



# Support to Farmers' Organizations in Africa Programme (SFOAP)

Pilot phase 2009-2012

**A partnership to build the capacity of smallholder organizations in sub-Saharan Africa**

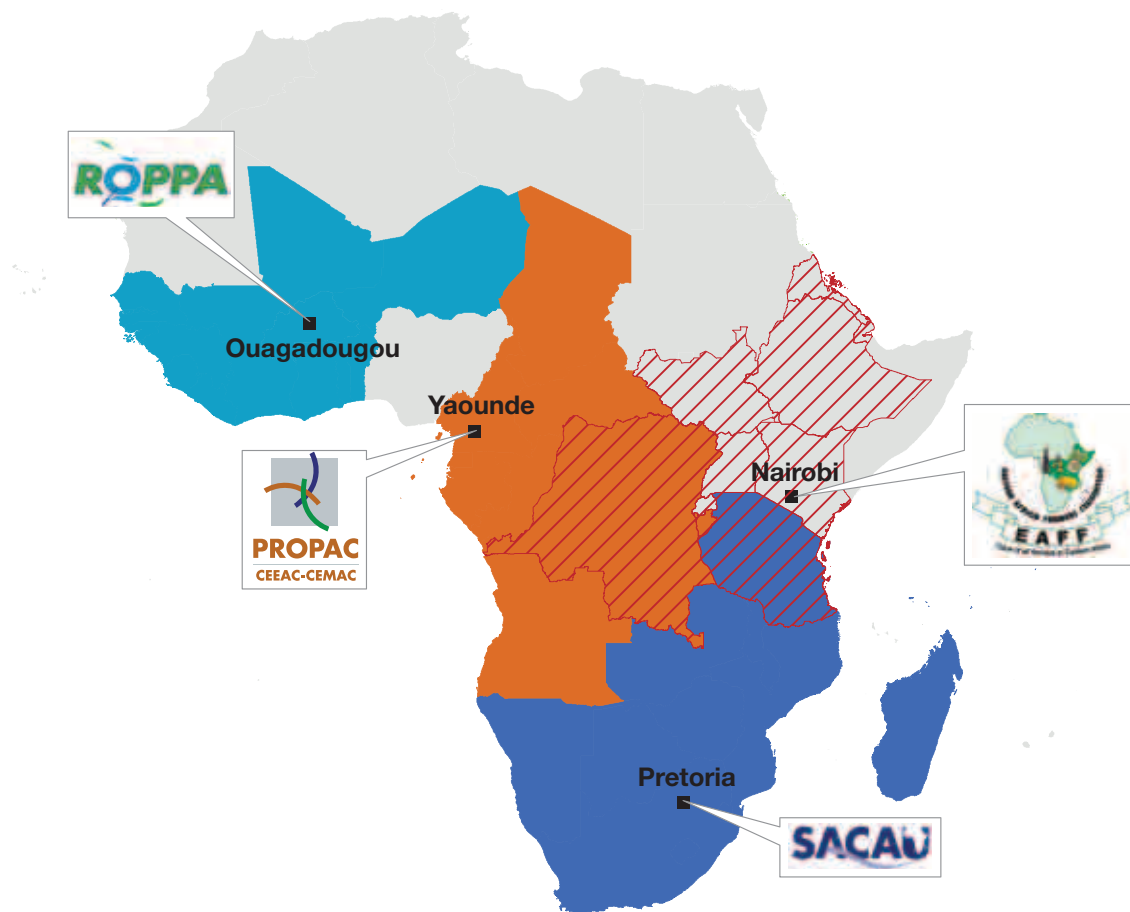
Main results achieved



This project is financed  
by the European Commission



Enabling poor rural people  
to overcome poverty



#### EAFF

Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD), Burundi  
 Djibouti Agro-Pastoralist Association, Djibouti (new member\*)  
 Cooperative Centrale du Nord-Kivu (COOCENKI), DRC  
 Fédération des Organisations Producteurs du Congo au Nord-Kivu (FOPAC), DRC  
 Ligue des Organisations des Femmes Paysannes Du Congo (LOFEPACO), DRC  
 Syndicat de Défense des Interets Paysans (SYDIP), DRC  
 Oromia Coffee Farmers Co-operative Union (OCFCU), Ethiopia  
 Oromia Pastoralists Association, Ethiopia (new member\*)  
 National Confederation of Eritrean Workers (NCEW), Eritrea  
 Kenya National Federation of Agricultural Producers (KENFAP), Kenya  
 Kenya Livestock Producers Association (KLPA), Kenya (new member\*)

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

#### PROPAC

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

#### ROPPA

Plate-forme Nationale des Organisations Paysannes et des producteurs Agricoles du Bénin (PNOPPA), Benin  
 Confédération paysanne du Faso (CPF), Burkina Faso  
 National Coordinating Organisation for Farmer Associations of The Gambia (NACOFAG), Gambia  
 Farmers Organisations Network of Ghana (FONG), Ghana  
 Conseil national des Organisations Paysannes de Guinée (CNOP-G), Guinée  
 Quadro nacional de Concertação das Organizações Camponeses e produtores agricolas da Guiné Bissau (QCOPGB), Guinea Bissau  
 Association nationale des Organisations de Producteurs agricoles de Côte d'Ivoire (ANOPACI), Ivory Coast  
 Liberian farmers Union Network, Liberia (new member\*)

Coordination nationale des Organisations paysannes du Mali (CNOP-M), Mali  
 Plateforme paysanne du Niger (PFP-N), Niger  
 Conseil national de Concertation et de Coopération des ruraux (CNCR), Senegal  
 National Farmers Association of Sierra Leone (NAFSL), Sierra Leone  
 Coordination togolaise des Organisations paysannes et de Producteurs agricoles (CTOP), Togo

