPM

Activities: Capacity development; Support to enabling environment; Voice and participation

Budget: US\$1 834 864

Description

The areas of intervention are characterized by chronic drought. Rates of malnutrition and food insecurity are higher in these areas. Moreover, the availability of quality seeds is still a problem. The project aims at: i) structuring the seed industry and seed producer groups; ii) improving the availability, accessibility and quality of adapted seeds; iii)

providing extension services on agriculture conservation techniques; iv) and improving the coordination of emergency and development activities.

Outcomes and lessons learned

The project achieved the following outcomes: 1) Techniques on seed production have been promoted on-farm and at the Seed Production Centre of Agnarafaly (CPSA); 2) Cluster seed and regional committees have been established.

Regarding lessons learned, it is important to supervise farmers in order to foster their motivation and willingness to implement the technical protocol related to multiplication of quality seeds.

Activities for 2014

Further activities on: 1) providing adapted and quality seeds; 2) providing extension of agriculture conservation techniques, structuring the seed sector and improving the coordination of emergency and development interventions.

29 Consolidating the support on food security through a disaster risk reduction approach (SA/RRC) in Madagascar (Consolidation des appuis en Sécurisation Alimentaire avec l'approche Réduction des Risques de Catastrophes à Madagascar (CASARM))

Symbol: OSRO/MAG/202/EC

Country: Madagascar

LTU: AGPM

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation

Budget: US\$705 375

Description

The intervention areas are among the poorest in Madagascar. Every year they are affected by cyclones and flooding, and farmers have to cope with field destruction. This has an impact on their level of food security. The project aims at consolidating the support on food security through the approach of Disaster Risk Reduction (SA/RRC). The approach itself is innovative as it is to strengthen the resilience of post-disaster food insecurity of vulnerable households focusing on "prevention". The SA/RRC combines three strategic axes (i.e. timing cropping calendars to avoid cyclonic peaks; strengthening the adaptive capacity of the farming system; strengthening storage). It allows target farmers to have food stocks during critical periods (e.g. after hazards, during the lean season) and to improve their subsistence despite cyclones and floods.

Outcomes and lessons learned

SA/RRC interventions have reduced by half the length of the lean period for the target beneficiaries (i.e. a decrease of at least three months). This approach can be replicated in other areas at cyclonic risk which were not covered by the project. Moreover, women heads of households have been prioritized when targeting for diversification.

The application of the four axes of the SA/RRC approach needs more coordination between various stakeholders to maximize the positive expected impacts and to enjoy optimum available resources.

Activities for 2014

Continued advocacy for the implementation of the SA/RRC approach in cyclonic areas of Madagascar.

30 Emergency assistance to the vulnerable households affected by the cyclone Haruna and the damage caused by the locusts (Assistance d'urgence aux ménages vulnérables victimes du cyclone Haruna et des dégâts causés par les criquets)

Symbol: OSRO/MAG/314/CHA

Country: Madagascar

LTU: AGP

Activities: Capacity building; Knowledge generation and sharing

Budget: US\$1 199 999

Description

The objective of the project is to rapidly reduce the food insecurity of the households affected by the effects of cyclone Haruna and the damages caused by the locusts. The project supported the provision of agricultural inputs and equipment to affected households to boost their agricultural activity. It also provided technical support and capacity building based on good farming practices to organizations that could support small-scale farmers.

Outcomes and lessons learned

The main reported outcomes are in terms of increased members' access to productive resources; increased bonding and bridging social capital; increased food security of members and their families; and increased leadership empowerment. It is reported that women and girl heads of households have been prioritized when targeting beneficiaries.

Activities for 2014

Technical supervision in monitoring developed cultures.

31 Agriculture support to rapidly reduce food insecurity and strengthen the resilience of farming households affected by cyclones Irina and Giovanna

Symbol: OSRO/MAG/203/CHA

Country: Madagascar

LTU: AGPM

Activities: Capacity building; Knowledge generation and sharing

Budget: US\$534 377

Description

The objective of the project is to rapidly reduce the food insecurity of households affected by the effects of cyclones Irina and Giovanna. The project aims at strengthening the resilience of farming households by providing agricultural inputs and equipment and enabling them to boost their agricultural activity. The project also provides technical support to farmer organizations. Capacity development is provided both for farmers and

for technicians, either by FAO or by the technical network, e.g. the Regional Directorate of Rural Development Vatovavy Fitovinany.

Outcomes and lessons learned

The project has enabled NGOs to acquire the methods of survey performance practised by the Ministry of Agriculture and know-how relating to plant protection.

Main outcomes achieved by the project are: 1) increased member access to productive resources; 2) increased bonding and bridging social capital; 3) increased food security of members and their families; and 4) increased leadership empowerment. Women and girl heads of households have been prioritized when targeting beneficiaries (i.e. they are 50 percent of beneficiaries out of nearly 160 000 people). It is recommended to foster coordination between the partners implementing the project to avoid duplication of intervention areas and/or to find synergies and complementarities.

Activities for 2014

The project closed in 2013. No activities are planned for 2014.

32 Support to (Agricultural Service Center (ASC) Programme

Symbol: UTF/MAG/080/MAG

Country: Madagascar

LTU: TCSF

Activities: Capacity building; Knowledge generation and sharing;
Support to enabling environment

Budget: US\$230 540

Description

The project supports the start-up and operationalization of the Agricultural Service Centers (ASCs) at the national level in order to contribute to the development of agricultural production and productivity in rural districts. The ASCs also contribute to transfer support functions for producers to the private sector (institutional reform initiated by the State and supported by the project).

Currently there are 700 000 producers per year who benefit from the ASCs, and they represent around 15-20 percent of the farms.

Outcomes and lessons learned

The main expected result at the farmer level is the gradual improvement of their income and productivity by increasing access to services (e.g. new agricultural techniques, financing, infrastructure). New POs are created from structuring farmers' demands. Access to rural credit gradually increases through collaboration with microfinance institutions. Farmer leadership has been improved as result of capacity building through training. Finally, some ASCs contribute to giving support to commercialization that should increase access to markets. Greater transparency, application of good governance and synergy between development actors have been observed through the project.

Activities for 2014

Strengthen the capacity of ASCs in order to have more specialized centres. Support underperforming ASCs (e.g. access to market, retraining, material support, formalization of good practices, networking).

33 Support producer organizations to improve the product added value in Bandiagara and Menaka districts (Appui aux organisations de producteurs pour une meilleure valorisation de leurs productions dans les cercles de Bandiagara et Ménaka)

Symbol: GTFS/MLI/030/ITA

Country: Mali

LTU: AGS

Activities: Capacity development; Knowledge generation and sharing; Voice and participation

Budget: US\$4 215 000

Description

The specific objectives of the project are: i) strengthening the capacities of POs, women and other non-state actors in horticulture value chain management; ii) diversifying the production of the horticultural sector by facilitating access to resources and means of production; iii) providing storage and transformation facilities that are adequate to the quantity and characteristics of production; iv) adding value to horticulture production and increasing the revenue of vulnerable groups by enhancing product processing and market access; v) increasing PO participation in the coordination and monitoring of the project as well as the capacity of state structures in implementing activities of monitoring, advisory support and coordination of development programmes; and vi) ensuring food security of beneficiaries.

Outcomes and lessons learned

Regarding main outcomes, the beneficiaries of the project asserted that it contributed to improving food security by increasing availability of shallot seeds and organic manure. As they reported, the diversification of horticulture production has also improved children's nutrition. Training, including the Integrated Management of Pest and Production, has also improved the production in terms of quantity and quality. The capacities and the quality of storage and the transformation of shallots by the women and POs have been improved significantly. It is important to notice that the project faced several constraints during its implementation, such as the deterioration of the security situation since 17 January 2012, when Menaka was attacked by an armed rebellion of North Mali. This has led to the abandonment of all of the activities of the Menaka Project and repeated interruptions in Bandiagara. The situation worsened in January 2013 in the Mopti region, which has led the donor to suspend activities for January to September 2013.

Main lessons learned are: i) selecting and conserving part of seed production for the following year has led to increased availability of cheaper and better quality seeds and to strengthened solidarity linkages between villages through procurement planning meetings and agreements on selling prices. The construction and adoption of improved traditional granaries was equally important; ii) diversifying vegetable crops has led to reduced dependency on shallot production as well as to improved household food

security; and iii) Platforms of value chain stakeholders have been implemented. However, harmonizing project partner approaches still remained a challenge.

Activities for 2014

The project ended in September 2013. No activity is planned for 2014.

34 Accelerate progress towards Millennium Development Goal 1 (MDG1) in Mozambique

Symbol: GCP/MOZ/111/EC

Country: Mozambique

LTU: AGN

Activities: Capacity development; Support to enabling environment

Budget: US\$33.5 million

Description

The project was approved and began implementation in late 2013. Activities drew upon various ongoing efforts in the country which have been undertaken in the past years by FAO. The project includes assistance in the following areas: a) Improve seed availability; b) Improve access to inputs; c) Improve access to advisory services, especially FFS; d) Improve access to poultry vaccination against Newcastle disease; e) Improve storage and post-harvest handling at household level; and f) Improve women's and children's knowledge on nutrition and production of vegetables and chicken. Farmer organization, empowerment and capacity development will be done through participatory extension approaches to strengthen smallholder farmer technical and organizational capacities through application of adult education principles and hands-on training. Here the farmer field schools have proven effective in empowering farmers to articulate their problems, take informed decisions and increase their negotiation power. Experiences with this type of activity resulted in average increased productivity of crops of around 30 percent, adoption of new income-generating activities such as cash crops (e.g. pulses, sesame, horticulture), improved animal husbandry, some successful experiences in small-scale agroprocessing and, in general, improved access to inputs and markets. Envisaged outcomes are: An estimated 1 490 FFS-type groups will be formed and trained in the five-year duration of the programme, with participation of between 32 000 and 37 000 smallholder farmers, of which at least 30 percent are women and 15 percent are youth (17-24). Of these, about 30 percent would be formed in partnership with other organizations in the project area. It is estimated that the average group would be formed by 25 members. The groups can either be mixed, only men or only women or youth, depending on the request. FFS participants will have improved capacities and knowledge of farming technologies and business planning, resulting in improvement in agricultural and/or livestock production and/or incomes of 30-50 percent. FFS participants will also have significant improved knowledge of issues related to nutrition, including health aspects. At least 300 FFS will be strengthened into functioning and financially self-sufficient networks with the capacity to finance the emergence of new FFS.

Outcomes and lessons learned

The project is still in the first cropping season.

Activities for 2014

Activities in 2014 will focus on training of trainers and expansion of FFS in the selected districts and will include: (i) organizing three trainings of facilitators in selected provinces and/or districts for a total of four trainings involving between 100 and 120 farmers from farmer organizations/federations and NGOs; (ii) organizing knowledge exchange meetings at district and provincial levels; (iii) organizing farmer-to-farmer exchange visits; (iv) preparing a specific curriculum on conservation agriculture, livestock and others as needed. Special effort would be given to mainstreaming in the FFS simple concepts for business planning, including marketing. Nutrition education will be mainstreamed as a cross-cutting issue theme in all FFS. Specialized service providers would be engaged to implement this training.

35 Smallholder Commercialization Programme (SCP) – Global Agriculture and Food Security Programme (GAFSP)

Symbol: UTF/SIL/038/SIL

Country: Sierra Leone

LTU: AGS

Activities: Capacity development; Knowledge generation and sharing;

Support to enabling environment; Voice and participation

Budget: US\$5 393 730

Description

This FAO capacity building programme contributes to the overall development goal of the SCP/GAFSP to reduce rural poverty and household food insecurity on a sustainable basis. The outcome is: Institutions, vertically and horizontally aligned with the SCP/GAFSP, increasingly apply best practices in management, organization, finance and administration and technical skills. To this end, the project carried out the following activities: i) Voice and participation: The project revised the strategic plan for the National Farmer Federation (NaFFSL). Further support was requested to prepare business plans for 26 District Commodity Associations including: development of business plans, training on commodity associations for all districts, training on governance and communication for the farmer organization members of NaFFSL; ii) Support to enabling environment: Technical support was provided to the Department of Cooperatives of the Ministry of Trade and Industry in drafting a comprehensive national policy for cooperatives in the country. Particular emphasis was put on agricultural cooperatives for smallholder farmers. The policy contains strategies to: 1) create an enabling environment for the development of sustainable cooperative enterprises in Sierra Leone; 2) endeavour to raise productivity of the poor by mobilizing communities into cooperatives; 3) promote the development of sustainable cooperative societies in Sierra Leone; 4) enhance participation of the poor in the socio-economic development process through cooperatives; 5) provide the necessary institutional framework for promotion, registration, monitoring, auditing, human resource development, technology development and transfer to the cooperative movement; 6) address gender issues through specific policy interventions; 7) promote the establishment of insurance schemes to support the development of cooperatives; 8) encourage cooperatives to diversify their investments in all sectors of the economy; and 9) set up a system for arbitration and settlement of disputes by the government; iii) Capacity development: An output of the project was the production of a Farmer

Field School Manual for agricultural extension workers supporting smallholder farmers in improving production, productivity (e.g. record-keeping, farm management, business planning), marketing and nutritional skills. The agribusiness centres (ABCs) – nascent and promising agricultural cooperatives in Sierra Leone – have also been supported in accessing markets, improving quality and delivery services and increasing group cohesion. In cooperation with the WFP/P4P (Purchase for Progress), several meetings were held with ABC members to explain the contractual requirements for the provision of food to WFP. The food purchased by WFP is used for the school feeding programme in Sierra Leone. In addition to market access, the ABCs have accessed financial (i.e. community banks and financial service associations – IFAD programme) and technical support (e.g. extension service – Ministry of Agriculture); iv) Knowledge generation and sharing: Another output of the project was the production of video on ABCs to be used as training video for all 193 ABCs in the country. An ABC Training Manual was also produced for agricultural extension workers, ABC managers and service providers operating in the country. The Manual contains eight modules: 1) Organizational Management and Governance; 2) ABC as a Business; 3) Business Planning; 4) Record-keeping; 5) Financial Management – Basic and Advanced; 6) Marketing and Contracts; 7) Operational Management; 8) Work and Production Planning; and e) Provision of Adult Literacy and Numeracy Training for ABC managers.

Outcomes and lessons learned

Illiteracy is one of the major limiting factors towards the improvement of food security and nutrition in the country. Nonetheless, the project has achieved the following outcomes:

1. Increased member access to productive resources: Increased use of production inputs (seeds and fertilizers) by members of farmer groups because of better knowledge of the vegetation cycle for staple crops (i.e. rice and cassava) and increased capacity for bulk purchase;
2. Increased member access to financial capital: Increased access to financial support through linkages with community banks and financial service associations. This is mainly due to increased managerial capacity of members in farm and financial management;
3. Increased member human capital/ bonding social capital: Improved capacity of human capital in managing, cooperating and sharing responsibilities due to several capacity-building and training activities. Increased number of women-headed ABCs;
4. Increased food security of members and their families: Increased food security due to increased yield in staple crops. The food insecurity season was reduced from five months to one month during the dry season in the country;
5. Increased bridging social capital: Increased cooperation and joint marketing activities among different ABCs located in the same district. The use of exchange visits has helped to improve knowledge and competition among different ABCs and farmer-based organizations;
6. Increased access to market: through cooperation with WFP, commercial partners and community banks.

Organizational capacity and governance issues are still limiting factors for the development of POs in the country. Indeed, much more technical and financial support will be needed to build the critical mass required to promote and expand the PO approach throughout the country. Most of the farmers are smallholders and produce over 95 percent of total agricultural GDP; a very small number are actively and formally organized under cooperatives. This will be one of FAO's major tasks for 2014. FAO is organizing FBOs

and ABCs networks at the district level. The success of the initiative will depend on the access to market and finance for the organizations. The fact that FAO is working on the cooperative policy should facilitate the institutional involvement of POs.

The main recommendations for scaling up the project are as follows:

- a) Government political willingness to deal with all gaps affecting the inclusion of smallholder farmers in the economic development of the country; and
- b) Serious and coordinated cooperation among donors and implementing agencies operating in the country.

Activities for 2014

The main activities planned for 2014 are as follows: i) Preparation for the implementation of 191 FFS: ground preparation (e.g. training of trainers for facilitators, awareness meetings, identification of participants and learning sites and all necessary procurement of inputs and learning materials); ii) Establishment of 191 FFS (e.g. identification of host teams, planning activities, identification of problems and solutions, development of learning programme, monitoring and evaluation) in each of the 13 districts of the country; iii) Support to NaFFSL including development of business plans for the District Commodity Association (DCAs) and link to ABCs; train DCAs in all districts; support the four POs in improving governance structures and training in communication management for all POs; iv) Continuation of Agriculture Learning Network (ALN) activities at the ABC level, with collaboration from the WFP Food for Training programme; v) Work with the Cooperative Department of Ministry of Trade and Industry on training and registration of ABCs as cooperatives; vi) Training and capacity development for the Ministry of Agriculture, Forestry and Food Security district staff in the support and facilitation of business linkages between ABCs and commercial partners; vii) Conduct ABC machine operator training; viii) Based on monitoring and evaluation data, refine ABC business model classification and activity levels and promote promising business models; ix) Continue mentoring and coaching on its operationalization and mastering the Results Tracking Sheet, through a hands-on, “learning-by-doing” approach targeting 100 staff (i.e. Ministry of Agriculture, District and Local Council, M&E officers and Enumerators).

36 Support to seed sector development through community-based small-scale seed enterprises

Symbol: OSRO/SSD/204/FRA

Country: South Sudan

LTU: AGPM

Activities: Capacity development; Support to enabling environment; Voice and participation

Budget: US\$612 745

Description

The main objective of the project is to enable the production of quality seeds of major food crops and make them accessible to farming households in South Sudan.

The activities implemented by the project include: i) Mobilizing, targeting and sensitizing seed producers associations; ii) Training seed producers on seed production, processing, storage and marketing as well as on post-harvest handling and storage; iii) Training of seed inspectors; iv) Inspection of and monitoring of seed production fields; v)

Undertaking seed quality board meetings; vi) Collective seed conditioning, storage and marketing; vii) Facilitating seed and input trade fairs.

Outcomes and lessons learned

The main reported outcomes are in terms of increased member human capital; bonding and bridging social capital; food security of members and their families; participation in policy dialogue and decision-making processes; leadership empowerment; and access to market. The success factor for the project is identified in the real motivation of smallholder farmers to engage with the project, since they need improved quality seed. Moreover the field school approach was applied for community base seed production, and it is acknowledged as the cohesive approach to field learning. The approach is also recommended as an element that could be replicated and/or adapted in other contexts.

The development of policies on roots and tubers as well as of proper certification schemes (quality declared seed) is identified as a key recommendation for scaling up the project.

Activities for 2014

The project closed in December 2013. No further activities are to be considered under this project.

37 Improving coping strategies to food insecurity and livelihoods of returnees and vulnerable resident households in northern Bahr El Ghazal State

Symbol: OSRO/SSD/107/SWI

Country: South Sudan

LTU: AGPM

Activities: Capacity development

Budget: US\$819 000

Description

Northern Bahr el Ghazal state has remarkable potential for agricultural production with extensive grazing areas, abundant fertile land and water resources and a low population density. Despite these opportunities, the state has large concentrations of food-insecure and impoverished households. This is mainly because of the rampant natural and man-made disasters including drought, floods and conflicts of different nature and magnitude causing widespread poverty, disparate income distribution and inadequate delivery of social and institutional services. Returnees and Internally Displaced People (IDP) are most affected.

The main objective of the project is to improve the coping mechanisms and self-reliance of 14 400 internally displaced people (IDPs) (1 800 households), returnee and resident households. The project adopted the FFS extension approach as a platform for transferring agricultural skills, providing access to quality agricultural inputs and building organizational capacities to strengthen food production capacities in the agricultural seasons of 2012 and 2013.

Outcomes and lessons learned

Returnees' and vulnerable resistant households are re-engaged in productive activities and have access to effective rural advisory services.

Through the FFS and FFS Clusters:

- 1) returnees and IDPs are engaged in agriculture production;
- 2) acreage under crop cultivation has increased among smallholder farmers;
- 3) there is improved crop yield per unit land of production;
- 4) there is increased diversity of crops; and
- 5) there is improved access to extension services among smallholder farmers.

