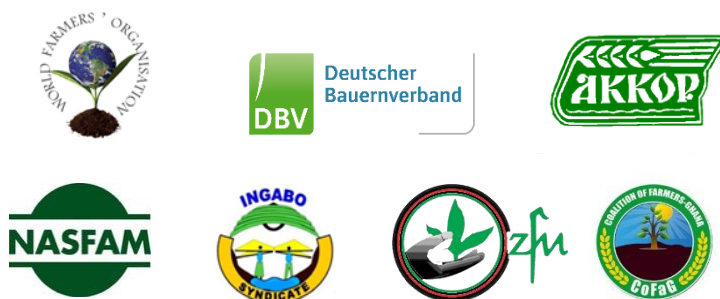


“Transitional Agriculture”

Promoting exchange between Farmers’ Organizations under the umbrella of WFO

Technical report
Capacity development
January 2021

PARTNER ORGANIZATIONS



IMPLEMENTING ORGANIZATIONS



WITH FINANCIAL SUPPORT OF



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Abbreviations

AKKOR	Association of Peasant Farms and Agricultural Cooperatives of Russia
CD	Capacity development
COFAG	African partner-organizations are the Coalition of Farmers-Ghana
DBV	German Farmers' Association
ECPA	The European Crop Protection Association
FO	Farmers' Organization
INGABO	The Rwandan Farmers' Organization
NASFAM	The National Smallholder Farmers' Association of Malawi
OD	Organisational development
WFO	World Farmers' Organisation
ZFU	Zimbabwe Farmers' Union

Background

The project “Transitional agriculture” consists of three years of exchanges, under the umbrella of WFO, between 6 different Farmers Organizations (FO): the Association of Peasant Farms and Agricultural Cooperatives of Russia (AKKOR), the German Farmers’ Association (DBV), the Coalition of Farmers-Ghana (CO-FAG), the National Smallholder Farmers’ Association of Malawi (NASFAM), the Rwandan Farmers’ Organization (INGABO), and Zimbabwe Farmers’ Union (ZFU)¹. During the seminars, the FOs discuss and exchange about their experiences according to topics they choose as relevant in their work.

The first round of seminars took place between May 2020 and June 2020. The main topics were innovations in marketing and logistics.

Capacity development (CD) was chosen by the 18 participants as the next topic to be discussed and elaborated for the second and third seminar blocks.

The topic of capacity development has been considered by leading agricultural experts and scientists around the world as a key element in boosting agricultural development². The World Food Program (WFP) stated that CD can increase the confidence of FOs to see farms as businesses and change the mindsets of farmers from viewing farming as a simple mean of subsistence³.

To tackle the subject, the 2nd seminar block in September 2020 had the aim of gathering information on the status quo of the different FOs as well as their visions and strategies to develop capacity. The 3rd seminar block focused on concrete cases from the FO’ experience as well as the needed future actions and collaborations (Figure 1).

In the following technical report, capacity development is defined as well as its different levels and tools. The report presents the different outcomes and highlights of the 2nd and 3rd seminar blocks and points out the way forward.

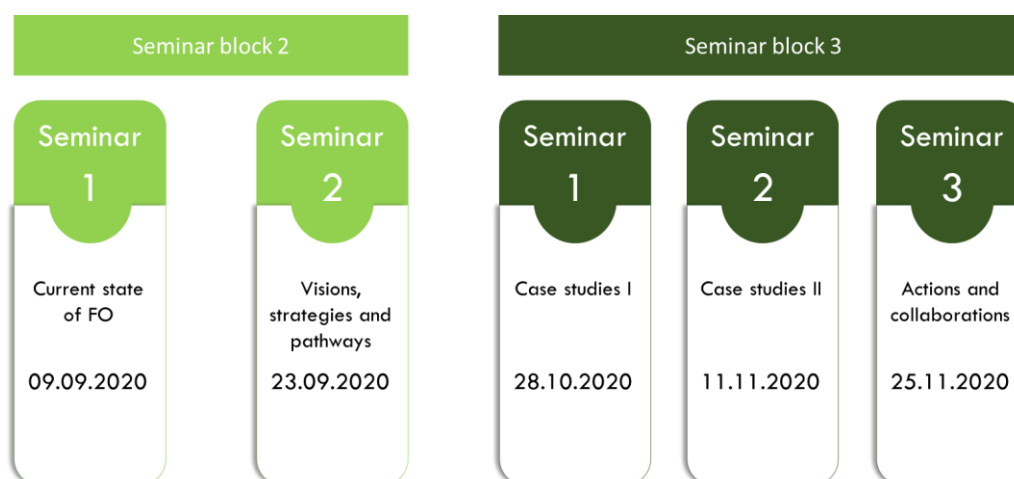


Figure 1 Topic and schedule of the seminars

¹ For more information about Transitional Agriculture please refer to: First technical report. AKI.2020

² Capacity development in agricultural research for development.2012

³ WFP. Final Consolidated Farmers’ Organizations and Capacity Development Report.2013

Capacity development

The Organisation for Economic Co-operation and Development (OECD) and the United Nations Development Programme (UNDP) define CD as **the process** through which individuals and organizations obtain the capabilities to achieve their own **objectives** over time². It focuses on strengthening the capabilities of individuals and organizations and the linkages between them. It is multidimensional and suggests that the enhanced capacity improves the overall performance of the respective individual, group, or organization³.

CD has three levels of intervention: Individual, organizational, and institutional. The expected outputs of each level are presented in (Table 1).

Different activities/tools can be used for each level⁴. For example, within the individual level CD contains technical trainings or learning initiatives; communication and awareness raising as well as coaching and facilitation activities.

On the organizational level, CD deals with technical support for organization development, knowledge management, experience exchange and with technical or managerial support to create/develop networks.

In general, CD should be demand-driven, and target group orientated. It is also a gradual and dynamic process requiring flexibility and time from the different actors.

During the seminars, the FOs answered different questionnaires about the definition of CD and about CD within their organization to set a common level of understanding of CD (Figure 2). Participants perceive CD as an important process of strengthening their members and the organization to meet challenges and shape the future. They commonly consider that CD consists of content related trainings, including coaching's for long term process.

Throughout the succeeding seminars, this definition has been broadened.

Table 1 CD levels and outputs

Level	Examples of expected output
Individual	New skills and knowledge
Organizational	Clear definition of roles, improved planning process and better access to information, increased collaborations
Institutional	Discussion and review of policies which affects the performance of individuals and organizations

