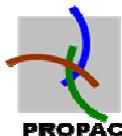# Guidelines for Farmer Organisations

2012 CAADP Africa Forum

Farmer Organisations as the Vital Link to Equitable and Sustainable Agriculture Growth in Africa

12 to 16 November 2012, Tunis, Tunisian Republic

Acronyms

AMU	Arab Maghreb Union
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CSO	Civil Society Organizations
EAC	Eastern Africa Community
EAFF	Eastern African Farmers' Federation
ECCAS	Economic Community for Central African States
FO	Farmer Organizations
NEPAD	New Partnership for Africa Development
NGO	Non Government Organizations
NPCA	NEPAD Planning and Coordinating Agency
PAFO	Pan African Farmers Organization
PROPAC	Platforme sous-Régionale des Organisations Paysannesd AfriqueCentrale (Sub-Regional Platform of Farmers Organisations in Central Africa)
REC	Regional Economic Community
RFO	Regional Farmer Organizations
ROPPA	Réseau des Organisations Paysannes et de Producteur du l Afrique de l Ouest (Network of Farmers and Agricultural Producers Organisations of West Africa)
SACAU	Southern African Confederation of Agricultural Unions
SADC	Southern Africa Development Community
UMAGRI	Union Maghreb Agriculteurs (Maghreb Farmers' Union)

1   What is the CAADP Africa Forum?

The CAADP Africa Forum is part of the CAADP framework, and is coordinated by the Regional Farmer Organisations together with the NEPAD Planning and Coordinating Agency (NPCA). The forum is an important platform for harnessing the voice and the influence of non-state actors in CAADP processes at country level. The platform is meant mostly for farmers and farmer representatives, but also for policy makers, manufacturers, traders, retailers, financiers, development workers and others who work in, with or for African agriculture. Purpose of the Africa Forum is:

Sharing and learning among farmers, experts and decision makers from different agricultural sub-sectors, to foster the upscaling of best practices across Africa as an input into country-driven development of the agriculture and rural sector.

The Africa Forum is held each year, either at continental level or in the form of a series of regional forums, with continental and regional platforms alternating in successive years. Organisation of the continental forum is led by the RFO in charge of the region where the forum is held. Total number of participants to continental forums is around 200 people, from around 20 African countries. Number of participants at regional forums varies region by region.

The alternating continental and regional forums form an interconnected process: Each continental forum has a certain theme, which is elaborated at subsequent regional forums. Regional forums, in turn, propose a theme for the next continental forum. Proposals for a new theme are collected and compiled across regions and subjected to decision by all RFOs together.

2   Theme, objectives and outputs of the 2012 CAADP Africa Forum

This 2012 Africa Forum will be held in Tunisia under the coordination of UMAGRI, as the RFO in charge of the Northern African region. For the 2012 forum, RFOs decided upon the following theme:

Farmer Organisations as the Vital Link to Equitable and Sustainable Agriculture Growth in Africa

Under this theme, the forum has the following objectives:
1. Create awareness on the critical role of FOs in the development of agriculture in Africa;
2. Identify how to strengthen linkages between Regional and National Farmer Organisations and from Farmer Organisations to farmers and other relevant actors (decision makers, traders, consumers);
3. Identify ways to ensure a representative inclusion of women at all levels of farm organisation and representation;
4. Advance countries' agricultural agendas in support of strengthening FO capacity and role in efficiently linking farmers to the wider network of relevant actors in the sector.

The forum will be tri-lingual, with English, French and Arabic as a working language. Duration of the forum is five days, with one day set aside for field trips in and around Tunisia.

Under this overall theme, discussions are held and best practices will be presented that illustrate the successes and lessons in reinforcing FO links, building FO capacity and strengthening FO resources (see annex 1 for a tentative programme overview). Contributions to the forum are a mix of keynote presentations, overview presentations introducing sub-themes, countries presenting their best practices and regions and countries presenting their 'action plans'.

These 'action plans' are very important: A lot of experience on how FOs contributed to equitable agriculture growth will be shared at the forum. To make sure that the inspiration and ideas gathered at the forum will help FOs to make a difference in the lives of their farmers, the forum will pursue a number of clear outputs, which should form the basis for the action plans, both at the level of the region (for RFO action plans) and the country (NFO action plans). Outputs of the forum are:

1. Acquire a better understanding of the dynamics of farmer organisations at community, national, regional levels (including the organisation within Value Chains);
2. Identify clear mechanisms for the representation and participation of women farmers at all levels of the CAADP process;
3. Define how the CAADP can add value to the capacity development programmes of FOs at regional, national and sub-national level;
4. Define guidelines on how FOs can strengthen their ownership of the CAADP process at regional, national and sub-national levels.