The main lessons learned are:

- i) FFS has been widely accepted by farmers and has proven to be an appropriate approach for extension service delivery to the agropastoral communities of Northern Bahr el Ghazal State of South Sudan. Farmers in Northern Bahr el Ghazal have associated FFS with exposure/recognition by outsiders, assistance from FAO and other NGOs (grants), social cohesion, women's emancipation and, ultimately, knowledge and skills.
- ii) The project received significant recognition and support from ministries, especially in the state Government (i.e. State Ministry of Agriculture and Forestry – SMAF and State Ministry of Animal Resources and Fisheries – SMARF) because it did not contradict but rather complemented government programmes. The FFS approach employed was in accordance with the proposed National Agriculture and Livestock Extension Policy (NALEP).
- iii) The project provided grants in terms of inputs. Vouchers motivated and enabled farmers to establish large-scale group farming. This provided access to locally produced quality seeds of adapted crop varieties.
- iv) Composition of the FFS: FFS groups with a large number of female members (or headed by a chair-lady) were more successful. This is attributed to the fact that most women are not mobile like men who sometimes disappear from the village to urban areas in search of job opportunities.

The main issues remaining to be solved and related recommendations for scaling up are as follows:

- i) Advancement of the FFS concept: There is a need to develop a core team of master trainers for South Sudan through season-long training with assistance from qualified external master trainers from neighbouring countries such as Kenya and Uganda;
- ii) Institutionalization of FFS within the National Extension Programme: There is a need to establish an FFS Coordination Subunit within the National Extension Directorate to ensure its harmonization with the national extension system;
- iii) Balanced advocacy and capacity development for both livestock and agriculture: Given the institutional division between the State Ministry of Agriculture and Forestry and the Ministry of Animal Resources and Fisheries, there is a need for a balanced approach to optimize natural resource use in ways that promote food and nutrition security, peace, security and diversified economic growth;
- iv) An FFS approach is recommended for promotion of conservation agriculture, seed system development and community-based natural resource management in Northern Bahr el Ghazal State.

Activities for 2014

The project ended in August 2013. No activities are planned for 2014.

38 Promotion of commercialization of agriculture among resettling populations in Gulu, Kole and Lira districts of northern Uganda to restore livelihoods and reduce poverty

Symbol: GTFS/UGA/022/ITA

Country: Uganda

LTU: AGS/SFE

Activities: Capacity development; Support to enabling environment; Voice and participation

Budget: US\$1 300 000

Description

The objective of the project is to contribute to commercialization of agriculture in Acholi and Lango subregions of Northern Uganda through support to development of rice and sunflower value chains through four key outputs:

1. Targeted Farmer Institutions (FFS networks & associations) strengthened to enhance market-oriented production and marketing;
2. Reduced post-harvest losses and increased market access;
3. Enhanced capacity of SMEs engaged in rice, sunflower and other potential products processing and marketing;
4. Established/strengthened stakeholder platforms to engage in policy dialogue, formulation and enactment to promote an enabling environment for cooperatives and private-sector actors.

Outcomes and lessons learned

The project builds on the application of value chain development as the implementation strategy. Key to the strategy is the focus on market linkages and access, empowerment of small value chain actors, use of local skills and spurring innovations.

The targeted beneficiaries are the smallholder farmers and SMEs along the rice and sunflower value chains. In the project areas of Gulu, Kole and Lira districts, smallholder farmers constitute over 90 percent of the producers who are the weakest link in the value chain. On the other hand, the SMEs who are very instrumental in providing market outlets and linkages for the farmers are often least addressed in most interventions.

The project areas have experienced over two decades of insurgency, and most actors have engaged in more resettlement interventions for the populations.

So far, for the rice value chain, eight farmer organizations (i.e. one cooperative and seven FFS networks) with 1 800 members have been mobilized. The capacity gaps of the farmer organizations have been assessed and a tailored training module for capacity strengthening has been developed.

One farmer organization has been supported and has applied to register as a cooperative and has further been assessed and recommended for financial support by the Uganda Development Bank (UDB), in order to be able to access low interest credits at 10 percent per annum effective June 2014. Another farmer organization is being linked to Equator seeds for supply of quality rice seeds. One rice processor association has been identified and is being supported to develop its business plans and access other business support services. The association is being strengthened to integrate with the already initiated platforms at the subcounty level. A rice marketing platform has been initiated in each of the five subcounties in the Lira District. In Gulu District, 112 farmer organizations with an average of 25-30 members have been identified and are being appraised for

compliance with the project objectives, together with 17 SMEs and traders which have benefited from technical and managerial capacity development. Discussion with five finance institutions to support farmer organizations and SMEs has also been initiated.

For the sunflower value chain, two functional subcounty-based sunflower producers platforms have been identified and are being supported to enhance their coordination role in sunflower grains marketing and in ensuring quality, pricing and input sourcing. In Lira and Kole districts, 31 oil mills have been identified, and marketing linkages have been established with producer cooperatives and organizations. Two financing institutions have been identified and are being linked to the more active farmers' organizations. In Lira, 15 farmer organizations have been supported to develop production and marketing plans for operation starting in the first season of 2014.

Activities for 2014

The project will focus on tailored capacity building of individual farmers and farmer institutions. In addition, SMEs will be further targeted to enhance investments and market outreach for producer cooperatives and organizations.

Latin America/Regional

39 Strengthening of policies on grain seeds production and support to farmers for food security in the member countries of Central America Agriculture Council (Reforzamiento de las políticas de producción de semilla de granos básicos en apoyo a la agricultura campesina para la seguridad alimentaria en países miembros del CAC)

Symbol: GCP/RLA/182/SPA

Country: Belize – Costa Rica – El Salvador – Guatemala – Honduras –
Nicaragua – Panama

LTU: AGP

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation

Budget: US\$10 082 100

Web Site: <http://www.pesacentroamerica.org/semillas/>

Description

The project aims to improve farmer availability and access to certified seeds. It contributes to the improvement of basic grain production in member countries of the Central American Agricultural Council (Consejo Agropecuario Centroamericano – CAC) thus improving the availability of food in quantity, quality and timeliness. It also increases the income of rural families and the possibility of greater access to other food commodities.

The project mainly included capacity-development activities provided both to public (e.g. extension officers and researchers of the Ministries of Agriculture) and private (e.g. producer and organization) actors. They focused on upgrading seed technology (including sustainable practice farming), organizational strengthening and entrepreneurial management of seeds.

Outcomes and lessons learned

In all seven targeted countries, practices to work with seeds have been changing, adopting a more participatory and producer-centred approach. Evidence shows that smallholder



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seed producers are capable to produce good quality seeds and that they are as good in managing quality as large producers. At the organizational level, the project focused on enlarging women's participation in decision-making positions. Moreover, through the project, smallholder seed producers achieved being included in the Seed National Committees of the Research Institutes and the Ministries of Agriculture of targeted countries. This contributed to increasing smallholder farmers' effective representation in such Committees.

Outcomes achieved by the project are as follows:

1. Increased member access to productive resources: The project contributed to the availability and access of certified seeds of maize and beans for 80 000 small-scale farmers, who increased their productivity.
2. Increased member access to financial capital: The 11 POs and cooperatives that produced seeds diversified their economic activities, increased their incomes by selling seeds, and had access to bank credit. The EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) of the three years of the project was around US\$8 million.
3. Increased member human capital: The production of seeds required building human resources by training. The 11 leader farmers developed technical skills to produce seeds and add value, markets and commercialization.
4. Increased bonding social capital: The farmer leaders of each organization have competencies and knowledge to manage the seed business to perform labour so as to produce economic value in organization. These good results increase the confidence of member farmers.
5. Increased bridging social capital: The 11 organizations started the process to develop a network aimed at commercializing together and becoming strong producers of seeds in Guatemala. They also started to establish links with private and public organizations related with seeds.
6. Increased food security of members and their families: The use of seeds produced by POs and cooperatives allowed for an increase in the productivity in maize and beans, essential grains in the diet. Maize farmers harvested, on average, 4 500 kg of maize grain per hectare. Bean farmers harvested, on average, 2 000 kg of bean grain per hectare.
7. Increased participation in policy dialogue and decision-making processes: The process of revising the legal framework and elaborating the proposal from the seed policy in Guatemala was a highly participatory and inclusive process for small-scale farmers who have a representative in the official commission.
8. Increased leadership empowerment: The experience of produced seeds showed business profitability, which increased smallholder earnings and allowed them to feel productive and able to develop business. In turn, this increased the empowerment of the leaders and gave them confidence.
9. Increased access to markets: The 11 PO and cooperatives comply with rules, regulations and legislation on seed production in Guatemala and the applicable standards related to certified seeds. They have learned how to market and sell the seeds in different market segments. The clients mostly are small-scale farmers, NGOs, local authorities, international cooperation, agricultural service centres, etc. They also have sold seeds under legal contracts (amounts over US\$75 000).

Regarding lessons learned, it is noted that the involvement of the governmental authorities in the process of strengthening cooperatives and POs contributes to the institutionalization of results. Moreover, tours and exchanges with producers in the public and private sectors can expand the vision of the leaders and complement the training process.

The following recommendations have been pointed out:

- i) The period of project implementation must be related to expected results: it takes at least five years to establish and consolidate enterprises.
- ii) Policies should be inclusive for small-scale producers and should consider culture and ancestral knowledge.
- iii) A good joint state-private sector allows better programmes focused on development.
- iv) Policy dialogue should be created and led by government authorities.

Activities for 2014

Although the project ended in December 2013, Ministries of Agriculture and research institutions of targeted countries will continue working with POs and small enterprises to develop the seed sector.

40 Creation of a pilot demonstration plant and training to improve olive oil quality in Latin America

Symbol: MTF /RLA/186/CFC
 Country: Regional Latin America
 LTU: EST
 Activities: Capacity development
 Budget: US\$80 000

Description

The main objective of this project is to support small-scale producers in improving olive oil processing and accessing more remunerative markets to increase their income. POs are primarily involved with olive supply, processing and marketing.

Outcomes and lessons learned

Regarding outcomes, the project mainly provided POs and cooperatives with capacity development and organizational strengthening, improving producer technical and managerial skills.

For scaling up the project, it is recommended to attract local investors who understand the potential of value chain development and could leverage national resources. Indeed, developing collaboration with credit institutions and policy-makers are identified as important factors for project sustainability.

Activities for 2014

The project closed in July 2013; no activities are planned for 2014.

41 Improving the competitiveness of small-scale oil palm farmers and production in Latin America and the Caribbean: Bridging the yield gap

Symbol: MTF /RLA/185/CFC
 Country: Regional Latin America
 LTU: EST
 Activities: Capacity development
 Budget: US\$80 000

Description

The main objectives of the project are: i) to bridge yield gaps in small-scale farms; and ii) to improve the competitiveness and sustainability of small-scale growers in oil palm production. The project involves transferring production technology. Leaders are provided with participatory training and are in charge of transferring knowledge at the community level.

Outcomes and lessons learned

The main observed outcomes are in terms of increased income and productivity. The main recommendation is to convince the national extension agency to adopt the participatory technology and not to abandon it. This requires a substantial change in methods and communication skills from national extension agencies.

Activities for 2014

The project will be closed in March 2014. Activities will be focused on capacity development.

42 Actitaion of services and consolidation of Aquaculture Networkfor the Americas (Activación de los servicios y consolidación de la Red de Acuicultura de las Américas – RAA)

Symbol: GCP /RLA/190/BRA

Country: Antigua and Barbuda – Bolivia – Colombia – Costa Rica – Paraguay

LTU: SLSMD

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation

Budget: US\$2 000 000

Web Site: www.racua.org

Description

Under the International Cooperation Programme Brazil-FAO, this project aims to contribute to sustainable and inclusive aquaculture in America by stimulating intergovernmental cooperation on food security and the fight against poverty.

The project focuses on capacity development for POs with the aim to improve product quality and access to more remunerative markets. Aquaculture projects have been implemented in Antigua and Barbuda, Colombia and Costa Rica. Other initiatives have been supported in Bolivia and Paraguay. Support on fishery processing was provided in Colombia. Here POs have been provided with processing machineries and equipment for water quality measurement.

The project promoted exchanges between POs from targeted countries. It also fostered the development of pilot projects involving POs in every country. Dialogue and collaboration between governments and POs were particularly developed. The majority of governments also adopted the FAO Voluntary Guidelines in fisheries and aquacultures. Several publications from the project are available on the Web site.

Outcomes and lessons learned

The main outcomes achieved by the project are as follows:

1. Increased member access to productive resources: Farmers have been provided with startup inputs to complement their inputs, as well as with technical support. They are now able to start production cycles with their own capital but with technical assistance.

2. Increased member human capital: Farmers have improved technical knowledge and managerial skills through FAO's assistance.
3. Increased bonding social capital: Organization within farmer associations and division of production tasks are central to these projects.
4. Increased food security of members and their families: In all cases, there is increased production of food (e.g. fish protein and vegetables) and improved food access in the communities where the projects are located, and this fosters food security for the families directly involved.
5. Increased access to markets: In several instances, one of the objectives is to improve the quality of products in order to improve access to markets, through processing, economies of scale and trade negotiation training.

Integrated agriculture-aquaculture through a self-aid approach intervention is identified as a model that is beneficial for POs and that could be replicated / adapted in other contexts. As for lessons learned, it is noted that the active participation of local partners (e.g. aquaculture authorities and local NGOs) is essential. Indeed, support should complement local efforts and not substitute for them. Finally, it is recommended that integrated agriculture-aquaculture is promoted and adapted to local realities. Resource-limited aquaculture should be seen as a transition stage, and efforts should be made to provide technical and financial resources to make them self-sustainable.

Activities for 2014

In 2014, the project will include new countries for strengthening limited aquaculture resources (Acuicultura de Recursos Limitados – AREL). Furthermore, in addition to meetings of the technical committee and of the Council of Ministers, a meeting with POs will take place.

4.3 Strengthening civil society on family farming and on natural renewable resources access issues; and Strengthening spaces for dialogue between FAO, governments and civil Society: new mechanisms to build public policies, support to family farming and to food and nutrition security (Fortalecimiento de la Sociedad Civil en Temas de Agricultura Familiar y Acceso a los Recursos Naturales Renovables Fortalecimiento de espacios de diálogo entre FAO, Gobiernos y Sociedad Civil: nuevos mecanismos de construcción de políticas públicas, apoyo a la agricultura familiar y a la seguridad alimentaria y nutricional)

Symbol: GCP /RLA/173/BRA

Country: Argentina – Bolivia – Chile – Colombia – Cuba – Dominican Republic – Ecuador – Paraguay – Peru – Uruguay

LTU: RLCTD

Activities: Capacity development; Knowledge generation and sharing; Voice and participation

Budget: US\$1 351 038

Web Site: <http://www.rlc.fao.org/es/programabrasilfao/proyectos/gcprlc173bra/>

Description

The overall objective of the project is to support policy dialogue processes and leadership training. It aims at promoting the involvement of CSOs in policy design and implementation

related to rural development in the region. In such a way, the project aims at contributing to sustainable rural development in Latin America and the Caribbean by strengthening the capacities of CSOs and governments to develop participatory policies in support of family farming.

Voice and participation: The project participated in several events, for example: i) An event organized for analysing the founding document of the Latin American Alliance for Food Sovereignty. The issues discussed included: land reform, the use of agro-ecological practices, biodiversity and traditional seed conservation, rural youth, etc.; ii) the International Workshop on Public Policies for Rural Women in Latin America and the Caribbean, held in Brasilia, Brazil. It contributed to building dialogue for the 12th Regional Conference subsequently held in the Dominican Republic; iii) The XIX Specialized Meeting of Family Farming in MERCOSUR that took place between 27 and 30 May 2013. Over 100 governmental officers, representatives of POs and family farming producers met to develop policy recommendations on family farming for the GMC (Common Market Group); iv) The Second Social Dialogue "Indigenous Peoples and FAO, Building a Common Agenda" aimed at enhancing the dialogue between FAO-RLC (Regional Office of Latin America) staff, participants in the Diploma on Indigenous People Rights at the Intercultural Indigenous University (Diplomado en Derechos Indígenas de la Universidad Indígena Intercultural- UII) and other representatives of indigenous populations in the region, as a follow up to the First Social Dialogue. Moreover, the project supported the dialogue process on the implementation of the Voluntary Guidelines.

Capacity development: National committees have been established as a space for dialogue, exchange and sharing. They have identified the main guidelines for the Permanent Training Programme of Rural Leaders in targeted countries. The programme has been implemented in the following countries: Argentina; Bolivia; Chile; Colombia; Cuba; Dominican Republic; Ecuador; Peru, Paraguay and Uruguay.

Knowledge generation and sharing: Several publications have been produced related to the Permanent Training Programme of Rural Leaders and to studies on Costa Rica, Ecuador and Paraguay which have informed policy dialogue.

Outcomes and lessons learned

The main outcomes achieved by the project are in terms of increased member human capital; increased participation in policy dialogue and decision-making processes; and increased leadership empowerment.

The establishment of National Committees has been identified as a beneficial element for POs and cooperatives that can be replicated / adapted in other contexts. As noted, they supported project implementation and enabled participant empowerment. Regarding lessons learned, coordinating activities with other actors strengthen and enhance the achievement of targeted goals. Monitoring activities are recommended. The evaluation of indicators helped in making timely decisions, solving problems and sharing experiences between different countries, projects and actors.

Activities for 2014

Voice and participation

44 Increased production of root and tuber crops in the Caribbean through the introduction of improved marketing and production technologies

Symbol: MTF/RLA/188/CFC

Country: Barbados – Dominica – Haiti – Jamaica – St Vincent & Grenadines –
Trinidad and Tobago

LTU: EST

Activities: Capacity development

Budget: US\$60 000

Description

The objective of the project is to contribute to the improvement of livelihoods along the root and tuber crop commodity chain in the Caribbean through appropriate marketing and production technologies.

Outcomes and lessons learned

The project objective has been achieved through an integrated approach for the production and marketing of selected tuber crops, thereby enhancing the incomes across the supply chain. Stakeholder-identified constraints have been alleviated through the use of appropriate technologies, proven training techniques, strengthened farmer organizations and support for the maintenance of quality standards.

Activities for 2014

The project ended in 2013. No activities are planned for 2014.

45 Improving agrifood chain efficiency and food quality and safety standards in Central America:

Symbol: GTFS/RLA/176/ITA

Country: El Salvador, Guatemala, Honduras and Nicaragua

LTU: AGS

Activities: Capacity development; Voice and participation

Budget: US\$5 908 420

Description

The overall aim of the project is to contribute to improved food security in four countries in Central America – El Salvador, Guatemala, Honduras and Nicaragua – through capacity building for cooperatives and POs on enterprise development, market linkages and added-value technologies targeted to boost inclusive and efficient agricultural value chains. The project also entails a regional component aimed at contributing to programme and policy regional integration.

The project comprises seven results. The first four relate to promotion of value chain development at the national level in particular through improved commercialization and added-value activities in four countries: El Salvador, Guatemala, Honduras and Nicaragua. The last three results aim at contributing to better regional integration through the promotion of policy dialogue, knowledge sharing and strategic alliances with other institutions in the region.

Outcomes and lessons learned

The overall anticipated outcome is the enhanced competitiveness of the agricultural sector leading to agricultural transformation and commercialization that results in increased production and productivity; enhanced market-oriented production; improved marketing efficiency; and enhanced value addition of agricultural commodities. It will contribute overall to rural incomes and employment.

The project in figures: 10 000 beneficiary families, 43 farmer organizations, 12 products, 25 consultants, eight counterpart national institutions, 14 SMEs and commercial enterprises and seven international partners namely: Inter-American Institute for Agriculture Cooperation (Instituto Interamericano de Cooperación para la Agricultura – IICA), United Regional Technical Assistance (Unidad Regional de Asistencia Técnica – RUTA), World Food Programme (WFP), Zamorano University, Central-American Agricultural Council Secretariat (Secretaría del Consejo Agropecuario Centroamericano SECAC), United States Agency for International Development (USAID), and Tropical Agricultural Research and Higher Education Center (Centro Agronomico Tropical de Investigación y Enseñanza CATIE). (One relevant outcome from the mid-term evaluation is the slow but secure institutionalization of the project approach in the region. On one side, the project has fostered further dialogue between private and public actors to revive national public-private dialogue platforms such as those in the beans (Honduras) and potato (Guatemala) value chains. In addition, commercial alliances established in one country trigger deals in another one (e.g. the case of Walmart alliances in Honduras being expanded in Guatemala and El Salvador). Furthermore, strategic alliances initiated in one country generate conditions for replication in the others (e.g. the case of USAID and WFP support in Honduras to the rest of the countries). Finally, the ability of the project to strengthen the regional integration around the agribusiness and competitiveness component inside the Executive Secretary of the Central American Agriculture Council (SECAC) is well recognized. A great challenge at this stage is the systematization of the good practices –in field activities and project management – and packaging them in a way that serves to inform policy-makers at national and regional levels.