⁴ FAO. Approaches to capacity development in programming: Processes and tools

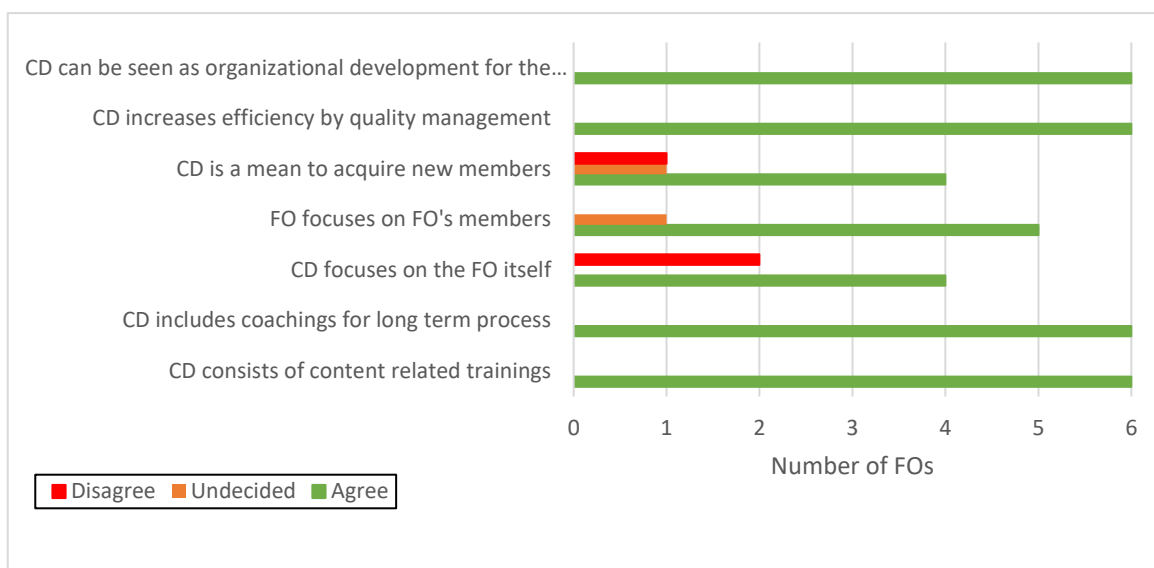


Figure 2 Output of the questionnaire (CD understanding)

Status of the different FOs: CD within the structures of the FOs

While the topics for the CD may differ, the FOs consider CD as an important asset. This is especially noticed in the overall resource invested in

CD. INGABO and ZFU use over 50% of their resources, DBV uses a maximum of 40% and AKKOR uses a maximum of 30% (Figure 3).

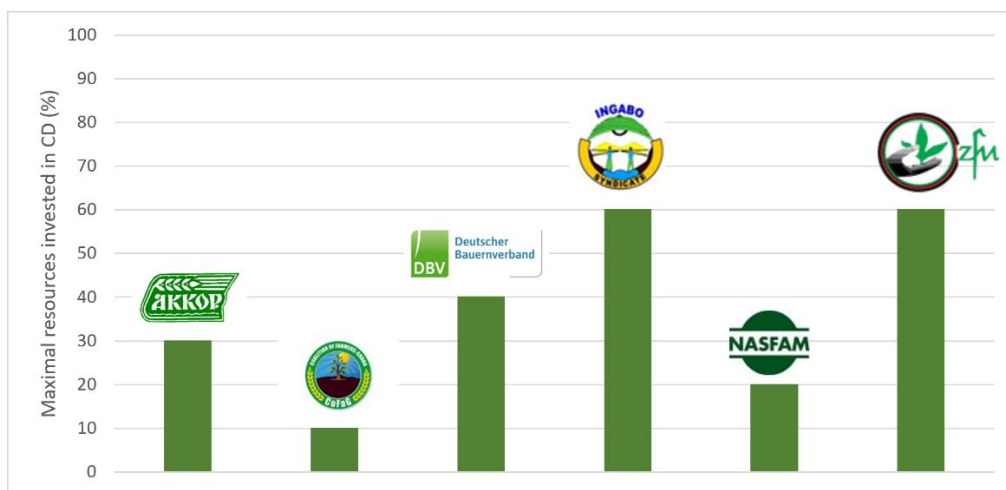


Figure 3 Percentage of resources invested in CD by the FOs

Additionally, three out of the six FOs have a department for CD within the FO. ZFU, DBV and COFAG have a responsible staff member for CD in their managing board. Except for AKKOR, all the FOs have their own trainers and are provid-

ing trainings. All the FOs are involved in coaching and accompaniment activities. The specific information about every FO is presented in (Table 2).

Table 2 Summary of CD within the structures of the FOs

	CD depart- ment	Responsible for CD	Trainers	Regular meetings	Training and further edu- cation	Coaching and accom- paniment	Active in specific ser- vices
	✗	⌚	✗	✓	✗	✓	⌚
	✗	✓	✓	✗	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓
	✗	✗	✓	✗	✓	✓	⌚
	✓	⌚	✓	✗	⌚	⌚	⌚
	✓	✓	✓	✓	✓	✓	✓
Legend	✓	Yes	✗	No	⌚	Planned	

Cases of CD-presented by the FOs

The diversity of the cases presented by the FOs during the 3rd seminar block shows that the different FOs have a broad range of interests and scope of actions. These cases covered different contents, level of actions, instruments, and scales of beneficiaries. After each case presentation, the presenter was able to ask questions to the other FOs. These different questions were discussed in detail by all the members. Thus, the FOs members exchanged knowledge and experiences around different subjects.

AKKOR and DBV presented networking for different topics, COFAG and NASFAM presented an example of their training activities, INGABO presented its coaching and mentoring activities within an ongoing organizational development program, and ZFU gave an insight on how services are used within capacity development activities.

1. Networking

Networking represents an important wing in CD. It *“helps channel the knowledge and experience gained through local initiatives, into higher levels of shared understanding and improved policy advocacy”*⁵.

AKKOR’s networking theme is the merger of different credit funds and banking service to

enhance the accessibility for its members, while DBV’s theme is a plant protection network on a European level. They are both demands driven and conducted for their members. The common trait for both FOs is initiating discussions with professionals with the needed expertise area, banks in the case of AKKOR and ECPA in the case of DBV (Table 3).

Table 3 AKKOR and DBV networking activities

Networking		
FO	AKKOR	DBV
Content	Credit funds, leasing, special conditions for agricultural inputs	Current issues regarding plant protection, national/ international point of views
Beneficiaries	Own members	Members of DBV, other European FO and ECPA
Methods	Teambuilding, visiting agricultural exhibitions, personal meeting, negotiations	Formal and informal exchanges
Success	Quick credit loan from main Russian agricultural bank, unique conditions	Common lobbying activities, broader network
Challenges	Refusal by the bank, excessive requirements of the leasing company	Focus on the national interest

2. Training

Training plays a major role in rural areas and it has been commonly used to disseminate information especially to farmers. A training programme has four key stages: defining the need for training for a specific group; designing and planning training; providing inputs for the

training; and evaluating the outcome of training⁶. The trainings mentioned by COFAG and NASFAM cover individual CD for the farmers and extends for years. In the case of COFAG, the mentioned training activity started in 2018. The trainings are performed by trainers, managers, and field officers (Table 4).

Table 4 COFAG and NASFAM - Examples of training activities

Training		
FO	COFAG	NASFAM
Content	Entrepreneurship business development, improving farm productivity	Principles of farming, farmers business planning, marketing, and production

⁵ Knowledge networks for capacity building. UNESCO-IHE Institute for Water Education.

⁶ Training and Beyond: Seeking Better Practices for Capacity Development. OECD. 2011

Beneficiaries	Farmers	Smallholder farmers
Methods	Personal meeting	Train the trainers
Success	Comprehensive mentoring	Household assets, knowledge in non-agricultural business, achieve food and income security
Challenges	Lack of funds and unavailability of farmers	Financial constraints

3. Coaching

INGABO presented an example of their activity within the organisational development (OD). Unlike the trainings mentioned in 2, the following coaching program aims to improve the FO's management and organizational assets to

eventually have a stronger and more efficient FO, which can enable more women and youngsters to engage and invest in agriculture. It is a long-term process to gain managerial and technical competences within the FO (Table 5).

