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**Abbreviations and acronyms**

ACSA Advocacy Coalition for Sustainable Agriculture

ACSA Advocacy Coalition for Sustainable Agriculture

ASDP Agriculture Sector Development Programme

ASSP The Agriculture Sector Strategic Plan

CSA Climate-Smart Agriculture guideline

EAOPS East African Organic Products Standard

FFLG Farmer Family Learning Groups

FiBL Research Institute of Organic Agriculture

GAP Good Agricultural Practices

IFOAM Federation of Organic Agriculture Movements

MA Marketing Association

MAAIF The Ministry of Agriculture, Animal Industry and Fisheries, Uganda

MAFC Ministry of Agriculture Food Security and Cooperatives, Tanzania

MANLF Ministry of Agriculture, Natural Resources, Livestock and Fisheries

MANLF Ministry of Agriculture, Natural Resources, Livestock and Fisheries,

MTI Ministry of Trade and Industry, Tanzania

MTIC The Ministry of Trade, Industry and Cooperatives, Uganda

MWE The **Ministry of Water and Environment, Uganda**

NAP National Agriculture Policy

NAPA [National Adaptation Program of Action](http://unfccc.int/resource/docs/napa/tza01.pdf)

NDP National Development Plan

NOAP The National Organic Agriculture Policy

OA Organic Agriculture

OWC Operation Wealth Creation

PANT Participation, Accountability, Non-discrimination and Transparency

PELUM Participatory Ecological Land Use Management

PFA Prosperity for All

PGS Participatory Guarantee Systems

SATNET Sustainable Agriculture Trainers Network

TOAM Tanzania Organic Agriculture Movement

URDT Uganda Rural Development and Training Institute

UWAMWIMA Association of Vegetable and Fruit Growers in Zanzibar

# SUMMARY AND CONTEXT

## Summary of Programme objective and key strategic approaches

The overall development goal of the Programme is to decrease food insecurity and poverty through organic farming[[1]](#footnote-1) and empowerment of small-scale farmers including women and youth in Uganda and Tanzania. Small-scale farmers in the rural areas of these target countries suffer from poverty, limited educational training and difficulties providing for their households and securing sustainable livelihoods for the family. Knowledge and skills are critically demanded to develop the agricultural practice, applying organic methods to produce the demanded quality and quantity to gain access to relevant markets while strengthening resilience towards increasingly prevalent climate changes in the areas. Organic Denmark (OD) has for the past 10 years in cooperation with partners developed the concept of Farmer Family Learning Groups (FFLGs[[2]](#footnote-2)). An FFLG is a group of approximately 25 small-scale farmer families with an average of six individuals in each family, consisting of women, men, youth and elderly, who enter into an informal learning structure centred around organic agriculture. Group members define the desired goals for *their own future* and for the development of their farm and collaborate on reaching these goals through a facilitated learning process, including exchange of know-how and solutions for improving production and handling challenges; sharing resources and enterprises; and collaborating through common investments, savings and credits. The FFLG approach is in its nature empowerment through sustainable development and

capacity building targeted at improving and expanding organic farming methods such as agroforestry, mulching, crop rotation and intercropping. These methods have documented effects for mitigating the consequences of climate changes and preventing environmental degradation of natural resources that are prevalent in the target countries. The strategic approach of the Programme is founded in the development triangle and rests on three priorities in its recognition of the synergy between strategic delivery, organisational capacity and advocacy:

1. Empowering small-scale farmer families through promoting family based sustainable organic agricultural production through FFLGs.
2. Strengthening civil society in advocating the rights of organic farmer families and organic agriculture (OA) at local and national level through networks.
3. Securing market access for produce from organic small-scale farmer families through farmer owned enterprises such as marketing associations and cooperatives[[3]](#footnote-3).

The Programme approach is human-rights based and aims at strengthening organisational capacity of partner organisations to support small-scale farmer families in improving production and sales of agricultural produce through advocacy and facilitation of civil society networks for the development of sustainable organic cultivation methods and farmer-owned enterprises to achieve food security, improve livelihoods and increase income generation for small-scale organic farmer families. Activities are carried through on a strong foundation of experience gained through OD’s persistent engagement in developing and promoting OA and market access for organic products in Denmark since the 1970s and at export markets and in the global South for more than 10 years. In Denmark, OD has played an essential role as member association for organic farmers, companies and consumers, representing the entire organic sector ‘from field to fork’. Since its establishment, OD has played a leading role in developing organic action plans and policies, catalysing processes for the establishment and continued development of the framework for organic production and sales rooted in the principles of International Federation of Organic Agriculture Movements (IFOAM)[[4]](#footnote-4). As the only professional independent organic voice in Denmark, OD is strongly positioned to work strategically towards its mission of paving the way for ongoing increased organic quality and organic growth through innovative solutions, close collaboration throughout the organic sector and skilful safeguarding of interests towards the vision of a world that is organic in its mindset and actions for the benefit of people, animals and our world. Rooted in this resilient foundation of commitment, experience and capacity, the Programme will draw on the relevant competencies and knowledge of OD staff and Programme partners.

OD and the partners have made positive progress for the past ten years. To take the potential for capacity building to the next level the partners will join forces in this program and will develop an Organic Farmer Family Learning Group Academy (Organic FFLG Academy). The Organic FFLG Academy is a learning platform with the purpose of enhancing access to and facilitate exchange of knowledge, practical competences and experiences among partner organisations and document and disseminate relevant methods while inspiring and supporting the continued development of FFLGs and farmer owned enterprises. 10 years of deep involvement in civil society development has established the success of the FFLG approach in training, facilitating and organising small-scale farmers in a joint learning process centred around organic farming methods to build strong organic farmer-owned democratic associations to ensure the right to food (SDG 2), eradicate food insecurity, malnutrition and poverty (SDG1); and support advocacy for farmer rights (SDG 16). OD’s inventions have through strong partnerships (SDG 17) shown the potential of implementing OA through organising farmer families in FFLGs and cooperatives. A challenge from past experiences is limited systematic knowledge building and sharing of lessons learned about organic farming methods. Hence, a more methodical approach to documentation and dissemination is realised in the Programme.The Academy builds on a strong foundation of experiences gained through years of involvement in civil society development with the implementation of FFLG methods through training, facilitating and organising farmers and building strong farmer-owned democratic associations. Furthermore, it provides a platform for continuous dynamic accumulation of contributions from partners to support and vitalise synergy between them and promote the dissemination of best-practice for empowering organic small-scale farmer families. Experiences have established the FFLG approach as a strong framework for long-term sustainable interventions not only building competences and skills but also encouraging commitment, motivation, sense of shared responsibilities and ownership, while empowering farmers and civil societies through stronger cohesion and increased social capital[[5]](#footnote-5) that promotes sustainable effects reaching beyond the current Programme. Accordingly, the vision of the Programme is the development of empowered and socially coherent rural communities whose members practice sustainable resilient OA, experience food sovereignty and control the processing and sales dimension of the food system in a politically enabling environment.

## Context

### Partner organisations and countries

The Programme involves six partner organisations in Uganda and Tanzania. Uganda and Tanzania er partner countries in the program due to strong partnerships with a mutual focus to decrease poverty and food insecurity through the FFLG approach. The 10 years of FFLG experience have shown positive impact, hovewer the potential is still great for even more to benefit from the approach. All together the partnership is highly skilled in developing and disseminating OA practices, facilitating FFLGs and providing training of the approach to other organisations and government institutions in collaboration with OD for the benefit of small-scale farmer families. Four partners are located in Uganda: Sustainable Agriculture Trainers Network (SATNET), Sulma Foods, Uganda Rural Development and Training Institute (URDT) and Caritas Kampala. Two partner are located in Tanzania and at Zanzibar: Tanzania Organic Agriculture Movement (TOAM) and Association of Vegetable and Fruit Growers in Zanzibar (UWAMWIMA).

### Everyday lives of small-scale farmer families in the target areas

Food insecurity for small-scale farmers is identified as critical in the target areas and will be directly addressed in the Programme. The origins of food insecurity are multiple but among contributing causes are limited education and training in sustainable farming methods, leading to soil exhaustion and declining yields. The pressure on land resources due to population growth is critically decreasing the arable land available, adding to widespread food insecurity. Due to increasingly prevalent effects of climate changes, farmers have in recent years experienced dramatic changes in rainfall patterns with less and heavier rainfalls and other unpredictable weather conditions, influencing the seasons for farmers to cultivate their land and leading to increased risks in farming, crop damages and land loss. The combination of climate change and degradation of natural resources, especially declining soil fertility, have critical impact on food security and livelihoods of small-scale farmer families. Programme activities strategically target these challenges, implementing practical effective solutions locally at small-scale farms to mitigate climate change through sustainable organic agricultural methods, generating greater soil resilience and yield stability.

Lack of income in small-scale farmer households is extensive in the target areas with a majority earning less than 1 US$ daily, aggravating food insecurity and disempowering families. Insufficient income prevents the families from buying food products and hence constrains them from producing, providing for basic needs of the family and paying for school costs, health care and sanitation. Weak civil society organisations in the rural areas add to the vulnerability of the farmer families since their power and advocacy capacity towards local authorities are limited. Through the implementation of the Programme, basic organisations in the form of FFLGs are established and/or further developed to significantly increase advocacy capacity at local level aimed at improving infrastructure and access to market and support from government programmes for small-scale farmers and hence provide security for the families. The Programme is designed for establishing long-term viability of agricultural production by securing more stable yields of higher quality, easier access to market and strengthened awareness of and advocacy for rights, including farmer rights.

### The organic sector in the target areas

The organic sector in Uganda and Tanzania are of significant size with more than 140.000 certified organic farmers in each country. Organic certification is mainly used for exports to countries in Europe and North America and is thus in most cases owned by companies in these countries and 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 not widely applied or a part of government policy in either Uganda nor 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 as an exception. On a national level, recognition or support for the EOAPS certification is limited, which is challenging the credibility of organic products sold nationally and in the region since certification lacks official acknowledgement. To address the issue of certification, some partners are utilising Participatory Guarantee System (PGS) which builds on close cooperation and mutual trust between a group of organic farmers and buyers. The system has had some impact in Uganda and Tanzania but needs further development as is directly addressed in the Programme. Both at local and at national level, the Programme initiates and promotes advocacy to support the improvement of market access through investments and improved infrastructure such as roads, bulking centres and market places, aiming at improving market access and securing income generation and livelihoods for small-scale farmers.

## Uganda

Uganda covers an area of 241,038 square kilometers of which about a third is covered by fresh water bodies and wetlands. It is mainly a plateau astride the equator with favorable tropical climate. It is endowed with numerous natural resources like forests, rivers, lakes and mountains. According to 2018 estimates, the population of Uganda[[6]](#footnote-6) is around 44 million. The population density is approximately 183 individuals/km². While 84% of residents, around 37 million, live in rural areas, urban migration is extensive and cities are expanding rapidly. The life expectancy in the country[[7]](#footnote-7) is in average 58.5 years, (men 56.7 years, women 60.5 years). In countries with a high degree of corruption, Uganda ranking 147 of 180[[8]](#footnote-8), advocacy may be challenged. However the Programme partners have gained positive experiences from previous advocacy efforts, which will be further expanded in the Programme with special attention to the rights of farmers, women and youth.

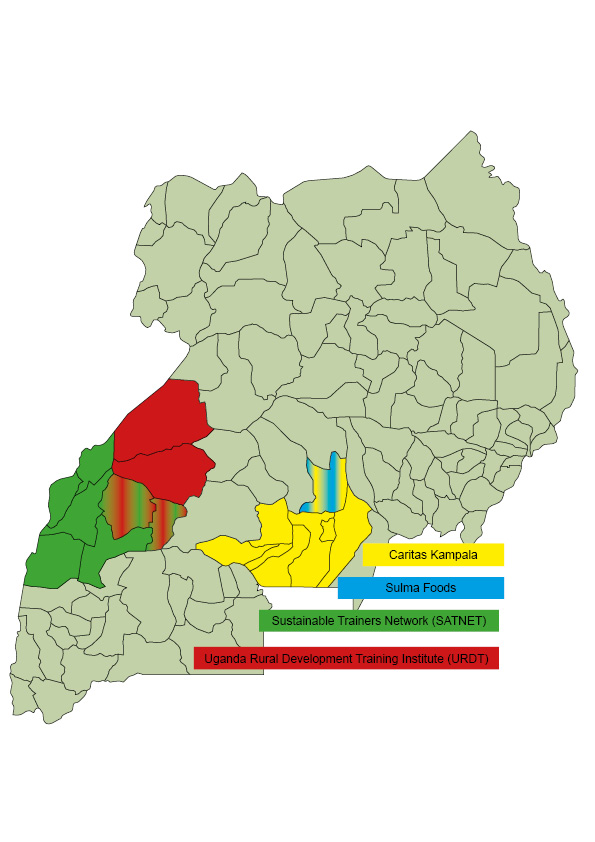
Land is the primary possession from which small-scale farmers provide a basis for their livelihood through farming and accessing markets for their produce. Land can be used as collateral to access credit to enable farmers to invest in future production and expand their farming. Women, despite their significance as key agricultural producers, usually lack ownership and control over land with constraining effects on production. Agriculture is the main stay of the Ugandan economy employing 65.6%[[9]](#footnote-9) of the labour force and contributing 21% to GDP. In addition, by 2017, the sector accounted for 47% of total export earnings. Its contribution to GDP has been declining but remains am important basis for growth in other sectors. Agricultural production in Uganda is mainly dominated by small-scale farmers engaged in food and cash crops, forestry, horticulture, fishing and livestock farming. The country is one of the leading producers of coffee and bananas in the world and a major producer of tea, cotton, tobacco, cereals, livestock and fishing products. However, agricultural productivity of most crops has declined over the last decade due to a number of factors including: high costs of inputs, poor production techniques, limited extension services, overdependency on rain fed agriculture, limited markets, land tenure conflicts, limited access to land for agriculture and limited application of technology and innovation[[10]](#footnote-10). The Programme addresses several of these issues as part of the curriculum of the FFLG Academy. The opportunity for value addition through agro-processing is enormous and will potentially enhance Uganda’s competitiveness on the world market, foreign exchange earnings and employment, including youth employment. It can also reduce food wastage, enhance food security, improve livelihoods for low-income groups and empower disadvantaged groups of society like rural women, youth and the disabled. In the National Development Plan, NDP II, Uganda aspires to transform the agricultural sector from subsistence farming to commercial agriculture[[11]](#footnote-11) by making agriculture profitable, competitive and sustainable, aiming at providing food and income security to the population. The Programme approach through the establishment of FFLGs, Market Associations and cooperatives corresponds to this development. Part of this vision is to create employment opportunities along the entire agricultural commodity value chain of production, processing and marketing. Whilst this is a good strategy for the country, the robust transformation of the agricultural sector poses risks of small-scale farmers rendered landless due to consolidation of arable lands into big commercial farms, loss of biodiversity due to promotion of monoculture and small-scale farmers turning into cheap laborers on big commercial farms. Programme activities support and empower farmers in this process through active efforts involving the farmers in developing their production towards their desired goals through agricultural development, greater market access and advocacy for rights.