#### SACAU

Botswana Agricultural Union (BAU), Botswana  
 Lesotho National Agricultural Union (LENAFU), Lesotho  
 Coalition Paysanne de Madagascar (CPM), Madagascar  
 Confédération des Agriculteurs Malagasy (FEKRITAMA), Madagascar  
 Farmers' Union of Malawi, Malawi  
 National Smallholder Farmers' Association of Malawi, Malawi  
 Uniao Nacional de Componsees, Mozambique (new member\*)  
 Namibia National Farmers' Union (NNFU), Namibia  
 Namibia Agricultural Union, Namibia  
 Seychelles Farmers' Association (SeyFA), Seychelles  
 Agri-South Africa, South Africa  
 Swaziland National Agricultural Union (SNAU), Swaziland  
 Agricultural Council of Tanzania (ACT), United Republic of Tanzania  
 Zambia National Farmers' Union (ZNFU), Zambia  
 Zimbabwe Farmers' Union (ZFU), Zimbabwe  
 Commercial Farmers' Union, Zimbabwe

National FOs in **black** received direct financial support from SFOAP

\* New member joining the RFO during the implementation of the programme



## Background

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

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

Regional networks are undoubtedly playing an increasing role in regional and continental policy processes that are related to agricultural development and food security, and they enjoy growing recognition as the representatives of the farming community in their regions.

## The SFOAP pilot phase

The Support to Farmers' Organizations in Africa Programme (SFOAP) began as a pilot programme launched in 2009 to strengthen the capacity of FOs and their regional and pan-African networks to influence policies and support programmes affecting agriculture, rural development and food security in Africa.

The SFOAP began as a collective decision of the four regional networks of FOs in sub-Saharan Africa within the context of the Farmers' Forum to work together as a single programme in support of the institutional development of FOs, from the national to the pan-African levels.<sup>1</sup> During its pilot phase, it supported 55 national farmers' organizations (NFOs) in 39 countries, their four regional networks, and the establishment of the Pan-African Farmers' Organization (PAFO).

