Concept Paper for

CISU Programme Modality

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# Summary and context

## Proposed Programme title

Empowerment of organic small-scale farmer families through resilient democratic rural institutions, 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 networking among companies and organic movements. Bhutan is included in the Programme as the country with the decision to convert its entire agricultural production to organic represents a role model for policy development. The East African partners can provide Bhutan with inspiration, knowledge and effective methodologies when it comes to implementing organic agricultural practices and organising farmers at grass root level.

### Uganda

Uganda is a highly diverse country, currently inhabited by 40 million people living in various geographical and agricultural environments. Agriculture is the most important sector of the economy, employing 72 % of the work force. In 2018, more than 21 % of the population 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 agro-ecological 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 current total population of Tanzania is over 55 million with 66 % of the labour force employed in agriculture, which produces 23 % of BNP. 22 % of the population 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 against 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 cooperation with TOAM has strengthened the organisation’s foundation and capacity for carrying out this work, however the potential of continued capacity building, networking and facilitating to affect the agricultural framework and 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 its Strategic Plan for the Agricultural Sector, the Government has identified three priority goals for the 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 crop productivity, poor product quality, degradation of terrestrial natural resources and inefficient marketing systems, all of which can be effectively managed through implementing effective systems for improving 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. Most farmers practice self-sustaining in integrated systems at holdings of approximately three acres, cultivating a variety of crops and rearing livestock. Bhutan has decided as a country to convert all agricultural production to organic to alleviate rural poverty. The goal is not only to grow organic but also to grow more. 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 based on the FFLG approach 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 three selected districts. In Bhutan, the Programme will draw on learnings and experiences from East Africa to pilot the FFLG-approach in a limited geographical zone.

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

*The organic agricultural sectors* 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 to buying organic products is their low 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 for example coffee, tea, maize or beans to increase their income.

* 1. Challenges facing small-scale farmer families in the target countries

Food insecurity for small scale farmers is in all three target countries identified as a major challenge which will be addressed in OD’s Programme. The origins of food insecurity are multiple but among the most important causes are low level of knowledge and education about sustainable farming methods leading to low yields. The pressure on land resources due the growing population is causing food insecurity since the arable land available is decreasing. Farmers have over the last years experienced a change in rainfall patterns which has influenced the seasons for farmers to cultivate their land. Farmers have experienced fewer and heavier rainfalls and more unpredictable weather conditions, leading to a loss of crops.

Farmers are generally experiencing climate changes that increase the risks in farming and lead to declining yields, food insecurity and in some cases land loss. The combination of climate change and degradation of natural resources, especially declining soil fertility, has a significant impact on the food security and livelihood for small scale farmer families. Introduction of organic farming methods is a part of the local climate change mitigation for farmers as this leads to more resilient soils and more stable yields. The organic farming methods and the FFLG approach to organising farmers in basic farmer groups are important parts of OD’s Programme strategy to address food insecurity among small scale farmers.

For many farmers in the target countries, a daily income of less than 1US$ is common. The lack of income is contributing to food insecurity among most small-scale farmers. If farmer families do not have a sufficient income, they are not able to buy food products such as oil, sugar etc. that they are unable to produce themselves. Some form of cash income is needed to avoid food insecurity and to provide for the basic needs of the family as well as to pay for school cost, health care and sanitation.

Weak civil society organisations such as farmers associations and cooperatives in the rural areas are adding to the vulnerability of the small-scale farmer families since their advocacy capacity towards local authorities are limited. The experiences from FFLG groups in Uganda and Tanzania clearly demonstrate that a basic organisation form as the FFLG groups can significantly increase advocacy capacity at local level and contribute to improving infrastructure, market access and access to support from government programmes and projects for small-scale farmers.

* 1. Challenges of the partner organisations

The partner organisations all have small-scale farmers as their primary target group and have in their target areas successfully facilitated the introduction of improved organic farming methods and FFLGs that have addressed the issue of food insecurity and improved the livelihood for the farmer families. The focus on implementing improved organic farming methods through FFLGs in ODs project activities has made it evident that further development and advocacy for small scale farmers and organic agriculture is a focus area for further improvement of the livelihood for small scale farmers. There is a need to join forces among the partners to both improve the advocacy capacity for the rights of small-scale farmers at district and local government level and to facilitate and join national networks such as ACSA Uganda and PELUM to advocate for organic agriculture.