The partner organisation **Caritas Kampala** is located in Kampala and active in 8 districts in the Central region (see illustration below), affected by rampant land evictions by abscentee landlords hence demotivating small-scale producers. Lack of market access for agricultural produce continues to affect farmers, attributed to; i) poorly organised farmer institutions, ii) ignorance among small-scale farmers about collective marketing, iii) limited skills in value addition hence farmers sell unprocessed produce which fetches little money in the market, iv) low volumes of agricultural produce, and v) competition from cheap agricultural products imported from outside, especially diary products. These issues are addressed in the Programme through the establishment of farmerowned enterprices and relevant area-specific targeted training by skilled local facilitators.

Luweero District where the partner organisation **Sulma Foods** is based, has always been a sophisticated region with many people of different origins and ethnic backgrounds. The population of the district is estimated 458.000 (2014). Agriculture is the mainstay of the district economy. Around 85% of the district population is engaged in agriculture, and subsistence agriculture is undertaken in the southern parts of the district. Horticulture for domestic consumption in the cities and for export is also practiced in the southern parts of the district. Crops grown include: sweet bananas, matooke, potatoes, cassava, maize, cabbages, mangoes, pineapples, passion fruits and flowers. Farmers suffer from lack of affordable, appropriate inputs and equipment like tools, good seeds and credit facilities. Pest and disease outbreaks in traditional crops in the area and lack of knowledge to tackle the problems are causing farmer families to suffer from lack of food security and income. Recently, land-grabbing has become rampant in the district. Government programmes like National Agricultural Advisory Service (NAADS) supply farmers with chemicals and treated seeds thus threatening organic products. The Programme of OD focuses intensely in this area on supporting farmer families by providing specialised training in sustainable OA to empower their way out of dependency on chemicals and treated seeds, provide solutions to tackle challenges of crop diseases and secure access to inputs and equipment.

**URDT** is situated in 4 districts in the Western region of Uganda in a tropical climate with relatively reliable rainfall spread over two productive agricultural seasons. The wet seasons is September to December and March to May have been intercepted by two dry periods but current effects of climate change disrupt the pattern. Agriculture is the main economic activity practiced in the area and some of the crops grown include maize, beans, cassava, rice and bananas in addition to different kinds of vegetables and fruits grown for home consumption and non-food crops coffee, tea, cocoa, cotton and tobacco. The mid-western area is endowed with natural resources, rich fertile soils, natural and artificial forests and lakes. Farming communities face challenges affecting their agricultural development like poor infrastructures especially roads, increased deforestation and soil degradation, land fragmentation and climate change causing prolonged drought and unpredictable rainfall. Furthermore, rural urban migration by the young generation is worrying. The activities of the Programme are planned to comply with these challenges, dissiminate sustainable organic agricultural practices to farmer families, secure the preservation of the valuable natural ressources through the application of more sustainable agricultural production methods and develop favourable market conditions for crops produced in the area.Training is designed for the specific conditions of the area and aimed at motivating the current and next generation of farmers to develop their agricultural production in a direction that secures a sound agricultural production, longterm viability, fair earnings for agricultural produce and improved livelihood for farmer families.

**Satnet** operates now as a national organisation but is anchored in the Rwenzori subregion in the Western region. Poverty is deeply roolted in the region and has a fragile eco-system with a tropical climate and two rainy seasons. Water volumes in rivers and swamps have been noticeable reduced, as has the size of the snow cap on Mount Rwenzori which previously functioned as water storage reservoir. Climate change effects have contributed to unpredictable weather changes as the agriculture in the region is majorly rainfed. The mountainous nature of the region limits market access, and the distance to the major national market in Kampala is 300 kilometres. The majority of the population depend on small-scale subsistence agriculture that is heavily depended on womenled production and menled market chains. Farmer families primarily grow food for own and local consumption and some cash crops mainly coffee, cocoa, maize, beans, tea, vanilla and some fruits. Farmers are generally unaware of the potentials of local markets and do not view the local food crops as potential ‘cash crop’ for the local and regional market. Programme activities are focused on promoting local markets, developing farmer-owned enterprices and address the issue of transport to bigger markets. The map of Uganda below shows where the partners are present.



### The organic agricultural sector

According to FiBL, Research Institute of Organic Agriculture, Uganda hosted 210.000 certified mainly organic small-scale farmers in 2017, and the export of certified organic produce in 2016 summed up to 49.4 million Euro. Through years of commitment in numerous project activities, OD and partners have established more than 600 organic FFLGs in the country, contributing to secure food for around 15.000 farmers families through the implementation of organic agricultural methods. With an average of 6 individuals pr. family the total individuals is 90.000. Experiences from these interventions have actively demonstrated and clearly established that the organic approach to farming empowers farmer families to apply improved farming methods, increase production and yields and realise improved livelihoods. OD is confident that the potential for further impact through the implementation of the long-term intervention of the Programme is great. Though a legislatory framework exists (see NAP, section 1.3.3), the development of OA is challenged by the absence of a National Organic Agriculture Policy to create an enabling environment for the organic small-scale farmers when it comes to market access, certification and development of organic farming methods. Furthermore, the lack of extension services and research within the field of OA farming methods also present barriers to the development of the sector. Food insecurity is widespread and critical for the small-scale farmers targeted by the Programme, due to increasing poverty, low farm productivity, climate changes, considerable population growth, loss of agricultural land to residential and industrial development and infrastructure. Lacking pre- and postharvest handling of produce, poor-quality seeds, decreasing soil fertility and limited of crop diversification reduce the security for food. Rural families are often too poor to buy food and generally lack income and income-generating activities. Functional and participatory extension services could contribute to improving food security and increasing farmer income, but these have not been forth coming in the past decades. Many farmers in Uganda are women and many households are womenled, meaning women generally carry a significant responsibility and workload within farming and food production. Thus, Programme activities are designed to recognise women and their important in agriculture. Experience from previous activities has established the empowering effect of gender mainstreaming in the FFLG approach as methods are tought directly to female farmers and experiences shared in the group, giving each member a very valuable voice and raising social capital.

Cooperatives, established in Uganda through OD project activities, play a significant role in the mobilisation of financial resources, agro-processing, marketing of agricultural produce and provision of other services like transport and employment. Cooperatives provide an institutional framework through which problems of basic human needs can be met. They also contribute in significant ways to eradicating poverty, direct and indirect employment, mitigating the problem of financial leakages like repatriation of funds and other remittances abroad, ensuring environmental sustainability, tackling the HIV/AIDS and malaria pandemic, and mainstreaming gender. Cooperatives offer potential for delivering growth by providing opportunities and empowering the vulnerable to participate in the development process. However, the full potential of the cooperative enterprise in fostering development is yet to be harnessed due to internal problems related to governance and leadership, poor capitalisation, inadequate knowledge, management information systems and expertise in managing cooperatives. The legal and regulatory framework is inadequate to ensure that the cooperatives function in the best interests of the members and the entire country.

### Market access

Most farmers produce small quantities for sale but find that the local trader is only prepared to pay a low price compared to wholesale prices. As individuals, farmers have little bargaining power with traders and most often accept almost any price offered. Organising farmers into cooperatives through the Programme will be supportive in empowering them to bargain and sell at prices that secure a fair earning for their work. Small-scale farmers are generally limited in education and access to PGS which restrain them from selling to organic markets. Certification costs are high and hinders producers in certifying their production systems. Instead, organic produce is brought to conventional markets, resulting in lack of differentiation, unexploited opportunities for value addition and limited consumer willingness to pay for the value of non-certified organic produce.

Coordination in order to produce what is in demand at the market is lacking, and low and inconsistent production and delivery to market build barriers. These challenges are all addressed in the Academy, providing participants to contribute with experiences in the area and learning from them. Programme partners have different perspectives and operate in different areas of the value chain and hence the Academy is a fruitful platform for exchanges of experiences.

### Relevant legislation

The development of the agricultural sector is directed by The National Agriculture Policy (NAP). The policy guides all agricultural and related sub-sector plans, policy frameworks and strategies existing and those to be formulated in future. In addition to its constitutional obligations, the Government has a national vision aimed at achieving Prosperity for All (PFA). Agricultural development is a central strategy for achieving the Uganda PFA vision. The Agriculture Sector Strategic Plan (ASSP) 2015 – 2020 is the plan for investment and development of the agricultural sector. A policy for OA will be an amendment to the NAP and governed by the MAAIF. Currently, the Operation Wealth Creation (OWC) is a significant facility for the government to improve livelihoods for the majority of the population that are currently subsistence farmers. The National Cooperative Policy analyses and seeks to address the issues affecting the performance of the cooperatives with the view of enhancing their contribution to the wellbeing of the members and ultimately to the development of the national economy. The theme of this policy is to strengthen the cooperative sector for wealth creation, employment and prosperity. Through this policy, Government seeks to create a more conducive environment for cooperatives to expand and diversify their activities, hence providing a framework for cooperative development in the Programme. However, organic development needs to be further addressed in the successor of ASSP in 2020 for it to have positive effects on OA.

### Relevant stakeholders

This section outlines some of the stakeholders that are relevant for the general and specific development and impact of the Programme, some of which OD and partners have already interacted with. In order to support and push forward for a positive development in e.g. food security in the coming years, partners will seek influence where possible. Stakeholders with potential relevance to the Programme form a large group and attention is focused on a selection, based on an analysis of possible impacts and in respect of the financial ressources of the Programme.

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the mandate of which is to "formulate, review and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards along the value chain of crops, livestock and fisheries". The ministry is relevant to the Programme, mainly due to its responsibility for the "enhancement of crop production and productivity in a sustainable and environmentally safe manner, improved food and nutrition security, employment, widened export base and improved incomes of the farmers”. The ministry is in charge of the agricultural extension in Uganda, the National Agriculture Advisory System (NAADS). The Directorate of Agricultural Extension is mandated to provide extension services to all farmers in Uganda. The staff under this directorate at district and sub-county level are supervised by Operation Wealth Creation (OWC) which also handles donations at those levels. MAAIF and the below mentioned are therefore important for the Programme to seek influence at.

The Ministry of Trade, Industry and Cooperatives (MTIC) is responsible for the cooperative development in Uganda. The mission of the ministry is to "develop and promote a competitive and export-driven private sector through the acceleration of industrial development". The value chain- oriented, farmer-driven cooperatives that are developing these years in the agricultural sector are also regulated by the MTIC.

The **Ministry of Water and Environment (MWE)**is responsible for setting national policies and standards, managing and regulating water resources and determining priorities for water development and management. It also monitors and evaluates sector development programmes to keep track of their performance, efficiency and effectiveness in service delivery. With respect to water for production, MWE is the lead agency for water production and development off-farm. **MAAIF**is the lead agency for water use and management for agricultural development on-farm, hence collaborates with MAAIF in planning and evaluating water for production.

Ministry of Lands, Housing and Urban Development’s main roles and functions cut across the three sub sectors of lands, housing and urban development. Land being a critical factor of production, the development of agriculture and the small-scale farmers are dependent on the land tenure system being well-planned and securing the rights for land.

