Concept Paper for

CISU Programme Modality

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# Summary and context

## Proposed Programme title

Empowerment of organic small-scale farmers families through resilient democratic rural organisations, market access and advocacy.

## Main partners

Five main partners are located in **Uganda** and active in the Western, Central and Eastern Region and around Kampala. The partners are: Sustainable Agriculture Trainers Network (SATNET), Sulma Foods, Uganda Rural Development and Training Institute (URDT), Africa 2000 Network (A2N) and Caritas Kampala. In **Tanzania** and **Zanzibar**, the Programme involves two partners: Tanzania Organic Agriculture Movement (TOAM) and Association of Vegetable and Fruit Growers in Zanzibar (UWAMWIMA), located in a region close to the administrative capital of Dodoma and at Zanzibar. All seven partners have long term experience in organic agriculture, in facilitating Farmer Family Learning Groups (FFLG) and in developing and disseminating organic agricultural practices and the FFLG approach to other organisations and government institutions in collaboration with OD for the benefit of small-scale farmer families. In **Bhutan,** the Programme collaborates with theRoyal Society for Protection of Nature (RSPN), a key player in spearheading the implementation of the vision for an Organic Bhutan together with the National Organic Programme by developing a new model based on the FFLG approach for organising organic farmers and facilitating organic development.

## Geographical location

The programme is geographically located in Uganda, Tanzania and Bhutan. Uganda and Tanzania in the East African Community (EAC) are the key geographic locations for the programme. The EAC constitutes an internal market for organic products and its organic sector has a strong tradition for interregional cooperation and network among companies and organic movements. To promote South-South synergy, learning and development, Bhutan is included in the programme. The country represents a role model when it comes to policy development with the decision to convert to purely organic agricultural production, whereas the East African partners in the programme can provide Bhutan with inspiration, knowledge and effective methodologies when it comes to implementing organic agriculture practices and organising farmers at grass root level.

### Uganda

Uganda is a highly diverse country, currently inhabiting 40 million in various geographical and agricultural environments. Agriculture is the most important sector of the economy, employing 72 % of the work force. In 2018, over 21 % lived below the UN poverty line, the majority in the countryside. The organic sector is steadily growing, currently constituting over one million smallholder farmers and generating significant export earnings from e.g. organic coffee, tea, cocoa, pine apple and spices. Several studies show that conversion to conscious organic farming in developing countries like Uganda increases productivity as organic farming methods like inter-cropping, crop-rotation and crop diversity lead to sincere improvements compared to traditional methods that to a wide extend exhaust the soil. Understanding, implementing and using agroecological cultivating methods consciously do not necessarily require more resources but demand substantial knowledge as well as practical farming assessment and planning skills. The current political will of government officials is positive towards formulating a National Organic Agricultural Policy, securing a framework for further promotion of organic agriculture.

### Tanzania and Zanzibar

The population of Tanzania amounts to over 55 million with 66 % of the labour force employed in agriculture, which produces 23 % of BNP. 22 % live below the UN poverty line, mostly farmer families dependent on subsistence farming. The major challenges in agriculture include limited market access, soil degradation, deforestation, desertification and climate changes which severely demand effective agroecological solutions[[1]](#footnote-1). Certified organic farming is predominantly export-oriented, supported by development funding and aimed at alleviating food insecurity and improving incomes for small scale farmer families. A small but growing domestic market exists, particularly attracting consumers who fear the widespread risk of harmful pesticide poisonings in foods. The Government recognises organic agriculture for its great potential to improve income generation for small scale farmers, environment and health. However, certain policies are de facto discriminatory towards organic farmers or trade, even if unintended. The recognition of organic agriculture in the national agricultural policy creates an enabling environment for stakeholders to continue organic production. Currently, OD’s partner TOAM is advocating for a National Organic Agricultural Policy with an attached budget for developing the organic sector. OD’s corporation with TOAM has strengthened the organisation’s foundation and capacity for carrying out this work, however potential in continued capacity building, networking and facilitating to affect the agricultural framework to secure viable production and food sovereignty is great. Zanzibar, base of OD’s partner UWAMWIMA, is a semi-autonomous part of Tanzania, and has its own government and Ministry of Agriculture and Natural Resources (MANR). In the Strategic Plan for the Agricultural Sector, the Government has identified three priority goals for the agricultural sector and natural resources. These include ensuring basic food security, improving income levels and increasing export earnings. Among key challenges highlighted in the Plan are weak extension and research services, low quality products, degradation of terrestrial natural resources, inefficient marketing systems and low crop production, all of which can be effectively managed through implementing production and sale of organic foods.

