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ANNEX

of the Commission Decision on the on the Annual Action Programme 2018 Part II in favour of Intra-ACP cooperation to be financed from the 11th European Development Fund

Action Document for Farmers' Organisations for ACP

1. Title/basic act/ CRIS number	Farmers' Organisations for ACP CRIS number: 2018/041-112 financed under the 11 th European Development Fund			
2. Zone benefiting from the action/location	Africa, Caribbean and Pacific (All ACP). The action shall be carried out at the following location: ACP countries			
3. Programming document	Intra-ACP Cooperation – 11 th European Development Fund – Strategy Paper and Indicative Programme 2014-2020			
4. Sector of concentration/ thematic area	Agriculture cooperatives / Farmers and Rural Producers Organisations	DEV. Aid: YES		
5. Amounts concerned	Total estimated cost: EUR 42 500 000 Co-funding: USD 3 000 000 Total amount of EDF contribution EUR 40 000 000 This action is co-financed in joint co-financing by the International Fund for Agricultural Development (IFAD) for an amount of USD 3 000 000.			
6. Aid modality(ies) and implementation modality(ies)	Project Modality Indirect management with IFAD			
7 a) DAC code(s)	31194 Agricultural co-operatives			
b) Main Delivery Channel	41108 International Fund for Agricultural Development			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	<input type="checkbox"/>	X	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	X	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>

	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	X	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	<ul style="list-style-type: none"> • Food and nutrition security and sustainable agriculture and fisheries • Growth, jobs and private sector engagement 			
10. Sustainable Development Goals (SDGs)	<p>Main Goals:</p> <p>Goal 1. End poverty in all its forms everywhere;</p> <p>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture. Secondary Goals:</p> <p>Goal 5. Achieve gender equality and empower all women and girls;</p> <p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;</p> <p>Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</p>			

SUMMARY

Farmers' Organisations for ACP is a capacity building programme aiming to increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project, through greater integration of family farms in key agricultural value chains. The proposed programme builds on lessons learnt from the implementation of the of Farmers' Africa programme (2013-2018), as well as the experience farmers' Organisations (FOs) acquired over the last decades.

The specific objectives of Farmers' Organisations for ACP are: FOs and farmer-led enterprises improve technical and economic services along the value chains; FOs influence policies and business environments for the transformation of family farming and the development of sustainable, adaptive economic initiatives and farmer-led enterprises; FOs are accountable organisations able to effectively perform their institutional functions. This will be achieved through a holistic sustainable approach that integrates several key dimensions: FOs capacity to deliver technical and economic services and connect their members to markets; FOs access to financial services; support to agribusiness development at regional and ACP level; policy dialogue to improve the business environment and support smallholder competitiveness; strengthening FOs institutional capacities and professionalism; and knowledge generation and dissemination among peers for replication and scaling up.

This complementary support will contribute to strengthening FOs effectiveness and ability to provide services to their members, influence policies, develop strategic partnership in the agriculture and agri-food sectors, and leverage financing from the private sector and rural financial services for the benefit of family farms.

IFAD is the implementing partner of the programme. The five African regional Farmers' Organisations (RFOs), the Pan-African Farmers' Organisations (PAFO) and AgriCord are the

direct beneficiaries of the programme. Farmers' Organisations in the Caribbean and Pacific regions will be identified and assessed during the inception phase.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Poverty is still prominent in ACP countries, and is particularly concentrated in Sub-Saharan Africa where 41 % of the population lived on USD 1.90 or less a day in 2013. This implies that 389 million people remain in extreme poverty—more than in all other regions combined¹.

ACP countries account for 11 % of the world's population. In Africa, population is especially growing fast with an expected rise from 817 million in 2000 to 2.5 billion by 2050. African population is also young, with 60 % under 25 years of age in 2015².

Also, while ACP countries are urbanizing rapidly, large segments of population live in rural areas (65–70 % in the majority of African countries³ with a share of poor exceeding 80 %⁴). Agriculture remains the backbone of ACP economies. In Africa only, it accounts for a third of the Gross Domestic Product (GDP) region-wide and employs two-thirds of the labour force, with the poorest countries most heavily reliant on this sector⁵.

Africa is dominated by family farming, with 33 million farms of less than 2 hectares, accounting for 80 % of all farms⁶. Family farms are the largest private sector group in national economies and contribute about 70 % of the total food supply in Africa, feeding most of the urban populations. It is thus impossible for Africa to end hunger and reduce poverty unless it significantly increases production and incomes on Africa's smallholder farms⁷.

African Farmers' Organisations are active in promoting the recognition of family farming and smallholder' rights, making evident the multidimensional environmental and social added value of family farming, for example in terms of food security, maintenance of ecosystems and rural landscapes, preservation of biodiversity and cultural heritage and socio-economic foundation of rural communities. African agriculture has enormous potential for growth. This stems from the continent's abundant natural resources and the large yield gap that countries can explore to increase food security and reduce poverty. A 1 % increase in agricultural per capita GDP reduced the poverty gap five times more than a 1 % increase in GDP per capita in other sectors, mainly among the poorest people⁸. FOs play a crucial role in lobbying for increased investments in agriculture, that can benefit family farming and smallholders. Improving agriculture budget allocations along value chains offers opportunities and added-values for family farming in line with green economy principles. This includes, for example, improvement of smallholder working conditions and opportunities for accessing new markets.

¹ World Bank (WB), Annual Report 2017

² United Nations, Department of Economic and Social Affairs, Population Division, World Population Prospects 2017

³ World Bank Group, Poverty in a Rising Africa, 2016

⁴ World Bank Group, Poverty and Shared Prosperity 2016, Taking on Inequality

⁵ World Bank Group. 2016. Africa's Pulse, No. 14, October 2016

⁶ New Partnership for Africa's Development (NEPAD), Agriculture in Africa, Transformation and outlook, 2013

⁷ African Development Bank Group, Background paper, Strengthening Farmers Organisations and Civil Society Organisations, 2015

⁸ Climate change and smallholder agriculture in Sub-Saharan Africa

Family farming and smallholder systems face several structural and functional challenges, among them environmental degradation and climate change impacts, hindering the goal to achieve food and nutrition security together with increased incomes and improved livelihoods. African small-scale family farmers are expected to be the worst affected by climate change, with erratic rainfall and increasing temperatures already causing crop failures when these are not destroyed by the impacts of extreme events (flooding and droughts)⁹.

