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IIABA Activity Report: Diagnostic Tool Writing Workshop

Allison Loconto, Eve Fouilleux, Francisco Garrido-Garza, Bakari Mongo, Sandra Haule, Mgeta Daud, Julie Matovu, Douglas K. R. Robinson

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**INSTITUTIONAL INNOVATIONS FOR ECOLOGICAL ORGANIC AGRICULTURE IN AFRICA (IIABA)
PROJECT**



INDIVIDUAL ACTIVITY REPORT | 30.05.2022

Submitted by:

Allison Loconto, INRAE

With contributions from:

Eve Fouilleux, Francisco Garrido-Garza, Bakari Mongo, Sandra Haule, Mgeta Daudi, Julie Matovu, and Douglas Robinson.

Annex 1: Concept Note and Agenda



1.0 INTRODUCTION

- INRAE is tasked with the development of a diagnostic tool that can identify the capacity building needs for NOAMS in their mission of scaling up organic agriculture in their countries.
- The first work for this task was carried out between February and August 2020, but was abandoned due to the departure of the responsible staff from INRAE. A new proposal for carrying out this work directly by INRAE and CIRAD scientific coordinators directly with the AfrONet Board was presented to the Board in early 2021. This did not advance beyond the proposal stage and thus a new approach was proposed. This new approach was to invite the AfrONet Project Coordinator and Fund Manager to collaborate directly with INRAE and CIRAD to create a first draft of the tool that could be validated in a workshop with the new AfrONet Board at the African Organic Conference in Rwanda. Thus, the mission to Paris was organized with the additional participation of the President of AfrONet and the CEO of TOAM.

2.0 Activity accomplished including name and code

- A.5.1 National Movements Training

3.0 Key Outputs

- Draft • NOAM diagnostic tool (A.5.1)

4.0 Challenge encountered and how was solved.

- There were difficulties in obtaining the Visas to France on time. For the Tanzanian delegation, direct contact with the embassy was engaged and visas were obtained on time. Unfortunately, this approach did not work for Ms. Atangana, who was not able to travel to France or to participate in the meeting. This did not result in large costs as the ticket was refundable.
- There were logistical difficulties throughout the trip, including the need to get COVID-19 PCR tests, which were not easy to obtain in Montpellier, that resulted in two participants missing their return flights. INRAE mobilized its team to find last minute solutions for hotel reservations and to rebook new tickets for Mr. Mgeta and Ms. Haule. However, this did result in extra costs that were not foreseen.

5.0 Actions point for follow up if any.

- Work should be done to finalise the draft diagnostic tool with the new M&E officer once he is recruited. This activity should take place in Q3 of 2022.
- The Validation workshop needs to be organized as a side event before or after the African Organic Conference that is being organized in Rwanda in Q4 2022.

6.0 Monitoring of activities.

- Work will continue through Q3 and Q4 between AfrONet, INRAE and CIRAD to ensure that the tool will be ready for use in Q1 2023.

7.0 Results in relation to the Logical framework/ M&E plan / calendar activity plan and earmark indicators.

Annex 1: Concept Note and Agenda



Indicator (Refer Logical framework)	target	Total achieved	Disaggregation	Comments
2.5. Improved capacity of AfrONet to support NOAMs.	20	0	n/a	The diagnostic tool is the basis of the evaluation that AfrONet will conduct.
2.6. Improved capacities of NOAMs.	20	0	n/a	The diagnostic tool is the basis of the evaluation that AfrONet will conduct to build the capacity building programs.

8.0. Annex. (photos and scanned registration list)

Annex 1: Concept Note and Agenda

Annex 2: IIABA Mission Booklet

Annex 3: Facilitator's Guide

Annex 4: Photos of the brainstorming exercises

Annex 5: Draft Diagnostic Tool.

Annex 1: Concept Note and Agenda



INSTITUTIONAL INNOVATIONS FOR ECOLOGICAL ORGANIC AGRICULTURE IN AFRICA

ACTIVITY CONCEPT NOTE

Activity Implementing Partner(s)	INRAE, CIRAD, TOAM and AfrONet
Beneficiaries	AfrONet M&E personnel and NOAM members
Activity Date(s)	1-8 June 2022
Activity location:	Paris and Montpellier France
Activity Code and Title:	A.5.1 National Movements Training
Budget allocation	6 000 EUR INRAE WP5 Budget (A5.3 Communication) INRAE, CIRAD and TOAM's staff time is contributed in-kind TOAM has used cost-savings from A1.1 to pay for the participation of the CEO AfrONet has used their WP5 Budget.
Summary of the activity	
<p>This week-long mission is designed to bring together the IIABA project management team (Coordinator, Fund manager, Scientific coordinators) with the leaders of two key partners – AfrONet and TOAM – in order to write the first draft of the diagnostic tool to assess NOAMs' capacities. The framework for this tool is to look at the internal capabilities of the NOAM, its staff and members, as well as its external capacities for mobilising stakeholders for scaling up organic within their countries and on the continent.</p> <p>The design of this tool is the responsibility of INRAE. However, the tool must be designed based on the NOAMs' experiences and will be integrated into the AfrONet suite of tools to support their NOAM members to build their capacities to scale up organic agriculture on the continent. This means that following this first write-shop, the newly recruited IIABA M&E officer will be trained in how to use it and will test it through a first analysis of the IIABA partners and AfrONet NOAM members.</p>	
Objectives of the Activity and linkages to your workplan and to overall Project	
<ul style="list-style-type: none"> Develop the first draft of the diagnostic tool for NOAM capacity assessment (A.5.1: M5.1, M5.2, M5.3; D5.1, D5.2) 	
Target Group (Disaggregated by gender)	
<ul style="list-style-type: none"> NOAM members (disaggregated data can be collected once the diagnostic tool is applied). 	
Proposed methodology:	

Annex 1: Concept Note and Agenda



A 5.5-day intensive write-shop is planned in order to draw upon the knowledge and experiences of participants. Additional meetings with AFD, Finance teams in INRAE and CIRAD are also planned and will contribute to the construction of the tool about internal capabilities of a NOAM.

The detailed agenda is Annex 1.

Expected results:

- NOAM diagnostic tool (A.5.1)

Annex 1 – Write-shop Agenda

Tuesday, 31 May 2022 – Arrival		
Time	Activity	Method
15h00	Check into the Hotel	TimHotel Nation (Sandra + Mongo) 7 Rue d'Avron, 75020 Paris https://goo.gl/maps/LA7NMUBL5aMaJt3R8
	7h40 arrival Paris CDG – Atangana?	
	13h55 arrival– Sandra/Mgeta/Mongo	Hôtel Voltaire République (Mgeta) 10 Boulevard Voltaire 75011 Paris https://goo.gl/maps/4cRdFz7YCoXXitMw6
	Dinner on your own	

Wednesday, 1 June 2022 – Salle 109 Albert Camus, LISIS – Day 1		
Time	Activity	Method
9h00 – 9h15	Welcome and approval of the workplan and agenda, housekeeping	Presentation by A. Loconto
9h15 – 10h45	Understanding the demand: What are the internal capabilities and external capacities that should be covered by the tool?	Facilitated brainstorming using post-its and based on personal experiences.

Annex 1: Concept Note and Agenda



10h45 11h00	– Technical break	
11h00 12h00	– The case of TOAM: Learning from the past	Facilitated discussion of the learning curve of taking over management.
12h00 13h00	– The case of AfrONet: Learning from the past	Facilitated discussion of the learning curve of taking over management.
13h00 14h00	– Lunch	
14h00 16h30	– INRAE Financial and Narrative Reports	Mgeta, Sandra, Allison, Corinne, Yerness
14h00 16h30	– AfrONet's NOAMs: Challenges and Opportunities	Eve, Francisco, Josephine, Mongo
16h30 17h00	– Wrap-up and planning for Day 2	Plenary discussion
19h30	Dinner at Brasserie Bofinger	5 Rue de la Bastille, 75004 Paris https://goo.gl/maps/kZHdyXHierUt9Lh96

Thursday, 2 June 2022 – Salle 109 Albert Camus, LISIS – Day 2

Time	Activity	Method
9h00 – 9h15	Welcome and summary of Day1	Presentation by A. Loconto
9h15 – 10h45	Round 1: Writing Group	World Café – writing version
10h45 11h00	– Technical break	
11h00 12h00	– Round 2: Writing Group	World Café – writing version
12h00 13h00	– Round 3: Writing Group	World Café – writing version

Annex 1: Concept Note and Agenda



13h00 14h00	– Lunch	
14h00 16h30	– Round 4: Writing Group	World Café – writing version
14h00 16h30	– Round 5: Writing Group	World Café – writing version
16h30 17h00	– Wrap-up and planning for Day 3	Plenary discussion
20h00	Dinner at Pramil	9 Rue du Vertbois, 75003 Paris https://goo.gl/maps/eDVjJMUPTYnFjXdd6

