



**Farmers' Organizations
for the African, Caribbean and Pacific countries
(FO4ACP 2019 – 2025)
Completion Report**

**Submitted to:
IFAD**

Eastern Africa Farmers Federation

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TABLE OF CONTENTS

• Table of Contents	2
• List of Tables	4
• List of Photos	5
• List of Acronyms	6
• CHAPTER 1: BACKGROUND & PROGRAMME OUTLINE	8
1.1 Introduction	8
1.1.1 EAFF Background and Journey from 2019 – 2025	8
1.2 Selected NFOs - Primary Beneficiaries	9
1.3 Overall goal and Purpose of the Programme	10
1.4 The programme components:	10
1.5 Gender Focus and Youth focus	11
1.6 Environmental and Climate Focus	12
1.7 Linkages to Investments portfolio and other development initiatives	15
• CHAPTER 2: PERFORMANCE AND ACHIEVEMENTS	19
2.1 Economic Services delivery to farmers	19
2.1.1 Access to finance	19
2.1.2 Access to market	22
2.1.3 Enhanced capacity of FOs and LFOs for access to finance, markets and climate resilience	26
2.1.4 EAFF and members experience in delivering on economic services	27
2.1.5 Covid-19 and EAFF response	30
2.2 Policy component	34
2.2.1 Advocacy and policy dialogue by NFOs	34
2.2.2 Regional policy dialogue by EAFF	41
2.2.3 Regional policy advocacy activities	48
2.3 Institutional and Organizational Capacity Strengthening	63
2.3.1 Support for NFOs	63
2.3.2 EAFF institutional support to NFOs	65
2.3.3 Support to EAFF Secretariat and Governance	71
2.4 Communications and Visibility	85
2.4.1 Production of visibility materials	85
2.4.2 Production of knowledge Management products	88
2.4.3 Media engagements	89
2.4.4 Exchange learning routes	90
2.5 Case Studies	90
• CHAPTER 3: IMPLEMENTATION ARRANGEMENT	92
3.1 Grant administration and Operation Arrangement	92
3.2 Innovations	92
3.3 Knowledge Management	93
3.4 Scaling Up and Sustainability	94
3.5 Monitoring and Evaluation	95
3.6 Financial and fiduciary management	96
• CHAPTER 4: CHALLENGES AND LESSONS	97
4.1 Challenges Encountered	97

4.2	Lessons Learned	97
•	CHAPTER 5:CONCLUSION	99
•	ANNEXES.....	100

LIST OF TABLES

Table 1: Overview FOs in FO4ACP Eastern Africa	9
Table 2: FO4ACP primary beneficiaries	9
Table 3: Institutional partnerships established	16
Table 4: Institutional partnerships	17
Table 5: Access to finance	20
Table 6: Case study: success case for access to finance for SHFs	21
Table 7: Access to finance	22
Table 8: Number of Farmers trained on good farming practices	27
Table 9: NFO policy studies	34
Table 10: NFOs advocacy interventions, thematic & results	35
Table 11: EAFF Policy and Advocacy partnerships	43
Table 12: EAFF policy studies and analysis	44
Table 13: EAFF position papers on policy issues	45
Table 14: Policy and Advocacy meetings	48
Table 15: EAFF Boards & Committees	50
Table 16: Position Paper on Bans on Regional Trade in Maize Grain	55
Table 17: Average performance by entity	70
Table 18: Average performance by assessment area	70
Table 19: Number of Communication Materials Produced	85
Table 20: List of KM products	88
Table 21: List of case studies	90

LIST OF PHOTOS

Photo 1: Aggregation of farmers' produce	26
Photo 2: Signing of MoUs between MBURUGU DAIRY CO-OP SOCIETY LTD (Kenya) and WEST ACHOLI CO-OPERATIVE UNION(Uganda) on 22nd March 2021 in Nairobi, Kenya	28
Photo 3: EAFF training to members during Covid-19	31
Photo 4: PPEs to members	31
Photo 5: Delivery of inputs to farmers during Covid-19	32
Photo 6: a farmer collect input from the agri-inputs store.....	33
Photo 7: CAPAD policy meeting @ the ministry of agriculture.....	41
Photo 8: EAFF Board member and IGAD SG holding a bilateral meeting	42
Photo 9: Group work during the policy training	46
Photo 10: EAFF Board member explaining about advocacy.....	47
Photo 11: Plenary session during the workshop	48
Photo 12: courtesy call to Hon. Hussein Mohammed Bashe, Minister of Agriculture in the United Republic of Tanzania	52
Photo 13: Group photo @ Kilimo house, Dodoma, TZ	52
Photo 14: Elizabeth Nsimadala during panel discussions at the AGRF Summit 2023.....	53
Photo 15: Member visits by EAFF to The Agriculture Council of Tanzania (ACT)	54
Photo 16: EAFF CEO delivering opening remarks	54
Photo 17: EAFF President Elizabeth Nsimadala during panel discussions during COP28 in Dubai	59
Photo 18:EAFF President Elizabeth Nsimadala at COP28 in Dubai.	59
Photo 19:EAFF CEO @ COP 29	60
Photo 20: EAFF Courtesy call to EU to discuss the Impact of the EU Green Deal in Brussels	61
Photo 21: Leaders during NAAC AGM	63
Photo 22: EAFF and CONAPAC @ the ministry of agriculture in DRC.....	66
Photo 23: EAFF courtesy call to FAO sub regional office for Eastern and Southern Africa.....	67
Photo 24: EAFF courtesy call to World Bank offices in DRC	68
Photo 25:Group photo @LOFEPACO	68
Photo 26: Leaders @SYDIP	69
Photo 27: EAFF President, Mrs. Elizabeth Nsimadala sharing opening remarks during the CEOs Forum in Nairobi Kenya (June 2023).....	72
Photo 28: President different EAFF member organization attending the 25th EAFF Council Meeting in Nairobi ; Musavuli Kaleverwa-SYDIP, Esperance Kapitula –LOFEPACO AND Esperance Nzuzi Muaka - CONAPAC.....	73
Photo 29: EAFF Board and Council members 2023.....	73
Photo 30: The EAFF CEOs Forum – Stephen Muchiri CEO EAFF speaking during the event	74
Photo 31: Regional training of EAFF members.....	75
Photo 32: LOFEPACO members during Cassava week 2024	76
Photo 33: EAFF sponsored participants during Cassava week 2024.....	77
Photo 34: Group photo during potato week in Musanze 2022	78
Photo 35: CEOs of Kinangop dairy and EAFF pose for a photo	79
Photo 36: View of aeroponic technology @ Seed delight.....	81
Photo 37: Potato seed production @ seed dellight.....	82
Photo 38: CEO of Seed delight explaining the potato seed production process	83
Photo 39: EAFF FO4ACP Launch group photo	84
Photo 40: FO4ACP visibility material	86
Photo 41: FO4ACP pull up banner design	87

LIST OF ACRONYMS

ACEs	Area Cooperative Entreprises
ACP	Africa, Caribbean and Pacific Group of States
AGM	Annual General Meetings
AGN	Africa Group of Negotiators
AFD	Agence Française de Développement
AfDB	African Development Bank
AFDI	Agriculteurs Français et Développement International
AFS	Africa Food Systems
AGRA	Alliance for the Green Revolution in Africa
AGRITERRA:	Development Agency by Dutch Farmers Organizations
ASARECA:	Association for Strengthening Agricultural Research in Eastern and Central Africa
AIF	Africa Improved Foods
AWPB	Annual Work-Plan and Budget
B2B:	Business to Business
CAADP	Comprehensive Africa Agriculture Development Plan
CAK	Co-operative Alliance of Kenya
CAPAD	Confédération des Associations des Producteurs Agricoles pour le Développement
CEO	Chief Executive Officer
COOCENKI	Coopérative centrale du Nord-Kivu
CONAPAC	Confédération Nationale des Producteurs Agricoles du Congo
COP	Convention of Parties
CSA	Collectif Stratégies Alimentaires
CSA	Climate Smart Agriculture
CUZA	Cooperative Union of Zanzibar
DAPA	Djibouti Agro-Pastoralist Association
DRC	Democratic Republic of Congo
EAC	East African Community
EAFF	Eastern Africa Farmers Federation
ETG	Export Trading Group
FFCA	Family Farmers for Climate Action
FFORA	Foundation for Farmers Organisations for Restorative Action
FO	Farmer Organization
FO4ACP	Farmers' Organizations for African, Caribbean and Pacific Countries
IFAD	International Fund for Agricultural Development
IMBARAGA	Syndicat Des agri-éleveurs du Rwanda
INGABO	Farmer Organization in Rwanda
KCB	Kenya Commercial Bank
LOFEPACO	League of Women Farmers Organizations in Congo
MoU	Memorandum of Understanding
MVIWATA	Mtandao wa Vikundi Vya Wakulimawa Tanzania
MSMEs	Micro and Small & Medium Enterprises
NAIP	National Agriculture Investment Plan
NFO	National Farmer Organization
OCA	Organizational Capacity Assessment

PAFO	Panafrican Farmer Organization
RAIP	Regional Agriculture Investment Plan
RFO	Regional Farmer Organization
SBSTA	Subsidiary Body for Scientific and Technological Advise
SSAPU	South Sudan National Agriculture Producers Union
SYDIP	Syndicat de Defense des Interets Paysans
TFC	Tanzania Federation of Cooperatives
UNFSS	UN Food Sytems Summit
UNFCCC	United Nations Framework Convention on Climate Change
UNFFE	Uganda National Farmers Federation
US\$	United States Dollar
VC	Value chain
WHH	Welthungerhilfe
WFP	World Food Programme

CHAPTER 1: BACKGROUND & PROGRAMME OUTLINE

1.1 Introduction

1.1.1 EAFF Background and Journey from 2019 – 2025

Eastern Africa Farmers' Federation (EAFF) is a members-based regional farmer's organization founded in 2001. It is registered under the societies act in Kenya. EAFF has its chapter registered in its member countries. The current EAFF membership comprises 24 apex farmer associations; co-operatives and commodity associations in 10 countries in Eastern Africa, i.e. Kenya, Uganda, Tanzania (Zanzibar), Rwanda, Burundi, Ethiopia, Djibouti, DR Congo, South Sudan and Eritrea representing approximately 25 million of farmers.

In 2019, as we started the implementation of FO4ACP, EAFF held a stakeholder's consultation to elicit farmers' perspective on food system transformation and how farmer organizations and companies could join forces to transform Africa's food systems. The stakeholders observed that food systems transformation will only occur when farming is presented as a viable and attractive livelihood opportunity, particularly for women and youth. The agreement was that for this to happen, there should be greater cooperation between farmer cooperatives and the private sector. In sum, in order to offer attractive employment and livelihood opportunities, farms and the practice of farming will have to be quite different from what they were familiar with at that time.

Following stakeholder consultations, EAFF elaborated its 2021-2028 Strategic Plan, in line with vision for prosperity and cohesiveness, and the theme of the strategy is to **transform small holder agriculture into a rewarding investment opportunity**. In order to realize this strategic objective, elements of the 2012-2020 strategic pillars are maintained but better aligned to the emerging opportunities. The new pillars are anchored on 5 mutually reinforcing themes namely; i) taking the concept of aggregation in use to scale; ii) leveraging digital technology; iii) taking provision of economic services to scale; iv) advocating for supportive policies; and v) Improving capacity of members to discharge their representation mandate. We are glad that the achievements of FO4ACP presented in this report are within the framework of our strategic plan which is its mid-term.

2019-2024 has been a period of many changes in the agriculture space, at the start we were hit by the COVID scourge, The dialogues on United Nations Food Systems Summit (FSS), it has been the period we have the "food systems" discussion taking shape, , its been the period that the post-Malabo CAADP consultation process was launched and recently adopted in January 2025 by the African Union (AU), in a 10-year strategy and action plan (2026-2035) aimed at transforming Africa's agrifood systems and increasing agrifood output by 45% by 2035; it has also been the period that the impacts of climate change and many other shocks have affected the Agriculture sector, we are now discussing agro-ecology as a response; we are debating the Africa –Continental Free Trade Area as well as how the EU green deal will impact trade in Africa; so the struggle continues and there has been development of new financing streams e.g. in Climate change financing: loss and damages funds; climate adaptation fund; and carbon markets..etc

A lot of work had to be done especially on resource mobilization to meet the demands by the members but also to respond to the new thematic areas; new challenges in agriculture like climate change; better representation and the many new demands that we are invited to due to our enhanced level of visibility. The implementation of FO4ACP therefore took an innovative approach where the thrust would be on strengthening the role of farmers in profitable value chains with the enablers being a strong agribusiness focus, strong and reliable private sector partnerships, strong focus on knowledge, institutional development, policy, and women and youth.

1.2 Selected NFOs - Primary Beneficiaries

EAFF worked with 15 member organizations from 8 countries. These countries include Burundi, Djibouti, DR Congo, Kenya, Rwanda, Tanzania and Uganda based on the selection of target value chains at the design of the projects. The NFOs were as table 1 below shows:

Table 1: Overview FOs in FO4ACP Eastern Africa

Country	Organisation	Value Chains
Burundi	CAPAD - Confédération des Associations des producteurs agricoles pour le développement	Cassava
Djibouti	DAPA – Agro-Pastoral Association Djibouti	Livestock
DRC Congo	CONAPAC - Confédération Nationale des Producteurs Agricole du Congo	Maize
	SYDIP - Syndicat De Defense Des Interets Paysans	Irish Potato
	LOFEPACO - League of Women Farmers Organizations in Congo	Cassava
	COOCENKI - Cooperative Centrale Du Nord- Kivu	Maize
Kenya	CAK - Cooperative Alliance of Kenya	Livestock
Rwanda	INGABO - INGABO farmer's Organisation	Cassava
	IMBARAGA - INGABO farmer's Organisation	Irish Potato
South Sudan	SSAPU – South Sudan Agricultural Producers Union	Maize
Uganda	UNFFE – Uganda National Farmers Federation	Cassava
Tanzania	CUZA – Cooperatives Union of Zanzibar	Cassava
	MVIWATA - Mtandao Wa Vikundi vya Wakulima	Irish Potato
	TFC - Tanzania Federation of Cooperatives	Maize

The second step involved the selection of sub-national FOs (Area Cooperatives Enterprises (ACEs), District Farmer Associations (DFAs), Farmer Group etc). The criteria for selection of sub-national FOs were based on: FO experience and some “potential” for success; on-going work in the specific value chain and existing of any linkage to service providers, clear identification/ understanding of problem and engagement in current KM activities. Total of 74 Sub national FOs were the beneficiaries of FO4ACP as disaggregated in table 2 below

Table 2: FO4ACP primary beneficiaries

Commodity	Country	NFOs supported	Number of FOs supported
Cassava	Uganda	UNFFE	5
	Rwanda	INGABO	4
	Burundi	CAPAD	2
	Zanzibar	CUZA	1
Irish Potatoes	DRC	SYDIP	4
		LOFEPACO	4
	Rwanda	IMBARAGA	16
	Tanzania	MVIWATA	3

Livestock (dairy)	Djibouti	DAPA	5
	Tanzania	TFC	3
Maize	Kenya	CAK	15
	South Sudan	SSAPU	2
	Uganda	NAAC	6
	DR Congo	COOCENKI	2
	DR Congo	CONAPAC	2
5 value chains	8 countries	15 NFOs	74 Sub national FOs (70,073 individual farmers)

1.3 Overall goal and Purpose of the Programme

Farmers' Organizations for African, Caribbean and Pacific Countries (FO4ACP) programme rationale hinges on: i) that agriculture is the backbone of the Africa economies, contributing on average more than 24% of the Gross Domestic Product (GDP) and is dominated by small holder farming with approximately 33 million farms of less than 2 hectares, accounting for 80 percent of all farms; ii) that Smallholder farmers have over the last decades experienced low incomes and very limited access to economic services; and iii) Farmers' organizations (FOs) have a role in promoting family farming and smallholder' rights, in providing economic services (access to markets, credits, extension) to their members and in facilitating profitable engagements with economic players along selected value chains.

The overall objective of the programme was to increase income and to improve livelihood, food and nutrition security and safety of organized smallholder and family farmers in the target areas of the ACP countries. We expect that at the end of the programme: i) improved capacity of FOs to deliver technical and economic services and connect their members to markets, ii) improved access of FOs to financial services, iii) improved business environment and smallholder competitiveness, iv) strengthened institutional capacities and professionalism of FOs and, v) enhanced knowledge and dissemination among peers for replication and scaling-up.

At the global level, the primary beneficiaries of the programme are the smallholder and family farmers member of existing local and national Farmers Organizations of African countries. In particular, the members of those NFOs that are affiliated to the 5 Regional FOs – RFOs - networks (EAFF, PROPAC, ROPPA, SACAU and UMNAGRI) and farmer organizations in the Caribbean and Pacific regions. The key partners of the programme are thus RFOs, its Apex organization PAFO and AgriCord through the supervision of IFAD.

1.4 The programme components:

Component 1: Delivery of economic services to members

Component 1 supported 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.

Component 2: Enabling the business environment

Component 2 helped 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 farmers.

Component 3: Institutional development of FOs

Under Component 3, resources targeted activities that contribute to structuring organizations by setting up major building blocks required for their institutional development (statutory meetings, strategies, tools, capacity building).

1.5 Gender Focus and Youth focus

In its design, FO4ACP aimed to increase the participation of women and youth in both economic activities as well as governance. The need to focus on participation on youth and women is strengthened by continued evidence that women and youth are disadvantaged when it comes to participation in agriculture. For example, during EAFF independent consultations for the 2021 UN Food Systems Summit, it was confirmed that cultural barriers that hinder women and youth from owning land still exist.

EAFF had anticipated that 40% of its targeted beneficiaries across the 15 NFOs in the eight participating countries would be women. We achieved a target of 43% (30,138) of the 70,087 individual producers who benefitted from the project. There is evidence of women benefitting from economic services. Ligue des Organisations des Femmes Paysannes du Congo (LOFEPACO), is an LFO specifically targeting women farmers in the Democratic Republic of Congo and one of the EAFF members supported under FO4ACP. Following its participation in business-to-business meetings, buyers purchased from six LOFEPACO farmers' organizations.

Efforts have also been made to include women and youth issues in discussions during events. For example, during the Cassava Weeks, EAFF regional meetings where discussions were held simultaneously around selected topics including women and youth inclusion in agriculture. In partnership with FAO and AGRA, EAFF also co-organised a separate event titled "The Y Factor: bringing rural youth in the conversation on inclusive and sustainable agrifood systems". The event was convened by the African Youth Agripreneurs - AYA platform and aimed at creating dedicated venues for young people, particularly East African rural youth to have their say, collectively set their agenda, and suggest their pathway towards more equitable and youth-friendly food systems. The dialogue adopted a gender and inclusivity lens to address the specific needs and priorities of young rural women and men.

Specifically, on agribusiness, our priority was to improve capacity of rural women and you for financial opportunities. EAFF convened a capacity building workshop: training of women and youth in agribusiness in in May 2024. 79 representatives attended the training sessions of which Male -41 (51.9%) and Female were 38 (48.1%). They have a reach of more than 850 individual members. These women and youth agri-based enterprises were taken through the training module that covered the following key areas: Financial budgeting and control; Sustainable finance for MSMEs; Investor readiness; Capita raising and Business Planning. For improved women representation in farmer organization in decision making processes. A capacity assessment as done which determined priorities and an action plan was developed. At least 71 Women leaders were trained and more than 20 of them have represented others in different national, regional and global events.

We organized exchange visits for women and youth in agribusiness in Kenya& Tanzania May 2024, the objective of undertaking the exchange visits between women and youth in the two countries is to exchange knowledge, ideas, experiences, lessons and best practices. The visits were a culmination of training workshops that the selected groups have undergone which created a best platform for learning and sharing ideas on how to run profitable agribusinesses for them. More than 60 participants attended.

African Youth Agripreneurs (AYA), with 4,400 young female and male farmers, is a platform we utilized for sharing opportunities and supporting collaborations. More than 30 opportunities and collaboration have so far been shared. Under AYA programme, 8 communication channels have been created and are operational servicing these young

people in agribusiness. The platform gives users access to a community of like-minded people, posting information and learnings. They get to interact on diverse topics, and share content, comments, and messages with their peers. They have exclusive weekly virtual meetups i.e live podcasts or live chats with key stakeholders. They also have access to exclusive live events, webinars, and unlimited replay of all past events. Most importantly as an e-extension service, that have access to e-learning courses, online mentorship, and coaching sessions.

We developed a plan for empowerment of youth for transformative food systems in eastern africa which intends to strengthen institutional systems that support youths' participation in sustainable farming and work within agri-food systems going forward.

1.6 Environmental and Climate Focus

EAFF is strongly aware of the enormous threat that climate change poses to farmers across the East Africa region and the requisite support needed to adapt to its impacts. We also recognise the vital role that agriculture and food systems play in adapting to and mitigating climate change. As such, a resolution was taken at the fifth EAFF Farmers Congress in 2021 to focus more dedicated attention and efforts on areas of work related to climate adaptation, resilience building and the promotion of sustainable production systems. As such, EAFF has undertaken numerous activities and engagements to strengthen the voice of its member organisations in leading and shaping national, regional and international policy debates on climate change.

First, EAFF has identified the following important entry points:

- To enhance the climate knowledge and capacity of farmer organisations in East Africa through learning workshops and technical guidance;
- To conduct research and build technical partnerships to strengthen the engagement of farmers in climate change policy and climate negotiations;
- To develop farmer-led policy research to assess the impact of policy decisions on farmers (such as the implications of the EU's Green Deal on farmers);
- To formulate and communicate common positions amongst farmer organisations in preparation for important climate policy windows;
- To build farmer knowledge and capacity to increase access and uptake of climate finance.

EAFF is proud of its accomplishments to date:

- Development of a number of strategic partnerships with technical experts.

Examples, among others, include: Accelerating the Impact of CGIAR Climate Research for Africa; Food and Agriculture Organisation; Bayers; Pan-Africa Climate Justice Alliance; AGNES; Pan-African Farmer Organisation; World Farmer Organisation; International Fund for Agricultural Development; Food Action Alliance; United Nations Foundation; Bill and Melinda Gates Foundation; Global Green Growth Institute; and Power Shift, among others.

- Hosting of workshops to build capacity of farmer member organisation's on climate-related issues. Examples include:
 - Supporting needs-based advocacy on climate adaptation in Africa, 30-31 May 2023, Nairobi, Kenya.
 - Enhancing the role of farmers in climate change policy in East Africa, 29 September 2022.
 - Review of the Africa Climate Summit and the Road to COP28, 29-31 October 2023.
 - Road to COP28: Strengthening the role of farmers in climate change policy, 2-3 November 2023.
 - COP28: Key insights, opportunities and challenges for climate and agriculture, 5 March 2024.
 - Mobilizing Farmers for Climate Action: Navigating the path to COP29, 1-2 October 2024.
 - From Baku to Belem: Key insights and next steps for climate and agriculture, 5 March 2025.
 - Policy and advocacy development workshop on enhancing the role of farmers in climate change policy in East Africa, 29 September 2022;

History of EAFF-AICCRA partnership

The relationship began in 2021, EAFF-AICCRA/ ILRI signed a Memorandum of Understanding (MOU)

The MOUs specific objectives are:

- Enhance the climate knowledge and capacity of farmer organisations in East Africa through learning workshops and technical guidance
- Conduct research to strengthen the engagement of farmers in climate change policy and climate negotiations
- Develop and communicate common positions amongst farmer organisations in preparation for important climate policy windows
- Support the mapping and development of EAFF's climate policy and technical partnerships

Development of collective position statements in preparation for climate summit meetings. These position papers highlighted the enormous threat that climate change poses to farmers across the East Africa region and the requisite support needed to adapt to its impacts. This statement calls for a fair and socially just outcome for African farmers at COP27, wherein farmers are recognised for their strategic importance as partners that represent vital climate constituencies.

Examples include:

- The EAFF call-for-action statement for COP27, COP 28 and COP29. See [*Annex 2: EAFF position papers on COP 27,28&29*](#)

Production of important research materials to inform farmer-led debates and advocacy opinions. Examples include:

- *Exploring the economic impact of EU Green deal on smallholder farmers in Eastern Africa, 2023. [*Annex3: EAFF study on impact of EU green deal on smallholder farmers in East Africa*](#)*
- *African climate processes, actors and institutions: What this means for farmers* (full report and executive summary), September 2023. See [*Annex4: African climate processes, actors and institutions: What this means for farmers \(full report and executive summary\)*](#).
- *Farmer-led adaptation: Best practice case studies*. EAFF, November 2024. Scaling farmer-led climate adaptation in Africa: Leveraging local innovations for resilient agriculture. In 2024, as part of a long-term partnership, EAFF and AICCRA collaborated to document and showcase examples of farmer-led climate adaptation. This initiative focuses on capturing and disseminating the diverse ways in which farmers across Africa are adapting to climate challenges through context specific, locally relevant, and innovative practices. In collaboration with local communities, regional farmer organisations, non-governmental

organisations (NGOs), and other stakeholders, this project identifies and documents farmer-centred adaptation initiatives across nine countries. The resulting case studies highlight local strategies, the challenges faced, and the factors that contribute to their success. Locally led adaptation prioritises farmer agency, seeking to enhance ownership of measures tailored to the specific needs and contexts of farmers and their communities. While external technical and financial support remains critical, farmers must lead the core activities of these initiatives, showcasing leadership in the adoption of good practices and climate smart innovations See [Annex 5: Farmer Led adaptation case studies](#)

Active membership in important decision-making bodies.