3   Participants

Participants will come from three levels: few will come from the continental level (mainly AU or NEPAD representatives); several will come from the regional level; but the majority will come from the country level. Participants from a single country are encouraged to come as part of a Country Team, under the leadership of the national FO and the CAADP focal person of the country concerned.

Size and composition of the Country Team

The Country Team has two main purposes: (i) it represents the country' best practices to the forum as a whole; (ii) it uses the ideas collected at the forum, to upscale best practices back in their own country: Thus, the Country Team acts as a two-way bridge between the CAADP-Africa Forum and the agricultural sector stakeholders at field level.

The composition of the Country team should be such that it serves the above purpose best. This means that people in the team should have the capacity and the position to translate ideas taken from the forum into action back home. The actual composition should further be linked to the theme of the forum, as presenters of 'country best practices' are part of the Country Team.

However, two positions should always be filled:

	Member	Role in Country Team
1	Representative of the National Farmer Organisation	Coordinator
2	CAADP Focal Person	Link to CAADP process

Ad. 1: Where more than one national Farmer Organisation exists, one representative should be selected from one of the FOs that is a member of the relevant Regional FO (countries may decide to make this rotational if they want to). This FO-representative should liaise as Country Team coordinator with the RFO-representative for the region (see table below).

Ad. 2: The CAADP Focal Person is important, as the findings of the forum should go on to inform the CAADP Country Process.

Other members of the Country team may vary from year to year depending on the theme but in as much as possible the following stakeholder categories should be represented:

3	Farmer from sub-national level of important value chains	One of more of these Country Team members may be presenters of 'best agriculture practices'
4	Civil Society Organisation, preferably one that is engaged in the CAADP process	
5	Agri-business representative	
6	Local government official or traditional leader	
7	Development Partner representative(s)	Should be self-financing

To make sure that the Country Team reflects the importance of women as farmers in Africa, the following two criteria need to be adhered to: (i) at least one farmer representative must be a woman and (ii) at least half of the members of the team must be women.

The size of the Country Team depends on several factors:

1. Number of people that need to sponsoring and number of people who are self-financed

2. Number of case studies accepted for presentation

In order to be fair to all countries coming to the forum, we have to set the number of people that can be financially sponsored to 5 per country – more request for sponsoring will have to be judged on a case-by-case basis depending on fund-availability. Country Teams can try to source funding from within their country. In general, Country team members who are self-funding (or funded from sources within the country) can be added to the Country Team, provided the total number participants to the forum does not exceed 250 people.

How many and which case studies are accepted to the forum is decided upon by the forum's Content Team, which is made up of RFO and CAADP representatives.

Size and composition of the Regional Team

The responsibilities of the Regional Team are (i) to assist Country Teams in identifying and sharing their 'best practices' at the forum; (ii) to assist Country Teams in the implementation of their action plans after the forum and (iii) to share regional 'best practices' and (iv) to drive (or follow up on the implementation of) the regional action plan after the forum. Also at this level, the actual composition of the Regional Team is also be linked to the theme of the forum.

	Member	Role in Regional Team
1	Representative of the Regional Farmer Organisation	Coordinator
2	CAADP FP of the Regional Economic Community	Link to CAADP process
3	Regional Civil Society Organisation	These may be presenters of 'best practices'
4	Regional Commodity Chain Organisation(s)	
5	Regional Strategic Analysis and Support System (ReSAKSS)	These may be resource persons and act as a further link to the CAADP process
6	Representatives of CAADP Pillar Institutions	

For the Regional Team too, the rule is that at least half its members must be women.