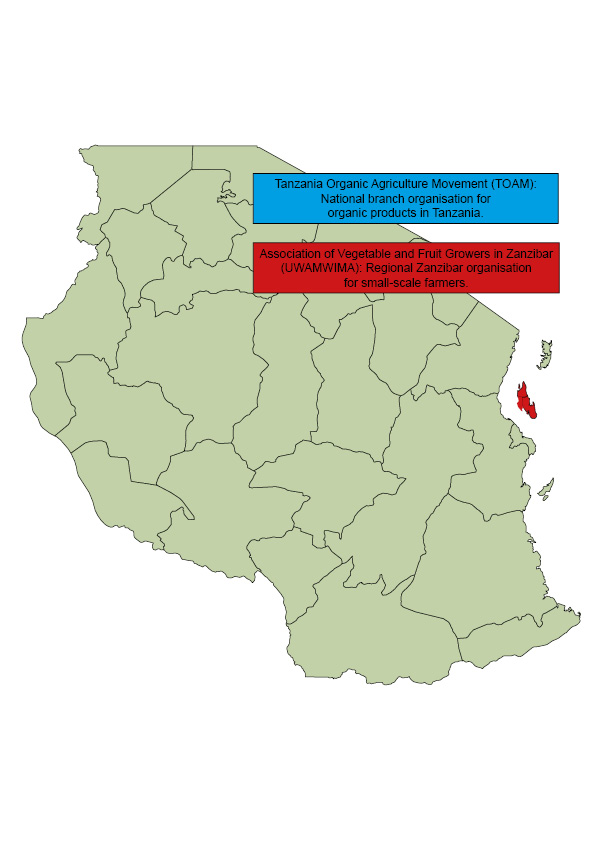
Districtsplay a key role in public service provision. They are responsible for major functions and services. District councils are responsible for functions and services including: primary and secondary schools, trade, special and technical education; hospitals and others providing referral and medical training; health centers, dispensaries and aid posts; the construction and maintenance of roads; provision of water supplies; agricultural extension services, land administration and surveying; and community development.

Counties, Subcounties (LC3), parish (LC2) and village (LC1) are governance and administrative structures within the district that among others mobilise various activities. Local authorities at district, county and subcounty levels are important stakeholders in two ways: 1) they are key to instituting better policies and means to development in the area in terms of e.g. infrastructure, transport systems, support to water access, a favourable trading environment and many other key elements of good farming and food production prospects, 2) they are the key influencers at local level who could take these changes forward to implementation.

## Tanzania mainland

The population of Tanzania is approx. 55 million with 66% of the labor force employed in agriculture, which produces 23% of BNP. The majority of the labor force in agriculture are members of small-scale farmer families. 22% of the population live below the UN poverty line, mostly farmer families dependent on subsistence farming. Life expectancy is 63.1 year (Men: 61.6 years, women: 64.6 years) (2018). The major challenges in agriculture include limited market access, soil degradation, deforestation, desertification and climate changes which severely demand effective agroecological solutions. The small-scale farmers are poorly trained in farming, especially in agro-ecological practices that could address issues related to climate change. They lack advocacy power since they are not organised locally and underrepresented at district, region and national level. In 2017, the number of certified organic farmers reached 148.000 mainly small-scale farmers. Certified OA is predominantly export-oriented, supported by development funding. A small but growing domestic market exists, particularly attracting consumers who fear the widespread risk of harmful pesticide poisonings in foods. The Government recognises OA for its potential to improve income generation for small-scale farmers, environment and health. Hence the Programme strategy and focus is highly relevant in Tanzania and directly targeted at addressing these issues by providing the organisational framework of FFLGs that empower their members through capacity training in agricultural practices and advocacy. Knowledge, improved skills and stronger coherence in the local rural groups will with support from partners greatly improve their advocacy power in these areas against higher levels.

The development of the agricultural sector is guided by the NAP, including a specific section on OA, especially focused on exports of certified products, as well as the 10-year Agriculture Sector Development Programme (ASDP II), launched in 2018, whichs mentions OA but lacks elaboration. The recognition of OA in the National Agricultural Policy could produce an enabling environment for farmers to develop OA, but actual implementation of policy statements on OA is still pending. Currently **TOAM**, Programme partner in Tanzania, is advocating for a National Organic Agricultural Policy with an attached budget for developing the organic sector and is jointly with the government adressing specific sections in the ASDP II. Chamwino district is chosen as target area for advocacy for OA in Tanzania. Chamwino district in Dodoma, with around 320.000 inhabitants, is one of the poorest districts in Tanzania. In Chamwino district, the families live in a hostile environment with annual rainfalls of 5-700 mm/year and suffer daily from impacts of climate change. In the rainy season from December to March, they are challenged by more intense rains alongside a documented decline in annual rainfall in the Dodoma region. The demand to apply climate-smart methods from organic farming and agroforestry as is implemented through the Programme is critical if food security and a sustainable livelihood for small-scale farmers are to be achieved in this area. Developments in the district provides fact-based evidence that OA contributes to poverty alleviation and climate change mitigation as well as civil society development. OA was first introduced in Chamwino District in 2013 by OD and TOAM in selected villages with effects on poverty alleviation among small-scale farmer families that have been recognised by the district council. These experiences provide fact-based case material for advocacy effort towards government and the Ministry of Agriculture. The map below shows Tanzania. TOAM is present in all mainland districts and UWAMWIMA is present in Zanzibar.



### The organic agricultural sector

Tanzania is a major player in the African organic sector, ranking second in number of producers in Africa and fifth in the world. Organic history dates back to September 1898 when the first organic garden was founded in southern Tanzania and it has since then been fertilised with stable manure, compost, wood ash and latterly green manure to create permanent soil fertility. Tanzanian farmers are currently challenged by effects of climate changes, declining yields and increasing input prices. The scope of available initiatives is limited to help small-scale farmers in exploring a greater potential of organic agricultural production and marketing. Government has provided supportive environments (policies, programmes and strategies) for OA sector development, including the NAP (2013), Climate Smart Agriculture guidelines (2017), and the National Climate Change Strategy (2012). Hence, the policy level provides a positive frame for the Programme. Climate change is a key threat[[12]](#footnote-12) affecting ecosystems and communities in a range of harmful ways and presenting adverse effects on the growth of the agricultural sector and the livelihoods of estimated 80% of Tanzanians[[13]](#footnote-13). The natural resource-based sectors that the economy depends on are highly vulnerable to the impacts of climate extremes. The sector remains underdeveloped and generally vulnerable, generally constrained by low productivity of land and labor due to poor and unsustainable production techniques, underdeveloped markets and farm-level value addition and inadequate access to finance[[14]](#footnote-14). The Programme will ensure the proper and people-centred attention necessary to prevent a profound and increasingly negative impact over time. Already, people are migrating, and society is changing in pockets across the country as people are struggling with unpredictable weather patterns in their livelihood strategies and economic activities. Yet, general awareness of climate change is limited, and the demand to implement effective solutions in the rural areas is critical and directly adressed in the Programme. The Programme addresses the above challenges in different ways and the topics will among other be integrated in the Academy.

### Market access

Market access for agricultural produce faces several challenges including underdeveloped markets, lack in farm-level value addition and inadequate finance and investments. The available market arrangements do not assure small-scale farmers a fair profit margin as they are pricetakers. This situation is amplified by weak marketing infrastructure that also embeds farmerowned enterprices, policies, road networks and market information sources. However, the private sector has become more efficient in food marketing. Efforts through the Programme to strengthen this further while supporting access to markets and to information on market opportunities for small-scale farmers will greatly improve conditions for farmers and encourage production. Advocacy efforts carried through in close cooperation with partners for farmer rights, OA, fair input and output prices and improved infrastructure aim at developing market access, securing viable production and improving livelihoods of farmer families.

### Relevant legislation

The development of the OA sector is ideally guided by relevant policies and their respective translations into strategies, programmes and plans of actions. Each of the later clearly stipulates a supportive environment for the OA sector, including the NAP, National Environmental Management Act (2004), [National Adaptation Program of Action (NAPA) (2007)](http://unfccc.int/resource/docs/napa/tza01.pdf), National Climate Change Strategy (2012), [Agriculture Climate Resilience Plan (2014–2019)](https://www.tanzaniacsaalliance.or.tz/Google%20Drive/MAFC_ACRP.pdf), National Climate-Smart Agriculture Program (2015–2025) and Climate Smart Agriculture (CSA) guideline (2017). For instance, NAPA acknowledges climate change as an important threat to the economy, providing a stimulus for sectoral interventions to address climate change impacts. The [CSA guideline](http://www.kilimo.go.tz/uploads/regulations/National_CSA_Guideline.pdf) highlights key climate change-related risks and provides information on climate change adaptation and mitigation. While the Environmental Management Act (2004) and national climate change strategy (2012) give the Institution framework for climate change adaptation from national, regional, district, ward and villages. The preconditions in Tanzania are different than those in Uganda in terms of the history of organic development and the policy foundation. Hence, comparative analyses and discussions within the Programme partnership potentially add further positive findings and learning potentials for the target groups.

### Relevant stakeholders

The Programme is set up to join forces with relevant stakeholders to ensure strong viable networks locally for OD and partners, secure flow of relevant information and promote a supportive environment for Programme activities. Relevant stakeholders to seek influence at include:

The National Assembly of Tanzania includes two representatives of TOAMs member organisations and is an important stakeholder for advocacy for a national policy for OA. The parliament guides and approves the NAP as well as a future National Organic Agriculture Policy.

Ministry of Agriculture Food Security and Cooperatives (MAFC) oversees agricultural and cooperative services, provides a conducive environment to stakeholders, builds capacity of local government authorities, and facilitates private sector contribution to sustainable agriculture.

Dodoma region, office of the regional commissioner is responsible for implementing government policies and supervising and facilitating local authorities. The regional commissioner provides an enabling environment for implementation of policies.

Chamwino District council and commissioner are responsible for developing annual plans, allocating budgets and drawing the district strategic development plans. The council oversees the implementation of the national strategic plans in the district and reports to the government according to set objectives.

Chamwino Department of Agriculture is represented by subject specialists and extension staff at the level of district, divisions level, ward and village level. The department is responsible for implementing national and district strategies for agriculture.

Department of Community development, Chamwino Districtis responsible for implementation of the rural development policy which focuses on improving rural livelihoods in the aspect of gender, health care and infrastructure.

In the Programme, **TOAM** will to the possible extent work closely with the main stakeholders when advocating for a National Organic Agricultural Policy to create an enabling environment for organic small-scale farmers, their production and access to local and international markets.

## Zanzibar

Zanzibar is a semi-autonomous part of Tanzania and has its own government and Ministry of Agriculture, Natural Resources, Livestock and fisheries (MANLF). Approximately 70% of the population of 1.300.000 is located in rural or semi-urban settings and more than 50% of the population depends on agriculture for a living. Food insecurity and malnourishment continue to be a major challenge for small-scale farmer families, primarily women and children. Contributing factors are limited education in and knowledge of sustainable organic farming practices and inadequate involvement of traders. Food security of members of FFLGs established through previous interventions of OD and partners has been improved by introducing agro-ecological farming methods. Participation of the private sector, mainly domestic and export traders, in the FFLGs has been limited and strengthened participation in the farmer enterprises will promote market orientation. Efforts are planned to develop skills for good agricultural practices (GAP) to comply to market requirements to employ market oriented production.In its strategic plan for the agricultural sector, government has identified three priority goals for the sector and natural resources: 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 are effectively managed through implementing effective systems for improving production and sale of organic foods as proposed in the Programme. In the 2010 – 2020 vision for sustainable agriculture, the facilitation of organic farming and branding are recommended. The general opinion is that the agricultural potential of farming is far larger than the present crop production. The MANLF supports OA and has a close working relationship with **UWAMWIMA**, which will contribute to the Programme with extensive knowledge about organising farmers into member driven democratic associations, providing technical knowledge about OA and advocating for OA towards MANLF and government.

### The organic agricultural sector

Agriculture widely applies traditional farming methods which some label organic by default, underlining the need for information dissemination as proposed in the Programme. Buying organic is often anchored in heath benefits, and local organic food is to a wide extent bought and marketed by few socially and organically inclined tourist operators. Through previous OD interventions at Zanzibar, it has been established that organic farming leads to improved knowledge, productivity and profitability, thereby contributing to socio-economical and environmentally sustainable development for farmers. The potential for further development is present, as unstable yields, limited functioning of the markets, seasonality and unsuitability of temperate varieties are major constraints for organic farmers. In an effort to improve the agricultural sector, the Revolutionary Government of Zanzibar initiated and carried out a range of agricultural programmes and projects to address key challenges that impede the progressive development of the sector, including crop development, plant protection, farmer empowerment, support for research, extension and advisory services, irrigation, water management, livestock development and services, agro-forestry, marine and coastal areas conservation, and natural resources management. In spite of all these efforts, agriculture is not contributing sufficiently and sustainably in promoting economic growth and reducing poverty. Main issues that limit sector performance are related to public sector investment. Marketing is fragile and unstable as production is predominantly subsistence, small-scale and largely rainfed. Low capacity in terms of finance, knowledge, skills and technology to exploit available resources efficiently impede farmers’ transformation into commercial farming, undermine private sector investment and destabilises incentives for entrepreneurship.

### Market access

Far-reaching changes in domestic and global markets are creating potentials for farmers and agribusiness entrepreneurs. The demand for high-value primary and processed products is rapidly increasing, driven by rising incomes, urbanisation, market segmentation, liberalised trade, foreign investment and tourism. These developments are expanding both internal and external market opportunities, important for fostering agricultural and non-farm growth, employment and rural incomes. These market opportunities categorically demand stability of supply, quality, timely deliveries and economies of scale. The knowledge of farmers of opportunities in the internal or external markets is generally limited. Farmers, fishers and livestock keepers are virtually disconnected from the changing nature of e.g. the tourist and food industries to exploit opportunities. The uptake of new marketable crops of high value is also slow. The local market has not been well developed because of the low level of awareness about organic products among the population. Organic farming in Zanzibar is tourist-oriented while access to regional and international market is restrained by the high costs of certification and handling of the organic products. Through Programme acitivites, the situation is aided by improving availability of information and extension services as well as stimulating levels of farmer organisations equipped to take advantage of market opportunities. Opportunities exist for widening the scope and volume of local commodities into domestic and export markets and exploiting potentials for secondary and tertiary processing, promoting non-traditional crops and strengthening effective inter and intra-sectoral linkages.