### Bhutan

Agriculture engages 69 % of the 766.000 inhabitants of Bhutan, rice, maize, wheat, barley, buckwheat and millets being the major cereal crops cultivated, and rice by far the most important food crop[[2]](#footnote-2). Most farmers practice self-sustaining in integrated systems at holdings of approximately three acres, cultivating a variety of crops and rearing livestock[[3]](#footnote-3). Bhutan has decided as a country to convert all agricultural production to organic to alleviate rural poverty. The goal is not only to grow only organic but also to grow more food. Although many farmers are organic by default, there is a pressing need to introduce methods to increase yields in traditional crops without using chemical fertilizers and pesticides and to promote a self-reliant economy to enhance nutrition, health, food security and farmer household income. The Ministry of Agriculture’s National Framework for Organic Farming provides key approaches for the future development of organic agriculture, identifies benefits and challenges, and outlines strategies to assure implementation. The Framework is still a vision that needs strong support to be practically unfolded and implemented throughout the country. OD’s Programme aims at contributing greatly in this process through the development of an extension model with a more participatory, locally anchored and self-governed approach in dialogue with NOP, the National Organic Programme, Department of Agriculture, Ministry of Agriculture and Forests, CNR, College of Natural Resources, Gewog Extensions and through capacity building of small-scale farmers and local RSPN staff in the three selected districts.

# Context: Sector / thematic focus and its relevance to the given context

*The organic agricultural sector* in Uganda, Tanzania and Bhutan are the target sectors of the Programme. The demand for organic produce is increasing both in the EAC and internationally. An important driver for this development is health concerns, especially among mothers, about the widespread risk of pesticide residues in foods, along with a growing public concern about the epidemic increase in diabetes, obesity, cancer and cardiac diseases associated with poor food quality. A main obstacle for buying organic products is the lack of availability in the retail sector. Internationally, the global demand for organic food increases annually opening up opportunities for small-scale farmers to enter into regional and international value chains of e.g. coffee, tea, maize or beans to increase their income.

## Organic agricultural expertise and value chains

Organic farming is defined as “a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic Agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved”[[4]](#footnote-4). In Denmark, the organic development is highly successful and driven by strong continued commitment to improve production, organisation and market structures through 35 years to ensure growth in organic agriculture from 0 to 12 %. Throughout this process, OD has been the main organiser and driver ensuring organic skills and growth from field to fork. For ten years, these competences have been further unfolded abroad in the implementation of organic agriculture at small-scale farms in Uganda and in Zanzibar where more than 20.000 encouraged farmers through the FFLGs have changed their livelihoods from subsistence agriculture to stronger and more independent farms with growing organic expertise and improved practices that will secure long-term viable food production. Organic agricultural methods show visible positive effects on soil fertility, productivity, food quality and resilience in farming systems with more diversity. Further, joining farmers together in FFLGs have led to numerous positive outcomes such as stronger social relations, less family violence, organisational and financial development, improved livelihoods, empowerment and new achievements in terms of capacity to advocate for better frameworks for continued development of organic agriculture. Years of experience in expanding organic production and sales illustrate that the values of organic foods largely derive from a desire to live a healthy life and provide the family clean foods containing no elements that constitute a threat to life. Projections indicate that the organic demand will continue to grow as a movement away from an industrialised food production system and food schemes that in many cases induce chemical elements that are harmful to human and animal health as well as to the environment[[5]](#footnote-5). Incidents of poisoning burnt skin or deceases as cancer and allergies affecting adults or children working with or living close to the use of chemicals related to the production of various crops (tea, fruits, flowers, cotton) boost the demand for organic food and products[[6]](#footnote-6)[[7]](#footnote-7)[[8]](#footnote-8).Climate change and visible consequences for local environments further heightens the attention towards more conscious production methods. Conventional agricultural production systems based on monoculture show low resilience when exposed to heavy storms, rainfalls or draughts and organic farming techniques that consciously manage soil, water and forest resources and secure durable food production are required. Implementing organic agricultural production means adapting methods to different types of soil and landscapes to test and continuously develop techniques and increase productivity without harming natural resources, biodiversity and natural wildlife. In the Programme, this development of skills in organic agriculture and agroforestry is facilitated in FFLGs by OD’s partners locally at the farms of families who on their own land put specific techniques into practice. The Programme includes farmer families of women, men, elders, children and youth. The family groups and their facilitator function dynamically and are engaged in rotational visits to other FFLGs. Each group is an active learning unit discussing problems, solutions and experiences related to all aspects of farming, thus thoroughly building up organic agricultural expertise. OD has tested the model in different contexts in collaboration with different partners with visible positive impacts, and through years of practical implementation, the model has shown great potential for broad impact and upscaling.

## Farmer Family Learning Groups (FFLGs)

The FFLG-approach embraces farmer families in groups of 15 to 25 members for training in organic agriculture at the group members’ own land with an experienced facilitator who leads the collective process of mutual learning. Members may come from farms that are different in size and type of soil, but the experience of peer learning on own farm through identification of own problems and solutions from the group members form the basis for learning and building of social capital among the members. The major advantage of the method is that the rotation principle encourages direct involvement by the group in a consultancy process that creates responsibility and trust and increases cooperation as well as problem solving skills. The method aims at developing stronger farmer families that are self-reliant and capable of defining and working towards their own needs and goals. Organising farmers into FFLGs creates trust, increases the social capital in the group and establishes the foundation for developing Market Associations and cooperatives.