The SFOAP, through its combined support to both regional and national FOs, strengthened the linkage between regional farmers' organizations (RFOs) and their national affiliates and helped coordinate national and regional efforts to promote policy issues of common interest.

## Programme financing and partnership

The International Fund for Agricultural Development (IFAD) supervised and financed the programme, while the European Commission (EC) provided its funding through IFAD. The Food and Agriculture Organization of the United Nations (FAO) and the Technical Centre for Agricultural and Rural Cooperation (CTA) provided additional technical support.

The EC financed the programme with EUR 5 million and IFAD with US\$1.5 million.

### SFOAP pilot phase in brief

**Budget:**  
EUR 6.2 million

**Donors:**  
EC, IFAD

**Period:**  
2009-2012

**Supervision and coordination:**  
IFAD

**Executing agencies:**  
EAFB, PROPAC, ROPPO, SACAU

**National farmers' organizations:**  
55

**Countries involved:**  
39 African countries



<sup>1/</sup> The Farmers' Forum is a bottom-up process of consultation and dialogue between small farmers' and rural producers' organizations, IFAD and governments, focused on rural development and poverty reduction. Launched in 2006 and fully aligned with IFAD's strategic objectives, the forum was established as a permanent feature of the IFAD Governing Council and operationalized through IFAD-funded investment projects and grant programmes.

## Programme activities – a toolbox for building capacity

SFOAP activities were organized around capacity-building and involvement in policy processes.

The *capacity-building* component provided FOs with:

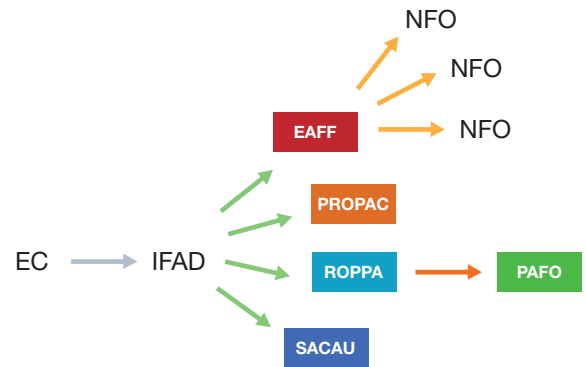
- Strategic tools such as constitutional texts and membership databases
- Staff, equipment and resources
- training and expertise
- Consultations and communication
- Support to pan-African activities

The component on *policy processes* helped FOs to:

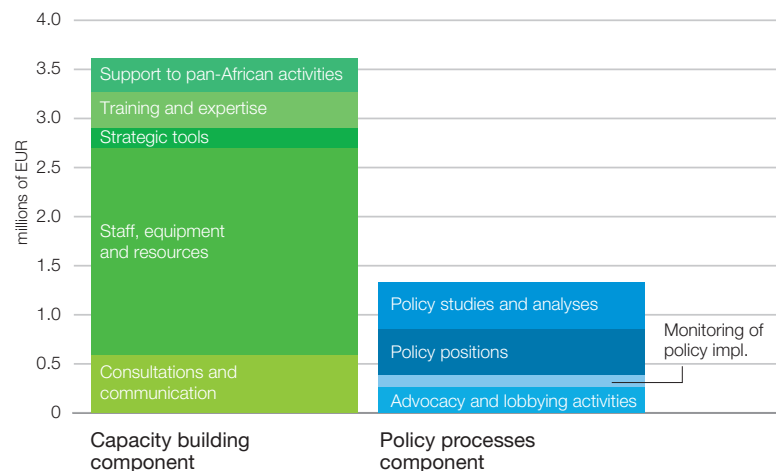
- Produce policy studies and analyses
- Promote meetings to forge common policy positions
- Carry out advocacy and lobbying activities
- Support the monitoring of policy implementation

