
Report on the Missing Middle Initiative (MMI) Learning Workshop

Dakar, Senegal
October 2-4, 2019



BACKGROUND

Launched in 2016, the Missing Middle Initiative (MMI) is an innovative pilot under the GAFSP's Public Sector Window, which puts Producer Organizations (POs) at the center of the pilot's experience, aiming to more directly support their smallholder farmer members. The Initiative responds to a recognition, after a number of years of GAFSP's experience, that the needs of entities such as POs, smallholder farmer groups, and small and medium enterprises (SMEs) were not being sufficiently addressed through the existing Program Windows – which offer large-scale, government-led grants on the one hand and blended finance solutions targeting more mature private enterprises on the other.

The MMI promotes improved access to finance (grants, concessional finance or commercial finance) and complementary services (extension, capacity building, technology or access to markets) by smallholder farmers through their POs. A key feature of MMI projects is that the project concept originates from the POs and, together with the selected Supervising Entity (SE) partner, they design the project proposals, coordinate to submit and then continue the partnership through implementation. In these projects, MMI has encouraged POs to build business partnerships with agricultural value chain actors (such as off-takers, processors, and financial institutions) and crowd-in domestic private resources – as measured in the Initiative's target indicators. Through the PO-value chain actor business partnerships, smallholder farmers have opportunities to have better access to markets. This three-way connectivity, illustrated in the diagram below, is the cornerstone of the MMI.

In February 2016, the GAFSP SC endorsed the *MMI Guidelines* document and allocated US\$16 million to this initiative. Five MMI pilot projects, which are listed in Table 1, were selected on a competitive basis in October 2017 to test different models and structures. The MMI pilot projects were later launched at different dates and are currently at various stages of early project implementation.

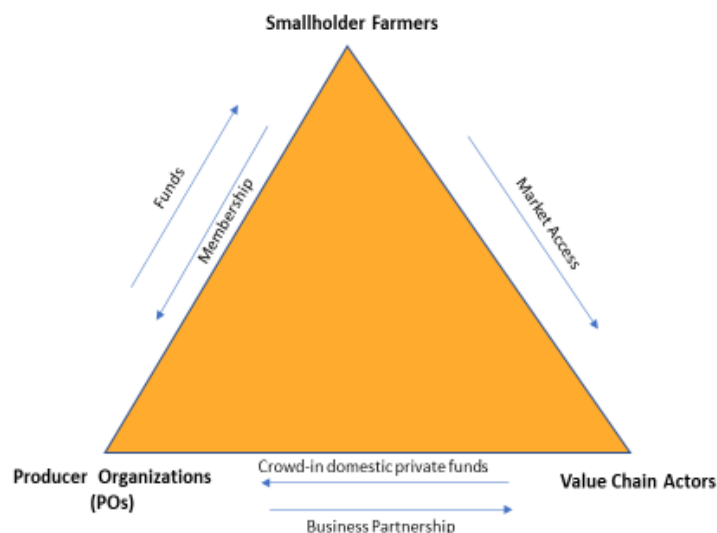


Diagram: Three-way Connectivity in MMI

As a pilot, lesson learning is an important feature of the MMI. In the design of the Initiative, it was envisaged that efforts to support cross-learning would enable sharing of actionable knowledge and experiences from the projects and help identify features and good practices relating to the nexus between POs, smallholder farmer members, and ag value chain actors, that could be scaled up and inform broader Program activities in the future.

The implementation period of the MMI projects is envisaged to be 3 years. Table 1 shows that the projects have now been under implementation for the past 1-2 years. Hence, it was considered an appropriate time to bring together all the stakeholders of the MMI projects and share lessons that would feed into their continuing implementation and into the mainstreaming of the MMI under GAFSP 2.0.

On October 2-4, 2019, GAFSP Coordination Unit (CU) therefore hosted the first MMI Learning Workshop in Dakar, Senegal, which brought together partners from the five MMI pilot projects with the aim of discussing and exchanging lessons learned and providing Monitoring and Evaluation (M&E) advice at the project level.

OBJECTIVES OF THE WORKSHOP

The main objective of the workshop was to share and learn from the broad range of operational experiences of the MMI pilot projects currently under implementation in Bangladesh, Mali, Senegal and East Africa (Rwanda, Tanzania, and Uganda).

Specifically, the workshop aimed to:

- Provide an opportunity for POs, local implementing partners, GAFSP Steering Committee civil society organization (CSO) members - ActionAid USA, AFA¹, and ROPPA², and SEs³ to share knowledge and lessons learned during the preparation and early implementation stages of their MMI projects;
- Identify operational challenges and opportunities experienced during the implementation phase of the pilot projects;
- Clarify the roles and responsibilities of the different MMI partners;
- Provide an overview of Monitoring and Evaluation (M&E) practices and support M&E at project level; and
- Capture transferable lessons to date from the MMI pilot projects to inform the modality of the PO-led track in GAFSP 2.0.