Friday, 3 June 2022 – Salle 109 Albert Camus, LISIS – Day 3		
Time	Activity	Method
9h00 – 9h15	Welcome and summary of Day 2	Presentation by A. Loconto
9h15 – 10h45	Restitution of tool components	Plenary presentations and discussion
10h45 11h00	– Technical break	
11h00 13h00	– Revisions	Working on groups of 2 to make revisions to different parts of the tool
13h00 14h00	– Lunch	
14h00 15h00	– Travel to Paris	RER A – Noisy-Champs – Gare de Lyon
15h00 17h00	– Donor Meeting	AFD (Agence Française de Développement) 5 Rue Roland-Barthes, 75012 Paris https://goo.gl/maps/x28PsyEF69XpxBLA
20h00	Dinner at Le Muguet	7 Av. de Taillebourg, 75011 Paris, France

Annex 1: Concept Note and Agenda



		https://goo.gl/maps/eZWrZKJBjvBJNUx9
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Saturday, 4 June 2022 – Free Day

Time	Activity	Method
	Tourism in Paris	or sleeping or working, whatever you prefer

Sunday, 5 June 2022 – Travel to Montpellier

Time	Activity	Method
10h00	Check out from the Hotel	TimHotel Nation 7 Rue d'Avron, 75020 Paris https://goo.gl/maps/LA7NMUBL5aMaJt3R8
11h11 – 14h26	Train from Paris – Montpellier Sud de France	Gare de Lyon (Metro 1, RER A) https://goo.gl/maps/fjynKiefN9Hvb25G6
15h00	Check into the Hotel	Best Western Hotel Le Guilhem https://goo.gl/maps/qwD7MUSer7iqfpoG6
	Dinner on your own	

Monday, 6 June 2022 – Eve's House - Day 6

Time	Activity	Method
09h00 – 10h00	Travel to Eve's House	Taxi
10h00 – 13h00	Revisions of the tool	Working in groups of 2 to make revisions to different parts of the tool

Annex 1: Concept Note and Agenda



13h00 – 14h00	Lunch	
14h00 – 16h00	Tool testing - TOAM	Run through the draft check list with TOAM
16h00 – 17h00	Travel back to Montpellier	Taxi
	Dinner on your own	

Tuesday, 7 June 2022 – CIRAD La Villette – Day 7

Time	Activity	Method
9h00 – 9h15	Welcome and summary of Day 6	Presentation by E. Fouilleux
9h15 – 10h45	Tool testing - AfrONet	Run through the draft check list with AfrONet
10h45 – 11h00	Technical break	
11h00 – 13h00	Revisions and establishment of workplan	Plenary discussions on gaps still existing in the tool and responsibilities for carrying the tool development forward.
13h00 – 14h00	Lunch	
14h00 – 16h00	Meeting with CIRAD Finance Team	Eve, Mgeta, Sandra
20h00	Dinner at ??	

Wednesday, 8 June 2022 – CIRAD La Villette – Day 8

Time	Activity	Method
8h30	Check out of Hotel	Travel to CIRAD via Taxi

Annex 1: Concept Note and Agenda



9h00 – 12h00	Meeting with CIRAD Research Team	Facilitated discussion of ongoing research work in WPs 2, 3 and 4 (Zoom connection)
12h00 – 13h00	Travel to Airport	Taxi
14h52 16h25	Flight to Amsterdam	

Capacity Diagnostic Tool Development Workshop

LISIS, Bat. Albert Camus, 2 ailée Jean Renoir, Noisy-le-Grand | 1-3 June 2022

Practical information

As from 16 May, 2022, wearing facemask in public transport, restaurants, stores, etc. is no longer obligatory. Some people at this time still wear it.

Weather conditions in June are generally warm and sunny in France, but tends to have some rain and light cold nights. One should be prepared for a few wet days, including the occasional thunderstorm.

If visiting touristic sites and while in the metro or RER, protect your pockets! Always be aware of your surroundings. Make sure to also observe those around you. If you are in crowded touristic areas (e.g. Eiffel Tower, Montmartre, Notre Dame Cathedral..) and in public transport (whether waiting for the train/subway or aboard), keep an eye or hand on all of your belongings.

Expense Claims

All meals for all participants will be paid for by INRAE – unless it is stated otherwise in the agenda.

If you are **sponsored by your own organization**, your own travel rules apply. Your hotels have been booked in advance, but require payment on site (either to the hotel or to Allison). Please ensure that your ATM cards and your credit cards are enabled for travel outside of your country.

Please remember that AFD requires receipts for all of your eligible expenses – so make sure to always ask for a receipt and submit it with your expense claim form.

If you are **sponsored by INRAE**, INRAE's policies apply. This means:

- 1) You must keep all receipts and submit them to Allison before leaving France.
- 2) You can be reimbursed for 17,50€ per meal, with a limit of 2 meals per day.
- 3) Taxis and Uber rides can be reimbursed in full.
- 4) Local transport via metro/tram/bus can be reimbursed in full [we will use this to get to LISIS]
- 5) Hotels have been prepaid – you do not need to pay for anything unless you incur expenses to your room. Please request a receipt from the Hotel and submit it with your receipts.
 - a. With regards to Mgeta's hotel room in Montpellier, this has not been paid in advance, so please pay for the hotel on site.

Airport arrival

There will not be anyone waiting for you at the arrivals. You are therefore responsible for the airport transfer. Below are instructions for how to arrive at the TIM Hotel using the RER/Metro.

The other alternative is to take a taxi. When you exit from the baggage claim, please follow the signs to arrive at the Taxi stand. They are usually to your left when you walk out of the arrivals doors – practical instructions are found here : <https://www.parisaeroport.fr/en/passengers/access/paris-charles-de-gaulle/taxi>

Directions

From Charles de Gaulle Airport to the TimHotel (+/- 1 hour)

1. From anywhere in the Airport, follow the signs reading *Paris par train* (Paris by train) or *vers Paris* (to Paris), and go towards **RER B**.



2. Stop by a ticket machine or office, and buy your train tickets to Paris with cash euros or an accepted debit/credit card (Cost: 10.30 €).



3. Look for and follow the signs reading **RER B** and access the station by inserting your ticket into the turnstile. Take it from the pop-up and keep it with you. **NOTE: do not throw or lose your ticket, you will need it for the exit once you arrive at the end station.**
4. Once accessed, go to the *voies* (tracks) that indicate the directions to Paris, most probably 11 and 12. At the track platform, you will see in screens the soonest/next departure and the track.



5. After 11 stops (or less), get off at **Chatelet-Les Halles** and head towards **RER A**. Do not exit the station.



6. After 11 stops (or less), get off at **Chatelet-Les Halles**.
7. Look for and follow the signs reading **RER A**, towards the track with direction to **Boissy-St-Léger** and **Marne-la-Vallée**.

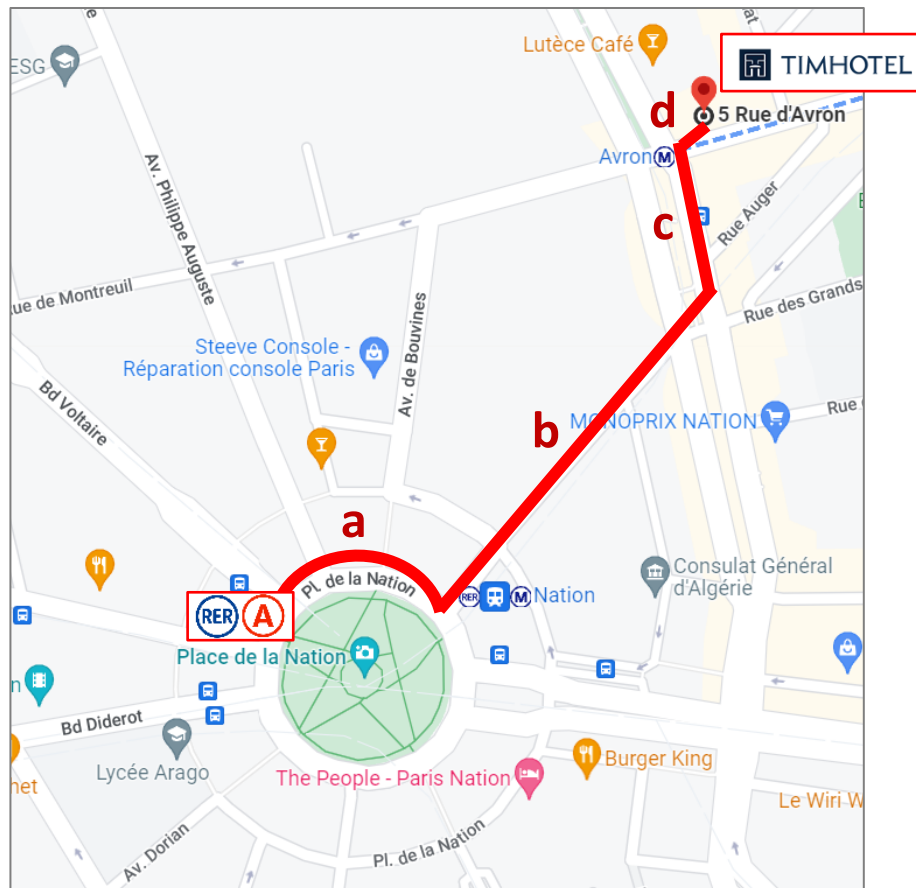


8. After passing the next stop (Gare de Lyon), get off at **Nation**, and follow the sign **Sortie 4 bd Voltaire** (Exit 4 to Voltaire boulevard). This is the end station, so you will need your ticket to exit (insert it into the turnstile, take it from the pop-up and then exit).