### Relevant legislation

The Zanzibar Agricultural Transformation initiative creates favorable political and regulatory framework for enhancing quality compliance with local, regional and international organic product standards; facilitating measures to promote private sector investment and strengthening public-private partnerships. The initiative is anchored in enhancing capacity in value addition and agro-processing and promoting private sector investments. Broadly, it entails the provision of services related to value addition and agro-processing e.g. quality assurance, inspection and certification. The initiative focuses on providing favorable economic environment, promoting agricultural technology and disseminating information to reduce risks inherent in agricultural investment. Several factors have come together in recent years, which highlight the necessity for a fundamental review and revision of agricultural policy. The traditional goal of maximizing output is being countered by widespread concern over the countryside and environment, and by growing realisation that finite natural resources need be more carefully managed. Zanzibar is currently reviewing its agricultural policy where by participatory approach will be adopted in the process involving the government, the private sector, development partners and other key stakeholders; therefore; the reviewed policy is a product of inputs from stakeholder consultations. A target is to emphazsize government’s commitment towards continued cooperation with the major actors in the development of the agricultural sector. The existing legal and regulatory framework does not provide all the necessary provisions to ensure the implementation of the existing agriculture policy. Therefore the enactment of the new comprehensive Agriculture Act is essential in filling the existing identified legal gaps which constraints development of a modern, efficient and competitive agriculture sector and engagement of private sector in the sector development processes

### Relevant stakeholders

Ministry of Agriculture, Natural Resources, Livestock and Fisheries (MANLF) is responsible for managing and coordinating activities related to agricultural and natural resources development at the islands. A MOU has been signed between MANLF and UMAMWIMA, which is significant for advocacy and further recognition and growth at national political level. At the Regional and District levels, the Ministry is represented by the Regional Agriculture Development Officers (RADO) and District Agriculture Development Officers (DADO) responsible for coordinating Ministry activities in regions and districts. Of specific interest are the Kizimbani Agricultural Training Institute (KATI) and the Zanzibar Agricultural Research Institute (ZARI) that are engaged in training and research in OA. The Minister of MANLF supports and currently works for a policy for OA.

Ministry of Trade and Industry (MTI)supports OA, and the potential at export and home markets to provide the booming tourist industry with healthy and sustainable produce. The Minister for MTI has at public conferences expressed strong support for organic production and trade. UWAMWIMA cooperates closely with and is recognised by both Ministries as an important association representing small scale farmers and OA. The association’s membership of TOAM secures access to backup and mentorship in its advocacy efforts.

# CAPACITY, PARTNERSHIP AND LEARNING

## Organisational capacity

### Organisational capacity of OD

OD is committed to promoting organic production[[15]](#footnote-15) and consumption in Denmark and internationally. OD has existed for 25 years and been engaged in developing countries for the past 10 years with the purpose of decreasing food insecurity and poverty through OA and the FFLG approach. OD has been deeply involved in introducing, enhancing and improving OA methods, the FFLG approach and advocacy support in EAC for 10+ years and has secured strong relations with relevant and competent local partners in Zimbabwe, Kenya, Bhutan, Tanzania and Uganda.

OD is promoting organic development throughout the foodchain of farmers, wholesailers, restaurants, public kitchens, companies and comsumers. OD’s staff possess a wide range of competences within e.g. primary organic production; sales and market access for organic products nationally and internationally; organic conversion of foods in public and private kitchens; and 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[[16]](#footnote-16), and OD continues to be a key organisation for strengthening organic production and sales. OD also hold strong competences in advocacy/policy development and has been strongly involved in developing political frameworks for OA, resulting in Denmark receiving a silver medal in 2018 for the UN Future Policy Award[[17]](#footnote-17). Further, OD 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 an active feedback culture and explores through the Programme how the principles of the FFLG approach are integrated and taken into action in the learning and feedback processes.

OD’s board decided in December 2018 to strengthen the development area in terms of management, consultants, administrative and financial support and information dissemination. Until mid 2019 one consultant was working full time on the development activities. To secure stronger anchoring, two primary consultants are committed to Programme activities while OD’s departments of agriculture, marketing, finance, communications and politics are involved to share, optimise and apply knowledge and capacity to the Programme. Each department contribute with key personnel committed to anchoring and integrating Programme activities internally and cross-sharing competencies. The Programme officer cooperates closely with the director of the department of OA on the operation and implementation of the Programme, including continuous partner contact. Key personnel from the department of marketing are involved in developing and applying competencies for strengthening market access for organic farmer products in the target countries while the director for the department of politics is engaged in advocacy and the development and strengthening of the political framework. OD’s financial department is closely involved in the financial monitoring, and the department of communications ensures a continuous flow of wide dissemination of Programme activities, progress and results, aimed at increasing engagement of the public and relevant stakeholders. The management structure has been redesigned according to the board decision in December 2018. Since the beginning of 2019, the management team on the development area consist of ODs director for the department of OA, the project director who is also experienced in development activities, the financial director and the Programme manager. The director for communication is also involved and has in cooperation with the development committee developed a plan for information dissemination that both involves the development committee’s members and the board of communications and has the focus of outreach to relevant groups and stakeholders in Denmark. OD’s management team addresses the development activities at a strategical level and addresses the structure, progress, potential and financial aspects. ODs board discusses the development area twice a year a board meetings.

The democratic structure of OD is unique and consists of nine committees, OD’s development committee being one of them. Each of the committees holds strong professional competences in their field and committee members have lead project activities in cooperation with partner organisations. OD’s development committee has been a driving force in the development of the portfolio and the area since the beginning in 2008. The ToR for the committee has been discussed and revised at the latest committee meeting (annex 6.3). The responsibility of the committee is among others to participate in qualifying and executing ODs strategy and the Programme. The committee will continuously be involved in the activities in order to co-develop, provide advice, advocate for and participate in activities.

OD have four different member groups in Denmark: organic farmers (no. of members: 900); professional kitchens (120: public and private); companies (200) and individual consumers (2.200). In OD’s latest strategy, a goal to increase the number of members is included (se annex 3.3), and all committees are engaged in providing relevant information for interested potential members and inviting them to join activities. The development area engages a network of approximately 100 people. For the past period, few activities have been initiated for the network, but the Programme offers opportunity to arrange more, e.g. a kick off meeting early in 2020, involving and engaging the network. In phase I of the Programme, OD and the partners will explore best practise of involving organic companies in terms of access for African farmers to the Danish market or other markets that these companies operate in. Involving Danish companies in the activities demand thought, analyses and decisions. Some companies enter development activities on the basis of an altruistic perspective, which can be positive and fruitfull, the activities then being anchored in a CSR department. The ideal however is – if possible – to anchore the activities not in the CSR department, but in the sales department alongside other sales activities. ODs committee for the organic companies is a relevant resource for discussing and developing these possibilities. OD has previously made these efforts with positive experiences. The Programme allows for the next phase to be explored and will support the platform for popular engagement.

### Organisational capacity of partners

OD’s approach to partner collaboration is outlined in the partnership strategy (annex 5.1). Partnerships are formed to reach strategic goals in close collaboration with partnering civil society actors, while transferring and implementing knowledge, skills and responsibility in a HRBA throughout interventions to ensure long-term sustainability. Throughout OD’s engagement in development interventions, dedication to building meaningful long-term partnerships based on shared passion in values and proficiency to organisations that have legitimacy to the target groups in the local cultural context has been a core commitment. Continued collaboration in the Programme context strengthens the long-term foundation for deeper and more committed partnership relation between OD and partners, allowing resources to be utilised on implementing and integrating activities further and expanding relations to the benefit of civil society and partners. The Programme approach allows OD to catalyse collaboration and exchange of competences between partners internally and in a wider context to relevant actors in society, contributing with competences of varying nature and levels in joint virtual and physical communities to enhance mutual learning and build capacity. The partnership takes its point of departure on an agreed foundation of defined roles and responsibilities, aiming at continuously building capacity, relations and strength. The involvement of civil society in Programme activities is embedded in the strategic approach by supporting partners in engaging society members in the establishment of organisations and promoting citizen participation in the joint activities of these.

The establishment of Programme partnerships is based on an analysis assessing partner capacity on a set of parametres relevant to the Programme including organisational capacity, financial capacity and net capital; project management; administrative management and local organisational capacity; and experiences within the areas of agriculture and organic farming, market development and advocacy. Previous experience of dealing with a corruption case has intensified OD’s focus on securing measuments against such cases, e.g. by closer continuous partner assessments and the formation of the Anti-corruption Code of Conduct (annex 6.1) which will be put into action in collaboration with partners to secure a strong joint focal point on preventing similar breaches of partnership agreements. Financial reports and accounts of Programme partners have been analysed by OD’s financial department and assessed satisfactory and stable. They have further demonstrated administrative and financial competences that satisfy the requirement outlined in the annexed Partnership Strategy. In terms of technical and organisational capacity, competences in implementing activities for rural development are required. All Programme partners are experienced in these areas owing to previous collaboration with OD and have for years practiced bottom-up organisational development of civil society organisations and contributed to improving production systems of small-scale farmers with explicit focus on developing their livelihoods by applying agro-ecological methods. They have successfully implemented the FFLG approach and agro-ecological methods to various ethnic and religious groups and in diverse types of landscapes, cropping systems, rural and semi-urban settings. Key qualifications and experiences of partners with relevance to the Programme are provided below in table 1. Together, they form a strong net of capabilities, relevant potentials for continued capacity building and a great reach into civil society through valuable networks of primary and secondary target groups.

## Partners of the Programme

Strong partnerships between OD and partner organisations have through years in the field created life-changing results for subsistence farmers locally in the target countries. Key to ensure impact and sustainability of the Programme are these long-term partnerships, founded on mutual assessment and recognition of fundamental values and goals, which will be further disseminated through continued cooperation supported by capacity building comprised in the Programme.

Table 1 below outlines key qualifications and experiences of partners and strategic areas for capacity building in joint collaboration creating synergy effects of exchanging relevant competences within the strategic focus areas of the Programme.

Table 1: Programme partners

|  |  |  |
| --- | --- | --- |
| Partner | Key qualifications and experiences | Gains and areas for capacity building in the Programme |
| Sustainable Trainers Network (SATNET)  Partner since 2008.  Regional NGO, active in the Western region of Uganda. | * Sustainable organic and agro-ecological production and management practices. * Improvements in farming practices at small-scale farms, quality management from production to market, sales and business skills through the establishment of joint marketing groups. * Developing and improving market access. * Practicing the FFLG extension approach and organising farmers in farmer-owned businesses/cooperatives. * Application of innovative agricultural solutions. * Gender mainstreaming using gender action learning systems. * Direct involvement and close cooperation with organisations, buyers, local government authorities and other stakeholders to establish networks and promote organic agricultural production regionally. | * Scientific-indigenous knowledge. * Merger/co-creation, incubation and scaling to address the evolving organic production constraints. * Improved finance and sourcing and access for MAs. * Capacity building within market intelligence and surveillance at national and international levels; national and international advocacy * Certification for niche markets * M & E and documentation skills * State of the art gender tools and mainstreaming styles. |
| Caritas Kampala (CK)  Partner since 2012.  Faith based NGO, active in the Central region of Uganda. | * Technical expertise in OA, agroecology and innovation in OA. * Marketing, value addition and collective marketing. * Theme-based research to inform decisions at different levels. * Working with local governments to ensure effective participation of smallholder farmers in the different processes. * Lobby and advocacy for agrarian and agrarian – related policies. Linkages, networking and partnership building. * Coordination of different programmes and projects and use of multi participatory approaches. | * Advocacy capacity. * Collective marketing and value addition. Networking and partnership building at different levels. * Documentation and dissemination of best practices. Linkage to research institutions. |
| Uganda Rural Development Training Institute (URDT)  Partner since 2012.  District-based NGO, active in the Western Region of Uganda. | * Establishment of the African Rural University for research, publications and project monitoring. Establishment of public library, Community Media house and 12 community resource centres in sub-counties managed by external facilitators for information dissemination. * Implementation of gender mainstreaming. * Engagement in advocacy for OA and network activities with government. * Engagement in tradeshows and relevant partnerships to develop market linkages. * Implementation of the FFLG approach. Cooperation with 22 primary schools for school farm projects, extending knowledge and skills of the FFLG approach and organic farming to youth. | * Capacity building in improving market access and conditions * Development of cooperatives; marketing skills; and certification. * Strengthening of advocacy capacity; efforts to secure platforms for governance and accountability initiatives and raise debates. |
| SULMA Foods  Partner since 2012.  Commercial SME exporting organic foods, based in Uganda. | * Organic agricultural production and Good Agricultural Practices (GAP). * Marketing and market linkages. * Certification, standards and processes. * Value addition, branding and product development. Development of food safety management systems. * Agribusiness mentorship and enterprise selection based on profitability analysis among others. Governance and group dynamics. * Local cooperation with farmers, cooperatives and marketing associations. * Advocacy efforts for farmer rights at grass root level through networks and engagements with local stakeholders. Engaged in promoting human rights at national level. | * Further development of GAP. Seed selection. Storage and post-harvest handling. * Pest and disease management. * Value addition and processing. Marketing and sales promotion. * Seed banks creation for protection of indigenous varieties. * Advocacy for OA. * Market Associations and governance. Branding, marketing and market intelligence. * Documentation and record keeping. Information on OA, its principles, standards and certification. * Development of FFLG sessions, rotational visits, exchange visits and exposure visits like exhibitions for inspiration. * Development of adapted climate resilient models for organic farming. |
| Tanzania Organic Agriculture Movement (TOAM)  Partner since 2011.  National branch  organisation for organic products in Tanzania. | * Development and promotion of value chains, identifying and addressing requirements of actors in chains and supporting profitable cooperation and favourable price development. * Advocacy interventions focusing on gender rights, human rights, rights for farmers and agricultural production and sales on specific issues identified in engagement and dialogue with vulnerable groups of women, children and youth. | * Improved skills in establishing and developing FFLGs and cooperatives. * Develop market access. * Secure access to financial services. |
| UWAMWIMA  Partner since 2012.  Regional Zanzibar organisation for small-scale farmers. Represents a democratic member organisation. | * Development of pro-poor market access and linkages to enable producers to supply e.g. tourist markets and hotels with fresh vegetable and fruit, providing financial and infrastructural support, offering agricultural extension services * Lobbying and advocacy activities. * Establishment of FFLGs, upgrading of farming practices. * Raising policy issues, mainly advocating for increased government investments to support agricultural research, production, yields and export; access to micro financial services; value addition and processing of agricultural produce; * Farmer mobilisation and information sharing practices. * Strong networks to smallholder farmers as well as to government authorities and other stakeholders * A broad member base and a high level of member participation and voluntarism. | * Building the capacity of smallholder farmers to develop an increased and sustainable production of quality agricultural commodities and revenues. * Further promotion of organic farming to ensure food safety and farming as a business approach. Improving access to reliable local and high return markets for smallholder farmers through promotion of an efficient agricultural marketing system. * Promoting a favourable policy and regulatory environment that safeguards the interests of smallholder farmers and private sector actors. Mainstream crosscutting issues particularly HIV/AIDS, disability and gender. * Improving human and institutional capacity to render effective services to its constituent members. |