¹ Asian Farmers Association

² Réseau des Organisations Paysannes et de Producteurs de l’Afrique de l’Ouest

³ FAO, IFAD and WFP

Table 1: GAFSP MMI Pilot Projects Portfolio

MMI Pilot Project (Launch date)	Country/ Region	Producer Organizations (POs)	Implementing Partners	Supervising Entity (SE)	GAFSP Contribution (\$ million)
Increasing Access to Finance for Farmers Organizations (May 2018)	Bangladesh	<ul style="list-style-type: none"> ▪ 55 Farmer Organizations 	<ul style="list-style-type: none"> ▪ The 55 Farmer Organizations are, in this case, also the project implementing partners 	FAO	2.48
Using the eGranary innovative mobile platform to deliver economic services to farmers in East Africa (November 2018)	East Africa (Rwanda, Tanzania and Uganda)	<ul style="list-style-type: none"> ▪ EAFF (East Africa Farmers Federation) 	<ul style="list-style-type: none"> ▪ IMBARAGA ▪ National Cooperatives Confederation of Rwanda (NCCR) ▪ Tanzania Federation of Cooperatives (TFC) ▪ Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA) ▪ Uganda National Farmers Federation (UNFEE) ▪ Uganda Cooperative Alliance (UCA) 	IFAD	2.61
Inclusion of rural youth in poultry and aquaculture value chains (November 2017)	Mali	<ul style="list-style-type: none"> ▪ CNOP (National Coordination Agency for Farmers' Organizations of Mali) 	<ul style="list-style-type: none"> ▪ AOPP ▪ National federation of Women (FENAJER) ▪ National Federation of Youth (FENAFER) 	IFAD	2.61
Improved rice paddy quality and quality niébé processing for improved nutrition and increased farmer income (April 2018)	Mali	<ul style="list-style-type: none"> ▪ Faranfasi-Sode N'Debougou ▪ Faso Jigi/PACCEM ▪ SABATI ▪ FECOPON ▪ ARPASO 	<ul style="list-style-type: none"> ▪ Socodevi 	WFP	3.00
Strengthening rural women's livelihood for sustainable economic development in the Eastern region of Senegal (October 2018)	Senegal	<ul style="list-style-type: none"> ▪ APROVAG (Producer Association of the Gambian River Valley) ▪ Federation YNW (Yakaar Niani Wulli) 	<ul style="list-style-type: none"> ▪ APROVAG ▪ ActionAid Senegal ▪ Enda Pronat ▪ Energy4Impact ▪ Institut Senegalais de Recherches (ISRA) 	FAO	2.48

THE WORKSHOP PROGRAM

The MMI Learning Workshop was designed to be inclusive and participatory. More than fifty participants representing Farmer Organizations (FOs), POs, implementing partners, GAFSP SC CSOs and SEs shared a broad and diverse range of perspectives on lessons learned. Refer to Annex 1 for the workshop agenda.

Cheikh Tidiane Sidibe, Technical Adviser to the Minister of Agriculture, Government of Senegal, opened the workshop and emphasized the importance of POs in improving the livelihood of smallholder farmers. In addition, Ibrahima Coulibaly, President of ROPPA and member of the GAFSP SC, and Nadjirou Sal, President of the Conseil National de Concertation et de Coopération des Ruraux (CNCR) and Vice Chair of the steering committee of the MMI pilot project in Senegal, delivered opening remarks at the event. Refer to Annex 2 for the list of workshop participants.

The workshop design initially allowed each participant to share their model and experience, and then aimed to identify and distil common challenges and opportunities across the MMI portfolio. Given the multi-stakeholder nature of the MMI pilot projects, a key focus was on identifying and understanding the respective roles and responsibilities of the different partners involved. To facilitate understanding of the diverse perspectives and range of technical experience in the room, the participants undertook a stakeholder mapping exercise. Discussions in small groups enabled frank exchange on the operational challenges and solutions drawing on their respective MMI projects, and a group role reversal exercise reinforced the objective of better understanding the roles and perspectives of the different stakeholders. The presentations and discussions highlighted that the MMI has opened avenues to smallholder farmer members of POs to engage in agricultural activities and partner with value chain actors.

One of the notable sessions at the workshop was a panel discussion amongst SC CSO partners, followed by a dialogue with the workshop participants. The panelists discussed the MMI's uniqueness and its contribution to making policies and changing approaches towards smallholder farmers. It was articulated that through the MMI, GAFSP is putting farmers at the center of its investments and enabling them to make the needed changes in their communities. It was further pointed out that MMI is a tool that has allowed understanding and learning from farmers. A panel member flagged that the CSO advocacy efforts enabled the MMI to become an initiative that aims to transform the image of the farmer from victim to solution provider and from beneficiary to equal partner. The importance of documenting the MMI experience and its positive results was also emphasized. It was argued that the MMI demonstrates how POs can influence policies at the national level, which is often not the case.

PROJECT OVERVIEW, IMPLEMENTATION STATUS AND KEY ISSUES

At the workshop, each MMI project team provided an overview of their project, shared progress of project implementation, and discussed operational issues. These are summarized below.

1. Increasing Access to Finance for Farmers Organizations in Bangladesh

The objective of the project is to support farmer organizations in enhancing their access to finance and markets by strengthening capacities on management, governance, and engagement in agriculture value chains. To date more than 7,000 smallholder farmers have benefitted from the project, of which 68 percent are women. Benefits include enhanced skills on using technologies to reduce production cost and increase yield, and improved financial literacy and increased savings for the project's Revolving Fund. The farmer members selected business activities involving high value commodities, including vegetables and fruits. The project is also supporting several farmer organizations that are implementing the 'seed village' concept – a community-based seed production scheme managed by the farmer organizations for testing agroecological practices.

A project steering committee (PSC) at the national level has been formed, which includes representatives of four farmer organizations. Twenty youths have been appointed as business facilitators and received training, who in turn are training and strengthening farmer organizations. To date several farmer members with support of the project have received US\$151,000 as individual loans from the national commercial banks. Through the MMI platform, the farmer organizations have been soliciting group loans which are still not a common or accepted practice by financial institutions. As a result of the project's advocacy, the Bangladesh Central Bank's *2019 Agent Bank Guidelines* now state that the banks may engage cooperative societies as their agents. Issues raised at the workshop include:

- Lack of an enabling environment at the national level for forming farmer apex organizations due to norms and mindsets of policy makers;
- Absence of national recognition of farmers' initiatives; and
- Reluctance of banks to provide group loans to POs.