Activities for 2014

1) Consolidation of capacity building for cooperatives/POs; 2) continued enhancement of public-private dialogue on specific value chains and on agrifood chain national programmes and policies (in three out of four countries); and 3) support for the consolidation of the agribusiness and competitiveness component of the SECAC.



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Latin America/National

46 Capacity strengthening to address territorial management in rural areas under participative and iterative governance (Fortalecimiento de las capacidades que permitan abordar los procesos de Ordenamiento Territorial Rural de forma participativa y iterativa)

Symbol: TCP/ARG/3302

Country: Argentina

LTU: NRL RLC

Activities: Capacity development; Voice and participation

Budget: US\$260 000

Description

The overall objective of the project is to enhance the process of iterative and participatory in territorial management in rural areas (Ordenamiento Territorial Rural).

Outcomes and lessons learned

The project's goals have been achieved by systematizing available information and by developing capacities in the public and private sectors. The main reported outcomes are in terms of increased member human capital; increased participation in policy dialogue and decision-making processes; and increased leadership empowerment.

The active participation of producers and dialogue-building in the process of developing the territorial management in rural areas (ordenamiento territorial) plan have been identified as key success factors and main recommendations for scaling up the project.

Activities for 2014

The project ended in December 2013. No activities are planned for 2014.

47 Assistance to manage Huanglongbing in Belize

Symbol: TCP/BZE/3402

Country: Belize

LTU: AGP

Activities: Capacity development

Budget: US\$410 000

Web Site: <http://www.belizecitrus.org/>

Description

The citrus industry is a key sector of the Belize economy, earning some US\$60 million per annum and employing 10 000 people. Since May 2009, the industry has been under threat from the Citrus Greening Disease or Huanglongbing (HLB). Assistance was sought from FAO and other agencies to provide support to enhance the country's capacity to reduce HLB impact on the livelihood of citrus farmers and to ensure the future sustainability of the citrus industry in the country.

The overall objective of the project is to provide support in the planning and implementation of appropriate disease management strategies and to increase public awareness of HLB. The project, which complements activities being undertaken by other projects/programmes, focuses on the control and management of HLB and has an element on how sustainable financing of the HLB programme may be introduced. Another component was to look into diversification options and market opportunities for fruits other than citrus which could enhance the current (under-used) capacity of the juice factory and at the same time protect the livelihoods of citrus farmers, especially the smaller ones who might leave citrus production or who would need income opportunities when replanting citrus. The majority of the industry players in Belize are organized into the Citrus Growers Association (CGA). The activities described above have been implemented directly with CGA counterparts with the aim to enable and empower member farmers to develop diversification programmes based on sound market analysis and to strengthen partnerships with private-sector buyers and government decision-makers.

Outcomes and lessons learned

Since the HLB threatens the entire citrus industry, the main outcomes of the project were:

a) to enable CGA and its members to manage the disease; b) to identify market opportunities for other crops which could be profitably grown and marketed in addition to citrus; and c) to adjust structures to support this process. A key area was the linkage to the main buyers of the citrus and other fruits, the two processing factories.

The main reported lesson learned is that for supporting and protecting an industry in which a national producer organization is the driver, the government needs to enforce rules and regulations to protect the industry against threats. A PO alone does not have the power to do this and to deal with the differing interests of strong private-sector buyers.

Activities for 2014

The project ends in June 2014. Activities in 2014 include a training course in citrus shoot-tip grafting techniques and procurement of the necessary equipment, prior to closure of the project.

48 Technical cooperation for the strengthening of agrifood systems of the Peasant Reserve Zone

Symbol: UTF/COL/042/COL

Country: Colombia

LTU: RLC

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment

Budget: US\$492 611

Description

The main objective of the project is to provide capacity development, technology transfer and institutional strengthening to smallholder farmers. A model was developed for building the capacity of farmers in the reserve areas. This model – the Community Demonstration Centre – consisted of a participatory extension methodology and technical assistance. Furthermore, a national workshop on agro-ecology targeted leaders of the Peasant Reserve Zone who were trained, and their technical and management skills were strengthened. An output of the workshop was a publication on agro-ecology practices to produce food.

The project worked with the National Association of Peasant Reserve Zones (ANZORC) that holds strong organizational capacity. This factor facilitated the achievement of the intended outcomes.

Outcomes and lessons learned

The main outcomes achieved by the project are:

1. Increased member human capital: Two hundred families of the Peasant Reserve Zone were trained in agro-ecological production of their crops, through eight demonstration training centres.
2. Increased food security of members and their families: This was increased from 48 percent to 60.8 percent (according to the application of the Caribbean and Latin-American Food Security Scale (ELCSA)) through the production and consumption of their own food and the development of a module of the demonstration training centres

- which focused on nutrition education. In addition, the beneficiary families were able to produce some of the food they consume daily.
3. Increased leadership empowerment: Sixty-one leaders of the Peasant Reserve Zone were empowered in agro-ecological food production, through the five-day National Agro-ecology Workshop. In addition, the National Agro-ecological Net was created.
 4. Increased access to markets: Two peasant agricultural fairs were held, where the surplus products of the beneficiary families were sold.

Government support was an important factor for the implementation of the initiative. In fact, through the Law n.160/1994, the Peasant Reserve Zone was legalized, complying with the constitutional mandate of enabling access to land for small-scale farmers as well as guaranteeing them the right to work and protect natural resources. This project was funded by the Colombian Institute of Rural Development (INCODER), which is an institution attached to the Ministry of Agriculture and Rural Development.

The main lesson learned is that the inclusion in the project of a CSO, such as the National Association of Peasant Reserve Zones, played a pivotal role for the success of this type of initiative. Also, the presence of people who belong to the Peasant Reserve Zones, as part of the implementation team, was fundamental to build trust for each community.

Since the project was implemented only with orchards producing vegetables, it is recommended to include animals and fruits in the production system in order to have a stronger impact on food and nutrition security for beneficiary families. In order to provide the sustainability of the achieved results, it is also important to build partnerships with public entities present in the area that promote capacity building and employment generation.

Activities for 2014

In 2014, a second phase of the project will be implemented. New demonstration centres for training will be established which will include the production of laying hens and the validation and implementation of six productive projects prioritized on the Sustainable Development Plans of these zones. This model will be consolidated as a tool for improving the productivity of the Peasant Reserve Zones and their replication in other zones. An agreement with the National Learning Service (SENA) will be made to certify the labour skills of the participants in the Demonstration Centres for Training, and to support the development of business plans to apply to the 'Emprender' funds. In addition, five local workshops on agro-ecology will be held as a continuation of the National Agro-ecology Workshop.

49 Reduce vulnerability to contribute to rural development in five cities from Coatán and Alto Suchiate river basins, in the department of San Marcos (Reducción de Vulnerabilidades para Contribuir al Desarrollo Rural en cinco Municipios de las Cuencas de los Ríos Coatán y Alto Suchiate en el Departamento de San Marcos)

Symbol: UNJP/GUA/022/UNJ
 Country: Guatemala
 LTU: FOMC
 Activities: Capacity development
 Budget: US\$ 2 337 497

Description

The project aims at fostering rural development in Guatemala by reducing people's vulnerability. FAO's intervention strategy focuses on three main pillars: i) Develop a process aimed at reducing the vulnerability of selected territories and populations promoting the production and consumption of local food; ii) Strengthen CSOs, focusing on management and negotiation skills of agricultural and non-agricultural POs and aiming at improving production and commercialization; iii) Strengthen local institutions involved in rural development planning. Specific focus is on supporting rural extension agencies.

Innovative elements in supporting POs are: i) capacity development aimed at improving commercialization of agricultural products (i.e. increased quality, quantity and productivity); ii) capacity development aimed at strengthening non-agricultural entrepreneurs through technical assistance on business planning and organizational strengthening; iii) risk management on agricultural production, improving POs' adaptive capacity; iv) specialized technical assistance, aimed at strengthening PO sustainability; v) technology transfer, aimed at strengthening production through innovation and technology development; vi) capitalization of incentives, based on initial input funds provided by the project; and vii) actions aimed at strengthening PO participation in policy dialogue at the municipal level.

Outcomes and lessons learned

Regarding outcomes, the project reported an increase in: member access to productive resources; member access to financial capital; member human capital; bonding and bridging social capital; food security of members and their families; participation in policy dialogue and decision-making processes; leadership empowerment; and access to market. Three agricultural POs involved in the project (i.e. Cooperative Union and Progress L.R. (Cooperativa Unión y Progreso R.L), Integral Communities Development Association (Asociación de Desarrollo Integral de Comunidades – ADICO); and Western Guatemala Development Association (Asociación de Desarrollo del Occidente de Guatemala – ASDOGUA) increased their production and access to local, domestic and international markets. They also got access to agricultural insurance for members that are pea producers. POs established a partnership with the 'Grupo CEIS' company for pea production and marketing as well as for accessing agricultural insurance. Members are also managing a seed capital fund, made up of incentives provided by the project to support POs in their production processes.

Capacity building and technical assistance were provided to 21 directors; two managers; 21 local extension workers on production and marketing; 111 pea producers; and 42 tomato and potato producers. As part of the training process, the project supported the participation of members in international events to exchange experiences related to agricultural production. Managers have strengthened their capacities on organizational strengthening and on policy dialogue. As a result, POs drew up and submitted development project proposals to local authorities.

For organizations involved in non-agricultural activities (i.e. La Primavera and Grupo Superación Femenina), the project supported them to generate income. Partnerships with different economic actors have been established. These associations are also managing a seed capital fund, made up of incentives provided by the project. Capacity building and ad hoc technical assistance has been provided to 20 directors; 10 local extension workers; and 111 producers of honey, organic fertilizer, trout, soap and shampoo. Leaders have improved their capacities on organizational strengthening and on policy dialogue. As a result, these associations wrote and submitted development project proposals to local authorities.

A beneficial element for POs and cooperatives that could be replicated and adapted in other contexts is network capacity development to establish relations with the private sector for production and commercialization as well as for accessing agricultural insurance. The main lesson learned is that POs need specific technical assistance for institutional strengthening of organizations and for fostering their sustainability.

Activities for 2014

In 2014, the project will focus on consolidating actions on capacity development to: improve POs' capacities in producing and marketing; to strengthen POs' risk management; and to strengthen POs' participation in policy dialogue.

50 Access to Land Project/ Rural Competitiveness Project (PACTA)

Symbol: UTF/HON/034/HON

Country: Honduras

LTU: NRCDD

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment

Budget: US\$10 305 613

Web Site: www.pacta.hn www.comrural.hn

Description

The project aims at fostering the establishment and development of sustainable and productive family farming POs by facilitating farmers' access to land and other inputs. The project also aims at producing good practices in support of sustainable rural development policies.

The capacity-development initiatives focused on strengthening the overall capacity of POs and cooperatives, by developing their technical and managerial skills as well as strategic partnerships in the food value chain. The main focus was to insert rural cooperatives in markets. Specific knowledge on how to facilitate formulation and implementation of business plans in rural areas was provided. Business plans were financed by a combination of public and private funds. Since the business climate is adverse, the project also provided legal assistance so POs could gradually move to higher levels of competitiveness. This involves legal permits, access to finance, environmental licenses, etc. POs were also supported in organizing themselves in secondary-level institutions to better compete in markets (e.g. specialty coffee markets) and to access domestic markets more easily (e.g. by providing vegetables and fruits to local supermarkets).

Outcomes and lessons learned

The main reported outcomes are as follows:

1) increase in income by participating in the cooperatives, from US\$1 200 (baseline) to US\$3 000; 2) access to land (1.5 ha per family); 3) access to financial services (US\$1 000 per producer per year); and 4) access to market (i.e. contracts have been stipulated with commercial partners).

Regarding lessons learned, it is reported that the implemented methodology has enabled: risk sharing; leveraging private funds for rural development; poverty reduction by economic growth; and the development of social partnerships for productive alliances. Moreover, the incentive scheme of the programme has allowed farmers to participate

in the market, thereby meeting their goals and expectations. Separating programme operations from the regulatory role of the government allowed all stakeholders to act in a transparent and balanced environment.

Remarkably, the pilot project PACTA began with funding from the World Bank in 2001, and to date it has become a government-funded programme. The government has the vision to make it an integrated public policy to help farmers out of poverty. Based on project lessons learned, PACTA has provided the basis for the formulation and replication of other projects, including the Competitiveness Rural Project.

Activities for 2014

The activities planned for 2014 are mainly focused on capacity development for POs and cooperatives aiming at: i) improving members' technical skills; ii) value chain development; iii) networking with private funding and markets actors; and iv) business plan development and implementation.

51 Support to identify possible investments in small irrigation systems, to improve efficiency of existing investments in irrigation and to strengthen capacities in related issues (Apoyo a la identificación de posibilidades de inversión en pequeños sistemas de riego, al mejoramiento de la eficiencia de inversiones en riego ya realizadas, y al fortalecimiento de capacidades en temas afines)

Symbol: TCP/PAN/3303

Country: Panama

LTU: TCI

Activities: Capacity development

Budget: US\$386 000

Description

The overall aim of the project is to contribute to increasing efficiency of existing irrigation systems. Direct beneficiaries of the project are smallholder producers, users of the irrigation systems in the areas of El Caño, La Herradura and El Faldar, as well as officers of national institutions. Part of the project's activity focused on providing capacity development to the associations of irrigation system users in order to strengthen their capacities in managing the irrigation systems. Following the results of a preliminary study and participatory planning, the priority areas of capacity development were identified as: agronomic crop management; efficient use of irrigation systems; integrated pest management; and integrated management of value chains to promote sustainable intensification of production.

Outcomes and lessons learned

Capacity was developed through actions implemented in demonstration plots. The users in the Association of Irrigation Systems strengthened their role in making producers' voices heard on issues such as integrated management of water resources; access to quality seeds; the adoption of innovation technologies for managing irrigated crops; and access to credit. Knowledge and experience exchanges between associations were promoted. Capacity-development activities also included the participatory elaboration of proposals for improving smallholder producers' access to fair and equitable markets.

The main lesson learned is that consolidated strategic alliances can be achieved as long as participatory and inclusive processes are implemented. Main recommendations are as follows: i) Strengthen and coordinate actors that implement the strategy for sustainable intensification of production; ii) Integrate and coordinate a technology proposal based on the sustainable intensification of agriculture production (Intensificación sostenible de la producción agrícola – ISPA) model developed by FAO and others at the country level; iii) Promote a process of validation, training and extension, involving actors from institutions and the private sector; iv) Promote investment to improve farming systems served by collective irrigation systems, by accessing government incentives and private-sector opportunities; v) Support establishing and managing partnerships at local and national levels in order to strengthen smallholder producers' access to fair and equitable markets; and vi) Implement inclusive and participatory processes.

Activities for 2014

The project ended in November 2013. No activity is planned for 2014.

52 Strengthening institutional capacity of the Panamanian Institute for Dairy Farming to increase productivity and access to market for dairy family producers (Fortalecimiento de la capacidad institucional del Instituto Panameño de Ganadería de Leche (IPAGAL) para incrementar el nivel de productividad y acceso a mercados de los sistemas lecheros familiares)

Symbol: TCP/PAN/3402

Country: Panama

LTU: AGA

Activities: Capacity development; Support to enabling environment

Budget: US\$375 000

Description

The project has just started. Its overall objective is to strengthen technical capacities of small and medium dairy producers in order to increase productivity, improve quality and develop access to markets of the family dairy system. The project also aims at developing IPAGAL capacities to provide policy recommendations and to create synergies among value-chain actors. The project will also provide technical capacity development to IPAGAL officers to enable them to more effectively contribute to increasing the productivity of the family dairy system.

Outcomes and lessons learned

Not applicable yet.

Activities for 2014

FAO and IPAGAL will jointly coordinate the project. Both technical and directive committees will be established. Specifically, the Minister of Agriculture and Livestock Development, The President of the National Bank, IPAGAL's CEO and FAO's representative in Panama will comprise the Directive Committee. The Committee will be also in charge of developing an inter-institutional project proposal for scaling up this initiative at the national level.

53 Support to the implementation of “Family, School and Community Gardens” programme (Apoyo a la implementación del Programa “Huertos Familiares, Escolares y Comunitarios”)

Symbol: TCP/PAN/3302

Country: Panama

LTU: NRL

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$334 000

Description

The overall objective of the project is to support the implementation at the national level of 20 000 gardens and 500 farms in the next five years. The project complements other activities focused on productive gardens and is supported by the Ministry of Education (MEDUCA), The Ministry of Agriculture (MIDA), the Ministry of Social Development (MIDES), the Ministry of Health (MINSA) and The Programme of National Support (Programa de Ayuda Nacional – PAN), as well as other NGOs and foundations. Direct beneficiaries are local technicians and family farmers who are trained through the Community Demonstration Centres (CDCs). Special focus is on the inclusion of women and youth. Other direct beneficiaries are the governmental and non-governmental institutions that have been implementing gardens at community, family and school levels.

Outcomes and lessons learned

The main reported outcomes are in terms of increased member access to productive resources; increased food security of members and their families; and increased leadership empowerment.

The main beneficial element for POs was identified in the methodology adopted for leadership training, i.e. Community Demonstration Centres that have enabled capacity building in all communities of intervention. The main lesson learned relates to the project's effort to target and include women. It is noted that women are the most motivated and their participation holds the highest impact on household food security and on the sustainability of the productive process.

Activities for 2014

The project ended in 2013. No activities are planned for 2014.

54 Telefood programme projects

Symbol:

Country: Peru

LTU: RLC, AGPM

Activities: Capacity development

Budget: US\$75 000 (for 2013)

Description

In 2013, Telefood projects were implemented in remote poor regions of the country, characterized by low crop productivity, limited producer capacity of organization and lack of agricultural supplies and infrastructure. In order to support small-scale producers, improve their livelihoods and ensure household food security, the following priorities have

been identified: 1) production improvement through more efficient and sustainable farm practices; and 2) installment and strengthening of production and transformation of food product chains, adding value to products and allowing more profitable market access. All Telefood projects contribute to Result 2 of the Country Programme Framework: Family Farming Support.

PO organizational structure has been strengthened through joint work of the project counterparts. Leadership capacity building has been provided. Relations have been promoted between POs and other relevant stakeholders in the private (i.e. exporter) and public (i.e. local and regional government, commerce chambers) sectors. Women's presence in representative positions in POs has also been strengthened. The Farmer Field School methodology has been implemented to provide capacity development on different subjects.

The project also supported the installment of efficient and low-cost local product processing plants; the presentation of products to local and international markets using adequate business plans; and the increase of producers' access to productive resources and farming supplies.

Outcomes and lessons learned

The main reported outcomes are as follows:

1. Increased member access to productive resources: Improvement of producer access to farming supplies; Installation of efficient and low-cost irrigation microsystem; Installation of farm product processing plants;
2. Increased member human capital: Capacity building on different subjects through farmer field school methodology;
3. Increased food security of members and their families: Increase in family income through farm productivity improvements and diversification of income sources;
4. Increased leadership empowerment: Improvement of organizational structure through leadership capacity building;
5. Increased access to markets: Creation and strengthening of stakeholder relationships in both private and public sectors, improving market access of the products.

The elements of the project that were beneficial for POs and cooperatives are identified as follows: i) access to remote communities not reached by other entities; ii) replication of successful experiences developed in other projects (Farmer Field Schools); iii) creation of strategic alliances involving public (e.g. AGRORURAL – Ministry of Agriculture, Agency on Rural Development; local and regional governments) and private stakeholders.

The main lessons learned are the: i) importance of quality selection of counterparts, guaranteeing correct execution of the project; ii) need for a dynamic FAO acquisition process; iii) need to budget periodical project monitoring missions; and iv) improvement of synergies with other FAO projects.

Activities for 2014

Activities planned for 2014 include: i) provision of agricultural supplies to improve farm productivity; and ii) capacity-building activities on efficient farm practices and zootecnics implemented by the project counterpart.



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Asia and Pacific/Regional

55 Collaborative, subregional, environmental animal health management initiative for enhanced smallholder production in Southeast Asia

Symbol: GCP /RAS/244/ITA

Country: Cambodia – Laos – Myanmar – Philippines – Viet Nam

LTU: AGAH

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$2 700 000

Web Site: <http://www.eahmi.org>

Description

The project “Environmental Animal Health Management Initiative (EAHMI) for Enhanced Smallholder Production in Southeast Asia” is an institutional strengthening and capacity building project that promotes a regional, interdisciplinary holistic approach to animal health management for enhanced, environmentally friendly forms of livestock production. EAHMI is a tool used for veterinary services planning and implementation. Hence, clients serviced by the central veterinary services are assured that decisions and actions are evidence-based due to well managed and analysed data.