Another challenge is to advance member owned and driven sustainable civil society organisations in agriculture such as farmer association and cooperatives. Some partners have experience in facilitating and advancing such organisations but there is a pressing demand to increase the organisational capacity of the partners to organise farmers in associations and cooperatives to greatly improve the farmers’ advocacy strength for organic agriculture and rights for small-scale farmers. Further, this will strengthen capacity to access government funds and investments for bulking, processing and marketing of the products cooperatives sell on the market. The issue of governance capacity in farmer associations and cooperatives are key to a sustainable development of rural civil society organisations. Without proper governance structures and culture, the experience is that the lifespan of these organisations can be rather short. To improve market access for small-scare farmers through development of sustainable business models is another cross-cutting challenge that need to be addressed, since market access is identified as one of the major obstacles for the improvement of small-scale farmers income and livelihood.

For the partner organisations, the issue of balancing the efforts in organic agricultural farming and FFLG groups with advocacy, business, policy and governance issues in organisations that have limited capacity is a task that can benefit hugely from a more systematic knowledge exchange structure among the partners.

Gender inequality is an issue in all the target countries. Even though women constitute the majority in agriculture they often do not have decision making power and land rights. The experience of the FFLG approach is that most members are women and that the FFLGs have strong positive side effects to empower the participating women. To bring the gender issue to another level, the Programme will take on capacity building in the partner organisations and develop specific gender policies among the partners to ensure a stronger impact on gender inequality.

* 1. Challenges facing the organic sector

The organic sector in Uganda and Tanzania is of significant size with more than 140.000 certified organic farmers in each country. The organic certification is mainly used for export to countries in Europa and North America and is in most cases owned by companies in these countries as well as the certification following the EU standard. In East Africa, an organic standard called East African Organic Products Standard (EAOPS), approved by East African Community in 2008, is in place but is not very widely used and not a part of government policy in either Uganda and Tanzania. The intention of the EAOPS is to have a standard for organic products sold in the region. Sulma Foods is exporting products certified according to the EAOPS standard to Dubai, Oman and Japan but that is an exception. On a national level there is limited recognition or support for the EOAPS certification. That fact is limiting the credibility of the organic products sold nationally and in the region since the certification lacks official acknowledgement at national level. To address the issue of certification, some partners are utilising a method for recognition of organic products called Participatory Guarantee System (PSG) which builds on close cooperation and mutual trust between a group of organic farmers and the buyers. It has had some impact in Uganda and Tanzania, but still needs to be developed. Linked to the certification is the issue of market access for organic products. Market access is a key to improving small-scale farmers’ income generation and livelihood. Both at local and at national level, there is a great demand to advocate for support to improve market access through investments, improved infrastructure such as road, bulking centres, market places etc.

# Summary of the Programme’s main strategic priorities

The strategic focus of the suggested Programme is to strengthen the organisational capacity of the partners to achieve food security; improve livelihoods and increase income generation for small-scale organic farmer families. The strategic approach is based on the development triangle and recognises the synergy between strategic delivery, organisational capacity and advocacy. The Programme takes on a human rights-based approach with sustainability, capacity building and empowerment of family farmer groups at heart. The Programme will focus on organisational capacity building within three areas:

1. Empower organic farmer families through promoting family based sustainable organic agriculture production.
2. Strengthen the civil society advocating the rights of organic farmer families and organic agriculture both at a local and national level through networks.
3. Securing market access for produce from organic small-scale farmer families though farmer owned enterprises such as marketing associations and cooperatives.

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 interventions demonstrate that the FFLGs and cooperatives after three to five years of facilitation by the partners can continue independently. Furthermore, that farmers outside the target group on their own initiative 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 level. 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

OD is committed to promoting organic agriculture and consumption in Denmark and internationally, focusing development engagement in East Africa and Bhutan. 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. Sales of organic products in Denmark currently amounts to 13,3 % of total sales within retail, including online shopping[[2]](#footnote-2) and OD continues to be a key organisation for strengthening organic production and sales.

OD also hold strong competences in 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[[3]](#footnote-3). Further, OD’s staff have strong competences in PR; communication; campaigning; strategic planning; project development; project management; fundraising; financial management and development of human resources. OD is continuously developing learning capacity 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. In 2016, OD has initiated development activities in Bhutan. Bhutan is a strong and relevant case in organic development, mainly due to the government’s decision to be the first organic country in the world. Bhutan is at pilot level, and the potential for impact in Bhutan is great. The goal of the Programme activities in Bhutan is not only to seek synergy to EAC but also for OD to support and strengthen organic development through FFLGs as a strong and well tested method in the country.