FOs (and extension services) represent a major opportunity to bring social learning on adaptation from the community-level to the national level, promoting mainstreaming institutional and organisational approaches that allow key principles of sustainable agriculture and value chains to be part of regional and national policies, reflecting the challenges of ensuring a sustainable agricultural production for food security and increased incomes and improved livelihoods. Thus, mainstreaming sustainability principles and adaptation is more than scaling up of specific ecological and adaptation practices or knowledge, it is about mainstreaming institutional and organisational approaches that allow this knowledge to be generated.

1.1.1 Public Policy Assessment and EU Policy Framework

Farmers' Organisations for ACP aligns to the Comprehensive Africa Agriculture Development Programme (CAADP) of the African Union (AU) strategy to support African countries in articulating a path of economic growth through agriculture-led development, and to the 2014 Malabo Declaration¹⁰, setting concrete targets for 2025 (e.g. creating job opportunities for at least 30 % of the youth in agricultural value chains).

The programme aligns with the Caribbean Community Agricultural Policy to support public/private sector partnerships, cluster and investment, agro-processing (linking production to value addition) and sectoral linkages.

The programme also aligns with the Framework for Pacific Regionalism, and notably with the objective "economic growth that is inclusive and equitable".

Farmers' Organisations for ACP is in line with the EU Agenda for Change (2011)¹¹, particularly with the strategy to focus on smallholder agriculture, the supply and marketing chain, efforts to facilitate private investment. The programme Farmers' Organisations for ACP is also consistent with the New European Consensus on Development (2017)¹² with the overarching goal of eradicating poverty by promoting good governance, human and economic development and tackling universal issues such as fighting hunger. Under the New Consensus, the EU engaged to promote and support the creation of FOs and cooperatives to address better productivity of family farms, land use rights and traditional farmer-based seed systems, and to develop agricultural markets and value chains in partner countries which benefit the poor and encourage the agro-industry to generate jobs and added value. The New Consensus also underlines the importance of promoting sustainable agriculture and food systems, including sustainable fisheries, so to address the needs of a growing global population while protecting the environment, enhancing resilience to climate change impacts and reducing the GHG potential of agriculture emissions.

⁹ Intergovernmental Panel on Climate Change, IV Assessment Report (2007); IPCC

¹⁰ Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods

¹¹ COM(2011)637.

¹² OJ C 210, Volume 60, 30 June 2017.

The programme Farmers' Organisations for ACP contributes to the implementation of the EU Communication on engagement with civil society¹³, where the EU commits to support socio-economic initiatives in rural development; and of the Communication on the private sector¹⁴ focusing on creating opportunities for local entrepreneurs through market-based approaches, and the use of grants to speed up enterprise development. The action will support the development of farmer led enterprises and the multiplication effect in terms of rural employment. The action is also in line with the EU's framework for gender equality and women's empowerment¹⁵, and in particular with objectives 15 and 17 on equal access to financial services, productive resources, entrepreneurship, and on equal rights and ability to participate in policy and governance processes.

The proposed action further contributes to advancement the ACP Private Sector Development Strategy (2014), and aligns to the ACP new approach for the development of agriculture value chains¹⁶, aiming to connect small producers to markets through their Organisations, and focusing on access to finance, capacity building, value addition and climate risks mitigation. Furthermore, it contributes to the Intra-ACP Cooperation strategy 2014-2020¹⁷ to strengthen the private sector as an engine of growth.

The Programme contributes to the implementation of one of the Rome AU-EU Agriculture Ministerial Conference's outcome, where exchange programmes between AU-EU young farmers should be established, including within the Vocational Education and Training (VET) programmes and the involvement of young farmers' organisations is essential to this end.

The Programme also aligns with Abidjan Political Declaration 2017, where skills development is included among the strategic priorities recognised by the Heads of State and Government of Member States of the African Union (AU) and European Union (EU). They have committed to enhance vocational training and education in sustainable agriculture and agri-food entrepreneurial activities, in order to jointly seize market opportunities for African food production and sustainable social and ecological livelihoods.

The EU being the biggest importer of agricultural products from ACP countries, the Economic Partnership Agreements (EPAs) create favourable conditions e.g. allowing for local safeguards and infant industries measures, phase out of existing subsidies granted upon exportations, etc. These conditions strengthen and enable ACP farmers to maximise on the gains from the implementation of the proposed action.

1.1.2 Stakeholder analysis

The programme's primary stakeholders and beneficiaries are ACP FOs and their smallholder members from the local, regional and the continental level. The selection of FOs that will be supported will be made at inception or defined in the course of implementation¹⁸. Given the

¹³ The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations, 2012.

¹⁴ A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries, 2014.

¹⁵ Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020.

¹⁶ Investment and Transformation in the ACP Agriculture Sector, A New Approach to AC Group Support for the Development of Agriculture Value Chains, April 2017.

¹⁷ Intra-ACP Cooperation, 11th European Development Fund, Strategy paper and indicative programme 2014-2020.

¹⁸ Given the focus on ACP countries, in Northern Africa UMNAGRI will support their members in Mauritania only.

programme's focus on knowledge management (KM) and peer learning, and taking into account the need to facilitate synergies with other complementary initiatives supported by IFAD¹⁹ and AgriCord, also FOs from the Caribbean and the Pacific will be involved in the programme based on their demand, particularly in terms of participation to KM related activities.

IFAD, a specialized agency of the UN, is selected as implementing partner given its unique expertise, extensive partnerships and dialogue with FOs and AgriCord, and its role as the leader of an alliance of partners in support of FOs. IFAD also supports FOs as supervising entity for two out of the four grant initiatives directly supporting FOs in the Global Agriculture and Food Security Program Missing Middle Initiative²⁰ (GAFSP MMI).

The direct beneficiaries of the programme are: (i) the five RFOs: East African Farmers Federation (EAFF), *Plateforme Sous-régionale des Organisations Paysannes d'Afrique Centrale* (PROPAC), *Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest* (ROPPA), Southern African Confederation of Agricultural Unions (SACAU), *Union Maghrébine et Nord-Africaine des Agriculteurs* (UMNAGRI); (ii) PAFO; and (iii) AgriCord.