9. From Nation station to the Hotel (around 10-minute walk) (see map in next page):
 - a. Walk around the roundabout (plaza and monument) towards finding the **av. de Taillebourg**.
 - b. Take the **av. de Taillebourg**.

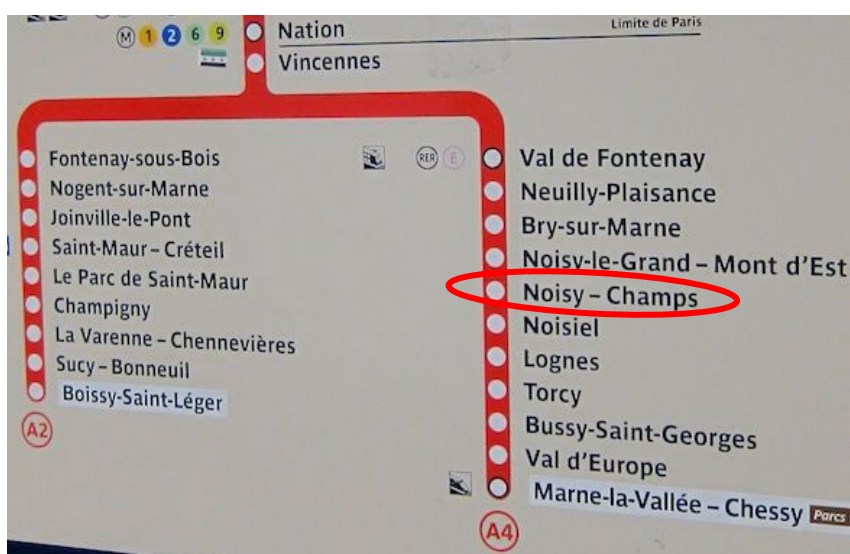
- c. Turn left at the **Boulevard de Charonne**.
- d. Turn right at the **Rue d'Avron**, and then you will find the Hotel on your left (2-3 stores after the restaurant-café at the corner (*L'Usine de Charonne*)).





From TimHotel to LISIS (+/- 35 minutes)

1. Walk towards the **Nation station** (see step 9 on pages 2-3 for the map instructions).
2. When in the station, go to a ticket machine or office, and buy a ticket to **Noisy-Champs** with cash euros or an accepted debit/credit card (Cost: 4.45 €).
3. Look for and follow the signs reading **RER A**, and access by inserting your ticket into the turnstile. Take it from the pop-up and keep it with you. **NOTE: do not throw or lose your ticket, you will need it for the exit once you arrive at the end station.**
4. Follow the signs towards the track with direction to **Boissy-St-Léger** and/or **Marne-la-Vallée**.
5. Take the train that goes to **Marne-la-Vallée** or **Torcy** (DO NOT take the one to Boissy-Saint-Léger).



Annex 2: IIABA Mission Booklet



6. After 5 stops (or less), get off at **Noisy-Champs** and go to the exit **3 bd Newtown** (located on your left-hand side upon descending from the train).
7. Use your ticket to exit (insert it into the turnstile, then take it from the pop-up).
8. From the station entrance/exit, go to the left and cross the street. The destination is the building at the corner (Alber Camus building).



Capacity Diagnostic Tool Development Workshop: Facilitator's Guide

LISIS, Bat. Albert Camus, 2 ailée Jean Renoir, Noisy-le-Grand | 1-3 June 2022

Understanding the demand: What are the internal capabilities and external capacities that should be covered by the tool? (1.5 hours)

Post it discussions: Each participant gets three colored post-its and stars

What is an organic movement? – 20 minutes

Each participant should write down the first three words that come to their mind when they hear the phrase "Organic movement"

Post them on the wall and add a star to three others that you also like.

Facilitate the discussion around this first free association.

What have they identified – values/ethics, people/organisations, roles/responsibilities, material resources, knowledge/skills?

What does an organic movement do? – 20 minutes

Each participant can use as many post-its as they want to write down verbs (in the active tense).

Post them on the wall.

Facilitate the discussion around the verbs and what these actions mean.

What have they identified – actions face inwards within the movement or outwards towards stakeholders? (write inward/outward facing action on the post-it).

Annex 3: Facilitator's Guide



Are we missing anything in what organic movements currently do? If yes, add more post-its

What are the three most important activities of an organic movement?

Add a star to the three that you think are the most important.

Who makes an organic movement? – 20 minutes

Each participant can use as many post-its as they want to write down types of stakeholders who make up their organic movement.

Post them on the wall.

Facilitate the discussion around the stakeholder types – what are they and what are their typical roles. Write the roles on the white board next to the stakeholders.

Are we missing any stakeholder types? If yes, add more post-its and roles.

Rearrange the stakeholders into 4 categories: movement members, movement allies, movement challengers, objects of movement action, other?

Can we fill this in specifically for national level (Tanzania) and continental level (AfrONet)?

Ask the participants to call out the names of organizations and we write them on the white board under each stakeholder type (1 column Africa/national) Are there any individuals?

What could an organic movement do that it currently doesn't do? – 20 minutes

Each participant can use as many post-its as they want to write down verbs (in the active tense).

Post them on the wall.

Annex 3: Facilitator's Guide



Facilitated discussion about what the action means who is it directed to, what is it meant to do, is it for its members or for its external stakeholders? (write inward/outward facing action on the post-it).

Take each action and ask - why don't movements do these things?

Add small colored post-its pink = "not my job", green = "don't have the human capacity", blue = "don't have resources", yellow = "no demand", orange = "legally not allowed/no incentive"

What are the three most important activities that organic movements should be doing?

Add a star to the three that you think are the most important.

Wrap-up – 10 minutes

What has this exercise shown us about what we know about organic movements?

What are key activities now and in the future?

Who should be doing these?

Learning from the past (1 hour for each organization)

The case of TOAM

Guide a discussion with the two people who are TOAM employees. Mgeta can also contribute to the discussion from the perspective of SAT – as SAT is one of the founding members of TOAM.

The following questions are indicative of the types of questions that we want to ask, but we should let Mongo and Sandra guide the discussion.

The facilitator will begin a white board with information about TOAM and a table with control points in terms of capacities – those they have, those they are missing

Tell us about when you first became involved in TOAM.

Annex 3: Facilitator's Guide



What was the organization like? How many people worked there? How many members? How has the organizational structure changed over time?

What is the business model? How are staff salaries funding? are Board members funded? What is the funding strategy?

What was the governance structure? Who provides oversight over the secretariat/membership? Are roles distributed/consolidated, etc? How has the governance structure changed over time? How has the governance structure changed over time?

What was its mandate? Who gave it its mandate? How has the mandate changed over time?

What services does TOAM provide? Are the members asking for more/different services?

What do the stakeholders demand from TOAM? Is TOAM able to deliver?

How does TOAM monitor the external conditions (national policy changes, international advocacy campaigns, consumer campaigns, industry trends, scientific advances, etc.) for organic in the country?

After the tragic loss of Gama, what happened? How did the handover/nomination happen? Were these procedures already in place or did the constitution need to be changed?

What did you learn following the passing of Gama that you didn't know beforehand?

Did you wish you would have known this when you were in your old position?

What would have changed in the way you worked and the way you contributed to the working of TOAM if you had known?

What were the main challenges you faced in being able to carry out your new position of leadership? Have you put into place new procedures or policies in order to address these challenges?

The case of AfrONet

Guide a discussion with the three people who have responsibilities in AfrONet.

Annex 3: Facilitator's Guide



The following questions are indicative of the types of questions that we want to ask, but we should let Atangana, Mgeta and Sandra guide the discussion.

The facilitator will begin a white board with information about AfrONet and a table with control points in terms of capacities – those they have, those they are missing

Tell us about when you first became involved in AfrONet

What was the organization like? How many people worked there? How many members? How has the organizational structure changed over time?

What is the business model? How are staff salaries funding? are Board members funded? What is the funding strategy?

What was the governance structure? Who provides oversight over the secretariat/membership? Are roles distributed/consolidated, etc? How has the governance structure changed over time?

What was its mandate? Who gave it its mandate? How has the mandate changed over time?

What services does AfrONet provide? Are the members asking for more/different services?

What do the stakeholders demand from AfrONet? Is AfrONet able to deliver?

After the tragic loss of Gama, what happened? How did the handover/nomination happen? Were these procedures already in place or did the constitution need to be changed?

What did you learn following the passing of Gama that you didn't know beforehand?

Did you wish you would have known this when you were in your old position?

What would have changed in the way you worked and the way you contributed to the working of AfrONet if you had known?

What were the main challenges you faced in being able to carry out your new position of leadership? Have you put into place new procedures or policies in order to address these challenges?

AfrONet's NOAMs: Challenges and Opportunities

This discussion should focus on AfrONet's members – so less on the AfrONet Board or Secretariat, but what has AfrONet done to date about its members.