Table 5 INGABO - Coaching and accompaniment

Coaching and accompaniment (OD)	
FO	INGABO
Content	Leadership skills, social & economic development, management of organizational assets
Beneficiaries	FOs staff, organs, farmer members
Methods	Division of roles and task, mentoring
Success	FO are well trained, women & youth. encourage to become involved in agriculture
Challenges	Lack of enough budget, limited. communication platforms for interaction

4. Specific services

ZFU presented an example of extension and advisory services within CD. The services are tailor-made and are demand driven. These services are provided to ZFU's members. It aims to

link farmers to market information or veterinary services (Table 6).

Table 6 ZFU - Services

Services	
FO	ZFU
Content	Example: Market information, market linkages
Beneficiaries	ZFU members
Methods	Dissemination information through offices
Success	Market guide, accessing discounts
Challenges	Improving the responsiveness, no sustainable finances

Challenges and visions

1. Challenges

Participants recognize the value of CD as a process of reinforcing their members and the organization. Nevertheless, throughout the seminars, many challenges concerning the CD have been mentioned (Figure 4).

The most recurrent challenge is the lack of resources including financial means and time management. Moreover, the use of digital technologies and platforms are not common due to the unreliable connectivity network and

lack and unavailability of suitable basic infrastructures. Empowerment of youth and women is also challenging, specifically, making the farming business attractive and inclusive to this category. It should be pointed out that many farmers are used to receive free services and trainings. It is therefore a difficult task to make them change their perspectives; seek a tailor-made training and cover parts of the cost (or the total cost).

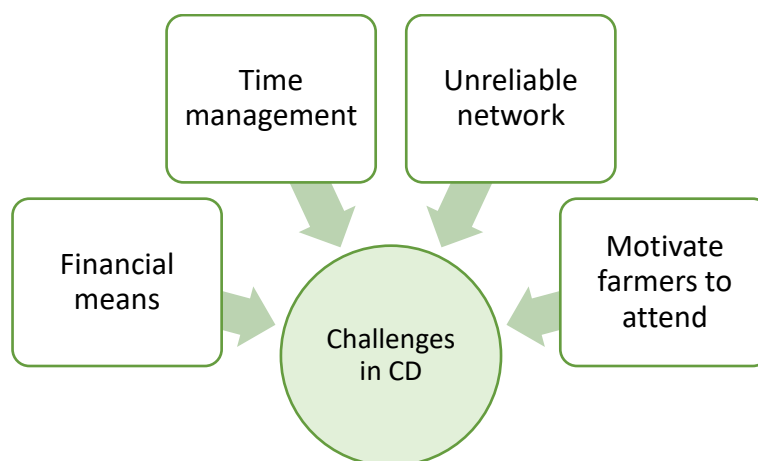


Figure 4 Challenges in CD

2. Visions

The different FOs shared their visions for the future and their focus of activities. The main interests are:

a) Sustainability and food security such as increasing added value, global access to agriculture and mechanization, more stability in agriculture in terms of production and income generation.

b) Activities concerning farmers such as improving the working conditions and motivating more youth and women to invest in agriculture.

c) Activities shaping the FO such as better data collection, better representation of farmers interests and investment in more training and networking.

These visions need a set of inputs to be realized starting from capacity development tools (training and further education, exchange and dialogues, networking, or specific services), to collective actions, qualified staff, and resources (Figure 5). The financial resources are a constraint for some FOs. They rely on internal (membership fees, FO annual budget or projects) and external contributions (donors, subsidies, and partners).

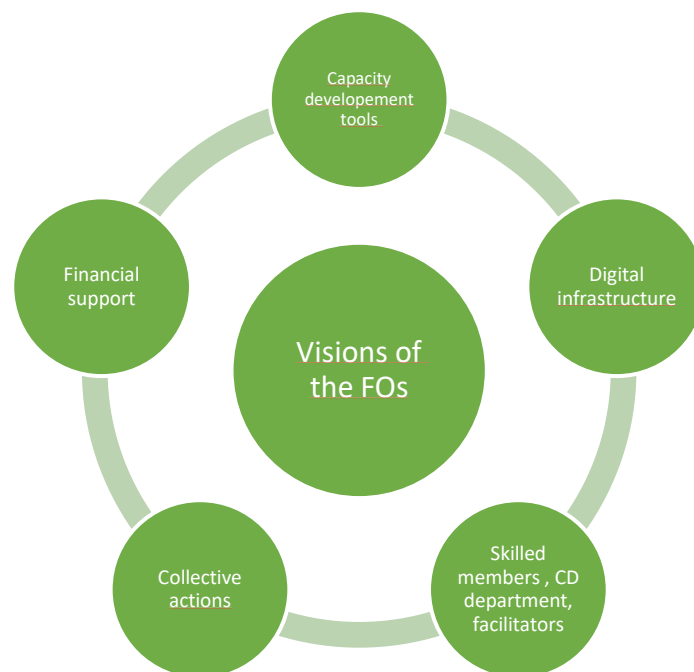


Figure 5 Inputs to reach visions, given by the FOs

The FAO recommends the following points to improve the CD environment:

- (1) Interventions that continue over time, in opposition to isolated CD activities
- (2) Active assessments of capacity gaps and needs for young farmers
- (3) Business skills are as important as technical skills
- (4) Investment in modern technologies and ICT
- (5) Improving the image of agriculture
- (6) Documentation on lessons and good practices of different activities of CD

7

Future cooperation

(Due to technical reasons, COFAG representatives could not attend the seminar and share their views on this topic.)

During the 3rd seminar of the 3rd block, the different FOs have jointly brainstormed about future collaborations.

Some collaborations were offered to all and others were more specific.






The ones offered for all are broad and there is a need for more meetings to fine tune the ideas

and select the suitable FO partners. The FOs are encouraged to read the different idea proposals and reflect upon their own needs and visions.

Creating a common capacity development plan was proposed separately by NASFAM, ZFU and INGABO. This demonstrates a potential for these 3 FOs to cooperate on the CD topic (Table 7).

⁷ FSNF Forum in Africa. Summary of online discussions. 2017

Table 7 Topics for collaboration (open for all FOs)

FO	Topics to collaborate (open for all FOs)		
	Develop CD plan		
	Enhancing political positioning among others regarding trade		
	Develop capacities to access financial resources of all kinds	Identification of felt needs of farmers prior to develop services	Micro processing and marketing mechanisation training
	Elaborate a book entailing networking and training CD manual to be used by FOs		Organize a practical seminar to experience cases in different countries
	CD for FO and women		Fund raising

The specific collaborations are summarized in (Figure 6). NASFAM has two topics of collaboration “resource mobilisation” and “knowledge management” proposed respectively to DBV and ZFU.

DBV is interested in a WFO collaboration and policy dialogue with AKKOR while AKKOR is interested in creating a book with success stories from the German FO in different fields (example: mechanization).

