



Investing in rural people

Aide memoire

Support to Farmers' Organizations in Africa Programme – SFOAP Main Phase Eastern African Farmers' Federation - EAFF

Supervision mission: July 2016, Kenya and Rwanda

A. Introduction¹

1. The third IFAD supervision mission of the SFOAP main phase to East Africa region, which took place from the 4th to the 13th July, follows the Mid-Term Review undertaken in 2015. The current mission focused in particular on (i) programme activities and achievements; (ii) sustainability of programme activities; (iii) review of the implementation strategy of component 3 and M&E activities; (iv) overall financial management; (v) explore opportunities for collaboration with IFAD Country Programmes.

2. The mission spent 7 days in Kenya, where consultations were held with EAFF and the Cooperative Alliance of Kenya (CAK), including a half day field visit to a CAK dairy training programme. The mission also spent 3 days in Rwanda, visiting activities implemented by national FO IMBARAGA, and held consultations with IMBARAGA Secretariat and Leadership. In both countries the mission held consultations with SDC Country offices. Similarly, both IFAD Country Offices (IFAD ICO) met with the mission and FOs members of EAFF², and the Conseil de Concertation des Organisations d'Appui aux Initiatives de Base (CCOAIB), with the aim of fostering a concrete partnership between national level FOs and the IFAD Country Programmes. Two representatives of FOPAC (Democratic Republic of Congo) also joined the mission in Rwanda. The District Agriculture Officer of the Ministry of Agriculture joined the field visits in Rwanda, and the Project Coordinator of the IFAD supported PASP project in Rwanda presented the IFAD programme in the country.

3. Two wrap-up meetings were held during the mission, one on the 8th of July in Rwanda and one on the 13th of July in Kenya. The mission would like to express its gratitude to the EAFF, IMBARAGA, CAK, FOPAC, and SDC Country Offices and all other partners for their support and cooperation during the mission. Discussions with IFAD ICOs have been also fruitful and potential far reaching in terms of collaboration with SFOAP supported FOs.

B. Overall assessment of programme implementation

4. As of May 2016, EAFF has spent about 69% of the annual budget. On a programme cumulative basis, EAFF has spent 62% of the overall grant amount. Physical achievement is also on track, as EAFF and its national members have executed approximately 60% of their annual activities. As such no programme extension will be requested by EAFF positioning the regional network as the only one that will be able to complete programme implementation by December 2017. Indeed, notwithstanding

¹ Mission composition: Roberto Longo, Senior Technical Specialist, Farmers Organizations and Markets and Mission Team Leader; Nicolas Syed, SFOAP Programme Analyst, Mission Technical Coordinator and responsible for M&E; Antonella Cianciotta, SFOAP Long-term Consultant, supporting on fiduciary issues, country notes, visibility and communication; Jean-Bosco Rurangangabo, Financial Management Consultant, focusing on financial management at regional level. The EAFF members who accompanied the mission include Stephen Muchiri, CEO of EAFF, leading the EAFF delegation; Mainza Mugoya, responsible for the technical part of the mission for EAFF, including M&E; Robert Langat, EAFF Accountant. EAFF President Philip Kiriro was present during the first day of the mission and lead EAFF Delegation for the wrap-up discussion of the Aide-Memoire.

² Rwanda Farmers' Federation IMBARAGA, National Cooperatives Confederation of Rwanda (NCCR), and Syndicat Rwandais des Agriculteurs et Eleveurs (INGABO) and the Fédération des Organisations des Producteurs Agricole du Congo (FOPAC) in Rwanda, and Cooperatives Alliance Kenya (CAK) and Kenya Livestock Producers Association (KLPA) in Kenya

the time lag in the implementation, the supervision team concurs with EAFF about the likeliness to accelerate activities during the remaining 18 months before project completion.

5. Most of the MTR technical and fiduciary recommendations are or are being implemented with the two exceptions of the recruitment of an M&E officer (due to lack of financial resources) and the implementation of the e-filing system for the supporting documentation.

6. During the second half of 2016 and beginning of 2017, the mission recommends EAFF to (i) continue providing adequate technical backstopping to, and monitoring of the national FOs (NFOs) in order to maintain the implementation momentum and ensure the completion of planned yearly activities by December 2016; and (ii) in 2017, focus mainly on consolidating the lessons learnt during the SFOAP main phase and on promoting the sharing of knowledge across the NFOs.

7. Lessons learning and sharing may be promoted by organising events, field visits and workshops on knowledge sharing, mobilising private sector actors, NFOs and sub-national groups. This will enhance interactions and leverage business opportunities, and possibly capacity building trainings on areas where weaknesses remain, such the development of business plans, financial management and drafting of project proposals. It is critical to complete all these activities by December 2017, as only expenditures for winding down activities are eligible after completion date.

8. In addition, the mission has identified the potential to intensify collaboration with IFAD Country Programmes in Rwanda (with PASP), in DR Congo (forthcoming PASA NK), and Kenya (with SDCP, KCEP, KCEP-CRAL) and recommends EAFF and its members to follow up on this with IFAD ICOs (see section F).