The project objectives were achieved through the following expected outputs: 1) Capacity to analyse animal disease risk and develop environmental animal health management strategies are fully integrated as core elements in animal production and health services in the Philippines; 2) Capacity to analyse animal disease risk and develop and apply strategies on environmental animal health management are further strengthened and applied in selected priority areas in Cambodia and Lao People's Democratic Republic; 3) Capacity for database management, analysis and application of geographical information systems to implement environmental animal health management strategies in Myanmar and Viet Nam are developed and strengthened; 4) Technical/scientific and policy dialogue and network for information exchange and dissemination with the participating countries are established with the Philippines having a coordinating role; the further use of environmental animal health management strategies in animal production and health are thereby promoted; 5) National institutions and stakeholders are networked and poor livestock-keepers are empowered and enabled to participate in the policy decision-making process of the respective countries.

Project activities include: i) assessment of equipment requirements and training needs; ii) procurement of equipment; iii) provision of training; iv) review of information sources and availability; v) identification of gaps; vi) acquisition of data; vii) commissioning of studies; viii) compilation of databases; ix) development of animal disease-oriented national geographical information systems; x) identification of disease risk and environmental hot spots; xi) formulation and advocacy of disease management strategies; and xii) regular monitoring and reporting.

Outcomes and lessons learned

Key outcomes of the project are in terms of increased participation in policy dialogue and decision-making processes and increased leadership empowerment. As reported, countries are more confident to use geographical information systems technology on animal health issues as it provides them with sound evidence to support their decisions.

Moreover, the veterinary services of the countries allowed for different stakeholders to participate, which strengthened the network within the country and across the region.

The main lesson learned regards the importance of sharing information with identified stakeholders after every study has been done. It is recommended to support the EAHMI even after the project is finished.

Activities for 2014

During 2014, the project will consult with the countries on specific areas.

56 Production of certified fruit and vegetables for export from Lao PDR and Myanmar through integrated supply chain management

Symbol: MTF/RAS/242/CFC

Country: Laos – Myanmar

LTU: RAPG

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$1 664 866

Web Site: http://www.vegetableipmasia.org/docs/Index/revised-CFC_project_for_Website.pdf

Description

The objective of the project is to improve livelihoods, income and agricultural competitiveness of rural households in the context of a regionally integrated Greater Mekong Subregion by linking farmers to export markets through the production of certified produce. Within the context of the FAO Trust Fund project, the FAO Integrated Pest Management (IPM)/Pesticide Risk Reduction (PRR) Programme for Asia provides technical backstopping to curriculum design and training of farmer groups on IPM and good agricultural practices. The regional IPM/PRR programme also links the CFC project with private-sector partners for access to biological control agents. The project addresses the entire value chain, from seed to table.

Outcomes and lessons learned

The main outcomes are as follows:

1. Increased access to productive resources for the members of farmers groups formed under the project: achieved by developing access to biological control products as alternatives to chemical pesticides;
2. Increased member human capital: through technical backstopping to curriculum design and training of farmer groups on IPM and good agricultural practices;
3. Increased bridging social capital: by linking farmers with private-sector partners who export the produce, mainly to neighbouring countries and with the certification bodies to certify the produced;
4. Increased leadership empowerment: through training of trainers who then work with farmers.

The main reported lesson learned regards the important role of the private sector in making available biological control products to address product quality concerns, specifically regarding pesticide residue in fruits and vegetables which could affect marketability and export potential. It is recommended to facilitate access to biological control products and support farmer training on IPM and to continue emphasizing the need for farmers to meet market requirements in terms of quality.

Activities for 2014

The project will train farmer groups in Myanmar on producing quality fruits for export and in Laos on producing quality vegetables for export. The project tries to address all constraints in the value chain, and for 2014 that will include the construction of a packing house in Pakxong, Laos for vegetables intended for export.

57 Capacity building and rejuvenation of tea smallholdings by adopting eco-friendly management practices and strengthening marketing links for enhanced income generation of poor farming communities in Indonesia and Bangladesh

Symbol: MTF/RAS/264/CFC

Country: Indonesia – Bangladesh

LTU: EST

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment

Budget: US\$1 994 630

Description

The objective of the project is to increase productivity, reduce production costs and achieve consistent quality of green tea leaves produced by smallholders. In this way, the project aims to increase smallholder farmer competitiveness by increasing their supply capacity and improving their bargaining position. The overall aim is to sustain higher remuneration for smallholder tea producers and consequently to alleviate poverty in this sector in these two countries.

Capacity development will be provided in order to enhance smallholding productivity. Existing degraded smallholdings in the selected project areas of West Java, Indonesia will be rejuvenated, and the newly emerging tea smallholdings in the selected project areas of Bangladesh will be supported to supply enhanced quantity of quality tea leaves that meet health standards and that can be remunerated with higher prices. Self-help groups for credit and technological advancement will be promoted. Specific training on technical aspects and organizational building and leadership skills will be provided to promote sustainable tea growing in an environmentally friendly manner. Selected farmers will also be exposed to smallholder development activities of neighbouring countries, including South India and Sri Lanka, that have successfully developed their smallholder sectors. The gained information and experience will then be shared with farmers within and outside project areas. Eventually the project will contribute to strengthening the bargaining position of tea smallholders by enhancing income generation through partnership linkages with established quality tea processing factories and marketing channels in Indonesia and Bangladesh.

Outcomes and lessons learned

The outcomes will be evaluated once the project implementation in both countries has been finalized. Regarding expected outcomes, the economic return from tea will be much higher than any other agricultural land use in the respective countries. Once tea is planted, income generation becomes possible; harvesting can begin in the third year, and it culminates in economic return starting in the tenth through twelfth years and onward. If the smallholders continue to implement the recommended good agricultural practices,

it will be possible to sustain the economic return over the next 30 to 40 years. The direct beneficiaries are the low income-earning tea smallholders and unemployed persons in the tea-growing areas. Establishment of better income for smallholders would have a multiplier effect to open up new tea holdings, thereby generating self-employment opportunities to many unemployed youth with a consequent reduction and alleviation of poverty. By training these farmers to grow tea in a cost-effective way and in an environmentally acceptable manner, there is every possibility of ensuring productivity enhancements to well over 2 500 kg/ha over 12 to 15 years. In addition, the enhancement of income beyond the prevailing poverty line could be maintained in a sustainable manner for many years to come. Further, an ensured supply of high-standard leaves which are required to produce good quality tea free of chemical residues will allow farmers to command higher prices for their commodity, which would in turn contribute towards alleviating poverty and uplifting their social status. The net result would be an improvement in the overall quality of life within the farming communities, creating opportunities for better educational facilities, better social well-being and motivation. This would lead to a better life, improve the people's nutritional and health status and prolong the average life span within these communities.

However, currently there are some deviations in project implementation from the targets, schedule of inputs, activities and budgets contained in the Project Agreement between FAO, CFC and the Indonesia Tea Board. These are mainly caused by delays in recruiting personnel, finalizing the agreement between the related tea boards and collaborative institutions and availability of the budget. It is recommended that the process of finalizing the agreement between the Indonesia Tea Board and the Bangladesh Tea Board be accomplished within a shorter period to implement the CFC project in both countries.

Activities for 2014

The Bangladesh segment of the project is still in the initial implementation stage. Hence all the outputs planned for this segment are planned for 2014, in particular:

1. Improve performance of existing tea smallholdings in the selected project areas of Bangladesh: i) Carry out a baseline study in the project areas to check on existing yield levels and limitations (including soil limitations), existing vacancies, pest and disease incidence, nutrient supplies and frequency of harvesting. Such studies will provide indicators to measure progress; ii) Carry out a baseline study to assess the prevailing economic conditions and life style of the smallholder families in the project areas. This will also provide indicators to assess alleviation of poverty; iii) Select sites and establish demonstration tea plots to serve as benchmarks; iv) Establish two tea nurseries; v) Adopt environmentally friendly integrated good agricultural practices ('green farming') that ensure sustainable growth and output of produce free of chemical pollutants.
2. Train smallholder tea farmers and share information with countries that have well-developed tea smallholder sectors: i) Establish one Project Training Centre/Project Office; ii) Train 60 skilled tea farmers in Bangladesh on all aspects of tea cultivation from propagation of plants to harvest and marketing; iii) Train 60 tea farmers on selling and marketing produce by arranging familiarization visits to progressive quality factories; iv) Arrange for seven farmer representatives to visit the progressive smallholder tea sectors in countries such as South India and Sri Lanka to gain information on the overall organizational set up.
3. Strengthen the smallholder processing factory for sustained higher income generation of tea smallholders: i) Develop and establish partnership linkages with quality tea

processing factories to assure sustained higher income; ii) Activate the existing grower societies and cooperatives to link with quality producing processing factories and purchasing outlets to sustain higher income generation; iii) Organize self-help groups to supervise and ensure the supply of quality leaves to manufacture good tea for the export market; iv) Establish leaf collection centres and provide transport facility to ensure early delivery of undamaged leaves to selected quality processing factories; v) Develop an appropriate formula for green leaf pricing to ensure a fair share of payment to the smallholder based on the price realized by the processing factory at the trading point or auction.



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Asia and Pacific/National

58 Development of integrated dairy scheme in Herat Province

Symbol: GCP/AFG/046/ITA

Country: Afghanistan

LTU: AGS

Activities: Capacity building; Support to enabling environment

Budget: US\$4 378 096

Web Site: www.fao.org/world/Afghanistan www.heratdairyunion.af

Description

The proposed project goal is to improve food security in Herat by raising the productive capacity of the local livestock sector through improvements in livestock husbandry and feeding, underpinned by sound public and private livestock health practices and functioning domestic markets for livestock products. The project objectives are to: i) improve production and efficiency of milk production by developing a commercial dairy production system in selected locations in Herat province; ii) develop and operationalize functional milk collection, processing and marketing structures for milk and dairy products for the Herat Dairy Scheme; and iii) create and develop sustainable organizational structures for the management of the Herat Dairy Scheme.

Dairy development (i.e. collection of farmers' surplus milk, processing and marketing) are new business in Afghanistan, not familiar for rural farmers. Eighty percent of farmers are illiterate, and therefore there is a need to increase their capacities – especially for women – through training, workshops and study tours to enable them to produce and deliver high-quality milk. Capacity development for cooperative management staff and for executive and monitoring committees is crucial in order to increase their skills on quality control and business management.

Outcomes and lessons learned

Main project outcomes include:

- i) The quantity of milk produced by cooperative members is increased through breeding, extension of improved fodder seeds and standard concentrate feed, installation of modern machineries for milk processing and production of different kinds of dairy products;
- ii) Quality of milk and dairy products is increased through increasing the capacity of cooperative members;
- iii) Income generated for women farmers is increased by selling their surplus milk;

- iv) Social capacity increased by training;
- v) Women's inclusion in decision-making and leadership of cooperatives as well as in workshops and international study tours;
- vi) Jobs created for youth as milk collectors, transporters, processors and sellers. Broadly speaking, the economic and social situation of cooperative members is changed, and based on that, more girls and boys attend school;
- vii) Rural women take ownership of over 84.5 percent of the regular cash income earned from milk sales, and they have full decision-making authority on how the income is spent. The cash is currently spent in the following order of priority; 1. Education; 2. To diversify and enrich the food basket; 3. Medicine; 4. Clothes; and 5. Feed for dairy animals.

The biggest lesson learned is the need to empower the local community with appropriate knowledge and practical technical and management skills to run the business. Once the beneficiaries take ownership, it works and is managed as a sustainable enterprise. This is the case with this dairy project. Farmers are organized into cooperatives and dairy unions, and so democratic and legitimate organizations are set up. Now members are trained to operate and manage the cooperative-owned business. They are supported to set up income-generating activities like milk collection centres and processing and value-adding facilities like dairy plants, feed mills, etc. They are able to hire operating staff, supervisors and managers whose salaries are paid from the income and benefit derived from the business. Thus, it is sustainable. Thus, if support is provided in a package, the project could be sustainable.

Farmers were motivated to participate and understood the importance of the dairy business. Having raised their daily income from the sales of fresh milk, they requested the project to provide a feed mill and new plants for milk collection and processing.

Activities for 2014

Technical assistance through the project has been accomplished, and the dairy union is now running the business in a sustainable manner.

59 Variety and seed industry development in Afghanistan – Transition Project

- Support to household food security and livelihood of vulnerable and food insecure farming families affected by high prices and drought
- Backyard poultry development in Balkh and Jowzjan Provinces
- Support to extension systems, household food and livelihood security (HFLS) Phase II
- Promoting integrated pest management in Afghanistan
- Development of integrated dairy schemes in Nangarhar Province

Symbol: 1. GCP/AFG/073/EC; 2. GCP/AFG/061/LUX; 3. UTF/AFG/064/AFG;
4. GCP/AFG/072/LUX; 5. GCP/AFG/058/NOR; 6. UTF/AFG/060/AFG

Country: Afghanistan

LTU: 1. AGPM; 2. TCSS; 3. AGAS; 4. NRDR; 5. AGPP; 6. AGS

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment; Voice and participation

Budget: US\$21 million

Description

Project 1. The project aims at supporting the sustainable certified seed production of staple crops by private enterprises and marketing directly to farmers in several provinces throughout Afghanistan at affordable and cost-effective prices.

Project 2. The overall objective of the project is to support poor, food insecure and vulnerable farming households to increase their food productivity and diversify their livelihoods. This is in response to the food crisis and to mitigate the effects of future food security crises or price or climate shocks. The specific objectives of the project are: i) Increase food production and productivity, diversify sources of income and livelihood in order to reduce vulnerability to future food crises through broad-based technical support to communities; ii) Expand good practices as established by ongoing projects (e.g. seed production, irrigation, dairy and poultry, transboundary animal diseases, plant pests) and the Special Programme for Food Security (SPFS); iii) Strengthen the capacity of the Ministry of Agriculture, Irrigation and Livestock, decentralized institutions and NGOs to deliver services to poor farmers as they need, through low-cost effective and participatory extension methods; iv) Strengthen the capacities of farmer organizations, including cooperatives and community development councils and individuals, to assume responsibility for designing and implementing their own development plans and managing resources.

Project 3. The overall objective of the project is to provide rural vulnerable households with income generation opportunities and improvement in their food security. (The project aims at: i) stimulating poultry production and enhancing productivity in three districts from two provinces; ii) promoting sustainability of the development efforts by organizing women's Village Poultry Production Groups (VPPGs); and iii) arranging the supply of all needed services, input supplies and marketing activities by encouraging private service providers.

Project 4. The overall objective of the project is to improve household food and livelihood security in two districts of Kabul and Nangarhar provinces in direct support to achieving the MDG-1 goal (i.e. eradicate extreme poverty and hunger). The proposed project adopts the approach and builds on the experience of a highly successful project, which was implemented in two districts on a pilot basis (GCP/AFG/060/LUX) from April 2010 to March 2013.

Project 5. The expected outcome of the project is implementation of integrated best practices in plant production and pest management, to improve farm income by substituting pesticide use with IPM for key crops, focusing on enhanced capacity at institutional and field levels.

Project 6. The objective of the project is to address opportunities from livestock-keeping for home consumption as well as for the sale of products, based on the previous successful development and application of the integrated dairy schemes approach in other areas of Afghanistan. It also aims to address the Agriculture Master Plan and the National Development Framework objectives of enabling farmers to respond to the domestic market through better knowledge, tools and market linkages.

Outcomes and lessons learned

In all these projects, several activities were carried out in support of the enabling environment, including the Cooperative law; Cooperative bylaw; Dairy Development Policy; Seed Policy; Seed Law; Seed Regulation; and Backyard Poultry Development Policy. Notably, women's participation in cooperatives was legalized this year. As part of knowledge generation and sharing activities, the following outputs were produced: IPM

database; IPM pamphlets; and MSc (Master of Science) Fellowship for 32 staff of the Ministry of Agriculture, Irrigation and Livestock.

Training was also provided to farmers and NGOs. All the projects adopt a community-based approach, and this is acknowledged as the main beneficial element for POs and cooperatives that could be replicated in other contexts. The importance of enhancing synergies between the project and the sociocultural context is noted as the main lesson learned. It is also noted that the community-based approach should be followed considering the analyses of bottom-to-top and top-to-bottom recommendations.

Activities for 2014

Activities planned for 2014 include: i) installation of dairy processing unit in eastern zone of Afghanistan; ii) capacity development of the Ministry of Agriculture, Irrigation and Livestock and cooperative members; iii) endorsement of dairy and poultry policy; and iv) expansion and extension of the programme to three new provinces.

60 Bangladesh integrated agricultural productivity project – Technical assistance component

Symbol: UTF/BGD/044/BGD

Country: Bangladesh

LTU: TCI

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment

Budget: US\$3.69 million

Web Site: www.iappta.fao.org

Description

In the area of capacity development, the project has supported and facilitated the development of a national network of POs, enabling them to be more involved in investment programming. The following activities were carried out in 2013: (i) in March, a national sharing workshop was held, during which leaders of approximately 12 mature POs came together to meet, share about their organization and start building relationships; (ii) in June, a study tour to the Philippines was carried out to visit PAKISAMA, a national farmers' confederation with almost 30 years of experience. The visit was aimed to learn lessons on building up from the ground level and on appreciating the ways farmers organized nationally; (iii) in July, two national exchange visits were held between POs in the network; (iv) from July to September, five training workshops were held where leaders of POs were invited to serve as resource persons and share their experiences with newly-hired community facilitators under the Integrated Agricultural Productivity Project; and (v) in September, a strategic planning workshop was held where leaders of POs were invited again as resource persons to work with the project team to develop plans for future activities. In the area of support to the enabling environment, the project has begun work with the Bangladesh Technical Education Board to review its curriculum for the Agricultural Training Institutes throughout the country. These institutes are where extension workers study before beginning their work. At present, there is little focus on institutional development, and the hands-on learning experience at the end of the course is very weak. The project will conduct an in-depth review and propose improvements to the course so that extension workers will be better equipped to facilitate the development of POs.

Finally, regarding activities aimed at knowledge generation and sharing, as a preliminary step to the aforementioned activities, the project undertook a mapping and capacity assessment of POs in Bangladesh. This report is final and will be launched in March 2014. It will serve as a resource for those interested in working more closely with POs in Bangladesh.

Outcomes and lessons learned

Outcomes achieved through project activities are:

1. Increased member human capital: leaders of POs have developed a much deeper understanding of what it takes for organizations to be successful. Their capacities in leadership, organizational development and member empowerment have been developed. They have also been trained in the project cycle and how POs could be involved at each stage. Further, through the project they have access to more information about their rights.
2. Increased bridging social capital: Project activities emphasized relationship development and trust building. As a result, leaders of POs in the network have established close relations and have shared ideas and plans for further developing the network.
3. Increased leadership empowerment: By inviting many of the leaders of POs in the network to serve as resource persons for other activities of the project, their own leadership capacity has also developed substantially. During the strategic planning workshop, all leaders participated and jointly developed innovative and creative solutions to the problems they face.

The network is still in a nascent stage. Continued support is needed to ensure its further development. The project still needs to work out the best way to build bridges between the developing network and the government and development partners. This will come in the next year or two, as the network gets stronger and better organized. Moreover, Bangladesh has undergone a period of massive political unrest, with general strikes organized on a weekly basis. These strikes have been violent and have hugely impeded movement and general economic activity. While this was beyond the control of the project, it certainly has impacted project activities because PO leaders were unable to travel.

Among success factors that have been reported, perhaps the most important is that the project remains responsive to POs, 'meeting them where they are.'

Indeed, one of the most important elements identified as beneficial for POs is the approach the project takes towards the development of the network, i.e. that things must happen organically. If the organizations are not ready or interested in a particular initiative, it is not insisted upon.

The main lesson learned is that a significant amount of time must be spent on relationship development and trust building among the different actors. There should be opportunities for both organized and informal exchanges. These have really served as the glue to the development of the network. Finally, it is recommended that any support to PO development must be based on the philosophy of allowing things to proceed at the pace set by the organizations. If activities are rushed in order to meet project targets, then the outcome of these activities may be questionable. Those designing interventions in these areas must allow enough flexibility in project design for the team members to be able to respond to the actual situation faced by the POs with which they are working.