## Implementation responsibilities

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



## SFOAP activities



## Unifying principles

- *Ensure ownership:* Organizations defined objectives and activities to be carried out at all levels based on their respective strategic plans
- *Mainstream programme activities:* Programme activities and systems were embedded in existing structures, which contributed to enhanced ownership and stronger impact
- *Ensure coherence between national and regional levels:* Coordination and consultation between national and regional levels were maintained for stronger impact
- *Build in flexibility:* The programme was adaptable to emerging opportunities, the evolution of smallholder priorities and to the international agenda for the agriculture sector
- *Mainstream gender:* Women's quotas were established and a focus on women's leadership was at the core of the programme

## Increased management capacity and accountability

SFOAP support enabled FOs to secure staff for their day-to-day management and financial accounting, develop altogether 32 constitutional texts, manuals of procedure and institutional databases and 30 strategic plans. More than 73 training and capacity-building events were organized to train FO leaders, staff and members on key priority areas. Also, 51 governing body meetings were organized.

Such activities ensured FOs' daily functions and endowment of key organizational and management tools that helped them to pursue their mandates. These contributed to the improvement and consolidation of FOs' core functions, such as professional financial and technical management, accountability towards members, and improved governance and transparency.

### Training in management and good governance in the Democratic Republic of the Congo

Created in 1980, the *Cooperative Centrale Du Nord-Kivu* (COOCENKI) is a cooperative currently framing 25 cooperatives with 1,160 households and 8,120 agricultural producers. The members of the COOCENKI are primary cooperatives of the agriculture sector, which gather farmers and stockbreeders living in rural medium in the province of North-Kivu.

With SFOAP support in 2010, COOCENKI held two training workshops for leaders, primary cooperatives and technical staff. The first session was held in Mighobwe village on management and good governance, focusing on the administration and coordination of an organization of agricultural producers. Thirty-six among staff and leaders (of which 15 were women) participated in the training. The second session was also held in Mighobwe for 30 women leaders from 19 agricultural cooperatives on women's leadership in agricultural cooperative organizations.

The results of the good governance training can be summarized as follows:

- Regular meetings of statutory bodies of primary cooperatives have been held
- The culture of accountability to members at the union and primary cooperatives was reinforced
- The participation and active involvement of members in the development and adoption of action plans of primary cooperatives was improved
- Management tools to improve accounting and financial management were developed and used
- Women were involved in resource management of primary cooperatives



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The results of the training on women's leadership can be summarized as follows:

- The representation of women increased from 24 to 55.5 per cent in the decision-making organs
- At the COOCENKI level, women now represent 55.5 per cent of the Board and 33.3 per cent of the Control Board
- At the level of primary cooperatives women were represented in decision-making organs ranging from 33.3 to 74 per cent

ROPPA's case is a good example of what can be achieved. It underwent a process of internal restructuring that culminated in the renewal of its management team and in the formulation of a five-year strategic plan for the organization and its members.

Thanks to the improved accountability to members, EAFF increased membership by 19 per cent on average over the course of the

programme. In Central Africa, institutional strengthening of PROPAC contributed to an increase in FO membership, particularly at the grass-roots level. The SACAU's membership also increased during the SFOAP pilot phase from 12 to 16 NFOs because of its increased visibility and members' awareness of its importance.

### Professionalization of the secretariat of COPACO in the Democratic Republic of the Congo

Before the SFOAP, the *Confédération Paysanne du Congo* (COPACO) was hosted in a small room that did not offer adequate working conditions and had no paid staff. As a result, the organization's visibility and credibility were poor. It was essential that COPACO could ensure basic conditions and capacities to enable it to service members and fulfil its mission as a national platform of FOs.

With SFOAP funds, COPACO was able to:

- Rent a new office with adequate workspaces and a meeting room
- Recruit a permanent secretary and assistant accountant
- Purchase office equipment (e.g. computers, chairs, projectors, printers, scanners, accounting software)
- Pay operational costs (electricity, water, Internet)
- Purchase a generator



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Such activities allowed COPACO to improve its professional management of activities and communication with members. In addition, the availability of the meeting room enabled the organization to regularly hold statutory meetings. As a result, the credibility and relevance of COPACO vis-à-vis its members strongly improved. Since 2009, 27 new FOs have requested access to its membership.