2. Using e-Granary Innovative Mobile Platform to Deliver Economic Services to Farmers in East Africa (Rwanda, Tanzania and Uganda)

The project objective is to use mobile platforms to deliver economic services to smallholder farmers and increase their productivity and profitability. In Uganda, beans, maize and soya beans have been selected to be on the e-Granary platform, while in Rwanda the crops are beans, maize and rice. To date the participating farmers in the e-Granary have received 30 percent higher prices for commodities compared to the non-participants due to mobilization of farmers on the e-Granary platform for aggregating commodities for markets. Issues include:

- Long delays for setting up multi-country e-platforms due to different government policies in the three countries, e.g. in Rwanda data can only be stored in the country;
- Different levels of maturity in using digital technology in the project countries along with low digital literacy of farmers are contributing to slow uptake of e-Granary technology;
- Building trust of farmers, which takes time due to other existing and competing programs by governments and private sector; and
- Competition from the mobile network operators, which can have impact on the e-Granary operations as the network operators' costs and services vary.

3. Inclusion of Rural Youth in Poultry and Aquaculture Value Chains in Mali

The project will create sustainable economic activities and employment opportunities for rural youth in the informal sector and link them to poultry and fish farming value chains for improving food and nutrition security and reducing poverty. The project targets female and male rural youth. About one thousand rural youth (32% are women) have been the initial beneficiaries of lead farmers' support and of the start-up loans offered in the project. Training modules have been developed on procurement, marketing plan and contract negotiations, and a team of four trainers has been formed. In addition, processes for internal oversight for monitoring and internal audits have been prepared. This MMI project reflects the agroecological principles of improving resource efficacy and securing social equity through the promotion of agroecological farming practices and the involvement of youth in project management. Issues raised include:

- Demonstrating that POs have ownership of the MMI pilot project;
- Weak capacity in terms of business management in the POs;
- Administrative processes of the SE; and
- Difficulties faced when two government ministries are involved in the project.

4. Improved Rice paddy quality and Niébé processing for improved nutrition and increased farmer income development in Mali

The project's objective is to strengthen four main rice POs by improving the quality of paddy and milled rice, commencing fortified rice production, and providing value adding services for the members of the POs. The project also focuses on increased production and processing of niébé (cowpea). The project has facilitated farmers to access credit and equipment. To date 744 rice farmers have benefitted from outreach activities. In addition, more than 12,000 rice and niébé farmers have received farming inputs. The project is empowering women through a female cooperative comprising more than 150 women farmer members. Issues include:

- Limited access to international markets;
- Lack of access to land by women farmers; and
- Lower than desired quality of nutrient-rich fortified rice production, despite trainings provided to the PO farmer members.

5. Strengthening rural women's livelihoods for sustainable economic development in the Eastern region of Senegal

The project aims to strengthen rural women's livelihoods for sustainable economic development. It will improve agricultural productivity and market access for smallholder farmers, especially women and youth, who are members of POs in Tambacounda, East Senegal. The SE managed support unit has been relocated to Tambacounda and the project has been engaging with members of the two POs (APROVAG and YNW). Capacity of POs for female members of APROVAG and YNW has improved in terms of management. Strengthening resilience is one of the agroecological principles that is reflected in the MMI project in Senegal, that makes use of climate resilient inputs such as community-based seeds production. ActionAid Senegal together with APROVAG is experimenting with alternative funding avenues, such as community funding systems, to increasingly apply agroecological practices in the project. The project is also supporting market linkages between the private sector and banana producers of APROVAG/ fonio producers of YNW. Issues include:

- Infrequent meetings of the project steering committee;
- Limited institutional coordination among implementing partners;

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- Difficulty in finding local banks and financial institutions that would provide funds to POs and farmers; and
 - Lack of government support to POs for the promotion of organic-labels for banana.

LESSONS LEARNED

During the workshop, participants discussed many common issues related to their experiences in the MMI pilot projects. Based on these discussions, the lessons learned can be grouped under the following eight themes:

1. Access to Finance by POs and Farmer Members
2. Transparency and Flexibility
3. Roles and Responsibilities of MMI partners
4. Governance
5. Communication and Coordination
6. Monitoring and Evaluation (M&E)
7. Capacity Building
8. Partnership/Value Chain

1. Access to Finance by POs and Farmer Members

- In the MMI project in Bangladesh, revolving funds have been established for providing concessionary loans to farmer members for investments. Such funds can initially be sourced from the MMI project financing and savings of farmer members of POs. However, to establish such revolving funds, POs' capacity for making loans to its members could be strengthened. The MMI revolving funds would help to mitigate the reluctance of local banks to provide funds to POs and their members and help establish credit-worthiness of the groups, with a view to accessing more formal, additional sources of finance in the future.
- In Bangladesh, the MMI pilot project has been instrumental in spearheading changes in agency banking guidelines at the national level. In order to play this advocacy role, the capacity of the MMI POs in different countries could be enhanced.

2. Transparency and Flexibility

- The POs and implementing partners are often not familiar with SE policies and procedures, especially those that are interacting with the SEs for the first time. Participants were of the view that it is important to clearly explain SE processes including guidelines on procurement and fund withdrawal to POs and implementing partners, and to make those processes more transparent. This would in turn strengthen project ownership by all the MMI partners.
- Introducing appropriate flexibility to the SE processes, taking into consideration reality on the ground of the POs is critical to successful project implementation.

3. Roles and Responsibilities of MMI Partners

- The smallholder farmers and their POs are central in the MMI projects, which needs to be understood by all stakeholders for better project implementation. The POs highlighted the importance of their ownership of MMI pilot projects as this is the key differentiator between PO-led MMI projects and

country-led GAFSP Public Sector Window projects. The POs underscored the importance of their inclusion and involvement at all stages of MMI project implementation.