### Synergy effects for the partners in partnering in the Programme

For the partners in general potentials in joining the Programme are great and positive and enables them to learn and share with each other at a different level than the current project organisation allows for. In co-creating of the FFLG-academy, partners will gain even more knowkedge and methods from each other as well as improving their systematics. Hence, the potential for positive impact is even bigger. The partners all target small-scale farmers as their primary target group and have successfully facilitated the implementation of improved organic farming methods and FFLGs to addressed issues of food insecurity and unsustainable livelihoods for farmers. Experience from previous interventions establishes that further development and advocacy for small-scale farmers and OA is demanded to realise further improvements. There is a pressing need to join forces of the partners to strengthen advocacy capacity for the rights of small-scale farmers at district and local government level and to facilitate and gain support from national networks such as ACSA Uganda and PELUM to advocate for OA. 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 the potential by expanding and strenghtening these competences to improve advocacy for OA and rights for small-scale farmers is great. Further, this will allow access to government funds and investments for bulking, processing and marketing of cooperative produce for 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, experience has made it evident that the lifespan of organisations is short. To improve market access for small-scale farmers through the development of sustainable business models is another cross-cutting challenge that needs 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 partners, 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 systematic knowledge exchange structure among the partners.

### Proposed roles and division of labour

The table below outlines the proposed roles and division of labour in the Programme.

Table 2: Proposed roles and division of labour

|  |  |
| --- | --- |
| Partner | Responsibilities |
| Organic Denmark | * 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. * Responsible for reporting to CISU. |
| Responsibility of all partners for implementing Programme activities according to agreements | Participation in Program Management Committee, including taking mutual ownership to the strategic and concrete development of the program and the FFLG-academy  Administration including budgetary and accounting matters, subcontracting and reporting on activity 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.  Contributing to M&E of Programme activities.  Involvement of stakeholders in the Programme.  Reporting to the Programme.  Advocacy for OA.  Provision of technical knowledge and input to advocacy, FFLG and cooperative development.   * Coordination of Programme communication. |

|  |  |
| --- | --- |
| Specific key-roles for each partner organisation | |
| Sustainable Trainers Network (SATNET) | * Together with Caritas lead advocacy at national level in Uganda towards a national organic policy * Either SATNET or URDT will be hosting the Organic FFLG Academy, drawing on experience in fostering communal and personal growth through training, education and information sharing integrated in an environment of shared vision and values of working together to create prosperity and by applying available ressources and rural technologies * Sustainable agricultural production and innovative agricultural solutions * Gender issues * Local administrator for Uganda partners |
| Caritas Kampala | * Together with Satnet lead advocacy at national level in Uganda towards a national organic policy * Sustainable agricultural production * Marketing, value addition and collective marketing |
| Uganda Rural Development Training Institute (URDT) | * Learningpractices, systematics, practices for knowledge sharing * Advocacy * Dissemenation * Gender & youth issus |
| SULMA Foods | GAP  Certification  Food safety  Agribusiness mentorship and enterprise |
| Tanzania Organic Agriculture Movement | Lead advocacy at national level in Tanzania  Developing and promoting value-chains  Local administrator for Tanzania |
| UWAMWIMA | Pro poor market access  Farmer practices  Farmer mibilization  Networking |

### Lessons learned

The following outlines key lessons learned from past grants which will be applied in the Programme.

Resilient democratic rural organisations

Learning: 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.

Action: Successful development of each FFLG requires structured and participatory monitoring and close follow-up mentoring in cooperation with partners. Each FFLG has a facilitator, however the facilitator does dictate actions of group members but is constantly aware of letting the members direct their development and allowing them to be heard and remain focused on their goals and principles. The Programme builds capacity of the facilitators as they are crucial especially in the young phase of the FFLG. 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 resilience and viability of the organisations are secured though a well-established approach, developed through long term organisational relationships between OD and partners, emphasising mutual development and a continuous learning process.

Sustainable organic agricultural development

Learning: Rotational visits among FFLG members increase mutual learning substantially in sustainable OA. The visits contribute greatly to increasing social capital in the communities and create important learning opportunities including exposure to farming techniques and improvements in roles.

Action: Regular physical meetings are important to discuss, understand and promote organic climate-smart agricultural methods and secure commitment, joint focus, synergy and progression in activities and learning processes according to the Programme design. 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. Meetings are scheduled on a regular basis, allowing groups time to familiarise themselves with each other, facilitators and the FFLG set-up before commencing on common activities which are continuously developed though the phases of the Programme.

Market access

Learning: Organising FFLGs into cooperatives increases farmers’ bargaining power and the prices of their organic produce. Cooperatives need time to mature into commercially viable entities, that adjust to market requirements concerning product quality, trading reliability and constant supply. In time, organising in cooperatives is a feasible way for farmers to enter international markets.

Actions: Newly established FFLGs require two years to develop and mature and their capacity must be closely assessed prior to becoming a member. Governance, saving, credit and record keeping capacity are built into the setup of the cooperatives to ensure viable enterprises with strong market capacity that can contribute significantly and long term to improved food security and income generation for farmer families.

Advocacy

Learning: FFLGs develop the governance capacity and social capital required for farmers to join a cooperative. Members, and in particular female members, gain self-confidence to raise their voices, support each other and approach local authorities. Increased capacity of cooperatives in advocacy, saving, credit and fund raising is a requirement for investment in storage capacity and processing.

Action: Advocacy capacity, including gender perspectives are integrated in capacity building at partner organisations and in the setup of FFLG and cooperatives to raise awareness of human, farmer and gender rights.

Inclusion and rights

Learning: FFLGs and MAs are functioning best when all member of small-scale farmer families are included in sharing knowledge internally in the groups and in interlinked networks with other groups and service providers.

Action: All family members are recognised in training for their shared roles in the sustainable organic production, contributing with and receiving training in specific skills in practicing climate resilient farming skills and in basic nutrition requirement of household members, including children, youth, elders and women with children. Each family gain capacity to plan, manage and finance production and improve the livelihoods of household members. Training further raises awareness of rights with special attention to gender and youth rights and relevant issues of the agrarian policies to build capacity for households to participate in local decision-making fora in order to access better services and defend their rights over production resources like land, water, seeds/livestock, better infrastructure.

# PROGRAMME OVERVIEW

## Intervention Logic (Theory of Change)

The main goal of the Programme is to decrease food insecurity and poverty, and increase empowerment for small scale farmers including women and youth in Uganda and Tanzania, through OA and capacity building. To reach the goal, OD and partners focus on three areas:

1. Strengthening **organic agriculture** and empowering small-scale farmer families through Farmer Family Learning Groups (FFLGs).
2. Strengthening civil society in **advocating** the rights of organic farmer families and organic agriculture at local and national level through networks.
3. Securing **market access** for produce from organic small-scale farmer families through farmer owned enterprises such as marketing associations and cooperatives.

These areas are closely interlinked, and synergy between them is a precondition for the success of the Programme. The overall strategic approach is by participation and bottom-up processes to strengthen civil society organisations locally, thereby enabling society members to create better life conditions and livelihoods, reducing poverty and increasing human dignity. The activities in FFLGs are centred around the participating farmers’ own farms, not demonstration plots or farms. FFLGs encourage farmers to gain insight in their own system with respect to their own priorities and enabling them to proceed on their own without the facilitator. OD and the partners have strong experiences in developing these areas. Till now, records show that there is a need for more systematic knowledgecreating and -sharing, a systematic focus on specific target groups (women and youth). To succeed in doing so, partners will create The Organic FFLG Academy, an informal learning platform (section 3.1.1). Through the 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 OA policies through strong national networks. Greater access to market through cooperatives builds on a strong primary production. Grass-root cooperation of farmers through FFLGs are a prerequisite for organising farmers into cooperatives, since farmers through the FFLGs build governance capacity. 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 promote favourable government support structures for OA at primary level and for further development of cooperatives, their access to the market nationally and internationally and affordable certification. 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 partners and the target group which from previous experiences have impact both at community and society level. Programme activities correspond to the three focus areas and are aiming at following three key outcomes (see annexed ToC).

Long term outcome 1: Sustainable organic agriculture production is improved

The assumption is that to achieve food security in line with **SDG2** 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 OA and farm production in line with **SDG13** 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 **SDG15** ‘Protect, restore and promote sustainable use of terrestrial ecosystems´ through organic farming systems. Previous experiences and analyses of effects of the FFLG approach have documented great potential for broader impact as well as for upscaling the method. A challenge from past interventions is a lack of systematic cross cutting data collection; knowledge construction and sharing among partners on facilitating FFLGs and OA. The assumption is that a knowledge hub in the form of the Organic FFLG Academy, documenting the positive impacts of OA and FFLGs, will greatly increase the partners’ OA competences, social capital and advocacy impact for sustainable agriculture. Experience from previous interventions points to a demand for a structured knowledge hub, providing easy access to exchanging relevant information. Partners develop the Academy with the objective of learning, sharing knowledge, developing and documenting the impact of OA and FFLGs on food security, livelihood and civil society development for the target group. Documentation will feed into advocacy efforts by providing evidence of the impact of the interventions. In the first periode 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 as a driving force and coordinator.

Long term outcome 2: Organic Agriculture Civil Society is strengthened

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: Market access for small scale farmers organic produce is improved

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 **SDG1** and **SDG16** 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. Learning networks among cooperatives involved in the Programme, organised by partners, will support the development of cooperatives and national organic policies.

The three outcomes are intercorrelated in the sense that sufficient quality and quantity of organic produce is a precondition for market access and marketing; the development and implementation of organic methods being a precondition for organic produce; and the level of advocacy, organisational capacity and empowerment affecting and being affected by both produce and market access. Hence, the three outcomes do not have a linear correlation but develop and intercorrelate dynamically. To reach the overall Programme goal the three outcome targets are balanced strategically. Outcomes and outputs (annex 4.1) are monitored regularly according to the M&E system (section 3.8).

### The Organic FFLG Academy

The Programme develops the Academy as learning platform to enhance the exchange of knowledge, learning and capacity building in networks among the partners who are active in diverse agro-ecological, advocacy and market contexts and possess competences to be shared and elevated to a higher level through the Academy. A systematic practice is demanded and thus, the Academy contains information and experiences related to agriculture, sales, marketing, market access and advocacy efforts. This entity of expertise and communication is a key instrument to ensure continued learning and development of sustainable OA, market access and advocacy and will also bring together experiences of partners to vitalise the synergy between them. Partners will on a participatory basis feed into the Academy and contribute with valuable knowledge, expertise and lessons learnt. A coordinator and 15 facilitators/field officers are initially the main actors of the Academy with the responsibility of lifting FFLG competences and building capacity. Learning activities are non-formal, defined as un-institutionalised, providing free access to education and leading to qualifications, life/work skills, social and cultural development as an alternative and/or complement to formal education, in line with UNESCO’s definition of non-formal education[[18]](#footnote-18). The implementation of professional, technical expertise in OA is carried out in selected target areas by facilitators at the properties of farmer families who on their own land test, practice and develop techniques. The target group includes all members of farmer families, including women, men, elders, children and youth groups. Methods for facilitation are adapted to embrace the heterogeneity of the group and the various responsibilities of each family member at the farm. The framework for facilitation is developed by OD in cooperation with partners, shared through the Academy and further developed and improved throughout the Programme. The FFLGs are organised around rotational visits to farms with the aim of promoting an including motivational environment that builds social capital in a dynamic approach which allows continuous adaptation to improve the content of classes and give special attention to specific focus areas and methods. The group functions as an active learning unit discussing problems, solutions and experiences related to all aspects of farming and thus building OA expertise. The methodology is inspired by the theory of learning in communities of practice developed by Jean Lave and Etienne Wenger (1991). Key elements for success are the group members’ active participation in their learning process and continuous contribution in the development of their farm and production.