The **five RFOs** are membership based organisations representing and grouping together 69 **national FOs** in their respective regions, including women organisations, federations, commodity associations, cooperatives, unions and advocacy based organisations. The five RFOs are present in 49 countries and represent over 52 million smallholders (including farmers, fishermen, breeders, pastoralists, producers), 26 million being women²¹. Since their creation in the 2000s, RFOs recorded substantial growth. They gained sound experience and capacities in technical and financial management and have built fruitful collaboration with development partners. Thanks to improved institutional capacities, they effectively conducted advocacy initiatives to promote family farming and developed strategies to influence agricultural policies at all levels. Members of various task forces and consultative bodies on sector policies, they are championing youth in agriculture, and are key strategic partners of regional integration institutions and successfully positioned as the main voice of African farmers in the respective regions.

Based on the decision of the five RFOs, PAFO was created in 2010 with the support of the Support to Farmers Organisations in Africa Programme (SFOAP) and under the sponsorship of the African Union. **PAFO** is Africa's first continent-wide FO. In the last years, PAFO strengthened partnership with the AU in the framework of CAADP and with other international partners including the Food and Agriculture Organisation (FAO), IFAD, the EU and the Technical Centre for Agricultural and Rural Cooperation (CTA). Today PAFO is recognized as a key player in the policy arena and will have an important responsibility to ensure farmers' interests and aspirations continue to be reflected in Africa's development initiatives, policies and strategies.

AgriCord is a non-profit development alliance mandated by 35 professional FOs and their cooperative businesses from countries in Europe, Canada, Africa and Asia. AgriCord has official development assistance status with the OECD, and operates via its 12 member Agri-Agencies, non-governmental organisations for development cooperation specialised in FO capacity building and operational in the field. Agri-agencies provide specialised services,

¹⁹ The Medium-Term Cooperation Programme with Farmers' Organisations in Asia and the Pacific, Phase II (MTCP2).

²⁰ <http://www.gafspfund.org/content/missing-middle>

²¹ Data is extracted from regional FOs' documents and reports.

tools and approaches developed to answer the needs of different segments of FOs. AgriCord and agri-agencies bring experience and know-how from the implementation of Farmers Fighting Poverty (FFP), operating since 2007 and supporting more than 600 FOs per year in more than 50 developing countries.

In the **Caribbean and Pacific regions**, FOs such as for Pacific region the umbrella organisation the Pacific Island Farmers Organisation Network (PIFON) will be identified and assessed during the inception phase.

Other stakeholders include private sector actors (traders, processing enterprises, food industry); financial institutions including commercial banks; European FOs and agricultural cooperatives; research institutions; ministries in charge of agriculture, fisheries and cooperatives; regional economic communities; programme donors; international organisations (CTA) and development agencies (e.g. FAO) with complementary programmes.

The design of Farmers' Organisations for ACP is based on the experience and results of the Farmers' Africa programme (2013-2018) implemented with the support of the EU and IFAD, and in particular on the lessons learnt in the implementation of its two components: FFP/Africa (2013-2015)²² and SFOAP in its pilot (2009-2013)²³ and main (2013-2018)²⁴ phases. It is also based on the Medium-term Cooperation programme with Farmers' Organisations in Asia-Pacific, phase 2 (MTCP2, 2013-2018), funded by the EU/ SDC and implemented by IFAD/AgriCord; the Pacific Island Farmers Organisation Network (PIFON) is the implementing agency for the Pacific region. It is the result of the joint effort and consultations among all stakeholders. RFOs and AgriCord will further undergo an inception phase for a comprehensive formulation.

1.1.3 Priority areas for support/problem analysis

FOs and their member smallholders face many constraints limiting them from fully benefitting from profitable economic activities. These include price instability, strong competition in the market, limited access to quality inputs, lack of infrastructure, weak support services and access to technologies, unfavourable policy environment, climatic and environmental challenges. Furthermore, limited access to finance is one of the major obstacles faced by smallholders. Less than 10% of loans are for the agricultural sector, of which barely 2% is allocated to family farming²⁵. The interest charged to agricultural and agribusiness activities is high and conditions for accessing funds usually not affordable by farmers and small-scale agribusiness. These constraints do not ensure sustainable and sufficient profitability of the agricultural sector and make it unattractive for young people.

With the central focus on family farms, it is recognised that it is essential to identify and address gender inequalities which so often compromise farm productivity, as well as the wellbeing of the farming family. All the constraints noted above are usually more challenging for women smallholders, particularly those heading their own households. Women's participation in value chains development may be hindered by: their weak access to resources and services; limited opportunities to develop their skills and knowledge, and access to markets; their time burden as a result of unpaid care and domestic work and low use of improved labour-saving technologies; their weak voice both outside and inside the home; and

²² The programme cost was EUR 20.2 million including a contribution of EUR 11.9 million from the EU.

²³ Financed by the EU and IFAD with an overall budget of EUR 6.1 million.

²⁴ Financed by the EU, IFAD, the Swiss and French Development cooperation agencies with an overall budget of EUR 19.9 million.

²⁵ ACP, Investment and Transformation in the ACP Agriculture Sector, a New Approach to AC Group Support for the Development of Agriculture Value Chains, April 2017.

an unfavourable policy environment. Their participation in FOs may be restricted by membership criteria and their role as leaders may be curtailed by a lack of skills, a lack of confidence in their own abilities or cultural norms. In addition, the challenges and priorities of young rural women often differ significantly from young rural men, and become more significant in situations of male outmigration.

FOs and their member smallholders use different strategies to improve their productivity, market presence, capture more value added in the agricultural sector and take advantage of economies of scale. This includes the creation of cooperatives, FOs and other forms/platforms of aggregation. FOs put in place and steer input distribution mechanisms for farmers, provide extension services in the field, run systems of collective marketing and establish quality control systems in order to open new markets to farmers’ products. By grouping smallholders, FOs improve their agricultural and management capacities and link them to financial institutions. FOs also represent the interests of producers and influence the decision-making process of agricultural policies and strategies with an impact on small producers.

FOs gained increasing knowledge and experience in evidencing the positive role of family farming and smallholders in combating climate change and how traditional knowledge and peasant know-how can be crucial in promoting agroecology and adaptation approaches that can ensure long-term sustainability of food security and improved livelihoods.