Examples include:

- EAFF is a member of the COP28 Food Systems Reference Group, chaired by Emirate Minister of Water and Environment.
- EAFF is a member of the COP28 Food Strategy Pillar 2 for Non-State Actors.

The outcomes so far include:

- EAFF has built considerable expertise in climate change and is now a well-known voice in advocating for Climate change adaptation for Africa, climate information services, inclusion, fairness, equity and partnerships.
- EAFF is becoming the 'go-to' African farmer organisation on issues related to climate. This is witnessed by our active engagement in climate policy discussions and high-profile events:
 - ❑ @Dubai, Linkages with high-profile events, ie. invitation to give the keynote address at the opening
 - ❑ At COP 28 and COP 29 we participated in over 25 important meetings.
- It is extending its reach to other farmer organisations on the continent (through PAFO and its other regional networks) to ensure all farmers are included meaningfully in national, regional and global policy and research discussions.
- We have published more than 14 documents in 2 years (including farmers manuals, policy briefs, position papers, among others)
- EAFF hosting Planning for FFCA and enhancing Access to Climate Finance for Farmers Organisations Workshop 29 April - 2 May 2025, Dar Es Salam (WB, ACF, GCF, Rockfeller, McKnight, climate works, IFAD)

Building sustainable and resilient food systems capable of feeding people while combating the challenges of climate change cannot be achieved without farmers and their organisations.

It is essential that governments, donors, financial institutions and investors recognise the unique role of family farmers.

They can support our efforts to unlock our full potential and drive a transformative shift in food systems through:

1. Recognition and meaningful engagement of family farmer organisations in decision-making (related to climate, land, food and biodiversity);

Action: Active policy engagement is crucial throughout 2025 due to the current geopolitical context. It is essential to maintain momentum on farmer inclusion and social equity, as well as to clearly define the role of EAFF in advancing it. Farmers need to continue to build strategic partnerships and remain attentive to key policy and engagement opportunities within the processes. This should culminate in strong presence and active participation in COP 30.

Work with PACJA and other networks to secure timely accreditation for EAFF representatives to access major climate summits.

- Increase farmer representation at COPs, pre-SB Sessions and the Africa Climate Summit. Ensure direct participation of farmers in climate discussions by supporting travel and engagement logistics.
 - Partner with technical organisations and alliances to identify key platforms and opportunities to disseminate EAFF messages and research (like the farmer-led adaptation case studies), including side events at COP/ ACS.
2. More and better finance for family farmers through our organisations;
- Identify and engage with the relevant focal points (typically the national Treasury) in respective countries to enhance access and less onerous application processes for climate finance (e.g. from GCF, GEF) for farmers.
- Strengthen proposal writing capacity and train EAFF members to develop bankable project proposals that meet the requirements of the GCF, GEF, and other donors.
 - Identify and work with national focal points under the UNCBD to develop robust proposals and access the GBF Fund.
 - Monitor progress in the development of the Cali Fund to determine how farmers can access further biodiversity conservation financing.
 - Advocate for grant-based climate finance and push for more transparency in the allocation of the proposed USD 1.3 trillion climate finance goal to ensure a fair share is issued for adaptation.
 - Increased climate finance for sustainable, climate-resilient agricultural practices.
 - Enhance farmer knowledge and capacity on climate finance and carbon markets.

1.7 Linkages to Investments portfolio and other development initiatives

Several meetings have been organized to IFAD, EU and country offices as follow up engagements with EAFF members in all countries where FO4ACP was implemented. The objectives of the meetings were to create more linkages or collaboration of EAFF members with partners' projects at national level. EAFF conducted annual missions to each country and helped link members to EU, IFAD, world Bank, AGRA offices among other lobbying activities that were on agenda. In addition, every year at the occasion of IFAD supervision mission, EAFF and members were able to visit IFAD and EU country offices in the countries targeted by the mission.

EAFF partnership with IFAD: EAFF with the support from IFAD and backstopped by Farmers' Forum (FAFO) steering committee organized the Second Regional Farmers Forum in Eastern and Southern Africa on the 24th and 25th November 2022, Johari Rotana, Dar es Salaam, Tanzania. Forty-eight (48) Farmers' Leaders from 12 countries and 30 farmers' organizations, representing millions of small-scale farmers, artisanal fishers, pastoralists met with IFAD ESA Division, representatives from IFAD funded projects in 17 countries and by IFAD staff from HQ. The ultimate goal was to strengthen collaboration between NFOs and IFAD country programmes, to this country engagement action plans were developed

ESA regional FAFO follow up discussion: We have held several meetings between IFAD and the ESA region FOs, as follow up to the Global FAFO. The last meeting in December 2025 was attended by 74 colleagues from EAFF, SACA, National Farmer Organizations, as well as IFAD regional and global teams and country offices. The meeting discussions and agreements included:

- Highlights on FO-IFAD engagements related to the upcoming IFAD13 financing cycle and to identify opportunities for more systematic engagement. the expectation for closer engagement with IFAD country programs, particularly at the country level, and in coordination with governments. the meeting stressed the importance of planning for the upcoming IFAD 13 financing cycle starting in January 2025, which will introduce new concepts and project designs.

- We discussed the evaluation of the FO4ACP activities in the ESA region, highlighting the key findings and areas for improvement and also the next phase of FO4 Programmes Overview. We finally, discussed FO Finance Platform where IFAD presented the planned FO Finance Platform project that is currently at concept note stage, explaining its components, target groups, and implementation structure. He emphasized the importance of technical assistance, risk management solutions, and evidence building for the success of the platform.

Partnership with IFAD at country level. In CAPAD the partnership between FOs and IFAD is strong. In fact, CAPAD has been working with the IFAD country programme on several, as per the partnership action plan developed during the ESA regional FAFO in May 2017, INGABO has recently signed an agreement to implement GAFSP (SCORE RWANDA PROJECT. Following the successful partnership under these two projects. IFAD project (PASA-NK) is benefiting all our members in DRC (CONAPAC, FOPAC, SYDIP, COONCEKI and LOFEPAC) and CONAPAC and her members are implementing partners for AVENIR project.

Notwithstanding with such progress, NFOs in some countries did not manage to have concrete collaboration with IFAD country programmes. For instance, in Kenya, Tanzania and Uganda our efforts did not yield concrete actions towards partnership.

Partnerships with EU Country delegation. EU country offices encouraged EAFF members to apply for EU funding to foster dialogue between farmer organizations and respective governments. As a result, EAFF members in Burundi (CAPAD), Rwanda (IMBARAGA) are implementing project funded directly by EU country delegations.

To be able to achieve results and impact detailed in this completion report; EAFF established more than 16 institutional partnerships worth more than US\$ 7,375, 898 to implement and expand her activities. More than 70% of the sum was designated around capacity to do business and economic services delivery. Compared to six partnerships worth US\$ 4,938,213 that were created during SFOAP implementation. Table 3 below details

Table 3: Institutional partnerships established

NO	NAME	GEOGRAPHIC COVERAGE	DONOR	Amount in USD
	Capacity Development of Farmer Organizations in Agricultural Trade Policy Making	East Africa	AHA	212,421
1	ILC RP2 Platform: Strong Small-Scale Farming Systems.		ILC	60,000
2	Digitally Enabled Resilience and Nutrition Policy Innovation (DEPRIN) project	in Benin, Ghana, Malawi, Uganda and Senegal.	AKADEMIYA2063, PAFO, other RFOs, EPRC	47,000
3	Ecological, Technological and Capacity Building Strategies for a Sustainable Optimization of Local Maize-based Food Systems and Climate-change Resilient Food Production at the Level of Smallholder Farmers In Kenya (SOLFOOD)		ILC	139,000
4	implementation of Supporting Needs-Based Advocacy on Adaptation in Africa	Africa	PACJA/BMG	500,000
5	UPSCALE project proposal, "Upscaling the benefits of Push-pull technology for Sustainable agriCultuRAL intensification in East Africa	Ethiopia, Kenya, RwandaTanzania and Uganda	EU	273,000
	Technical support to rural youth and women in agribusiness to access inclusive financial services for entrepreneurship and employment creation in Kenya and Tanzania	Kenya and Tanzania	FAO	100,000
6	Strengthening East African farmers' policy influencing capacity	East Africa	FAO/IUCN	179,000
7	study on Economic Impact of EU's Green Deal on Farmers in Eastern Africa	Kenya, Rwanda and Uganda	Bayer	60,000

8	Strengthening Agricultural Knowledge and Innovation Ecosystem for Inclusive Rural Transformation & Livelihoods in Eastern Africa	Eastern Africa	EU	4,799,035
9	FO-RI –Farmer Organization Led Research and Innovation Program (1&2)	AFRICA	EU	196,000
10	FERTILISER product recovery from secondary raw materials using best available Techniques. Developing alternative fertilising products involves sustainable circular management of nutrient rich secondary waste streams for sustainable agricultural practices, balancing nitrogen (N) and phosphorus (P) flows within safe ecological boundaries,	AFRICA	EU	197,000
11	BIOAFRICA Areas: research on bio-economy solutions revenue diversification in rural areas	AFRICA	EU	250,000
12	EAFF-AICCRA/ ILRI signed a Memorandum of Understanding (MOU) in March 2023. The MOUs specific objectives are: Enhance the climate knowledge and capacity of farmer organisations in East Africa through learning workshops and technical guidance; Conduct research to strengthen the engagement of farmers in climate change policy and climate negotiations	East Africa	World Bank	120,000
13	Strengthening Evidence-based Policy and Practice for Sustainable Food Systems under the AU-EU Partnership	AFRICA	EU	40,000
14	Empowerment of youth for transformative food systems in Eastern Africa'	East Africa	AGRA	399,440
	Total amount			7,375, 898

At National level, 55 institutional partnerships were established. Not all FOs reported the value of each partnership. The reported amount of these partnerships is US\$ 24, 674,993.25 as shown in table 4 below. Compared 42 institutional partnerships worth US\$ 8, 827, 963 during SFOAP.

These tremendous results in areas of institutional partnerships stem from several key factors: enhanced collaboration between EAFF and members in terms of convergency in our strategic orientation with a clear focus in economic services delivery to farmers, EAFF backstopping of members in terms of support in due diligence by partner institutions which made easy for members to comply with donor requirements, support in advocating donor support where by EAFF President and Secretariat visit various development partners to pitch for our members to receive funds that are existing at national level resource sharing, knowledge exchange, and improved access to funding and expertise. Important our ability to demonstrate our collaboration with governments through the ministry of agriculture and how our partnerships foster sustainable capacity development, strengthen national interests, and contribute to broader sectoral objectives in respective countries

Table 4: Institutional partnerships

NFO	Type of partnership	Amount
MVIWATA	5 partnerships with GAFSP, Basque Government, FAO, CISU, AICS on Agroecology productivity, Financial support and Market, institutional development and policy	US\$ 2,104,744.5
COOCENKI	14 partnerships: CSA FORI, FAO, WFP, PASA-NK, AGRITERRA	US\$ 2,215,179
IMBARAGA	7 partnerships: Enabel / VSF; Land O' Lakes & TNS, MLFM, Universities (Bengen & U Gent) & International Climate Finance, AFDI, Plan International and SNV	US\$ 2,522,651

SSAPU	2 partnerships: Norwegian Embassy on BRSSF Project(Building resilient in small holder farmers in South Sudan) and IFDC AIAP-SSD (Accelerating Inclusive Agribusiness Program)	US \$ 1,150,000
INGABO	6 partnerships: AGRITERRA: Extension in GAP and Agro ecology, nutrition, Supporting cassava seed system and advocacy MEDA(VIRCA Project)Building sustainable cassava seed system in Rwanda through VIRCA Project profitable and Development of profitable cassava seed Business Model; European Union (GWIZA MUHINZI PROJECT)To promote food and nutrition security as well as food systems resilience in Rwanda; GAFSP (SCORE RWANDA PROJECT).The main objective of the project is to increase food security, livelihoods, and resilience (to climate and other crisis) of cassava farming households in an inclusive manner; CECI, Contribution for Different Activities	US \$ 2,872,241
CAK	AIRTEA Project, a consortium partnership led by FARA Leveraging the benefit of multi stakeholder partnership to support rural women and youth in Dairy Sector in Kenya; AGRITERRA Capacity Building in the area of Corporate Governance. They trained the Board and Management and supported the Development of a Business Plan 2020-2023 for CAK	US\$ 212,040
UNFFE	Partnership with We effect to implement a follow up project on cassava in 14 other districts. This will build on the lessons learnt in SFOAP.	US\$ 500,000
CAPAD	10 partnerships including mega donors: IFAD, EU, World Bank, USAID, FAO, CSA	US\$ 8,000,000
SYDIP	SYDIP with 8 partnerships: PASA-NK; Welthungerhilfe, World Food Programme, Agritererra, World vision, Fonds Social RDC, CSA/FORI, DAI-USAID	US\$ 3,584,151
LOFEPACO		US\$ 2,01,986.75
Total amount	55 partnerships	US\$ 24, 674,993.25

CHAPTER 2: PERFORMANCE AND ACHIEVEMENTS

2.1 Economic Services delivery to farmers

Step 1: The Mapping off-takers, input suppliers, financial institutions in all countries: We selected private sector partnerships (buyers, financiers, millers, transporters); research and government parastatals involved in agriculture marketing; development partners supporting economic services to farmers. A total of 114 partners were identified in 2019 to work with us in FO4ACP through established Memorandum of Understandings (MoU). Refer to Annex 6: EAFF and members stakeholders mapping for FO4ACP 2019

Step2: Central in EAFF's implementation of C1 was the Business to business (B2B) approach at regional and national level for the promotion of agribusiness initiatives aimed at creating linkages with actors along the relevant value chains, bridging the gap in terms of market and finance access, possibly resulting in MoUs or agreements

Step 3: follow up on B2B meetings. Follow up meetings brought Sub FOs supported by each NFOs to discuss businesses with buyers and financiers. The discussions were around: i) The volume of produce sub FOs will be able to aggregate from members while on the other hand buyers will inform them how much of the produce, they can buy at the end of cropping season and quality requirements; ii) Sub FOs will interact with financiers (banks or microfinances) to discuss financing modalities.

Step4: Technical assistance for business enterprises promotion: This was a salary contribution to the focal point. This facility allowed each NFO to provide assistance selected Sub FOs in ensuring they are able to collectively access markets and finance. This can take the form business coaching: capacity support from NFOs to Sub FOs in areas of aggregation of produce especially meeting quality standards; areas of business plan implementation or follow up to monitor the implementation of these plans as the needs will emerge from the agribusiness strategies developed. The expected outcome here is the number of Sub FOs that are delivering economic services to members; number of Sub FOs enterprises that are increasing business and maturing with corresponding monetary value.

73 LFOs provided at least 2 economical services to their members totalising an amount of 70,073 producers. 12 LFOs have increased their business volume in a viable way when 66 have developed business plans in this direction. EAFF also added 2 indicators of its own to specifically monitor access to markets and financial services that has been attained thanks to a fruitful synergy with other EAFF supported programmes such as E-granary: 56 LFOs signed contracts to better access markets while 17 signed contracts for access to finance. More 80 B2B meetings that led to mobilization of private sector to for access to markets and finances. With 8 regional and more than 65 national MoUs.

2.1.1 Access to finance

Having access to finance enable's farmers to invest in seeds, equipment, and technology thus increasing their productivity and income. Further, it enables them to expand their operations, mitigate risks, and adapt to climate change. **18 contracts** were signed for access to finance. As Table 5 shows a cumulative **US\$ 3,176,934.85** loaned to **29,868** farmers. In the same time **US\$ 1,330,829.28** was mobilized by cooperatives to support activities related to collective marketing mainly

Table 5: Access to finance

Initiator	Partner	Type of partner	Agreement status	Achievements/ progress
COOCENKI	COOPEC CECAFEP	Microfinance	3 Loan agreement	For the year 2021, COOCENKI benefited from agricultural credit from COOPEC CECAFEP for an amount of \$20,000 to facilitate the payment of producers who are members of the cooperatives and to prepare deliveries to the WFP. 2022-2023 they agreed on US\$ 131300 and in 2024 about US\$ 82 774.36 \$
SYDIP	COOPEC CECAFEP; WHH	Microfinance	3 Loan agreement	USD 657 848(fonds de crédit semences); initially year 2022, a total of 1,385 members of cooperatives supported by SYDIP received agricultural credits from COOPEC CECAFEP for an amount of USD 270,504.
CAPAD	FENACOBU, FINBANK & BANCOCBU	Microfinance, bank	4 Agreements signed with financiers and with 16 cooperatives	Granting of a commercial credit of 165,000,000 FBU or USD 81903.86 On-going negotiation of granting of a credit line of 400,000,000 Fbu or USD 205, 787.36 to SOCOPA to be able to aggregate and purchase farmers' produce. Granting of a loan of 529,000,000 FBU or USD 254571.70 to 9,632 producers for the 2023A agricultural season Approved loan of 800,000,000 Fbu or USD 384,985.56to SOCOPA to be able to aggregate and purchase farmers' produce
CAK	Co-operative Bank and New KCC	Bank Guarantee	1MOU signed	The Co-operative Bank guarantee for 2021 was worth KES. 50 million or USD 454, 008.90 for milk marketed through New KCC. We are embarking on the implementation of the MoU so that dairy cooperatives benefit from this arrangement
INGABO	CPF – INEZA, CLECAM-EJO HEZA PLC, DUTERIMBERE IMF PLC	Microfinance	3 contracts signed	The partnership consists on implementing “ZAMUKA Cassava Product” a financial product newly developed by CPF INEZA on concertation with INGABO Syndicate to support cassava farmer's projects. 200,000USD have been already disbursed to farmers. In 2023 signed a contract with CLECAM for US\$ 705906.90 in 2024 with Duterimbere another US\$ 705906.90 was agreed upon for the next 3 years
UNFFE	Uganda Microfinance Support Center, a Government Development Finance Institution under the Islamic financing model.	Loans/credits	Ongoing agreement	Agricultural loans worth 325,000,000 UGX or USD 92, 532.60 advanced to farmers. Members from Nwoya, Kamwenge and Masaka DFAs have benefited from this initiative

LOFEPACO	CECAFEP, COOPEC MWIRA and Village Savings and Credit Associations (VSLAs)	Microfinance	Loan agreements	A combined US\$158,850 has been advance to Cassava farmers
NAAC	Microfinance Support Centre (MSC)	Financing cooperatives	The NAAC signed a tripartite MoU between EAFF/MSC/NAAC that was meant to lay a foundation for extending credit lines to NAAC membership	MSC is charging as low as 8% interest on agricultural loans which is almost one third of the average market rate of 23% on loans from other commercial banking institutions. The company was also offering flexible payment periods of up to 5 years compared to a market average of 3 years. US\$ 144,969.35 was loaned to farmers While US\$ was mobilized for supporting economic activities, 843.6
SSAPU				USD 75,000
MVIWATA	Local buyer	Credit to farmers	1 contract	USD 98575
Total				

Table 6: Case study: success case for access to finance for SHFs

Title	Zamuka Cassava Product (ZCP): a financial product developed by Ingabo Syndicate in collaboration with CPF – INEZA in Rwanda to facilitate cassava farmers' access to financial services
Thematic area	Delivery of economic services along priority value chain(Cassava)
Component	Component 1 of FO4ACP project
Organization	INGABO farmers 'syndicate
Country	Rwanda
Short description of the experience/practice	In 2020, Ingabo Syndicate conducted an analysis of the constraints that prevent farmers' access to formal loans. The study revealed that less than 6% of formal loans provided in Rwanda are granted to agriculture while the sector contributes up to 27% of the country's Gross Domestic Product. The study enumerated various challenges such as: susceptibility to multiple and almost certain risks; poor productivity; the majority of farmers do not insure their businesses; lack of information on existing credit products; mismatch between supply and demand; long distance from banking institutions; poor financial literacy and knowledge in project management; availability of credit products for only a few value chains; and poor understanding of the agricultural sector by banking institutions. With the support of the FO4ACP Programme, Ingabo Syndicate shared the findings of this research during a business-to-business meeting that gathered representatives of banks, microfinance bodies and other financial institutions, farmers' associations, and cooperatives. At the meeting, some companies agreed to work with Ingabo Syndicate to address some of the challenges identified. Therefore, in November 2021, a cooperation agreement was signed between the CPF INEZA (Cooperative of Progress and Finance); INGABO and cooperatives to facilitate access of cassava farmers to loans amounting to 200 million Rwandan Francs (about 181,000 euro) for season 2022A, being the first initiative of its kind in the cassava value chain in Rwanda. CPF INEZA, in collaboration with INGABO, has developed a tailor-made financial product for cassava, known as "Zamuka Cassava Product". Zamuka is a Kinyarwanda word meaning "rise up". With the new Zamuka financial product, the conditions, such as those relating to credit rate (reduced from 24% to 18%), repayment frequency (after 18 months instead of every month), and take into account the specificities of the cassava crop like its life cycle.

Why is this important for other FO's?	Because it is a special financial product along the cassava value chain and it aroused the interest of farmers to invest in cassava as well as to apply for loan. This model can facilitate other FO's to negotiate with financial institutions to access loan for farmer members
Speaker(s) (name, contact details)	Mbabazi François Xavier Phone number: +250788303140 Email : mbabazi1970@gmail.com
Expected duration of the presentation	10 minutes
Language of the presentation	English
Other information for the organizers	
Additional resources and info on the experience/practice	In order to deliver this loan to farmers CPF agents visit farmers on the ground to explain the product to them and help them to open accounts if they are new in CPF. The respective cooperatives collect loan application files and submit them to CPF for analysis, contract establishment, and fund disbursement. Recognizing that disbursement of funds alone cannot guarantee success, INGABO organizes, for all loan beneficiaries, trainings on cassava cultivation for better yield. On its part, CPF conducts trainings on financial literacy, project management, and cooperative governance. An annual action plan has been drawn to translate the INGABO-CPF partnership into real actions with clear outputs and to facilitate monitoring and evaluation of results and impact. A steering committee made up of representatives from both organizations meet monthly to monitor implementation of the action plan. Farmers are excited by this product, and some have started asking CPF to buy loans that they have in other banks so that they can work with this product. Other banks, after noting the attractive terms of the loans issued made by CPF, fear that it will take over their customers and some have already made steps to adjust their own terms. Other partners in this programme are Agriterra and Rabobank from Netherlands.

2.1.2 Access to market

These resulted in an increase of the volume of marketed commodities per value chains mostly cassava (1,754 tons of tubers and 63 million cuttings as dissemination materials), Maize (53,704 tons), potatoe (424,826 tons of tubers and 116,600 tons of seeds) and 38.55 million of liters of milk. Translated into their market value, these quantities showed a value of the marketed produce reaching USD 5,938,107. As table 6 below shows.

This increase of marketed products has also been made possible through the mobilisation of supplementary funds from financial institutions thanks to bankable business plans for an amount of US\$ 1.3M reported in the section on access to finance (mostly done by cooperatives (CAPAD, COOCENKI, NAAC and CAK members based on supply contracts they have secured).