The facilitator will begin a white board with information about AfrONet NOAMs and a table with control points in terms of capacities – those they have, those they are missing

Who are the members?

What types of organizations are they? What are their mandates? Are they specifically for Organic/Agroecology?

Why are they members of AfrONet?

What are the benefits that they receive from being a member of AfrONet?

What are the costs? How much do they pay in membership fees? Do they pay their membership fees (on time)?

How does AfrONet communicate with its NOAM members?

Does AfrONet require them to sign a commitment letter (profession of faith) when they join saying that they will work to promote ecological organic agriculture?

Does AfrONet sign contracts with them?

Who handles all of these administrative aspects of membership?

AfrONet had sent out a survey asking members to provide requests for capacity building. What were the survey responses? What did people say that needed built in terms of capacity? What training has AfrONet already provided?

What do you think are some of the areas where NOAMs are not performing according to expectations?

How can these capacities be improved? Is it a question of people, training or factors external to the organization?

Writing Groups

The purpose of the writing groups is to start from a rather vague outline and begin to work towards a decision-tree/checklist format for evaluating and recommending improved capacity.

To begin this work, we start Round 1 in a plenary session where we open with a discussion about what it means to change the scale of organic in the country and what does a movement need to be able to do in order to achieve this.

Round 1 – What does it mean to scale? – 30 minutes

Each participant should write down the first three words that come to their mind when they hear the phrase “scaling organic”

Post them on the wall and add a star to three others that you also like.

Facilitate the discussion around this first free association.

What have they identified – what scale local/national/regional/continental/international?

Who scales organic?

According to you, who has scaled organic? Why do you think that they have scaled organic?

What is missing in TZ/Africa in order for organic to scale?

Round 1 – First outline – 1 hour

Based on the elements that were highlighted in Day 1 and in the discussion on scale – draw a first outline on the White Board for the different areas of NOAM capacity.

We will then go through 4 rounds of group work on the sections of the tool. There should be four sections:

- 1) Internal organizational management

Annex 3: Facilitator's Guide



- 2) Internal membership engagement
- 3) External organizational aspects
- 4) External alliances management

Rounds 2 -5

We will work in two groups of 3. A reporter should be identified for each chapter that we work on.

The first round will spend 1 hour working on the first two chapters, in the second round the groups will switch their work and add, question the work of the other group. We repeat this for the last two.

The writing work will be to work with the elements that were identified in our brainstorming and to prepare a list of questions for each type of aspect of these 4 chapters.

The first presentations of each chapter in the plenary on Friday will focus on explaining the logic of why certain questions and certain sections are included in each chapter.

We will then work on rearranging the content if necessary.

Revisions

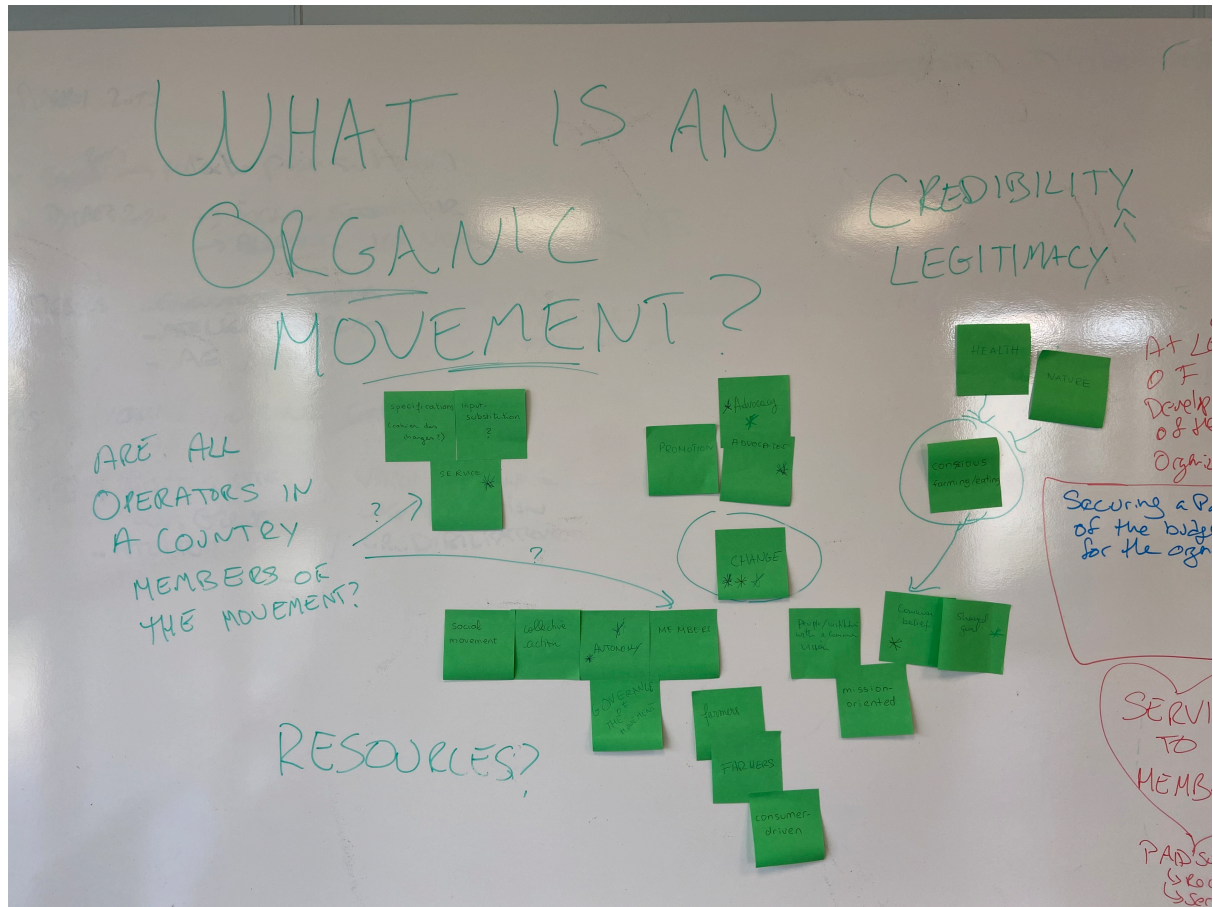
Revisions of the tool will be focused on simplifying the questions and the responses.

The Monday revisions will be focused on organizing the questions/responses into a decision tree and the generation of recommendations for training.

Tool testing

We will then test the tool by applying it first to the TOAM case and then to AfrONet itself.

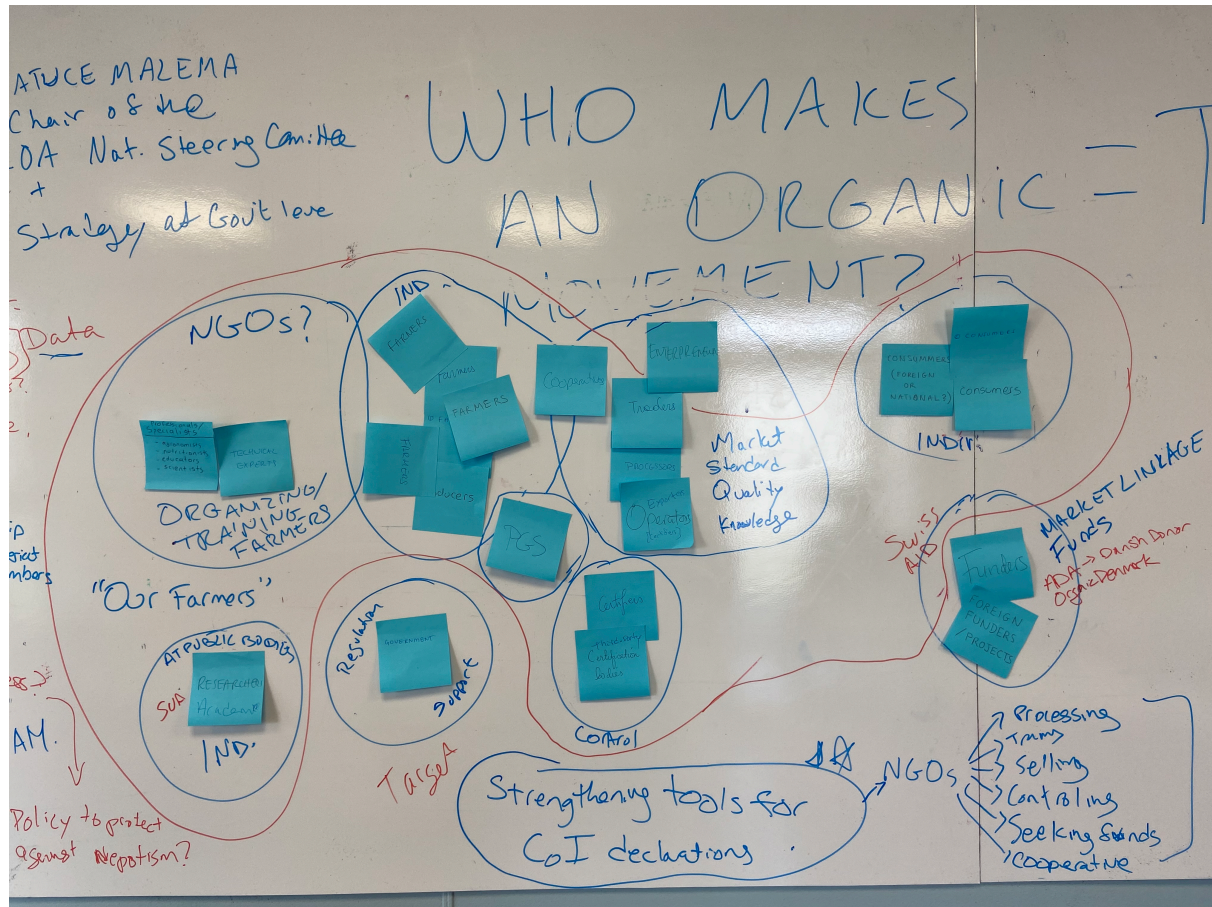
Annex 4: Photos of the brainstorming exercises