Nonetheless, in many cases, a gap still remains between the role FOs are expected to play, and the capacities they have. FOs often still need further support to for improving their institutional, technical, managerial capacities and their governance structures, which have prevented them from becoming strong partners of other value chains actors. Helping them removing these constraints would enable family farms and FOs to interact effectively with other players in the sector, participate in market-oriented agriculture, generate employment for young rural people, and bring a lasting improvement of the livelihoods and poverty situation of many rural households in ACP countries. In order to so, it is essential that women and youth are represented both amongst their membership and leadership. This ensures their specific needs are heard and addressed, both in terms of the services provided by the FOs and also amplifying upwards into policy dialogue.

The proposed intervention will focus on the following priority areas: (i) facilitating the integration of smallholder and FOs in value chains by strengthening the FOs capacity to effectively provide economic services to their members and improve and access to finance and de-risking instruments; (ii) supporting FOs capacity to influence policy dialogue and the governance mechanisms of the value chains at all levels; (iii) supporting the institutional development of FOs through capacity building and contributing to the financing of FOs’ core costs; (iv) facilitating knowledge sharing between ACP and EU FOs through the promotion of exchanges among peers for innovation, generation of knowledge products, replication and scaling up in the areas of production, processing and marketing.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Unwillingness of national governments to establish a constructive dialogue with representatives of smallholder farmers / Not conducive policy environments for supporting smallholder farmers.	Medium	Smallholders’ organisations in national and regional FOs enables them to agree on key messages to governments. Supporting their institutional development will improve their credibility and capacity to advocate for the needs of their members. The UN Decade of family farming (2019-2021) further provides the momentum for FOs to effectively engage in the policy arena.

Unwillingness of other value chains stakeholders to develop their business through partnership with FOs	Medium	The support of the programme in terms of institutional development and capacity building will enable FOs to generate mutual trust and become effective and reliable partners for value chains stakeholders
Socio-political conflicts in some countries and food and health crises affecting the smooth running of the programme	Medium	The monitoring and evaluation process and the phased planning approach that will be implemented will allow for regular adjustments to activities and areas of intervention. Increasingly, the measures implemented by the various countries and regions affected by the conflicts and sanitary crises bear fruit and allow the development of economic activities.
Internal governance issues / cases of corruption within FOs.	Medium	Good governance is an integral part of the programme. Institutional development is expected to generate increased FOs' accountability to members and ability to transparently implement their mandates. Mechanisms to guarantee organisations are well-governed and accountable in managing financing are also in place.
Weak participation of and benefit for women and youth in programme initiatives.	Medium	Gender and youth will be mainstreamed in all programme related activities. Also, specific initiatives in support of women and youth will be supported and budget allocated for this.
Inadequate human capital and technical resources for the coordination and supervision of a complex programme involving many stakeholders.	Medium	Sufficient resources will be earmarked for programme coordination and implementation.
Procedures for disbursement of funds are too restrictive	Medium	Based on the practice experienced in the previous phase, a smooth and light system for reporting and flow of funding will be set up.
Assumptions		
There is continuing political, social and macro-economic stability favouring rural economic growth;		
Extreme effects of natural, climatic and other phyto/zoo-related hazards will not occur or can be rapidly rectified;		
Political and economic interest in agriculture and the recognition of its centrality to development remain strong and allow a larger policy and economic space and opportunities for FOs to participate in policy making at all levels;		
Regional markets integration remains high on the ACP policy agenda;		
FOs are able to attract, train and motivate qualified and experienced staff;		
Involvement and commitments of the EU FOs to collaborate with FOs in developing countries, and to respond to their needs and priorities, remains high and AgriCord and its members are able to mobilise longer-term funding and cooperation between farmers in the long term.		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The programme will build on the experience of stakeholders, particularly in the implementation of the first phase of Farmers' Africa and takes into account the results and recommendations emerging from the 2015 SFOAP and FFP/Africa Mid-Term Reviews (MTR), and the 2017 FFP/Africa evaluation. Lessons from the on-going self-evaluation of the SFOAP will be also valued in the design.

Lessons learnt	Input for design
Farmers' Africa I focused on three main areas of support these being economic services provision, policy engagement and institutional development. Components contributed to fostering sustainability by supporting FOs to evolve into well-functioning institutions, able to provide services to their members, influence policy environments and gain recognition from stakeholders in the sector.	Programme components remain relevant and valid for a new phase. Nonetheless, emphasis should be placed on FOs integration into value chains.
The programme component on institutional development is the one that brought more value for money. The financing of core costs, capacity building and communication had multiplier effects by increasing FOs membership, facilitating FOs involvement in policy processes, and leveraging additional resource mobilization to the benefit of whole farming communities.	A programme supporting FOs should keep financing FOs' core functions.
Financially supporting the existing strategies of FOs enabled the development of a rich diversity of instruments to improve the capacity of FOs to respond to members' needs. Farmers' Africa success very much relies on FOs' ownership and ability to decide how best to use resources.	The importance given to each component can vary from region to region and budget allocations should be at the discretion of FOs.

The coordination and interaction between the programme interventions and stakeholders was not adequate. Coordination between RFOs and AgriCord happened mainly at the yearly General Assembly of AgriCord or through AgriCord's participation in the SFOAP Steering Committee. Concrete interaction and the development of synergies was also weak.	Farmers' Africa should be a unique programme and an effort made to ensure better coordination and interaction at various levels.
Although results achieved in the implementation of the programme are satisfactory, performance was not uniform in the different regions. RFOs, PAFO and AgriCord showed different absorption capacities and needs emerging from the programme were not the same.	To ensure an efficient use of funds and stronger impact, the allocation of funds should be based on results/performance and emerging needs by FOs.
Weak results were recorded in terms of improved women's leadership within FOs and no direct or limited support was provided to women-led initiatives. youth leadership and voice in policy dialogue	Gender should be mainstreamed and support provided to women's initiatives.
The distinction between the RFOs and AgriCord operations was the level of intervention (local for AgriCord and from national to continental for SFOAP). Implementation was consistent with the approach, though some duplications were observed. Nonetheless, a stronger focus on value chains requires more emphasis - both from RFOs and AgriCord - at the subnational level, the most appropriate for economic services delivery.	The distinct operational level should remain but more efforts should be made to ensure synergies and minimize overlaps.
Efforts were undertaken by FOs to share and systematize knowledge within their regions. Nonetheless this didn't happen adequately across networks and regions.	Knowledge generation and sharing needs to be more systematic and should not rely solely on events but should be more interactive.
Notwithstanding significant advancements by RFOs, M&E was affected by: (i) the lack of a baseline to appreciate changes; (ii) a too complex logframe including too many indicators which were often difficult to measure. Collecting sex-disaggregated data was patchy.	M&E should be improved and funds earmarked for a baseline survey.
IFAD conducted over 55 support and supervision missions in more than 32 countries. This direct support focused on assessing results, addressing issues, providing implementation support and ensuring proper financial management by partners. Nonetheless, the possibility for IFAD to provide tailored and programmatic support was hindered by the limited human and financial resources available.	IFAD plays a key role in ensuring coordination and support to FOs. Based on the above, it was confirmed as implementing partner. Additional resources should be earmarked to enable IFAD to effectively play its role.
There were very limited synergies between FOs and IFAD-supported and EU-financed projects and initiatives.	Concrete initiatives to ensure synergies should be considered during inception.
Institutional support, long-term partnerships and a strategic dialogue between main stakeholders and the FOs vision, on their pathway to autonomy and regarding their priorities, are seen crucial for the sustainability of the results achieved.	The new phase reinforces these points.