## Gender issues

Many farmers are women, and many households are women-led. Women generally carry a huge part of the responsibility and workload within farming and food production in Uganda, and more so in organic agricultural production. A starting point has therefore been to analyse the role and participation of women in relation to directing the development and initialise training in sustainable agricultural methods. Men often have the main economic and formal decision-making power in the family and are responsible for marketing the farm produce. It is important that conversion and implementation of new methods are appropriately introduced to the whole family including expectations of each family member’s contribution to the work and in decisions related to the production system. Organic farming methods are considered to form basis for more congenial production patterns on more equal rights. Very often, women suffer terribly from low educational level as some communities shun educated women and prefer to marry them off at an early stage of life. Often, men are the victims of the prevailing un- and underemployment which hits hard. The entire household is expected to participate in the work and in decisions related to the production system. Forming a basis for capacity building of the women through education and training is a highly relevant and necessary part of the Programme. Empowerment within the families demands empowerment of all parts of the household. Experience from previous work reveals that both youth and children in families participating in FFLGs take a keen interest in farming. During the FFLG meetings they are introduced to and experience how agricultural practices can be improved and how extra efforts benefit them, e.g. children experiencing how their own contribution on the farm results in extra income generation that can pay for school fees. Hence the Programme’s focus areas, food security, food sovereignty and income generation are creating new life-changing possibilities for women, men, youth and children.

# Summary of the Programme’ main strategic priorities

The strategic focus of the suggested Programme is to strengthen the organisational capacity of the partners to achieve food security; improve livelihood and increase income generation for small-scale organic farmers families. Our strategic approach is based on the development triangle and recognises the synergy between strategic delivery, organisational capacity and advocacy. More specifically, the organisational capacity among partner organisations will be strengthen within three strategic focus areas:

1. Empower organic farmer families to organise into civil society organisations in the form of democratic rural organisations such as FFLGs, cooperatives and farmer associations.
2. Develop and implement advocacy strategies promoting the rights of organic farmer families and organic agriculture.
3. Develop and implement strategies that increase market access for produce from organic small-scale farmer families.

Through facilitating the establishment and development of civil society organisations at both grass root level in FFLGs and at local level in farmer associations and cooperatives to create market access, the sustainability of the Programme interventions is in direct focus from initiation. Experiences from previous work demonstrate that the FFLGs and cooperatives after three to five years of facilitation by the partners can continue independently and that farmers outside the target group on their own initiative may adapt the FFLG approach in some cases with support from facilitators. The sustainability of the Programme is embedded in organising farmers into institutions, based on farmers’ ownership and commitment. Adding to the sustainability is increased advocacy capacity of both partners and the target group. A capacity that from previous experiences has impact both at community and society. Organic agriculture is contributing to mitigating climate change through sustainable organic farming methods such as agroforestry, mulching, crop rotation and intercropping that prevent environmental degradation of natural resources.

# Applicant capacity, and recommendations from past CapApp

OD is committed to promoting organic agriculture and consumption. OD’s staff possess a wide range of competencies and knowledge on primary production of organic products, soil, biodiversity, sales and market access for organic products nationally and internationally, conversion of foods in public and private kitchens to organic, consumer behaviour and demands in relation to organic sustainable consumption. The sale of organic products in Denmark is currently 13,3 % of all sales within retail, including online shopping[[9]](#footnote-9) and OD continues to be a key organisation for strengthening organic production and sales.

OD also hold strong competences within advocacy/policy development and have been strongly involved in developing political frameworks for organics, resulting in Denmark receiving a silver medal in 2018 for the UN Future Policy Award[[10]](#footnote-10). Further, OD’s staff have strong competences within PR, communication, campaigning, strategic planning, project development, project management, fundraising, financial management and development of human resources. OD is continuously developing the learning capacity i.e. in a more active feedback culture.

OD has been deeply involved in introducing, enhancing and improving organic agricultural methods, the FFLG approach and advocacy support in EAC for 10+ years and has secured strong relations with relevant and very competent partners in EAC. OD received two recommendation from the capacity assessment 1) to develop an M&E manual for the program and 2) to develop an anti-corruption policy. Both are in progress and will be developed for the program.

# Key lessons learned from past grants which will be used in Programme

Sustainable organic agricultural development:

* The strength of the FFLG approach as a basic organisation is that it at low cost has significant positive impacts on small scale farmer families’ food security, health, income, social cohesion and empowerment.
* Governance, saving, credit and record keeping capacity of the FFLGs combined with the increased market capacity contribute significantly to improved food security and income generation for FFLG members.
* Rotational visits among FFLG members increase mutual learning substantially in advocacy governance and farming. This contributes greatly to increasing social capital in the communities.
* Female FFLG members gain self-confidence to raise their voices, support each other and approach local authorities.
* Exchange visits among external FFLG facilitators create important learning opportunities, including exposure to farming technics and improvements in roles.
* Successful development of each FFLG requires structured and participatory monitoring and close follow-up mentoring.
* Adaptation of the FFLG approach to the social, environmental and economic context is necessary as this has a strong impact on the ability of farmers to embrace the approach.
* External facilitators are not remunerated in cash for their efforts. Instead, their incentives are the knowledge and experiences that can improve the livelihood of their family and the social prestige attached to being appointed by the group as external facilitator.
* The OD partnership approach is built on long term organisational relationships between OD and partners, emphasising the importance of a mutual development and learning process during the interventions promoting FFLGs.