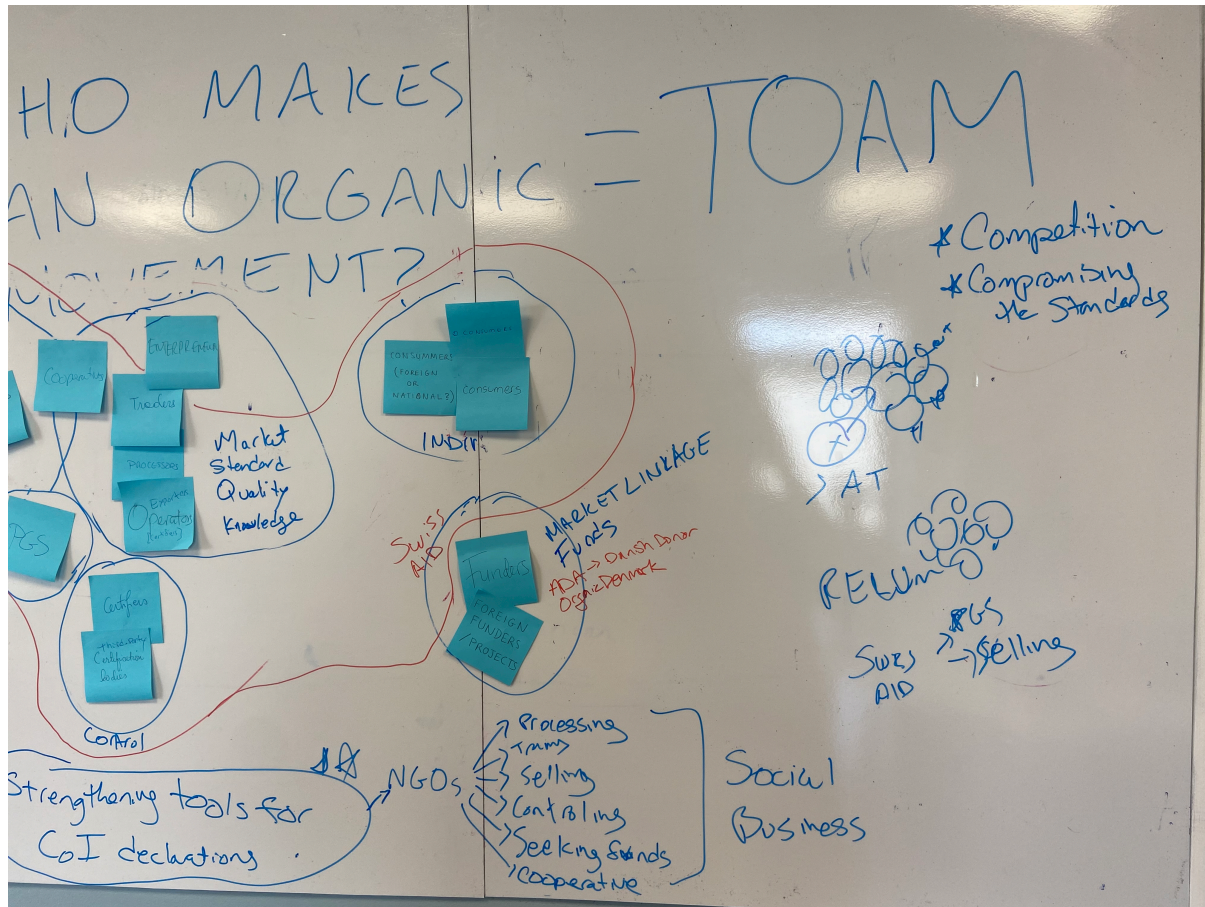
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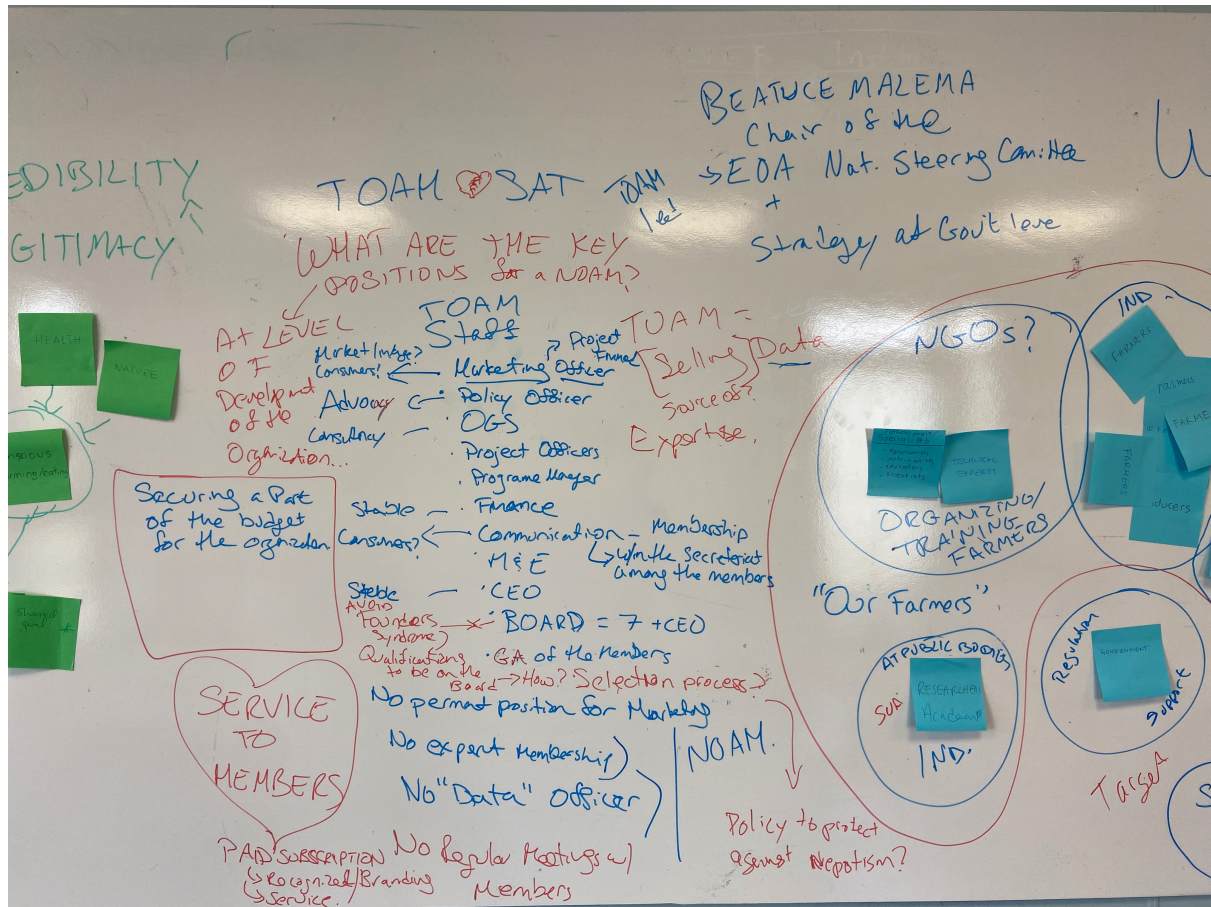
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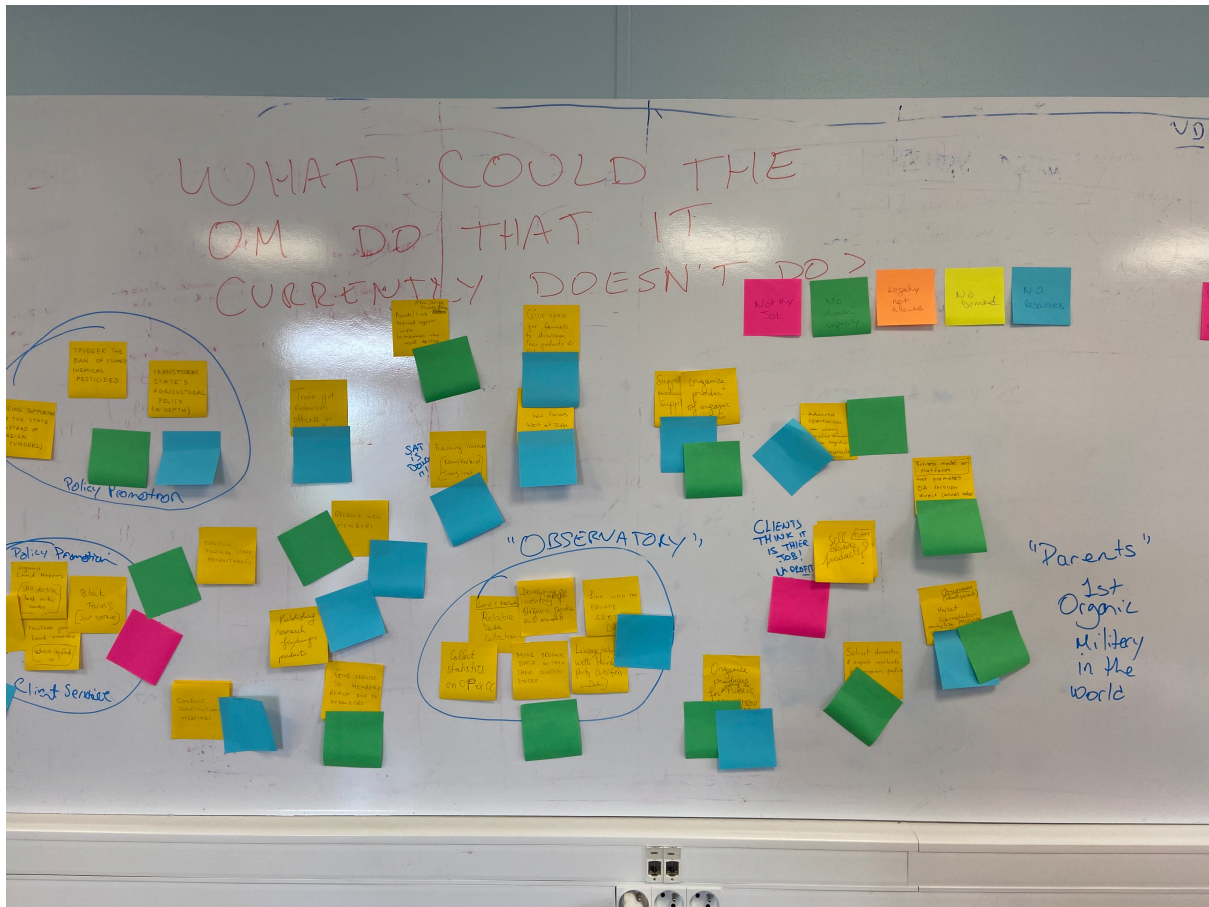
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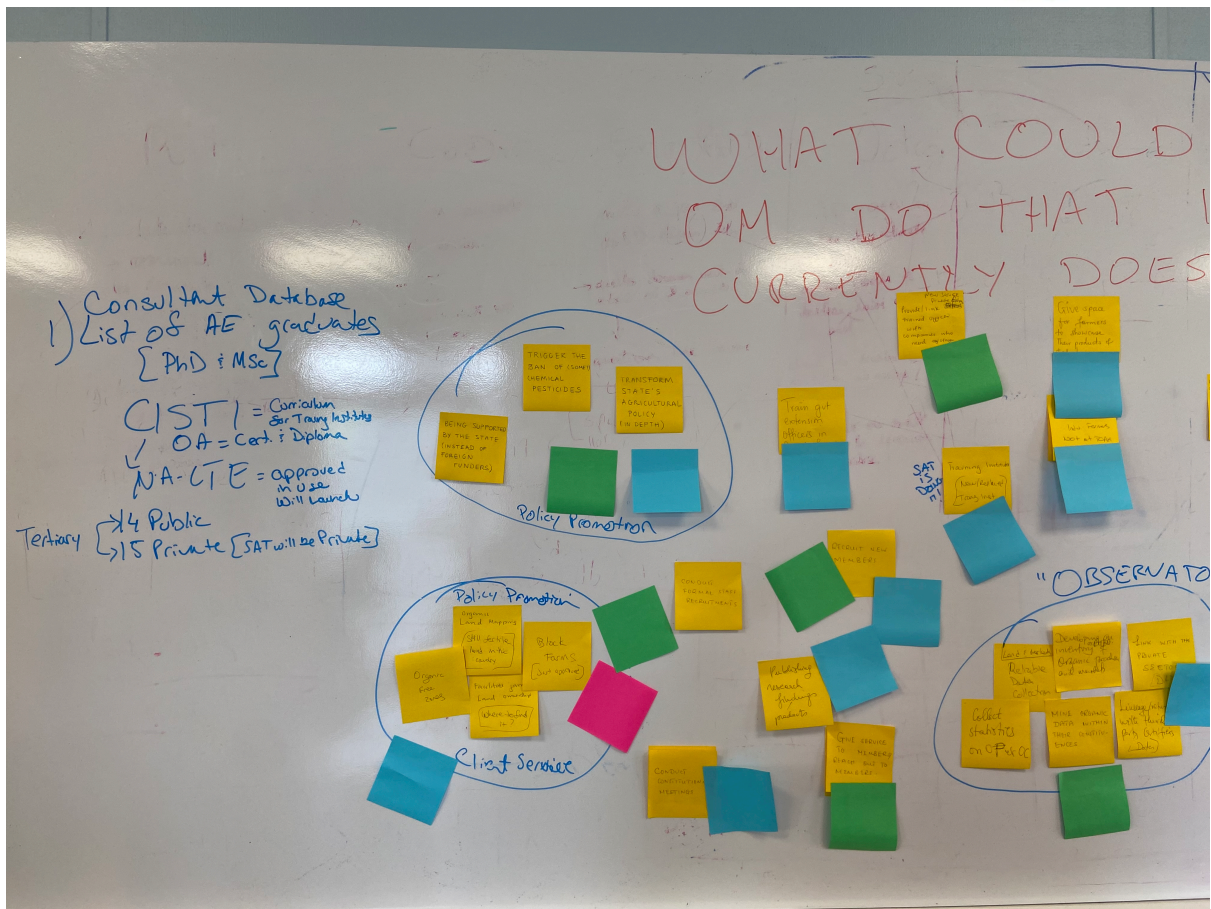
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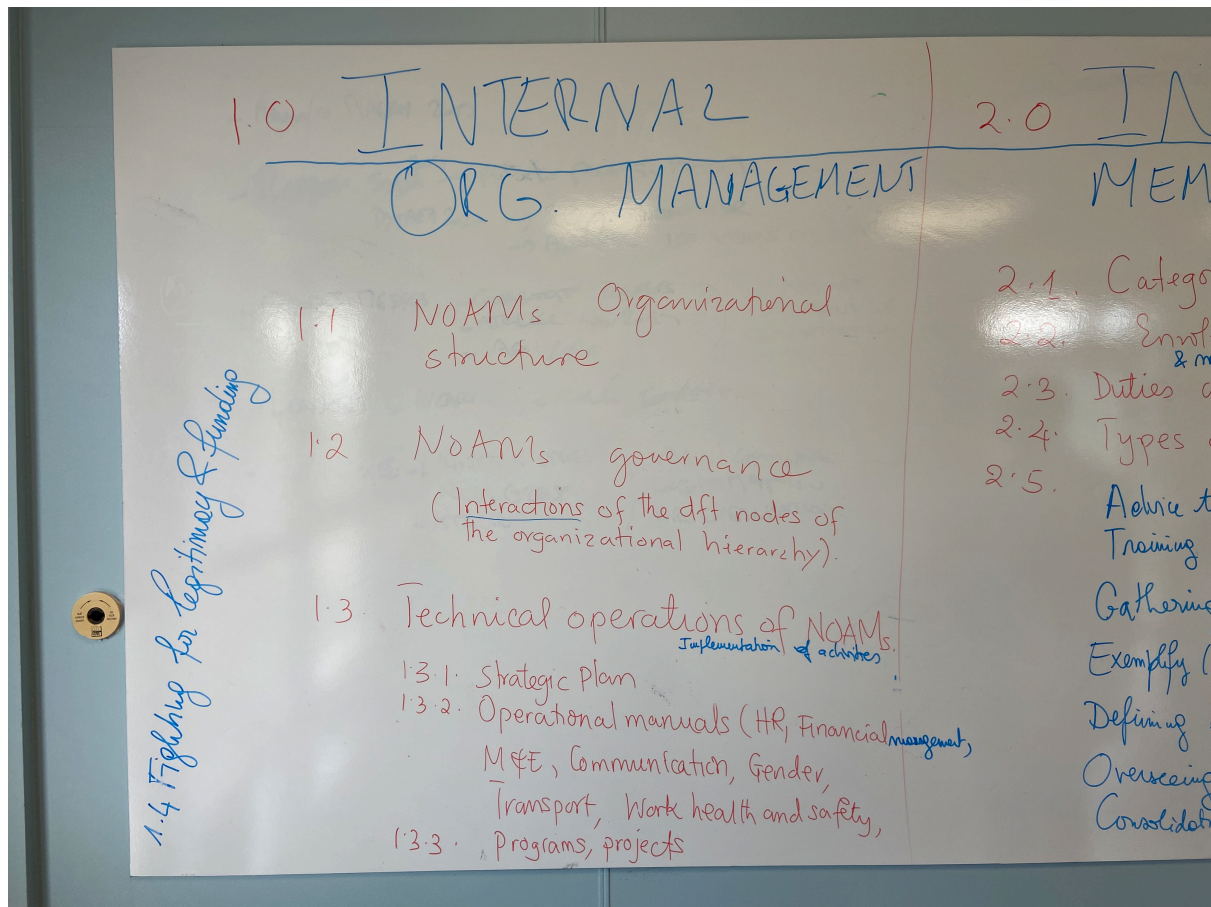