9. **Preliminary discussion on post SFOAP.** The programme will end its Main Phase in Eastern Africa by December 2017³. Such completion of the programme should be considered as an opportunity for EAFF to scout for potential further partnerships and support during the wind up of activities in 2017. Supervision team and EAFF agreed on the need to think around a more tailored approach for regional programmes rather than a common one as for the current SFOAP. Needs and directions of the regional networks have evolved in the recent years and the approach of financially supporting national level members through their regional networks may be reviewed. Regional level activities can be oriented towards technical advisory support by EAFF to its members (management, business intelligence and FO to FO mentorship programmes), and of creating linkages with market outlets with the e-Granary initiative. In this regard, the supervision team encourages EAFF to deploy efforts in the finalization of the e-Granary initiative in Uganda, Rwanda and Tanzania with IFAD as Supervising Entity for the MMI GAFSP process. Finally, both EAFF and the Supervision mission concur on the benefit of maintaining a common steering process such as the one developed through the SFOAP, notwithstanding regional differences and approaches: the common steering has indeed contributed to bring the regional networks further together and has been instrumental for the PAFO process.

10. **Regional Farmers' Forum (FAFO) process.** The supervision mission and EAFF have discussed over the need to soon start the preparation in ESA region of the FAFO at regional level. The mission encourages EAFF Leadership to start discussions with other relevant FOs in the region, starting from SACAU and ESAFF network, national members of WFO, LVC, WFFP and WFF, while ensuring an inclusive process bearing all relevant constituencies on board. Discussions should be on (i) the articulation of a regional FAFO Steering Committee, (ii) the articulation of a roadmap for the FAFO in ESA region, (iii) proactive articulation of national level collaboration and (iv) interaction with IFAD ESA Director, Front Office and ESA IFAD FO Focal Point for a joint decision over the most suitable way for the organisation of the regional ESA FAFO.

³ The request of no cost extension from the other RFOs will imply that the final instalment (approximately EUR 20,000) will be disbursed over the first semester of 2019.

Agreed action	Responsibility	Agreed date
Revise WPB for 2 nd half of 2016 and estimate AWPB for 2017	EAFF and NFOs	Jul to Dec 2016
Engage with other regional networks and FOs involved in ESA for the organization of the ESA regional FAFO.	EAFF in collaboration with other FOs in the region and IFAD ESA Division	As soon as possible

C. Outputs, outcomes and implementation progress

11. Analysis of the implementation rate has been organized considering first component 3 on economic service delivery since most actions under the other two components are derived from those implemented under component 3.

12. **Component 3 – Economic Service Delivery.** Component 3, is the most prominent component for EAFF, with 63% of the AWPB and 51% of the overall budget and is implemented by all 12 NFOs⁴ supported by SFOAP Main Phase. In order to generate a critical mass of experiences at the national level and facilitate exchanges and knowledge management, the component is focusing on three target value chains of regional interest: cassava, Irish potatoes and livestock (dairy). As of May 2016, EAFF has spent 50% of the annual budget and has reached 53% cumulative expenditure for the component⁵. Physical achievement for 2016 for component 3 is approximately 50%, considering that 100% of the value chain analysis have been done and about 50% of the value chain activities have been completed.

13. *Regional Level activities* focus on providing technical assistance at national level to support value chain interventions and KM stocktaking. EAFF has focused its direct technical support to the livestock (dairy) value chain. As such, in March 2016, a livestock expert was hired, through a private sector service provider, Agribiz Consult, to support EAFF and the Djibouti Agro-Pastoralists Association (DAPA) with the export of 45 breeding dairy goats from Kenya to Djibouti. While it is too early to assess the impact of this activity, its scope is to increase the milk production of goat farms in Djibouti, and thus increasing their incomes. This is to be done by breeding the more productive Kenyan breeds, with the local breeds, which is more resilient to the climate and environment in Djibouti.

14. *National level activities* focus around strengthening the NFOs capacity in providing entrepreneurial support and capacity building to their members. Activities undertaken in 2016 include: (i) fostering market linkages by bringing together market actors (input suppliers, farmers and buyers) in “Business-to-business” workshops (all SFOAP targeted FOs), (ii) business meetings with financial institutions to develop financial products (CAPAD in Burundi), and (iii) trainings and demonstrations (all SFOAP targeted FOs).

15. In the context of Rwanda and activities implemented by IMBARAGA on the Irish potato, the mission visited a demonstration plot in Rubavu, and held discussions with farmers’ groups in Rubavu and Nyabihu districts. These discussions have shown that productivity has practically doubled, from 10 to 20 tonnes per hectare as a result of provision of good quality seeds to farmers’ groups and the delivering of trainings on good agronomic practices for potato production. Additionally, IMBARAGA accompanied representatives from the supported farmers’ groups to meet and negotiate with the seed multipliers to ensure a continued and sustainable availability of quality seeds. Finally, IMBARAGA is also fostering market linkages with potato processing companies with the objective of supporting their members to enter in contracts with these companies for the supply of potatoes. To date, IMBARAGA is supporting 16 farmers’ groups with a total membership of 240 farmers in the two districts. This approach should be followed by other NFOs.

⁴ Confédération des Associations des Producteurs Agricoles pour le Développement (CAPAD, Burundi), Fédération des Organisations des Producteurs Agricole du Congo – Sud Kivu (FOPAC SK, Democratic Republic of Congo), Syndicat de Défense des Intérêts Paysans (SYDIP, Democratic Republic of Congo), Djibouti Agro-Pastoralists Association (DAPA, Djibouti), Cooperative Alliance of Kenya (CAK, Kenya), Kenya National Farmers’ Federation (KENAFF, Kenya), Rwanda Farmers’ Federation IMBARAGA (Rwanda), Syndicat Rwandais des Agriculteurs et Eleveurs (INGABO, Rwanda), Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA, Tanzania), Tanzania Federation of Cooperatives (TFC, Tanzania), Uganda Cooperative Alliance (UCA, Uganda) and Uganda National Farmers’ Federation (UNFFE, Uganda)

⁵ Financial percentage does not include the transfers to NFOs made in 2016, but comprises only effective expenditures.