# 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 techniques 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 increases farmers’ bargaining power and the prices of their organic produce.
* Organising FFLGs into cooperatives is a feasible way for farmers to enter international markets.
* Increased capacity of cooperatives in advocacy, saving, credit and fund raising is a requirement for investment in storage 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 in 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 anchoring and ensuring ownership of the development of organic agriculture at national and local level. The strategy has created life changing 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) civil society strengthening 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 in 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. | National NGO, departments in several African countries. | FFLG, competent staff, integrated soil fertility, food and nutrition security, building local farmer institutions for collective action. | 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. Market access and access to financial services |
| **Tanzania** | UWAMWIMA  Partner since 2012. | Regional Zanzibar organisation for small-scale farmers. | Growing organisation with political influence in 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, market access 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.
* Reporting to CISU.

### Role of South partners in the Programme

Responsible for implementing the Programme according to agreements in the partnership, 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 active contribution from partner organisations and OD to 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-driven democratic associations and support advocacy for farmer rights in line with target no. 6 for SDG16 ‘Develop effective, accountable and transparent institutions at all levels’ to ensure the right to food for all in accordance with SDG 2.

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).

**Long term outcome 1: Sustainable organic agriculture production**

The assumption is that to achieve food security in line with SDG 2 for the Programme’s target group of small-scale organic farmer families, sustainable organic agricultural production must be implemented. The Programme will facilitate sustainable FFLGs as basic organisations for the target group to promote climate resilient organic agriculture and farm production in line with SDG 13 target no. 1 ‘Strengthen resilience and adaptive capacity to climate-related hazards…’. Further, to empower rural communities to control their own destiny and protect their land in line with SDG 15 ‘Protect, restore and promote sustainable use of terrestrial ecosystems´ through organic farming systems.

A challenge from past interventions is a lack of systematic cross cutting data collection; knowledge construction and sharing among partners on the issues of facilitating farmer groups and organic agriculture. The assumption is that a knowledge hub in the form of an Organic FFLG Academy, documenting the positive impacts of OA and FFLGs, will greatly increase the partners’ advocacy impact for sustainable agriculture. OD’s inventions are through strong partnerships contributing to SDG 17. The experience from previous interventions have established that to realise the potential of implementing organic agriculture and organising farmer families in FFLGs, a structured knowledge hub, providing easy access to and sharing of relevant information, is required. Therefore, the partners will develop an FFLG Academy with the objective of learning, sharing knowledge, developing and documenting the impact of organic agriculture and FFLGs on food security, livelihood and civil society development for the target group. The documentation will feed into the advocacy efforts by providing evidence of the impact of the interventions. In the first two years of the Programme, the Academy is piloted in Uganda, applying the 10 years of experience of the SATNET and OD partnership as a case. Based on the piloting experiences, the Academy will be scaled up to include the remaining partners. The Academy will have one full time staff based in a national advocacy network such as PELUM Uganda or ACSA and feed into the network’s advocacy efforts for sustainable agriculture.

**Long term outcome 2: Organic Agriculture Civil Society strengthening**

In the Rome Declaration on World Food Security in 1996, it is stated that “the right of everyone to have access to safe and nutritious food consistent with the right to adequate food and the fundamental right of everyone to be free from hunger”. An assumption of the Programme is that to achieve this, the Programme will strengthen civil society engaged in rural development and OA. The partner organisations and the farmer association cooperatives will be the voice of the rights holders and strengthen their stance in negotiating with the duty bearers. At farmer family level, this includes awareness of human rights and gender equality. At community level, it includes strengthening of rights holders’ organisations through network advocacy for rights to food and gender equality. This will greatly increase the awareness of the target group and the partner organisations of the right based approach to civil society development. At national level, advocating for OA as a sustainable path for right holders to achieve food security will be in focus.

**Long term outcome 3: Continuous market access for small scale farmers organic produce**

To improve the livelihood of the target group, continuous work to improve market access and partly control the value chain is assumed in line with the emphasis of SDG 16 on strong accountable and transparent institutions. Based on experience from previous intervention, the assumption is that commercially viable farmer owned cooperatives are a precondition for farmers’ market access. The formation of these requires a governance capacity of the cooperatives to handle the business part as well the democratically based 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.

**Intervention synergy**

The three long-term outcomes are closely interlinked and a robust synergy among the outcomes is a precondition for the success of the Programme. A climate friendly sustainable organic agricultural production based on the methods of the FFLG approach forms the basis for the Programme. Through the Organic FFLG Academy, the Programme elevates experiences from previous interventions to a higher level by documenting positive impacts. This documentation feeds into the development of a stronger OA civil society that advocates for organic agricultural policies through strong national networks. Greater access to market through cooperatives builds on a strong primary production of organic products. The grass-root cooperation of farmers through the FFLGs are a prerequisite for organising farmers into cooperatives, since farmers through the FFLGs have built their governance capacity. The cooperatives are also contributing to a stronger OA civil society. The assumption is that an increased national awareness of OA is a key factor to favourable government support structures for organic production at primary level and further development of the cooperatives, their access to the market nationally and internationally and the development of affordable certification.