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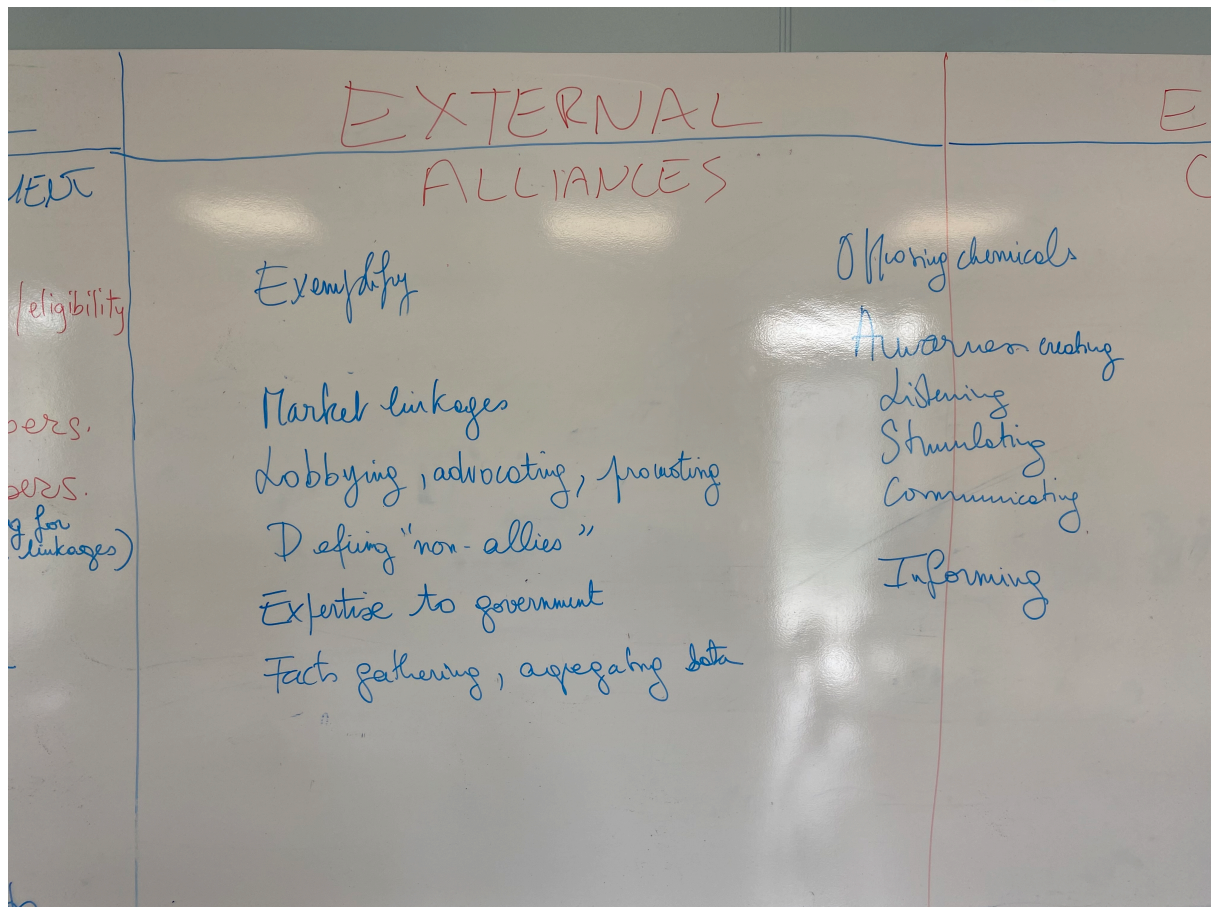