#### Activities of the Organic FFLG Academy

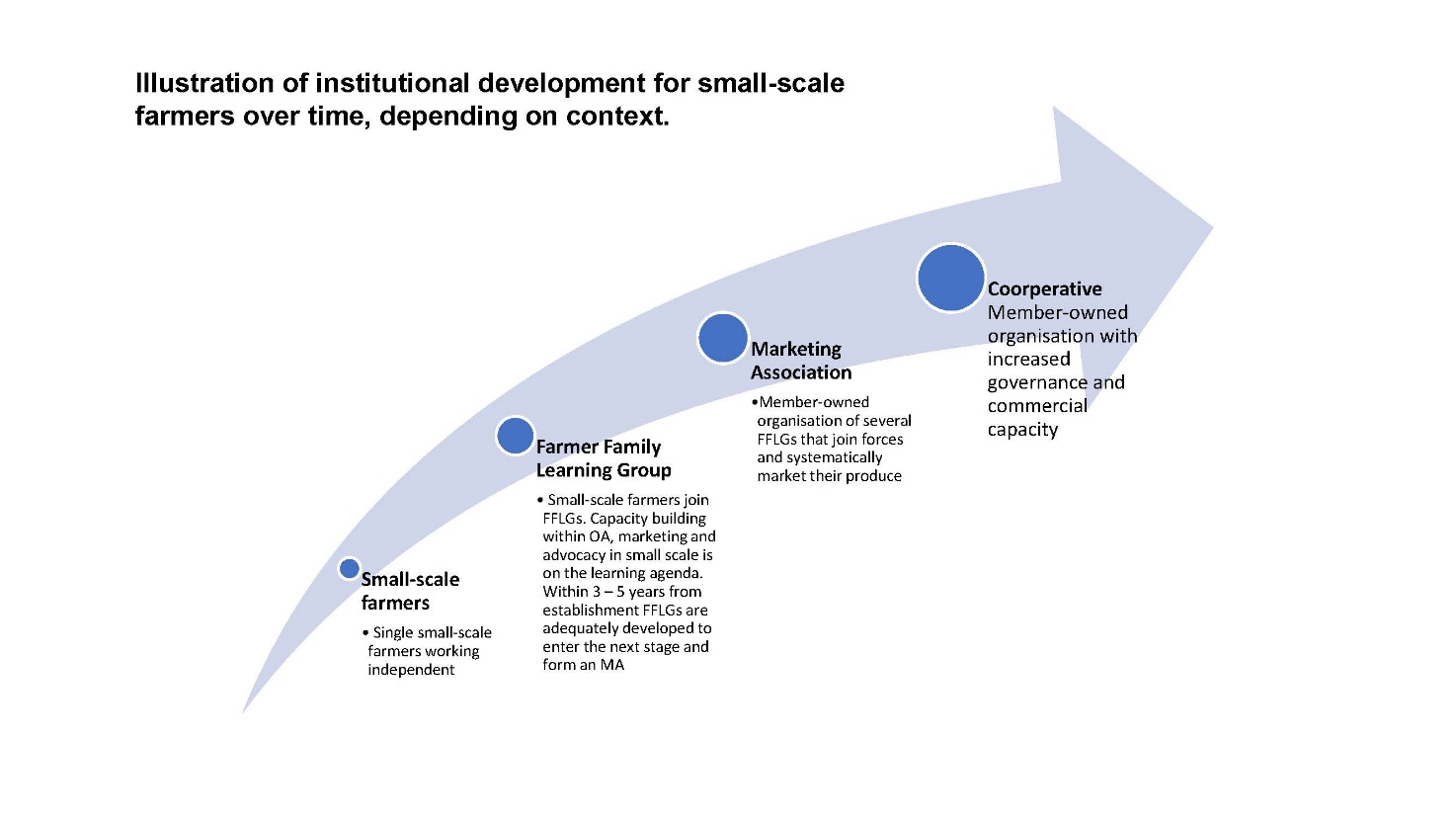
The objective is to develop the Academy as a knowledge hub for mutual and continued learning and capacitation among primarily partners to improve and develop competences of small-scale farmers’ in OA farming systems, techniques and expertise, document and disseminate experiences and achievements and communicate the FFLG approach as a tool for lifelong learning and participatory community development. Through continuous training and improvements of qualifications, the Academy facilitates life-long learning opportunities for inclusive and sustainable learning communities. Education and lifelong learning are not only at the heart of SDG4, quality education, but also crucial to the achievement of other SDGs and to secure their connection. Required knowledge and skills for running a small-scale farm successfully to create a reasonable standard of living in farmer families have transformed rapidly in recent years, especially due to unpredictable effects of climate change, challenging the source of livelihoods for small scale farmers. Changes challenge traditional know-how, gained through years from everyday experiences, learning processes and practices in local communities by living with nature and observing and interpreting meteorological phenomena that have guided seasonal activities of local communities through millennia. Though local communities have already practiced different forms of adaptation practices in response to climate change in their local area, these practices are now challenged by more unpredictable weather patterns. Hence, the establishment of the Academy promotes the application of an analytic and strategic approach to disseminating information about the topics, enhancing learning methods and continuously adapting and anchoring relevant and up-dated knowledge and skills from experience directly at farms in the everyday lives of the target groups. This systematic anchoring is indirectly embedded in the FFLG model as a central element to support its continuous positive effects on the livelihoods of the target groups. The Academy aims at integrating traditional/indigenous knowledge systems with updated systems to combine socially produced competences that are embedded in a specific cultural and environmental context to that of global significance. By integrating research and community-based learning to promote the co-creation of knowledge as a complementary process, the knowledge and skills of farmers are valued in the process of working together to solve common agricultural and natural resource problems. By integrating and combining the knowledge and the experiences of partners from different agro-ecological regions, OA and natural resource management strategies will be further developed long-term as a foundation for achieving the goals of community-based adaptation and climate resilient livelihoods. The activities of the Academy include:

* Systematically collect, analyse, report and disseminate information about OA farming methods and the contribution of OA to secure sustainable climate resilient livelihoods, eradicating food insecurity and malnutrition.
* Conduct follow-up training and workshops for partners and FFLG trainers in e.g. OA, climate change mitigation and adaptation, FFLG facilitation and pedagogy, cooperatives, market access, SDGs, gender mainstreaming, participatory monitoring, PSG and advocacy.
* Document the achievements of the FFLG and cooperative approach in terms of civil society development and develop the approach further.
* To complete a detailed training course curriculum and didactic to be evaluated and developed throughout the Programme.
* To issue a FFLG handbook.

The Academy will be hosted by one of the partners in Uganda and will be headed by an appointed director. He/she will be responsible for the organisational management of the Academy and be a driving force of the Academy. The first year, the Academy will concentrate on completing a detailed training course curriculum regarding FFLG methodology, OA methods, didactic and the issuing of an FFLG handbook. This development of the Academy is initiated at a kick-off workshop involving the FFLG field officers from partner organisations. The workshop will focus on collecting experiences, data and lessons learned from established FFLGs in all regions and evaluate their success, potential improvements, main challenges, barriers for implementations etc. A key factor in the interventions of the Programme is the facilitation of communication and dialogue between actors to promote the formation of networks and alliances. Working with local as well as national and international partners of the agricultural/rural sector strategically facilitates cooperation and networks between farmers, the private sector and local authorities. In the long-term perspective, the Academy will have the potential of functioning as a forum for knowledge exchange between partner organisations, farmers, private sector actors, educational institutions and international institutions. Further, the Academy is seen as a strong tool to inspire and expand advocacy for OA at local, national and international level. Building and disseminating capacity in OA practices through the Academy in close correlation with the wider Programme activities provide small scale-farmer families in target areas 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.The initial primary target groups for the Academy are the FFLG field officers and their respective organisations. The secondary target groups are other stakeholders, NGO’s and governmental officials and agricultural extension officers. The Academy builds on the philosophy of mutual and continuous learning, co-creation of knowledge by knowledge sharing, learning-by-doing, experiential learning processes and training the trainers. The educators therefore involves FFLG field officers and experienced staff from the participating organisations. In a long-term perspective, the Academy can function as a forum for exchanges between farmers, partners, private sector actors, formal vocational, educational institutions and international NGO’s and institutions.

## Target groups

An overview of primary and secondary target groups is provided in table 3. The primary target group of the Programme are small-scale farmer families in the target districts. Gender mainstreaming and engagement of youth is promoted in target groups as elaborated in chapter 3.3. Successful establishment of cooperatives require time for FFLGs to mature and develop the necessary organisational skills and experiences according to thorough assessment, and Programme activities will promote the advance of the existing FFLGs and cooperatives to the next level according to schedule. As exemplified in the illustration below, an institutional development is promoted in the FFLGs and hence, further support for the progression of FFLGs established in previous interventions is needed. The further the institutional level, the higher degree of sustainability. Members of FFLGs and cooperatives established in previous interventions and their facilitators are thus included in the primary target group to pursue the potential for further progression through continued participation in activities and lift qualifications towards gaining greater access to market and developing more effective advocacy efforts. The Academy is a

catalyst to bring the fruit of ten years of project activities to the next level. Programme activities will also secure the development of more FFLGs (see annex 4.1).

The households of the target group of farmer families consist of averagely six family members including children, youth and elders and cultivate two to three acres of land. The farmer families generally survive on a combination of subsistence farming and cash crops, though farmers in some district are more commercially oriented. Achievements of the Programme include better product quality, improved market access and capacity in financial management and accountability, all important collective benefits for the farmers, which furthermore contributes to anchoring and ensuring ownership of the partners in the continued development of OA at national and local level. The secondary target groups include local communities, district authorities, ministries and other stakeholders as elaborated in sections 1.3.4., 1.4.4. and 1.5.4. The local communities, in which FFLGs are often spearheading development benefit through increased OA and advocacy efforts. The district authorities including county, subcounty and LC1,2 and 3 benefit since the FFLGs and cooperatives contribute to the authorities achieving the objectives set by government policies for job creation, income generation and sustainable agriculture. Ministries comprise part of the secondary target group for advocacy efforts and activities for policy development. The Programme seeks influence to develop existing and new relevant networks of stakeholders based on impact analysis to continue valuable working relations and secure a positive environment for the implementation of the Programme.

Table 3: Target groups

|  |  |  |
| --- | --- | --- |
| Primary target group | Involvement in the Programme | Interest in the Programme |
| Farmer families in target districts, with special attention to women and youth  (No. of individuals in target group: 90.000 in Uganda, 18.750 in Tanzania) | Target group | Increased food security and improved livelihood  Increased social capital. Prevent migration. |
| Farmer Family Learning Groups in target districts  (No. of FFLGs: Uganda 600, Tanzania 125) | Basic association for target group  (one FFLG consist of approx. 25 farmer families with an average of 6 individuals) | OA, advocacy capacity and market access |
| FFLG facilitators  (15 in Uganda and 2 in Tanzania) | Facilitate FFLG training  Initial target group in the FFLG Academy | Improved performance of the FFLG |
| MA and Cooperatives  (20 in Uganda and 5 in Tanzania) | Member-owned organisation for processing and marketing | Increased governance and commercial capacity |
| Secondary target group | **Involvement in the Programme** | **Interest in the Programme** |
| Local communities | Neighbours and colleagues to members of FFLGs | Increased food security and improved livelihood |
| Non-programme NGOs and CBOs | Adapting the FFLG approach as agricultural extension approach in their interventions. Active participants in the FFLG Academy. | Methods for agricultural extension approach |
| Research institutions | In phase I of the Programme and in the implementation of the Academy, cooperation with research institutions is investigated for potentials to provide e.g. technical assistance in the development of the Academy and secure continuous flow of technical information between relevant research entities and partners/ the Academy | Resources of relevant technical knowledge |
| Schools | Youth involvement in FFLG learning processes /farm schools | Youth involvement /employment |
| District authorities | Local authority providing framework for Programme activities | District performance on food production and poverty |
| Ministries of Agriculture (Uganda, Tanzania and Zanzibar) | National authority providing framework for Programme activities | Sustainable climate-smart agricultural development |
| Ministry of Trade and cooperatives (Uganda and Zanzibar) | National authority providing framework for Programme activities | Development of organic markets |

## Human rights and gender equality

The Programme is based and carried through on a HRBA approach with focus on building and strengthening organisational capacity, securing sustainability in agricultural production through organic farming technics and empowering farmer groups to improve their food security and livelihoods. The FFLG approach is inclusive in its form and focus on the principle of ‘leaving no-one behind’. The Programme mainly addresses articles 19, 22, 23, 25 and 26 of the Universal Declaration of Human Rights. The strategic focus on empowering farmer families by facilitating their active participation in organised FFLGs to improve the agricultural farming methods used on their own land and increase their income generation contribute directly to ensuring just and favourable conditions of work, a fair profit for work and a worthy existence for families, as expressed in article 23. Likewise, the Programme contributes to ensuring the right to an adequate standard of living for the health and well-being of individuals and families, as expressed in article 25. Activities aim at enabling farmer families to improve livelihoods through sustainable organic agricultural production and to increase income generation through improved market access for their products.

FFLG activities are primarily targeted at small-scale farmers to ensure inclusion of the most vulnerable farmers. Groups are formed and activities arranged independent of social and economic conditions of the families at establishment to promote knowledge and experience sharing between potentially very diverse households and encourage equal participation in the groups. Further, the emphasis on women and children as expressed in article 25.2 is particularly addressed in the Programme in its focus on women and children as target groups due to their special roles and responsibilities in the farmer families. Through its focus on integrating this target group in the FFLGs, the Programme acknowledges the rights to special care and assistance during motherhood and childhood. The right to education as formulated in article 26 forms an important part of the framework of the Programme. The FFLG- approach ensures equal access to quality education and training in organic agricultural farming techniques to farmers to contribute to greater mutual understanding, sharing of skills and knowledge in networks and development of personal and social potentials.