Table 7: Access to market

Initiator	Partner	Type of partner	Agreement status	Achievements/ progress
COOCENKI	WFP	UN- buyer of cereals	Signed contract to deliver 225 MT worth USD 151875 USD of Maize flour	Already 90MT have been delivered. The remaining 135 MT will be delivered in this year 2022. Since the partner COOCENKI has been with WFP since 2008 and is on the list of food suppliers to the WFP, it is always consulted for potential annual deliveries. This is how during this year 2021, it was consulted and signed a contract for the delivery of 225 MT in this school canteen program in North Kivu. The non-delivery of the total quantity requested is due to the

				temporary shutdown of schools due to the COVID-19 situation.
COONCENKI	ETS HALINUNGA	Supply contract for maize	Contract was signed	So far 150 tons of grain at a price of \$425 per ton. The total contract amount is \$63,750
COOCENKI	Center de Development for Peasant Promotion (CDPP) of Kirumba and.	buyer of cereals	Signed contract to deliver 93.5 MT worth USD 37,400 USD of Maize f	The delivery has been done
LOFEPACO	Local buyers	Buyers	Sales agreement	Collectively sold 86.5MT of Cassava for about USD 65,130
SYDIP	NGOs, Hotels, Restuarants	Buyers	Sales contracts	3 contracts signed between the potato cooperatives and the buyers, including 2 contracts for the supply of table potatoes (90 tonnes) and 1 contract for the supply of potato seed (20 tonnes) a total of 110 tonnes of potatoes were sold valued at USD 55000.
SYDIP	L'Establishment Group MUKALAY SARL	Maize supply contract	The contract was signed. Farmers will supply 5, 075 tons of maize with adherence to the factory quality standards.	\$1, 624,000
SYDIP	Buyers mainly hotels	Irish Potato supply contract	SYDIP organized 3 B2Bs with different players in the potato value chain to improve the business environment. 331.57 MT were sold.	Estimated value \$116,049.5
SYDIP	NGOs, Hotels, Restaurants	Buyers	Sales contracts	10 small contracts were signed between potato cooperatives including SYDIP with buyers, including 6 contracts for the supply of table potatoes (294,021 kg for an amount of \$116,160) and 4 contracts for the supply of seed potatoes (200,800 Kg for an amount of \$117,608), i.e. a total of 494,821 Kg of potatoes sold for a total amount of \$233,768
SYDIP			10 contracts 21 B2B meetings	La vente de 2 132 tonnes de pomme de terre auprès des acheteurs pour un chiffre d'affaires équivalent à 1 015 243 \$usd avec plus de 10 contrats signés
CAPAD	SOCOPA	Société Coopérative	23 Sales contract	Buying of 957 tonnes of Cassava, 433 tons of rice, 160 tons of Maize and 204 tons of beans
CAPAD	SOCOPA	Société Coopérative	26 Sales contract	Purchase from cooperatives of 835 tons of cassava, 210 tons of rice, 98 tons of corn, 123 tons of beans
CAPAD	WFP	United Nations Agency	6 contracts	Purchase of 195 tons of rice from 6 cooperatives, 155 tons of beans from 4 cooperatives, 110 tons of corn from 4 cooperatives
CAK	Bungoma County Government	Infrastructural Services	Construction started for a milk cooler house to	The government will spend KES. 6 million or USD 60,000 for the construction of a milk cooler house.

			be completed fully by 2022. The government will install a milk cooler with the capacity of 3,500 litres of milk per day.	Further spending will be on the installation of a milk cooler worth KES. 1.5 million or USD 15,000
CAK	Co-operative Bank and New KCC	Bank Guarantee	MOU signed	The Co-operative Bank guarantee for 2021 was worth KES. 50 million or USD 454, 008.90 for milk marketed through New KCC. We are embarking on the implementation of the MoU so that dairy cooperatives benefit from this arrangement
TFC	National Food Reserve Agency – NFRA	Buyer	8 contracts signed between NFRA and Agricultural Marketing Co-operatives Societies (AMCOS). The following are the AMCOS signed supplying contracts with NFRA and their MT: - MAVANGA AMCOS – 180 MT, LUFUMBU AMCOS – 100 MT, UVIA AMCOS - 120 MT, NGOMAM AMCOS – 59.9MT, WIKICHI AMCOS – 35 MT, NINGA AMCOS – 60 MT, SHAURIMOYO AMCOS – 438 MT and IBUMILA AMCOS – 50 MT	In 2021, TFC in collaboration with Njombe Regional Co-operative Union made follow-up to National Food Reserve Agency –NFRA. From the period of August to October, 2021 NFRA signed 8 maize supplying contracts with 8 AMCOS with the volume of 1042.9 MT, value Tsh 484,948,500 equivalent to USD 212,231.29 with the exchange rate of 1USD = Tsh 2285. Contracts attached
INGABO	Kinazi Cassava Plant	Factory as Buyer	Selling agreement signed	The contracts between KCP and six cassava cooperatives have been signed amid January 2021. By one year six cooperatives will deliver to KCP the quantity of 2,652 tons worth around 198,900,000 Rwf or USD 201,024.05
INGABO	Congolese Buyers	Private Buyers	Discussion for an agreement is still ongoing	In the framework of promoting cross border trade, with the support of COMESA, MINICOM, National Cassava Platform and INGABO syndicate start discussions on how to set up warehouses at the RUBAVU and RUSIZI borders with the target of selling at least 500 tons per border and per week.
INGABO	DELTA TECH INTERNATIONAL LTD	BUYER	negotiations are ongoing. The price proposals have been transferred	The purpose of this market is to supply 300 tons of cassava flour per year and other commodities to IDJWI island/ DRC
INGABO	RAB and seed multipliers	Seed distribution	Agreement reached	Facilitating farmers to get quality seeds on time. 45,455,000 cuttings estimated at Rwf 818,190,000 or USD 741,449.93
INGABO	Loan Smart Transport company	Buyer	negotiations are ongoing. Samples have been produced and sent to buyers for appreciation	Negotiations started since November 2021 on the possibility of exporting 15 tons per week of cassava flour to France/Lille

UNFFE	Cassava buyers	Buying Cassava	Selling agreements has been in discussion. Buyers prefer to buy on adhoc basis	Increased business volume; 1,860 Mt of Cassava worth of USD 423656.96 has been bulked among 4 District Farmers Associations (DFAs) and marketed through distributors and sales agents that retail. These include; Bugiri, Gomba, Masaka and Luuka DFAs.
UNFFE	the National Agriculture Advisory Services Program (NAADS), a Government entity under the Ministry of Agriculture Animal Industry and Fisheries.	Provision of Cassava seedling plants	There is on-going agreement between UNFFE and NAADS	7,500 bags, Cassava Planting Materials of NAROCAS 1, NAROCAS 2 varieties that are resistant to Cassava Brown Streak Disease (CBSD) worth UGX450,000,000/= or USD 128,122 were distributed to Bugiri, Kiboga, Gomba, Kasese and Masindi District Farmers Associations. These improved cassava planting materials are expected to establish 1,500 acres of cassava planting materials for onward cassava multiplication among the members of the respective District Farmers Association.
TFC	National Food Reserve Agency – NFRA	Buyer	2 contracts signed between NFRA and Agricultural Marketing Co-operatives Societies (AMCOS).	14,000 MT of maize is being aggregated estimated at USD 3,004,291.85
SYDIP	L'Establishment Group MUKALAY SARL	Maize supply contract	The contract was signed. Farmers will supply 5,075 tons of maize with adherence to the factory quality standards.	\$1,624,000
SYDIP	Buyers mainly hotels	Irish Potato supply contract	SYDIP organized 3 B2Bs with different players in the potato value chain to improve the business environment. 331.57 MT were sold.	Estimated value \$116,049.5
SSAPU	SEVERAL BUYERS	Maize supply Contract	The MOU with transporters of maize grain to the Juba market.	\$22,500
SSAPU	Buyers Contract	Maize supply Contract	MOU signed for the supply of 450 MTS of maize	\$33,750 USD 215,000
CUZA	Local buyer	Sales agrment	1 contract for 376 MT	USD 36451
MVIWATA	Local buyer	Sales agreement	1 contract for 2070 MT	USD 26,894
NAAC	Contracts/MOUs have been finalized with Red Corn Farm Supplies Ltd, Kiburara Millers Ltd, and AFEX Logistics Ltd		Bulunguli Multipurpose Farmers' Cooperative Society Ltd ; Kisagazi Kasese coffee ACE ; Kaserem ACE	2,226MT @ USD. 503,649



Photo 1: Aggregation of farmers' produce

2.1.3 Enhanced capacity of FOs and LFOs for access to finance, markets and climate resilience

In order to enhance the capacity of farmers on structured trade and financial literacy: The approach entailed development of a curriculum and training materials as detailed below:

1. **Enterprise Development and Structured Trade in FOs Curriculum:** we developed a body of knowledge unsuccessful FOs in the region to understand the pathways to scalability and transformation to professional, business-oriented institutions in a position to offer viable economic services to smallholder farmers in a sustainable manner. See *Annex 7: Farmers Manual on structured trade systems*
2. We produced crop manuals for Beans, Cassava, Maize and Soya beans: farmers are prone to huge postharvest losses and major contributing factors include inadequate access to critical storage infrastructure, ineffective post-harvest management practices, remoteness and inefficient markets. These crop manuals help improvements in harvesting, dry storage, pest and diseases control before marketing reducing losses and improving the quality and availability of food for better markets. Refer to *Annex 8,9,10 and 11 for Crop manuals/protocol for Cassava, Beans, Maize and Soya beans*
3. **Farmer's manual on finance:** we produced financial literacy manual for farmers. The document contains step by step guide on finance: bookkeeping, cost of production calculation, income statement, working capital, cash flow projection. Farmers are guided how to create own finance profile of which over seasons is used by Financial Services Providers to do credit scoring which form the basis for lending refer to *Annex 12: Farmers manual on financial literacy*
4. **Training manual for women and youth owned agribusinesses:** The manual contains details of financial budgeting and control; sustainable finance for Micro and Small & Medium Enterprises (MSMEs); Investor readiness; Capita raising and Business Planning. See *Annex 13: Women and Youth manual for access to finance for agribusinesses*
5. **EAFF Curriculum for FOs on climate resilient food systems for smallholder farmers:** The manual will equip them with techniques and deeper understanding of the effects of climate change, resilience in the face of these changing global weather patterns, how to adapt to these changes via systems like use of resistant varieties of inputs (seeds selection, crop nutrition and sustainable plant protection tactics). These techniques coupled with sustainable use of vastly scarce resources like water and soils, will ensure

continuous production of food crops to feed the ever-growing world population. See *Annex 14: Farmers Training Manual - Building Resilient Food Systems 4 Smaller holder Farmers in Eastern Africa*.

After developing these training manuals, we embarked on regional capacity building workshops. These trainings used a Training of Trainer (ToT) approach. we held 7 capacity building workshops aimed at strengthening NFOs and LFOs and the above-mentioned subjects. In total we trained 245 ToTs. The trainings aimed to empower participants with the competencies required to cascade these practices within their respective cooperatives/district farmer associations. The ultimate goal was to enhance smallholder farmers' capacity for access to markets, finance, to build resilient agricultural systems and improve productivity sustainably.

NFOs cascade trainings: The objective was to make sure the trainings were cascaded to the smallholder farmer level. The ToTs therefore served as champions who then carried out trainings to other farmers. Table 10 below shows the number of farmers reached during the various training activities, related to, crop production (pest and disease management, dairy feed management, finance, climate resilience, etc. In total, **12,051** farmers were reached through these trainings. Results show that on average between 46% and 26% of the trainees were women and youth respectively.

Table 8: Number of Farmers trained on good farming practices

Country	Organization	Topic of training	2021	2023	2024	% women	% youth (below 35 years of age)
Burundi, DRC, Kenya, Rwanda, Tanzania, South Sudan and Uganda	CAPAD, SYDIP, LOFEPACO, CAK, INGABO, IMBARAGA, MVIWATA, TFC, SSAPU, COOCENKI	Cassava, Irish potato, Beans, Soya beans, dairy production, Maize agronomy, finance, climate resilience, postharvest management	3,374	5544	3133	46%	26%

2.1.4 EAFF and members experience in delivering on economic services

As our theory of change described in our FO4ACP, EAFF focused on the forward contracting approach that sought to provide farmers with access to reliable and predictable markets. This framework meant building an ecosystem of partnerships from the off-taker backwards to the input provider. At regional level we signed MoUs with East Africa Business Council (EABC); East Africa Grain Council (EAGC); Agricultural Finance Corporation (AFC); Equity Bank, among others. Business to business (B2B) meetings were held for the farmers to better understand the terms of engagements and the products available for them in the market. In addressing issues related to access for financial services challenge by smallholder farmers, who in many instances were viewed as a high-risk by financial institutions. We partnered with financial institutions as mentioned above to develop farmer centric financial products. farmers were linked to financial institutions and received either seeds or fertilizer on credit.

The most successful activities under this component is the Business to Business linkages because it brings together various business partners who meet, discuss and plan on how to benefit for mutual benefit. Linkages and networking are established and contracts and MOU's signed based on the volume and value of business. It is an opportunity for increased incomes, food security and safety, employment and wealth creation for the beneficiaries

through access to markets, financial services, economic support services and farm inputs for increased productivity and production.



Photo 2: Signing of MoUs between MBURUGU DAIRY CO-OP SOCIETY LTD (Kenya) and WEST ACHOLI CO-OPERATIVE UNION(Uganda) on 22nd March 2021 in Nairobi, Kenya

Farmers's experience: The key contribution of FO4ACP for farmers has been its facilitation of assured markets. The general experience is that where NFOs have a partnership with an offtaker, the price offered to the farmer is at least 10% better than the prevailing market price. Farmers produce is collected from the aggregation centre – the buyer absorbs 70% of the cost of of transportation per unit-volume collected. This price is not deducted from the final dues of the farmer. Without this support farmers would typically organize their own transport and deliver to the buyer or sell to the middle-man who would deduct the transport costs from the buying price s/he offers. Farmers have been trained on quality assurance and grading. Normally larger buyers/certified warehouses would collect only what they call grade 1 rejecting all other grades, farmers lost in some cases 30% or higher of their produce. They would turn to while the broker for a significantly lower price.

Key results beyond the project:

- EAFF integrated business approach: linking Farmers to key services (markets, finance and extensión) . For the last two years we have seen a substantial improvement. We are currently collectively trading at more than USD 2.5M in value of produce aggregated and mobilizing more tan 1.2 M annually in money loaned to farmers.
- This is facilitated by the implementation of 8 regional and more than 65 national MoUs signed between EAFF/NFOs and private sector (buyers, input providers and financiers) to facilitate smallholder farmers access to markets.
- Success stories: CAPAD (Burundi), NAAC (Uganda), SYDIP (DRC); TFC (Tanzania); business linkages for collective marketing. They have become effective in private sector engagement

- Value chain based Multistakeholder platform to comprehensively address issues: case of INGABO (Cassava Week in Rwanda)
- FOs were supported to become investment ready in meeting pre-lending conditions from financial institutions;
- Farmers are investing in education of their children; improving housing, adoption of crop insurance especially in livestock(dairy);
- FSPs are now willing to engage with FOs this was not the case some 4 years ago;
- 12,051 men, women and youth trained

Beyond results: Case of Ruhango Cassava Cooperative (RCC)

Ruhango Cassava Cooperative is a small Cassava producers cooperative with 56 members. It is working with INGABO and it is a beneficiary of FO4ACP. RCC got extension services to increase cassava production where the average production by member is 30 MT per season. Members produce around 1,680MT of Cassava valued at \$ 260,465.12 per season. Through INGABO they entered a selling contract with KINAZI Cassava Plant (KCP). Before that arrangement, each farmer was selling one kilogramme of cassava at USD 0.12 (Rwf 150) but after the negotiations the price was set at USD 0.15 (Rwf 200). Without FO4ACP this cooperative would be losing USD 65,007.99 per each season. Or each member would be losing USD 900 per season. This is a lot of money by Rwanda's economy standards. The GDP per capita is 966.23 USD (2022). Has seen 68% increment in volumes traded; increased demand for loans, 83.5% in production and volumes handled by the cooperative; well-articulated economic service delivery model in our strategic plans; clear approach to engage with the private sector.

The Central Cooperative of North Kivu, or "COOCENKI," actively participated in the implementation of activities in the North Kivu Province of the Democratic Republic of Congo. Thanks to this project, COOCENKI developed stronger partnerships with the private sectors through business meetings. This enabled COOCENKI to increase sales of volumes of agricultural products and obtain remunerative prices through contracts with private commercial enterprises for the benefit of smallholder farmers grouped into grassroots cooperatives. COOCENKI increased its access to credit through local financial institutions (banks and cooperatives). COOCENKI has currently signed a collaboration agreement with EQUITY BCDC-Butembo Agency for financial inclusion and access to agricultural financing for family farmers who are members of grassroots cooperatives.

In addition to these private partners, COOCENKI is in partnership with the National Ministry of Rural Development and is in the process of being aligned with the Ministry's Economic and Social Intervention Fund.

In short, this FO4ACP project has been most beneficial to COOCENKI for contributing to its visibility and mobilizing new partners.

Mr. Baylon Katsongo Kambale, CEO of COOCENKI: "COOCENKI'S TESTIMONY ON THE ACHIEVEMENTS OF THE FO4ACP PROJECT"

2.1.5 Covid-19 and EAFF response

The first two years of implementation were severely hindered by the Covid-19 pandemic. The activities that were most affected by Covid-19 included regional activities that required cross-border travel and meetings.

The FO4ACP Continuity Plan, approved in March 2020, remained relevant and continued providing the necessary flexibility in the planning as well as the introduction of new activities coherent with the emergency situation.

EAFF multiple analyses of the impact of the pandemic in the subregion revealed disruptions to access to agricultural inputs (including labour), extension and advisory services, and output markets for many farmers, fisherfolk and pastoralists. SAFE funded by IFAD came in at the right time and provided the safeguarding support to targeted NFOs that was and continue to be necessary for them to provide coordinated supports that are need to keep the livelihoods of the most vulnerable people in the short term. In addition, through SAFE, EAFF, continues to call for coordinated recovery efforts focused on building the resilience of food systems by targeting the worst affected groups: smallholder farmers. Refer to *Annex 15: EAFF study on Covid-19 impact on smallholder farmers in Eastern Africa Region*

FOs adapted to the COVID-pandemic in various ways. In East Africa Due to the total local down, rural collective action and especially the aggregation and commercialization of agricultural produce widely stalled during the crisis. Fortunately, at national level, by the end of the year 2021 most NFOs were able to catch up with implementation. In addition, most NFOs adopted innovative way of operations to circumvent the challenges imposed by the pandemic, such as the adoption of online meetings and exchanges, increased use of social media for sharing information etc.

Across the region, the NFO's engaged in several specific activities to respond to the Covid-19 crisis such as:

- Training farmers and their leaders on how to protect against Covid – 19 during training farmers are shown how to wear mask in public gathering, wash hands and use sanitizers;



Photo 3: EAFF training to members during Covid-19

- Supporting cooperatives to lobby with the schools/nearby public institutions in to secure local markets for harvest during total lockdowns;
- Conducting farmers' capacity building in communication skills, digital ordering of agricultural inputs, digital mobilization and digital interaction especially in remote meeting with farmers to support services and access to technologies in order to improve digital market negotiation.
- Provision of Personal Protective Equipment (PPEs)



Photo 4: PPEs to members



Photo 5: Delivery of inputs to farmers during Covid-19



Photo 6: a farmer collect input from the agri-inputs store

We were also able to provide extension services during the cropping season on the management of the crop, marketing etc: The development and enhancement of extension within the NFOs. e-Granary was utilized where possible as a mobile phone platform to support farmer information (push messages, structured access to information) on virus, agricultural production, weather, pests, market prices. Our members gave out market information to farmers either on an individual basis by phone or by using free radio air-time. Some had found alternative ways to deal with social distancing measures and the need for inputs. These were then delivered by the technical staff using a motorcycle complementing our efforts. All of these interventions greatly reduced the number of transactions carried out by their members as well as the crowding of local markets thus reducing the risk of spreading the virus among farmers.

Overall, we all struggled and scrambled during the first and most acute phase of the COVID-19 crisis. In particular, social distancing measures made it difficult for rural leaders to reach out to their members. Thus, the covid-19 pandemic has been very disruptive for the agriculture sector, the last two years has seen us lose a lot of gains. Some of our countries have registered 0% overall growth for two years after a significant decline in growth of all

sectors; we know Agriculture is resilient and its contraction affects all other sectors. However, with support from development partners OACPS, GAFSP & IFAD we had some covid-19 mitigation interventions. For instance, Support African Farmers in 2020 Emergency (SAFE 2020) whose goal was to mitigate the pandemic effects on production, market access and rural employment of the most vulnerable assisted our members in access inputs, emergency funds, capacity building to continue agricultural activities during the pandemic, provision of PPEs.

2.2. Policy component

2.2.1: Advocacy and policy dialogue by NFOs

2.2.1.1 Policy gaps studies emanating from value chain studies:

14 NFOs policy studies were undertaken by members. Consultants were recruited to lead consultative frameworks to analyze the gaps and constraints in the selected value chains.

A study on the constraints and challenges in promoting the maize sector was done. Afterwards, NFOs conducted a validation meeting and a series of lobbying meetings with the ministry of agriculture and the provincial office in charge of agriculture as it will be shown in the following section. Table 9 below summarizes the findings from studies, the consultations and policy meetings formed a strong foundation for advocacy for both value chains.

Table 9: NFO policy studies

	NFO	Year	Type of study
1	INGABO	2024	Access to finance -In partnership with National Bank of Rwanda, INGABO developed a Policy paper to accelerate landing to the agriculture sector. Seed inspection and certification- In partnership with RICA, INGABO developed policy recommendation on certification of cassava seeds. Seed traceability and certification- In partnership with RAB, INGABO developed policy recommendations on the traceability of cassava seeds.
2	CAPAD	2024	Access to finance – CAPAD facilitated a study on access to finance between representative s of cassava producer cooperatives and representatives of MFIs to discuss the conditions for accessing financing to increase cassava production. The four meetings were held in Rutana and Makamba.
3	CAPAD	2021	A study was conducted to identifying opportunities and challenges in the cassava value chain. The study identified opportunities to be seized within the cassava space in Burundi.
4	SYDIP	2024	Climate Change – SYDIP carried out a study on climate change and resilient agriculture for small potato producers in the Lubero region. The findings showed the negative impact of climate change hence low-quality products. The mitigation strategies agreed upon spreading organic matter to improve rainwater retention and fertility, adherence of appropriate farming techniques (semi-row planting, and spacing, use of pesticides and fertilizers and the integration of agroforestry.
5	IMBARAGA	2019	Challenges in potato seeds certification process (RICA)
	IMBARAGA	2022	Challenges in crop rotation enforcement (MINAGRI)
	IMBARAGA	2023	Subsidy of loan interest rate
6	CAK	2024	CAK commissioned a study to assess the access to financial services such as credits, savings and loans for agricultural activity for smallholder farmers. The study recommended a food system offering resilience to vulgarizes of nature including outbreaks of pandemics like Covid-19 that disrupted productivity in the catchment areas.
7	CAK	2019	CAK conducted studies on dairy value chain to identify advocacy issues with one study done especially on CESS charges for inter-county movements for fodder and feeds sourced outside the home country. The Finance Act 2023 has zero rated the supplies of inputs sourced locally or imported.
8	CUZA	2024	CUZA commissioned a study on enterprise development study with a focus on the promotion of access to finance for smallholder farmers.
9	CUZA	2024	CUZA commissioned an enterprise development study with a focused-on climate-resilient agriculture for smallholder farmers. The study showed that CUZA needs to advocate for

			engagement of the youths in cassava production and create awareness on Climate Smart Agriculture.
10	TFC	2021	Maize value chain policy constraints study. study that identified several policy issues that they plan to embark on an aggressive policy campaign for the maize sector. These issues include: long procedures and high cost to acquire maize export permits for cross border trade; lack of government price setting for maize – FO's lack bases for price setting, this gives advantages the middlemen and companies to come up with their prices; weak Cereal Board which does not well supervise the maize value chain in the country
12	SSAPU	2021	Maize value chain policy constraints study. SSAPU after completing the policy study analysis; held agricultural policy meeting to discuss way forward for implementing Malabo declaration in South Sudan since the major constraints to agriculture policies finalizations and implementation was insufficient budget to the sector. Participants drawn from Civil Society Organizations(CSO), private sector and smallholder farmers
13	UNFFE	2019	Cassava value chain policy constraints study
14	CONAPAC	2019	Maize value chain policy constraints study

2.2.1.2 NFOs policy interventions for enabling environment

In addition, FO4ACP supported where necessary and on a strong need basis a country mission/advocacy campaign for NFOs to lobby policy makers for improvement environment for business. *the project* supported the salary payment to all policy focal points in the NFOs whose role were to identifying policy constraints, develop advocacy solutions to address them and were responsible of leading the implementation of activities related to policy component.

36 policy sector / programmes have been influenced by NFO advocacy activities to enable a more conducive business environment in the selected value chains as summarized in table 7 below. To be able to do so NFOs and their local members participated in **163 policy consultation frameworks / committees / task forces / processes** including the gender and youth perspective with 40 women/youth delegates. These were meetings initiated by themselves, invited by governments and related institutions or were presentation of matrix of policy bottlenecks in different committees where they sit. These committees are: agriculture, trade, agriculture research, agribusiness and SMEs promotion, agricultural extension services.