The visibility of COPACO concerning partners and the government also improved and this has resulted in new partnerships. Since 2009, COPACO signed eight cooperation contracts with relevant partners (including FAO, FoodFirst Information and Action Network

International, IFAD, IFPRI, Norwegian Agency for Development Cooperation and *Vétérinaires Sans Frontières*).

The improved professionalization and capacity of COPACO has meant that the organization is systematically involved in agriculture sector projects and policy initiatives in the country and established regular exchanges and collaboration with sectorial ministries.



## FOs as more effective players in African policy processes

The strengthened capacities of FOs have resulted in a significant change in the representation of RFOs and national FOs at policymaking forums. RFOs are now increasingly present in policy initiatives at the regional and continental level, such as the Comprehensive Africa Agriculture Development Programme (CAADP) processes.

With SFOAP support, 92 policy consultations were organized and more than 44 policy positions developed. Regional and national FOs attended more than 96 policy forums at all levels, thus improving their reputation and credibility in policymaking processes. Respective governments are increasingly recognizing FOs as important partners in the formulation of agricultural policies and programmes.

- EAFF was designated by the Common Market for Eastern and Southern Africa (COMESA) as a signatory to the regional CAADP compact. The EAFF has an observer status in the East African Community and the EAFF president sits on the Partnership Committee of the Multi-Donor Trust Fund.
- PROPAC developed partnerships with regional integration bodies such as regional economic and monetary unions like the Economic Community of Central African States.
- Through its strengthened secretariat, SACAUI has become a more important partner for consultations at regional and continental forums organized by COMESA, the Southern African Development Community, the African Union and the Forum for African Agriculture Research.
- ROPPA is a member of various task forces and consultative bodies on sector policies.

### Transforming agricultural development in Mali

Since independence, Mali has developed a number of plans and programmes to improve the agriculture sector and food security. To further boost its efforts, the government affirmed its commitment to radically transform rural lives and production by initiating the *Loi d'Orientation Agricole* (LOA), which would establish a vision for sustainable agricultural development and the goals and concrete actions necessary to achieve this. The development of the law would be a collaborative effort among all rural development actors, including farmers' associations.

The government mandated the *Coordination Nationale des Organisations Paysannes du Mali* (CNOP-M) to coordinate the various consultations with farmers. The CNOP-M organized a national preparatory workshop for regional leaders on issues that related to the development of the law, and it also arranged other local and regional workshop activities. It established a national organizing committee to recruit appropriate consultants and create management procedures and tools. The committee was composed of one representative from each of the farmers' organization members of CNOP-M and three representatives from the Permanent Assembly of the Chambers of Agriculture. To date, 24 local workshops, 9 regional workshops and 8 thematic workshops have been held. In addition, a draft of the LOA was prepared and validated.

CNOP-M was committed to help farmers find solutions to agricultural development issues (land tenure and security, financing, marketing, GMOs, social security). It also focused on family farming as the basis for food sovereignty and national economic growth, and its awareness of the importance of inclusive dialogue at local and regional levels.



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## Understanding – and fighting for – one's rights in Madagascar

In Madagascar, rice is one of the most important crops and the majority of farmers, particularly smallholders, are involved in its cultivation. The government endorsed the purchase by a foreign company of a large portion of land for agricultural development as a means to expand the country's

economy. Unfortunately, the company changed the flow of the river, negatively affecting the rice farmers who operated downstream. Most of the rice farmers in the area were illiterate and were not aware of their rights. What they did know was that their yields – and their livelihoods – were being compromised.

With SFOAP funding, a survey was conducted to document the extent to which the activities of the company were affecting the farmers. The findings of the survey were used to lobby for the closure of the activities of the company. In addition, all the affected farmers were mobilized and informed of their rights and were also trained on how to effectively develop and implement a lobbying and advocacy strategy. Several approaches were deployed, such as meetings with the authorities, organized marches by farmers and other members of the community as well as distribution of the written materials to other stakeholders.