- Understanding the roles and responsibilities of each MMI stakeholder, as articulated during the workshop (Refer to Annex 3 for the roles and responsibilities), is critical to avoid duplication of efforts.

4. Governance

- Regular PSC meetings with PO members foster timely strategic discussions and decisions on operational priorities as well as strengthen communication among all parties including government.
- The governance structures in the MMI projects are enhanced when the decision-making process during all stages of the project cycle is inclusive of POs, thereby ensuring their needs.
- Participants highlighted the importance of capacity building on governance, especially in farmer organizations that have slow and inflexible decision-making process, which would facilitate project implementation.

5. Communication and Coordination

- Clear and timely communication and greater coordination among the MMI project partners can improve ease of project implementation. For example, it would be helpful if information on the Letter of Agreement between SE and implementing partner is provided to the POs prior to signing of the agreement.
- The SEs' engagement levels in the MMI projects are not uniform. Some have taken a pro-active approach to be engaged in the pilots while keeping the modality decentralized; whereas others have followed a relatively hands-off approach with PO or implementing partner playing the key role. In order to backstop POs and implementing partners in the MMI projects, it will be helpful if SEs set up local technical support units on procurement and financial and technical reporting.
- The participants highlighted that coordination between implementing partners and POs about the underlying activities for each of the project results would be beneficial.
- Synergies among multiple MMI projects and SE-managed programs in the same country could benefit the MMI projects.

6. Monitoring and Evaluation (M&E)

- An inclusive, results-based/impact-oriented M&E system is critical for the successful implementation, mid-course correction, sustainability and scale-up of the MMI pilots.
- The participants emphasized that all MMI partners should be provided the M&E tools in order to take ownership of M&E and be able to learn from each other.
- The M&E tools and processes could be simplified and clearly explained to all POs and implementing partners so that there is greater connectivity with the project's M&E framework.
- Adequate human and financial resources should be allocated to M&E in the project design that includes plan for baseline/midline/endline surveys.
- Projects that had M&E systems as integral part of the design were more successful at implementation; others found it to be a challenge. The M&E systems need to be strengthened in the projects that face implementation challenges.
- Harmonizing and aggregating indicators and results across the MMI pilot projects is important, which will be undertaken by the CU.

7. Capacity Building

- Capacity building (e.g., in areas such as leadership, business management, governance, financial literacy, digital literacy and post-harvest handling and processing) of the POs and their farmer members is important to further professionalize the POs. However, the type of training should be based on demand from the POs.
- To scale up capacity building in the POs, training of trainers (ToT) approach along with its monitoring is helpful.
- A community of MMI project practitioners and partners could be developed by setting up a MMI Learning Platform, e.g. WhatsApp Group or a similar social network group, which would help to share stories, challenges, solutions and experiences from different regions and countries.
- Organizing regular MMI Learning Workshops would facilitate in the sharing of knowledge and experiences among the stakeholders. Inviting relevant government representatives to participate in future MMI workshops would be beneficial to the projects, as this would bring visibility of MMI in the government ministries.
- Cross-country and cross-region farmer-to-farmer knowledge exchange visits could be useful to promote learning and understanding among the POs in different countries and regions.
- For ease of understanding SE processes and improving project efficiency and effectiveness, the importance of conducting trainings in national languages was emphasized. Translating relevant project documents into national languages is critical.

8. Partnership/Value Chain

- Awareness raising about the benefits of post-harvest activities could facilitate linking POs with markets. Developing attractive and feasible business cases could help to establish partnerships with value chain actors.
- The MMI framework embraces both development and business goals. As POs move towards the private sector space in the value chain, they will increasingly face competition from private enterprises and companies; hence, approaches to capacity building should factor in the relevant skills, knowledge and experience.

FOLLOW-UP ACTIONS

The MMI pilot projects are each operating in differing contexts with slightly different objectives. Based on the discussions held at the workshop, the partners of each of the MMI pilot projects prioritized key follow-up actions that are highlighted below. These actions will be undertaken by relevant project teams – PO(s), implementing partner(s) and SE.

1. Increasing Access to Finance for Farmers Organizations in Bangladesh

- Further strengthen relationships, knowledge exchanges and local experiences among POs;
- Develop alternative financing for POs with agriculture value chain actors including crop exporters and financing institutions to crowd-in domestic private resources;
- Develop mobile-based apps with real-time market information on crop prices for the farmer members;
- Discuss mechanical dryers to reduce moisture of grains with the Government Department of Food; and
- Link POs with government procurement system for selling paddy.

2. Using e-Granary Innovative Mobile Platform to Deliver Economic Services to Farmers in East Africa (Rwanda, Tanzania and Uganda)

- Revisit the data in the current log-frame and conduct a baseline survey to strengthen project M&E;
- Improve coordination between EAFF and IFAD to ensure better reporting lines and disbursement of funds to support project activities;
- IFAD to hire a consultant for the year 2020 for regular check-ups and implementation support;
- Commence e-Granary operation in Tanzania; and
- Finalize partnerships between POs and key stakeholders, especially multilateral financing institutions and buyers of produce in the e-Granary platform, to enforce contracts, set pricing agreements, agree on loan interest and payment modalities.

3. Inclusion of Rural Youth in Poultry and Aquaculture Value Chains in Mali

- Continue raising awareness of agriculture value chains and mobilizing women and youth via campaigns through the National Federation of Women (FENAJER) and the National Federation of Youth (FENAFER);
- Commission a baseline study about female and male youth in the intervention areas to obtain disaggregated data; and
- Undertake feasibility studies of the shortlisted project proposals submitted by the youth in the project.