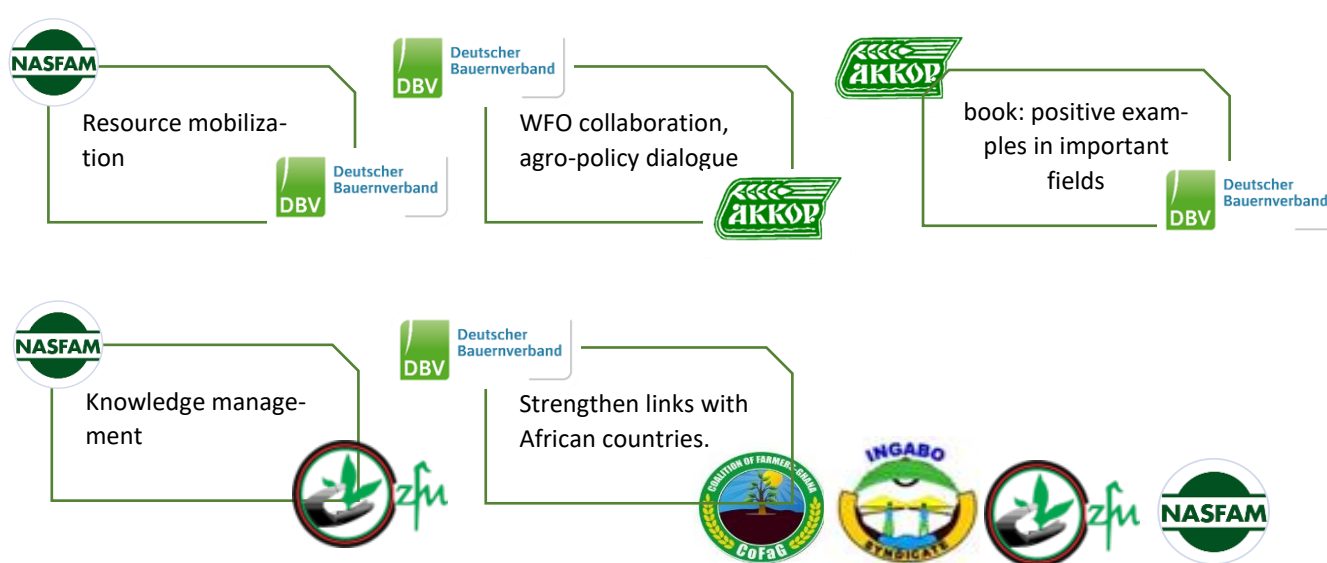


Figure 6 Specific collaboration proposals

Conclusion

The 2nd and 3rd seminar blocks addressed the topic of capacity development, its importance, its instruments, and its challenges. This topic is broad and complex, but mostly it is a topic of high relevance for the participants. Thanks to the content of the different seminars, the FOs reflected on their current state and their different activities. They also drew general learnings for their FO and identified concrete actions for further collaborations.

Transitional Agriculture is an example of capacity development on organizational level. The six FOs have a platform to network, exchange and create partnerships on the long run. This platform is provided by the WFO and embedded in the global network of farmers around the world. Progresses and results are shared with other international FOs.

As in every capacity development activity, the overall action needs to be evaluated. The participants therefore gave their feedback by answering a questionnaire. Generally, the participants were satisfied with the digital seminars with 83% finding them interesting and interactive. They all commonly stated that they gained

personal added value which are usable for further work within their respective FOs.

“The added value came from the inherent networking brought by the seminars bringing participants and FOs from diverse parts of the world”.

“All topics and the experience were interesting. For example, I understand the need of CD department in the farmer's organization, its role, and functions”.

This exchange program will continue in 2021 with 3 further seminars blocks. The 1st seminar in 2021 will be held in February-March and in digital format. The 2nd seminar is planned for June-July. If travelling is possible, then the 2nd seminar can be held in one of the FOs country. If traveling is not possible, the 2nd seminar will be done digitally. The 3rd seminar will be held in October-November and it will be in digital form (Figure 7).

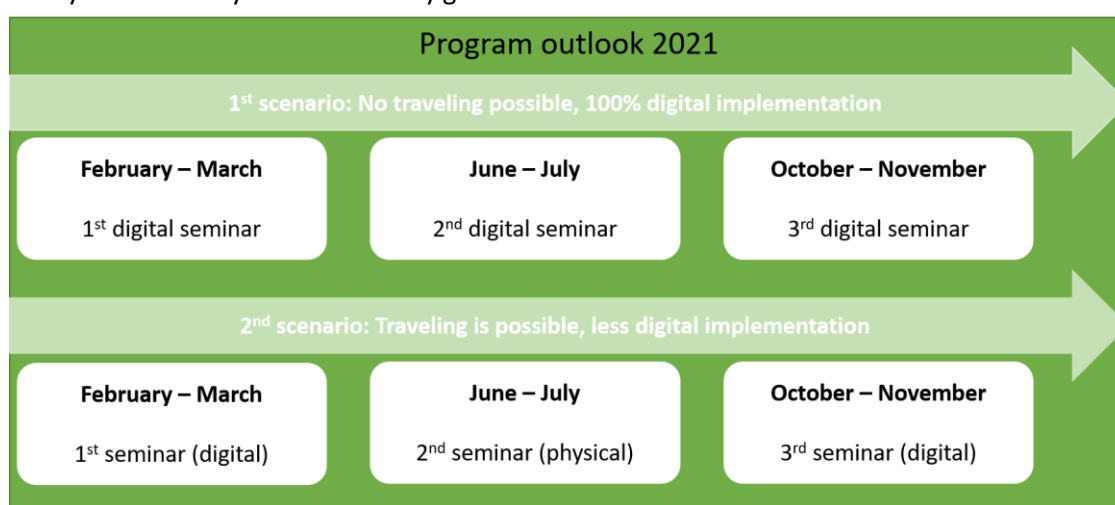


Figure 7 Program outlook 2021

The topics and content will be announced later. Some topics were already proposed within the evaluation of the seminars, such as financial training, negotiation skills, lobbying, advocacy, and linkages to target groups. The theme of “Family Farming” will be in the centre of the upcoming seminars. In order to

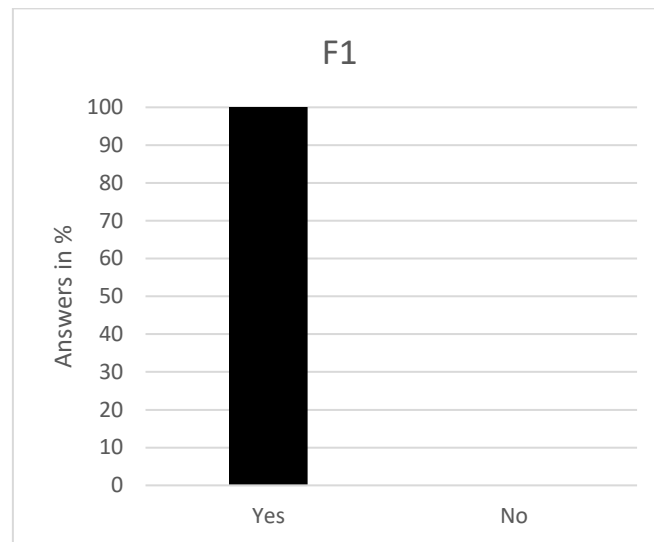
identify relevant topics in this field, an evaluation report as well as interviews with the different FO representatives will take place in January 2021, ensuring that the interests of the participants will remain the fundament and the essence of Transitional Agriculture.