Although the company was not required to cease its activities, the farmers became aware of their rights and learned how to effectively fight for them. Before the intervention, farmers believed that it was impossible for them to challenge an intervention directed by the government by lobbying and taking the government to court. The assertion of their rights was a significant development for farmers who had never been involved in any forms of negotiations or advocacy.



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It is also a key strategic partner of institutions for regional integration, such as the Economic Community Of West African States, the West African Economic and Monetary Union and the Permanent Interstate Committee for

Drought Control in the Sahel. In addition, ROPPA was a founding member of the Farmers' Forum at IFAD and has a seat on its Steering Committee.

## Involvement in public policymaking for rural development in Togo

During the 1990s, Togo suffered through a socio-political crisis and an economic regression and the country's challenge was to create the conditions for economic growth. SFOAP support to one ROPPA member – *Coordination Togolaise des Organisations Paysannes et de Producteurs Agricoles* (CTOP) – was instrumental in achieving specific policy outcomes related to the agriculture sector.

At the time of the preparation of the Poverty Reduction Strategy in 2008, the CTOP urged the government, and particularly the Ministry of Agriculture, Livestock and Fisheries, to respect the Maputo Declaration to allocate 10 per cent of the national budget to agriculture. With SFOAP support, the CTOP was able to reinforce its engagement with the government and involvement in policymaking. In 2009, the CTOP organized consultations between FOs on the occasion of the first meeting of the National Farmers' Forum to define policy orientations and an advocacy and lobbying strategy. It further conducted advocacy and lobbying at the National Assembly and at the Ministry on financing agriculture and measures to mitigate the effects of the crisis.

In addition, in 2010 the CTOP held two meetings with the Head of State on high input costs and difficulties encountered by producers in marketing their products.

These activities helped the CTOP gain recognition and credibility with government and partners as a key player in rural and agricultural development related issues.

It participated in the process of design and implementation of the Support to Agricultural Development Project (cofinanced by IFAD through the Global Agriculture and Food Security Program [GAFSP]) to operationalize the *Programme National d'Investissement Agricole et de Sécurité Alimentaire*. In addition, the government reduced the price of fertilizers by approximately 10 per cent and purchased 10,000 tons of cereals.



## Broader alliances and partnerships

FOs are now able to mobilize more external support and engage in public investment projects because of their increased visibility and negotiating skills. Since 2009, SACAU's budget increased by about 20 per cent each year and the number of donors and partners rose from 5 in 2009 to 13 in 2011. During the same period, the projects managed by SACAU increased from 6 to 13. From 2009, EAFF successfully lobbied for new programmes worth over US\$1 million.

In Burundi, the NFO *Confédération des Associations des Producteurs Agricoles pour le Développement* (CAPAD) was successfully involved

in the formulation and implementation of the IFAD-financed Agricultural Intensification and Value-enhancing Support Project and the Value Chain Development Programme. In June 2010, the NFO *Concertation Nationale des Organisations Paysannes au Cameroun* (CNOP-CAM) signed a six-year partnership agreement within the *Projet d'Amélioration de la Compétitivité Agricole*, financed by the World Bank and the Government of Cameroon.

### Mobilizing FOs for more policy impact in Burundi

SFOAP support to one EAFF member – *Confédération des Associations des Producteurs Agricoles pour le Développement* (CAPAD) – was instrumental in achieving specific policy outcomes, strengthening the Burundian farmers' movement in general and creating a partnership with IFAD country projects.

With the backing of SFOAP, CAPAD commissioned two studies on the impacts of the East African Common Market on Burundian producers and adapted agricultural models. Studies were followed by the elaboration and dissemination of concrete demands or policy positions on key issues (financing for agriculture, the role of the farmers' movement in agricultural development, access to inputs and to land and food security). These lobbying documents were made public through a set of activities, including radio emissions, meetings with parliamentarians, journalists and donors, publications, a press conference and an agricultural show.