Activities for 2014

The project plans to organize dialogue workshops between the PO network and the government, particularly around women in agriculture and registration of cooperatives.

The project also plans to facilitate dialogue workshops between POs and development partners, as a way to strengthen the participation of POs in investment programming.

The project will conduct a series of trainings of trainers to build up PO leaders as resource persons. The project will also organize exchanges between the leaders and members on governance issues as their organizations become stronger.

The project will organize three more exchange visits between POs in the country. The project will continue to provide technical assistance/hand-holding for the development of the network. The project will translate the PO mapping and capacity assessment report into Bangla so that it can be used by POs themselves. Finally, the project will continue its work with the Bangladesh Technical Education Board to strengthen the curriculum of the Agricultural Training Institutes. It will also work with government counterparts to broaden the participation of POs in project steering committees.

61 Improving food security and market linkages for smallholders in Otdar Meanchey and Preah Vihear Provinces in Cambodia

Symbol: OSRO/CMB/101/EC
 Country: Cambodia
 LTU: AGP
 Activities: Capacity development
 Budget: US\$5 million

Description

The overall objective of the project is to improve food security and nutrition of vulnerable rural families who depend primarily on agriculture for their livelihood in Otdar Meanchey and Preah Vihear Provinces.

The market linkages aspects have focused on organizational strengthening, capacity development on managerial skills and supply chain development. The aim is to enable cooperatives and POs to autonomously and sustainably manage the services provided by the project itself, such as the input credit scheme. This is provided to overcome very high interest charges from microfinance institutions and money lenders and concerns over the use of land title for loan security.

Outcomes and lessons learned

With regards to outcomes, the project has provided training in farmer field schools and farmer business schools for approximately 1 500 households that are members of cooperatives or POs. Leaders of the cooperatives are given specific training. The farmer business schools for each cooperative are designed to build market linkages. There are currently five cooperatives involved and numerous small farmer groups. Cooperative management has also been given the opportunity to visit other cooperatives to learn from their experience, and good solidarity has been developed between the cooperatives.

The project provides cooperatives and their members with approximately US\$1 million in inputs for agriculture, post-harvest, food preparation and water storage. Approximately US\$500,000 of these inputs are provided through the credit scheme. Through this scheme the project also provides capital for growth of the cooperatives and POs. The funds are provided to members as a concessional loan and then repayments go into the cooperative and PO capital base for further activities. In some cases, the project also provided cooperatives and POs with machinery to enable them to generate a revenue

stream. It has been noticed that farmer cooperatives and POs have developed trust through the input credit schemes.

The project has provided facilitators who act as consultants for the cooperatives and POs with access to project assets that are invested as follow-up to successful actions by the farmers themselves.

The main lesson learned from the project is that farmers with the motivation to invest themselves make the best partners for development success in terms of profitability and market links, but these are not necessarily those most vulnerable to food insecurity.

The main recommendation for scaling up the project is to note the importance of reforming and sustaining existing organizations, instead of rushing into forming new groups. Organizational strengthening, focused on building an understanding of democracy within the organizations and of financial management, has been identified as a priority.

Activities for 2014

Main activities will include: i) capacity development, specifically providing training for management; ii) financial assistance to help the organizations grow stronger; and iii) locating new organizations to scale up activity.

62 Support to improved financial services under the Project for Agriculture Development and Economic Empowerment

Symbol: UTF /CMB/038/CMB

Country: Cambodia

LTU: AGS

Activities: Capacity development

Budget: US\$1 700 000

Description

The project goal is to improve the livelihoods, income-generating capacities and food security of 50 000 poor rural households in the target communes of the provinces of Kampot, Kandal, Prey Veng, Svay Rieng and Takeo.

The project provides capacity development for Group Revolving Funds through training and provision of services from an external service provider (ESP) on a centralized IT system – the FAO-GIZ Microbanking System. ESP staff provides recordkeeping, accounting and reporting services which farmers are normally unable to perform well themselves.

Outcomes and lessons learned

The main outcome of the project is to aim to improve access to financial services and investment through the development of sustainable credit unions.

The main lesson learned is the importance of hiring qualified accountants instead of training farmers to be accountants. Scaling up could be assured through the dissemination of lessons learned.

Activities for 2014

In 2014, the project will still be focused on capacity development, providing training in financial literacy and financial management.

63 Promoting production and marketing of organic bananas in Asia

Symbol: MTF/RAS/270/CFC

Country: China

LTU: EST

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment

Budget: US\$2 280 000

Description

The general long-term objective of the project is organic export banana production and marketing in China to contribute to rural well-being economically, environmentally and socially. Specific objectives of the project were: 1). developing the organic banana sector; 2) developing the capacity for organic banana production, post-harvest and certification; and 3) strengthening business and management capacity of growers and growers' organizations.

Outcomes and lessons learned

Main outcomes of the project are: 1) Civil and international organic banana market information was collected, and an organic banana growers' association (OBGA) was established, operated and strengthened to provide information and services for production, post-harvest and marketing of organic bananas; 2) Growers, labourers, field technicians, scientists and input suppliers were trained and practised organic practices and systems through the production of certified organic bananas; 3) Five organic banana bases were established, with a total area of about 100 hectares. Before it was finalized, the experts of PEA (Project Executive Agency) studied the soil, water and environment of the organic production farm, and ensured that the base could meet the requirements of organic production; 4) Four hundred fifty rural beneficiaries and 20 development workers (from village extension workers and district and regional agricultural experts from all organic banana growing regions) as well as concerned representatives from the private sector, the Research Centre and farmer cooperatives have access to gain knowledge and skill on organic banana producing, harvesting and post-harvest treatment techniques; 5) The OBGA established unified management of organic banana cultivation to farmers, cooperatives and private companies in each project village.

The project has had a major impact in changing people's attitudes about the mode of agriculture production. Continuous and regular regional stakeholders' awareness-raising workshops have resulted in encouraging officials to consider organic bananas as a potential area for development and to help them produce comprehensive banana development strategic documents for their respective regions. Lessons learned: Better returns from marketing will ultimately be achieved when organic banana producers working in groups have access to better market information, share resources in order to reduce transaction costs (i.e. collective marketing) and secure economies of scale. By organizing the rural organic banana producers in this way, their bargaining capacity will improve and ultimately they will achieve better access to inputs, credit and support services engendering improved returns through growing skill in marketing their products.

Activities for 2014

The project terminated in December 2013.

64 Strengthening value chains for chili products in Indonesia

Symbol: TCP/INS/3303

Country: Indonesia

LTU: AGS

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$452 000

Description

The project focuses on capacity building of all stakeholders (i.e. farmer groups, processors, cooperatives, traders, extension workers) along the chili supply chain. The main activity provided is training, including good agricultural practices (GAP), good handling practices (GHP) and good manufacturing practices (GMP) trainings. The project has also produced some documentation materials: 1) training modules consisting of all materials for capacity building of related chili supply chain stakeholders; 2) video cassette/disc combination recordings, with animation and sound, of chili value chain activities (GAP, GHP, GMP and basic information about chili-based products); and 3) a leaflet, booklet and poster on chili value chain activities.

The project has encouraged and facilitated the organization of chili producers into more formal organizations, such as farmer groups, associations and cooperatives, to strengthen their bargaining position during business activities. The project has also introduced more efficient and less costly chili production and processing techniques which are better in terms of quality and quantity.

Outcomes and lessons learned

The main outcomes achieved by the project are as follows:

1. Increased member access to financial capital: The project facilitated meetings between producer groups and local financial institutions for better access on credit schemes;
2. Increased member human capital: The project provided capacity building to actors involved along the chili supply chain (e.g. farmer groups, processors, cooperatives, traders, extension workers);
3. Increased bonding social capital: The project facilitated an open discussion among cooperative members in order to build trust among them;
4. Increased bridging social capital: The project facilitated business meetings involving POs from all targeting districts, private companies, financial institutions and processors to share information and create broader networks of chili producers;
5. Increased food security of members and their families: The project introduced more efficient production techniques and chili processing techniques;
6. Increased leadership empowerment: The project provided capacity building to actors involved along the chili supply chain;
7. Increased access to markets: The project facilitated business meetings involving POs from all targeting districts, private companies, financial institutions and processors in which the producer group (farmers and chili processors which is a mostly women-based group) could promote their products to potential buyers.

Innovation technology in chili production/planting against climate changes, such as the utilization of screen house and drip irrigation, has been identified as a beneficial element for POs and cooperatives that can be replicated and adapted in other contexts.

The main lesson learned is that business meetings are very important in order to develop better business partnerships between producer groups and potential buyers

and/or consumer groups. It is recommended to develop interdepartmental programmes that will provide comprehensive solutions to the needs of farmer groups in the long term.

Activities for 2014

The project ended in December 2013. However, it is recommended that the government should sustain the project and continue to facilitate activities related to voice and participation, capacity development and support to enabling environment.

65 Support to the national IPM programme-consolidation, up-scaling and institutionalization, Phase II

Symbol: UTF /NEP/059/NEP

Country: Nepal

LTU: AGPM

Activities: Capacity development

Budget: US\$3 400 001

Description

The overall goal of the project is to contribute to sustainable broad-based poverty reduction and food security while contributing to human health and environmental protection. Towards this goal the project's immediate objectives are: i) to contribute to institutionalize a sustainable national IPM programme in Nepal by strengthening the capacity of the PPD (Plant Protection Department Ministry of Agriculture and Rural Development), collaborating national, regional and district-level training and extension institutions in the government and non-government sectors to integrate an IPM (Integrated Pest Management) training and support programme for smallholder farmers; ii) to empower rural farmers, including women, to increase production and productivity efficiently, while protecting the environment, conserving the biodiversity and avoiding health hazards for the betterment of their livelihood and to better link with markets. The project has been running under grant support from the Royal Norwegian Government. The grant has been used to implement two complementary project components, one by the PPD and another by FAO through the UTF/NEP/059/NEP project. Under the FAO component, there are four expected outputs as follows: 1) Enhance institutional capacities to provide pre- and in-service training in IPM-FFS; 2) Train and organize IPM-FFS alumni groups to promote community-based sustainable agriculture; 3) Provide support services for farmer groups, resulting in optimized appropriate technologies, more efficient production and better access to markets; and 4) Ensure that an information and coordination system is in place to monitor progress, support policy and ensure transparency and accountability.

Outcomes and lessons learned

The main outcomes achieved by the project are:

1. Increased member access to productive resources: Farmer groups have increased access to agriculture input providers for seed, fertilizer, pesticides, micronutrients and other mechanized agriculture inputs;
2. Increased member access to financial capital: Farmer groups have their group endowment fund and are running saving and credit schemes among members. For this activity, farmers have now access to cooperatives, finance companies and banks;

3. Increased member human capital: Through FFS and post-FFS activities, farmers' knowledge and skills have increased. Farmers are able to adapt IPM technologies to produce healthy and pesticide-free products and sell their produce in the markets. About 3 500 farmers adopted IPM technologies in programme sites;
4. Increased bonding social capital: Thanks to the FFS training, farmers have been organized in groups, and farmer groups have united and formed a VDC and district-level farmer network. Their saving fund ranges from US\$200 to US\$2 000;
5. Increased bridging social capital: Farmer groups are collaborating with local NGOs and international NGOs working in their wards, VDCs and districts for various crop production and development activities. About US\$181 006 was mobilized from external organizations;
6. Increased food security of members and their families: Farmers have learned how to apply the IPM practice in cereal crops, such as rice, maize and wheat. This is implemented seasonally in different ecological zones in 12 pilot districts. Thus, farmers have realized the essence of project interventions on food security, better nutrition and livelihood promotion through holistic crop production by practising the IPM technologies.
7. Increased participation in policy dialogue and decision-making processes: More women participate in Nepalese agriculture sectors, particularly in farming, and IPM FFS group members are not an exception. The programme has adopted a policy to include women and people from disadvantaged groups when selecting farmers. Women comprise 61 percent of the IPM group and 34 percent of the IPM FFS trainers (facilitators). Likewise, 40 percent of the IPM groups are led by women farmers.
8. Increased leadership empowerment: As a result of FFS and group strengthening and marketing training, farmers participate in the social and economic networks established in wards, VDCs and districts.
9. Increased access to markets: Farmers participating in the programme sites benefitted well from the training and education packages on ecologically-based crop production. These IPM-FFS farmers were organized in groups, cooperatives and networks, depending on the level of internal group strength. Farmers organized in groups were able to grow healthy crops with increased cropping intensity. In addition, commercialization increased better opportunities for access to markets to sell the healthy farm products. In the project districts, market sales points and stalls in district headquarters and potential market centres have been established.
10. Improvement in crop productivity and income gain: The impact assessment report shows that there was remarkable improvement in yields and higher benefit from crops grown applying IPM technology.
11. Enhanced knowledge of pesticide hazards: Farmers' knowledge and awareness about the use of pesticides was greatly increased. Most of the farmers adopt appropriate environmental and health protection measures. Annual cases of humans and livestock poisoning decreased since farmers were using pesticides safely and storing them in safe places. Similarly, farmers' awareness about identification and preservation of beneficial insects also increased.
12. Decreased field environmental impact quotient (EIQ): The impact assessment reported that mean field EIQ values of pesticides among the farmers decreased remarkably over the baseline.
13. Decreased pesticide use: The impact assessment study revealed that the mean frequency of pesticide application by farmers was reduced over the baseline, especially with FFS

As for the elements of the project that were beneficial for POs and cooperatives and could be replicated /adapted to other contexts, the project developed IPM curricula on various crops for conducting IPM FFS and post-FFS activities. Similarly, the project tested and developed various technologies, approaches, methodologies and practices that can be directly beneficial to POs and cooperatives in replicating and adapting the production and marketing of healthy products. IPM groups have also developed and established a participatory system for organized production, monitoring and certification.

The following are the lessons learned by the programme team during the five-year programme implementation: i) Year-long IPM-FFS is more effective in educating farmers on IPM for better management of crops on a cropping pattern basis at the individual as well as the group level, contributing to food security, food safety, human health and environmental protection; ii) Farmers' enhanced knowledge and skill and change in attitude obtained from IPM-FFS contributed to gradually reducing the use of hazardous chemical pesticides; iii) A system of regular monitoring and backstopping support should be in place to maintain the quality of programme interventions and the IPM product by the service providers; iv) The inclusion of the IPM curriculum in pre- and in-service training courses provided a cost-effective approach to developing human resources; v) The availability of substitutes for chemical pesticides is a prerequisite for the promotion of IPM technology and production of biopesticides in the country; vi) The formation of IPM farmers' and facilitators' networks provided a legal basis for exchanging information, planning and seeking resources with an effective approach in institutionalization; vii) Linkage and cooperation is required among all the development actors working in agriculture and marketing; viii) FFS is a good entry point to initiate other development interventions as it respects and promotes the human capital as a change agent for overall development; ix) The project developed an adaptive model of sustainable agriculture to integrate local capital and resources efficiently and wisely to meet the development objectives; x) There is a need for concerted efforts from both government and development partners to up-scale the module in the country for wider benefit.

Measures to be recommended to stakeholders are as follows: i) Continue awareness on IPM, institutionalization; ii) Continue IPM policy and regulation on pesticides; iii) Expand the area in support of other projects and stakeholders; iv) Increase production volume; v) Internalization and institutionalization among various programmes of DoA; vii) Provide access to inputs (e.g. seeds, fertilizers, botanical and biopesticides); vii) Strengthen the community IPM Resource Centre; viii) Conduct participatory research and development; and ix) Adopt local agriculture good practices for IPM products and marketing.

Activities for 2014

There were no activities planned for 2014 as the project operationally ended on 31 January 2014. However, based on the lessons learned and conclusions drawn from the project implementation, the following recommendations were formulated to further build on the results achieved so far and bring the initiatives to a logical end:

1. To strengthen the sustainability of this successful model and follow-up, government action is urgently required to continue the project outcomes.
2. There needs to be good collaboration between government, non-government and private agencies for small-scale infrastructure support to IPM production clusters, such as micro-irrigation schemes, road connectivity, microfinance and market development. These should be provided in an integrated way to create an enabling environment. To address the situation of increasing seasonal migration and decreasing labour in

agriculture, support to reduce drudgery through farm mechanization – particularly for the female and aged farmers who are predominantly self-employed in agriculture – could help to boost the overall productivity of the agriculture sector.

3. There is great potential for high-value agricultural production in the project area and beyond. Most farmers are isolated from technological advancements. There is a need to build the capacity of farmers and service providers on sustainable agriculture towards institutionalizing IPM-FFS. The government programme needs to coordinate with potential partners to develop a joint agenda and common goals for wider application of IPM.
4. Diversify IPM products/commodities to increase value addition and sustain the approach through demand-led production that meets the consumers' choice of internal as well as external markets.
5. Enhance participation and ownership of primary stakeholders, such as local governance (e.g. VDCs, municipalities, districts, non-government and private sectors), farmer networks and intermediaries, to achieve a better understanding of local needs for inclusive programme design.
6. Promote and include climate-smart agriculture in IPM programmes to address the potential threats of crop failure because of pest insurgence/outbreaks and climate vulnerability.
7. Implement effective and resilient mechanisms for plant protection to support food security and food safety and reduce human and environment health hazards to achieve better rural livelihoods. Strengthen the systems for quality monitoring and regulating IPM products at strategic levels by adopting IPM standards to minimize pesticide residue, build on consumers' faith and ensure the programme's reliability.
8. To promote, safeguard and institutionalize the IPM approach, the government should promulgate and enforce the IPM policy prepared by the project.

66 Technical assistance support for leasehold forest and livestock programme

Symbol: GCP /NEP/062/FIN

Country: Nepal

LTU: FOM

Activities: Capacity development; Knowledge generation and sharing; Voice and participation

Budget: US\$3 546 500

Description

The overall objective of the project is to support the Department of Forest in maintaining and building up institutional and technical capacities and planning tools at grassroots, district and central levels. It aims at supporting the implementation, institutionalization and scaling up of the poverty-reducing leasehold forestry programme in the country. It provides technical backstopping for the main project (i.e. Leasehold Forestry and Livestock Programme (LFLP)) in 22 districts and pilots for leasehold forestry in four new districts.

The project focused on setting up and strengthening the Leasehold Forest User Groups (LFUGs). Eighty-one new LFUGs were formed involving 925 households, and 4 080 LFUGs (formed under LFLP) involving 38 436 households were strengthened.

Moreover, there are 55 cooperatives that are functioning across the 26 districts. LFUGs have been affiliated with these cooperatives which have been capacitated and coached. The cooperatives have also increased access to higher finance institutions like the Central Bank (Nepal Rastra Bank).

The following capacity development activities have been carried out: i) Training was provided to 9 146 men and women (about 47 percent were women) from POs and cooperatives on different social and technical aspects; ii) To help with implementation, 3 572 operational/management plans were prepared and supported; iii) Twenty-five business plans were prepared and supported for implementation; iv) Training was provided to 402 farmers for nursery operations, and 52 community nurseries were established; v) About 1 000 ha of forest lands were planted with different multipurpose species by 81 newly formed POs/LFUGs. In addition, 700 LFUGs in LFLP districts received technical and material support to plant different multipurpose species. An integrated agroforestry model was developed and the exploration of market linkages was promoted. However, groups should be further supported to move the intervention from the subsistence to the commercial level. Furthermore, collaborations with other development partners have been enhanced, especially with government and non-government actors, in order to pool resources and bring synergic effects for improving POs' livelihood assets. Training manuals for POs and cooperatives were developed on Leadership, Good Governance and Gender, Participatory Monitoring, Forage Development, Cooperative Management and Recordkeeping and Activation of Passive/Defunct Groups. Further activities on knowledge generation and sharing include: i) a video documentary developed in series: Vol. 1: "Rays of Hope!", Vol. 2- "Yes We Can !!!" and Vol. 3 "Dreams turned into Reality; ii) Thematic posters: Saving/Credit, Leasehold Forestry, Land Cover Change, Project achievements Developed/Shared; iii) Brochures/flyers on project introduction and results were produced and distributed; iv) Flex sheets on different themes were produced and distributed; v) MIS software for reporting project outputs was developed, staff of stakeholders were trained to handle the MIS; vi) Demonstration of project activities and results done in different sharing fora including UN Day and others. Activities carried out in support of the enabling environment include: i) the development of strategic/operational guidelines: HRD Strategy, Communication Strategy, Recommendations for policy revision to support groups inside the buffer zone of protected areas; ii) the conduction of studies to support policy/legal frameworks on different themes: Cooperative Study, Gender Assessment and Action Plan, Joint Monitoring for Stakeholders, Forestry Sector Strategic Plan, Goat Herd Size for Leasehold Farmers, Public-Private Partnership approach, and others.