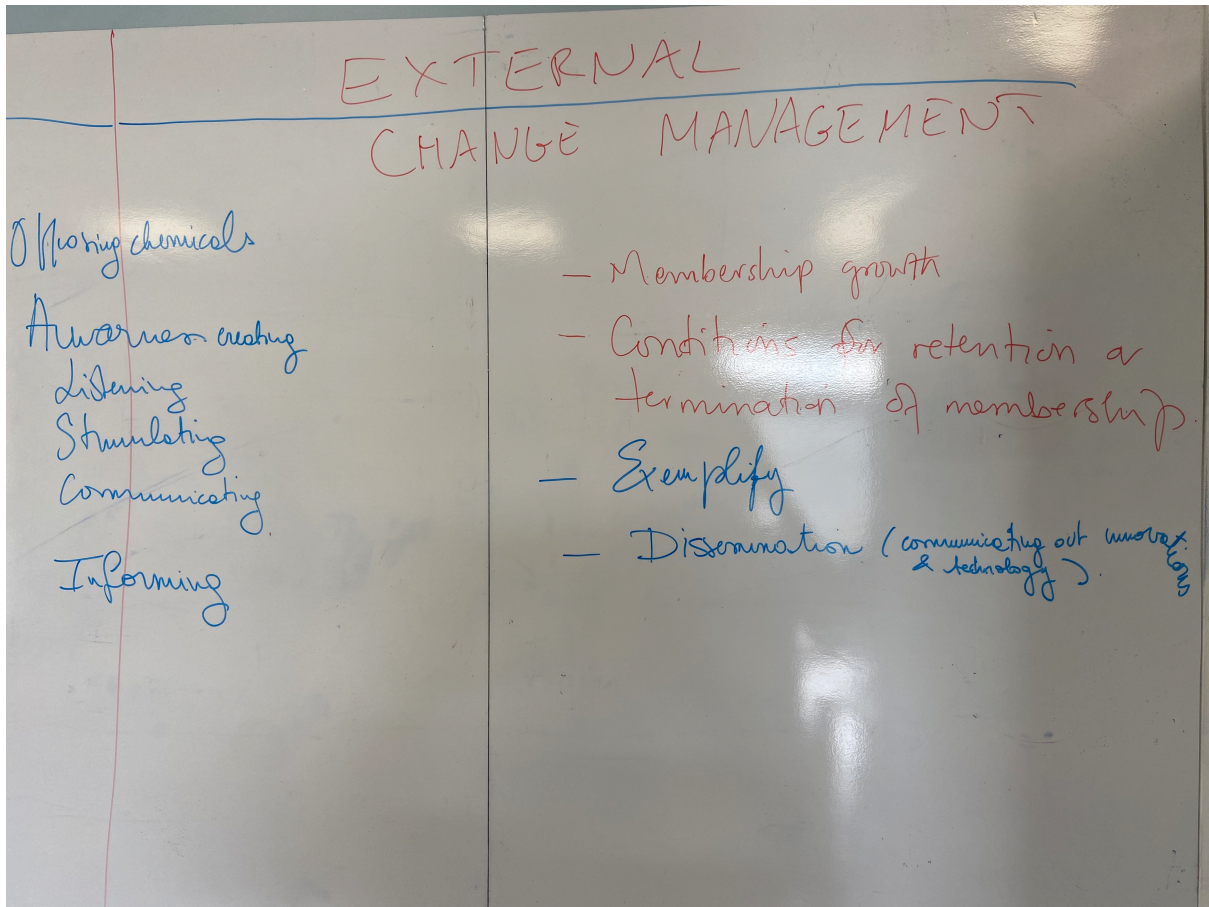
Annex 4: Photos of the brainstorming exercises





2 MANAGEMENT	2.0 INTERNAL MEMBER ENGAGEMENT	E
<p>izational</p> <p>nance</p> <p>st nodes of hierarchy).</p> <p>ons of NOAMs. implementation of activities.</p> <p>als (HR, Financial management, tich, Gender, health and safety,</p>	<p>2.1. Categories of membership/eligibility</p> <p>2.2. Enrolment of members & management</p> <p>2.3. Duties and rights of members.</p> <p>2.4. Types of services to members. (including for market linkages)</p> <p>2.5. Advice to members Training, research, extension Gathering & motivating people Exemplify (success story-telling) Defining good practices Overseeing PGS Consolidating/synthesizing standards</p>	<p>Exemplify</p> <p>Market link</p> <p>Lobbying, a</p> <p>Defining "no</p> <p>Expertise to</p> <p>Facts gather</p>





Preamble:

We want to have strongly organized NOAMs, that are capable of efficiently & effectively servicing their members' needs and meeting the expectations of stakeholders, that enable them to work well together with their partners in order to be able to identify and respond to the opportunities and threats for scaling up Organic.