CAPAD, which brings together 72 small producer cooperatives, understood that to achieve concrete results it could not work alone and it required a large group of farmers to stand behind its demands to gain government recognition. The organization started mobilizing local FOs also beyond its own membership. The campaign, financed by SFOAP, was the first opportunity for CAPAD to be involved in lobbying activities with the government. This process led to the establishment of the *Forum des Organisations des Producteurs Agricoles du Burundi* (FOPABU), bringing together CAPAD and the national federations of tea, coffee, cotton and palm oil producers.

In addition, CAPAD approached academics, bank representatives and donors, many of whom have continued working with CAPAD as resource persons, thus solidifying the credibility of FO activities vis-à-vis the government.

The government has had to recognize the legitimacy of CAPAD and its members as stakeholders in the formulation of agricultural policies and strategies. CAPAD's members are now included in the technical committees working on the national agricultural investment plan, on strategies to develop the sectors for key products, and are involved in the management of certain projects. The lobbying activities mobilized by CAPAD and backed up by FOPABU members have had important impacts on national policies. Responding to FOs' calls to respect the Maputo Declaration to dedicate at least 10 per cent of the national budget to agriculture, the government increased the share of the agricultural budget from 3.6 to 6.7 per cent from 2010 to 2011 and to 10 per cent in 2012.



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### Proposing suitable projects for external financing in Cameroon

The support given by SFOAP to a farmers' organization in Cameroon enabled its members to mobilize external support and engage in investment projects because of their increased visibility and negotiating skills.

The organization had identified a concern about its lack of funding, which was attributed to its low capacity to propose suitable projects for external financing. As part of its institutional capacity-

building component, in February 2010, SFOAP thus supported a three-day training course for members of CNOP-CAM.

Forty participants attended the training, of whom 62 per cent were women. The training covered the different stages of the project cycle, funding research based on donor requirements, preparing proposals and managing a donor-financed project (financial management, compliance procedures, reporting). During the training, participants also formulated concrete project proposals. These were eventually submitted to donors, most notably the Government of Cameroon and the World Bank in the context of its *Projet d'Amélioration de la Compétitivité Agricole*, which offered financing to small



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producers for microprojects. Of the 30 proposals developed during the training and submitted, 16 were approved. Funding per project ranged from EUR 22,000 to EUR 44,000.

Other public organizations have also funded projects submitted by CNOP-CAM over the duration of the programme and a total of 150 project proposals were approved for funding since the training was conducted. In 2010 alone, CNOP-CAM members mobilized almost EUR 1.6 million.

### Stronger knowledge management and communication

FOs are better able to develop peer-to-peer support and share knowledge and experience from country-level activities. With SFOAP support, more than 113 consultations and exchange visits among FO members were organized.

In addition, RFOs moved from consolidating the capacities of their own organizations to supporting the institutional and organizational development of their members. Through RFOs' technical backstopping, the institutional governance of many NFOs greatly improved, leading to their enhanced credibility and visibility.

### Main achievements at the pan-African level

These consisted of the establishment of PAFO in November 2010 and its subsequent recognition as the voice of African FOs at the highest continental level. In 2012, PAFO developed its strategic plan (2012-2017), which defines its vision for the future and sets forth seven objectives in support of FOs and African producers at the continental and international levels. PAFO is Africa's first continent-wide FO and is an important instrument for rallying direct farmer engagement on Africa's growth and development agenda.

## New partnerships through strategic planning in the United Republic of Tanzania

Founded in 1993, Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA) assists small-scale farmers economically and socially through capacity-building in lobbying and advocacy by strengthening farmers' groups and networks, facilitating communication and learning so that they are capable of defending their interests. The slogan of MVIWATA is *Mtetezi wa Mkulima ni Mkulima Mwenyewe*, which means the 'defender of the farmer is the farmer'.