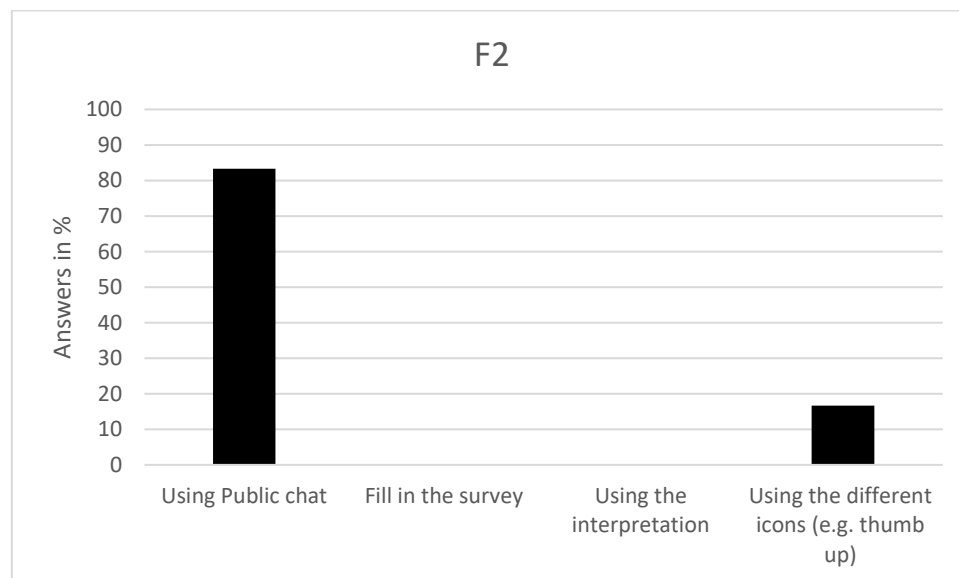
Figure 8 Transitional agriculture- the involved FOs

Evaluation of block 2 and 3

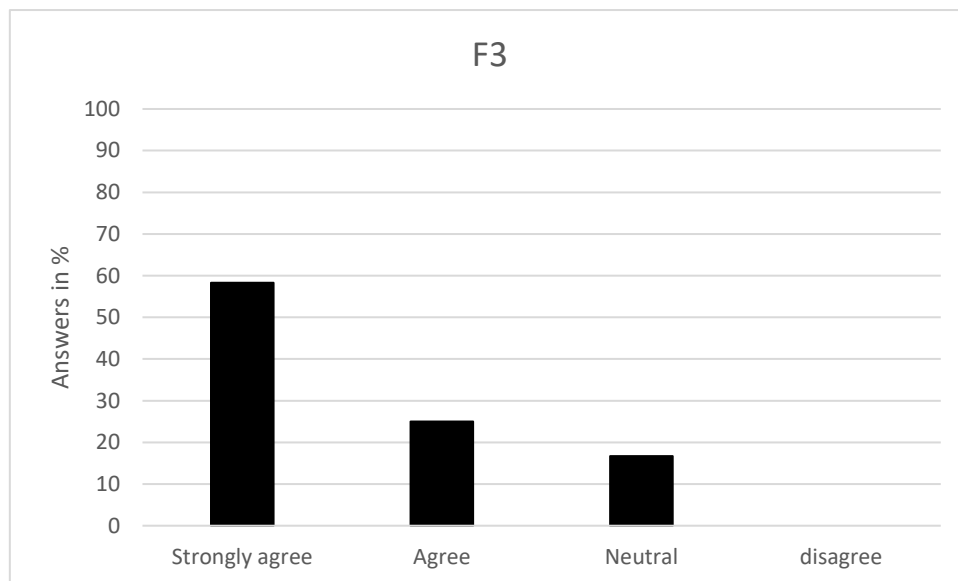
F1: Zoom was easy and intuitive to use Zoom?



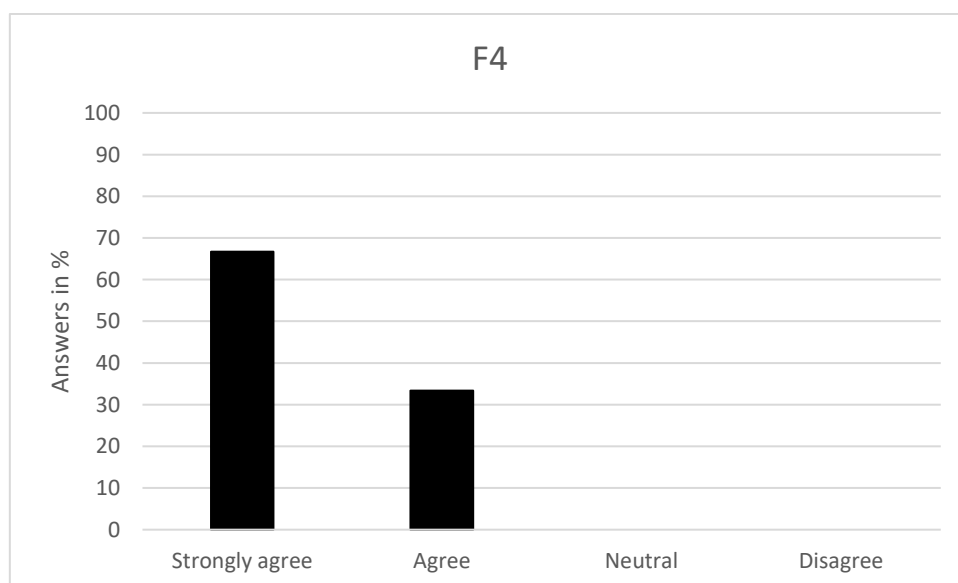
F2: Do you have all the information you needed regarding the technology and tools used in Zoom?



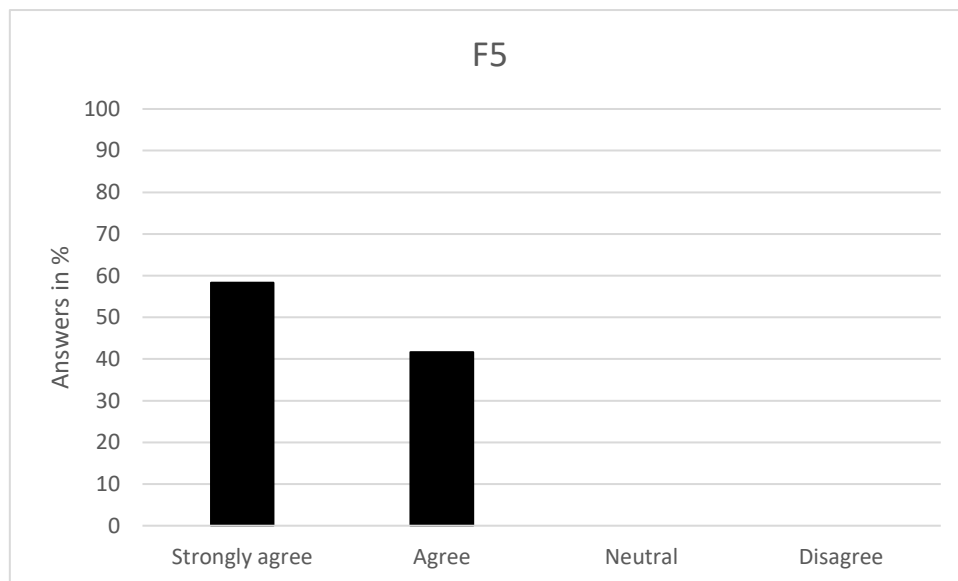
F3: The digital seminars were interesting and interactive?