3.2 Complementarity, synergy and donor coordination

Complementarities and synergies. Farmers' Organisations for ACP is complementary to a number of EU-funded projects and initiatives including the CTA; the Medium-term Cooperation Programme with Farmers' Organisations in Asia and the Pacific, phase 2 (MTCP2, 2013-2018), and notably the implementation through the PIFON and the five national farmer organisations directly involved in the MTCP2 project for the Pacific (Fiji, Samoa, Vanuatu, Solomon Islands and Tonga); the Fit for Market programme(2016-2021) which promotes access for FOs in ACP countries to international and domestic fruit and vegetable markets; the Platform for Agricultural Risk Management (2013-2017) a multi-donor partnership led by IFAD, focussing on risk management tools; and the Intra-ACP Commodities programme, an interagency initiative aiming to improve the competitiveness of small producers cultivating cocoa beans, coconuts and roots/tubers through greater regional integration of relevant markets and intensification of production. The European Investment Plan which will encourage investments in Africa and promote inclusive growth, job creation and sustainable development and so tackle some of the root causes of irregular migration; the EIP has a specific window on sustainable agriculture, rural entrepreneurs and agribusiness. Clear linkages and complementarity can be further established between Farmers' Organisations for ACP and many national and regional EU-funded actions in the three regions in the framework of the National and Regional Indicative Programmes as well the interaction with the Jobs and Growth Compacts developed by the EU Delegations. Complementarities

and synergies should be also sought with other programmes funded by EU Members States, the International Financial Institutions, and UN agencies.

The new programme in support of ACP FOs is a strategic pillar of IFAD's partnership with them under the framework of the Farmers' Forum, a bottom-up process of consultation and dialogue between FOs, IFAD and governments, focused on rural development and poverty reduction. The on-going process of regional decentralization of the Forum provides further momentum to improve synergies between national FOs and IFAD country programmes focusing on value chains.

This programme is also complementary to: (i) the ASEAN FOs Support Programme, a sister programme implemented by Asian FOs, AgriCord with support from IFAD and the EU in ASEAN countries²⁶; and (ii) the Smallholder and SME Investment Finance Fund (SIF) which IFAD is planning to establish to invest in smallholder organisations and rural agricultural businesses. Open –amongst others - to all ACP countries, the SIF aims to generate positive and measurable social impact for actors in agricultural value chains together with financial return for investors; (iii) The CAADP and the National Agriculture Investments Plans (NAIPs); (iv) The Agreement between AgriCord and FAO "Developing smallholders capacities to tackle climate change and improve livelihoods".

Donor coordination. Donor coordination will be ensured by the participation of all donors in annual Steering Committee meetings, and regular reporting. Efforts will also be made to coordinate with the offices of donors/partners at national level.

²⁶ The project consists of two highly complementary actions: (i) support to the Medium-Term Cooperation Programme phase II and regional policy dialogue in ASEAN region – MTCP ASEAN (ii) FFP/ASEAN. The cost of the programme includes EUR 15 million from the EU.

3.3 Cross-cutting issues

Gender	Women producers and their membership of women-only or organisations mixed organisations account for a significant proportion of FOs' membership. Participation of women in programme activities will be prioritised. Women-led initiatives will be supported as well as activities that target or benefit women. Gender disaggregated data will be collected. Gender considerations will be mainstreamed into programme activities to ensure that FOs promote gender equality and the economic empowerment of women in: (i) the selection of key value chains and provision of services that address the different needs and opportunities of their female and male members to increase competitiveness, value addition and market engagement; (ii) influencing policies and business environments for transforming family farming and developing farmer-led enterprises which are gender-inclusive; and (iii) women's representation in FO membership and leadership to better represent and serve their members.
Youth	Youth are an important pillar for agricultural development and the youth-focussed initiatives currently supported in Farmers Africa in the Central and Southern Africa regions will continue. FOs will be further supported to develop targeted interventions that promote the participation of youth, and encouraged to disaggregate data and impacts by both sex and age. Attention will also be paid to the specific needs of, and creating opportunities for, young rural women. Youth engagement will also inform the choice of key value chains.
Environmental sustainability and climate change	Through FOs policy engagement this action will contribute to the development of sustainable environmental and climate change policies responsive to farmers' concerns. Also, the action will strengthen FOs' capacities to provide services related to climate risk management in relation to inter alia drought, and flooding, also through the promotion of environmental sustainable approaches like agroecology, low impact agriculture, green economy and compliance with environmental and food safety regulations. During the last years, FOs have developed clear positions regarding family farming and climate change. The programme will support FOs in mainstream these policy positions in their operative activities and continue lobbying in favour of family farming and smallholder. The focus will be in the recognition that mainstreaming adaptation in agriculture needs to go beyond 'climate-proofing' agricultural development, should focus to the access to value chains and towards tackling the underlying drivers of poverty that exacerbate vulnerability and constrain adaptation.
Green economy	The programme will support FOs in spreading key principles of green economy for family farming and smallholder in its two first components. Green economy promotes the concept of decent jobs, aligning with the goals of the FOs, looking for the recognition of the rights of farmers and peasants. Principles of eco-entrepreneurships for family farming and smallholders in the value chains are key for providing new sustainable solutions, like low-carbon impact and circular economy, creating added value to agricultural productions and improving the skills of the producers and cooperatives involved.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The **overall objective** is to increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project.