Continuous market access for small scale farmers organic produce:

* The FFLG develops the governance capacity and social capital required for farmers to join a cooperative/marketing association. FFLGs need to be established at least two years before joining and their capacity must be closely assessed before they become a member of a cooperative.
* Organising FFLGs into cooperatives increase the farmers’ bargaining power and the prices of their organic produce.
* Organising FFLGs into cooperatives is a feasible way for farmers to enter international markets.
* To achieve market access, the governance capacity of the cooperatives is consolidated for.
* Increased capacity of cooperatives in advocacy, saving, credit and fund raising is a requirement for investment in storing capacity and processing.
* Cooperatives need time to mature into commercially viable entities, that understand the market requirements concerning product quality, trading reliability and constant supply.

# Partnership approach, Programme partners to be continued in programme, and proposed roles and division of labour

## Partnership approach

Years of engagements in the field have established that the key to ensure impact and sustainability of OD’s interventions is the development of long-term partnerships with South partners, founded on mutual assessment and recognition of fundamental values and goals. South partners have proven technical and organisational capacity as well as strong competences working with rural development regarding the improvement of production systems of small-scale farmers and an explicit focus on developing their livelihood based on agro-ecological methods. Partners have further demonstrated strong capacity to implement projects including administrative competences to handle external funding in a transparent way, plan, monitor and report thoroughly and on time. Close cooperation with local partners has through the years contributed to anchor and ensure ownership to the development of organic agriculture at national and local level. The strategy has created lifechanging results for subsistence farmers in the target countries and will be maintained in the Programme. The approach promotes bottom-up organisational development of civil society organisations, forming self-controlling educational units (FFLGs) as well as cooperative companies and supporting existing and new rural DROs in close cooperation with local partners. OD has experienced that three to four years of FFLG-practice at village level within an organisational framework of local farmers associations can lead to the creation of cooperative companies and even link up to larger cooperative unions. Achievements include better product quality, improved market access and capacity in financial management and accountability, all important collective benefits for the farmers.

## Partners to be continued in the Programme

The Programme collaborates with partners in all target countries, see table 1 below. These partners have successfully introduced the FFLG approach and agro-ecological methods to quite different ethnic and religious groups and in various types of landscapes, cropping systems and rural / semi-urban settings. The partners bring different qualification and experience to the programme and hence form a solid partnership with a variety of relevant and strong competences within the three strategic focus areas; 1) empowerment of organic farmer families 2) advocacy and 3) market access.

**Table 1. Programme Partners**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Country** | **Partner** | **Type of organisation** | **Key qualifications** | **Importance** | **Potential areas of development** |
| **Uganda** | Sustainable Trainers Network (SATNET)  Partner since 2008. | Regional NGO, active in eight districts in the Western region. | Market access, FFLG, Cooperatives, food security, highly skilled staff, strong competencies in organic agriculture. | First and most important partner of OD, years of experience in FFLG practices. | Advocacy for Organic Policy.  Stronger cooperatives that further open up for export. |
| **Uganda** | Caritas Kampala (CK)  Partner since 2012. | Faith based NGO, active in three districts of the Central region. | FFLG, strong organisation, skilled staff, food security. | Central and competent partner. | Advocacy for Organic Policy.  Establishment of commercial cooperatives. |
| **Uganda** | Uganda Rural Development Training (URDT)  Partner since 2012. | District-based NGO, active in one district in the Western Region. | Women, FFLG, strong organisation, competent staff, food security, training and learning. | Central and competent partner. | Advocacy for Organic Policy.  Establishment of cooperatives. |
| **Uganda** | Africa 2000 Network (A2N) Uganda  Partner since 2012. | NGO, departments in several African countries. | FFLG, competent staff. | Competent partner. | Advocacy for Organic Policy.  Establishment of cooperatives. |
| **Uganda** | SULMA Foods  Partner since 2012. | Commercial SME exporting organic foods. | Market access, sales and export, FFLG, innovation, organic farming. | Represents the commercial sector. | Advocacy for Organic Policy. |
| **Tanzania** | Tanzania Organic Agriculture Movement (TOAM)  Partner since 2011. | National branch organisation for organic products in Tanzania. | Advocacy, FFLG, strong organisation, strong backing and national and international networks. | Central partner for organic production and sales in Tanzania. | Establishment of cooperatives.  FFLG development. |
| **Tanzania** | UWAMWIMA  Partner since 2012. | Regional Zanzibar organisation for small-scale farmers. | Growing organisation with political influence at Zanzibar, FFLG, member democracy. | Represents a democratic member organisation. | Advocacy for Organic Policy.  FFLG development. |
| **Bhutan** | Royal Society for Protection of Nature (RSPN)  Partner since 2014. | National organization for protection of nature. | Central NGO in Bhutan with strong organic interests. | Developing a model to reach the goal of 100 % organic agricultural production in Bhutan. | FFLG development.  Increased organic production. |

## Proposed roles and division of labour

During project identification, the dialogue between OD and partners is facilitated by common values as described above, and the process also reflects future roles of the partners as outlined above.