4. Improved Rice paddy quality and Niébé processing for improved nutrition and increased farmer income development in Mali

- Visit the five POs in the MMI pilot project;
- Advocate establishing databases for each of the five POs; and
- Develop a consultation framework for youth in the project.

5. Strengthening rural women's livelihood for sustainable economic development in the Eastern region of Senegal

- Convene a participatory planning meeting with all stakeholders by December 2019 to ensure coordination of action plans among POs and implementing partners;
- Improve synergies between POs and SE;
- Consult with the POs and implementing partners on the need and nature of training;
- Organize MMI project steering committee meeting;
- Negotiate a financing mechanism, e.g., credit from a financial institution to access funds for the POs;
- Support POs in developing viable business models; and
- Undertake a baseline survey to be carried out by FAO together with POs and implementing partners.

CONCLUSIONS

During the workshop the participants emphasized that the MMI is a laboratory for creating and applying innovative ideas like community-operated revolving funds and community-based seed production. The MMI is, importantly, also providing a platform for testing agroecological practices, as captured in the project summaries and partner contributions. Overall, the participants were optimistic about the implementation of the projects as they were able to share operational challenges and opportunities with all the MMI partners. The importance and relevance of MMI among smallholder farmers were underscored. The partners of each MMI project agreed to follow-up on the prioritized actions for realizing not only the project objectives, but also the goals of MMI. Refer to Annex 4 for the evaluation of the workshop.

Missing Middle Initiative (MMI) – Learning Workshop
NOVOTEL HOTEL, Avenue Abdoulaye Fadiga, Dakar, Senegal
AGENDA

Day 1: Wednesday, October 2, 2019 [ROOM: SALY]

8.00 am- 8.30 am	REGISTRATION
8.30 am – 9.15 am	SESSION 1: Welcome and Introductions <ul style="list-style-type: none"> ○ Welcome Remarks ○ Introduction of participants and ice breaker
9.15 am – 9.45 am	SESSION 2: Scene setting <ul style="list-style-type: none"> ○ Origin, objectives and success factors of MMI ○ MMI in GAFSP 2.0
9.45 am – 10.35 am	SESSION 3: “Inclusion of Rural Youth in Poultry and Aquaculture Value Chains in Mali” – Experiences from Mali <i>Objective: The Producer Organizations (POs), Implementing Partners, and Supervising Entities (SEs) will share challenges and lessons learned including through the lens of MMI Success Factors - access to finance, partnerships between POs and agriculture value chain actors, project sustainability, etc.</i> <i>Format: Panel discussion moderated by Mr. Nadjirou Sal, CNCR followed by Q&A</i>
10.35 am – 10.55 am	TEA/COFFEE BREAK
10.55 am – 11.40 am	SESSION 4: “Strengthening rural women’s livelihood for sustainable economic development in the Eastern region of Senegal” – Experiences from Senegal <i>Objective: The POs, Implementing Partners, and Supervising Entities (SEs) will share challenges and lessons learned including through the lens of MMI Success Factors - access to finance, partnerships between POs and agriculture value chain actors, project sustainability etc.</i> <i>Format: Panel discussion moderated by Mr. Ibrahima Coulibaly, ROPPA followed by Q&A</i>
11.40 am – 12.25 am	SESSION 5: “Increasing Access to Finance for Farmers Organizations in Bangladesh” – Experiences from Bangladesh <i>Objective: The POs, Implementing Partners, and Supervising Entities (SEs) will share challenges and lessons learned including through the lens of MMI Success Factors - access to finance, partnerships between POs and agriculture value chain actors, project sustainability etc.</i> <i>Format: Panel discussion moderated by Mr. Jojo Ebron, AFA followed by Q&A</i>
12.25 pm – 1.10 pm	SESSION 6: “Improved Rice paddy quality and Niébé processing for improved nutrition and increased farmer income development” – Experiences from Mali <i>Objective: The POs, Implementing Partners, and Supervising Entities (SEs) will share challenges and lessons learned including through the lens of MMI Success Factors - access to finance, partnerships between POs and agriculture value chain actors, project sustainability etc.</i> <i>Format: Panel discussion moderated by Ms. Alberta Guerra, ActionAid USA followed by Q&A</i>
1.10 pm – 2.20 pm	LUNCH - Parallel clinics on (a) GIS tools for M&E tracking; (b) Communications; and (c) GAFSP Steering Committee CSOs
2.20 pm – 3.05 pm	SESSION 7: “Using e-Granary Innovative Mobile Platform to Deliver Economic Services to Farmers in East Africa (Rwanda, Tanzania and Uganda)” – Experiences from East Africa