The programme's **specific objectives** are:

- SO # 1: FOs and farmer-led enterprises improve technical and economic services along the value chains;
- SO # 2: FOs influence policies and business environments for the transformation of family farming and the development of sustainable, adaptive economic initiatives and farmer-led enterprises;
- SO # 3: FOs are accountable organisations able to effectively perform their institutional functions.

The **expected outputs** are:

- O1: Improved capacity of FOs to deliver technical and economic services and connect their members to markets;
- O2: Improved access of FOs to financial services;
- O3: Improved business environment and smallholder competitiveness;
- O4: Strengthened institutional capacities and professionalism of FOs;

- O5: Enhanced knowledge and dissemination among peers for replication and scaling-up.

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG Goals 1 and 2, but also promotes progress towards Goals 5, 8, and 17. This does not imply a commitment by the countries benefiting from this programme.

4.2 Main activities

The Programme comprises four components around which activities will be organized:

Components	Main activities supported
1. Delivery of economic services along priority value chains	(i) Facilitating market access through: development of market information systems/studies/analyses; capacity building for collection sales/purchase and contracts negotiation; B2B; organisation of/participation to fora/events; value chains analysis; training/advisory services; peer learning events/exchanges; green and circular economy approaches and principles of eco-entrepreneurship (ii) Facilitating access to finance through: training; development of business plans; facilitation of linkages with banks/investors; mobilisation of expertise FO-FO; de-risking; value chains based financing; contracts negotiation; (iii) Facilitating sustainable increase of production and value addition through: facilitation of linkages with research/academia; technical digital/on situ training and demonstrations; establishment of sustainable extension networks on agroecology and sustainable techniques focusing on family farming and smallholder; facilitating the adoption of/raising awareness on the use of environmentally sensitive/climate smart technology and techniques; establishment of systems to facilitate access to inputs; facilitation of peer/twinning exchanges and learning; support standardization, certification and labelling of agriculture/agro-food products; facilitation of collective purchase of inputs/services, support to improve food safety, post-harvest handling, storage and processing.
2. Enabling the business environment	Conducting of studies and analysis; development of policy positions; participation to policy consultations/fora/events; policy consultations among FOs; participation in value chains governance mechanisms; promoting the consideration of principles provided by the Voluntary Guidelines on the Responsible Governance of Tenure through multi-stakeholders platforms in order to contribute in land policy processes; advocacy and lobbying including the production of lobbying and advocacy products/supports.
3. Institutional Development of FOs	Development of FOs organisational, strategic and financial tools/plans; contributions to FOs equipment and staffing costs; organisation of statutory meetings; training for staff and leaders; organisation of exchange meetings, backstopping missions, peer to peer support and consultations among FOs; development of communication strategies, tools and products; M&E and KM related activities; project coordination and management; organisation of annual audits.
4. IFAD Programme Coordination and M&E	Establishment of Grant Agreements with direct beneficiaries and channelling of funds; day-to-day technical and financial supervision; conducting annual supervision missions, implementation support missions and MTR; narrative and financial reporting; set up of a result-oriented monitoring framework in cooperation with RFOs, PAFO and AgriCord; coordination and organisation of KM activities and development of communication and KM products in Africa, Caribbean and Pacific regions.

4.3 Intervention logic

The programme intervention logic around the four result areas is based on a holistic support from the ground up.

Component 1 will support FOs to improve their capacity to provide economic and technical services to their female and male members in order to support their business ambitions, ensure their profitable engagement in markets and integration into value chains based on the social and environmental sustainability and resilience of the method of production and transformation. These services will enable smallholders to foster partnerships with larger market actors, access and mobilise financing from the private sector, increase productivity, reduce risk, manage their produce, create employment and increase incomes. Collective action through FOs will provide economies of scale and thus reduce costs and promote innovation. It will also improve their bargaining power and access to market information, and help to overcome inequalities faced by young and women farmers.

Component 2 will help to draw the attention of sector stakeholders, including governments and donors, to smallholder needs, especially in areas that are key to ensuring a conducive business environment for women and men smallholder. These include support of agriculture policies that favour smallholder farming, creation of new green jobs, issues surrounding land tenure (taking into account the Voluntary Guidelines on the Responsible Governance of Tenure) and agricultural credit for smallholders, trade policies promoting the access of smallholders products to markets, focusing development programmes on investments in

family farming (taking into account the Principles for Responsible Investments in Agriculture and Food Safety) and through FOs, influencing value chains governance mechanisms, and lobbying for the implementation of the Maputo declaration of investing 10% of the annual national budgets in agriculture. This can have positive and sustainable impact on the orientation of policy decisions and regulatory frameworks relevant for family farming.

Under **Component 3**, resources will target activities that contribute to structuring organisations by setting up major building blocks required for their institutional development (strategies, tools, M&E). This will strengthen them as qualified organisations, and increase their effectiveness in serving their members. Moreover, institutional support through capacity-building, including in financial management, will enable organisations to improve their accountability to their base, have solid governance, and enhance recognition of FOs by governments, value chains stakeholders (public and private buyers) and donors, all of which are necessary conditions for the sustainability of economic activities. Institutional strengthening is thus closely linked and instrumental to the good functioning of economic services as it enables FOs to efficiently implement their activities and make them effective economic partners and players in the market.

Under **Component 4** IFAD will ensure the overall coordination, monitoring, and day to day management of the programme including the flow of funding to RFOs, PAFO and AgriCord. IFAD will supervise the programme through annual supervision missions in all regions and provide technical support to address implementation issues and ensure an effective implementation of the programme and transparent management of resources. The Mid-Term Review led by IFAD will be key to assess programme performance and make the necessary adjustments to ensure better impact. Also, IFAD role will be relevant to ensure programme visibility and communication and to facilitate KM process through - amongst other - the organisation of learning routes, workshops and events for cross learning and replication purposes.

This complementary support will enable FOs to evolve into professional and credible institutions that are able to provide services to their members, influence policies and gain recognition from stakeholders in the agricultural sector. It will have a leverage effect, better positioning FOs to negotiate contracts, enter into partnership with value chains stakeholders and leverage additional financing for the benefit of the farming community. This is expected to contribute to FOs sustainability, sustained growth and to tackling the challenge of reducing rural poverty.