Table 10: NFOs advocacy interventions, thematic & results

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
1	CAPAD	Access to markets	Access for markets under The National Agency for Management of Food Security Stocks (ANAGESSA) was a challenge	CAPAD organised both formal and informal meetings with the political class to advocate for access to institutional markets in favor of cooperatives	16 cooperatives have already signed contacts with the World Food Programme for supply of rice, maize and cassava Under the school feeding program .
2	CAPAD	Diseases in Cassava , Access to finance and Access to institutional markets	Cassava brown streak mosaic disease has been a challenge to cassava producers as well as access to finance	CAPAD organised two meetings with public institutions MINEAGRIE and ISABU a research institution	
3	CAPAD	Project infrastructure management	Lack of clear management structure and responsibilities of infrastructures and processing units after the closure of projects	CAPAD is carrying out advocacy actions on this subject and proposals are currently on the negotiating table with political decision-makers.	The ministry of agriculture and CAPAD have signed an exploitation contract by agricultural cooperatives for a

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
			financed by IFAD, WB, FAO, ADB, etc and the government of Burundi		period of at least 25 y
4	CAK	Dairy value Chain	The dairy sector has not been well advocated for by the National Co-operative Law .	CAK participated in the consultative meetings convened by cooperative leaders on the National Cooperative Policy	The bill was validated in December 2020 by cooperative leaders through public participation meeting organised by CAK.
5	CAK	Cost of movement of raw materials for fodder is high	CAK conducted a study on which highlighted the high charges for inter-county .movements for fodder and feeds.	The finance Act 2023 zero rated the supplies of inputs or raw materials locally purchased or imported for the manufacture of animal feed. The finance Act 2023 zero rated the supplies of inputs or raw materials locally purchased or imported for the manufacture of animal feed.	
6	The Coopératives Bill	The role of the commissioner of Cooperatives was not functional	Re-introduction of the role of the commissioner of Cooperatives and enacting other reforms in public administration.	A memorandum was submitted to the government by CAK on behalf of the co-operative movement requesting for interventions in various agricultural value chains.	
7	COONCENKI	Standardisation of unit of measurement of agricultural produits	Non-standardization of units of measurement	COONCENKI organised a joint meeting with the state, private sector and producers , producers	A provincial decree was issued on the standardisation of units of measurement for all agricultural products in The North 7Kivu.COONCENKI – FOPAK, LOFEPACO and SYDIP submitted a written request to the Governor North-Kivu.
8	COONCENKI, FOPAC, LOFEPACO, SYDIP and RIKOLTO Energy	Law of the Cooperative Societies	The o the Law of Cooperative societies was without a Register of cooperative societies	Negotiation of establishment of a Register for Cooperative Societies at the level of provinces and its sub-divisions.	The bill was approved
9	SSAPU	Agriculture mechanization Policy	A draft was already in place pending approval into a law.	Review of the Policy and passing into Law	SSAPU supported in the review of this Policy and was taken to the National Transitional Legislative Assembly to be passed as Law.
10		Agriculture Marketing Policy Food Safety Policy Rural Finance Policy	There was no agriculture marketing policy Review of the food safety policy drafted in 2013	SSAPU supported in the development of the Policy through a consultant. Supporting the Ministry of agriculture on the review of the existing Policy. SSAPU developed the draft with support from a consultant	The draft was presented to the Ministry of Agriculture for review and validation by relevant stakeholders. The bill awaits approval from the National

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
			The policy was not in place		Transitional Legislative Assembly. Work in Progress. Work in Progress the document is undergoing review and validation pending approval into a Law.
11	CUZA	Trade	There is currently no existing policy for the cassava value chain	Development of a cassava Policy and the formulation of cassava cooperatives.	CUZA was able to support the formation and registration of one cooperative and registration of the Pemba Cassava Production Cooperative Union (PECAPROCU). The cooperative was officially registered in January 2022.
12	CUZA	Advocacy on cassava Policy	Currently there is no cassava policy	Collection of input on the cassava policy by the farmers	CUZA has developed an advocacy document with the input of farmers on the development of cassava policy which will be submitted to the government
13	TFC & ACT	Trade	An existing withholding tax of 2% on Agricultural products.	Removal of the 2% withholding tax by the Tanzania Revenue Authority.	ACT in partnership with TFC advocated for removal of the 2% withholding tax, which was approved starting January 2022.
14	COONCENKI	Trade through cooperatives		COONCENKI advocated for the use of cooperatives as a vehicle for partnership and prosperity for all.	
15	SYDIP	Partnerships of private sector and the government	National farmer organizations have not been actively involved in government projects	SYDIP advocated for the importance of involving farmer organisations in government projects	
16	CONAPAC	Registration of cooperatives	DRC had no Register for cooperatives	CONAPAC organised a workshop with relevant government authorities to advocate for the establishment of a Register for cooperatives.	A ministerial decree was signed to this effect.
17	CONAPAC	Trade	Local production had not been fully supported to ensure thriving business.	CONAPAC advocated on the need for improved business climate for Maize Production in the Project area and Supporting local production to deal with the corn crisis in Haut Katanga.	
18	F.P.D.A. Fond de Provinciale Développement Agricole	2/5 provinces disposent d'un édit de mise en place d'un fonds provincial	Comment mettre en application ces édits dans un contexte changeant de	Il faut relancer le plaidoyer pour la mise en application de ces édits pour les provinces concernées et lancer le	

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
		de développement agricole. Il s'agit de Kinshasa et de l'Equateur.	philosophie selon les animateurs des institutions provinciales.	processus dans les nouvelles provinces surtout celles couvertes par les nouveaux projets mis en œuvre par la CONAPAC notamment AVENIR, (Kwilu, Kwango, MaïNdombe dans la zone Agro-écologique), RECAPTER et ENABEL (Haut Katanga et Lualaba) dans la zone Sud Est).	
19	Problématique d'enregistrement de coopératives.	Plaidoyer autour d'une loi régissant les coopératives selon la loi OHADA en R.D.C.	L'arrêté ministériel ne résout pas le problème car il faut un arrêté interministériel (ministère du développement rural et ministère des finances).	La CONAPAC travaille sur un projet d'arrêté interministériel et les consultations sont déjà terminées. La prochaine étape est l'organisation d'un atelier national de validation de ce projet par les différentes parties prenantes avant de le soumettre aux deux ministres pour prise en compte.	
20	Amélioration du climat des affaires.	Plaidoyer pour l'amélioration du climat des affaires surtout pour la promotion de la filière maïs dans la zone agro-écologique Sud Est comprenant les provinces du Haut Katanga, de Lualaba, de Tanganyika et du Haut Lomami.	Au lieu de piloter ce processus par les ministères de l'agriculture et des finances, le gouvernement congolais a préféré le mettre sous tutelle du ministère de l'économie. Ceci a constitué un premier handicap pour la bonne évolution et la mise en œuvre de ce fonds dont la CONAPAC assure la vice-présidence au comité de pilotage.	La CONAPAC se bat pour la mise en place d'un fond d'appui au développement agricole au niveau des provinces et non centralisé au niveau national. Le FDA mis en place au ministère de l'économie ne répond pas à ce vœu.	
21		Mise en place du Fond de développement agricole au niveau du ministère de l'économie.	La mise en œuvre de ce programme pose problème d'adaptation au contexte congolais et sa tutelle est plus politique qu'opérationnelle.	Relancer les processus au niveau du ministère de l'économie pour le remettre au ministère de l'agriculture.	
22	La loi agricole et la loi foncière.	Production d'un cahier de charge de 16 propositions (préoccupations des productrices et producteurs familiaux de la R.D.C.°	Les enjeux autour du foncier (contradiction des intérêts divergents des différents acteurs tant internes qu'externes), rendent difficiles les actions de plaidoyer.	Renforcer les actions autour du et remobiliser le noyau des alliés au sein des différentes instances (Sénat, Assemblée Nationale, présidence, gouvernement) pour activer le lobbying au niveau de ces instances pendant cette session de mars 2025.	
23	Loi Zéro déforestation de l'U.E.	Une plus grande prise en compte de la question par le gouvernement congolais via les ministères du commerce extérieur et de l'agriculture.	La sensibilisation pour la cartographie des champs producteurs agricoles afin de certifier que leur production ne vient pas des zones déforestation reste un grand défi pour les	Partir d'une province pilote avec les projets en cours d'exécution comme AVENIR.	

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
			organisations paysannes.		
24	Gouvernance des projets du gouvernement et des autres PTF.	Elaboration d'une note de plaidoyer pour une stratégie de sortie des projets et de gestion des infrastructures et des biens mis à la disposition des bénéficiaires après le projet.	Les administrations publiques ont tendance à récupérer tous les biens (mobiles et immobiliers) juste après le projet. Et la gestion des infrastructures après le projet reste un défi particulier lorsque les uns et les autres se disputent la propriété.	Entamer et intégrer dès le départ les différents mécanismes de gestion et de propriété des différentes infrastructures pour éviter des dérapages observés pour certains projets déjà terminés.	
25	Mise en place des politiques et cadres juridiques ayant trait au secteur rural et agricole.	Participation au processus de validation des Politiques Nationales de Développement Rural (PNDR) et de Politique de Développement Agricole (PDA).	La mise en œuvre des politiques et les mesures d'application sont les principaux défis pour plusieurs documents en R.D.C.	Relancer le groupe de travail autour de la mise en œuvre des différentes politiques. CEMALA « Comité d'Elaboration des Mesures d'Application de la Loi Agricole ».	
26	SSAPU	Policy review of the National Agriculture and Livestock Policy (NALEP)		SSAPU was invited by the government to share their inputs on the National Agriculture and livestock Policy (NALEP).	
27	NAAC	Trade	In alignment with the COMESA Mutual Recognition Agreement, NAAC has engaged with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), to ensure its participation in discussions regarding trade conformity assessment processes for key commodities especially Maize, sorghum and Beans among others. This initiative holds promise for creating new opportunities for farmers, traders, and consumers, thereby fostering economic growth across border.	Conformity assessment of key commodities especially maize.	The discussions is a work in Progress. NAAC has been engaging with relevant stakeholders on the same.
28		Trade	Popularization of Grain standards developed by UNBS	Popularisation of Grain standards developed by UNBS	
29		High-Level Policy advocacy initiatives	Five (5) District multistakeholder District farmers Advocacy Platforms were established to	Formation of District Multi-stakeholders Advocacy initiatives	Five district Farmer advocacy platforms established .

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
			support NAAC's strategy for local and high-level policy advocacy initiatives in the country		
30		Contract farming Bill	NAAC is working with other stakeholders to fast track progress of the Contract Farming Bill	Contract Farming	Bill tabled in parliament for the second hearing
31		National Agricultural Extension Strategy (NAES)	NAAC was one of the NFOs invited to represent farmers' views during the NAES strategy Review process of 2024.	National Agricultural Extension Strategy review	Work in Progress
32		National Agricultural Advisory Services (Amendment) Bill, 2024	NAAC, also a member of the Agribusiness Market Ecosystem Alliance (AMEA), is at the center of the review of the Agricultural Extension Services Bill, to ensure it is tabled before cabinet for approval before Parliament passes it	Extension Service Bill	Assented to by the president
33	COONCENKI	Registration of coopératives	An advocacy mission carried out in Goma to monitor the launch of the maintenance of the register of cooperative societies at the provincial level, with the Secretary General of the Ministry of Rural Development by the Director or Executive Secretary and Chairman of the Board of Directors of The Register of Cooperative Societies is now available, and the registration of cooperative societies will be launched in 2024 in the DRC.	Registration to coopératives in DRC	A manual of procedures for registering and registering cooperatives is available and official launch of cooperatives
34	IMBARAGA	Access to agricultural loans	Interest rates have been double digits .	Accessing agricultural loans at single digits interest rates.	Farmers are now able to access single digit loans .
35	IMBARAGA & INGABO	Advocacy for financing for Farmers at low interest rate		recomendations to the government on agricultural financing.	Now there is a Fund for USD 300 million by the World Bank Group in the Commercialization and De-Risking for Agricultural

No	NFO	Thematic	Situation at the start	Interventions	Results and way forward
					Transformation Project (CDAT)
36	UNFFE	Advocacy for trade agreement that are beneficial of Farmers	Farmer organizations and cooperatives are excluded in trade policy negotiations	Negotiate trade agreements and their awareness creation among private sector	The on-going inclusion Farmer organization in Bills and regulatuons that promate farmers access to market



Photo 7: CAPAD policy meeting @ the ministry of agriculture

2.2.2 Regional policy dialogue by EAFF

2.2.2.1 Partnerships for regional policy advocacy

We started policy work by building strong partnerships. EAFF had been able to renew three partnerships with AU-Committee on Agriculture COMESA, EAC and IGAD. EAFF organized at least 12 missions to advocate to advocate for policy issues of regional nature with focus on cross border trade in selected value chains emanating from various policy analyses that have been conducted. We brought on board 6 new partnerships as described in table 9 below. The purpose was to Increase farmer involvement in agriculture development and advocate for stronger integration of farmers into Comprehensive Africa Agriculture Development Plan (CAADP) and its implementation frameworks at regional and national levels through Regional Agriculture Investment Plan (RAIP) and National Agriculture Investment Plan (NAIP).



Photo 8: EAFF Board member and IGAD SG holding a bilateral meeting

The policy advocacy shifted from passive advocacy in general for agriculture issues to evidence-based action through data sharing and thematic policy advocacy. We are partnering with AICCRA, PACJA, Alliance Bioversity and CIAT, AGNES, among others, to strengthen representation in climate negotiations as well as events on biodiversity and land degradation. We are specifically working with the AGN Coordinator to ensure agricultural concerns are included in adaptation indicators and financial mechanisms.

Through these collaborations we want to increase EAFF's participation and footprint in key climate change forums and events; provide real-time climate risk information to farmers; share evidence, engage in dialogue and access funding for land restoration efforts.

A lot of work still needs to be done especially on resource mobilization to meet the demands by the members but also to respond to the new thematic areas; new challenges in agriculture like climate change; better representation and the many new demands that we are invited to due to our enhanced level of visibility. To that EAFF mobilised US\$ 754,000 to support that work.

Table 11: EAFF Policy and Advocacy partnerships

No	Company/Organization	Objectives of the partnership	Status of Partnership
1	EAC	Recognizing the critical role of agriculture in poverty eradication, food security and empowerment of the rural population. In attaining this potential, IGAD recognizes EAFF has a voice of all farmers in Eastern Africa and grants EAFF a special status for it to exercise that mandate to represent the interests of crop and livestock farmers in the region	MOU signs Formation of Agriculture sector review where EAFF represent farmers
2	COMESA	Promote regional markets through enhanced cross border trade regulations in Eastern and Southern Africa	MOU signed
3	IGAD	EAFF and IGAD MoU puts forward the objective of establishing a long-term working relationship between IGAD and EAFF in implementing and promoting regional initiatives in agriculture and livestock sectors with a focus on issues relating to climate change, regional trade, migration and conflicts, land access and use, youth and women. The parties shall engage in dialogues on factors affected the fore-mentioned areas in mutual benefiting framework	MOU renewed
4	Foundation for Farmers Organisations for Restorative Action (FFORA)	Facilitate dialogue between farmers organisations and key funders (multilateral, philanthropic) to strengthen FOs' capacity to engage, navigate and build global, regional, and national climate finance mechanisms	Already established the Family Farmers for Climate Action (FFCA) campaign
5	Accelerating the Impact of CGIAR Climate Research for Africa	- Enhance the climate knowledge and capacity of farmer organizations in East Africa through learning workshops and technical guidance - Conduct research to strengthen the engagement of farmers in climate change policy and climate negotiations - Develop and communicate common positions amongst farmer organisations in preparation for important climate policy windows - Support the mapping and development of EAFF's climate policy and technical partnerships	MoU signed and the implementation is on going: find summary of achievements on section climate change
6	IUCN/FAO	Strengthening East African farmers' policy influencing capacity	MoUs signed.
7	Bayer	farmer-led policy research project to assess the economic impact of the EU Green Deal on farmers in Eastern Africa	Agreement signed
8	PanAfrica Climate Justice Alliance PACJA	Supporting Needs-Based Advocacy on Adaptation in Africa	Agreement signed
9	Africa Group of Negotiators	Engage AGN and negotiators of developed country parties in constructive dialogue to influence decisions at UNFCCC - scaling adaptation finance and securing the GGA.	Framework for working together established

2.2.2.2 Effective Participation in Policy formulation and influence policies

In order to effectively participate in policy development and advocacy processes that promote pro-farmer voices at all levels including engagements, EAFF carried out 7 policy studies as outlined in table 11 below. These analyses unpacked for us complex situation, we understood policy issues and were able to develop advocacy messages with evidence at. Clarity of issues, knowing who to engage with strengthened our capacities for engagement and effectiveness of EAFF and N FOs in policy-making, influencing policies and business environments for the transformation of family farming and the development of sustainable, adaptive economic initiatives and farmer-led enterprises.

Table 12: EAFF policy studies and analysis

No	Year	Title
1	2020	Maize Value Chain Study in Burundi, Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Tanzania and Uganda. <u>Purpose:</u> the assessment covered five broad themes: (1) Value chain analysis; (2) Market Structure, Conduct, and Performance; (3) regulatory environment and farmers participation in their development and (4) challenges and opportunities for intervention or advocacy. The analysis was informed by secondary data collection and analysis.
2	2020	Toolbox of Selected Agricultural Trade Policy Instruments A Handbook for Farmers' Organisations: Achieving sustainable development requires a combination of policies in different areas. As the exchange of goods across borders increases, and countries and regions become more interrelated, trade policy becomes a more important component of this policy mixture. In particular, agricultural trade policy is often used as a tool to foster rural development and fight against poverty and hunger, as part of a country's overall development strategy. Farmers – even those that are not directly selling their products to other countries – might be affected by the policy measures that the government applies. For this reason, it is of great importance that farmers' organisations are aware of these policies, of how they affect their members, and of how they can approach the relevant government authorities to ensure that their interests and priorities are taken into account.
3	2021	Catalogue of Selected Agricultural Trade Policy Instruments This catalogue aims to help improve the understanding of agricultural trade policy by presenting and explaining a selection of key instruments. It includes a brief explanation of the purpose and operation of each instrument, the relevant international trade rules, examples of application, and potential advantages and challenges for local farmers and for the country as a whole. It also highlights each instrument's possible market impact and its interaction with other measures
4	2022	Study on the Status of Implementation of East Africa Community legal frameworks <u>Purpose:</u> It is against this background that AHA investigated the issues around the implementation of EAC legal frameworks with a particular focus on EAC CU and its elements, building upon the findings which were produced during this project and creating a prioritized list of trade facilitation issues for EAFF to pick points strategically to promote in their lobby and advocacy work.
5	2023	Study on the economic impact of EU Green deal on smallholder farmers in Eastern Africa. The EU Green Deal provides a road map for a socioecological transition to a low-carbon future and the building blocks for a green economic growth strategy to address climate change, energy, and biodiversity. The study revealed that implementing the EU GD will lead to an increase in costs for the already overburdened farmers who are now buying inputs at an all-time high price because of the Russian-Ukraine war and high inflation rates, which have not only impacted on farm productivity and profitability but increased other costs like freight and local logistics. The new additional requirements threaten the livelihoods of many smallholder farmers and may significantly reduce the export earnings of East Africa countries such as Uganda which is the second largest horticulture exporter in East Africa.
6	2023	Africa Climate Process, Actors and Institutions: What this means for farmers. The objective of the study was to understand the processes and roles of various actors and institutions in the global climate change discourse and how it affects farmers. This study has enabled us create capacity and knowledge around the context of agriculture and food security in climate negotiations and achievements to date. With the experts support we documented the COP processes and decisions especially last 4 COPs; summarize SBSTA reports and koronivia report decisions; the climate finance structure/ landscape and the global goal on adaptation. At national level, we identified the climate change experts for our members to get in touch with and the entry point for engagement which is through the climate change policy committees of the ministries of environment. Before this intervention most of our members did not have information about these committees because and generally the voice of farmers was generally channeled through civil societies that are part of these committees
7	2024	Analysis of Agroecology and Related Policies: A Case of Burundi and the Democratic Republic of Congo. The primary objective of the policy analysis was to develop a comprehensive database of existing agroecology and related policies instruments in Burundi and in the Democratic Republic of Congo. These encompass national policies and strategies, as well as national laws, bills, and regulations

EAFF policy positions

Table 13: EAFF position papers on policy issues

No	Year	Title
1		EAFF and members adopted a position paper on bans on Regional Trade in Maize Grain on 26th March 2021.
2		EAFF position on Independent dialogues on United Nations Food Systems Summit (FSS)
3		EAFF position on COP 27
4		EAFF position on COP 28
5		EAFF position on COP 29: climate change finance
6		EAFF Policy Brief Climate Change & Farmer Interventions 20_06_24 Online.
7		EAFF Consolidated position on CAADP Post Malabo submitted to AU: Specific to this, EAFF is deeply engaged in the CAADP Post Malabo process. EAFF held a regional workshop with members where women and youth leaders and managers of FOs consulted and adopted the document that was submitted to AUC. See Attached Annex 3: EAFF Consolidated submission on CAADP Post Malabo PROCESS, 28 th June Kampala, Uganda. Issues of financing for women and youth are vastly documented in the declaration

Regional policy and advocacy capacity building

In order to strengthen our members capacity in advocacy, EAFF organized a SKILLS TRAINING ON NEGOTIATION FOR FARMERS' ORGANISATIONS, 30th June – 01st July, 2022, Naivasha, Kenya.

Objectives of this training were:

- ☒ Strengthen skills to negotiate with governance, e.g. members of trade and agriculture ministry.
- ☒ Enhance knowledge for presenting issues at government.
- ☒ Learning and experience from and with each other about different approaches regarding negotiation strategies.

Participants learnt:

- about key success factors for negotiation
- how to prepare content and personal wise
- how to negotiate with different people and authorities
- how to gather information, prepare issues and make content attractive
- different ways of argumentation
- different negotiation strategies and tactics
- and refresh basic principles of communication (do's and don'ts)
- how to deal with power imbalances and negotiation dynamic



Photo 9: Group work during the policy training



Photo 10: EAFF Board member explaining about advocacy

In September, we organized a workshop themed : “The Role of Farmer Organisations in facilitating Cross-border Trade” from 21 to 23 September 2022, Arusha, Tanzania. Participants came from Twelve Farmers’ organisations (NFOs) from eight different countries SSAPU, INGABO, IMBARAGA, NCCR, CAPAD, MVIWATA, TFC, CAK, KLPA, UNFFE, CONAPAC, ACT and four regional organisations : EAFF, EABC, EALA and EAGC.

The main purpose of the workshop was to approach political and sector stakeholders and discuss with them identified problems and solutions, but also to define a common understanding of the way forward for EAFF as a network of Farmers’ Organisations. The workshop was successful in identifying common concerns, initiating new partnerships and for EAFF membership representatives to agree on joint tentative statements and proposals for a way forward on the trade policy issues. The presence of press and high representatives from the EALA ensured that those messages resonated in the East African region and made this workshop particularly successful.

Capacities of policy officers in EAFF membership strengthened our abilities to participate in every stage of the lobbying and advocacy process: gathering the issues and evidence (in this case on climate and nature/biodiversity), research, proposal/position paper writing and stakeholder analyses thus prepare leaders ahead of important meetings as reported in the section of NFOs policy interventions.



Photo 11: Plenary session during the workshop

2.2.3. Regional policy advocacy activities

EAFF Participation in policy meetings: EAFF participated in more than 271 policy meetings. These include important summits and forums (AFS, UNFSS AUC Summits, SBSTA and COP meetings among others). Through these interactions we strategically positioned of EAFF in policy space – reclaiming the position of farmers' representatives being part of the negotiations and able to influence positions regarding their issues on matters agriculture, finance, climate change; secondly, we mobilized partners and resources as discussed in sections above and are now active membership in important decision-making bodies. Table 13 below highlights EAFF policy meetings that were supported in the context of FO4ACP.