The Programme’s strategic focus on strengthening civil society advocating for rights for organic farmer families and OA at local and national level ensures relevant target groups sufficient awareness and capacity to claim their rights. Articles 19 and 22, the right to freedom of opinion and expression as well as the right to the development of one’s advantages socially and within one’s field of employment form a fundamental basis for the advocacy work carried out in the Programme to ensure a framework of support that leaves no one behind and engage members of even the most vulnerable small-scale farmer groups and strengthen the long-term sustainability of the implemented Programme activities.

### Gender

Gender inequality is an issue in both Uganda and Tanzania[[19]](#footnote-19). Though women constitute a considerable and very important part of the agricultural production, their decision-making power and rights to own and cultivate land are constrained. Generally, men hold ownerships of agricultural land and are favoured in practices of acquiring, inheriting and cultivating land, and men are more represented in positions of power, decision-making and employment. However, considering women’s skills and know-how within agriculture in farmer families, their potential for gaining influence within the agricultural area is great. Women have usually had fewer years of schooling than men, and raising their educational level within OA, providing them with useful tools for enhancing their production and economic opportunities through the FFLG approach, will greatly support their position.

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 partners to ensure a stronger impact on gender inequality. The training of partners and FFLGs will contribute to raising the voice of rights holders and strengthen their stance in negotiating with the duty bearers. At farmer family level, the different efforts include awareness of human rights and gender equality. At community level, they include strengthening of rights holders’ organisations through network advocacy for rights to food and gender equality. These efforts will greatly increase the awareness of the target group and partners of the rights based approach to civil society development.

The experience of practicing the FFLG approach is that the majority of the participating members are women, and that the FFLGs have strong positive side effects of empowering participating women. The Programme will in phase I continue to seek inclusion of young women more activily to provide them a voice and empowerment. The FFLG activities invite women to join and are targeted at including women, recognising their knowledge and skills and valuing their participation on equal terms with men’s. The aim is to actively prevent distinction, exclusion and restrictions on the basis of gender in practice. Equal access to and terms of participating for both men and women in the groups not only improve agricultural skills but also encourage stronger social capital, raise awareness of rights including gender rights, build self-confidence and enhance opportunities and capabilities for each farmer to gain more control of own resources, land and agricultural production among men and women. Both are equally empowered to take responsibility for exerting their rights, stand stronger as individuals and in communities, participate in decision-making and make choices for the benefit of their families and production.

In phase I of the Programme, gender and empowerment will be a point of discussion and mutual development. Partners have different experiences and success stories in terms of gender issues and can learn and benefit from each other. I.e. Caritas Kampala give gender equity and equality priority for any interventions and pursuit of organisational activities, e.g. during needs assessments, as many women as can be mobilised are involved to make sure that their views are catered for in the planning proces. During implementation, 60% membership of women are emphasised in beneficiary groups since women make up the majority of food producers. Encouragements and advocacy targeted at men are also carried out to promote women’s access and control of land and other factors of production, based on women’s important roles in family agricultural production, child-bearing and upbringing of children. At community leadership level, women are empowered to take up leadership positions which has led to six women being elected village chairpersons in the 2018 Local Council elections. At organisational management level, Caritas Kampala has implemented a gender department that oversees the integration of gender mainstreaming in the planning, implementation and execution of planned activities. Three of the six departments at Caritas Kampala are headed by women.

## Results Framework

The table below shows the results framework at outcome level (see annex 4.1 for output level).

Table 4: Results Framework

|  |  |  |
| --- | --- | --- |
| Overall programme development goal: Food insecurity and poverty is decreased through organic farming and empowerment of small-scale farmers in Uganda and Tanzania | | |
| Immediate objective: Rural communities are empowered with members practicing sustainable climate resilient OA, experience food sovereignty and control the processing and sales dimension of the food system in a politically enabling environment. | | |
| Programme theme 1: Sustainable organic agricultural production is improved | | |
| Outcome 1 | Indicator | Means of Verification (MoV) |
| Small-scale farmer families are empowered through improved sustainable organic agricultural production and increased social capital. | Partners have developed, shared and implemented strategies for OA, climate change and resilient food security  Acres cultivated by organic agricultural production (including agro-forestry in mountain regions) is increased  Baseline Uganda 241.000 acres (baseline 2015)  Baseline Tanzania 278.000 acres (baseline 2017)  Use of organic farming methods is improved  Women and youth are actively participating in the Organic FFLG Academy  The dynamics and different strengths within FFLGs groups are used actively to strengthen the FFLGs | Partner strategies are developed, exchanged between partner organisation and implemented  Number of acres cultivated in the program period is increased  The use of farming methods is improved measured by reports on increased amount of organic produce of good quality, increased diversification of crops, soil conservation (baseline 2020)  50% women participating, 25% more youth is participating (baseline 2020).  Social capital is integrated in Programme activities i.e. in the FFLG Academy in the Programme period. FFLG members experience increased social capital (baseline 2020 and survey) |
| Programme theme 2: Organic Agriculture civil society is strengthened | | |
| Outcome 2 | Indicator | MoV |
| Civil society partner organisations are successfully advocating for the improvements of conditions and rights of organic farmer families to produce and sell organic products at local and national level through networks | Partner strategy developed and implemented for actively engaging in advocacy (locally and nationally) to promote OA and implement new policy. Organic FFLG academy is integrated as actor in the strategy  Duty-bearers at local and national level finance/support improvement of organic farmer families’ livelihoods. Policy and resources allocated to promote OA | Strategy for advocacy for the Programme including all partners and including the Academy. Organic Agrcultural Policy at local and national level is being implemented    Government, local budgets and policies are increasingly giving priority to OA, such as policy documents, participation in networks and/or the Organic FFLG Academy (baseline 2020) |
| Programme theme 3: Market access for organic farm produce is improved | | |
| Outcome 3 | Indicator | MoV |
| Market access for produce from organic small-scale farmer families in the target districts is improved, certification and farmgate prices are improved due to successful establishment of farmer-owned institutions and enterprises such as marketing associations and cooperatives | Financial and institutional resilience improved among MA and cooperative members such as better sales  More commercially and institutionally viable organic MAs and cooperatives developed  Uganda: The use of PGS for interested partner organisations is mainstreamed  Tanzania: the use of PGS introduce in UMAMWIMA, Zanzibar and in TOAM, Tanzania. | Sales of organic produce is increased in the Programme period (documented in sales records)  No. of farmers marketing through MAs and cooperative is increased in the program period  Members of MAs and Coops experience improved access to market and better prices (qualitative survey, baseline and measured development in programme period) |

Table 5: Key assumptions related to the Programme

|  |  |
| --- | --- |
| Programme outcomes | Key Assumption |
| Programme outcome 1 | Climate changes will not disrupt the farming communities to an extend that will deplete natural resources and lead to the disintegration of the rural communities and immigration to an urban environment. |
| Programme outcome 2 | Partner organisations promote the Programme goal through Academy activities.  Partner organisations are sustainable entities in relation to finances and governance, have legitimacy from and strong relations to civil society and have the political good will from authorities. |
| Programme outcome 3 | National and district authorities continue to appreciate the significant potential of OA in its contribution to reaching the goal at national and district level of raising household incomes for poverty eradication and sustainable wealth creation poverty alleviation and income. |

## Risk management

Risks are monitored and managed throughout the Programme by OD and partners as an integrated part of the M&E system and the quarterly reporting. A strategy for risk management is further developed in cooperation with partners and the committee. The table below provides an overview of perceived risks structured in a framework of three main categories: contextual, programmatic and institutional.

Table 6: Risk management

|  |  |  |
| --- | --- | --- |
| Risk | Risk factor | Mitigation measures |
| Contextual  In both Uganda and Tanzania, political instability poses an underlying risk that may have negative effects on the realisation and implementation of Programme activities if worsened.  Effects of climate changes and natural disasters pose potential risks as farmers depend largely on their agricultural land that is critically affected by changes in weather conditions, prolonged drought and unpredictable rainfalls. Consequences on yields, soil, living conditions, infrastructure and mitigation from land areas are potentially severe, however not easily predictable. Likewise, changes in demography, urbanisation, loss of agricultural land to residential and industrial development, population growth and infrastructural challenges may challenge Programme implementation.  Agricultural production is challenged by high costs and low quality of inputs, poor production techniques, limited extension services, research and education, overdependency on rainfed agriculture, limited markets, land tenure conflicts, land-grabbing, limited access to land for agriculture and limited application of technology and innovation. Market access is hindered by certification challenges, limited organisation, infrastructure and lack of knowledge. | M  M  M | The risk of these events majorly disrupting the Programme is presumably low. OD and partners will collaborate closely with authorities to monitor developments to ensure regular updates on changes that could affect the Programme.  Programme activities focusing on improving agricultural production through organic farming technics are directly addressed at relieving effects of climate changes by improving soils, building resilience and supporting adaptation to changed conditions and extreme weather.  Some challenges affecting agricultural production and access to market are beyond the influence of OD and partners but organising farmers in skilfully structured institutions will greatly strengthen their power and means to tackle the challenges. The organisations are set up to build capacity and motivate for closer cooperation and coordination to ensure optimised yields and quality of the produce as well as a demand in the market and access to it. Well-functioning cooperatives need strong governance and leadership, capitalisation, knowledge, management information systems and expertise in managing cooperatives, and a continuous work to secure adequate regulatory and legal framework around the cooperative is necessary for the cooperatives to function in the best interests of the members and the entire country. Programme activities address these issues and further integrate improvements of the organic certification framework and informative work to raise awareness of OA and the differences between organic and conventional produce. |
| Programmatic  Changes or disintegration in partner organisations at administrative or management level may also present a risk for carrying out Programme activities on time as changes may involve a loss of capacity.  The Organic FFLG Academy is central for the learning processes of the Programme and for the Academy to be well-functioning, a critical assumption is that partners contribute to its development by feeding into it a regular basis. A challenge might arise from collecting these inputs to ensure continued progression and dissemination of knowledge. | S  S | The Programme partners in the Programme have shown their strength in relations, institutional knowledge and capacity through years of cooperation. However, to minimise an impact of potential risks in relation to organisational changes, it is ensured that capacity is documented, shared and communicated in partner organisations. An Anti-corruption Code of Conduct, financial procedures and Partnership Strategy provide formal frameworks for partnerships. Inputs from partners in accordance with M&E system. Essentials from reporting is drawn out and shared through the Academy as part of the information flow |
| Institutional  Changes in the political scene or framework, limiting organisational work, OA, civil society, as well as creating local tensions, strikes or other disturbances may delay activities. Challenges in political and administrative system, inefficient or unclear structures could slow down implementation or distract expected. Absence of organic policies or implementation strategies for passed policies concerning OA, agricultural input, GMO etc. pose risks for small-scale farmers. | S | Integrated in the Programme are OD and partners’ active work to strengthen civil society and secure continues collaboration to the political and administrative system. Training and capacity building of partners, advocacy campaigns, participation in hearings and networks strengthen |

## Sustainability

OA strives in its nature for sustainability from an environmental, an economic, a social and an institutional point of view[[20]](#footnote-20). When organic farming is practiced by the four principles of organic farming, all four aspects are covered:

* Environmentally: organic agriculture feeds the soil and keeps the land fertile. Methods which can deteriorate the cultivation and food production of the land are not practiced.
* Economically: when organic methods are applied appropriately and relevantly, long-term yields and value-addition increase.
* Socially and institutionally: organic farming is based on principles of fairness and attention to sharing natural resources. Succesful organic farming involves not only the individual but whole communities, collaborating holistically in e.g. planning irrigation, limiting pests or sharing equipment. Institutionally, applying locally available resources requires a democratic structure involving decision makers and farmers themselves in forming fair policies for the continued development of OA.

While the Programme rests on developing sustainability in agriculture through implementation of OA, its sustainability is further supported by efforts to continuously build partner capacity and improve their technical, organisational, social and economic foundation in a long-term perspective. Climate changes in target areas critically call for lasting mitigation measures, and strategies for implementing resilient OA methods through the Programme are selected specifically for their prospects of effectively securing long term sustainability in the agricultural production of small-scale farmers. Successful implementation of Programme activities and strengthening of working relations between partners, anchored by the Academy, motivates for continued collaboration that reaches further than the Programme and enhances capacity building long-term, providing sustaining beneficial effects for civil society. The establishment of civil society organisations form a strong foundation for longlasting local relations between target groups of farmers, partner organisations, facilitators, cooperatives, communities and authorities and supports continuation of activities initiated in the Programme. Skills and knowledge achieved through these organisations are lasting and may be disseminated further in society beyond the activities of the Programme as has previously been the case. The formation of local networks and basic organisations through interventions of OD and partners have strengthened skills, power, social capital, economic incentives and general opportunities to an extent that have previously motivated target groups to continue the evolvement of organisational activities subsequent to project phase-out. This has been particularly evident concerning FFLG activities and will be further supported in the Programme for organisational structures improving market access and advocacy efforts. The strategic balance of the three focus areas is central in the Programme design to secure increased sustainability overall.