### OD’s roles and responsibility in the Programme

* Responsible fund provider according to the Programme document, budget, administrative procedures and CISU requirements, including Programme monitoring, Internal Programme review, participation in Programme Management Committee
* Technical advisor and consultant on FFLG methodology, organisational development, advocacy, agro-ecological farming systems cooperatives and other relevant issues, providing experience and advice from previous work.
* Developer of syllabus, training manuals and training programmes.
* Provider of resource persons for training activities.
* Advocator for organic farming in the Global South to the Danish government

### Role of South partners in the Programme

Responsible implementing Programme partner according to the project document, which encompasses the following:

Overall project organisation including staffing.

Administration including budgetary and accounting matters, subcontracting and reporting on project progress.

Detailed planning and implementation of program activities.

National proponent for small scale farmers’ livelihood and agro-ecological farming as well as their present and potential role in the agricultural value chain.

Monitor Programme activities.

Involve stakeholders in the Programme.

Participate in Project Management Committee.

Report to the Programme.

Advocate for organic agriculture.

Provide technical knowledge input on advocacy, FFLG and cooperative development.

* Coordinate Programme communication.

# Programme justification and Intervention logic / approach, also highlighting how the various components/work streams encourage synergy across the programme.

10 years of deep involvement in civil society development through facilitating FFLGs and cooperatives for organic farmer families is the foundation of the Programme. The focus is to build strong organic farmer-owned democratic associations to ensure the right to food (SDG 2) and support advocacy for farmer rights. A challenge from past experiences is a lack of systematic knowledge building and sharing. OD’s inventions through strong partnerships (SDG 17) have established that to realise the potential of implementing organic agriculture and organising farmer families in FFLGs and cooperatives, a structured knowledge hub providing easy access to and sharing of relevant information is required. To fulfil this need, the partners across the partner countries and organisations will join forces by establishing the Organic FFLG Academy to train and exchange experiences among partners, document and disseminate them, develop and refine FFLG and cooperative training and implementation, and raise the level of advocacy efforts for the Programme partners. The partners will on a participatory basis feed into the development of the Academy and contribute with valuable knowledge, expertise and lessons learnt. This entity of expertise and communication is a key instrument to ensure growth in sustainable organic agricultural production and market development and will also bring together the knowledge within the group of partners to vitalize the synergy between partners especially South-South but also and North-South. A key factor in the interventions of the Programme is the facilitation of communication and dialogue between different actors to promote the formation of networks and alliances. Working with local as well as national and international partners of the agricultural/rural sector is a strategic way to facilitate cooperation and network between farmers, the private sector and local authorities. The Academy functions as a forum for exchanges between farmers, partners, private sector actors, formal vocational, educational institutions and international institutions. Through the Academy, farmer families will obtain training in organic agricultural methods and knowledge sufficient to improve their livelihoods within one or two years. Further, the Academy contributes as a strong tool to inspire and expand advocacy for organic agriculture and agroforestry at local, national and international level. Building and disseminating capacity in organic agricultural practices through the Academy in close correlation with the wider Programme activities provide small scale farmer families in the target countries with the means to increase food security and income generation without committing to dependency of agricultural inputs such as pesticides and artificial fertilisers often leading to increased debts and loss of land rights.

To achieve the vision of the Programme, ‘Empowered and socially coherent rural communities whose members practice sustainable climate resilient organic agriculture; experience food sovereignty and control the processing and sales dimension of the food system in a politically enabling environment’, three narrowly linked outcomes must be achieved, see figure 1, ToC for the Programme (enclosed).

The assumption is that to achieve food security for the Programme’s target group of small-scale organic farmer families, sustainable organic agricultural production must be implemented. To achieve this, the Programme will form sustainable FFLGs as basic organisations for the target group to promote climate resilient organic agriculture and farm production (SDG 13), empower rural communities to control their own destiny and increase their livelihoods (SDG 15) so the farmer families through joint efforts can lift themselves out of poverty and choose their own path forward (SDG 1). The second long-term outcome is the development of national organic policy and regulations. The assumption is that a change in advocacy capacity in and among the partners and an increased capacity to organise networks that advocate for organic agriculture and rights of the target group is needed to achieve this. To improve the livelihood of the target group, continuous work to improve market access and partly control the value chain is assumed (SDG 15). Commercially viable cooperatives are from previous experience very strong organisations for. The formation of these requires a governance capacity of the cooperatives high enough to handle the business part as well the ownership by members. To achieve continuous market access for cooperatives, stable high-quality organic certification and improved comprehension of the food and value chain system that the cooperatives are engaged in must be in place. Learning networks among cooperatives involved in the Programme, organised by partner organisations, will support the development of cooperatives and national organic policies. The synergy among the three long term outcomes is obvious. The national organic policy will support the outcome of reaching sustainable organic production as it creates a supporting framework for organic agriculture in terms of advisory service and research. Sustainable production provides evidence of the positive outcome s of these methods for farmers to the process of policy development. The assumption is that a national policy creates support structures favourable for further development of the cooperatives, their access to the market nationally and internationally and the development of affordable certification. The Academy is a learning platform for networks among the partners who are active in diverse contexts and contribute with different competences that through the Academy are elevated to a higher level. The Academy is a learning platform without walls but will draw on the different competences of the partners, see table 1 above. The activities of the Academy include:

* Systematically collect, analyse, report and disseminate information about organic farming methods and the contribution of organic agriculture to eradicating food insecurity and malnutrition.
* Conduct training for partners in organic agriculture, FFLGs, cooperatives and advocacy for organic agriculture.
* Document the achievements of the FFLG approach and farmers cooperatives in terms of civil society development and develop the FFLG approach further.

# Intended target groups and their main development challenges

The primary target groups of the Programme:

1. Farmer families (parents, children)
2. Farmers’ associations
3. Farmers’ companies i.e. cooperative societies and unions
4. Partners – staff, board members and local communities
5. Representatives of local and national authorities

Secondary target groups:

1. Actors of the private sector
2. NGOs, CBOs and other civil society actors
3. Universities and colleges

**1) Farmer families (parents, children), internal facilitators**

The FFLG method indicates that the most important target group is farmer families including women, men, and children. Existing farmer groups are part of the target group. As rural areas in the target countries are all confronted with the problem of young people migrating to the bigger cities, the Programme focuses on young families and the younger generation in general. The target group consists of small-scale farmers owning or renting land areas of ½ to 20 acres, the majority cultivating 3-5 acres (1,2-2 ha).

**2) Farmers’ associations**

SATNET in West-Uganda has established 20 Market Associations (MAs) on the basis of about 100 FFLGs; another 10 MAs are on their way and will be part of the Programme. It is expected that a similar development can take place at Zanzibar where OD’s collaboration with UMAMWIMA and TOAM has supported local farmers in practicing the FFLG approach and where further capacity building through the Programme will secure the formation of MAs to ensure long-term empowerment and sustainability.

**3) Farmers’ companies i.e. cooperative societies and unions**

Most of 20 MAs in the SATNET context are registered as cooperative societies and some of them participate in four unions due to previous activities in collaboration with OD. The transition from an association into a cooperative is a challenge which will be handled through the capacity building of staff and leaders of cooperatives and unions contained in the Programme to assure functional business, organisational and financial sustainability.

**4) Partners’ staff and board members, external facilitators and local communities**

The Programme addresses partners’ staff and board members as well as external FFLG-facilitators regarding the field of facilitation and FFLG-approach, democratic leadership and organisational development.

**5) Representatives of local and national authorities**

Representatives of local and national authorities are involved for several reasons. Often, they provide some agricultural extension service, and collaboration is important for the success of the partner organisations and their activities in the local context. It is equally important in order to succeed in advocacy for small scale farmers to improve the legal framework for production and economy in rural areas, the relations between city-countryside, and livelihoods of farmers by the use of organic methods.

# Reflection on proposed M&E system for Programme

The proposed M&E system for the Programme includes different methods, see table 2 below. First, the target groups’ participatory monitoring and the partners’ monitoring of activity progress. Second, the development of outcome mapping to monitor perceived changes and Programme outcomes. The baseline survey, midterm review and evaluation will be based on an Outcome mapping approach.

*Participatory monitoring at FFLG and cooperative level*  
Participatory monitoring among the target group focuses on the changes the group has planned for their FFLG and cooperative. The participatory monitoring takes its point of departure in the association’s own goals and objectives. Experience from previous work is that monitoring at this level contributes greatly to securing ownership of the intervention, strengthening the learning process of the association and visualising the changes the intervention facilitates. The participatory monitoring provides important information to conduct annual workshops among Programme partners based on the Most Significant Change (MSC) method. The MSC method has provided previous work with key learning point of the intervention. Programme guide lines for participatory monitoring and MSC will be developed during the Programme.

*Programme progress reports*  
Previous interventions have established that monthly progress reports provide partners with valuable shared tools to gather information, access progress in the implementation of activities and adjust the implementation pace of the activities planned.

Outcome Mapping  
The two thematic areas focuses on and facilitates social changes among the partners and target group. Hence, Outcome Mapping is chosen as the approach to capture the changes. Based on the ToC of the Programme, an Outcome Mapping tool for recording changes facilitated by the Programme is developed by OD and the partner. The Programme baseline survey, internal midterm review and external evaluation will all be based on the Outcome Mapping tool. Based on jointly developed approaches and templates, the baseline and the midterm review surveys are conducted by the partner organisations.