The programme strategy is further characterised by the following main strategic orientations:

<i>Type of FOs</i>	The exclusive focus is on membership based FOs as key actors to achieve food security.
<i>KM and peer learning</i>	KM and peer learning are a central feature of the programme for the development of good practices, replication and scaling up. Resources can otherwise be lost in developing solutions in isolation from good practice and lessons learned elsewhere. KM will be promoted through several tools and strategies including the documenting and sharing of experiences and practices, the organisation of learning visits, south-south (with a focus on intra ACP exchanges) and north-south exchanges and learning routes.
<i>Subsidiarity and levels of intervention</i>	The principle of subsidiarity guides implementation and determines the attribution of responsibilities in the implementation of activities to maximise comparative advantages, ensure the relevance of activities, create synergies and complementarities. Nonetheless, given the programme focus on value chains, emphasis will be placed on the national and subnational levels. Budgeting of resources will reflect this approach.
<i>Ownership</i>	All programmed activities, systems or strategies are based on FOs strategic plans while programming preserves flexibility in the course of implementation.
<i>Focus and Inclusiveness</i>	Although the programme component 1 will mainly support mature FOs with a focus on scaling-up and rolling-out successful models and mechanism, inclusiveness will be promoted and encouraged, particularly under components 2 and 3. The programme will address the needs and priorities of women, youth and environment and climate change in all three components.

Sustainability Sustainability is ensured by the increased ownership of the FOs and their improved capacity to effectively serve their members, as well as by promoting profitable economic activities for FOs.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of adoption by the Commission of this Action Document.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation²⁷.

5.3.1 Indirect management with an international organisation

This action may be implemented in indirect management with the International Fund for Agricultural Development in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323. This implementation entails the support of the Farmers' Organisations in ACP countries in order to increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming. This implementation is justified because of IFAD's unique and extensive dialogue and IFAD's decade long partnership with FOs worldwide as well as a long-standing partnership with AgriCord in support of FOs. Also, IFAD is pillar assessed since July 2016.

The entrusted entity would carry out the following budget-implementation tasks (amongst other): enter into grant agreement with RFOs, PAFO and AgriCord and disburse funds based on the established provisions, rules and procedures; coordinate the programme and ensure reporting; undertake direct supervision and technical support missions; organize the Mid-Term Review; and undertake KM, communication and visibility activities.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the

²⁷ https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf

basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

The total cost of the programme is estimated at EUR 42.5 million²⁸ and includes an EU contribution of EUR 40 million.

Table 1. Budget by component (EUR)

Components	EU contribution
Component 1	20 160 000
Component 2	5 760 000
Component 3	8 580 000
Component 4	3 200 000
Communication & Visibility	1 500 000
Total direct costs	39 200 000
Indirect costs*	800 000
TOTAL	40 000 000

*Indirect costs (2 % of direct costs) include costs incurred by IFAD legal and financial services divisions for the action.

5.6 Organisational set-up and responsibilities

Programme management and supervision. For the purpose of coordinating the programme IFAD will have two accounts set as follows: (i) a pooled account in EUR for the EU and other donors' contributions; (ii) an IFAD account in EUR for IFAD contribution. Based on available resources IFAD will sign 7 grant agreements and channel funds to the five RFOs, PAFO²⁹, and AgriCord. Following the inception phase analysis, and according to the interest of the potential organisations, grants could be signed also with the Regional Farmers' Organisations in the Caribbean and Pacific. No distinction in terms of sources of financing (EU or IFAD) will be made in reporting. IFAD will be responsible for the whole coordination, KM, M&E and supervision of the programme under programme component 4.

Programme partners and approaches. The programme will be implemented by PAFO at the continental level and RFOs at the regional level (potentially including RFOs in the Caribbean and Pacific). RFOs are responsible for the coordination of activities within their region and for the implementation of regional activities, in accordance with the Annual Work Plan and Budget and within the specifications of the agreement signed with IFAD. National FOs are beneficiaries and co-implementers of the programme and are responsible for the implementation of national and sub-national level activities, based on sub-contract to be signed with RFOs. PAFO, RFOs and national FOs will implement the programme following a programmatic approach based on their strategic plans.

AgriCord will focus the support to FOs at local, district, provincial and national levels in Africa, Caribbean and Pacific, (cooperatives, cooperative unions and national FO platforms of organisations specialized in the production of specific agricultural commodities), in some case in a cross-border context. Supported initiatives are demand driven and based on FOs strategic plans. Project cycle management is the responsibility of AgriCord, following existing and established procedures (internet-based: www.agro-info.net) and governance mechanisms (General Assembly and Advisory Committee). A Project Committee ensures the

²⁸ Exchange rate used for IFAD contribution: 1 USD = EUR 0,80

²⁹ During the inception phase the organisation responsible for managing PAFO funds will be selected.

quality of the proposals, coherence with programme criteria and the relevance and quality of the proposed advisory services.

Phased implementation. The 5-years programme will be implemented in two phases, with the allocation of resources for the second phase based on the performance and absorption capacity demonstrated by supported FOs and AgriCord during the first phase. An MTR will be conducted in year 3 to assess programme implementation and inform the allocation of resources for the remaining 2 years. During an inception phase (year 1) the following activities will be conducted: (i) a detailed formulation of activities and expected results in each region by RFOs and PAFO; (ii) the establishment of triggers (physical and financial indicators) for performance assessment at mid-term; (iii) the preparation of a baseline (RFOs self-assessments which will be conducted during 2018 should be a good input to prepare baselines); iv) the identification and assessment of Regional Farmers' Organisations in the Caribbean and Pacific; v) possibilities to develop actions on agritourism in Pacific and Caribbean countries will be analysed, as agritourism is considered as a high potential sector in these regions.

Programme steering and coordination. A programme SC will be established and will be composed of RFOs, PAFO, AgriCord and donors (including IFAD, EU/DEVCO and the ACP Secretariat). Taking into account the distinct modus operandi of AgriCord, PAFO and RFOs, the Steering Committee will be responsible for: (i) overseeing and validating the overall strategic direction of the programme; (ii) establishing mechanisms for more in depth KM and lessons learning; (iii) approving the Programme of Work for each of the 2 phases, including the validation of the MTR findings. The Steering Committee will be open to a large number of FOs and agri-agencies benefiting from Farmers' Organisations for ACP, as well as to other Commission Directorate-Generals (DG AGRI and DG TRADE). PAFO, RFOs and AgriCord will set-up knowledge and coordination committees at all levels to ensure coordination, synergies, complementarities and regular exchange of information among all stakeholders in the spirit of subsidiarity.