Table 14: Policy and Advocacy meetings

No	Year	Policy events
1	2019	CAHP-AFRICA for enhancing harmonization and coordination for implementation of key Livestock policies, legal and investment frameworks in the continent., ACCRA GHANA.
2	2019	IDDRSI Platform Steering Committee and General Assembly Nairobi, Kenya
3	2019	Regional validation Workshop on pet risk analysis (PRAs) for Maize, Beans and Rice in the East African Community Dar es salaam – Tanzania
4	2019	AFRACA international conference on best practices in Rural and Agricultural finance, Kenya School of Monetary studies, Nairobi, Kenya
5	2019	Workshop on "Economic Impacts of Agri-Food Policies" - Addis Ababa
6	2019	Launch of the PANAP network which will take place on at Magnolia Hotel in Addis Ababa, Ethiopia.
7	2019	COMESA Seed Committee Meeting, 2019 Kigali, Rwanda

8	2019	The Collaborative Conference on "The Development of Cooperation in Africa "" Opportunities and Challenges " which will take place in Cairo-Egypt
11	2020	Virtual launch of the Africa Regional Economic outlook
12	2020	Farmers' Major Group side event at the 2020 HLPF
13	2020	AfDB - FAO Digital Agriculture Webinar Series
14	2020	CBC Seed Industry Private Sector Consultative Meeting
15	2020	AATF WEBINAR ON AGRIBUSINESS – Panel Member
16	2020	High-Level Joint Ministerial Meeting of the FAO-AUC Task Force on the Impact of COVID-19 on Food Security and Nutrition in Africa
17	2020	Virtual African regional dialogue joint action on COVID-19 boosting our Africa food & Agriculture response
18	2020	RUFORUM invitation to Webinar 9: Delivering Agricultural Advisory Services in Post COVID-19 era, Time: 14.00-16.00 East African Standard Time. The Webinar focuses on 'Delivering Agricultural Advisory Services in Post COVID-19 era
19	2020	DEVCO is organizing a virtual launching of the first DeSIRA projects
20	2020	East Africa Chamber of Commerce annual conference 2020
21	2020	Meeting of stakeholders on the African Seed and Biotechnology Platform/Secretariat Host
22	2020	RUFORUM-FAO Virtual Training for Family Farmers- Training on Agricultural Innovation Platforms
23	2020	virtual Thirty-first FAO Regional Conference for Africa
24	2020	African Union Commissioner for Rural Economy and Agriculture will host a continental policy forum on under the theme "Galvanizing Partnership for Promoting Resilient Agriculture and Food Systems in Africa in the Shadow of the COVID-19 Pandemic
25	2021	IFAD innovation Talks on Boosting Intra Africa Trade to build resilience of smallholder farmers
26	2021	Africa Fertilizer Financing Mechanism (AFFM) Governing Council
27	2022	XV World Forestry Conference in Korea
29	2022	13 TH Steering Committee Meeting on Land Governance (IGAD)
30	2023	The pre-sb58 strategy meeting, 14 th -17 th march 2023 at Eka hotel Nairobi
31	2023	AU climate change and resilience development strategy and action plan 2022-2023
32	2023	The Pan African Parliamentarians Summit
33	2023	Africa Climate Summit (ACS Preparations): 8th August 2023, Nairobi, Kenya
34	2023	Pre- AMCEN roundtable and the launch of community of practice network for the horn of Africa in Ethiopia
35	2024	Regional training on CSA and other resilient measures in Nairobi Kenya
36	2024	International Agrobiodiversity Conference 2024 in Pokhara, Nepal
37	2024	PreSB 60 AGNES Strategy Meeting - Agriculture Breakout Segment CN and Agenda
38	2024	Meeting with the French Embassy, Kenya on the EU Green Deal
39	2024	Cultivating Change Gathering: Regenerative and Agroecological Food Systems Transformation
40	2024	PAFO Concept Note Post-Malabo Consultations
41	2024	Regen10 Regional Workshop on Regenerative Agriculture and Agroecology in East Africa 2024
42	2024	Africa Food Systems Forum
43	2024	Policy Dialogue on mainstreaming Private sector led models, the Digitalization economy, Climate resilience, Cross border trade in Agricultural Extension in Africa, in Lilongwe – Malawi
44	2024	PreCOP29 AGNES Strategy Meeting, Nairobi, Kenya
45	2024	COP29 BAKU
47	2024	Catalysing SHF adaptation to improve climate finance
49	2024	COP29 Side-Event on Financing Resilient Futures for Smallholder Farmers
50	2024	COP29 Action on Food Hub event: ction on Food Hub on <i>Financing Soil Health and Restoration for Food Systems Transformation?</i>

51	2024	Private sector roundtable on financing food and agriculture climate transition
52	2024	Negotiators dinner
53	2024	The imperatives of a just NCQG: Lessons from Morocco and other African nations on Why the NCQG must centre a Needs Based Adaptation in its subgoals
54	2024	Integrating food climate action into Africa food systems
55	2024	Roundtable on low methane food systems solutions
56	2024	Discussions financing agri food systems transition
57	2024	EAFF conduct a week's mission to Brussels from 10 th to 15 th July 2023
58	2024	16 th Session of the IPCC (IPCC-60)
59	2024	East and Southern Africa Regional FAFO Consultation (IFAD)
60	2024	African Activists for Climate Justice (AACJ) Global Coordination Meeting (PACJA)
61	2024	AACJ Annual Policy Dialogue
62	2024	AACJ Multi-stakeholder Consultative Forum on COP28 Reflections and COP29 Strategy (PACJA)
63	2024	8 th Global Meeting of the Farmers' Forum (FAFO)
64	2024	37 th Summit of Heads of State & Government of the AU
68	2024	Development of case studies on locally led adaptation
69	2024	38 th meeting of the Green Climate Fund Board (B.38)
70	2024	33rd FAO Regional Conference for Africa (ARC33)
71	2024	Africa Regional Forum on Sustainable Development
72	2024	18 th Conference on CommunityBased Adaptation (IIED)
73	2024	Preparation workshop for the AU Fertilizer and Soil Health Summit (AICCRA-EAFF)
74	2024	Africa Fertilizer and Soil Health Summit, African Union
75	2024	United Nations Civil Society Conference
76	2024	16 th meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity (UNCBD)
77	2024	United Nations Framework Convention on Climate Change 29 th Conference of the Parties (COP29) (UNFCCC)

The recognition of EAFF has seen us been selected into more than 15 Boards and committees as shown in table 14 below. This such an opportunity for farmer institutions since we represent the largest coalition or collection of the private sector actors in agriculture which is instrumental in our engagement in the food system transformation debate. As we were writing FO4ACP completion report, EAFF was negotiating partnership with AfDB on supporting farmers in fragile states (Burundi, DRC and South Sudan) worth US\$ 6.6M and AfDB supervising EAFF for the upcoming GAFSP call for proposals; We are concluding on AGRA partnership to support youth in agriculture. These are few examples of results that are emerging due to increased visibility, recognition and being able to be at the negotiating tables.

Table 15: EAFF Boards & Committees

EAFF COMMITTEE & BOARDS	
1.	RUFORUM Board: To represent farmers as a user of research generated by the universities network in the continent.
2.	UN Advisory Committee: to advance the farmers' voice in the food systems transformation discussion at all levels. EAFF also gives advice and direction to the food systems summit planning
3.	Africa- Europe Cooperation Task force and Agriculture and Food systems. To represent the farmers' voice in the committee.
4.	Global Steering Committee for forest Farm Facility by FAO. Represent the voices of forest farm producers to the committee and propose mechanism and synergies of how their activities can be supported

5. Steering Committee of the Civil Society Organization of the African Development Bank to lobby and advocate for resource allocation and partnership between AfDB and CSOs
6. Steering Committee of the Pan Africa Agribusiness Apex Chamber. To discuss ideas that will transform agribusiness environment in Africa and the role and preparation that farmers need to put in place to benefit from AfCFTA;
7. Governing Council for Africa Fertilizer Financing Mechanism. Propose mechanism for increased usage in Africa as per Abuja 1 declaration as a way of transforming agriculture sector in the Africa;
8. EAFF President sit as a board member of the Forum for Agriculture Research in Africa
9. Member of Steering Committee for Smallholder and Agri-SME Finance and Investment Network, SAFIN- IFAD;
10. Member of Review Committee of the East Africa Staple Foods Standards
11. Member of Steering Committee - IGAD Drought Disaster Resilience Platform
12. Member of the East Africa Community (EAC) and Agriculture Sector Joint Steering Committee
13. COMESA: Member of steering committee on the Africa Food Balance Sheet that informs production and trade of cereal commodities in the Africa
14. LANDESA: In the steering committee on land access and use, lead the thematic on smallholder farming systems.
15. YenKasa: Steering committee on catalyzing and promoting family farming at rural level.
16. ASARECA: Sit in the agriculture Advisory committee to advise on key research areas in line with smallholder farmer interests.

Below is a short summary of EAFF specific interventions aimed at strengthening FOs in Africa as the lead voice shaping the national and international policy debate on climate adaptation.

1. Petition the Tanzanian Head of State to sign the EAC co-op bill:

Appointments with EALA, EAC, Ministers of EAC (Kenya and Tanzania) to lobby them to support our advocacy position.

- We travelled to Arusha – Tanzania in where we met the chairperson of the Agriculture Committee of the East Africa Legislative Assembly (EALA) as well as the EALA lawyer.
- We invited the Minister for Agriculture – Tanzania for a meeting (Regional Farmers’ forum RFAFO Meeting 24th – 25th November 2022, Johari Rotana, Dar es Salaam) we were having in Tanzania
- On 14th February EAFF President Mrs. Elizabeth Nsimadala accompanied by Stephen Muchiri(CEO), Norbert Tuyishime (Programs) and our members in Tanzania; paid a courtesy call to Honourable Hussein Mohammed Bashe, Minister of Agriculture in the United Republic of Tanzania to discuss the EAC Cooperative Societies Act of 2015 that is still awaiting ascent by EAC Heads of States. EAFF President informed the Hon. Minister on the justification of the Bill and journey taken from introduction of the Bill to the EALA until it was passed by the same House as an EAC Cooperatives Societies Act of EALA 2015.



Photo 12: courtesy call to Hon. Hussein Mohammed Bashe, Minister of Agriculture in the United Republic of Tanzania



Photo 13: Group photo @ Kilimo house, Dodoma, TZ

- The President requested the Hon. Minister the support to push the Act in the United Republic of Tanzania where it is currently so that Her Excellency can ascent to it before it is passed to other Heads of States.

The fruitful meeting ended with the commitment from Hon. Minister to support the the initiative and see the Act signed as soon as possible. The delegation agreed on a number of follow up steps to be jointly implemented by relevant parties of the delegation.

Thereafter we have followed up with following activities:

1. Update the register of Cooperatives in Tanzania through our member TFC
2. Follow up with the Ministry of EAC and Foreign affairs on the location of the Bill in Tanzania.
3. We regularly communicate with the Minister of agriculture to update him on the progress

Achievement: We target to have the bill assented to on or before African Green Revolution Forum (AGRF: To this EAFR President was invited to the AGRF Launch 2023 – (Africa Food Systems Forum) and Fundraising Dinner 17th March 2023 at State House, Dar es Salaam, Tanzania by Government of the Republic of Tanzania through the Ministry of Agriculture. At the event she was able to speak about the EAC Cooperatives Societies Bill 2015 that we have been following up on its ascent by the Government of Tanzania and shared copies of the law and a briefing on the process and where we are. She specifically spoke to the AGRA President, where they agreed for a follow up meeting in Nairobi to agree on next steps including using AGRA's networks to fast track the process for Ascent during the AGRF 2023.

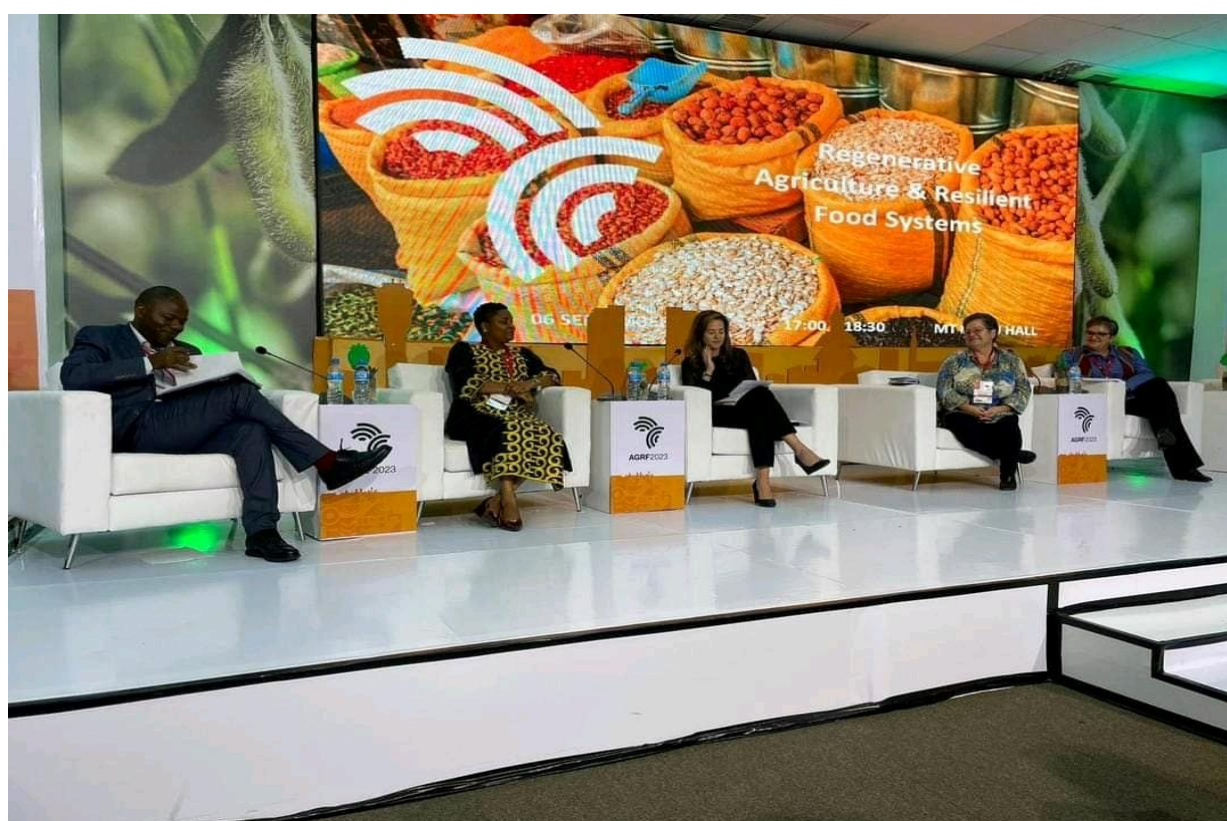


Photo 14: Elizabeth Nsimadala during panel discussions at the AGRF Summit 2023

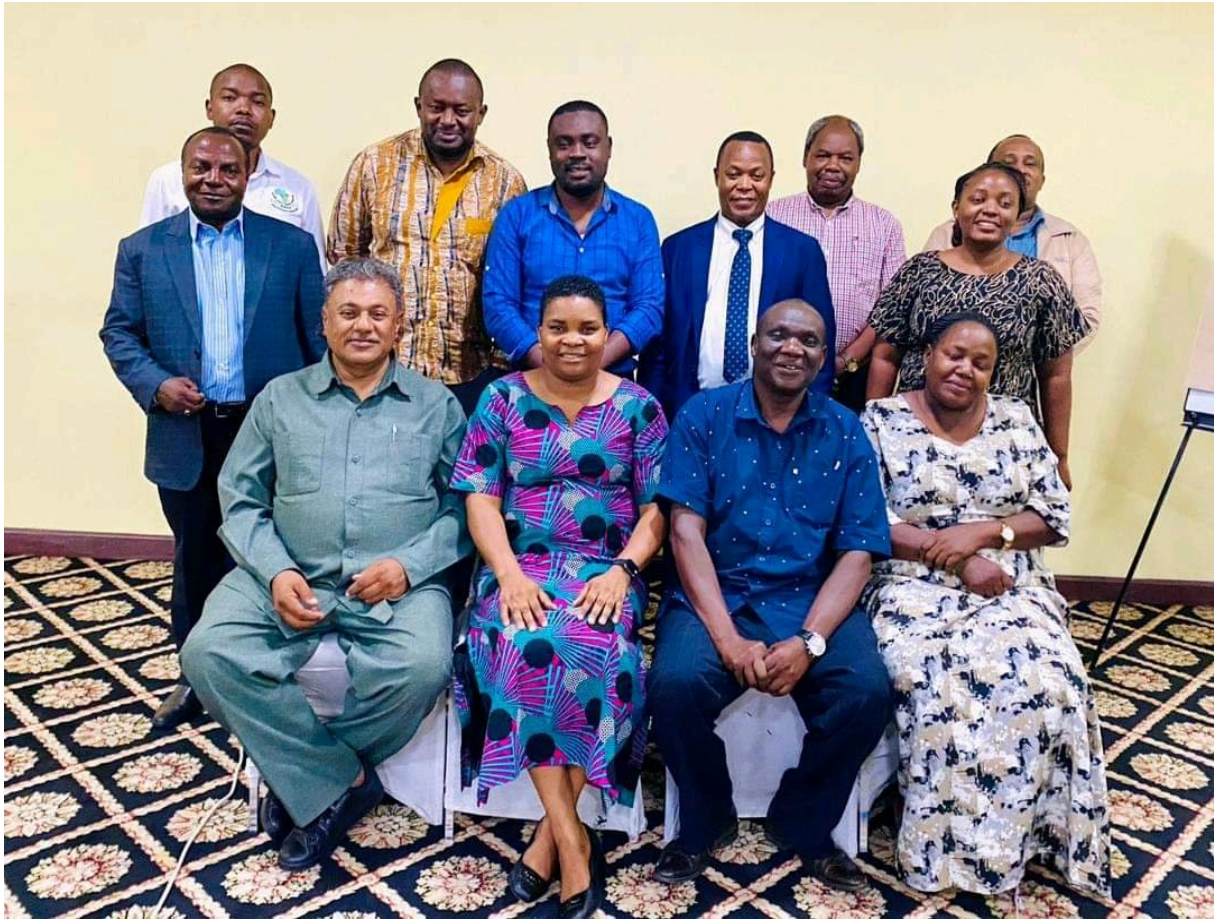


Photo 15: Member visits by EAFF to The Agriculture Council of Tanzania (ACT)

2. EAFF regional policy meetings: Case of Maize sector policy consultation meeting



Photo 16: EAFF CEO delivering opening remarks

EAFF organized regional Maize Sector Policy Consultation Meeting 24th – 25th March 2021, Nairobi, Kenya. The regional meeting was organised to look at the maize subsector, compare challenges, look at the opportunities and propose solutions needed to streamline the sector for the different actors. The meeting brought together 55 participants from Kenya, Tanzania and Rwanda. These were managers and leaders from maize cooperatives, Maize off-takers, financiers in the maize value chain, county and government officials.

During the 26th March deliberations, the position paper that had been drafted through EAFF was tabled for discussions, revisions and the comments for finalisation were submitted. EAFF after consultations with members on 25th and 26th March 2021 in Nairobi, adopted this position paper for farmer organizations and submitted it to EAC, EALA and the governments of Kenya, Tanzania and Uganda. The full position paper is found in table 15 below.

Table 16: Position Paper on Bans on Regional Trade in Maize Grain

Policy	Position Paper on Bans on Regional Trade in Maize Grain 26 th March 2021
Short description of the successful outcome of the process	On 5 th March 2021, a ban on maize imports from Uganda and Tanzania was issued by the Government of Kenya, through the Agriculture Food Authority (AFA). The reason given for the ban was that, “a survey by AFA that concluded that maize from the two countries was unfit for human consumption due to levels of mycotoxins/aflatoxins that were consistently beyond safety limits, posing severe implications for cross-border maize trade, food security business operations and livelihoods for maize value chain players in all three countries”. The abrupt issue of the directive, and the immediate closure of the Kenyan border had significant implications for stakeholders across the maize value chain in EAC. Immediately there-after the Burundi government imposed a maize import ban for six months from March 2021 citing food safety and health concerns. EAFF after consultations with members on 25 th and 26 th March 2021 in Nairobi, adopted a position paper for farmer organizations which was submitted to EAC, EALA and the governments of Kenya, Uganda and Tanzania. Two weeks after the Government of Kenya removed the ban
Key facts	Location: Kenya affecting Maize trade in EAC Farmers' organization: Eastern Africa Farmers Federation
	Stakeholders: National Farmer organizations in Kenya (CAK and KLPA), Tanzania (MVIWATA, TFC) and Uganda (UNFFE); Traders and millers (ETG, Pembe flour mills, Kabansora Millers, Ministry of agricultural officials in Kenya, Tanzania and Uganda,
	Objective: <i>position paper</i> for farmer organizations with practical recommendations to advance open and reliable regional trade in Maize consistent with the spirit of EAC full integration.
	Timeframe: March 2021
Context	Sudden and unpredictable policy changes in Maize has been recurrent in the recent past. These abrupt directives have significant implications for stakeholders across the maize value chain. The highlighted concerns include: Those with trade commitments already in place – signed contracts, consignments in transit – will be adversely affected by the ban; 2. There will be significant losses to farmers and traders; 3. The ban will lead to an increase in informal cross border trade among many others.
Detailed description of the actions that led to the influenced policy or programme	EAFF has been lobbying for the removal of cross border trade hurdles mainly introduced due to Covid-19. Beginning. The position paper that had been drafted through EAFF was tabled for discussions, revisions and the comments for finalisation were submitted. EAFF after consultations with members on 25 th and 26 th March 2021 in Nairobi, adopted this position paper for farmer organizations and submitted it to EAC, EALA and the governments of Kenya, Tanzania and Uganda. To increase the awareness of both events. EAFF was able to engage the media and below is the media coverage. The events also produced numerous photos and 4 videos that will be shared as supplement documentation for this report.
Result and impact of the process	The removal of the ban imposed on Maize coming from Tanzania and Uganda into Kenya. The trade resumed as usual.
Lessons learned from the process	Since the adhoc policy change guiding regional maize trade there has been no communication from farming community in East Africa to voice their concerns. It was against this background that EAFF took the lead in the process of lobbying for the removal of the Ban

Possible future impacts of the changed policy or programme	Governments will seek partnership and dialogue of key stakeholders in the value chain including farmers organizations before any policy change
Quote or testimony	See attached links
Contact	Norbert Tuyishime Eastern Africa Farmers Federation Agribusiness and Trade Officer Email: norbert@eaffu.org Skype: ntuyishime Phone number: +254705065076
Useful links and resources	https://www.youtube.com/watch?v=fYzsvmvWk8g; https://www.youtube.com/watch?v=Da5NgxrmrJk https://www.standardmedia.co.ke/business/article/2001407842/lobby-protests-at-maize-and-milk-imports-restrictions https://www.the-star.co.ke/business/kenya/2021-03-29-stop-playing-protectionism-kenya-told-after-maize-ban/

3. EAFF participation in policy dialogues on United Nations Food Systems Summit (FSS) 2021

EAFF received a small contribution from IFAD to conduct consultation meetings with her membership to collect their views on the FSS. The overall objective of FSS consultations in Eastern Africa was to discuss the role of farmer organizations in food systems transformation agenda: farmer representatives exchanged on perspectives, challenges and opportunities. What worked, what did not work? What kind of policy, enabling environment and cross-cutting issues smallholder farmers need to be supported on?

We convened three regional meetings for all our members. Members were categorized according to their spoken language. Hence, we held a meeting for English speaking members on 29th June while on 30th June we held the meeting for French speaking. On 1st July we held a special consultation meeting with young farmers in our network. The dialogues discussed and deliberated on issues around: agricultural policies; access to inputs, resilience, agricultural land, agricultural finance and inclusion.

Below is a highlight of discussions:

- **Agricultural policy:** In relation to policies affecting agriculture, members noted that some of the constraints facing farmers include limited understanding of the existing agricultural policies by the farmers. Second, there are different value chains policies that are at times contradictory. They suggested the need to sensitize local farmers on policies, the need to gather feedback from farmers on effectiveness of the said policies and further the need to harmonize policies to ward off confusion in their implementation;
- **Access to inputs and means of production:** On this particular subject, the participants identified unaffordability of inputs by small holder farmers as a constraint. They also noted that a variety of inputs are not favourable to farmers according to the agro-ecological issues, the late supply of inputs, poor quality of certain inputs, misuse of agrochemicals by farmers and a poor mindset of some farmers towards the use of some inputs such as fertilizers as other constraints. On this issue, members suggested the need for research on agro-ecological zones to ensure suitability of inputs, the need for agro-ecological zoning to ensure that inputs are customized according to soil maps and the importance of creating awareness amongst farmers on the proper use of chemicals;

- **Resilience:** Participants noted that there is a common poor post-harvest system among smallholder farmers, there was lack of poor storage facilities, farmers were unprepared for emerging calamities and most climate resilient varieties are not affordable by smallholder farmers. It was proposed that there is need to work on storage facilities especially for the perishables, need to invest in proper post-harvest handling systems etc;
- **Agricultural land:** Participants mentioned that in most countries land policies are not favourable to farmers, in others, there are cultural barriers that hinder women and youth from owning land, there are some prohibitive taxes that hinder farmers from accessing land, ineffective land policy and land fragmentation among others are key constraints on the subject of agricultural land. It was also noted that urbanisation and user change of land has grossly affected agricultural land. Members proposed that there is need to break cultural barriers regarding land ownership, there is need to change land policy from land ownership to land use policy and further the need to promote vertical farming. In addition, farmers should be encouraged to use organic fertilisers and governments to regularly review land policies were proffered as some of the solutions to constraints on agricultural land;
- **Agricultural finance:** Several issues were considered as constraints to farming in the region in connection to agricultural finance. These include unfavourable loan repayment schedules, lack of collateral insurance and lack of proper financial policy. Also, there is lack of information and data on the borrowers and poor management of loan utilization leading to misuse of funds and non-serving of the said loans. However, participants were of the opinion that these agricultural finance challenges can be resolved by providing low interest rate products for farmers, sensitising borrowers to be faithful to the banks, FOs promoting saving and Sacco schemes for their members, formation of agricultural banks, putting in place agricultural insurance schemes and enacting favourable policies for financial accessibility by farmers among others. Also, there is need to make risk assessment tools and methodologies for farmers to adopt to help them better manage their finances;
- **Inclusion:** A key constraint noted regarding inclusion was the fact that in most cultures women and youth do not own land. It was also clear that farming has not presented itself in a favourable manner especially to the youth. It was suggested that, in order to overcome this hurdle, governments in the region need to review policies and make provisions for women and youth to have access to land for agricultural activities. Further, women need to be trained and empowered and there is need to incorporate innovations and creativity when it comes to farming so as to harness the skills of youth and thereby make farming endearing to the young generations

4. Highlights of EAFF policy influence on climate change

EAFF has a major interest in the global conversation on matters of Climate Change. The annual UNFCCC Conference of Parties meeting, COP 28, was held in the United Arab Emirates from 30th November to 12th December 2023. It offered an opportunity for FOs to strengthen their involvement in the international dialogue on Climate Change through active participation. To effectively achieve this, EAFF and its National Farmer Organizations needed to deepen their understanding and knowledge of agriculture and food systems in the COP processes, as well as grasp some of the key ongoing and emerging issues to be discussed.