**Table 2. Intended M&E methods of the Programme**

|  |  |  |  |
| --- | --- | --- | --- |
| **Implementers** | **FFLG and Cooperatives** | **Partners** | **External** |
| *Methods* |
| *Participatory Monitoring* | X | (X) |  |
| *Most Significant Change* | (X) | X |  |
| *Monthly Programme reports* |  | X |  |
| *Outcome mapping* |  | X |  |
| *Internal midterm review in Year 2* |  | X |  |
| *Baseline Survey* |  | X |  |
| *External evaluation* |  | (X) | X |

# Intended Programme management structure, including the envisaged added value of the Danish organisation

The structure is designed to support the development and capacity building of the partners as well as to ensure a positive and ambitious development and management of the overall Programme. The Programme management structure consists of ODs director of the department for the development of organic farming, the project director and the Programme officer. OD’s committee of experts within organic development also plays a crucial part of the Programme’s development and implementation.

In order to ensure coordination and cohesion throughout the programme, a Programme Board will be established, consisting of programme coordinators from the partner organisations, as well as a programme coordinator from OD. The Programme Board will physically meet twice a year for further developing as well as reviewing the programme.

The financial section of OD is closely involved in the internal financial monitoring. The director of the department for the development of organic farming and the Programme officer are responsible for the operation and implementation of the Programme, including contact with partners. The CEO and the board of OD have the overall responsibility for the Programme.

The Programme structure will be based on the experiences of OD with existing partners but will have a strong focus on cohesion, strategic planning and development in the interventions of the Programme. Besides the capacity provided by OD, mutual capacity building for the participating organisations is contained in the Programme. The partners will contribute to the Programme and help other organisations build capacity with their particular skills, experiences and strengths.

# Preliminary timetable for drafting of Programme document

|  |  |
| --- | --- |
| February/March 2019 | KapApp: The external consultant contributes to identify needs and opportunities to optimise the interventions of the Programme further. The partners will contribute with insight and experiences through visits. |
| April 5, 2019 | Appraisal report submitted by external consultant. |
| April 15, 2019 | Final Concept Paper and management response submitted to CISU by OD. |
| June 1, 2019 | CISU informs OD whether the Concept Paper has been approved. If the response is positive: |
| June, July, August | OD and partners collaborate on the Programme application through visits, skype calls and regular dialogue and with involvement of the target groups. |
| September 15, 2019 | Programme application submitted. |
| January 1, 2020 | Potential launch of the Programme. |