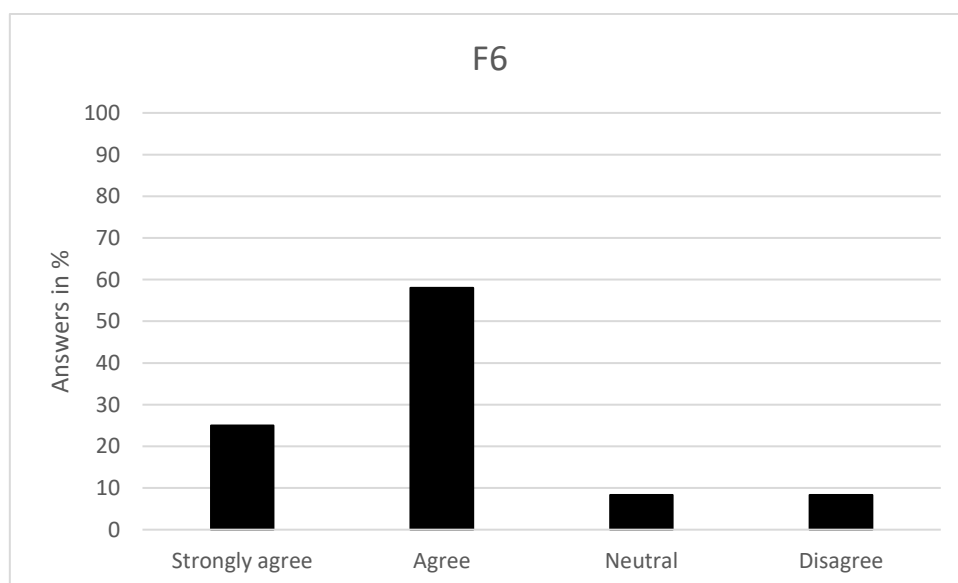
F4: The event was generally well organized?



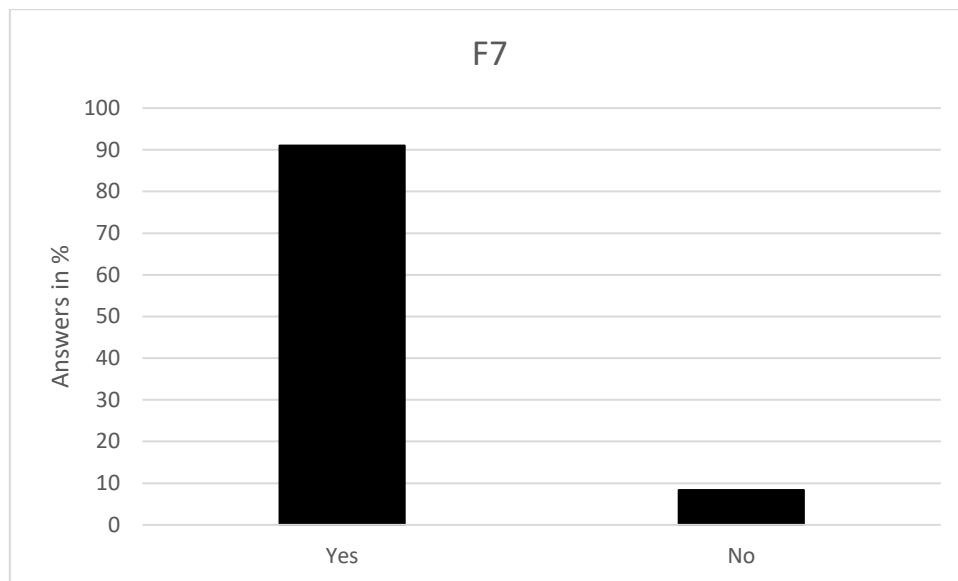
F5: Guidance and orientation (during the sessions) was continuously given?



F6: The timing (duration, date) of the seminars were well?



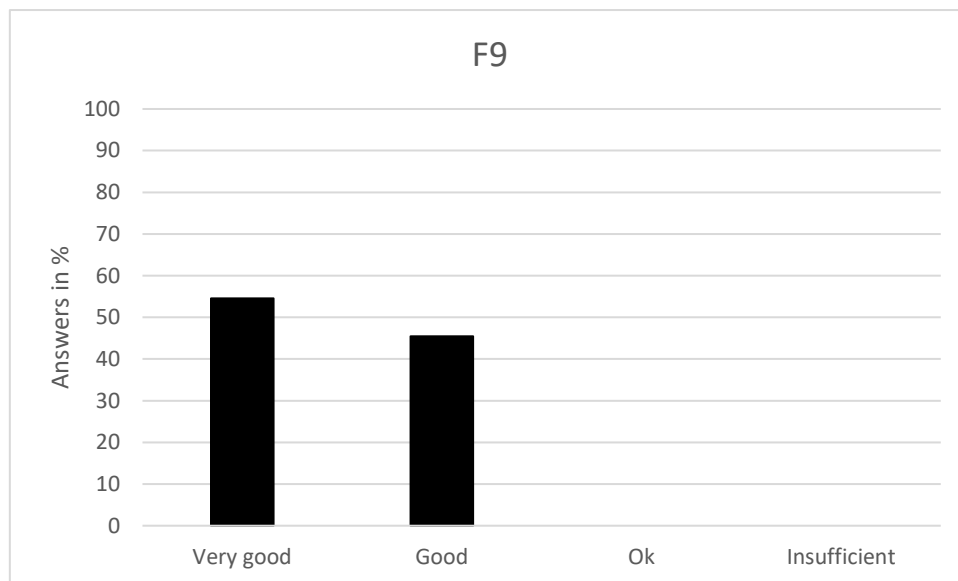
F7: Even when physical meetings will be possible again, do you see an added value and advantages in virtual segments?



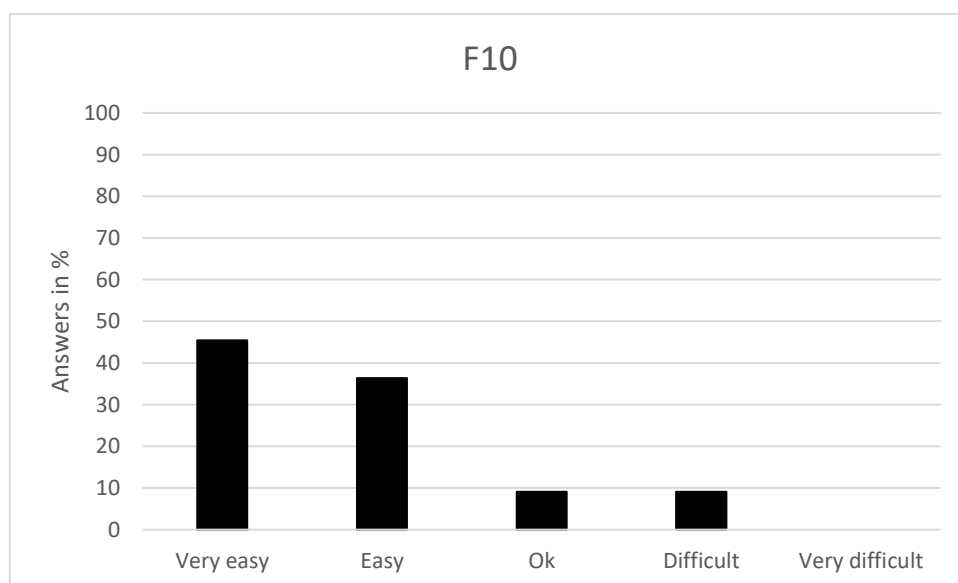
F8: If yes, why?