	<p><i>Objective: The POs, Implementing Partners, and Supervising Entities (SEs) will share challenges and lessons learned including through the lens of MMI Success Factors - access to finance, partnerships between POs and agriculture value chain actors, project sustainability etc.</i></p> <p><i>Format: Panel discussion moderated by Ms. Indira Janaki Ekanayake, Coordination Unit followed by Q&A</i></p>
3.05 pm – 3.25 pm	TEA/COFFEE BREAK
3.25 pm – 5.45 pm	<p>SESSION 8: Challenges</p> <p><i>Objective: Discuss challenges among the 5 MMI projects and reflecting on the earlier sessions in the day.</i></p> <p><i>Format: For the first half of the session participants will be divided into 5 groups. Each group will select a rapporteur and reflect on challenges in the MMI projects. The second half of the session will consist of read outs by the rapporteurs followed by an informal, open discussion among all participants moderated by the CU.</i></p>
5.45 pm – 6.00 pm	Day 1 Reflections and Closing
7.00 pm – 9.00 pm	<p>GAFSP RECEPTION - Novotel Hotel</p> <p><i>[All Workshop participants are invited to the GAFSP Reception]</i></p>
Day 2: Thursday, October 3, 2019 [ROOM: SALY]	
8.30 am – 11.00 am	<p>SESSION 9: Roles and Responsibilities of MMI Project Partners</p> <p><i>Objective: Discuss roles and responsibilities of MMI project partners (POs, Implementing Partners, and SEs) in two areas: (a) the conceptualization, design and implementation process, and (b) setting project objectives, components, and content. The objective of this session is to arrive at a common understanding among participants on the roles and responsibilities of each MMI project partner.</i></p> <p><i>Format:</i> <i>The session consists of three parts, facilitated by the CU, during which participants will (i) map their roles, (ii) participate in a role reversal exercise, and (iii) reflect on their individual and collective experience during the exercise.</i></p>
11.00 am – 11.30 am	TEA/COFFEE BREAK
11.30 am – 1.00 pm	<p>SESSION 10: Monitoring and Evaluation</p> <p><i>Objective: Provide an overview of Monitoring and Evaluation practices, including: GAFSP Monitoring Framework; MMI Success Factor Indicators; Baseline Survey Guidelines; M&E instruments</i></p> <p><i>Format: Presentation by Ms. Anuja Kar, Coordination Unit and followed by Q&A</i></p>
1:00 pm – 2.15 pm	<p>LUNCH</p> <p>- Parallel clinics on (a) GIS tools for M&E tracking; (b) Communications; and (c) GAFSP Steering Committee CSOs</p>
2.15 pm – 3:30 pm	<p>SESSION 11: Monitoring and Evaluation Hands-on Clinic</p> <p><i>Objective: Provide hands-on M&E support and training focusing on project results frameworks and M&E design</i></p> <p><i>Format: Small group setting based on MMI project affiliation.</i></p>
3.30 pm – 3.50 pm	TEA/COFFEE BREAK
3.50 pm –	SESSION 12: GAFSP Steering Committee CSO Session

5.30 pm	<p><i>Objective: Discuss added value of MMI, how these projects help solve rural challenges including youth unemployment, and benefits of involving producer organizations in projects</i></p> <p><i>Format: Panel discussion amongst GAFSP CSO partners, followed by dialogue with workshop participants</i></p>
5.30 pm – 5.45 pm	Day 2 Reflections and Closing
Day 3: Friday, Oct 4, 2019 [ROOM: SALY]	
8.30 am – 9.45 am	<p>SESSION 13: Monitoring and Evaluation: Sharing Project experiences</p> <p><i>Objective: MMI pilot projects will share experiences on M&E, Baseline Survey, and Results Framework.</i></p> <p><i>Format: Presentations by MMI pilot project teams followed by Q&A</i></p>
9.45 am – 10.10 am	TEA/COFFEE BREAK
10.10 am – 12.30 pm	<p>SESSION 14: Next steps for the MMI</p> <p><i>Objective: Each MMI pilot project team to reflect on main takeaways and come up with key actions they can do better/enhance, keep/stop doing, based on the knowledge and experience shared at the workshop.</i></p> <p><i>Format: Participants will be divided into 5 groups, according to their MMI pilot project affiliation. Based on the knowledge and experience shared at the workshop, each group will reflect on key takeaways, and discuss what specific impacts the knowledge shared during the past two and a half days will have on their respective projects. Each group will share 5-6 points on what they can do better, keep/stop doing. For each point, groups will discuss what concrete steps they plan on taking to carry it through. Each group will select a rapporteur to share findings with the rest of the workshop participants.</i></p>
12:30 pm – 12.45 pm	MMI Learning Workshop Wrap-up
12.45 pm	<p>LUNCH</p> <p>- Parallel clinics on (a) GIS tools for M&E tracking; (b) Communications; and (c) GAFSP Steering Committee CSOs</p>
3.00 pm	Field visit to a horticulture farm in Rufisque, a town in the east of Dakar