To spearhead these important conversations, EAFF held a two-day workshop to discuss a myriad of issues the main objective being to consolidate a common position ahead of COP28 and discuss the approach that farmers should take to advance their voices in the negotiations. The virtual event took place between 2nd and 3rd of November, 2023. The workshop resulted in document entitled 'COP 28 Call-to-Action Statement', which we issued at the COP 28 Summit.

EAFF @ COP 28, United Arab Emirates

At COP28, EAFF president was invited to more than 10 speaking sessions where we reiterated our position. These included:

- ❖ The World Business Council for Sustainable Development (WBCSD) General Assembly on the 29th November 2023
- ❖ The World Leaders Summit – 01st December 2023
- ❖ Presidential Side Event on Leveraging Investment for Climate adaptation through Food Systems Transformation-01st December 2023.
- ❖ Key note speaker at the Dinner for Development partners organized by CGIAR on 04th December 2023.
- ❖ Agri- Food Systems Summit – 04th December 2023
- ❖ Coalition of Action for Soil Health Dinner
- ❖ Optimizing AgriFood production for climate, nature and people on 08th December 2023
- ❖ Agri Food Systems Summit- 08th December 2023
- ❖ Money does not grow on trees side event hosted at the UK Pavilion -09th December 2023
- ❖ Building Local Ecosystems side event organized by ECPDM and SNV 11th December 2023
- ❖ Side Event by Ban Ki Moon Centre and German Ministry of Food and Agriculture – 09th December 2023



Photo 17: EAFF President Elizabeth Nsimadala during panel discussions during COP28 in Dubai.



Photo 18:EAFF President Elizabeth Nsimadala at COP28 in Dubai.



Photo 19:EAFF CEO @ COP 29

5. Advocacy around EU Green Deal

After the study on the EU Green Deal that revealed the adverse implication of its implementation on smallholder farmers in Eastern Africa, EAFF initiated several Policy engagement activities in the EU between July and October 2023. We made a courtesy call to the EU, COLEAD, AGRICORD and OACPS in Brussels to discuss the EU-Green Deal implications on farmers agricultural activities in East Africa. The purpose of the meeting was to update them on the study and seek their support in advocating for issues raised by farmers in the study. The main outcome of this meeting was the realisation of the need to do a more in-depth analysis and where possible do country value chain specific analyses. We agreed to continue to engage on the Deal.



Photo 20: EAFF Courtesy call to EU to discuss the Impact of the EU Green Deal in Brussels .

Beyond results:

- Forged 6 new partnerships and maintain existing ones for policy engagements has resulted in strong voice for farmers demonstrated by more than 200 invitations annually;
- EAFF policy advocacy shifted from passive advocacy in general for agriculture issues to evidence-based action through data sharing and thematic policy oriented. We have a combined 14 policy studies and positions that informed our advocacy messages
- These achievements demonstrate the re-focus of EAFF support to its members to business-oriented family farming linked along the main supported commodity value chains (cassava, maize, potatoe, milk). It is interesting to see that the increase of commodity specific multistakeholders platforms at the local level that shape a more conducive business context
- Advocacy activities in the member countries have been re-initiated with the EAFF President high level visits. In such occasions, the visited NFO organized a programme to interact on key issues with decision makers either from the government or with other development partners;
- EAFF increased its credibility and gained more listening from the various governments in the subregion. This is a clear outcome of the positive engagement process enhanced by EAFF leadership.

Mr. Francis Mbabazi CEO Testimonial – INGABO Syndicate

Since 2020, with the support of the FO4ACP program, INGABO Syndicate has emerged as a nationally recognized voice for farmers in Rwanda. Through consistent engagement and credible, field-based action, we have become actively involved in the formulation, implementation, and monitoring of key agricultural policies at the national level. We are represented on strategic platforms such as the Agriculture Sector Working Group (ASWG), the national seed policy reform process, and others.

Our role is now officially acknowledged by key public institutions, including the Ministry of Agriculture (MINAGRI)—with whom we signed a Memorandum of Understanding—the Ministry of Trade and Industry (MINICOM), the Rwanda Agriculture and Livestock Board (RAB), and various district-level Joint Action Development Forums (JADF). These institutions recognize INGABO as a trusted partner in farmer consultation and policy dialogue. This recognition reflects the strong relationships we have built with grassroots farmers and the relevance of our advocacy, which remains firmly grounded in the realities of the agricultural sector.

Our leadership in the cassava value chain—from seed systems to production—has further positioned INGABO as a key stakeholder and catalyst for collaboration and innovation. A notable example is the annual planning and organization of Cassava Week, a flagship event that brings together actors across the value chain to foster dialogue and partnerships. This strategic engagement has drawn the attention and support of major development partners. Notably, two newly launched projects—the GWIZA MUHINZI Project (2023–2026), funded by the European Union, and the SCORE Rwanda Project (2025–2029), funded by GAFSP and supervised by IFAD—build upon the achievements and institutional strengthening made possible through the FO4ACP program.

The support of FO4ACP has been instrumental in enhancing our organizational capacity and in amplifying the voice of Rwandan farmers within key decision-making spaces that shape their livelihoods and the future of agriculture.

2.3 Institutional and Organizational Capacity Strengthening

This chapter provides details of all activities conducted under the programme per component and it provides details on the process that was followed to implement planned activities.

2.3.1 Support for NFOs

2.3.1.1 Support for NFOs AGM and elections meetings

FO4ACP supported 60 AGMs for member NFOs participating in the project. These AGMs were conducted in 2020, 2021, 2022, 2023 and 2024. All NFOs conducted their Annual General Meeting (AGM) in compliance with statutory requirements, with support from the FO4ACP Programme. This meeting followed the precedent of previous AGMs, fulfilling all legal obligations.

Key Outcomes of the 2024 AGM:

- i) Election of Governance Committees: Delegates elected new members to the Board of Directors, Supervisory Committee, and members of other Committees.
- ii) Approval of Institutional Plans and Policies: The AGMs approved the institution's annual plans, audited financial statements, budgets, and key operational policies.

These AGMs reinforced members commitments to transparency, effective governance, and strategic growth through stakeholder participation and compliance with statutory mandates



Photo 21: Leaders during NAAC AGM

15,106 farmers attended the statutory meetings of their respective organizations. Amongst them 4,108 were women (27%) and 1,615 were youth (11%). The number of women and youth in leadership position are 503, although they were no baseline reference, it can be seen that this indicator showed a 52% increase between

2019/20 and 2021/22. This trend shows an important change in FOs with more women and youth being involved as the mission could witnessed it.

2.3.1.2 EAFF membership

In 2021, EAFF increased its membership with two new members RYAF (youth in Rwanda) and NAAC (who is actually issued from the reshaping of UCA in Uganda). It is to be noted that EAFF has no restrictions of memberships with regards to the countries. Several organizations from the same country may adhere to EAFF and be considered as a fully-fledged member. This approach, at the subregional level, fully recognises the various and complex farmers organising processes that may result from different histories, partnerships and national context

Two new members joined the EAFF: **Rwanda Youth in Agribusiness Forum (RYAF) and the National Alliance of Agricultural Cooperatives in Uganda (NAAC)** bringing the total membership of EAFF up to **xx** NFOs.

Rwanda Youth in Agribusiness Forum (RYAF) is a platform established to bring together different youth organizations, individual youth farmers and entrepreneurs in agriculture working: crop production, livestock, agro-processing, inputs and other agro-services (extension, marketing, food packaging, farm mechanization, seed multiplication etc.) as well as ICT for Agriculture in Rwanda. The platform aims to change the old mind-set among the youth vis-à-vis the agricultural sector in Rwanda, while orienting youth to reach out to other farming groups to raise awareness on the practice of business-oriented agriculture. RYAF currently counts with 4100 members in five clusters in five provinces in Rwanda.

For more information: Website: <https://ryaf.rw/> , Twitter: @ryaf_agribiz, Facebook: <https://www.facebook.com/RYAFRWANDA/> , Instagram: ryafwanda

National Alliance of Agricultural Cooperatives in Uganda (NAAC). NAAC is an Umbrella Organization of all agricultural co-operatives in Uganda. NAAC was founded in 2018, as a loose network of agricultural co-operatives to fill an un-identified gap in access to support services by agricultural co-operatives. It was formally registered as a co-operative union in 2019, and is regulated by the Registrar of co-operative societies under Cap 112, the Co-operative Societies (Amendment) Act 2020 and Co-operatives Societies Regulations, 1992.

As a co-operative, NAAC is member-founded, member-owned, member-controlled and a member-benefiting organisation. The ordinary members of NAAC are secondary and tertiary agricultural co-operatives, although due to the nature of actors in the agricultural sector, primary agricultural co-operatives active in value-chains with no established secondary or tertiary level co-operatives can join as associate members. NAAC counts with 32 area co-operative enterprises and unions, 742 agricultural primary co-operative societies and 64,000 individual farmer members. For more information: Website: <https://naacug.org/> , Facebook: <https://www.facebook.com/naacug> , Twitter: @naacug

In 2024, EAFF approved the application of membership of Women Farmers Association of Kenya (WoFaAK). The Women Farmers Association of Kenya (WoFaAK) is the national umbrella organization of women farmers in Kenya. WoFaAK is a non-political, non-government and non-religious member-based organization. The association was formed and registered pursuant to the provisions of the Societies Act, Cap 108 laws of Kenya in 2017. The association provides the women farmers of Kenya with a platform to articulate issues affecting them in agriculture. The goal of WoFaAK is to address issues that impede women farmers from undertaking both profitable and sustainable agricultural enterprises with a view to improve their livelihoods. Agriculture is largely undertaken by women, particularly the production segment of the value chain. The WoFaAK therefore seeks to empower the women farmers to sustainably increase food and nutrition security, and incomes through her three pillars of 'Capacity building, Mentorship and Entrepreneurship development (wealth creation)'. The objectives include; – women farmers' mobilization, organization and capacity building to undertake viable farm enterprises. For more information visit: <https://wofaakenya.org/about/>

2.3.2 EAFF institutional support to NFOs

2.3.2.1 EAFF backstopping (peer) for NFOs

15 support mission's to members were conducted. The objectives were to:

- Meet EAFF members in the country to discuss various topics: membership, NFO orientation and priorities, EAFF SP 2021-2028;
- EAFF and NFOs meet identified private sector actors with the ultimate objective of securing agreements on sales and on access to financial services for Sub national FOs that are participating in the implementation of selected projects;
- Conduct courtesy calls to government agencies to address policy gaps at national level.

The approach we used consisted:

- An understanding of members' Secretariat: Members presented to us about their secretariat covering the following: membership, governance structure (AGM, Board, etc); representation and elections; the structure (organigram) and Staff; strategic plan; services to members (what do you offer to your members? Describe any economic services you offer to them or any facilitation to your members to access economic services through other stakeholders (like banks, microfinance, buyers, etc); partnerships and current challenges;
- Then EAFF presented to them about EAFF SP 2021-2028; the new business model, emerging trends and resource mobilization strategies.
- We then conducted the Organization Capacity Assessment (OCA). The goal of this assessment was (lack of a better word, it is not about assessing you, it is about having a conversation from your own ranking) – is to assist in assessing critical elements for effective organizational management. We borrowed this tool from USAID back in 2014 and in 2016 we are able to do the first OCA in all our membership. We have now simplified the tool to make it easier to use and most importantly to allow members better assess themselves. We find this important because the landscape of where we operate has significantly changed;
- Final we conducted courtesy calls to government agencies to address policy gaps at national level: in these meetings we will present to these policy makers a matrix of policy/regulations/laws bottlenecks in the specific value chains that are hindering farmers access to markets and economic services (credit, insurance, extension); to partners to seek or strengthen collaborations

Some of the achievements of these missions include:

- We were able to discuss with CONAPAC and SSAPU on the implementation of FO4ACP. We identified areas of improvement such as approach to brokering private partnerships; engaging members effectively and issues related to reporting.
- In Both DRC and South Sudan, we accompanied our members in bilateral talks with Banks (Equity Bank in Congo and Rural Finance Initiative in South Sudan). We discussed challenges SHFs face in terms of access to loans. Our members are already at advanced stage in signing agreements with these two financial institutions respectively.
- We visited IFAD offices in Kinshasa and Juba. We presented EAFF and members. We discussed with the two offices on the need for more collaboration. IFAD Country director-Congo presented to us different projects that they have and pledged to advocate for CONAPAC to be included as a beneficiary. In Juba, IFAD programme officer described to us the new IFAD project in the country that is under development and assured that IFAD will be ready to work with SSAPU.
- We visited EU offices in both countries to present FO4ACP to them. We received appreciation for such efforts and EU offices promised our members to call on them regularly for consultation. Our visits happened at the right time because EU country offices are going through a new programming that start

2021-2027 hence there is an opportunity for EU to engage more with our members in new agriculture projects said Mr. Loic who is in charge of agriculture and environment department at EU offices in Kinshasa.

- We met with the permanent secretary. Ministry of Agriculture in DR Congo who pledged to continue to support CONAPAC by providing them space to advocate for farmers in Congo. He promised to introduce CONAPAC to different project coordinators so that CONAPAC's members can benefit from them.



Photo 22: EAFF and CONAPAC @ the ministry of agriculture in DRC



Photo 23: EAFF courtesy call to FAO sub regional office for Eastern and Southern Africa



Photo 24: EAFF courtesy call to World Bank offices in DRC



Photo 25: Group photo @LOFEPACO

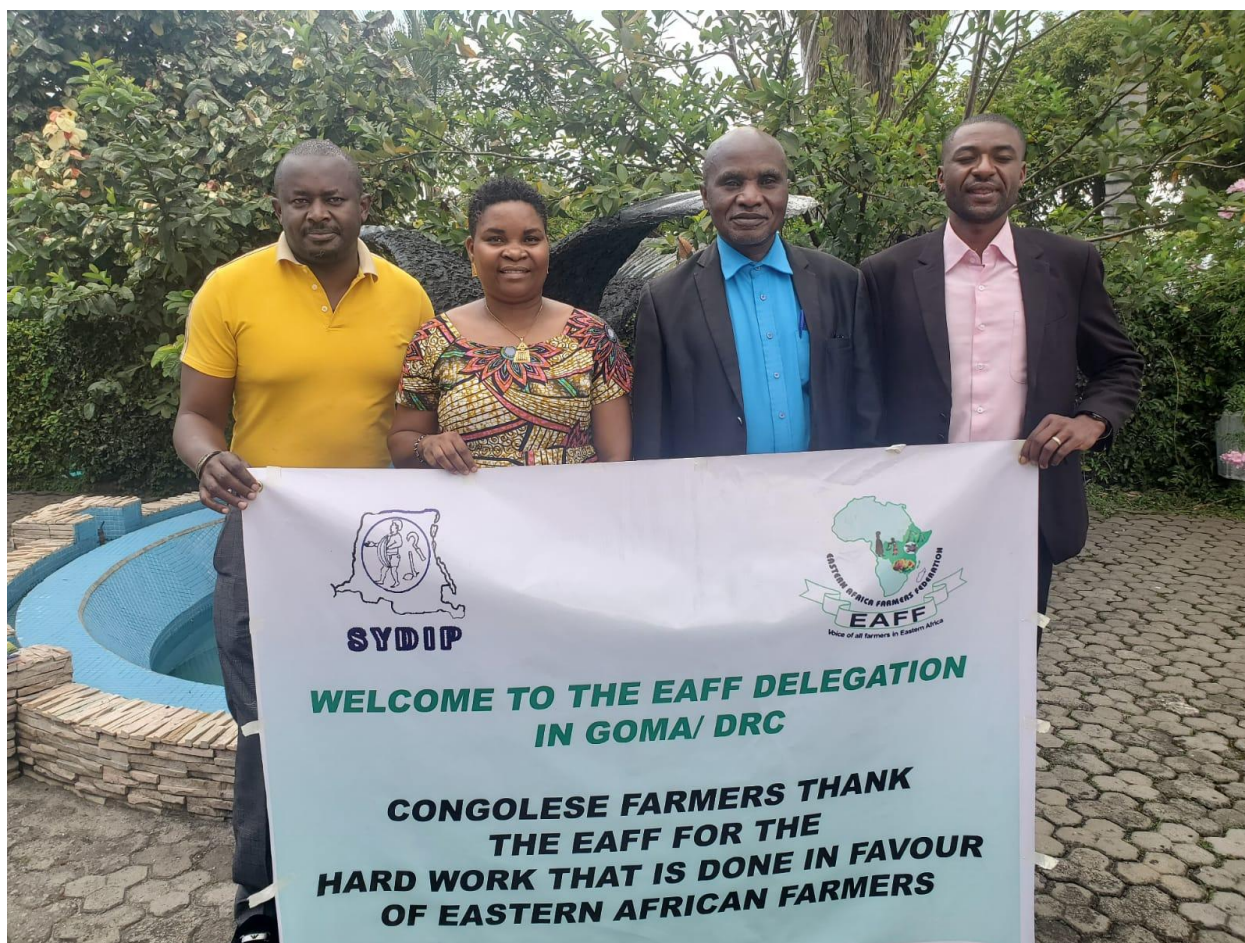


Photo 26: Leaders @SYDIP

2.3.2.2 EAFF Organizational Capacity Assessment (OCA) in membership:

An Organizational Capacity Assessment (OCA) is a structured tool to facilitate self-assessment of an organization's capacity followed by action planning for capacity improvements. The self-assessment approach increases ownership of the action plan. Some of the key benefits are to acknowledge strengths, clarify different perceptions, and plan strategies to enhance capacity in identified areas.

Since 2014 EAFF has not had an opportunity to assess its members. The OCA was influenced by consideration that the environment in which farmer organisations work in has significantly changed, and there are emerging needs influenced by institutional growth. This OCA will provide EAFF an opportunity to evaluate the current scenario and hence develop improvement plans to address some of the key challenges revealed. The OCA was administered to 14 Farmer Organisations (FOs) spread across 6 countries.

The OCA was guided by assessment indicators which were used as the basis of scoring through responding to structured self-assessment questions. The assessment areas were Governance and legal structure, Administration and procurement systems, Financial Management, Human Resource, Organizational Management, and Performance Management. A scoring criterion was followed. Each score was interpreted as follows: Score 0-1: Low capacity, Score 1-2: Basic capacity, Score 2-3: Moderate capacity, and Score 3-4: High capacity.

From the OCA results, the overall cumulative score for all organisations was 2.6 (Moderate capacity). This indicates almost all the entities require institutional strengthening as a precondition to growth. We have presented the performance of each entity separately to identify performance variations. The table 3 below outlines the OCA results by entity.

Table 17: Average performance by entity

Entity	RUYAF	INGABO	IMBARAGA	NCCR	TFC	ACT	NUCAFE	NAAC	SSAPU	CONAPAC	SYDIP	COOCENKI	LOFEPACO	CAPAD	Average
Average score	2.4	2.6	3.1	2.9	2.5	2.5	2.7	2.2	1.4	2.5	2.7	2.5	2.5	3.8	2.6

The scores above outline the organisations that should be subject to EAFF's focus on institutional strengthening. Most of the entities managed to score of less than 3 (Score 1: basic capacity or Score 2: moderate capacity).

One entity, SSAPU, was assessed on Score 1-2: Basic capacity. This means that SSAPU has significant weaknesses that should be addressed through institutional strengthening in all components. EAFF should develop a capacity building plan for SSAPU with the objective of ensuring the institution is at par with other members. Interventions such as bench marking, and direct technical assistance would also be relevant to borrow on best practices. This entity cannot attract investors as it would be regarded as a high-risk entity, curtailing growth.

11 entities were rated as Score 2-3: Moderate capacity. These entities have challenges in specific organisational assessment areas. Targeted interventions would be required to address the shortcomings and facilitate growth. As such, if not addressed, these organisations would be eliminated on evaluation by potential investors if the weakness relates to a key evaluation criterion. A cut-off or reduction in investment may also follow, curtailing growth.

2 entities managed to achieve Score 3-4: High capacity. These were IMBARAGA and CAPAD. The institutions should be leveraged upon to borrow best practices to be borrowed by member organisations for institutional growth. However, to ensure that the entities retain the score, supportive supervision missions, internal audits, and continuous assessments should be encouraged for further growth. These entities can be subjected to scaling-up investments.

To address the shortcomings, EAFF should focus on the scoring by assessment area. All the areas scored an average of Score 2-3: Moderate capacity. However, organisational and performance management are a key area of emphasis having the lowest score. See table 4 below.

Table 18: Average performance by assessment area

Governance and legal structure – 2.8	Admin and procurement systems – 2.7	Financial Management – 2.6
Human Resource – 2.9	Organizational Management – 2.3	Performance Management – 2.3

Joint intervention arrangements can be arranged to capacity build entities in plenary sessions where experience can be shared, and best practices harvested. Implementation support supervision and technical assistance areas would also be identified, costed, and deployed for short-term realisation of gains. See [*Annex 16: EAFF OCA Final Report*](#)

2.3.3 Support to EAFF Secretariat and Governance

2.3.3.1 Support to EAFF core functions:

Staffing: Support to core functions involved the payment of the salaries (in full or partially) of two EAFF staff (Chief Executive Officer and Finance Officer). Chief Executive Officer and Finance officer, both of whom played a key role in the management of the organization. Of the two staff, one is female. Over the implementation period of the FO4ACP, EAFF's financial management has improved. We upgraded manuals for finance, procurement, administration.

Audit & administration fees: FO4ACP supported the conduct of project audits and contribution to the running of EAFF offices

EAFF Strategic plan 2021-2028: After the Naivasha III, we engaged a consultant to assist us put together the strategy document. Following stakeholder consultations and the review of literature on emerging agricultural development discourse, it was clearly evident that the goal of transforming smallholder agricultural production units into viable commercial enterprises that generate widespread benefits to society requires additional investments; EAFF remains a key player in this endeavor. The primary objective of the EAFF 2021-2028 Strategic Plan, in line with vision for prosperity and cohesiveness, is to **transform small holder agriculture into a rewarding investment opportunity**. Refer to Annex 17: EAFF Strategic plan 2021-2028 document

This strategic objective serves as a logical “destination” for small holder farmers who have been empowered to participate in value chains. Two key attributes of viable small holder units are that they should generate decent returns on investment to attract the educated youth and reasonably priced credit from commercial lenders.

In order to realize this strategic objective, elements of the 2012-2020 strategic pillars were maintained but better aligned to the emerging opportunities. The new pillars are anchored on 5 mutually reinforcing themes namely;

- Taking the concept of aggregation in use to scale.
- Leveraging digital technology.
- Taking provision of economic services to scale.
- Advocating for supportive policies.
- Improving capacity of members to discharge their representation mandate.

2.3.3.2 Support to EAFF Statutory functions

1. EAFF congress 2021

The 5th Farmers Congress Meeting was organised by EAFF in conjunction with her partners and other stakeholders. The current 5th congress was a culmination of four years of hard work for EAFF and her members. During the congress, various reports were provided for ratification, future plans were presented; also, the EAFF strategic plan for 2021-2028 was shared with the members and partners. Finally, the delegates held elections and a new council was ratified to manage the affairs of EAFF for the next four years.

The 5th Farmers Congress provided an opportune moment for EAFF partners and stakeholders to share with the delegates the progress that their organisations have made in relation to farmer and farming activities in the region and at large. The partners shared great milestones covered so far and provided plans for the future. There was consensus that there is need to incorporate technology and adopt new farming and trade techniques to manage the challenges of emerging pandemics such as Covid-19.

EAFF management provided various reports to its members for approval and adoption the highlight being the EAFF strategic plan for 2021-2028. Further, the delegates had the opportunity to elect a new council that was mandated with the running of the affairs of EAFF for the next four years.