Physical meetings will increase collaboration.
Using online communication technology help us to exchange urgent information. But of course, offline events are more effective and preferable.
Digital is good but has challenges of connectivity
Because its interactive, time saving, save money, reduce risk in traveling.
Linking up with people and organizations from far and wide using the most improved technologies brings knowledge closer home! The world gets compressed and we can pick what we want anytime...
Yes
international only possible online! global village!

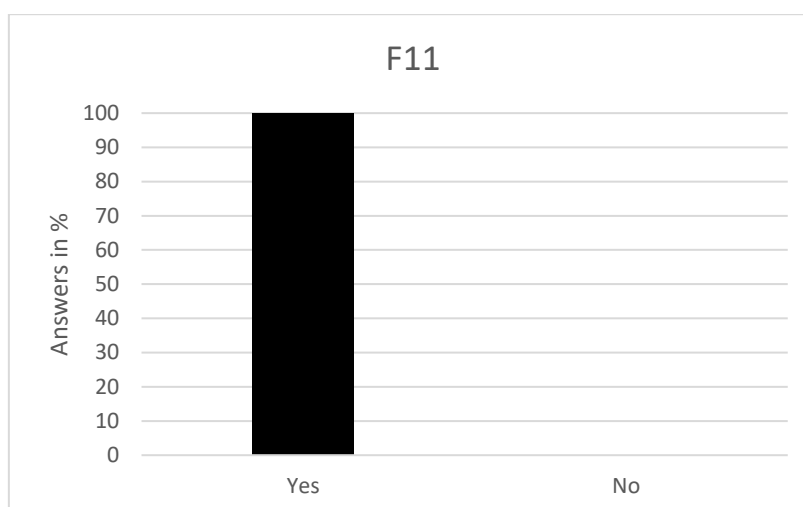
F9: How do you assess the assistance before, during and after the seminars



F10: How well could you follow the English - Russian translation of the seminar?



F11: Did you gain personal added value from the seminars, which you can use for further work within your farmers' organization?



F12: If so, what personal added value did you gain from the seminars?

Leadership skills,...
All topics and the experience were interesting. For example, I understand the need of CD- department in the farmer's organization, its role and functions.
Learnt about agriculture in other countries
Gain international recognition
The added value came from the inherent networking brought by the seminars bringing participants and FOs from diverse parts of the world
The need to reach out to the next FO for guidance on what they do better! This enriches our internal systems and processes so that we serve our members better!
contact to other FO and people involved! different ideas and different solutions!
How to improve services

F13: If no, why not?

- No answers

F14: Which topics are of relevance to your FO which we should address in a similar series of seminar next year?

Capacity development.
- new distribution channels for farm products; - successful experience of farmers' cooperation; - the role and capabilities of the farmer association in the creation of wholesale distribution centers; - interaction with countries and big international machinery producers in the supply of quality second-hand agricultural machinery for farmers
Capacity building and funding
Financial training
Micro processing and value addition for farmers Appropriate technologies for micro processing Creation of a virtual information sharing platform
1. Negotiation skills 2. Lobbying and advocacy 3. Data collection and analysis
link to the target groups.... link to the target groups) efficient snowball system!
Capacity development

F15: Which digital communication output would you like to receive in relation to the project which you can e.g. provide as service for your members? (for example: podcast, videos etc.)

Videos
presentations, brochures
Application
Video
Videos
Podcasts of member services e.g. machinery rings
whats app video chat, youtube short learning videos, video libraries,...
Videos

F16: Please provide tips, suggestions for improvement, ideas for the implementation of the seminars.

Helping FOs to get means that enable them to follow the meeting (i.e: internet facilities,...)
The seminars were organized at a high level.
- the duration was too long ; Its better to have shorter sessions
N/a
Experts time should be more, so they can their time to explain well.
When the COVID 19 has been contained world wide there is need for a physical meeting which gives a deeper opportunity for networking, sharing of experiences and provides the personal touch
For planned presentations, we may need to bring in pre-recorded clips to avoid technical hitches. The presenter can then respond to questions after the presentation has run! Only where possible, can we have live presentations!
well, internet connections are still a limitation for the individuals... tips to increase the speed of the internet turning of other programs , which my disturb the main connection
Increase on time

Agendas of the seminars

‘Transitional Agriculture’ Promoting exchange between Farmers’ Organizations under the umbrella of WFO

2nd Seminar Block – 1 Seminar: Capacity Development

Venue: Zoom Meeting, <https://zoom.us/j/94948852994>, Meeting ID: 949 4885 2994

Time: 09.09.2020

Time in Germany, Malawi, Rwanda and Zimbabwe: 14:00-17:00 pm

Time in Ghana: 12:00-15:00 pm

Time in Russia: 15:00-18:00 pm

Moderation: Maria Gerster-Bentaya, Michael Belamon

Record: Julia Fendel and Falk Kullen, AKI



‘Transitional Agriculture’ - Promoting exchange between Farmers’ Organizations under the umbrella of WFO



‘Transitional Agriculture’ Promoting exchange between Farmers’ Organizations under the umbrella of WFO

2nd Seminar Block – 2 Seminar: Capacity Development

Venue: Zoom Meeting, <https://zoom.us/j/96820813878>, Meeting ID: 968 2081 3878

Time: 23.09.2020

Time in Germany, Malawi, Rwanda and Zimbabwe: 14:00-17:00 pm

Time in Ghana: 12:00-15:00 pm

Time in Russia: 15:00-18:00 pm

Moderation: Maria Gerster-Bentaya, Michael Belamon

Record: Julia Fendel, AKI

Agenda



‘Transitional Agriculture’ - Promoting exchange between Farmers’ Organizations under the umbrella of WFO



‘Transitional Agriculture’ Promoting exchange between Farmers’ Organizations under the umbrella of WFO

3rd Seminar Block – First Seminar: Capacity Development - CD cases

Venue: Zoom Meeting, <https://zoom.us/j/99517398188>
Meeting ID: 995 1739 8188

Time: Wednesday, 28th October 2020, 14:00-17:00 pm CET

Moderation: Maria Gerster-Bentaya, Michael Belamon

Record: Julia Fendel, AKI

Agenda



‘Transitional Agriculture’ - Promoting exchange between Farmers’ Organizations under the umbrella of WFO



‘Transitional Agriculture’ Promoting exchange between Farmers’ Organizations under the umbrella of WFO

3rd Seminar Block – Second Seminar: Capacity Development - CD cases

Venue: Zoom Meeting, <https://zoom.us/j/99825465355>
Meeting-ID: 998 2546 5355

Time: Wednesday, 11th November 2020

Germany:	13:00-16:00 pm
Malawi, Rwanda, Zimbabwe:	14:00-17:00 pm
Ghana:	12:00-15:00 pm
Moscow:	15:00-18:00 pm

Moderation: Maria Gerster-Bentaya, Michael Belamon

Record: Julia Fendel, AKI

Agenda



‘Transitional Agriculture’ - Promoting exchange between Farmers’ Organizations under the umbrella of WFO



‘Transitional Agriculture’ Promoting exchange between Farmers’ Organizations under the umbrella of WFO