Outcomes and lessons learned

The main reported outcomes achieved by the project are:

1. Increased member access to productive resources: Over 13 000 poor farmers increased their access to forest resources;
2. Increased member access to financial capital: About 80 percent of members have increased access to saving and credit schemes;
3. Increased member-based human capital: Over 7 500 members from POs and cooperatives got new knowledge and skills from different social and technical trainings;
4. Increased bridging social capital: POs have increased access to services and resources from other development partners;
5. Increased food security of members and their families: Food security of members and their families increased by up to four months;

6. Increased participation in policy dialogue and decision-making process: Participation of women in decision-making processes increased. Proportion of women has reached up to 57 percent in groups' executive committees.
7. Increased leadership empowerment: Members of cooperatives and PO networks (federations) have increased their capacity to dialogue with district stakeholders.
8. Increased access to markets: LFUGs and their networks have increased access to local and national markets for products such as brooms, handmade paper and other agroforestry products.

The main elements of the project that were beneficial for POs and cooperatives that could be replicated / adapted to other contexts are: i) landscape-level approach of leasehold forestry; ii) promotion of brooms and other NTFPs for ensuring medium-term to longer-term benefits; iii) capacity building of POs and their networks; iv) market potential consideration; and v) collaboration with other development partners.

The main lessons learned from the project are as follows: i) Pro-poor leasehold forestry is the best model to rehabilitate degraded forests and shifting cultivation areas; ii) Leasehold forestry contributes to dual goals: poverty reduction and environmental conservation; iii) Joint and collaborative efforts are needed for poverty reduction in a synergic way. Measures to be recommended to stakeholders are as follows: i) Pro-poor leasehold forestry should be scaled up; ii) Package dealing (i.e. from resource generation to marketing) is necessary; and iii) Landscape-level intervention produces best results.

Activities for 2014

The following activities are planned to be implemented in 2014: Capacity development (National Workshop on Leasehold Forestry – Impact Study – Knowledge Management); Support to enabling environment (Consolidation of project results to support national policy of forest management and poverty reduction).

67 Balochistan agriculture project

Symbol: GCP /PAK/113/USA

Country: Pakistan

LTU: RAPG

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment

Budget: US\$25.4 million

Web Site: www.fao.org.pk

Description

The overall objective of the project is to increase incomes of poor rural men and women in the five districts in the border areas of Balochistan. The immediate project objectives are to: i) build the capacity of poor men and women to benefit from increased crop and livestock production and to raise incomes through improved marketing and organization; ii) raise crop and livestock productivity and increase the scale of crop production; and iii) build sustainable outcomes through effective impact assessment and strong and durable partnerships with public- and private-sector actors.

In order to profitably supply the institutional market, small-scale farmers had to undertake group marketing thereby offering higher volumes and improving their bargaining power. In spite of the failure of producer cooperatives in the past, they still

are acknowledged as the best organization for improving market access and, in turn, the income of small producers. The main reasons for the failure of producer cooperatives are the entire reliance on external borrowings and a lack of technical support in weak areas like business planning, recordkeeping and marketing skills. The project has adopted a reform approach of Farmer Marketing Collectives (FMCs), which are comprised of members from community organizations who are self-motivated. FMCs fully rely on their own capital generated through savings, share capital and 10 percent of their sales which are contributed towards the pool fund to carry out business. The project organized five FMCs in 2012, and added 27 in 2013, taking the total number to 32; in 2014, 17 more will be developed. These FMCs can be developed into mutual marketing organizations (MMO) over a period of about three years when, if the members wish, they can register under the Cooperatives Societies Act, thus enabling them to sign a contract as a corporate body. The project's focus is building the capacity of the FMCs to enable them to successfully respond to market opportunities. The process starts with the establishment of community organizations to pursue participatory development. Community organization members are assisted to increase production to the stage where they create surpluses. These surpluses are then used to introduce marketing concepts to individuals, and community organizations are helped to undertake cooperative marketing, but still with a social organization model. Over time, individuals from neighbouring community organizations who have an interest in diversifying into market-oriented agriculture are assisted to collate into another organizational model based on business principles, the FMC, eventually evolving into a fully registered cooperative business, the MMO. This leads to both organizational capacity and motivation to undertake commercial transactions successfully. Farmers who are generally weak in doing commercial business, had their capacity built in: value chain analysis to understand marketing dynamics and identify constraints; business planning; negotiation skills; selection of business partners; product preparation; market intelligence; recordkeeping; and financial management (no external borrowing). This was followed by pre-season missions to establish business linkages and undertake commercial transactions and post-season missions to learn from their trading partners what they did well and what needed improvement. A cadre of business services providers was developed to offer paid services to FMCs, which was particularly important in helping semi-literate farmers to understand the accounts and records in order to prevent fraud. The project is also working on a Balochistan agriculture policy which will address policy issues with respect to promoting collective marketing and thereby facilitating small-scale farmers to establish effective linkages with the markets. In this regard, FMCs had to forge partnerships with all the trading partners including members, traders (e.g. wholesalers, retailers and commission agents), input suppliers and logistics and other service providers, which is critical for their success.

As for activities on knowledge generation and sharing, technical reports based on best practices were developed and circulated. Also, FMCs shared their experiences to learn from each other's failures and successes. The information contains business volumes, target markets, prices, marketing costs, constraints, lessons learned and recommendations for moving forward. As the project insists on increasing levels of cost-sharing for these FMCS (from 25 percent all the way to fully funded), the issue of confidential access to 'commercial in-confidence' information is important (i.e. only with the permission of those who have paid for access to particular information, such as market specifications, can that information be divulged to third parties who otherwise would have to spend their own resources to discover this information).

Outcomes and lessons learned

With regards to outcomes, the project experience shows that improvement in 'bit-in-the-middle' (i.e. harvesting and post-harvest management leading to a reduction in fresh produce post-harvest losses – which generally ranged from 25-40 percent) directly results in improving sales and building confidence of farmer marketing groups in self-marketing. Marketing trials to adopt improved packaging – including returnable plastic crates (i.e. for tomatoes, melons and apples), cardboard cartons (i.e. for apples, apricots and melons) and net sacks for onions – revealed financial gains ranging from a minimum of 16 percent to a maximum of 39 percent. The Balochistan province of Pakistan mostly represents a conservative society where women's role is confined to activities inside the house. Respecting the social taboos and culture, the project ensured women's participation in economic activities involving household poultry and kitchen gardening. In addition, three wool FMCs were organized and focused on an activity led by women. The feedback revealed that household poultry and kitchen gardening directly helped in ensuring food security and nutrition within the household, while the wool activity generated commercial income. Financial results showed a gain of 60 to 70 percent. The cumulative effect of these interventions was also reported in improved children's access to health, education and other social amenities, females in particular.

Outcomes achieved by the project are as follows:

1. Increased member access to productive resources: FMC member income accruing from sales increased from a minimum of 12 percent to a maximum of 47 percent. This obviously improved their financial health and improved access to productive resources. Since this is the first year of commercial operation, the impact cannot be quantified;
2. Increased member access to financial capital: Since agriculture cooperatives were prompted by credit which they never repaid, FMCs' bylaws strictly prohibited borrowings. Instead, 10 percent of sales were contributed towards a pool fund to raise capital. The FMCs' financial results reported above show an increase ranging from 12 to 47 percent.
3. Increased member human capital: Focus on capacity building mainly entailed transfer of best practices, knowledge and skills. Financial gains are the result of applying best practices;
4. Increased bonding social capital: Working together also increased bonding social capital, but impact cannot be quantified at this stage;
5. Increased bridging social capital: Informal bridging social capital has increased. Formal social capital will increase when MMOs are formed;
6. Increased food security of members and their families: The increased production directly contributed towards improving food security;
7. Increased participation in policy dialogue and decision-making processes: This will certainly occur at the level of MMO, a corporate entity;
8. Increased leadership empowerment: The capacity building training includes leadership training and financial and managerial skills, and thus it helped increase leadership empowerment;
9. Increased access to markets: The main objective of the FMCs is to increase small-scale farmers' market access. Of 32 FMCs, three (wool) are led by women. FMC members include youth as well, while BSSPs (Business Support Service Providers) are mostly youth. Impressive financial results are due to market diversification and experience sharing;

As for the main elements of the project that were beneficial for POs and cooperatives and could be replicated / adapted to other contexts, it has been noticed that pre-season marketing missions, own capital and paid commercial advice were unique to the FMC approach. Indeed, it enabled a paradigm shift away from the traditional loan and free advice dependency syndrome. The main lesson learned is that farmers have been mainly looking for an increase in price which they attained. In addition, they had social benefits in the form of building partnerships. It is recommended to create economic opportunities through market linkages and to empower POs to avail themselves of those opportunities.

Activities for 2014

FMCs are still in an infancy stage and need support, especially in recordkeeping and financial management. Similarly, the number of female FMCs needs to be considerably increased. Therefore, the capacity building process will be continued, including support from business support services providers. There will be a focus on business initiatives suitable for women, such as value-added products, kitchen gardening, seedling/nursery raising, etc. Specific activities that will be implemented in 2014 are: i) Capacity development: Capacity-building training (i.e. in organization, business planning, marketing skills, post-harvest management, recordkeeping, financial management, community audit, etc.) will be continued for the existing and new FMCs and business support services providers. In addition, FMCs will be facilitated in horizontal (i.e. adding more members, products or both) and vertical (i.e. MMO) development, and their managerial, financial and technical capacity will be built accordingly; and ii) Support to enabling environment: This will be addressed under the Balochistan Agriculture Policy document being developed by FAO.

68 Livestock subcomponent of the Northern Recovery Programme: Strengthening of Livestock Breeders Cooperative Societies (LIBCOs)

Symbol: OSRO/SRL/104/CAN

Country: Sri Lanka

LTU: AGASD

Activities: Capacity development

Budget: US\$4 077 472 (For the entire project covering agriculture, livestock and fisheries)

Description

The project aims to achieve the overall outcome of improving livelihoods and reducing economic vulnerability of farmers and fishers in the Northern Province.

The project focused on the reorganization and revitalization of the Livestock Breeders Cooperative Societies which, because of the 30-year ethnic conflict, were disorganized and non-functional. The project contributed to strengthening LIBCOs by providing necessary equipment for milk collection and testing, including transport facilities. Livestock inputs were distributed: 782 improved cows were given to 782 resettled families, and 896 resettled families received 3 546 goats; these families included those headed by women and widows in three districts. In addition, 180 improved stud bulls were also distributed to assure the future breeding of the cows and to upgrade the existing indigenous cattle in order to increase milk production in the province. Youth were brought in as new

members to the societies, encouraging them to become involved in collective activity. The production of livestock products increased, and the LIBCOs were involved in milk collection, value addition and some other related activities.

Outcomes and lessons learned

With regards to outcomes, increased milk and meat production from increased productivity helped to increase household income. As a result, the LIBCOs have begun again to function and enroll more active members. The issues remaining to be addressed include the provision of training and capacity building for the Board of Management. Specific training is also needed on value addition of milk products, quality control of the value-added products and marketing and promotion of the products.

The elements that were beneficial for cooperatives are the increase in active membership and the reorganization of milk collection.

The main lesson learned from the project is that supplying inputs to the LIBCOs encouraged them to resume their former activities, as they did not have any initial capital to commence because of the prolonged conflict. The main recommendations include the following: i) Provide training to LIBCO members on livestock management; ii) Identify the constraints and assess the needs of each LIBCO to reactivate and revitalize; iii) Revitalize all LIBCOs in the province; iv) Establish appropriate linkages among all LIBCOs to cooperate and work together; v) Create linkages with the commercial milk procurement organization/agencies; vi) Promote value-added products to be based on the local market demand; and vii) Strengthen the LIBCOs by enabling them to undertake veterinary support services, including artificial insemination.

Activities for 2014

If Phase 2 of the project is approved, activities will include value chain and marketing capacity building of LIBCOs and increasing the availability of microcredit to the members.

69 Market-oriented agroforestry to reduce poverty in Quang Nam

Symbol: GCP/VIE/035/ITA

Country: Viet Nam

LTU: RAP

Activities: Capacity development

Description

The project aims at reducing poverty in the rural areas and helps to promote conservation of natural resources through development of sustainable, market-oriented agroforestry systems. The immediate objectives of the project are: i) to develop sustainable, market-oriented agroforestry systems to increase production and sale of wood and other agroforestry products; ii) to help farmers develop agroforestry-based enterprises and improve marketing of agroforestry products; and iii) to improve farmer access to capital through microfinance and other credit programmes.

Outcomes and lessons learned

The main outcomes achieved by the project are in terms of increased member access to productive resources; increased member access to financial capital; increased member human capital; and increased access to market.

More specifically:

- i) The project supported a total of 10 798 farmer-participants in improving 998 ha of home gardens and 840 ha of forest gardens for a total of 1 838 ha (target was 1 500).
- ii) More than 100 000 high-value seedlings (e.g. fruits, spices, bamboo) were procured or produced by village nurseries as initial inputs for the farmer participants in improving their home gardens, which are expected to keep producing over the next five to six years.
- iii) A total of 11 new micro-enterprises were established (i.e. eight incense-makers, one spice processing centre, two distributors). Pricing policies were developed in order to pay fair prices to local growers in the area.
- iv) A total of six farmer clubs were established and trained (one per commune), in order to gather the harvested production and sell it with a higher bargaining power, with uniform post-harvesting quality standards.
- v) A total of four value-chains (i.e. black pepper, cinnamon, ginger, turmeric) were facilitated, in order to supply the tourist market of Hoi An and Da Nang with high-quality gift-made packages of spices, with a high value and price.
- vi) A total of six savings and credit groups were established (one per commune), and these are currently operating.
- vii) A total of 3 959 farmers registered to join the groups and deposited their savings. The current available lending capital amounts to VND 1,402 billion (US\$67 230), collected through savings and shares.
- viii) Since the local varieties of these spices are unique in terms of quality, and since there was a potential unmatched demand for spices for the tourists in Hoi An who are willing to pay higher prices for high-value spices, the impact is that farmers' income is expected to increase an average of at least 50 percent, based on the pricing policies agreed among the project and the farmer groups established by the project along the value chains (e.g. growers, collectors, and processors).

Activities for 2014

The project is closed. No activities are planned for 2014.

Near East and North Africa/Regional

70 Strengthening the role of POs towards food security in the UMA region (Renforcement du rôle des organisations professionnelles dans la sécurité alimentaire dans la région de l'UMA)

Symbol: TCP/SNE/3403

Country: Maghreb

LTU: OCP

Activities: Capacity development; Support to enabling environment

Budget: US\$170 000

Description

At the request of the Union of Arab Maghreb (UMA), the project was approved to strengthen capacities of POs. The project aims at (i) enhancing technical and managerial capacities of POs dealing with small ruminants, honey bees and small-scale fisheries; and (ii) reviewing and analysing institutional and legal aspects of different types of organizations (e.g. associations, cooperatives, unions).



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Outcomes and lessons learned

n.a.

Activities for 2014

The main activities for 2014 are as follows: i) Analyse the legislative and institutional aspects of the different professional organizations in the North African countries; ii) Analyse the collaboration between the public and private sectors (i.e. public-private partnership); iii) Organize a workshop to discuss the study results; iv) Build the capacity of professional organizations (i.e. Maghreb Small Ruminant Producers Organizations Union – UMAOC; Maghreb Honey Bee Producers Organizations Union – UMAPI) on management, governance and networking through training sessions; v) Build the capacity of professional organizations (i.e. UMAOC, UMAPI, Fishery) on dialogue and negotiations through training sessions; vi) Elaborate a technical manual on good management, governance and networking, gender approach and communication; vii) Formulate a UTF (Unilateral Trust Fund Agreement) project document to support POs; and viii) Organize the final workshop of the project.

71 Other activities carried out by SNE (Sub-regional Office of Near East)

Symbol:

Country: North Africa

LTU:

Activities: Capacity development; Support to enabling environment

Description

In 2011 and 2012, SNE supported the creation of functional producer organizations in North Africa, namely: Maghreb Small Ruminant Producers Organizations Union (UMAOC), Maghreb Dairy Producers Organizations Union (UMAEB) and Maghreb Honey Bee Producers Organizations Union (UMAPI).

In 2013, SNE organized training workshops to strengthen technical and communication capacities of honey bee producer associations and small ruminant producer associations. Participants recommended strengthening capacities of their organizations in extension, communication and value-addition for local products.

In the context of the regional IFAD programme in support of farmer organizations in Africa (2009-2017), which aims to strengthen the institutional capacity of regional and national farmer organizations in Africa and their role in the development of sectoral policies and the implementation of agricultural development projects, the FAO subregional office for North Africa is assisting the Maghreb Farmers Union in mapping the POs in Algeria, Egypt, Mauritania, Morocco and Tunisia.

In the fisheries sector, the FAO office for North Africa assisted the five countries in establishing a subregional network and platform of small-scale fisheries POs and cooperatives.

Outcomes and lessons learned

The main outcomes are in terms of increased member human capital; increased bonding and bridging social capital; and increased leadership empowerment.

Activities for 2014

Sharing experiences and developing partnership relationships at the subregional level.

72 Subregional workshop on strengthening small-scale fisheries organizations in North African countries

Symbol: Under FMM funding and under funding from the subregional office in the Near East (SNE) in Tunis

LTU: Subregional office in Tunis – FIP

Activities: Knowledge generation and sharing; Support to enabling environment; Voice and participation

Description

The workshop was organized to anticipate the implementation of the Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines), which are currently under development and expected to be approved in 2014. The implementation will heavily rely on organizations as partners. The aim of the workshop was to bring together different stakeholders to discuss and identify ways on how to strengthen organizations. It followed the International Workshop on strengthening organizations and collective action in fisheries which took place in March 2013 in Rome (see Table no. 2). A specific platform for aquaculture farmers and private and public sectors was also developed during the last three years, and a subregional workshop to strengthen stakeholders' capacity was organized from 6 to 11 December 2013 in Algeria as part of an SNE programme for small producer organizations. Algeria is now hosting this subregional aquaculture platform.

Outcomes and lessons learned

The main outcomes are in terms of increased leadership empowerment; increased participation in policy dialogue and decision-making processes; and increased bridging and bonding social capital. The exchange of views among different stakeholders during the workshop was identified as a beneficial element for the POs and cooperatives involved. These elements should help develop the capacities of fisheries organizations in the future and support the implementation of the SSF Guidelines. Through the approval and endorsement by the member governments of the SSF Guidelines, organizations can be strengthened and involved in the implementation.

Activities for 2014

Voice and participation, capacity development and support to enabling environment, within a global assistance programme to implement the SSF Guidelines.

SNE will support the small-scale fisheries platform congress to validate a medium- and long-term programme and to designate a steering committee in charge of implementing this programme in cooperation with FAO, WWF (World Wildlife Fund) and fisheries departments and associations in SNE.

SNE will assist an aquaculture platform hosted by the Algerian fisheries to develop a network site to share information and experiences within the SNE region.



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Near East and North Africa/National

73 Recovery and rehabilitation of dairy sector in Bekâa Valley and Hermel-Akkar Uplands

Symbol: OSRO/LEB/901/UNJ

Country: Lebanon

LTU: AGAH-RNE

Activities: Capacity development

Budget: US\$2.5 million

Description

The aim of this project is to enable recovery, rehabilitation and assistance for the livelihoods of 300 vulnerable livestock-keepers in Central Bekâa Valley, North Akkar and Hermel-Akkar Highlands who are resource-poor, have little or no assistance and are unable to keep up with the highly competitive animal production subsector. An additional 300 farmers have drawn indirect benefits from the project through veterinary and artificial insemination services as well as training sessions. The project also aims to provide alternative income-generating activities to the poorest farmers with the highest level of socio-economic deprivation in Hermel-Akkar highlands in order to reduce their dependence on illicit crops.

Outcomes and lessons learned

The main outcomes achieved by the project are in terms of increased member human capital; increased bonding social capital; increased food security of members and their families; increased participation in policy dialogue and decision-making processes; increased leadership empowerment; and increased access to markets.