List of Workshop Participants

	NAME	PROJECT	ORGANIZATION
1	AKIKO RAMSEY	EAST AFRICA - IFAD	INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD)
2	ALY SANOGO	MALI - WFP	ARPASO
3	ANKOUNDIEN ARAMA	MALI - WFP	SOCODEVI
4	ALBERTA GUERRA		ActionAid - USA
5	ANUJA KAR		GAFSP COORDINATION UNIT (CU)
6	BAREMA SANGARE	MALI - WFP	CENTRE FARANFASI-SO DE N'DEBOUGOU
7	BASSIROU DIAGNE	SENEGAL - FAO	FOOD AND AGRICULTURE ORGANIZATION (FAO)
8	BASSIROU DIALLO	SENEGAL - FAO	ISRA (INSTITUT SÉNÉGALAIS DE RECHERCHES AGRICOLES)
9	BAYO THIAM	SENEGAL - FAO	ENERGY4IMPACT
10	BENOIT THIERRY	Mali - IFAD	IFAD
11	BENOIST VEILLERETTE	SENEGAL - FAO	FAO
12	BOUGOUMA NDIAYE	SENEGAL - FAO	ActionAid -SENEGAL
13	BINTOU DIALLO	MALI - WFP	World Food Program (WFP)
14	CALEB GUMISIRIZA	EAST AFRICA - IFAD	UGANDA NATIONAL FARMERS FEDERATION (UNFFE)
15	DIANA SALMAN		CU
16	ELHADJI THIerno CISSÉ	SENEGAL - FAO	Conseil National de Concertation et de Coopération des Ruraux (CNCR)
17	EMMANUEL PETER MANDIKE	EAST AFRICA - IFAD	MTANDAO WA VIKUNDI VYA WAKULIMA TANZANIA (MVIWATA)
18	ESTHER PENUNIA		AFA
19	GABRIEL NEYRA	MALI - IFAD	IFAD
20	GASPARD MUSHINZIMANA	EAST AFRICA - IFAD	IMBARAGA FARMERS ORGANIZATION, RWANDA
21	GOUNDO KAMISSOKO	MALI - IFAD	NATIONAL FEDERATION OF WOMEN (FENAFER)
22	IBRAHIM SIDIBE	MALI - IFAD	NATIONAL FEDERATION OF YOUTH (FENAJER)
23	IBRAHIMA COULIBALY		WEST AFRICA FARMERS ORGANIZATION NETWORK (ROPPA)
24	IFTIKHAR MOSTAFA		CU
25	INDIRA JANAKI EKANAYAKE		CU
26	ISSEU DIËYE DIA	SENEGAL - FAO	CNCR
27	JOSE ROMEO EBRON		AFA
28	JULIA ZHU		WORLD BANK
29	LAURE DIALLO	MALI - WFP	ENDA PRONAT
30	LAMINE COULIBALY	MALI - IFAD	CNOP MALI
31	MAMADOU CISS	SENEGAL - FAO	PRODUCERS ASSOCIATION OF THE GAMBIA RIVER VALLEY (APROVAG)
32	MAMADOU NIOKANE	SENEGAL - FAO	FAO
33	MAMADOU TOUMAGNON	MALI - WFP	COOPERATIVE SOCIETY "SABATI" OF WOMEN PRODUCERS
34	MANDA DITE MARIAM SISSOKO	MALI - IFAD	IFAD
35	MASSAKO KONTA	MALI - WFP	FEDERATION OF FARMER COOPERATIVE SOCIETIES OF OFFICE DU NIGER (FECOPON)
36	MATHIEU DALLE	SENEGAL - FAO	ENERGY4IMPACT
37	MD. AMIRUL ISLAM		AFA
38	MOHAMAND OBYDUL HAQUE	BANGLADESH - FAO	BADARGANJ SEBADANKARI KRISHI SAMOBAY AND SARA BANGLA KRISHAK SOCIETY (SBKS)
39	MOHAMMAD IMANUN NABI KHAN	BANGLADESH - FAO	FAO

40	MOUSSA DIARRA	Mali - WFP	FASO JIGI
41	MOUSSA DJAGOUDI	SENEGAL - FAO	FAO
42	NADJIROU SAL	SENEGAL	CNCR
43	PETER MTENDA ALLY	EAST AFRICA - IFAD	TANZANIA FEDERATION OF COOPERATIVES (TFC) LIMITED
44	RITA BRAMMA	BANGLADESH - FAO	MADDHYA RAKUDIYA IPM CLUB AND SARA BANGLA KRISHAK SOCIETY (SBKS)
45	ROBERT ASIIMWE	EAST AFRICA - IFAD	UGANDA CO-OPERATIVE ALLIANCE (UCA)
46	SERIGNE THIAM	SENEGAL - FAO	ENDA PRONAT
47	SESSI ROSTAING AKOHA		ROPPIA
48	SHAZADA BEGUM		AFA
49	SIRA KEITA	SENEGAL - FAO	FEDERATION YAKAAR NIANI WULLI (YNW)
50	SOULEYMANE DIARRA	MALI - IFAD	ASSOCIATION OF FARMERS' PROFESSIONAL ORGANIZATIONS (AOPP)
51	STEPHEN VINCENT MUCHIRI	EAST AFRICA - IFAD	EAST AFRICA FARMERS FEDERATION (EAFF)
52	TAMMY MEHDI		CU
53	VENKAT RAMACHANDRAN		CU
54	ZAKARIA SAMBAKHE	SENEGAL - FAO	ActionAid -SENEGAL

Roles and Responsibilities of MMI Project Partners

Producer Organizations (POs)

- Contribute to the design of the project from inception;
- Ensure good governance and monitoring;
- Provide need-based capacity building to the PO members (smallholder farmers);
- Facilitate links with the markets; and
- Coordinate with different agencies to discuss project proposals.

Implementing partners

- Contribute to the design, terms of reference of consultants and services, and M&E plan of the project; and
- Undertake technical and financial activities to implement project.

Supervising Entities (SEs)

- Review annual working plan of project;
- Monitor follow-up activities;
- Provide technical support to the project;
- Support the POs;
- Empower the POs so that they are not dependent on external support;
- Transfer GAFSP MMI funds to POs and implementing partners;
- Build the technical capacity of the POs; and
- Communicate with CU on six-monthly reporting.

Steering Committee Civil Society Organizations (SC CSOs)

- Support the distribution of responsibilities in an inclusive way;
- Provide actionable information from global, regional and national levels;
- Help to identify roles during project implementation;
- Capture lessons learned and qualitative evidence;
- Ensure visibilities for the MMI pilot projects and the POs at the global level
- Ensure global level visibility for GAFSP;
- Share knowledge and experience among different countries;
- Contribute to global advocacy and policy demand that are needed for policy change;
- Monitor funding flow to MMI pilots (field trips, videos, etc.);
- Enhance the role of POs from national to international level;
- Build capacity of national CSOs;
- Discuss with each GAFSP constituency; and
- Report to the GAFSP SC on the lessons learned.