The Programme aims at promoting long-term empowerment of rural communities to control their destiny, protect and cultivate their land, produce higher yields of better quality, access market through strong value chains and earn a fair income for their produce to realise improved livelihoods. This upward spiral requires favourable conditions and stability in the economic and political foundations affecting production and sales of organic agricultural products, stressing the importance of catalysing capacity building to secure effective advocacy efforts and strong market linkages through Programme activities. At Programme closure, partners are expected to have developed the necessary capacity to independently cooperate locally initiating and training FFLGs, starting up cooperatives and carrying out advocacy work in dialogue with relevant stakeholders. Key to realising sustainability in partner collaboration is the Academy which in its structure as a shared platform established by continuous joint contributions from partners promotes their ownership of the Academy as an important instrument for continued exchange and capacity building. The sustainability of the FFLG Academy itself will be a focal point in phase I. The Programme aims for a technically sustainable foundation by paving the way to resources of relevant technical knowledge; ministries, local networks, other organisations and the private sector to facilitate flow of valuable technical information. Partners are currently engaged in a wide range of relevant networks as elaborated in section 1.2. Continued cooperation and dialog with secondary target groups of local communities, district authorities and ministries is an important part of securing continued cooperation in an enabling environment with supportive legal framework to reach the Programme goal. Hence the overall prospect for sustainability is strong when the three focus areas are harmonised and balanced strategically towards contributing to poverty reduction (SDG1), zero hunger (SDG2), quality education (SDG4), gender equality (SDG5), responsible consumption and production (SDG12), climate action (SDG13), life on land (SDG15), peace, justice and strong institutions (SDG16) and partnerships (SDG17).

## Programme structure and management

The Programme management structure is designed to ensure a positive and ambitious development and management of the overall Programme and to support the development and capacity building of the partners. The Board of OD has the overall responsibility for the Programme, and its structure is based on OD’s experiences with existing partners with emphasis on cohesion, strategic planning and development. Besides the capacity provided by OD, mutual capacity building of partners is in focus. Partners contribute to the Programme and support other organisations in building capacity by providing their particular skills, experiences and strengths. In order to ensure coordination and cohesion throughout the Programme, a Programme board is established, consisting of the Programme director, a coordinator from each partner organisation and the OD Programme coordinator. The Programme board meets twice in 2020 and once a year the following years. Programme coordinators meet three to four times a year. The objective is to monitor, evaluate and promote the progress of the Programme according to its strategic focus and intended outcomes. Defined development goals, learning mechanisms and methods of the Programme will be revisited and further developed at Programme, country and partner level.

In the target countries lead partners for financial management of the Programme are appointed. In Uganda, the responisibility will be given to Caritas Kampala or SATNET, and in Tanzania, TOAM is appointed lead partner. The lead partner produces and shares the integrated quarterly partner reports (QCR), based on the reports from the other national partners. Agreements will be in place between OD, Financial Lead organisation and implementing organisation to avoid unnecessary funds delay from financial lead organisation to implementing organisation.

The learning dynamics and methods of the FFLG approach is applied in a broad sense in the Programme, meaning that its principles of learning and knowledge sharing will be used activily in its activities and ongoing development, involving partners. To support ownership of the Programme, staff members of partners establish teams to lead selected Programme aspects, e.g. anti-corruption, human rights and financial policies. Experiences and mutual learning between all partners is embedded in the Programme organisation involving the teams and OD’s development committee on a continuous basis. Additionally, OD explores how the FFLG approach and methods can find positive use in a broader sense in OD.

## Monitoring and Evaluation (M&E) System for the Programme

As outlined in the annexed PM&E Policy, the M&E system of the Programme takes its point of departure in the participatory learning approach that is cross-cutting in the Programme. The participatory approach is aiming at increasing learning at Programme, country and partner level for the benefit of the target groups. To initiate the joint M&E learning process among partners, a fully fletched M&E manual is developed jointly by the six partner organisations at a workshop in the fall 2019. The implementation of the M&E policy and development of the M&E manual aims to address the capacity gap identified in the CapApp that there is a need for M&E capacity building in and among the partner organisations and their staff. The M&E policy and manual address the issues of monitoring of risks, results framework, capacity and progress. The importance of linking progress and financial monitoring will as recommended be addressed in the strategy and the manual. The M&E manual will include reporting methods and templates for M&E that streamlines the M&E effort at both program and country level. This joint learning process will facilitate a shared understanding of the Programme, M&E and enhance learning among the partners. The staff responsible for the process are the Programme coordinator and the M&E officer in charge of Programme M&E, that each partner organisation appoints. The participants in this process are the core group developing the Programme M&E.

The development of the Programme M&E will involve partner staff that are contributing to the Programme. The Programme M&E officer/coordinator has the responsibility for implementing the Programme M&E. To monitor the Programme M&E, OD conducts two annual review and planning missions - one in May-June and one in November - to participate in the bi-annual progress meetings among the partners. The learning from the M&E effort will feed into these meetings. The FFLG learning approach will be used in the M&E system, and the M&E system itself will be revisited annualy as well. The M&E system will include both qualitative and quantitative reporting where relevant. The M&E manual will specify methods including participatory methods. Relevant methods include meetings, discussion forums and reflections etc.

### Programme level M&E

The indicators of the Programme result framework form the basis for the M&E at Programme level. At the commencement of the Programme, a baseline survey is conducted by an external consultant to provide the point of departure for the M&E. The baseline will be completed within the first three months of the Programme. At Programme level, quarterly progress reports are developed by the Programme M&E officer. To inform the planning of the coming year and report to the Programme funder, an annual Programme progress report is developed. The progress report documents whether the Programme is on track regarding outcomes and outputs at Programme level. Jointly, the ToC is revisited and adjusted if relevant, and documented learnings from Programme implementation form a basis for planning the continued process. The annual Programme progress report is developed by the partners’ M&E officers under the supervision of the Programme M&E officer/coordinator. To consolidate the annual M&E report, the M&E officers meet for a workshop once a year. To secure learning dissemination and timely planning the forthcoming year, the annual Programme progress report is completed by November 15th.

### Country and partner level M&E

At country level and partner level, the M&E will take point of departure in the country specific outcomes and indicators outlined in the results framework. The partner framework is developed and discussed at a joint workshop with partners. At country and partner level, the quarterly narrative report will be developed to report progress with a deadline on the 10th of the following month. The quarterly narrative report and the quarterly financial reports will be integrated into a Quarterly Country Report (QCR) to meet the recommendation from the CapApp. Each partner links their individual frameworks that illustrate specific outputs and activities that correspond and feed into achieving the Programe level outcomes and indicators. A mutual template is used for quarterly reports on outputs, targets and activities by each partner and each country. The template is designed for the partners to report on concrete activities and targets, summarising main findings, lessons learned, failures, challenges etc. The report is used to reflect on needs to change in the framework at local and program level. All forms and templates for monitorering and reporting will be added to an Operational Manual that will be developed during implementation. Financial monitorering is outlined in annex 2.3 and integrated in the quarterly and annualy reporting.

Table 7. Overview M&E system

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2020 | 2021 | 2022 | 2023 |
| Quarter 1 | Baseline Survey |  |  |  |
| Quarterly Programme Progress Reports (QPPR) | QPPR | QPPR | QPPR |
| Quarterly Country and partner Report (QCR) | QCR | QCR | QCR |
| Quarter 2 | QPPR | QPPR | QPPR | QPPR |
| QCR | QCR | QCR | QCR |
| Quarter 3 | QPPR | QPPR | QPPR | QPPR |
| QCR | QCR | QCR | QCR |
| Quarter 4 | Annual programme progress report (APPR)  Evaluation and adjustment of ToC if relevant | APPR  Evaluation and adjustment of ToC if relevant | APPR  Evaluation and adjustment of ToC if relevant | APPR  Evaluation and adjustment of ToC if relevant |
| QPPR | QPPR | QPPR | QPPR |
| QCR | QCR | QCR | QCR |
|  | External Midterm Review report |  | Final Evaluation |

## Budget

Table 8: Overall budget (detailed budget in annex)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1.000 | 2020 | 2021 | 2022 | 2023 |
| PPA | 2.527 | 2.526 | 2.548 | 2.587 |
| Other activities | 447 | 447 | 447 | 497 |
| Auditing and information in Denmark | 101 | 102 | 110 | 112 |
| Administration | 215 | 215 | 215 | 224 |
| Total CPS funds | **3.290** | **3.290** | **3.290** | **3.290** |
| Co-financing |  |  | 30 | 130 |
| Total budget | **3.290** | **3.290** | **3.320** | **3.420** |

Overall financial management is governed by an operational manual that covers all relevant aspects from general principles of efficient and trustworthy financial / fund management to detailed instructions on how in practice to maintain proper books of account and ongoing monitoring / benchmarking of financial performance, including adequate internal as well as external financial and administrative control mechanisms. In accordance to OD practice, detailed sub budgets are developed at activity and output level on a yearly basis, providing coherence between the expected results, intervention logics and other contextual circumstances. In addition, OD practices zero tolerance for corruption according to the developed anti-corruption policy (annex 6.1), which is presented and discussed at the upcoming partner workshop ultimo 2019. Cost-efficiency is reportedly a recurrent theme in the planning and the follow-up between and within partners. Given the type of activities (advocacy, capacity development, market development, strategic developments), a need for allocating staff and time to such activities is well-defined and argued. Such ‘soft’ activities require relatively more staff hours than ‘hard’ activities/delivery. Allocating sufficient staff-time in all the partner organisations in the Programme is key to delivering the outputs related to the Programme areas as well as allocating sufficient staff-time to OD is required in this first phase. The budget has been balanced in respect of this. In addition to cost efficiency, the requested technical input from OD is to a certain degree based on experienced experts from ODs development committee and board members whom are working on a voluntary basis.

Spending and cost efficiency is continuously monitored. Partner organisations are obliged to financially report on a quarterly basis. This procedure allows for timely review of cost efficiency and necessary adjustments. In particular, the cost ratio between activities and other costs (fixed cost) is monitored closely. In case of under- versus overperformance, swift reallocation between partners can be made, increasing cost effectiveness. A mutually agreed division of roles in the partnership, which facilitates more (partner) involvement in some of the management aspects of the Programme, is implemented. Reducing the number of countries by one and reducing the number of partner organisations by two is expected to be an important element in addressing cost efficiency, e.g. by proportionally lowering the fixed costs. However, in this phase I of the Programme, technical assistance is crucial to its successful implementation. In the design of the budget, technical assistance is maintained at the same actual level throughout the Programme, though the salary increases in the period, meaning allocated hours decreases. Throughout the Programme, its financial tasks is closely monitored and managed by OD resource persons with strong competencies and experiences in financial management including budget planning, monitorering, risk management and financial processes.

1. Organic farming is the process of producing food and fiber focusing on conservation of natural resources and maintaining fertile soils, clean water and rich biodiversity naturally. In organic farming, we aim to build up healthy fertile soil, which can produce healthy plants and give feed to healthy animals and healthy humans. Organic farming is a way of farming which is based on locally available resources and avoid chemicals and genetically modified organisms. In organic farming, agro-ecological farming practices are used consciously to reach good health at all levels. [↑](#footnote-ref-1)
2. Farmer Family Learning Groups is an innovative approach facilitating groups of farmers to commit to taking ownership of developing their organic agricultural production in joint capacity building with the other group members in a process that aims at improving yields, food security and social capital in the local community. [↑](#footnote-ref-2)
3. Market Association (MA) and cooperative are defined as a farm, business or other organisation owned and run jointly by its members who share the profits or benefits. Cooperative are at a higher level than MA in terms of market analysis, businessplans and market access. [↑](#footnote-ref-3)
4. <https://www.ifoam.bio/en/organic-landmarks/principles-organic-agriculture> [↑](#footnote-ref-4)
5. Social capital has different definitions. In the context of this Programme, social capital is understood as the sum of resources - actual or virtual - that accrue to an individual or a group. The resources of each individual (man, woman, young or elderly) have a possible impact on the process, the coherence and the development of the group and hence being aware and actively developing the collective social capital can create positive changes for the group. [↑](#footnote-ref-5)
6. World Population Review: <http://worldpopulationreview.com/countries/uganda-population/> [↑](#footnote-ref-6)
7. World Life Expectancy: <https://www.worldlifeexpectancy.com/uganda-life-expectancy> [↑](#footnote-ref-7)
8. Transparency index 2018 <https://www.transparency.org/cpi2018> [↑](#footnote-ref-8)
9. Uganda Bureau of Statistics 2017 [↑](#footnote-ref-9)
10. Uganda vision 2040 [↑](#footnote-ref-10)
11. Uganda vision 2040 [↑](#footnote-ref-11)
12. African Union 2014 [↑](#footnote-ref-12)
13. URT, 2011, MAFC, 2014 [↑](#footnote-ref-13)
14. URT, 2016 [↑](#footnote-ref-14)
15. Organic production is the process of producing food and fiber focusing on conservation of natural resources and maintaining fertile soils, clean water and rich biodiversity naturally and is based on Four Principles:

    1. The Principle of Ecology: Organic Agriculture should be based on living ecological systems and cycles, work with them, emulate them and help sustain them
    2. The Principle of Care: Organic Agriculture should be managed in a precautionary and responsible manner to protect the health and well-being of current and future generations of the environment
    3. The Principle of Fairness: Organic Agriculture should build on relationships that ensure fairness with regard to the common environment and life opportunities
    4. The Principle of Health: Organic Agriculture should sustain the health of soil, plant, animal, humans and planet as one and indivisible

    [↑](#footnote-ref-15)
16. <https://issuu.com/okologidk/docs/markedsnotat_2018_-_enkeltsider> [↑](#footnote-ref-16)
17. <http://organicdenmark.com/news/2018/un-award-for-denmark-s-organic-plan> [↑](#footnote-ref-17)
18. <http://uis.unesco.org/en/glossary-term/non-formal-education> [↑](#footnote-ref-18)
19. <http://hdr.undp.org/en/data> [↑](#footnote-ref-19)
20. See also the report ’Farmer Family Groups for Community Development’ [↑](#footnote-ref-20)