Through the project, 28 village dairy producer associations have been established, covering 300 villages and 2 900 farmers all over the project areas. Small-scale farmers have been empowered to negotiate with suppliers and with dairy processing plants to improve their revenues from milk production and sales. The organization of small-scale dairy farmers has been strengthened by including lacto-freezers, selecting members to participate in training events, organizing the purchase of farm inputs and assisting members to secure public subsidies. Support to farmers was provided at all levels of the dairy value chain, from fodder production through the marketing of milk and dairy products, including the organization of milk collection and control, livestock health and production management. The synergy created by the close follow-up and monitoring of the project team helped to boost the value chain and added value to farmers' efforts. Furthermore, the investment in the sector – whether in-kind or human resources – gave the project the basis to motivate the farmers to join.

The main element of the project that was beneficial for POs and cooperatives which could be replicated/adapted to other contexts was the positive effects in terms of reputation. Indeed, the experience of creating successful associations/cooperatives helped by giving a positive example in a context and environment that used to be very reluctant towards cooperatives and associations.

As for the lessons learned, it is noted that the involvement of all actors in the early stage of the process can help to clarify the objectives and the benefits for all stakeholders from the beginning. It is therefore recommended to invest more in such successful initiatives, especially in a subsector with high potential.

Activities for 2014

The same project was extended during 2013 and is still ongoing in another region of Lebanon (Akkar). Additional funds have been sought for extending the project to all of Lebanon, including the vulnerable households that were not included before because of the limited budget.

74 The genetic conservation and improvement of the Arabian horse in its homeland

Symbol: UTF /SAU/045/SAU

Country: Saudi Arabia

LTU: AGAG – RNE

Activities: Capacity development; Knowledge generation and sharing

Budget: US\$3 626 999

Web Site: www.kaahcfao.com

Description

The project aims at preserving, improving and promoting the Arabian horse in Saudi Arabia. Activities implemented over the year were mainly focused on capacity development, including special training for women and youth. As for activities related to knowledge generation and sharing, relevant Web sites were created and publications were produced in support of workshops and training courses.

Outcomes and lessons learned

With regards to outcomes, the project: 1) increased member human capital by providing training courses for staff and stakeholders. Skills and knowledge were increased and certifications were obtained by participants; 2) increased leadership empowerment by identifying suitable candidates for training, management and representation at international organizations. Furthermore, private and public partnerships were strengthened through workshops and joint activities. Especially partnerships with cooperative institutions and national and international organizations were developed.

Elements of the project that were beneficial for POs and cooperatives which could be replicated / adapted to other contexts are in terms of knowledge sharing, i.e. the development of new techniques and the inclusion and support of women. The main lesson learned is about gender restrictions: while international women are accepted, national women are not permitted to participate in some activities or to hold certain managerial/leadership positions. Therefore, it is recommended that facilities be provided and permissions gained for women's effective participation.

Activities for 2014

Activities planned for 2014 include delivering training courses for staff and farmers/breeders; providing support services, including DNA testing and registration; producing information and support publications; sharing investigation programmes; organizing work experience days for youth; planning events with international organizations; and creating a database.

75 Support to rural development for small-scale farmers' livelihood

Symbol: UTF /SAU/047/SAU
Country: Saudi Arabia
LTU: NRCDD
Activities: Capacity development
Budget: US\$3 497 350

Description

The project aims to enhance living conditions of the small-scale producers through community and producer-based participatory sustainable rural development in the Kingdom of Saudi Arabia.

Outcomes and lessons learned

The outcome of the project is the empowerment of rural communities, the establishment and/or strengthening of rural POs and capacity building for the Ministry of Agriculture (MoA) staff, at both central and regional levels.

Activities for 2014

Capacity development; support to improvement of small-scale farmers' livelihood; validation of rural development strategy to improve small-scale farmers' livelihood; strengthen women cooperatives and small producer associations.

76 Development and technology transfer of the horticulture sector in the Kingdom of Saudi Arabia

Symbol: UTF /SAU/040/SAU
Country: Saudi Arabia
LTU: AGPM
Activities: Capacity development, knowledge generation and sharing
Budget: US\$4 514 508

Description

The proposed project with a duration of five years is guided by the strategic orientations of the Ninth National Development Plan (2010-2014) and of the drafted Agricultural Strategy to 2030. The impact of this project would contribute to self-sufficiency in citrus, grapes, tropical and subtropical fruit crops and thus enhance national food security, social stability and sustainable agricultural and rural development.

Outcomes and lessons learned

The expected outcome of the project is the comprehensive self-sufficiency in selected horticulture crops through increasing productivity and improving farmers' income on a sustainable basis. From the previous phases of the project, it was quite apparent that the involvement of the Regional Agricultural Directorates and the farmers' cooperatives and the close association between the Research Centres and extension staff throughout the implementation period played a vital role in successfully achieving the project's objective.

Activities for 2014

Assessment of current situation, capacity development, knowledge generation and sharing, technology transfer, support services

77 Development of olive production and processing technologies

Symbol: UTF /SAU/041/SAU
 Country: Saudi Arabia
 LTU: AGPM
 Activities: Capacity development, Knowledge generation and sharing
 Budget: US\$3 500 000

Description

The project would extend its developmental activities to a greater number of farmers in the olive-producing areas, contribute to sustainable olive production and fulfil the growing needs for olive oil and table olive in the Kingdom of Saudi Arabia. The main impact of the project is the sustainable development of the olive industry in the Kingdom of Saudi Arabia, focusing on the production of high-quality olives and olive oil according to international quality standards which would result in reduced dependency on importing olives and olive oil for local consumption.

Outcomes and lessons learned

The outcome of the project is the development of improved technical skills and increased capacity building at the level of government supporting facilities, the private sector and farmers by considering the three phases of the production chain: olive growing, olive processing and marketing of olives. The project's close association with the private sector and the farmers' cooperatives has added depth and strength to the sustainable enhancement of olive production in the Kingdom of Saudi Arabia. Interaction with pioneer countries in olive production has successfully aided in generating advanced production technologies and capacity building.

Activities for 2014

Capacity development, production enhancement, technology generation and transfer and support services.

78 Establishment of an international date palm research centre in the Kingdom of Saudi Arabia

Symbol: UTF /SAU/043/SAU
 Country: Saudi Arabia
 LTU: AGPM
 Activities: Capacity development; knowledge generation and sharing
 Budget: US\$4 801 695

Description

The project has developed the necessary research infrastructure by equipping modern laboratories (e.g. tissue culture, production, protection and biological control, date palm processing, marketing and statistics, soil and water). The project also developed varietal

collections, including a collection of 27 local varieties, 61 national varieties and 12 international varieties, in addition to a male collection of 100 pollinators. The Centre's experts benefited from study tours to other date-producing countries such as Morocco and Tunisia. They also participated with scientific contributions at all important date palm regional/international events which recently took place in the Kingdom of Saudi Arabia, Morocco, the United Arab Emirates and the United States of America. The date palm sector still faces many problems at the regional and international levels. International cooperation is significantly important in order to overcome these problems/challenges. In this respect, the government of the Kingdom of Saudi Arabia has called for establishing an International Date Council (IDC) and offered to host this Council and support its initial funding with 8 million Saudi Riyals (around US\$2.133 million). The IDC objectives are varied and diverse, but could be summarized as to: 'Promote the joint international teamwork to develop human and institutional capacity building in the date sector for the member countries, and to find solutions to similar problems among members through scientific and applied research, cadre training, dissemination of awareness and knowledge, promotion of appropriate technology transfer for dates, application of good production, manufacturing and marketing practices and the exchange of experiences and information'. This is in line with the MoA policies aimed at upgrading the functional capacities of the National Date Palm Research Centre in Al-Hassa (NDPRC) into an international centre. The present project (Establishment of an international date palm research centre in Al-Hassa – IDPRC) is expected to be among the centres to be accredited by the IDC in order to contribute to improving institutional capacities and developing the human resources necessary to manage and implement sustainable production, protection and marketing issues of dates, not only in the Kingdom of Saudi Arabia, but also in IDC-member states.

Outcomes and lessons learned

The expected impact of the project is to contribute to the enhancement of the sustainable management of the date industry in the Kingdom of Saudi Arabia and in the region. The expected outcome of the project is the improved, strengthened and upgraded institutional and technical capacities of the National Date Palm Research Centre (NDPRC) into an international centre to meet the needs of production, protection and marketing of dates. The project's participatory approach during the previous phases with all stakeholders (particularly related national staff, date palm small-scale farmers, date palm cooperatives, women cooperatives in processing aspects and public and private institutions) has provided the base for NDPRC to be developed by the end of the current phase into a full and successful international date palm research centre.

Activities for 2014

Capacity development, production enhancement, technology generation and transfer and support services.

79 Camel breeding, protection and improvement centre in the Kingdom of Saudi Arabia

Symbol: UTF /SAU/044/SAU

Country: Saudi Arabia

LTU: AGA

Activities: Capacity development, knowledge generation and sharing

Budget: US\$3 503 000

Description

Scientific knowledge about camels has progressed a great deal in the last two decades, and the number of publications has practically doubled since 1990. However, scientific and technical knowledge has not been made widespread by development agents and does not figure in animal production training programmes. Recognizing the emergency, and since the camel plays a very important role in all aspects of people's lives in the Kingdom of Saudi Arabia, the Ministry of Agriculture, in close collaboration with FAO, made an agreement through a UTF project to establish a camel breeding, protection and improvement centre in the Kingdom of Saudi Arabia (UTF/SAU/021/SAU). The main objectives of the centre were to serve as: (i) an international centre of excellence in research, studies and technological development in camel breeding; nutrition; genetics and selection; theriogenology and new techniques of reproduction; milk and meat production, quality and processing; and diseases including epidemiological surveys and eradication strategies; and (ii) a host for scholars, researchers, trainees and visitors in the field of camel sciences and camel breeders. To achieve these goals, this follow-up project will focus its activities in six main fields of research and development: (i) the characterization of the camel population and camel systems in the Kingdom, notably by analysing the changes in camel farming management since the last decade by implementing a genetic selection plan to increase camel productivity and by describing the commercial milk and meat sector in the country; (ii) the investigation of the main health constraints in camels including epidemiological aspects with a special focus on trypanosomosis, respiratory diseases and infertility; (iii) the improvement of feeding systems in camel farms including a higher contribution of natural rangelands and a better understanding of the relationships between diet and performance; (iv) the deepening of the knowledge about camel milk composition and properties as well as about cheese processing, including the acceptability of the new dairy products by Saudi consumers; (v) the strengthening of the capacities of the technical and scientific staff working on camels both in the Centre and in the Ministry of Agriculture (e.g. lab techniques, milk processing, veterinary sciences, camel farm management); and (vi) the contribution to publications and extension on camel biology and management, including the participation in national and international events related to camel sciences.

Outcomes and lessons learned

The impact of the project is an established and organized research and development centre of high international standards with the necessary infrastructure, science and personnel to improve camel production and health and to preserve the related historical and sociocultural patrimony of the Kingdom of Saudi Arabia. The project will provide improved knowledge on camel biology, production and health and related communications (i.e. publications and extension) in the Kingdom. The project has successfully worked in the past with camel nomads, communities, cooperatives and institutions. The earlier and continuous participation of these groups provides solid ground for the high expectations that the outcomes of the project will be realized.

Activities for 2014

Capacity development, knowledge sharing, production and health enhancement, support services

80 Development of agricultural extension and technology transfer in the Kingdom of Saudi Arabia

Symbol: UTF /SAU/050/SAU

Country: Saudi Arabia

LTU: NRDR

Activities: Capacity development, knowledge generation and sharing

Budget: US\$3 431 810

Description

The agricultural extension system in the Kingdom of Saudi Arabia, with its overall mandate of providing advisory services to farmers, is called upon to support the implementation of these policies and contribute to achieving the future vision of the agricultural sector. However, the current status of the extension system in the Kingdom of Saudi Arabia limits its capacity to reorient itself in line with national development priorities and to respond to existing and emerging needs of small- and medium-scale producers. The system struggles with major constraints and weaknesses that impair its performance and effectiveness. There is no clear extension policy or strategy that defines extension directions in line with national development priorities. Improving competitiveness, access to markets, supporting organization or facilitating innovation for small-scale farmers do not form a clear part of the extension mandate at present. There is also no reference to raising farmers' awareness on issues of sustainable use of natural resources and improving water-use efficiency. The emphasis placed by recent national development plans on sustainable agricultural development and supporting small- and medium-scale producers' productivity, innovation, competitiveness and living standards calls for reorienting the extension and agricultural advisory services in the country to address these challenges. Accordingly, there is a need to reorganize the organizational and institutional framework of the extension system, develop a clear extension vision and plan of action, and strengthen agricultural advisory services in line with the national development policies in the country. The proposed project will support the Ministry to maximize the potential of extension services in support of agricultural development and innovations in the Kingdom of Saudi Arabia. It aims to strengthen the extension system and agricultural advisory services to support small- and medium-scale producers' innovation, improve their productivity and contribute to improving their income and living standards.

Outcomes and lessons learned

The project will contribute to strengthening the institutional and human capacities to support agricultural innovation and manage sustainable agricultural and rural development. The outcome of the project will be a strengthened national extension system capable of providing efficient advisory services to small- and medium-scale producers, contributing to improving their productivity and enhancing their income and living standards. Since this is the first phase of this project, it is expected that many lessons will be learned through successful implementation of its activities and the positive participation of all stakeholders.

Activities for 2014

Assessment of current situation, capacity development, knowledge generation and sharing, technology transfer, support services

81 Emergency assistance due to national revolution and the Libyan crisis to set up agricultural microenterprises for vulnerable youth and to formulate a long-term programme to create agricultural jobs (Assistance d'urgence pour la mise en place de micro-entreprises agricoles pour les jeunes vulnérables et la formulation d'un programme à plus long terme pour la création d'emplois agricoles suite à la révolution nationale et à la crise libyenne)

Symbol: TCP/TUN/3303

Country: Tunisia

LTU: ESP

Activities: Capacity development; Support to enabling environment

Budget: US\$464 000

Description

Young men and women from vulnerable areas in Tunisia do not have access to training and to microcredit facilities. Youth are the forgotten part of the population and represent the highest risk of emigration. The main challenge is that the high interest rates for microcredit stop young people from investing in agriculture.

Using the JFFLS approach, the project is supporting young men and women from vulnerable rural areas to build their agriculture skills and to access microcredit facilities to start their own micro-enterprises. The project has worked in partnership with a financial NGO and has negotiated a financial product suitable for poor rural youth.

Outcomes and lessons learned

The main outcomes achieved by the project are in terms of increased member access to productive resources; increased member access to financial capital; increased member human capital; increased bonding and bridging social capital; increased food security of members and their families; and increased access to market.

The project was a pilot phase to demonstrate the viability of the approach. Only 13 JFFLS were created, but all groups are still active after nearly two years of activity. All groups are officially registered as associations and managed to attract funds to finance cash for work (CFW) activities. All associations managed fodder bank activities to generate income. Furthermore, the groups are equipped to provide agriculture services like honey harvesting or sheep shearing. The average age is 23 years old, and women are equally represented. All members add microcredit training and evaluation of their own capacity. Although few members (10 percent) contracted for individual microcredit because of the high level of interest rates, they are managing a common fund for income-generating activities.

The most important element of the project that was beneficial for POs and cooperatives was to advertise POs as cohesive and hard-working groups. This enabled them to attract funds for CFW. This is reported to be very relevant for all seasonal work in agriculture like harvesting or pruning. The main lesson learned is that young people in vulnerable rural areas are not seen as productive people. Indeed, the creation of the association changed their image socially, politically and economically. It is recommended to create a critical mass of POs in order to reach full recognition and weight in policy advocacy.

Activities for 2014

A project proposal of 800 000 euros (US\$1.04 million) was submitted to the European Commission. If approved, the project should start in early 2014. The project (GCP/TUN/037/EC) is titled "Support agricultural and production associations' creation to promote youth self-employment in Tunisian vulnerable rural areas" (Appui à la formation d'associations agricoles de production pour la promotion de l'auto-emploi des jeunes vulnérables en zones défavorisées de la Tunisie). The objective of this initiative is to reduce rural poverty by promoting local development dynamics and to increase vulnerable young people's access to decent and productive jobs in agriculture while preserving the environment and reducing the risk due to climate change. The action will demonstrate, using the JFFLS approach, the potential of POs to create sustainable jobs for 1 500 young men and women, marginalized, vulnerable and candidates for rural and/or illegal migration. The action will help empower young producers in: i) improving access to natural resources and their management; ii) overcoming barriers to enter the market by improving their bargaining power and reducing transaction costs; iii) improving their knowledge, skills and access to information and technology, and becoming more efficient in local, national and international markets; and iv) supporting their participation in public policy development and engaging in partnerships with government and the private sector in more balanced conditions.

82 Promote cooperatives and producer organizations (SMSA) in Tunisia through support to small farmers and fishers – especially women and youth (Promouvoir des Sociétés Mutuelles de Services Agricoles en Tunisie en appuyant l'appropriation des petits agriculteurs et pêcheurs – femmes et jeunes en particulier)

Symbol: TCP/TUN/3402

Country: Tunisia

LTU: OCP

Activities: Capacity development; Voice and participation

Budget: US\$135 000

Description

The project focused on strengthening public/private partnerships and building the capacity of producer organizations in three pilot value chains: palm dates, traditional fisheries and market gardening. The main project activities are the organization of various documented training sessions (e.g. extension, management of POs, gender and communication) for farmers in the south of Tunisia.

Outcomes and lessons learned

The project is in its first stage of implementation.

Activities for 2014

Coaching; Training sessions; Survey

83 Food security through backyard food production (West Bank and Gaza Strip/ Empowerment of the role of women's associations and cooperatives)

Symbol: OSRO/GAZ/203/CAN

Country: West Bank and Gaza Strip

LTU: AGPM

Activities: Capacity development

Budget: US\$500 000

Description

The overall objective of the project is to mitigate household food insecurity in vulnerable marginalized areas of the West Bank and Gaza Strip (i.e. for families who lost access to sea and land in the buffer zone in the Gaza Strip, Area C Seam Zone and Jerusalem Governorate).

FAO, in cooperation with the United Nations Development Programme, the Ministry of Agriculture and the private sector, has been working on the "National First Initiative". The Initiative's main objective is to enable Palestinian women entrepreneurs and cooperatives to market their agricultural food and non-food products through an intermediary company that links them to the hotels and restaurants in the West Bank. The initiative also aims to build a solid base of partnership between the private sector and the development organizations to assist and sustain the implementation of these initiatives. FAO's main role was to: i) make the beneficiary women's associations/groups aware of the new opportunity for marketing their products; ii) provide technical advice and support to the women's associations/groups to enable them to be better positioned and to establish effective partnerships; iii) facilitate the creation of direct linkages between the women's associations/groups and the intermediary institution(s)/NGOs involved in the marketing process; iv) provide technical advice and quality assurance to all partners as needed throughout the implementation period of this Memorandum of Understanding (MoU); v) ensure that all related stakeholders are effectively informed on this activity and its progress, so that new opportunities could be identified and coordinated; and vi) extract, analyse and disseminate lessons learned and best practices.

Moreover, FAO provided beehive units to women's associations in the West Bank. Thirteen women's and agricultural associations (with approximately 957 members) in the West Bank were selected to receive beehive kits with 450 beehives, bees and beekeeping tools. Fifteen beneficiaries from each association received training in beekeeping which focused on: the feasibility of beehive projects; association members and their role; beehive characteristics; site selection and nectar collection; bee feeding; and beehive division. Seven women's associations have been targeted from an MDG (culture and development) joint project, and have benefited from training and tools for food processing and marketing.

Outcomes and lessons learned

The main reported outcomes are in terms of increased member access to productive resources; increased member human capital; increased bonding and bridging social capital; increased food security of members and their families; increased leadership empowerment; and increased access to markets.

Around 200 members of cooperatives and associations benefited from technical capacity building, bookkeeping and feasibility study training. Additionally, women's

associations and cooperatives were provided with necessary machines for food processing; food standardization and reservation; food safety and quality; and packaging and labeling.

As results of activities separate from the 'National First Initiative', members of 12 associations benefited from small agriculture inputs such as sheep, home gardens, cisterns and beehives. Furthermore, a network has been established among seven associations that started producing and marketing together. Twenty-eight cooperatives and associations have been linked to private business in order to market their food processing products.

The main elements of the project that were beneficial for POs and cooperatives and that could be replicated / adapted to other contexts include: i) assessing from the beginning and listening well to the target cooperatives; ii) establishing good relationships with people; iii) ensuring transparency in work; and iv) monitoring and evaluation.

For the scaling-up of this initiative, it is recommended to: i) exchange information in related projects to avoid replications; ii) work on joint programmes; and iii) evaluate each step in implementing phases.