EAFF 5th Congress' resolutions:

1. Raise again our profile with all the RECs
2. Reconnect with regional private sector and research organizations with the work we do
3. Support our NFOs to build back better
4. Fundraise for e-granary, expand it to other countries and include more commodities
5. Re-introduce CEOs forum for periodic updates that can take the form of physical or virtual meetings
6. Support NFOs in farmer registration processes so that they come up with farmer database
7. Start the brainstorming of how to create an agricultural bank
8. This general assembly recognizes and appreciates our close relationship with AGRA and would like to seek close partnership in the implementation of small-scale farmers related programmes and partnership in the mobilization of resources
9. Aware that farming bears the biggest brunt of climate change and noting that smallholder farmers contribute the biggest share of global food production and their food production systems are highly threatened by climate change, EAFF and her NFOs should focus more on climate adaptation and build resilient and sustainable production systems for our members
10. During the AGM, the current president of EAFF, **Ms. Elizabeth Nsimadala**, was re-elected for another term of four years.

2. EAFF AGMs and Board Meetings

EAFF conducted 5 AGMs and 15 Board meetings.

These meetings comprised of open seminars where the secretariat on behalf of the board presented the work that EAFF has been implementing through various projects and most importantly the strategic plan which is our guiding tool.



Photo 27: EAFF President, Mrs. Elizabeth Nsimadala sharing opening remarks during the CEOs Forum in Nairobi Kenya (June 2023)



Photo 28: President different EAFF member organization attending the 25th EAFF Council Meeting in Nairobi ; Musavuli Kaleverwa-SYDIP, Esperance Kapitula –LOFEPACO AND Esperance Nzuzi Muaka - CONAPAC



Photo 29: EAFF Board and Council members 2023

3. EAFF CEO's Forum

The main purpose of the CEO's for a were to receive communication from the chair of CEOs, confirm Matters arising, receive/ confirm EAFF reports – narrative, fund raising.



Photo 30: The EAFF CEOs Forum – Stephen Muchiri CEO EAFF speaking during the event .

1.3.3.3: Regional capacity building, planning and KM workshops

EAFF organized and conducted 5 annual regional workshops. These workshops brought all NFOs implementing FO4ACP and each was represented by a technical and a financial staff. The workshops had two main objectives: i) discuss NFOs annual technical and financial reports/audit reports and provide training to improve quality; and ii) review annual experience, generate and share knowledge, agree on regional and national AWPBs, present/discuss good experience.

In the three days' deliberations, the participants were taken through practical discussions and presentations on these topics. These discussions were necessitated by the need for uniformity when it comes to reporting and the lack of sufficient data for populating necessary report templates among others. EAFF had taken note that its member NFOs had struggled in previous project to provide comprehensive reports. In the presentations, participants were taken through practical sessions on the relevant tools, templates and required data for effective reporting and they were given a chance to demonstrate the acquired skills through random select presentations.

The outputs of the workshops include:

- Strengthened the capacities of NFOs in areas of reporting, M&E, procurement and project visibility
- Documentation of key learning lessons and case studies for effective implementation of activities under component 1
- Agree on a road map for project implementation in coming year for results and impact

EAFF conducted 7 capacity building workshops initiatives aimed at strengthening NFOs:

- Workshop on finance, procurement and technical
- Capacity workshop on equipping the members with communication and knowledge management skills
- Workshop on technical backstopping on project implementation.
- Learning workshop on sharing of innovation/ information through different channels
- Workshop on supporting partnership building for the third parties especially the private sector engagement
- Workshop on Monitoring and progress tracking
- Regional training on agribusiness strategies



Photo 31: Regional training of EAFF members

We supported regional value chains KMs:

- FO4ACP Cassava Value chain support in 2022, 2023 and 2024:

To address present challenges INGABO farmers' Syndicate thought to start a joint platform of value chain actors and resulted to an annual crop event named "Cassava week" Since its inception, Cassava Week has aimed to address value chain hindering challenges by seeking solutions.

Since 2017, INGABO has been hosting Cassava week. This event was created to bring together all relevant parties, including both government and private sector actors, to discuss current opportunities, challenges, and future directions within the cassava value chain. Each year, the event focuses on a central theme that directs the discussions and explores solutions to specific challenges related to that theme. For 2024, Cassava Week was organized around the theme

2022: Strengthening cassava value chain partnerships for sustainable and innovative solutions"

2023: Best cassava seeds, best production, sustainable food system and farmers economic growth

2024" Leveraging Available Opportunities to enhance the cassava value chain's contribution to sustainable food systems"



Photo 32: LOFEPACO members during Cassava week 2024

The FO4ACP has significantly contributed to cassava value chain development. The program has enormous impacts on INGABO as well as to farmer members. It helped INGABO to improve the Access to finance, increase of cassava productivity from 12 MTs up to 50 MTs/Ha by using zai pit technique.

improving the access to cassava market, advocacy and negotiation in policy framework for farmers. FO4ACP has increased Ingabo Syndicate visibility and performance among different partners and the fund from this program, became seed capital to mobilize additional funds from European union and GAFSP. We acknowledge the effort of EAFF as our regional umbrella in facilitating its members in the program implementation as well as scaling up its impact.



Photo 33: EAFF sponsored participants during Cassava week 2024

Potato week in Rwanda: EAFF coordinator participated in *Irish Potato week in Rwanda* November 2022. The Potato week that was organized by IMBARAGA with the theme 'Access to the market and financing for producers in the potato value chain in the Great Lakes sub region'. EAFF members in Burundi (CAPAD), DR Congo (SYDIP, FOPAC) were also in attendance. The workshop provided a great opportunity for EAFF:

- First, we were able to present progress made in supporting NFOs in Rwanda, Kenya and Congo in the Potato value chain.
- Secondly, we were able to organize side meetings with members on the new initiatives on improving seed potato marketing at both national and regional level because members from DR Congo had sourced potato seeds from IMBARAGA members under FO4ACP.



Photo 34: Group photo during potato week in Musanze 2022

Regional dairy KM:

This workshop was organised from the 14th to 15th January 2025. drawing its participants from Kenya, Tanzania and Uganda. 55 participants attended the workshop. Our membership CAK, NAAC and TFC were represented by the project coordinator and a representative from each cooperative that participated in FO4ACP as a direct beneficiary. Other participants included government of Kenya, Dairy Bodies of Kenya, Tanzania and Uganda, Kenya Animal Genetic Resources Centre (KAGRC); NAGRC and, performer, AICCRA-ILRI, KARLO, animal feeds suppliers from Kenya, Tanzania and Uganda, County government of Nakuru and EAFF secretariat.

The workshop provided stakeholders in dairy sector in EAC the knowledge-sharing opportunity with cooperatives and other sub sector actors. The keynote presentation. Highlighting the overview of dairy sector in the region showed that key challenges included: a) Low Productivity at Farm Level; b) Inadequate access to quality feed & fodder Limited; c) Market access & price volatility; d) Weak Dairy Infrastructure & logistics; and e) Access to Finance & Investments. Participants discussed growth opportunities that can be explored in the region.

EAFF was commended for the unwavering focus and consistency in fostering aggregation, especially through farmer-owned organizations, and for supporting impactful cross-border initiatives especially on Feed and Livestock.

some potential partnership areas that emerged during the discussions:

- i) Logistical and Transportation Cost Analysis: the partnership between Mburugu Coop (Kenya) and West Acholi (Uganda), centered around the supply of feed ingredients. The hypothesis was that logistical and transportation costs will play a significant role in the price escalation between the source and destination. It was recommended that an analysis be conducted in exploring and addressing this critical aspect of viability, to pave way for a smooth trade link between the two parties.

ii) Aggregator-Led Feed Centers and Coop Fodder Fund:
These innovative ideas garnered interest among farmers. While these concepts appear to be new to the participating cooperatives, they align well with the core mandates of cooperatives. However, it is essential to profile the cooperatives first to determine:

- a) Where are they at?
- b) What matters most to each cooperative (top ranked growth priorities)?
- c) What are their corresponding capacities to implement these initiatives.
- d) What kind or level of support would they require?

The call to action was an industry wide call for a collective response to keep dairy on the growth path, by development sustainable growth structures that will increase the economic value of the value chain - key actors include regulators, governments, regional economic communities, development organizations, farmer organizations and other private sector actors operating on the dairy value chain

Day 2: field visit to Muki Dairy Cooperative and Kinangop Dairy Limited

This is the largest farmers bulking and marketing in Nyandarua County. Muki is located at Ndunyu Njeru in South Nyandarua District some 40 Km away from Naivasha town. It is very close to the Abadares ranges farmers. It is one of the other MUKI associated companies: MUKI SACCO, MUKI investment and Kinangop Dairy Limited (KDL) that does milk processing. Its processing capacity is 120,000 litres daily. MUKI collects milk in three catchment districts of Kipipiri, Kinangop and South Kinangop.

Farmers receive services such as farm inputs supplies, A.I. and animal health services, credits services, Training on better livestock husbandry practices among others.



Photo 35: CEOs of Kinangop dairy and EAFD pose for a photo

Regional Potato KM

Similar approach like for the dairy KM workshop. This workshop was organised from the 16th -17th January 2025 drawing its participants from Kenya, Rwanda and Tanzania. 52 participants attended the workshop. Our membership KENAFF, IMBARAGA and MVIWATA participated together with 18 representatives from each of the potato associations/cooperatives that participated in FO4ACP as a direct beneficiary. Other participants included government of Kenya, KARLO, Egerton University, Seed delight Rwanda, Seed Potato Fund Joint Ventures Ltd (SPF), County government of Nakuru and EAFF secretariat.

Various reports indicate that over 50% deficit in clean potato seed production in EAC. This resulted in low on-farm potato yields due to most farmers using farm-saved seed for more than two years, accumulating pests and diseases. The workshop discussed issues around potato seed multiplication, available technologies such as rapid multiplication techniques (RMTs) like stem/shoot cuttings, aeroponics, and hydroponics, all starting with in vitro plantlets from tissue culture. Aeroponics, in particular, has gained prominence for its ability to produce minitubers quickly and efficiently in controlled environments (it is used by Seed delights in Kenya); discussed needed investments and willing to co-invest in infrastructure and potato plantlets to support productivity increase in the region. The workshop also explored opportunities for crossborder trade in potato seeds.

Day 1 concluded by discussing ways forward:

- EAFF and stakeholders to capture a business to business component around trade and how commodities can be moved through the border line. Looking at how quality material of better yielding varieties for example, could be moved through the borders. Also, for the case of potato, for food consumption either as raw or value-added material;
- Learning and information sharing for extension is key in increasing productivity. Promoting existing learning structures like the Agribusiness Learning Alliances (ABLA), as learning sites promote knowledge and farmer training along the value chain. In addition, on-boarding value chain actors through innovation platforms (caucus bringing together value chain actors from breeders, input suppliers, marketers, transporters, mechanical services, policy decision makers...etc) promote fit-for –purpose models that encourage more investment and more profits in the venture

DAY 2: field visit to Seed delight Company

Seed delight is a leading seedlings propagation company based in Kenya with production facilities in Njoro in Nakuru County in Kenya. It has specialized in early Early Generation Seed (EGS) using tissue culture laboratories (e.g., in-vitro plantlets, micro tubers) in protective structures. Seed delight uses EGS to produce certified or quality declared seed for farm use.

why is it necessary to provide special care to seed potato? Potato, like other vegetative propagated crops, is susceptible to a variety of diseases that lower yields and tuber quality. Pathogens accumulate in successive multiplication of tubers and in the soil. Sustainable potato production, therefore, depends on a constantly-renewed supply of disease-free planting material.

During the visit participants were able to learn about Aeroponic. It is a method of soilless culture wherein the underground organs are enclosed in a dark chamber and supplied with a nutrient solution through a light misting system under protective structures to produce minitubers for field multiplication

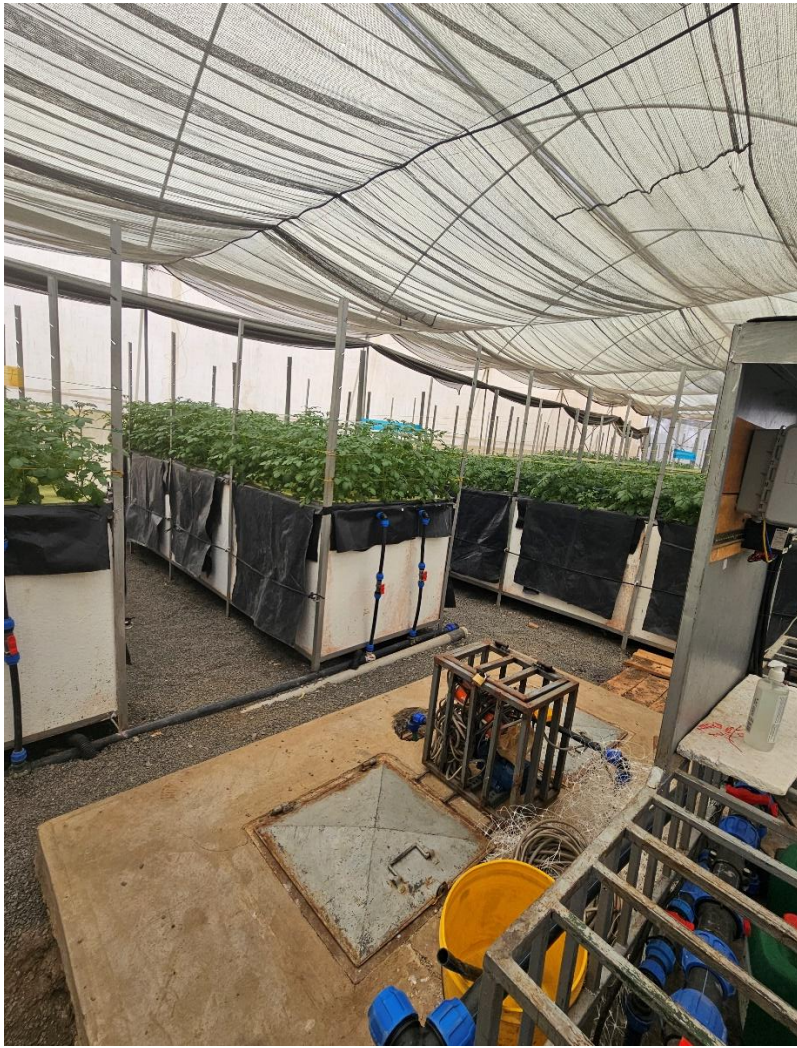


Photo 36: View of aeroponic technology @ Seed delight



Photo 37: Potato seed production @ seed delight



Photo 38: CEO of Seed delight explaining the potato seed production process

EAFF- FO4ACP LAUNCH WORKSHOP 2020

EAFF convened the project launch workshop in our region on 17th and 18th February 2020 in Nairobi, Kenya at Crowne Plaza with following objectives:

- To officially introduce the project to beneficiaries, EAFF's key partners and stakeholders in agriculture sector.
- To comprehensively discuss the programme's objectives, approach and activities;
issues related to project management;
To initiate the engagement with governments, development and private sector partners for collaboration and synergies especially in the areas related to fostering

The workshop launch attracted close to 70 participants from farmer organizations leaders and managers across the targeted 8 countries; representatives from ministry of agriculture and related parastatals, development partners in agriculture and managers from agri-agencies.

The outputs of the launch include:

- The official launch of the project and awareness creation at both leadership and managerial levels in NFOs involved;
- EAFF and members developed detailed plan of activities for each NFO and were approved;
- Stakeholder's engagement strategy with agri-agencies, partners that were present



Photo 39: EAFF FO4ACP Launch group photo

2.4 Communications and Visibility

2.4.1 Production of visibility materials

Visibility materials and communication products, Posters, flyers, training materials/manuals, articles (Newspapers & Blogs), radio Program Episodes, roll up banners, brochures, Documentary films, pens, pull ups, tea drops, T-shirts, caps and vests have been developed over the course of the years, including the reference to the programme and the logos of the donors. These displays were used during project events at all levels and materials shared during the same and also during strategic partnership meetings. An overview of all published documents and videos are listed in table 19 below

Communication in light of the FO4ACP Programme was guided by the overall FO4ACP communication strategy, although there seemed to be a lack of familiarity with some components and tools outlined in the strategy, for example templates to track social media posts was implemented although. Communication activities are currently by the Communication Officer at EAFF.

Table 19: Number of Communication Materials Produced

S/N	Communication material	quantity produced
1	Posters	34
2	Flyers	2000
3	Training Materials/Manuals	500
4	Articles (Newspapers & Blogs)	18
5	Radio Program Episodes	22
	Roll Up Banners	40
	Design and Printing of Brochures	5,500
	News articles	12
	Documentary films	4
	Pens	2,100
	Tea drops	10
	T-shirts	1526
	Caps	240
	Vests	500
Total number of com material produced		12,538

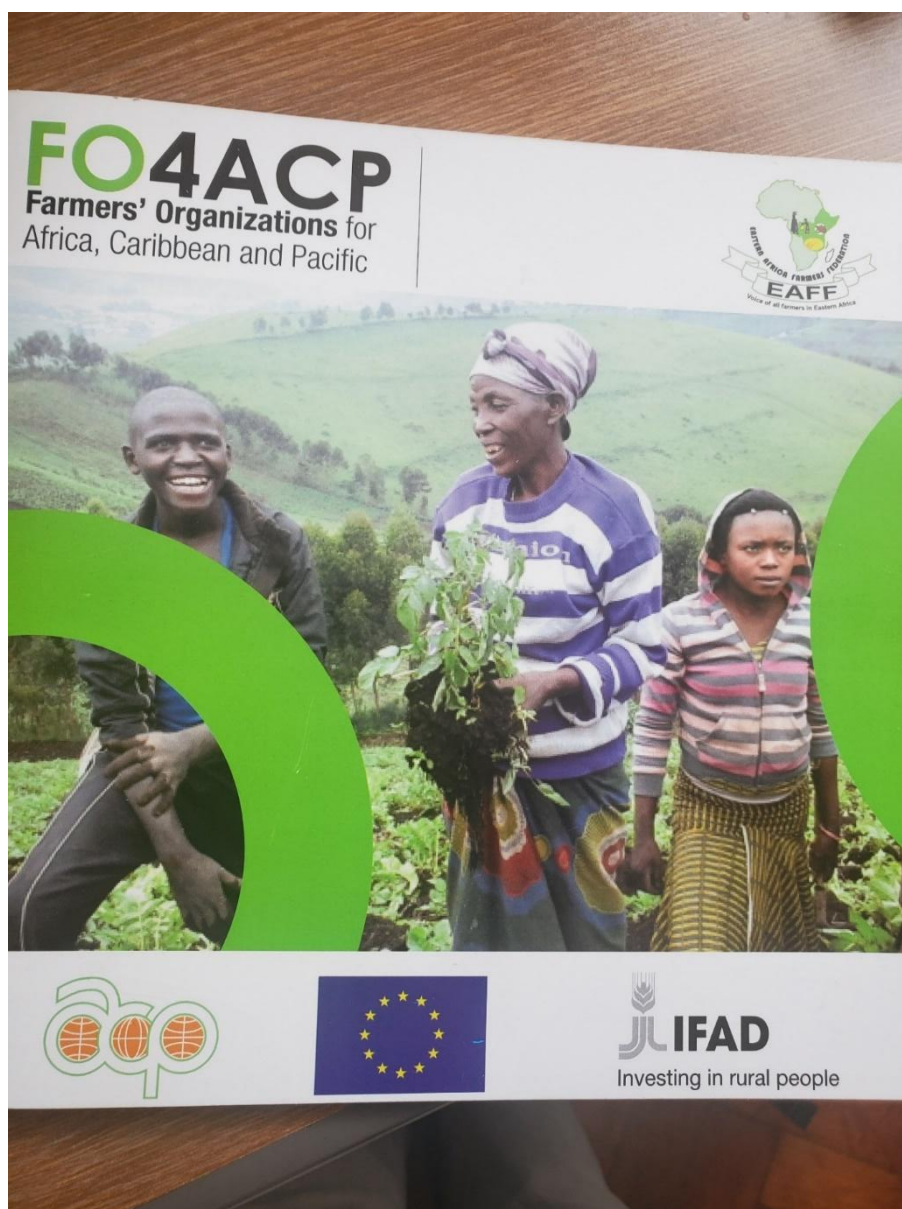


Photo 40: FO4ACP visibility material



FO4ACP
Farmers' Organizations for Africa, Caribbean and Pacific



Photo 41: FO4CP pull up banner design

2.4.2 Production of knowledge Management products

EAFF and members produced 57 KM materials as depicted in table 20 below

Table 20: List of KM products

No	title
1	Cassava Crop Production Protocol
2	Catalogue of selected Agricultural trade Policy instruments.
3	EAFF Strategic plan 2021-2028
4	Organizational Capacity Assessment Report (OCA).
5	EAFF Guidelines to minimize the effects of COVID-19 outbreak on the agricultural marketing season
6	EAFF knowledge management strategy
7	EAFF FO4ACP Brochure
8	EAFF study on Impacts of the COVID19 Pandemic on African Agriculture and Food: Perception of Family Farms in East Africa
9	EAFF Call for Climate Action CoP28
10	EAFF Brochure
11	The joint IFAD-farmer organizations statement
12	Financial Literacy Manual for Farmers
13	African climate processes, actors and institutions: What this means for farmers
14	Executive Summary: African climate processes, actors and institutions: What this means for farmers.
15	EAFF Call to Action COP27
16	showcasing the work of EAFF on climate change
17	FO4ACP Brochure 2024
18	Maize Crop Production Protocol
19	Financial literacy training manual for Trainers (e-Granary Project)
20	The Magical Triangle for Institutional development
21	A farmer communication approach
24	Story Harvesting Tool (https://www.eaffu.org/reports-and-publications/).
25	The EAFF call-for-action statement for COP27,
26	The EAFF call-for-action statement for COP 28
27	The EAFF call-for-action statement for COP29.
28	EAFF study on impact of EU green deal on smallholder farmers in East Africa
29	African climate processes, actors and institutions: What this means for farmers (full report and executive summary), September 2023:
30	Farmer-led adaptation: Best practice case studies report
31	Farmers Manual on structured trade systems
32	Women and Youth manual for access to finance for agribusinesses
33	Farmers Training Manual - Building Resilient Food Systems 4 Smaller holder Farmers in Eastern Africa.
34	EAFF study on Covid-19 impact on smallholder farmers in Eastern Africa Region
35	Maize Value Chain Study in Burundi, Democratic Republic of Congo, Kenya, Rwanda, South Sudan, Tanzania and Uganda.
36	Toolbox of Selected Agricultural Trade Policy Instruments A Handbook for Farmers' Organisations:
37	Catalogue of Selected Agricultural Trade Policy Instruments
38	Study on the Status of Implementation of East Africa Community legal frameworks
39	Study on the economic impact of EU Green deal on smallholder farmers in Eastern Africa.
40	Africa Climate Process, Actors and Institutions: What this means for farmers.
41	Analysis of Agroecology and Related Policies: A Case of Burundi and the Democratic Republic of Congo.
42	Seed inspection and certification- In partnership with RICA, INGABO developed policy recommendation on certification of cassava seeds.
43	Access to finance -In partnership with National Bank of Rwanda, INGABO developed a Policy paper to accelerate landing to the agriculture sector
44	Seed traceability and certification- In partnership with RAB, INGABO developed policy recommendations on the traceability of cassava seeds.