During the project life cycle and with contribution from SFOAP, MVIWATA developed a five-year strategic plan for 2010-2014 as a road map and guideline for implementing its activities. The strategic plan was used to develop consolidated annual work plans and budgets for the organization.

The key strategic pillars of MVIWATA's plan are the following:

- Institutional development
- Capacity-building of small-scale farmers on lobbying and advocacy and self-organization under one umbrella
- Economic empowerment of small-scale farmers through the creation of projects such as savings and credit, cereal banks, rural tourism and other rural enterprises
- Affiliation with national and international networks and organizations for lobbying and advocacy purposes
- Building knowledge of farmers on cross-cutting issues (HIV/AIDS, gender and climate change)

The establishment of communication and knowledge-sharing strategies and tools, such as the website ([www.mviwata.org/](http://www.mviwata.org/)), weekly radio programmes and the quarterly newsletter Pambazuko has helped the organization to further share its plans, achievements and experiences with various partners that support similar interventions.

The development of MVIWATA's strategic plan and its information sharing has improved its visibility. This has led to an increased recognition by partners and government institutions of the importance of the network and its activities.

Many development partners have been interested to learn from MVIWATA's experiences and have initiated partnerships to implement joint activities. Some of these include the EC, Alliance for a Green Revolution in Africa, AGRINATURA, ACIDI/VOCA and academic institutions.



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## A new main phase of the SFOAP

The final independent evaluation of the programme acknowledged the positive results achieved by SFOAP and its potential. Subsequently, this led the EC to support a new main phase of the programme (2013-2017) with a threefold increase in funding. The *Agence Française de Développement* (AFD), IFAD and the Swiss Agency for Development and Cooperation (SDC) are cofinancing the programme. Geographical coverage has been expanded to North Africa with the inclusion of

a fifth regional network: Union Maghrébine des Agriculteurs (UMAGRI). The main phase has also introduced a third component – *provision of economic services* – to support the development of economic activities of FOs and to strengthen their involvement in value chains.

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





International Fund for Agricultural Development

Via Paolo di Dono, 44 - 00142 Rome, Italy

Tel: +39 06 54591 - Fax: +39 06 5043463

E-mail: [ifad@ifad.org](mailto:ifad@ifad.org)


[www.ifad.org](http://www.ifad.org)

[www.ruralpovertyportal.org](http://www.ruralpovertyportal.org)

 [ifad-un.blogspot.com](http://ifad-un.blogspot.com)

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 [www.twitter.com/ifadnews](https://www.twitter.com/ifadnews)

 [www.youtube.com/user/ifadTV](https://www.youtube.com/user/ifadTV)

July 2013



#### Contacts

EAFF - Stephen Muchiri

E-mail: [info@eaffu.org](mailto:info@eaffu.org)

<http://eaffu.org/>

PROPAC - Célestin Nga

E-mail: [propac\\_cm@yahoo.fr](mailto:propac_cm@yahoo.fr)

[www.propac.org](http://www.propac.org)

ROPFA - Djibo Bagna

E-mail: [roppa@roppa-ao.org](mailto:roppa@roppa-ao.org)

[www.roppa.info/?lang=fr](http://www.roppa.info/?lang=fr)

SACAU - Ishmael Sunga

E-mail: [info@sacau.org](mailto:info@sacau.org)

[www.sacau.org](http://www.sacau.org)

PAFO - Djibo Bagna

E-mail: [roppa@roppa-ao.org](mailto:roppa@roppa-ao.org)

[www.panafricanfarmers.org](http://www.panafricanfarmers.org)

European Union - Patricia Larbouret

E-mail: [patricia.larbouret@ec.europa.eu](mailto:patricia.larbouret@ec.europa.eu)

<http://ec.europa.eu/europeaid>

IFAD - Roberto Longo

E-mail: [r.longo@ifad.org](mailto:r.longo@ifad.org)

[www.ifad.org](http://www.ifad.org)