4   Structure of the forum

The overall theme of Farmer Organisations as the Vital Link to Equitable and Sustainable Agriculture Growth in Africa will be discussed along the following sub-themes:

- Farmer Organisation Dynamics: Structure, membership, objectives
- Governance in Farmer Organisations and its impact on performance
- Women participation in Farmer Organisations
- Farmer Organisations and the CAADP process
- Sustainability of Farmer Organisations
- FO engagement in Value Chains

During the first day, RFOs will be given the opportunity to present the findings from the Regional Africa Forums that were held in between the 2010 continental forum (in Burkina Faso) and the present 2012 one (in Tunisia). The second and fourth day of the forum is devoted to presentations of best practices, which on day four and five are worked on by Country Teams to ultimately result in the country's action plan (see annex 1 for a tentative programme overview).

Throughout the forum, RFOs ensure that all Country teams are clear about the expected outputs, for example by convening a daily meting with countries in their region. At the end of the forum, RFOs will coordinate the preparation of a regional plan, which consists of the Country Team's national plan, but with additional concrete steps identified that RFOs intend to take to support the implementation of lessons learned at country level. This regional plan will highlight follow up mechanisms that will ensure (i) that knowledge is disseminated to the relevant stakeholders and (ii) that outputs of the forum are linked to the CAADP process at the national and regional levels.

The Regional Africa Forums that will be held after this 2012 forum can then follow up on the action plans both at country and at regional level. Findings of those Regional Africa Forums will then be presented again at the next continental forum in 2014.

5   Where do presentations to the forum come from?

The Africa Forum is a platform that tries to bridge gaps: Gaps between countries, from countries via the region to the continent; and between practice and policy. Presenters come from three levels:

Level	Presenters
Country	Farmers (incl. representatives of National Farmer Organisations); commercial (private) sector; government or public sector (Ministry of Agriculture, Local Government); civil society (e.g. CSOs, NGOs, traditional leaders, academia)
Region	Regional Farmer Organisations (RFOs); Regional Economic Communities (RECs): (AMU, ECOWAS, COMESA, EAC, ECCAS, SADC); ReSAKSS (Regional Strategic Analysis and Support System);
Continent & international	African Union, NEPAD, CAADP and CAADP Pillar Institutions, Pan-African Parliament; International organisations

With respect to the region and the continental/international level, the responsibility for collecting presentations is with the Africa Forum Content Team, in which each RFO has a seat.

The responsibility for compiling and selecting contributions from the country level is with the RFOs

and they will do so via their member FOs at country level within the region of their mandate. This process has four phases:

1. Regional level workshop led by RFOs for national FOs and other stakeholders
2. National level identification of country contributions led by national FOs
3. Compilation of country level case studies by the RFOs for forwarding to the Content Team
4. Final selection of the country contributions (cases) by the Content Team

In the next four sections, each of these phases will be discussed.

Regional level forum organised by RFOs

RFOs bring together their members (National Farmer Unions, Farmer Organisations and others) in a workshop that has five main objectives:

1. Raise awareness on the CAADP process and the CAADP Africa Forum;

2. Identify the critical issues from FOs and farmers in the region in relation to implementation of the action plans developed at the previous continental forum;

3. Assess what kind of support is needed and available to help FOs and farmers implement action planned at the previous continental forum;

4. Ascertain what FOs and farmers in the region expect from the upcoming continental forum;

5. Discuss a strategy for FOs to identify potential contributions from their country to be shared at the forum, in line with the continental forum's theme and objectives.

Since the last continental forum (2010 in Burkina Faso), three RFOs have held regional forums: EAFF (Eastern Africa); SACAU (Southern Africa); and UMAGRI (Northern Africa). The regional forum has helped these three RFOs in paving the way for an identification of country contributions to the upcoming continental forum. They will still need to reach out to their network of national FOs in following up on these case studies. The RFOs for West and Central Africa (ROPPA and PROPAC respectively) also need to reach out through their network of national FO members. But because there has not been a regional forum, they may need to do more awareness raising and clarification.

National level identification of country contributions led by national FOs

For FOs it is important to know that initially no presentations are needed, but rather a collection of potential case studies/best practises. It should be remembered that it is better to have fewer good cases, than many mediocre ones. Good cases are those that are effective, not too costly to implement and that can be up-scaled or replicated by others.

Presentations by countries and experts will be divided into the sub-themes of the forum. For each sub-theme, some explanation is given in the table below regarding what presentations may be about. This is no prescription, but rather a collection of hints to help FOs look for potential contributions.

Sub-theme	Presentation can be about:
Farmer Organisation Dynamics	Structure, membership, objectives. How can the representativeness of FOs and their negotiating power in relation to other (also public sector) players be strengthened? What are good examples of FOs connecting to and representing the voice of grassroots farmers?