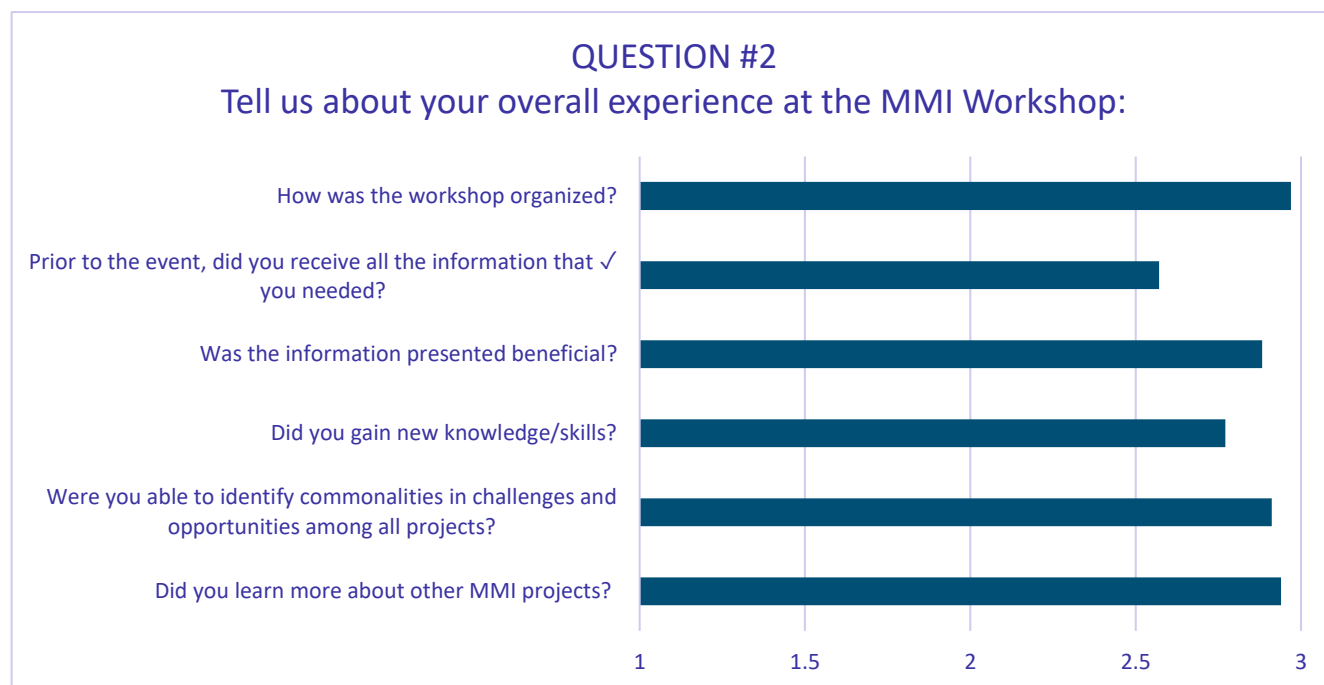
Coordination Unit (CU)

- Support to the SC;
- Support POs in terms of M&E and results monitoring;
- Clarify SE guidelines on project implementation and closing; and
- Facilitate and liaise with SC CSOs – e.g. outreach to partners and field visits.

Workshop Evaluation

Overall, how would you rate the quality of the MMI Workshop (in terms of organization, content, logistics)?

Average score was 3.5 out of 4.



What was most valuable to you at the MMI Learning workshop?

- Identified challenges which were very fruitful to me
- The role play was participatory and innovative
- The facilitation method was excellent, since the facilitator was very cooperative, enthusiastic with good encouragement
- The workshop increased my understanding about GAFSP MMI initiative objectives and goals that will enable improved performance of E-Granary project in East Africa/Tanzania
- Lot of diversity of workshop groups and active participation of all. E-granary is an interesting one.
- The main facilitator made the three workshop days enjoyable and we were able to get a clear path way
- The roles and responsibilities of actors; M&E; challenges, opportunities, actions
- Meeting the representatives of all MMI projects
- The interactions and the role play, words every morning from the facilitator
- The experienced facilitator
- Meet with participants from MMI projects
- Sharing and learning from each other
- The way the workshop was organized - very participatory and friendly
- The interactions among us - created rural knowledge sharing
- Networking and the pedagogy and politics approach
- The English - French interpretation allowed me to understand the conversations
- I think all sessions have been helpful
- During this workshop I got to know new people
- Exchanges among MMI projects

Is there anything you would like to see changed in the next MMI workshop?

- Identify specific successes of each MMI project and focus on these
- We would like our government (Ministry of Agriculture) focal point to attend MMI workshop for ownership – it will help farmer organizations to get government recognition
- More group work per project team
- Improve the use of farmer platforms
- Government focal person may also join - that will enable government to understand MMI and GAFSP
- The duration of the first part - exchanges around experiences - allocate more time to discuss and find solutions
- In the future it should be organized in Asia and it should also be annual
- Select a different country for the workshop next time

What session(s) was/were most relevant to your MMI pilot project?

- Monitoring and Evaluation
- Roles and responsible of stakeholders with the GAFSP MMI projects
- Challenges
- Identifying next steps
- Country specific/ MMI project specific
- CSO session
- Experience sharing for different projects
- Introduction on GAFSP MMI
- Sessions 3-7
- All sessions are interesting to our peers
- Challenges and their proposed solutions
- The weighted challenges of each GAFSP MMI project
- Session 6
- Sessions 9 and 10
- Reflection on the challenges and opportunities
- Group work and discussion
- Session 13
- The follow-up evaluation

Do you have any other comments?

- Thankful to be part of this workshop looking forward for more fruitful workshops another time
- The presentations and speeches should be slow
- Thank you for organizing the workshop it was very useful
- This is to appreciate the organizing team for the work well done
- It was very informative, and it should be organized annually
- I hope this pace in every day at the GAFSP MMI evolves
- To improve the exchange and concentration between the beneficiary targets and the implementing partners
- I know we share with the other country that is not on the GAFSP project
- Thank you to GAFSP MMI for this very successful program for Farmers' Organizations / small producers
- They must multiply this kind of meeting
- The workshop was well conducted, the challenges of MMI projects are better known