# Budget summery and estimated Programme budget

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Turnover Budget** | **2020** | **2021** | **2022** | **2023** | **Total** |  |
| A. Expected Liquid Funds (funds raised in Denmark) |  |  |  |  | - |  |
| B. Programme CSP Funds | 3.290 | 3.290 | 3.290 | 3.290 | 13.160 |  |
| C. Expected Co-financing |  |  |  | 130 | 130 |  |
|  |  |  |  |  |  |  |
| **Expenses Budget (Details below)** | **2020** | **2021** | **2022** | **2023** | **Total** | **% of Total** |
| 1. Programme Activities (PPA) \* | 2.527 | 2.527 | 2.527 | 2.593 | 10.174 | 77% |
| *Hereof Technical Assistance (TA) \*\** | 600 | 612 | 624 | 637 | 2.473 | *24%* |
| 2. Other Activities | 499 | 499 | 499 | 554 | 2.051 | 15% |
| *Hereof Technical Assistance (TA) \*\** | 300 | 306 | 312 | 318 | 1.236 | *12%* |
| 3. Auditing in Denmark | 49 | 49 | 49 | 49 | 196 | 1% |
| 4. Administration contribution (Denmark) | 215 | 215 | 215 | 224 | 869 | 7% |
| **Total Expenses Budget** | **3.290** | **3.290** | **3.290** | **3.420** | **13.290** | **100%** |
|  |  |  |  |  |  |  |
| **Liquid Funds (A) in % of total PPA** | 0% | 0% | 0% | 0% | **0%** |  |
| **Co-financing (C) in % of total PPA** | 0% | 0% | 0% | 5% | **1%** |  |
|  |  |  |  |  |  |  |
| **Expenses Budget Details** | **2020** | **2021** | **2022** | **2023** | **Total** | **% of Total** |
| **1. Programme Activities:** |
| **1.A PPA: Geographical breakdown** |  |  |  |  |  |  |
| Country/region 1 – Uganda | 1.143 | 1.118 | 1.043 | 1.146 | 4.450 | **33%** |
| Country/region 2 - Tanzania | 580 | 555 | 630 | 593 | 2.358 | **18%** |
| Country/region 3 - Bhutan | 275 | 325 | 325 | 325 | 1.250 | **9%** |
| Global Activities | 150 | 150 | 150 | 150 | 600 | **5%** |
| Unallocated Funds (max 10% of #1) \*\*\* | 253 | 253 | 253 | 253 | 1.012 | **8%** |
| Contingencies (max 5% of #1) \*\*\* | 126 | 126 | 126 | 126 | 504 | **4%** |
| **Total 1.A. Total by Geography \*\*\*** | **2.527** | **2.527** | **2.527** | **2.593** | **10.174** | **77%** |
| **1.B PPA: Thematic breakdown** |  |  |  |  |  |  |
| Thematic Area 1 - Market access | 1.004 | 984 | 924 | 1.007 | 3.920 | **29%** |
| Thematic Area 2 - Organic production | 1.144 | 1.164 | 1.224 | 1.207 | 4.738 | **36%** |
|  |  |  |  |  | - | **0%** |
|  |  |  |  |  | - | **0%** |
| Unallocated Funds (max 10% of #1) \*\*\* | 253 | 253 | 253 | 253 | 1.012 | **8%** |
| Contingencies (max 5% of #1) \*\*\* | 126 | 126 | 126 | 126 | 504 | **4%** |
| **Total 1.B.Total by Themes \*\*\*** | **2.527** | **2.527** | **2.527** | **2.593** | **10.174** | **77%** |
| **2. Other Activities** |  |  |  |  |  |  |
| Appraisals, pilot, feasibility, etc. | 100 | 100 | 100 | 50 | 350 | **3%** |
| Monitoring, reviews (internal) | 347 | 347 | 347 | 247 | 1.288 | **10%** |
| External evaluation and reviews | - | - | - | 200 | 200 | **2%** |
| Information work in Denmark (max. 2% of #1) | 52 | 52 | 52 | 57 | 213 | **2%** |
| **Total 2. Other Activities** | **499** | **499** | **499** | **554** | **2.051** | **17%** |
| **3. Auditing in Denmark** |  |  |  |  |  |  |
| External Auditing in Denmark | 49 | 49 | 49 | 49 | 196 | **1%** |
| **Total 3. Auditing in Denmark** | **49** | **49** | **49** | **49** | **196** | **1%** |
| **4. Administration contribution (Denmark)** |  |  |  |  |  |  |
| Danish Administration(max. 7% of 1+2+3) | 215 | 215 | 215 | 224 | 869 | **7%** |
| **Total 4. Administration contribution (Denmark)** | **215** | **215** | **215** | **224** | **869** | **7%** |
|  |  |  |  |  |  |  |
| **Total Program Budget \*** | **3.290** | **3.290** | **3.290** | **3.420** | **13.290** | **100%** |
|  |  |  |  |  |  |  |
| \* The sum links to the PPA divided only by Thematic Areas. | |  |  |  |  |  |
| \*\* The Technical Assistance (TA) must be stated for the PPA and the Other Activities in DKK/year. | | | | | |  |
| The TA % is of the PPA and Other Activities respectively, and not the total expenses. | | | | |  |  |
| \*\*\* Please note that these three budget lines must be identical under 'Geographical breakdown' | | | | | |  |
| and ' Thematic breakdown' respectively. |  |  |  |  |  |  |

Vision

Empowered and socially coherent rural communities whose members practice sustainable climate resilient organic agriculture; experience food sovereignty and control the processing and sales dimension of the food system in a politically enabling environment.

Long term outcomes

Sustainable organic agriculture production

National organic policy and regulations

Continuous market access for small scale farmers organic produce

Societal changes

Adapted climate resilient model for organic agriculture farming

Improved organic certification

Commercially viable organic cooperatives

Increased public and political awareness about benefits of OA

Enablers

Partners with capacity in OA, market advocacy

Context

Poor livelyhood

Food insecurity

Market barriers for poor

Climate Change

Environmental degredation

Propoor Organic agricultural policy absent

History of political misuse of Cooperatives

Youth unemployement

Gender inequality

Individual changes

Increased livelihood

Food security

Increased employ-ment

Market Access

Better farmgate prices

Know rights and how to advocate

Sustainable Farmer Family Learning Groups

Increased social capital

Empowered rural communities

Community changes

Increased advocacy capacity and stronger networks

Increased governance capacity in cooperatives  
Quality management of produce  
Improved comprehension of the food system and value chain

Organic Farmer Family Learning Group Academy

Enablers

1. Central Intelligence Service, The World Factbook, Tanzania <https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html> [↑](#footnote-ref-1)
2. MoAF, 2011 [↑](#footnote-ref-2)
3. RNR Statistics, 2012 [↑](#footnote-ref-3)
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5. Journal of Applied Sciences and Environmental Management, <https://www.ajol.info/index.php/jasem/article/view/158813> [↑](#footnote-ref-5)
6. World Health Organisation, <https://www.who.int/ceh/publications/pestipoison/en/> [↑](#footnote-ref-6)
7. Hindawi BioMed Research International, <https://www.hindawi.com/journals/bmri/2015/759049/> [↑](#footnote-ref-7)
8. BMC Public Health, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3999359/> [↑](#footnote-ref-8)
9. <https://issuu.com/okologidk/docs/markedsnotat_2018_-_enkeltsider> [↑](#footnote-ref-9)
10. <http://organicdenmark.com/news/2018/un-award-for-denmark-s-organic-plan> [↑](#footnote-ref-10)