Governance in Farmer Organisations and its impact on performance	How can the credibility of FOs vis-à-vis farmers be improved, so that membership increases and FOs become more representative? What are examples of inspired and effective leadership? How are roles and mandates best divided within the FO hierarchy?
Women participation in Farmer Organisations	Why is it that women do most of the farm work in Africa, but continue to be underrepresented in farmer networks and channels? How can FOs do a better job at representing the voice of women farmers?
Farmer Organisations and the CAADP process	How can FOs influence policy processes more effectively? Examples include being part of CAADP and other relevant policy processes at national or country level; and through regional CAADP processes (facilitated by RECs).
Sustainability of Farmer Organisations	What are successes of building FO management capacity as well as technical and marketing skills? Which are the possibilities of providing financial as well as technical support to farmer Organisations? How can external (financial) support be balanced with the need for internal accountability of the organisation to its members? How to build and safeguard financial autonomy as a pre-condition for independent and critical lobbying on behalf of FO members? How to make FOs sustainable by addressing issues of governance, transparency, membership mobilisation and strategic partnerships?
Farmer Organisation engagement in Value Chains	Producer Organisation organised vertically along the value (or agro-processing) chain join forces between a wide range of actors from producers, to input-suppliers, financiers, information and extension providers, traders, transporters, manufacturers and retailers. What is the role of FOs in such value-chains and what are experiences with FOs as part of Public-Private Partnerships that strengthen value chains? What is the role of RFOs in regional value chains? How can they support and facilitate such regional networks? What is the potential of speciality value chains (e.g. organic or fair trade products)?

In looking for best practice case studies, FOs can follow a three-step approach:

1. Use their own networks in whichever way they are used to communicate with their members (visits, meetings, phone, internet, newsletter);
2. Look at other networks, formal or informal: government extension services, traditional leaders, NGOs, CSOs etc.
3. Finally, look at universities, consultant companies, or think tanks in the country; but also a search on the web can throw up cases that are worth following up.

To help RFOs compare contributions (also across countries) FOs should fill out a two-page description of the initiative. A data capture sheet is given in annex 2. Where possible, photos or readily available background information should also be attached, to enable RFOs get an impression of the initiative.

Compilation of country level case studies by the RFOs

RFOs are responsible for compiling all the national contributions into a regional package of potential cases for reviewing by the Content Team. To be able to easily compare and compile case studies across countries and regions, these guidelines propose a certain structure for the presentation and some criteria for ranking them (see sections below).

The final selection of cases/contributions will also try to balance between different categories of (i) region (East, West, North, South, Central); (ii) language (English, French and Arabic) and (iii) men and women presenters.

Annex 2 presents the data capture sheet that should be filled out for each country case study that is proposed for selection. Once selected, this outline serves also as the basis for the presentation. The presenters should try to keep as much as possible to this format; where necessary it can be tailored to the specificity of the experience (or best practice) to be presented.

Content	Description
Where	Country – Region - Province
What	Name of the initiative Was initiated by… Is supported by…
Context	Brief description of challenges (or issues) faced by farmers before the initiative
Description of the initiative	Has been in operation since… Target group is…
Impact	Describe the impact/effectiveness of the initiative
Cost-effectiveness	Make an assessment of the cost-effectiveness of the initiative
Participation	What is the role of stakeholders (e.g. Farmers, FOs, others)?
Empowerment	Have beneficiaries / stakeholders been empowered by taking part in this initiative?
Replicability	Can this initiative easily be replicated to another region or country? Is the technology adaptable to context and circumstances? What are the main conditions or success factors that would support replication of this initiative to another region/country?

Filling out the table below leads to an overall score per case study as the basis for a first ranking.

Score	Very high	High	Medium	Low	Very low	Sub-total
Proven effectiveness / impact	5	4	3	2	1	
Cost-effectiveness	5	4	3	2	1	
Stakeholder/beneficiary ownership	5	4	3	2	1	
Stakeholder/beneficiary empowerment	5	4	3	2	1	
Is it transferable? Can it be adapted to local circumstances?	5	4	3	2	1	
					Total Score Case Study	

7   Tentative schedule and task-line

Finding, collecting, reviewing and developing cases into a presentation, can be time-consuming work. It is good to stick to a schedule, such as the one below, to make sure that activities happen on time.