Activities for 2014

Capacity development

84 Marketing-oriented high-value crops sector development in West Bank and Gaza Strip vegetable production

Symbol: OSRO/GAZ/207/NET

Country: West Bank and Gaza Strip

LTU: AGPM

Activities: Capacity development

Budget: US\$3 000 000

Description

The project's overall objective is to sustainably improve the capacities and self-reliance of small- and medium-scale high-value and export crops in the West Bank and Gaza Strip, so that their products can compete in national and international markets, through developing sound and sustainable commercial processing and marketing systems, on the basis of improved chain of production and enhanced capacities and involvement of all relevant stakeholders. Specific objectives are: i) to enhance the high-value crops sector in the West Bank and Gaza Strip in order to increase their share in the domestic market (i.e. import substitution) and to increase the Palestinian share in international markets; ii) to improve institutional performance and service delivery capacities of farmers' cooperatives through strengthening management and financial capabilities, improving planning and coordination skills, and enabling access to finance and knowledge resources; iii) to reduce the detrimental impact to the environment of the high-value crops production chain and optimize the use of scarce water and energy resources; and iv) to increase women's involvement and participation in the high-value crops value chain, by enhancing their institutional and personnel capacities through promoting their production and marketing activities.

The project has been working with 17 active high-value crops farmers' cooperatives and six active rural women's associations in the West Bank and Gaza Strip. Main project activities are: i) The capacity of high-value crops farmers is enhanced to apply

cost-efficient and quality-based improved agricultural practices throughout the entire high-value crop production chain; ii) Sound and efficient high-value and export crop extension system is promoted; iii) The portfolio of high-value crops is diversified to enhance resilient marketing through introducing new feasible and highly demanded crops and varieties; and iv) Commercial GLOBALG.A.P. and product quality certification approaches are promoted.

Outcomes and lessons learned

The main reported outcomes are: i) eighteen farmer cooperatives, including 1 329 farmers owning 3 770 dunums and three nurseries will be certified by 2016 in accordance with GLOBALG.A.P. standards; ii) there are exports of 8 220 tonnes and 10 million flower stems of high-value crops, and 16 370 tonnes and 3 million flower stems are being marketed locally in the 2015/2016 season; and iii) two high-value crops producer associations have been established, joining 18 high-value crops farmers' cooperatives.

The main elements of the project that were beneficial for POs and cooperatives and that could be replicated / adapted to other contexts include: i) enhancing the capacity of high-value crops farmers by applying cost-efficient and product quality-based good agricultural practices throughout the entire production chain.; ii) strengthening the capacities of farmer cooperatives to reduce production costs and implement the international GLOBALG.A.P. certification standard; and iii) ensuring good quality and competitive high-value crops to be sold at local and international markets.

For the scaling-up of this initiative, it is recommended that: i) optimizing the local marketing system for fresh fruits and vegetables will highly contribute to improving the feasibility of agricultural production; ii) when introducing new feasible crops varieties, attention must be given to replacing part of the existing traditional crops instead of only adding new ones to avoid any potential increase in water demand; iii) the self-reliance of the targeted farmers and women's cooperatives must be enabled and efficient in-house funding and credit systems must be established to allow these cooperatives to use their own financial resources effectively.

Activities for 2014

Capacity development

Europe and Central Asia/Regional

85 Cattle production improvement in Central Asia countries

Symbol: GCP /SEC/001/TUR
 Country: Azerbaijan – Kyrgyzstan – Tajikistan
 LTU: AGAS via SEC Livestock Officer (LTO)
 Activities: Capacity development; Knowledge generation and sharing
 Budget: US\$600 000

Description

During a workshop on Livestock Production Issues and Opportunities in Central Asian Countries, held from 23 to 26 February 2010 in Kusadasi, Turkey, representatives of the seven Sub-Regional Office for Central Asia (SEC) countries expressed their commitment to breed improvement and registration of purebred cattle in their countries. They emphasized



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that this should include: 1) forming breeders' associations; 2) registering purebred cattle; 3) carrying out modern progeny testing to accelerate gains in productivity in the dairy cattle industry; and 4) expanding access to artificial insemination services. The project aims to improve livestock productivity through: establishing district-based cattle producer associations for training and service delivery; accessing better feeds, both quality forages and compound feeds; disseminating modern livestock farm husbandry and management practices, such as preventive health treatment and milk sanitation; providing support in animal registration and identification; and supporting modern milk marketing associations in order to organize milk producers.

Through the project, three cattle producer associations have been established in all three countries and have been used for local training. Demonstration plots were established in Azerbaijan, Kyrgyzstan and Tajikistan for forage production. Training workshops on cattle husbandry practices were conducted in all three countries for farmers and for local technical staff. A study tour to Bursa and Balıkesir, Turkey, was organized in order to bring together farmers and local technical staff from participating countries and to share experiences on cattle husbandry practices.

Modern forage production systems were demonstrated for the breeder associations. These systems are more productive than the current ones and contribute substantially to livestock productivity. Producers' farm management skills were improved through training on improving housing, herd health / preventive medicine, milking practices, feeding, breeding and marketing.

Milk marketing associations will be established for producer-members. The need for formal milk marketing associations for producers was assessed. They have been setting up in order to improve the supply of essential inputs/services and enhance association members' negotiating powers.

Women and children are important stakeholders in this project because they are usually directly involved in smallholder livestock production. They have the knowledge about livestock production and health problems and traditional methods of dealing with these problems. The project ensures women's involvement in all stages, including project assessment and implementation, as well as their active participation in producer associations. In most of the household farming, women directly manage the small stock and processing and marketing of products for household consumption and receive income from the sale of surplus; therefore, women are direct beneficiaries of this project. The project ensures that women stakeholders are members and participate actively in the farmer associations which are key outputs of the project and receive training in animal feeding as members of associations.

Outcomes and lessons learned

The main outcome of the project is establishing functioning cattle and milk producer associations, livestock forage / concentrate feeding and modern husbandry management systems in one high-priority district in each of the three partner countries.

Output 1. A cattle producer association established. The Cattle Producers Association is a centre for training, extension, information gathering and analysis and service delivery. An adequate but modest office and training facilities are being used in one high-potential pilot district in each country. The systems essential for livestock productivity improvement and commodity marketing will be centred and operated out of district offices.

Output 2. Forage demonstrations established in each district. Priority high-potential varieties of forages were grown in demonstration plots (at least five per district) for

farmers. Advice on harvesting, preserving and feeding were developed for extension to farmers and livestock owners.

Output 3. Livestock husbandry and management practices improved. Farm management skills of the Cattle Producers Association (CPA) members were improved through training on housing, herd health / preventive medicine, milking practices, feeding, breeding and marketing. One private module farm was assisted as a demonstration for learning of best practices for livestock husbandry in each district.

Output 4. Milk marketing associations established for producer-members. The need for formal milk marketing associations for producers was assessed. They are being set up in order to improve supply of essential inputs/services and enhance negotiating powers of association members.

The critical success of this initial and very modest investment is that it lays a foundation for the revival of important livestock productivity systems but with only modest annual running costs. Most running costs will be borne by private entrepreneurs producing improved forage or feed grains and the manufacturers and distributors of the finished commodities. Through study tours and technical assistance, along with a small project cost for equipment and inputs, it is assumed that the local producer associations can recruit enough interested farmers to participate in these systems. The benefits and costs, particularly for dairy farmers, need to be communicated as a priority. The dairy sector should reap the fastest and greatest financial benefit from these systems that underpin increasing milk production and marketing at fair prices. In the end, genetic and farming system improvements are a long-term investment, and in developed countries the increase in milk output under intensive dairy husbandry conditions is averaging about 1 percent annually. On a national scale, this will represent a significant increase in animal-origin food production in these partner countries when the complete package of productivity-improving components are widely adopted.

The main elements of the project that were beneficial for producer associations and cooperatives and that could be replicated / adapted to other contexts include establishing cattle producer associations; training centres and a milk collection system.

As for lessons learned, it is noticed that the strategic approach of this subregional project is to start small. One district-based Cattle Producers Association office / training centre was set up in each country. Early components of the project focused on the expertise and systems for improving forage quality and quantity, restoring concentrate animal feed milling, improving livestock husbandry practices and improving milk marketing. With regards to recommendations, it is noted that these systems require neither significant investment nor operating expenses by governments over the long term as they will be maintained within the private sector. National livestock stakeholders build their capacity to operate in their countries as far as district-based cattle producers and milk marketing associations are formed; concentrate feed and improved forages become more available; and national stakeholders are trained in modern livestock husbandry and management practices.

Activities for 2014

Milk collection systems will be established.

86 EC/FAO Programme on information systems to improve food security decision-making in the ENP-East Area – DCI-FOOD 2009/223-068

Symbol: GCP /GLO/275/EC

Country: Armenia – Azerbaijan – Georgia – Moldova (In 2012, the project worked on POs in Georgia; in 2013, the project worked on POs in Armenia)

LTU: ESA

Activities: Capacity development; Knowledge generation and sharing; Support to enabling environment; Voice and participation

Budget: € 3 million (US\$3.9 million) – work on POs is only a small part

Web Site: http://www.foodsec.org/web/newsevents/training/trainingdetail/en/c/176444/?no_cache=1

Description

A round-table discussion was organized on 30 April 2013 under the “EC/FAO Programme on Information Systems to Improve Food Security Decision-making in the European Neighbourhood Policy (ENP) East Area” to discuss the options available for promoting agricultural cooperatives in Armenia. It was also the opportunity to review the paper prepared by an FAO consultant, in support of the Ministry of Agriculture (MoA), on the development of the Republic of Armenia (RA) Law on Agricultural Cooperatives.

The main objective of the meeting was to introduce a study prepared by the FAO consultant on the development of a Law on Agricultural Cooperatives in Armenia and to stimulate a discussion on the document. The meeting was also useful to brief the participants on this component of the programme.

Outcomes and lessons learned

The main outcome of the project was to increase participation in policy dialogue and decision-making processes.

The round-table discussion was attended by 17 participants including representatives from various departments of the Ministry of Agriculture, International Centre for Agribusiness Research (ICARE), FAO and the Agricultural Association Foundation. During the meeting, the Minister of Agriculture stressed that agriculture is recognized by the Government as a priority sector of the economy. In this respect, the establishment of agricultural cooperatives is expected to positively contribute to the Armenian economy. The participants also noted that the initiation of such an activity requires a strong awareness-raising campaign and that farmers have to clearly understand the difference between the former kolkhoses and sovkhoses and current cooperatives.

The preparation of the paper by the FAO consultant was based on desk research: collection and analysis of relevant papers, national statistics on cooperatives, reports, international policy papers and agreements, case studies about cooperatives and country laws. In particular, the cooperative laws of five countries have been analysed and integrated in the report, including the case of neighbouring Georgia.

The main recommendations presented by the consultant were the following: i) Develop one universal law on cooperatives; ii) Take into account the important elements concerning the cooperative identity and principles explicitly expressed in cooperative legislation; iii) Study more deeply the tax policy related to cooperatives, in particular agricultural cooperatives; and iv) Develop a general state policy on cooperatives.

The main elements of the project that were beneficial for POs and cooperatives and that could be replicated / adapted to other contexts include: i) close links with government

partners; and ii) an excellent local partner who knows very well the situation of POs in Armenia and has international experience.

With regards to lessons learned, it is noted that efforts to promote POs and encourage the development of a favourable policy framework can only be successful if government can clearly see the advantages. It is therefore recommended that in order to implement the most efficient measures, it is necessary to identify people who can illustrate to the government the benefits of strong POs in the target countries.

Activities for 2014

No activity is planned under the programme which ended on 31 December 2013.

Europe and Central Asia/National

87 Support for achieving sustainable livelihoods through agricultural cost-shared investments in IDP settlements and constraint returnee areas in Georgia

Symbol: OSRO/GEO/101/EC

Country: Georgia

LTU: REU

Activities: Capacity development; Knowledge generation and sharing;
Support to enabling environment; Voice and participation

Budget: US\$2 800 000



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Description

The overall objective of the project is to improve the food security and livelihoods of the IDPs in Georgia. Specific objectives are to: 1) increase the food production and income generation of the IDPs through cost-shared support to agricultural investments; and 2) improve the capacity and knowledge of the MRA (Ministry of Refugees and Accommodation) and enable it to develop and implement livelihood support programmes.

The main activities undertaken include the analysis of POs in the country from multiple angles and the identification of legislation, tax and practice-related disincentives. The project also provided support to the government in understanding the identified constraints.

Outcomes and lessons learned

n.a.

Activities for 2014

n.a.

88 Development assistance to livestock farmers in the mountainous areas of Northern Montenegro and Kosovo

Symbol: GCP/RER/019/LUX

Country: Kosovo

LTU: AGAP

Activities: Capacity development

Budget: US\$6 733 067

Description

The overall objective of the project is to build and strengthen the skills and capacity of the poorest and more isolated rural communities of Montenegro and Kosovo in order to increase household incomes, improve livelihoods and raise living and social conditions. In Kosovo, the project created four cooperatives – two cheese cooperatives and two wool cooperatives – and further 27 POs (NGO). Project staff monitored all cooperative activities during the past year.

Outcomes and lessons learned

- **Cooperative “Natyra e Sharrit”** – The cooperative “Natyra e Sharrit” has two units:
 - Milk processing unit – The cooperative has 12 members and two salaried employees (a cheese-maker and a cheese distributor). The Managing Board is composed of a President, Secretary and Treasurer. They receive no salary but all expenses incurred during the work are covered by the cooperative. During 2013, the cooperative collected 200 000 litres of milk. From this, 19 000 kg of Sharri cheese and white cheese was produced and sold at a price of 4.2 euro/kg. Also prepared were 10 000 kg of curd, and this was sold for 1.3 euro/kg. The milk was collected from the farms of 11 members. The cooperative invested in the development of the milk processing unit itself, building in supply of water and electricity. The FAO project invested in purchasing and installing cheese-making equipment as well as training in cheese-making and equipment operation.

Agricultural Machinery Ring – This cooperative invested in the purchase of equipment along with the project. The equipment meets the basic needs of all members of the cooperatives and associations (e.g. the association bought a mower, grass silage chopper and fertilizer distributor. The FAO project bought the rotary mower, motor mower, belt rakes and manure spreader and trained the members to use these machines).

- **Dairy (cheese) Cooperative “Gornje Ljubinje”** – The Cooperative “Gornje Ljubinje” also has two units:

Milk processing unit – The cooperative has ten members and the Managing Board is composed of: President, Secretary and Treasurer. They receive no salary but all expenses incurred during the work is covered by the cooperative. During 2013, the cooperative collected 55 000 litres of goats’ milk, which produced 19 000 kg of cheese and 2 200 kg of curd. The cheese sold for 6 euro/kg and the curd sold for 1.5 euro/kg. As in the previous case, the cooperative invested in the building of the milk processing space and in utilities (i.e. water and electricity supply), and the FAO project invested in the cheese-making equipment, its installation and the training of members to work with the equipment.

Agricultural machinery ring – As in the previous case, the cooperative members and the project have invested in the purchase of agricultural equipment to meet the basic needs of all members of the cooperatives and associations (e.g. the association bought the belt rakes and fertilizer distributor; the FAO project bought the square balling machine and drum rotary mower and trained the members in using all the equipment).

- **Cooperative “Delja e Kosoves” – Sheep shearing, wool handling and marketing** – The cooperative has ten members and no regular salaried employees. The Managing Board is composed of: President, Secretary and Treasurer. All receive no salary, but all expenses incurred during work for the cooperative are covered. During the season, the

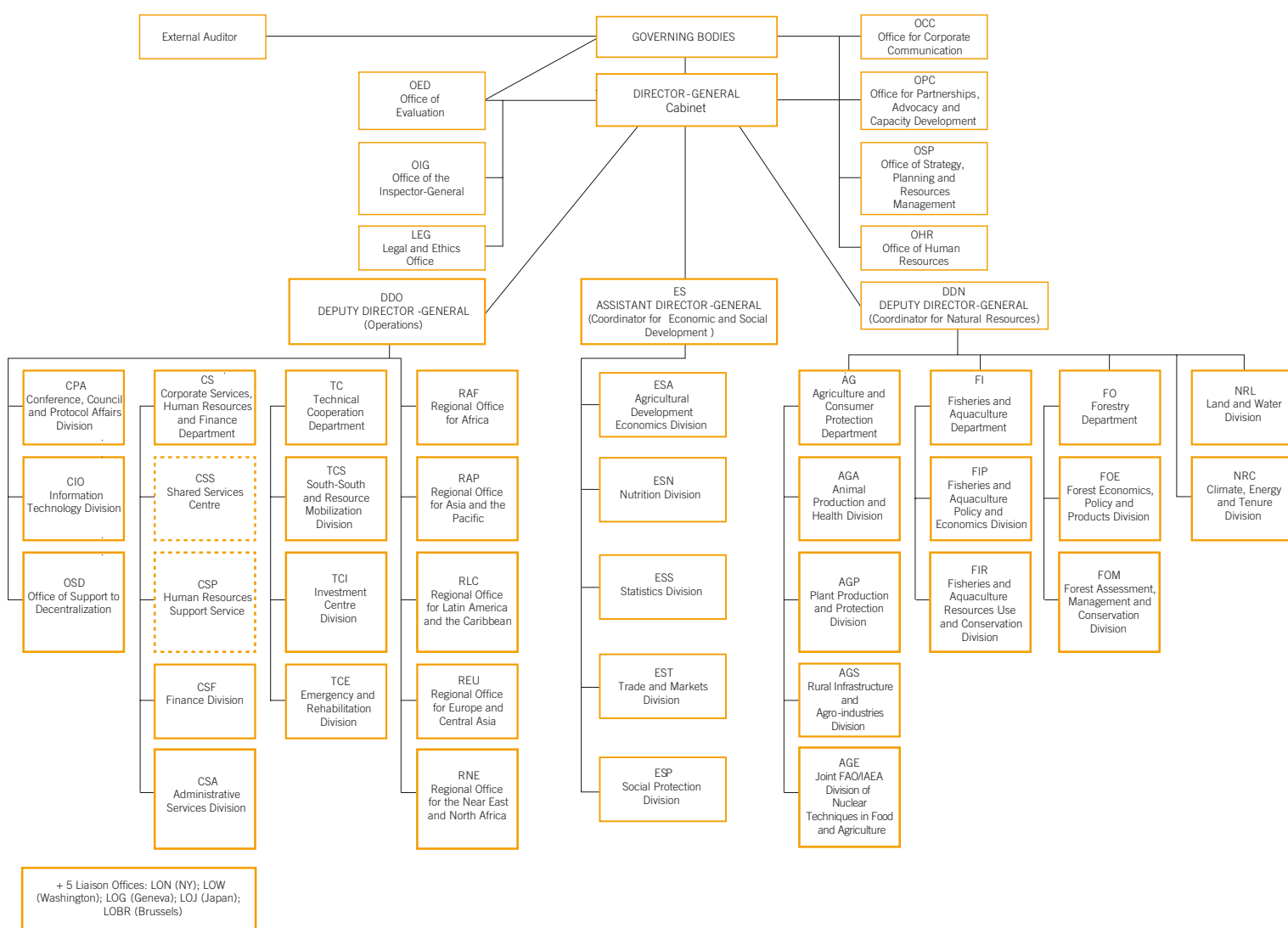
cooperative members sheared 3 200 sheep, and the cooperative collected 35 000 kg of wool. In 2013, the cooperative exported 53 000 kg of wool to Macedonia; included was a quantity of wool from the previous year. In store and ready for export is another 15 000 kg. This year, wool was collected from 150 farmers. Cooperatives have shared the investments; the project in the rehabilitation of the wool storage (concrete floor); three sheep-shearing machines; wool sorting table; hand-operated wool press; training members to shear, sort the wool for export and to work with equipment. The cooperative invested in an electric bale press. During 2013, the members were also trained in animal health, on-farm mechanization and other topics.

- **Sheep Shearing and Wool Packing Cooperative “Drini i Bardhë”** – The cooperative has 11 members and no salaried employees. The Managing Board is composed of: President, Secretary and Treasurer, all of whom receive no salary but all expenses incurred during the work are covered. During the past season, cooperative members have sheared 2 400 sheep, and the cooperative collected and sold 2 655 kg of wool. Project investments include: three sheep-shearing machines; equipment for sorting and wool packing; and training of members to shear and sort and pack wool. During 2013, cooperative members have been trained in animal health, on-farm mechanization and other livestock management topics.

Activities for 2014

n.a.

Annex 2 Headquarter Organigramme





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