# Intended target groups and their main development challenges

The primary target groups of the Programme:

1. Farmer families (parents, youth, 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. Private sector actors
2. NGOs, CBOs and other civil society actors
3. Universities and colleges
4. National Agricultural Research Systems

**1) Farmer families (parents, youth, 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) Farmer 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) Farmer 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) Collaborators 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 through the use of organic methods.

# Reflection on proposed M&E system for the Programme

To systematize the inter-organisational monitoring and the learnings of the Programme, a full-fledged M&E strategy is developed in cooperation with the partners. Based on the strategy, a M&E manual that cuts across countries and can be adapted to the country-specific interventions is developed. A number of M&E building blocks were developed during previous interventions and will be taken into account in the M&E strategy - 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 interventions demonstrate that monitoring at this level contributes greatly to securing ownership, 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 interventions with key learning points.

*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 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 partners. 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. Methods that can be included in the M&E 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 Development committee is closely involved in development and implementation of the Program.

In order to ensure coordination and cohesion throughout the Programme, a Programme Board will be established, consisting of a director and programme coordinator 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. Development goals will be set and learning mechanisms defined, and methods for the Programme will be revisited and further developed both at Programme, country and partner level. The learning dynamics and methods of the FFLG approach will be used in a broad sense in the Programme. Teams of staff members from the partners will be established leading each partner on different Programme aspects, e.g. anticorruption, human rights and financial policies. Learning and mutual learning between all partners will be embedded in the Programme organisation and the teams and will also be embedded systematically in OD and the Development Committee in OD.

The financial department in 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 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 support other organisations in building 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 1, 2019 | Appraisal report submitted by external consultant. |
| April 10, 2019 | Final Concept Paper and management response submitted to CISU by OD. |
| May 24, 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 11, 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 | 987 | 1.000 | 925 | 1.028 | 3.940 | **30%** |
| Country/region 2 - Tanzania | 539 | 526 | 601 | 564 | 2.230 | **17%** |
| Country/region 3 - Bhutan | 200 | 200 | 200 | 200 | 800 | **6%** |
| Global Activities (Academy) | 500 | 500 | 500 | 500 | 2.000 | **15%** |
| Unallocated Funds (max 10% of #1) \*\*\* | 175 | 175 | 175 | 175 | 700 | **5%** |
| 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 - Sustainable organic agriculture production | 1.236 | 1.334 | 1.274 | 1.356 | 5.200 | **39%** |
| Thematic Area 2 - OA Civil Society strenghtening | 310 | 302 | 307 | 305 | 1.224 | **9%** |
| Thematic Area 3 - Continuous market access for small scale farmers organic produce | 680 | 590 | 645 | 631 | 2.546 | **19%** |
|  |  |  |  |  | - | **0%** |
| Unallocated Funds (max 10% of #1) \*\*\* | 175 | 175 | 175 | 175 | 700 | **5%** |
| 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, feasilibity, 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%** |

Long term outcomes

Sustainable organic agriculture production

OA Civil Society strenghtening

Continuous market access for small scale farmers organic produce

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.

Societal changes

Adapted climate resilient model for organic agriculture farming

Improved organic certification

Commercially viable organic cooperatives

National network for OA leading to increased public and political awareness

Sustainable Farmer Family Learning Groups

Increased social capital

Empowered rural communities

Community changes

Farmer Associations advocacy and network for OA at Local Government and District level improved

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

Individual changes

Increased livelihood

Food security

Increased   
employment

Market Access

Better farmgate prices

Human right aware-ness and gender equality

Enablers

Partners with capacity in OA, market, civil society

Context

Poor livelyhood

Food insecurity

Market barriers for poor

Climate Change

Environmental degredation

Propoor Organic Agriculture (OA) policy absent

History of political misuse of Cooperatives

Youth unemployement

Gender inequality

Organic Farmer Family Learning Academy

1. Central Intelligence Service, The World Factbook, Tanzania <https://www.cia.gov/library/publications/the-world-factbook/geos/tz.html> [↑](#footnote-ref-1)
2. <https://issuu.com/okologidk/docs/markedsnotat_2018_-_enkeltsider> [↑](#footnote-ref-2)
3. <http://organicdenmark.com/news/2018/un-award-for-denmark-s-organic-plan> [↑](#footnote-ref-3)