By when?	Who?
7 September	These guidelines revised (Désirée Dietvorst)
10 September	RFOs to send out these guidelines to NFOs
10 September	NEPAD to draft invitation letter for RECs and CAADP Pillars
19 September	Identification of country case studies; data capture sheets are filled out for each potential contribution; FOs rank potential country contributions at the country level; FOs submit ranked proposals and accompanying data capture sheets to RFOs
25 September	Review and ranking of case study proposals by RFOs
1 October	RFOs submit of RFO selected case studies to Content Team coordinator (Désirée Dietvorst)
1 October	National FOs submit Country Team lists to RFOs (i.e. a prioritised list of people that the NFO has selected to be part of the country team)
3 October	RFOs submit compiled lists of proposed Country Team members to Content Team for forwarding to the Budget Team to assess funding possibilities
First week of October	Content Team compiles all contributions across the continent for final ranking and tentative division into sub-themes
10 October	Content Team assesses, selects and decides upon final selection
12 October	All FOs are notified by their RFO on which cases have been selected
From 12 October	FOs notify resource persons/presenters of their being selected (or not)
15 – 25 October	Country presenters finalise presentations and send to Content Team for comments (and during same period to obtain flights and visa)
29 October	Presentations and forum programme finalised
12 – 16 November	CAADP Africa Forum

8   Content Team

The CAADP Africa Forum is organised by six teams: 1 Oversight Committee; 2 Content Team; 3 Local Organising Team; 4 Budget Team; 5 Moderation Team; and 6 Communication Team. Main contact with regard to regional and country contributions and teams is the Content Team composed of:

- Ms. Fatma Ben Rejeb, Director, UMAGRI: direction@umagri.org / info@umagri.org
- Mr. Mainza Mugoya, Programme Officer (Policy and Advocacy), EAFF: mmainza@eaffu.org
- Mr. Alangeh Romanus Che, PROPAC: alabongalazebong@yahoo.com
- Mr. Ousseini Ouedraogo, ROPPA: coouedraogo@yahoo.fr / roppa2000@yahoo.fr
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- Ms. Elisabeth Atangana, President, PAFO: cnopcameroun@yahoo.fr
- Ms. Désirée Dietvorst, Coordinator Content Team, dd@salamandernet.de

Annex 1   Tentative Programme Overview

2012 CAADP AFRICA FORUM

Farmer Organisations as the Vital Link to Equitable and Sustainable Agriculture Growth in Africa

Tunis, 12 to 16 November 2012

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Opening Ceremony	Introduction to Sub-Themes (plenary presentations followed by Round Table and Panel discussions)	Fieldtrips	Reporting back from Fieldtrips	Formulation Country and Regional Action Plans (Containing mapping of FO network; lessons learned and action plan)
Introduction to 2012 Africa Forum CAADP Update			Best practices	Way Forward (Including the Regional Fora; Communication of best practices to the field; use of CAADP country processes as vehicle; Plan for resource mobilisation for upscaling; Exchange visits)
CAADP Success story from FO perspective	Regional overview presentations and best practices		Best practices	
Farmer Organisation Dynamics	Country and Regional best practices (in parallel sessions by sub-theme)		Preparation Country and Regional Action Plans	Wrapping up
Reporting back from Regional Africa Fora				Closing Ceremony
Cocktail reception		Dinner "on the road"	Social Event	Participants depart

Annex 2   Data capture sheet Country Case Studies

Country:
Region:
Name of the initiative/project: *Was initiated by:*   *Is supported by:*
Potential subtheme of the 2012 Africa Forum under which initiative/project will be presented:
Context: *What was the situation before the initiative/project started?*   *What kinds of challenges/problems with regards to the sub-theme chosen (have) existed?*
Description of the initiative/project: *(Has been in operation since…;nature of the initiative, etc):*

Lessons learnt:

What have been the successes & challenges of the initiative/project?

What has been the impact of the initiative?

Make an assessment of the cost-effectiveness of the initiative:

How participatory is the initiative?

What is the role of stakeholders (e.g. Farmers, FOs, others)?

Who drives the process?

Have beneficiaries / stakeholders been empowered by taking part in this initiative?

Can this initiative be easily replicated to anther region or country?

Is the technology transferable or adaptable to context and circumstances?

What are the main conditions or success factors for replicability?