45	study on access to finance between representative s of cassava producer cooperatives
46	A study was conducted to identifying opportunities and challenges in the cassava value chain.
47	Study on climate change and resilient agriculture for small potato producers in the Lubero region.
48	Study on challenges in potato seeds certification process (RICA)
49	Study challenges in crop rotation enforcement (MINAGRI)
50	Study to assess the access to financial services such as credits, savings and loans for agricultural activity for smallholder farmers.
51	Study on dairy value chain to identify advocacy issues
52	Study on enterprise development study with a focus on the promotion of access to finance for smallholder farmers.
53	CUZA commissioned an enterprise development study with a focused-on climate-resilient agriculture for smallholder farmers.
54	Maize value chain policy constraints study.
55	Maize value chain policy constraints study.
56	Cassava value chain policy constraints study
57	Maize value chain policy constraints study

2.4.3 Media engagements

EAFF uses several channels for communication with its stakeholders, including its website, social media channels, email and a WhatsApp group. The latter is the most common means of communicating with the NFOs in the programme and is used for making announcements, providing updates and discussion of technical and administrative issues relating to the programme. It is managed and facilitated by the FO4ACP focal person at EAFF. Through Social media platforms we are able to reach different people in different countries at the same time while for those who cannot access them we produced printed materials such brochures that enabled them to access project information

Engaging the media for our activities was not only created the visibility around the project but also allowed for different audience to understand the work we are doing: some of links in the media

<https://www.eatv.tv/news/business/serikali-kununua-ndege-ya-kumwagilia-dawa-shambani>

<https://youtu.be/Y7oAFZz0KQI>

<https://youtu.be/bv04kvallcE>

<https://m.youtube.com/watch?v=FCNcbxQ9anA>

<https://youtu.be/NOd2BtcZCuk>

Media page and website

(Facebook Sydip : <https://www.facebook.com/profile.php?id=61565452117975>

<https://sydip.org> web site

X: <https://x.com/SydipR30532?t=zrv39wuWaBpBnZxMqpvh8A&s=09>

<https://www.linkedin.com/in/sydip-rd->

[congo?utm_source=share&utm_campaign=share_via&utm_content=profile&utm_medium=android_app](https://www.linkedin.com/in/sydip-rd-congo?utm_source=share&utm_campaign=share_via&utm_content=profile&utm_medium=android_app)

2.4.4 Exchange learning routes

54 exchanges among farmers' organizations at all levels took place for EAFF. To complement the skills and knowledge gained through trainings, an exchange learning route with 2,554 farmers from the project participating FOs were organized. The learning exchange visits topics included: valuable insights into integrated farming systems, enterprise diversification, and market-driven agribusiness enterprises. Farmers gained hands-on experience in climate-resilient agricultural practices, value addition, and sustainable resource utilization. This knowledge will be instrumental in improving their productivity, profitability, and resilience against climate change challenges

2.5 Case Studies

Table 21: List of case studies

No	Title	Year
1	CAK Building of Partnerships unlocks financial benefits for the farmers of Bumula Dairy Co-operative Society through the FO4ACP Project.	2020
2	Mburugu dairy cooperative: The dairy sector has improved farmers livelihood through available and reliable milk market as well as early payments.	2021
3	UNFFE Farmers' engagement with the National Parliamentary Committee on National Economy to respond to Covid-19 effects among small holder farmers during the FY 2020/2021.	2020/2021
4	CUZA ZANZIBAR – FO4ACP CASSAVA PROJECT CASE STUDY: FORMULATION OF PEMBA SECONDARY ORGNISATION – ENHANCING POLICY DIALOGUE	2021
5	CONAPAC: ETUDE DE CAS POUR LA CONAPAC	2022
6	INGABO: CASSAVA GROWERS IN RWANDA INCREASE THE PRODUCE FROM A FINANCING PARTNERSHIP	2023
7	LOFEPACO: FO4ACP SUCCESS STORY : LA LOFEPACO EN PARTENARIAT AVEC EAFF ACCOMPAGNENT DES ORGANISATIONS PAYSANNES DU FILIERE MANIOC VERS LE MARCHÉ DURABLE	2023
8	SYDIP: ETUDE DE CAS: CONTRACTUALISATION AVEC LES ACHETEURS ET ACCES AU CREDIT PAR LA COOPERATIVE "COOMSAK"	2023
11	Case study1: Title: Enhancing Production and Productivity through Improved Access to Finance: A Case Study of Kisagazi Kasese Coffee Cooperative	2024
12	Permettre l'accès aux marchés institutionnels par les petits exploitants agricoles, organisés en coopératives de producteurs.	2022
13	Accès aux crédits agricoles pour les petits producteurs de pomme de terre	2023
14	Zamuka Cassava Product (ZCP): a financial product developed by Ingabo Syndicate in collaboration with CPF – INEZA in Rwanda to facilitate cassava farmers' access to financial services	2023

Beyond results: Impact

- Well implemented succession plans have led to governance maturity and stability a requisite for FOs development;
- Skilled Workforce by EAFF and NFO's of about 100 staff: Qualified and experienced Management and staff with necessary skills to carry out activities
- Governance structure and internal control systems strengthened NFOs capacity to meet grant application requirements.
- We documented and published manuals, position papers, articles. For instance, in the last global farmers forum we did an impressive exhibition of materials from EAFF and our members for the first time;
- We improved communication on our website in terms of updating our audience on our events
- Our members are leading national agri-shows
- In terms of fiduciary management capacities, EAFF members have been supported to improve their financial accountability with 111 organizations having been annually audited including EAFF itself and its NFOs having reached a level of maturity.
- EAFF and her members strengthened in institutional development through improved good governance and effective leadership. We held regular and timely Annual General Meetings (AGMs) and Farmers' Congresses and these oversight organs were strengthened by Council and Board meetings, all with clear and separate mandates, roles and responsibilities as per our constitution and that of our members. These organs were enabled to provide strategic guidance and credible representation of members' interests. The leadership prioritized transparency, openness and most importantly accountability to members.
- EAFF is a strong and well-run organization; our members are moving in the right direction some still need heavy lift up but others are well run institutions and businesses. The ability to discharge our mandates is demonstrated in upholding our constitution; well guided interventions framed in our strategic orientations

CHAPTER 3: IMPLEMENTATION ARRANGEMENT

3.1 Grant administration and Operation Arrangement

EAFF considered two types of partnerships with its members according to their level of maturity. For well-established NFO with robust fiduciary capacities, sub-agreements were signed and transfers established accordingly. For less established NFOs, EAFF did not provide a sub-agreement but focused on including them ad hoc activities agreed with EAFF and provide backstopping to strengthen their institutional capacities. Additional activities were co-designed and directly funded by EAFF.

EAFF staff (M&E, financial management, technical staff) provided regular back-stopping support to the NFOs, especially through the development of tools that facilitate the NFOs to manage the implementation of the activities.

EAFF and her members strengthened in institutional development through improved good governance and effective leadership. We held regular and timely Annual General Meetings (AGMs) and Farmers' Congresses and these oversight organs were strengthened by Council and Board meetings, all with clear and separate mandates, roles and responsibilities as per our constitution and that of our members. These organs were enabled to provide strategic guidance and credible representation of members' interests. The leadership prioritized transparency, openness and most importantly accountability to members.

3.2 Innovations

○ Climate change initiatives @ EAFF

Development of 6 strategic partnerships in the field of climate change. It enabled us to host climate change workshops to build capacity of farmer on climate related issues with technical experts presenting to us, guiding us in preparation of key climate change policy meetings, development of collective position statements in preparation for climate summit meetings and Active membership in important decision-making bodies.

We are leading as RFO on Climate change front. This has made us to roll out a continent-wide initiative to showcase best practice examples of farmer-led adaptation in managing the negative impacts of climate change on agriculture. A compendium of these cases and best practices launched during COP 29 in Baku.

As a federation dedicated to representing farmers' interests, we have seen first-hand how farmers are already innovating to overcome the challenges posed by climate change. Whether it's adapting their crops to unpredictable weather patterns or finding ways to conserve precious water resources, these actions underscore a vital truth: farmers are not just beneficiaries of climate adaptation; they are key drivers of change and action. This compendium of farmer-led climate adaptation practices is a testament to the resilience and ingenuity of African farmers. By documenting and sharing these best practices, we hoped to inspire and share lessons among other farming communities, inform policymakers, and encourage investments that will allow farmers to thrive even amid an uncertain climate future.

○ Adoption of advocacy capacity assessment (ACA) tool.

This tool was initially created by AGRA. EAFF has domesticated it and It is meant to help especially in assessing youth and women networks current level of organizational functioning in various aspects of policy advocacy. This is ultimately targeted at enabling EAFF and the targeted networks to jointly design and implement capacity building plans and activities to help strengthen core competencies in policy advocacy for the networks.

- Adoption of technologies and dissemination to farmers in Eastern Africa: With the Upscaling the benefits of Push-pull technology for Sustainable agriCulturAL intensification in East Africa (UPSCALE) whose focus is to expand the adoption of push pull technology to n 2023, we sent 5,000 farmers extension

messages on push pull technology. In East Africa, UPSCALE project is helping farmers improve productivity, access larger markets, attract investment, create jobs, and contribute to economic growth.

- We have also extended Aflatoxin technologies to over 10,000 Farmers under the DEPRiN project, in the cereal value chain, helping achieve its main objective of fostering the capacity and agility of Small-Holder Farmers (SHFs) and their organizations in advancing food systems transformation and enhancing resilience to future shocks.

3.3 Knowledge Management

EAFF had a good appreciation of the importance of Knowledge Management even before the start of the FO4ACP programme to the extent that they even had a Knowledge Management Strategy in place.

The most recent EAFF Knowledge Management strategy, had the overall objective of supporting the integration of an efficient knowledge sharing and learning system for the development of an effective knowledge hub. Specifically, it sought to develop strong knowledge management systems, generate, document and disseminate knowledge products in thematic areas and support learning within EAFF's membership. Although the above strategy has not been updated since, it carries similar tenets with the FO4ACP Programme Knowledge Management Strategy.

As per the design of the FO4ACP Programme, knowledge management has been mainstreamed into the programme components at EAFF with emphasis on documenting experiences, peer-to-peer-visit, knowledge sharing events, and dissemination of knowledge products.

EAFF produced 72 good practices, lessons learnt and experiences. These products include experiences of influencing sector policies and programmes, case studies, experiences of peer exchanges, and good/promising practices. We supported our members to document their experiences during implementation of the FO4ACP programme.

Some reference KM materials include:

- CAK, 2021, FO4ACP Brochure, Kenya, Visibility Material, LINK TO BE CREATED
- CAK, 2021, Case Study: Mburugu and West Acholi Co-operative Union, Kenya, Case Study, LINK TO BE CREATED
- CAK, 2021, Inside Mburugu COOP Animal Feed Processing plant, Kenya, Video, LINK TO BE CREATED
- COOCENKI, 2021, Capitalisation des experiences et des bonnes pratiques, DR Congo, Draft version (under finalization)
- COOCENKI, 2021, Lettre de plaidoyer pour la standardisation des unités de mesures des produits agricoles, DR Congo, Advocacy Letter
- CAZ, 2021, Cassava trade related constraints and proposed interventions in Zanzibar, Zanzibar, Advocacy document
- CAK, 2021, Dairy Policy and Advocacy Working Document, Draft version (under finalization)
- EAFF, 2020, Desk Review on the impact of Covid-19 on input and output markets and young entrepreneurs, Kenya, Policy Study, LINK TO BE CREATED
- EAFF, 2020, FO4ACP Programme Brochure, Kenya, Visibility Material, LINK TO BE CREATED
- EAFF, 2021, Position paper on bans on regional trade in maize grains, Kenya, Position Paper, LINK TO BE CREATED
- Ingabo Syndicate, 2020, Cassava value chain development in Rwanda on Isango Star Radio and TV, Rwanda, Video, <https://youtu.be/wbvVbHu4iVc>
- Ingabo Syndicate, 2021, Boosting Cassava Production in Rwanda on Rwanda Television and Radio, Rwanda, Video, <https://youtu.be/ud5lxRVnMXk>
- Ingabo Syndicate, 2021, Ingabo Syndicate in a spurt of gratifying local and foreign market with quality cassava seeds, Rwanda, Blog, <https://ingabosyndicate.org/index.php/our-blog/39-ingabo-syndicate-in-a-spurt-of-gratifying-local-foreign-market-with-quality-cassava-seeds>

- Ingabo Syndicate, 2021, Access to agricultural loans barriers to farmers, Rwanda, Documentary film, <https://www.youtube.com/watch?v=4rP9iH-cm10&t=49s>
- Ingabo Syndicate, 2020, Constraints in access to agricultural loans barriers to farmers, Rwanda, Position Paper, <https://www.ingabosyndicate.org/index.php/research-and-projects/category/2-finished-research>
- Ingabo Syndicate, 2020, Constraints in access to agricultural insurance to farmers, Rwanda, Position Paper, <https://www.ingabosyndicate.org/index.php/research-and-projects/category/2-finished-research>
- Ingabo Syndicate, 2021, Success story: Public, private, producer partnerships along the cassava value chain, Rwanda, Success Story, https://www.ifad.org/documents/38714174/42262402/INGABO+SYNDICATE+RWANDA_250721_update.pdf/51b76d49-7fb2-3784-eb6b-5f664e9d0cea?t=1628148227915
- SSAPU, 2021, Good practices, experiences and lessons learned, South Sudan, Working Document
- SSAPU, 2021, Good Quality Maize Seeds, South Sudan, Brochure, LINK TO BE CREATED
- TFC, 2020, Agribusiness Development Strategy for Njombe Region, Tanzania, Policy Study, LINK TO BE CREATED

3.4 Scaling Up and Sustainability

Increased income through mainly economic service delivery. Farmers are seeing benefits. They have increased production. The increased production and productivity will lead to increase in volume of produce bulked that will in turn lead to increased income for the members. Increased income in FOs will enable them to provide better services to their members. Some of the services being currently provided by the FOs are provision of in-put at lower prices, extension services, storage and transport facilities and linkages to better markets.

Through established linkages with the private sector during FO4ACP they will continue to get access to remunerative markets and access to affordable finance.

Furthermore, the model of creating business-oriented cooperatives or companies has been catching up, for example CAPAD in Burundi have established a private company, SOCOPA, that has set-up a cassava processing plant and now sells high-quality cassava flour, thus providing additional income for the NFO and its members. This kind of ownership model is being scaled in membership of EAFF. Currently COOCENKI, SYDIP and LOFEPACO courtesy of IFAD- PASA NK are setting up their processing factories that in the next 5 years will be fully operations thus generating enough resources for the organizations. Similarly, cooperatives in Kenya, Tanzania and Uganda supported through CAK, TFC and NAAC respectively are expanding their businesses in dairy, animal feeds, maize and rice processing.

Climate change adaptation and financing is very crucial to sustain gains at farmer level. Farmers are being affected by the effects of CC. We are already engaged in climate change negotiations and the focus has been on advocating for climate change financing for smallholder farmers.

We achieved a lot as mentioned in previous slides in terms of value and volume of what we are collectively trading; we have evidence of changes at farm level in terms of additional money in the pocket of the farmer due to favorable prices; improved production due to access to finance that enables a farmer to invest in inputs

Strong partnerships established for mutual benefits. This needs to be strengthened and supported to accommodate changes in the environment. Wars, exchange rates, increased cost of production, among others. FO and farmers will need to always have accurate data so that they can negotiate benefiting terms.

We are moving to excellence. We have demonstrated our credibility in different fora; we have effectively advocated for issues affecting farmers in different ways: by having evidence with us; preparations for the meetings; collecting

views from our members in a representative way all of which supported us and members in being effective in lobby and advocacy

EAFF and NFOs were able to establish several institutional partnerships to expand and sustain achievements from SFOAP main phase. From an investment of US\$ 3,700,000- FO4ACP grant to EAFF - they were able to mobilise a combined plus US\$ 31,000,000 from different partners. These resources will assist EAFF and members to build capacities to offer economic services to member. In addition, to attract private financing FOs will strengthen their abilities to develop "Investor Ready" proposals.

EAFF is a strong and well-run organization; our members are moving in the right direction some still need heavy lift up but others are well run institutions and businesses. The ability to discharge our mandates is demonstrated in upholding our constitution; well guided interventions framed in our strategic orientations

We have improved in this area but us and members need to do a lot more in terms of well targeted communication to different audiences. We are doing well in communication to our members. We need to increase our visibility with governments, partners and the general public

This is a kind of programme that is truly catalyzing changes in FOs. It should be continued with some changes to adapt to the changing environment. Agriculture/food systems transformation in Africa cannot happen if we don't have strong FOs that are equal partners with other stakeholders

3.5 Monitoring and Evaluation

As with all other partners in the FO4ACP programme, EAFF participated in the design process and choice of indicators for the M&E framework. So far, the indicators decided upon have been effective in monitoring outputs and outcomes of the programme at EAFF level.

Data collection for most indicators was done on an annual basis and is a joint responsibility involving personnel at both EAFF and the NFOs. Local Farmer Organizations (LFOs) were only involved in collection of data on membership. Data from NFOs is collected via a simplified form sent by EAFF's M&E Officer to the NFO focal persons to fill in. This is then aggregated by the M&E Specialist into a spreadsheet that follows the framework of the programme's logframe.

EAFF has a skilled and dedicated officer in charge of the programme M&E although they perform other M&E duties for EAFF as an institution. Having the skills in-house makes it easier to follow up on data collection, but also makes it possible for the specialist to play a coaching and mentorship role for the NFOs that do not have adequate M&E skills. In fact, the Cooperative Alliance of Kenya (CAK) expressed a need to have their staff member managing M&E for the FO4ACP programme mentored by the EAFF M& Specialist. If this model works then it could be rolled out to other NFOs that need it.

One major gap in the M&E system is the provision of supporting information for example photographs and video evidence. This is more a factor of the need to establish a culture of collecting and sharing such evidence, than one of lack of equipment. The two NFOs visited had decent photography equipment and at the very worst, members are equipped with smart phones which can also take acceptable pictures and video.

One expressed need to strengthen the programme M&E is to increase the budget allocation for function so that the M&E Specialist can visit the implementing partners on the ground to validate data rather than mostly rely mostly on data sent virtually. At NFO level, collection of data requested by EAFF sometimes requires the NFOs to make unplanned visits to farmers in order to get certain information. This comes at an extra cost that needs additional financial support from the programme.

3.6 Financial and fiduciary management

OVERALL EXPENDITURE

	Cumulative Expenditures to 31st May 2025	Cumulative Budget	Overall Burn rate
Component 1	2,651,597.96	2,656,514.00	100%
Component 2	694,895.00	777,872.00	89%
Component 3	1,259,165.27	1,159,392.00	109%
Component 4	175,849.36	185,373.00	95%
Sub total	4,781,507.60	4,779,151.00	100%

Funds allocation at regional and national level with details by country: Table: FO4ACP funds received at regional and national level (by country and by NFOs) – cumulative for the programme period.-30.19% regional;69.91% national

- Describe any deviation from the original plan work and budget, if any, and please justify it. - There was not deviations from budget*

The Financial report, SOEs, audit report and transaction list are mandatory – in line with the grant agreement conditions and should be submitted separately in excel and then signed pdf.

CHAPTER 4: CHALLENGES AND LESSONS

4.1 Challenges Encountered

- COVID-19 pandemic clearly caused challenges in economic services delivery and in slowed the implementation of the project.
- The war between Russia and Ukraine has disrupted global agricultural markets, leading to increased prices of essential inputs like fertilizers and fuel. Farmers, heavily reliant on imports for these inputs, have experienced a significant rise in production costs. The region's agricultural sector is now facing additional challenges in maintaining competitiveness. As a result, farmers in East Africa are struggling to sustain their operations and are likely to pass on the increased costs to consumers, potentially exacerbating food insecurity in the region.
- Also, the ongoing war in eastern DRC has severely impacted our members in the region. Conflict-related violence and instability have led to the displacement of farmers, thus disrupting agricultural activities. Destruction of crops and looting of livestock have also become rampant. Farmers are unable to access their land, leading to reduced planting and harvesting, exacerbating food shortages and malnutrition. The conflict has also disrupted supply chains, making it difficult for farmers to access markets and sell their produce. Additionally, the presence of armed groups has created a climate of fear, further hindering agricultural activities.
- Climate change is significantly impacting agricultural productivity in Eastern Africa. Rising temperatures, unpredictable rainfall patterns, and increased frequency of extreme weather events are leading to crop failures, reduced yields, and livestock losses. Droughts and floods are becoming more common, threatening food security and livelihoods of farmers in the region. Pests and diseases are also spreading to new areas, further compromising agricultural productivity. Smallholder farmers, who rely on rain-fed agriculture, are particularly vulnerable to these climate-related challenges. We need effective adaptation strategies to combat climate change.
- While the Green Deal aims to reduce greenhouse gas emissions and promote biodiversity, it also introduces stricter regulations and standards for agricultural products imported into the EU. Smallholder farmers in Eastern Africa may face challenges in meeting these requirements, such as implementing eco-friendly farming techniques and obtaining certifications. This could potentially increase production costs and limit market access for these farmers.

4.2 Lessons Learned

1. The key contribution of FO4ACP for farmers has been its facilitation of assured markets. The general experience is that where NFOs have a partnership with an offtaker, the price offered to the farmer is at least 10% better than the prevailing market price.
1. Farmers produce is collected from the aggregation centre – the buyer absorbs 70% of the cost of transportation per unit-volume collected. This price is not deducted from the final dues of the farmer. Without this support farmers would typically organize their own transport and deliver to the buyer or sell to the middle-man who would deduct the transport costs from the buying price s/he offers.
2. Farmers have been trained on quality assurance and grading. Normally larger buyers/certified warehouses would collect only what they call grade 1 rejecting all other grades, farmers lost in some cases 30% or higher of their produce. They would turn to while the broker for a significantly lower price.

3. The other advantage is the ability of NFOs to bring together Multi-stakeholders Partners and LFOs at a platform to share experiences and knowledge with a view to addressing the specific needs of LFO's at the grass-root level.
4. In addition, the NFOs have other services that the LFOs can benefit from to increase the management and leadership capacities of LFO's such as staff and leaders training on governance and the participation in the legislation processes of policy, laws and regulations governing the businesses.
5. Agribusiness development training for women and youth agri-enteprenuers is key prerequisite to link to financial service providers. Through the training, participants acquired various skill sets, like proposal development, pitching techniques to the banks and other financing opportunities.
6. The peer-to peer learning formed important cornerstone for growth of women and youth enterprises and offered greater opportunity to learn from similar youth enterprises. One representative per youth enterprise was trained and they are currently cascading this to other members of their groups.
7. The results of this project were strategically linked to EAFF strategic plan implementation to share lessons and experiences. This was initiated through and partnership building meetings held during EAFF Board meeting, AGM and CEOs' forum.
8. Policy and advocacy activities take long to bring about tangible achievements and need significant resources for conducting public hearings, country consultations, research, ad-hoc meetings e.g. with EALA, Ministries, media.
9. For effective policy advocacy, farmer organizations need to have a clear understanding of policy making process at the level they want to intervene. It is equally important to have MoU with the ministry of agriculture. Where NFO has an MoU with the ministry the results are very encouraging
10. Development of a number of strategic partnerships with technical experts in the field of climate change. Examples, among others, include: Accelerating the Impact of CGIAR Climate Research for Africa; Food and Agriculture Organisation; Bayers; Pan-Africa Climate Justice Alliance; Clim-EAT; AGNES; Pan-African Farmer Organisation; World Farmer Organisation; International Fund for Agricultural Development; Food Action Alliance; United Nations Foundation; Bill and Melinda Gates Foundation; Global Green Growth Institute; and Power Shift, among others.
11. We have observed transition in leadership and value of CEO's forums which are meant to increase cohesion among EAFF membership, bring convergence in terms of strategic orientation and closely follow-up
12. Our regional Knowledge Management (KM) and review meeting have been instrumental in aligning our thinking around facilitating economic services delivery to farmers and have paved the way for a more cohesive approach on how we can achieve that.

CHAPTER 5: CONCLUSION

The current FO4ACP completion report evidently showed significant successes in implementing the project; this inclination was in line with the new EAFF strategy 2021-2028.

First, the implementation proved that it is possible that FOs can promote the development and delivery of economic services to members. Cases from national farmer organizations showed increasing capacity to offer services to their members.

FO4ACP strengthened the capacities of EAFF, NFO and sub national FOs in becoming effective organization that are accountable to members. On the policy front, FOs' voice got stronger as of proposals advanced by various members all have been taken into account in the process of formulating and implementing policies at both regional and at national levels.

During FO4ACP implementation, some lessons were learnt. There are still many market and institutional related challenges that still need attention. More practically, members still need support to capacitate their membership to deliver economic services to members. The project pointed out at the need to sustain the linkages with value chain actors that were initiated and capacity building on agribusiness management and entrepreneurship at national and sub national levels. It also called for a continued own capacity assessment of FOs from regional to national levels to keep improving the organizations. It also called for effective policy engagement with various policy makers to advance specific value chain issues.

EAFF takes this opportunity to sincerely appreciate the financial support from EU, OACPS and IFAD. It has brought considerable transformation in our membership where the focus is to make smallholder farming a rewarding investment. We recognize that FO4ACP programme in nature was big and complex. We took note of some of the challenges we encountered to improve on future programming. We have gained tremendous experience in handling such programme and this report can only attest to that.

ANNEXES

Annex A:	Updated Log frame Indicators
Annex B:	Consolidated List of Events Attended by FOs
Annex C:	List of selected Communication products developed and shared
Annex D:	List of Committees/bodies in which NFOs are represented
Annex E:	Membership data
Annex F:	Overview of FO Institutional Capacities at regional and national level
Annex G:	Partnerships and Resources mobilized
Annex H:	Organization Assessment report

Annex 1: Farmers Training Manual - Building Resilient Food Systems 4 Smaller holder Farmers in Eastern Africa.

Annex 2: EAFF position papers on COP 27,28&29

Annex3: EAFF study on impact of EU green deal on smallholder farmers in East Africa

Annex4: African climate processes, actors and institutions: What this means for farmers (full report and executive summary), September 2023:

Annex 5: Farmer Led adaptation case studies

Annex 6: EAFF and members stakeholders mapping for FO4ACP 2019

Annex 7: Farmers Manual on structured trade systems

Annex 8: Farmers manual on financial literacy

Annex 8,9,10 and 11 for Crop manuals/protocol for Cassava, Beans, Maize and Soya beans

Annex 12: Farmers manual on financial literacy

Annex 13: Women and Youth manual for access to finance for agribusinesses

Annex 14: Farmers Training Manual - Building Resilient Food Systems 4 Smaller holder Farmers in Eastern Africa.

Annex 15: EAFF study on Covid-19 impact on smallholder farmers in Eastern Africa Region

Annex 16: EAFF OCA Final Report

Annex 17: EAFF Strategic plan 2021-2028 document