3rd Seminar Block – Third Seminar: Capacity Development – CD cases

Venue: Zoom Meeting, <https://zoom.us/j/96330041919>
Meeting-ID: 963 3004 1919

Time: Wednesday, 25th November 2020

Germany:	13:00-16:00 pm
Malawi, Rwanda, Zimbabwe:	14:00-17:00 pm
Ghana:	12:00-15:00 pm
Moscow:	15:00-18:00 pm

Moderation: Maria Gerster-Bentaya, Michael Belamon

Record: Julia Fendel, AKI

Agenda



‘Transitional Agriculture’ - Promoting exchange between Farmers’ Organizations under the umbrella of WFO



List of participants

Institution	Name	Function
World Farmers' Organisation (WFO)	Arianna Giuliadori	Secretary General
	Ambra Raggi	Policy Officer
German Farmers' Association (DBV)	Werner Schwarz	Vice President
	Dr. Simon Schlüter	Head International Affairs (Brussels Office)
	Stephan Schoch	Referent International Affairs
	Hannes Bumann	Youth Representative
Russian Association of rural and farm enterprises and agricultural cooperatives (AKKOR)	Olga Bashmachnikova	Vice-President
	Oxana Avtonomova	Deputy Executive Director
	Andrey Likhachev	Deputy Executive Director
	Roman Mityashov	Deputy head of organizational department
	Angelina Cherenkova	Youth Representative
Coalition of Farmers Ghana (COFAG)	Edward Kwasi Akuoko Jnr	President of COFAG
	Nelson Godfried	CEO of COFAG
	Nsiah Ebenezer Kwaku	Youth Representative
The Rwandan Farmers' Organization (INGABO)	Oswald Tuyisenge	Executive Secretary
	Victor Manariyo	Agronomist
	Jean Claude Niyonsaba	Institutional Development and Communication Officer (IDCO), Youth representative
Zimbabwe Farmers' Union (ZFU)	Dr. Prince Kuipa	ZFU Chief Economist
	Paul Zakariya	Executive Director
	Ruramiso Mashumba	National Youth Chairperson

The National Smallholder Farmers' Association of Malawi (NASFAM)	Clara Malikula	Board Chairperson
	Betty Chinyamunyu	CEO
	Beatrice Makwenda	Head of Policy and Communication
	Elles Kwanjana	Head of Capacity Building and Community Development
Andreas Hermes Akademie (AHA)	Dr. Andreas Quiring	Managing Director
	Nicole Bolomey	Director International
	Thorben Persch	Project Manager
	Horst Haller	Trainer
	Thomas Wilde	Trainer
	Ralf Schaab	Trainer
AgrarKontakte International (AKI)	Falk Kullen	Managing Director
	Julia Fendel	Project Manager
	Domenica Schließer	Project Manager
	Olga Rybakova	Project Manager
	Markus Roßkopf	Project Manager
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Sarah Lena Jensen	Project Leader „Strengthening farmers’ organizations for sustainable agricultural development“
	Jakob Vincent Latzko	Intern
University of Hohenheim	Maria Gerster-Bentaya	Moderator
Freelancer	Michael Belamon	Co-Moderator
Freelancer Interpreters	Svetlana Shcherbakova	Interpreter
Freelancer Interpreters	Vladimir Schirokow	Interpreter

Questionnaire for the report evaluation (Family farming)

- 1) Thank you for agreeing to participate in this interview. So far, what have been your experiences with the Transition Agriculture project?
- 2) We recognise from the last interviews in 2020 that a number of your members are family farmers. How do you define family farming?
 - a. Main characteristics?
- 3) What is the extent of family farms among your members?
 - a. Majority (more than 50%); minority (less than 50%); equal (50/50%)
- 4) What was the extent of family farms amongst your members 10 years ago?
 - a. Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - b. If this has changed, please explain why?
- 5) What do you envision as the extent of family farms amongst your members 10 years from now?
 - a. Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - b. If this has changed, please explain why?
- 6) According to your FO experience, to what extent are rural youth and women currently involved in the family farming?
 - a. Rural youth (if possible, please distinguish between boys and girls): Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - b. Women: Majority (more than 50%); minority (less than 50%); equal (50/50%)
- 7) How has the extent of rural youth and women's participation in family farming changed in the last 10 years?
 - a. Rural youth (if possible, please distinguish between boys and girls): Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - b. If this has changed, please explain why?
 - c. Women: Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - d. If this has changed, please explain why?
- 8) What do you foresee as the extent of rural youth and women's participation in family farming in the next 10 years?
 - a. Rural youth (if possible, please distinguish between boys and girls): Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - b. Please explain why?
 - c. Women: Majority (more than 50%); minority (less than 50%); equal (50/50%)
 - d. Please explain why?
- 9) What do you see as the advantages of family farming? (possible advantages could include social, economic, environmental, cultural, other)
 - a. Please rank the advantages in order of importance between 1 (most important) and 5 (least important)
 - i. Please explain the rank
 - b. Who in the family do you think mainly benefits from these advantages (whole family; adult males; adult females; female / male youth; extended family)?
 - i. Please explain why?
 - c. Do you believe that the advantages of family farming will continue/increase into the future (yes/no)?
 - i. Please explain your reason for this answer
- 10) What do you see as the disadvantages of family farming? (social, economic, environmental, cultural etc)
 - a. Please rank the disadvantages in order of importance between 1 (most important) and 5 (least important)
 - i. Please explain the rank
 - b. Who in the family do you think may lose out from these disadvantages (whole family; adult males; adult females; female / male youth, extended family)?
 - i. Please explain why?
 - c. Do you believe that the disadvantages of family farming will continue/increase into the future (yes/no)?
 - i. Please tell us what the reason for your answer is
- 11) To what extent does the FO engage with policy development related to family farming?
 - a. Is there a specific National policy on family farming?
 - i. If so, what is it?

- ii. Please tell us the extent to which your FO has been involved in this policy development
 - iii. Please also explain the extent to which the FO has been involved in the policy's implementation
 - b. What have been some of the overall advantages / achievements of the FO so far (eg. Changing policy, increasing market linkages etc)
 - i. What strategies has your FO adopted to achieve these advantages? (lobbying, collective action etc)
 - ii. Please rank the strategies that the FO has adopted in order of success between 1 (most successful) and 5 (least successful)
- 12) What have been some of the challenges so far with policy development related to family farming?
 - a. Please rank the challenges that the FO has experienced between 1 (most challenging) and 5 (least challenging)
 - b. Is there a strategy to address these challenges and leverage the strengths?
- 13) Overall, what do you think are the opportunities or possibilities that lie ahead for the FO in supporting family farming? (marketing; organising; value addition; expanding current operations; etc)
 - a. Please rank the top 5 opportunities / possibilities
 - i. Please explain the rank
- 14) Overall, what are the biggest challenges that enable or constrain your ability to support family farming (eg. climate change, land tenure, capacity building, organising, lobbying etc)
 - a. Please rank in order of importance, 1 (most challenging) and 5 (least challenging)
 - i. Please explain the rank
- 15) Lastly, what is your knowledge on the [UN Decade of family farming](#)? (open question)
 - a. Would you like to know more and be more engaged in this policy process (at international, regional and national level)?

Do you have any further comments, suggestions?

Thank you very much for your time and we look forward to using your responses to feed into the next steps of the Transitional Agriculture project.