Flow of funds. Based on: (i) the experience of the SFOAP pilot phase (structural delays in the flow of funding associated with the yearly instalment from the EU to IFAD³⁰ and limited capacity of FOs to pre-finance activities); (ii) the positive practice already experienced during SFOAP Main Phase; (iii) the structural delays experienced with the flow of funding for FFP/Africa; disbursements from the EU to IFAD will be made on the basis a 6 months consolidated report of activities (financial and narrative) based on IFAD annual supervision mission reports and a financial report on expenditures incurred by IFAD for the period. This will be followed by a consolidated annual report based on the reports received from RFOs, PAFO and AgriCord.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its

³⁰ For more information, see findings from the EU led final Evaluation of the pilot phase, Agreement at completion point, http://www.sfoap.net/fileadmin/user_upload/sfoap/KB/docs/EC_brochure_4pages_Agreement_at_completion_point_EN_bd.pdf

results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

1. The programme needs to establish a monitoring system, with comprehensive set of indicators at the operational, output and outcome level, for which each partner in the above section 5.6 will need to further specify outputs' plan and related plan of actions.
2. Specific attention is to be paid to the establishment of a system of data collection and statistics, since the very beginning, for the indicators for the related value chains, as well as those related to the EU Results Framework³¹: Level 1 – ##, 8, 9, 10, 24, 29, 30 ; Level 2 - ## 6, 7, 8, 9, 10, 25, as well as, in the case of involvement of rural SMEs and cooperatives - # 29 and # 30.

5.8 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that innovative interventions and strategies will be tested/implemented and a relevant mass of knowledge generated for replication and scaling up.

The Commission shall inform the implementing partner at least 9 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The financing of the evaluation shall be covered by another measure constituting a financing decision.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

³¹ <http://capacity4dev.ec.europa.eu/eu-rfi>

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

APPENDIX - INDICATIVE LOGFRAME MATRIX³²

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant

	Results chain	Indicators	Baseline (to be elaborated at inception)	Targets (to be detailed at inception)	Sources and means of verification	Assumptions
Objective: Overall Impact	Increase income and to improve livelihood, food and nutrition security and safety of the ACP family farming in the target areas of the project	OO 1. # and % of smallholder rural producers (M/F/Y) in participating countries with improved income, food security and livelihoods OO 2. Level of increase in the national agricultural produce (per countries) (** EU RF L1 #8) OO 3. The level of stunting of children under 5 (** EU RF L1 #9)	To be defined in the inception phase	To be defined in the inception phase	OO 1. Impact studies; OO 2 and 3. National poverty statistics.	
Specific objective(s): Outcome(s)	SO # 1: FOs and farmer-led enterprises improve technical and economic services along the value chains; SO # 2: FOs influence policies and business environments for the transformation of family farming and the development of sustainable, adaptive	SO1: # of FOs providing economic services to their members SO2: # of sector policies and programmes influenced by FOs SO3: FOs membership increase (M/F/Y)	To be defined in the inception phase	To be defined in the inception phase	SO1 and SO3: Membership records; SO 2: policies/policy papers and official declarations and press releases;	Political, social and macro-economic stability; natural/climatic stability

³²

Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

	<p>economic initiatives and farmer-led enterprises;</p> <p>SO # 3: FOs are accountable organisations able to effectively perform their institutional functions.</p>					
Outputs	<p>O1: Improved capacity of FOs to deliver economic services and connect their members to markets;</p>	<p>1.1: # supported rural producers/members of rural producer organisations reporting new or improved services provided by their organisation (M/F/Y) (EU RF L2 ** #7, #8, #25)</p> <p>1.2: # of supported rural enterprises reporting an increase in sales (specify if volume or value) (** EU RF L2 #29, #30,#31);</p> <p>1.3: # of supported rural enterprises reporting an increase in profit;</p> <p>1.4: # of individual producers benefiting from FOs economic initiatives (M/F/Y)</p> <p>1.5: # of Micro, Small and Medium Enterprises (MSMEs) applying Sustainable Consumption and Production practices with EU support by sex and age of the MSME owner”. N. & type of sectors / value chains supported in environmental processes, labelling and / or low-carbon / climate resilient</p>	<p>To be defined in the inception phase</p>	<p>To be defined in the inception phase</p>	<p>Services provided by FOs; FOs and project partners AgriCord reports; Audit reports; thematic evaluations; supervision and MTR reports; farmers and stakeholders surveys; programme reports; policy proposals / studies; minutes and reports from events and workshops and lists of participants; KM and learning material developed; reports from learning routes; newspapers/Media; public documents; reports from statutory meetings; action and strategic plans</p>	<p>Regional integration markets high on African policy agenda; Strong political and economic interest in agriculture and the recognition of its centrality to development; FOs able to attract, train and motivate qualified and experienced staff; project partners able to mobilise longer-term funding</p>

		pathways				
	O2. Improved access of FOs to financial services;	2.1: # of Private sector investments mobilised through bankable business plans; 2.2: Amount of Private sector investments mobilised through bankable business plans	To be defined in the inception phase	To be defined in the inception phase		
	O3. Improved business environment and smallholder competitiveness	3.1: # of policy consultation frameworks / committees / task forces / processes FOs are participating in including a gender and youth perspective 3.2: type of policy consultation frameworks / committees / task forces / processes FOs are participating in including a gender and youth perspective 3.3: # of FOs participating in value chains coordination platforms and inter-professions	To be defined in the inception phase	To be defined in the inception phase		
	O4. Strengthened institutional capacities and professionalism of FOs.	4.1: # of FOs audited annually; 4.2: Frequency and gender balance of statutory meetings (disaggregated by sex) 4.3: # of good practices, lessons learnt and experiences documented, systematized, shared and rolled out	To be defined in the inception phase	To be defined in the inception phase		

		<p>4.4: # of rural producers' organisations (at all levels) with women in leadership positions</p> <p>4.5: # of FOs where local groups are represented in board</p>				
	O5. Enhanced knowledge and dissemination among peers for replication and scaling-up	<p>5.1: # of knowledge management events organised in the ACP regions</p> <p>5.2: # of peers meetings organized covering all ACP regions.</p>	To be defined in the inception phase	To be defined in the inception phase		