This tool applies to official NOAMs, associations and other members or prospective members of AfrONet.

Introductory information:

NOAM name:

Date established:

Date legally registered:

Country of operations:

Number of active members:

Main vision and mission:

Diagnostic questions:

1) Internal organization of the NOAM itself [ourselves]

a. NOAMs organizational structure

i. Do you have an organizational structure?

1. Yes

a. If yes, what are the nodes in the organizational hierarchy?

2. No

ii. Do you have staff occupying all of those nodes in the organizational structure?

1. Yes

2. No

a. Why?

iii. Is how you are operating in line with your declared organizational structure?

1. Yes
2. No
 - a. Why?
- iv. Have you ever reviewed the organizational structure since the founding of the NOAM?
 1. Yes
 - a. How often do you review the organizational structure?
 2. No
 - a. Why?
- v. What is the current legal status of your NOAM
 1. [open response]
 2. What is the advantage of this status compared to other possible legal structures for the mission of the NOAM?
- vi. Have you ever changed the registration status of your NOAM?
 1. Yes
 - a. Were the members involved in the decision to change the registration status?
 - i. Yes
 1. How?
 - ii. No
 1. Why not?
 - b. Were the members and stakeholders informed of the change?
 - i. Yes
 1. How?
 - ii. No
 1. Why not?
- b. NOAMs' Governance Structure [The interactions of the different nodes of the organizational hierarchy]
 - i. Constitution/Statutes
 1. Does the constitution establish who is eligible to be a member of the NOAM?
 - a. Yes
 - i. What are the eligibility criteria?
 - ii. Are there different membership categories?
 1. Yes
 - a. What are the categories?
 2. No
 - iii. What is the time lag required before a member can vote in the GA or general elections?
 - b. No
 - i. Why?
 2. Do you separate members based on their roles in the organic food system?
 - a. Yes
 - i. Do you have different voting rights based on these different categories?
 1. Yes
 2. No

- ii. Do you have different membership fees based on these categories?
 1. Yes
 2. No
 - b. No
 - i. Why?
3. Does the constitution clearly define the governance structure of the NOAM?
 - a. Yes
 - i. What is this governance structure?
 - b. No
 - i. How is the NOAM actually governed?
 1. Please explain.
 - ii. How could the constitution better define the governance structure?
 1. Please explain.
4. Does the constitution define the roles and functions of a General Assembly?
 - a. Yes
 - i. Please explain how the GA works.
 - ii. Is this implied by the constitution or is this specified in a separate document?
 1. Implied
 2. Specified
 - iii. What were the dates of the last three GA meetings?
 1. If the last three GAs were not recent or regular, why?
 - b. No
 - i. Why not?
5. Does the constitution define the roles and functions of the Board of Directors?
 - a. Yes
 - i. Please explain how the Board of Directors works.
 - ii. Is this implied by the constitution or is this specified in a separate document?
 1. Implied
 2. Specified
 - iii. What were the dates of the last three Board of Directors meetings?
 1. If the last three meetings were not recent or regular, why?
 - b. No
 - i. Why not?
6. Does the constitution define the roles and functions of the secretariat of the NOAM?
 - a. Yes
 - i. Please explain how the Secretariat works.
 - ii. Is this implied by the constitution or is this specified in a separate document?

- a. Implied
 - b. Specified
 - iii. Does the Secretariat carry out its duties on behalf of the Board?
 - 1. Yes
 - a. Please explain how.
 - 2. No
 - iv. How does the Board provide oversight over the work of the Secretariat?
 - 1. Please explain.
 - b. No
 - i. Why not?
- ii. Decision-making
 - 1. How are decisions made in the NOAM?
 - a. Open response
 - 2. Who has the authority to propose changes to the rules and procedures of the NOAM?
 - a. Open response
 - 3. How are conflicts managed and resolved among the different governance bodies (i.e., Staff, Secretariat, Board and members)?
 - a. Please illustrate with a specific experience.
- iii. Oversight and Internal controls
 - 1. How does the NOAM finance its operations?
 - a. Annual membership fees
 - b. Public subsidies
 - c. Private donor grants
 - d. Others (please specify)
 - 2. Is there a membership fee?
 - a. What percent of your members are paying their annual fees?
 - b. Do different members pay different fees?
 - i. Yes
 - 1. Please explain your fee structure
 - ii. No
 - 3. Does the NOAM clearly define its internal oversight mechanisms (separation of duties and internal control)?
 - a. Yes, it is written down in the constitution
 - i. Please explain what they are.
 - b. Yes, it is written down in a separate document
 - i. Please explain what they are.
 - c. No,
 - i. How is oversight ensured?
 - 4. Do you apply the Organic principles (care, fairness, ecology and health) to how you recruit and treat employees?
 - a. Yes
 - i. How?
 - b. No
 - i. Why?

5. What are the controls you put into place to avoid conflicts of interest in recruitment, procurement and project management?
 - a. Please illustrate with a real case.
6. Do you offer your staff training in organic agriculture, for example, the IFOAM Organic Leadership Course?
 - a. Yes, it is paid for by the organization
 - b. Yes, but we do not pay for it
 - c. No, we encourage it but we cannot pay for it
 - d. No, we encourage other types of training
 - e. No, we do not encourage training
 - i. Please explain.
7. How is your staff's performance measured?
 - a. Open response
- c. Technical operations of NOAMs [implementation of activities]
 - i. Do you systematically refer to your NOAMs' vision and mission in your strategic planning?
 1. Yes, at a yearly strategic planning meeting.
 2. Yes, at a bi-annually strategic planning meeting.
 3. Yes, at a strategic planning meeting that occurs every 5 years.
 4. Yes, at a strategic planning meeting that occurs every 10 years.
 5. No.
 - ii. What percent of the projects that you implement contribute directly to your Organic mission?
 1. xx %
 - iii. What percent of the projects that you implement do not directly contribute to your Organic mission?
 1. xx %
 - iv. Do you have a succession plan in place for your NOAM (leadership and for staff positions)?
 1. Yes.
 - a. What is the succession plan of your NOAM?
 2. No.
 - v. How do you strategically use internships to build the organizational capacity of your NOAM?
 1. Please illustrate with a real case.
 - vi. Do you have operational manuals?
 1. Yes.
 - a. What are they?
 - b. Are they guiding the daily operations of your NOAM?
 - i. Yes
 - ii. No
 1. Why?
 - c. Do you think that there are operational manuals that are missing?
 - i. Please explain.
 - d. Is your staff oriented/trained in those procedures?
 - i. Yes
 - ii. No
 1. Why?

2. No
 - a. Why?
- vii. Do you systematically conduct risk assessment for the NOAM as an organization, beyond what is requested by Donors for projects and in line with Organic principles?
 1. Yes, every year.
 2. Yes, every 2 years.
 3. Yes, every 5 years.
 4. Yes, every 10 years.
 5. No
- d. Fighting for Legitimacy and Autonomy
 - i. Do you have a clear definition of organic agriculture?
 1. Yes
 - a. Please provide that definition
 2. No
 - a. Why?
 - ii. Do you control the use of an Organic label in your country?
 1. Yes.
 - a. What mechanisms have you put into place to protect the integrity of the Organic label that you promote?
 - i. Please describe the mechanisms.
 2. No.
 - iii. Who are the other stakeholders, beyond your members, that contribute to your Organic mission?
 1. Please list.
 - iv. What mechanisms have you put into place to avoid drifting away from the Organic mission in your operations?
 1. Please describe the mechanisms
 - v. How do you ensure that international organic volunteers are working in the interest of your NOAM?
 1. Please explain.
 - vi. How do you reduce dependency on donor funding, particularly for human resource expenses?
 1. Please explain.
 - vii. How do you ensure the operational sustainability of the NOAM (how do you keep the organization running in order to achieve your mission)?
 1. Please explain.
 - viii. Do you create your own data or do you use data from other sources?
 1. Own data
 - a. How do you collect your own data?
 - b. How do you ensure that this data is reliable?
 - c. How do you manage it?
 2. Other sources
 - a. How do you collect that data?
 - b. How do you ensure that this data is reliable?
 - c. How do you manage it?

2) Member services (our children) - How are the NOAMs servicing their members?

- a. Member relations
 - i. Do you have an active member recruitment strategy?

1. Yes
 - a. Please explain how you attract members and convince them to join the NOAM.
 - b. What type of orientation do you provide to a newly admitted member?
 - i. Please explain the process of what happens from when they say they want to join, to when they pay their fees and how they are able to receive member services.
 - c. What do you do to make sure that the members stay involved in the NOAM?
 - i. Yes
 1. Please explain
 - d. Is there a policy that defines when a member should lose their membership status?
 - i. Yes
 1. Please explain.
 - ii. No
 - e. What is required for a defaulted member to be able to reactivate their membership?
 - i. Please explain.
2. No
 - a. Why?
 - ii. Have you expanded membership over the past 5 years?
 1. Yes
 - a. Please explain how you have increased membership.
 2. No
 - a. Please explain why your membership has stagnated or decreased.
 - iii. What is your strategy for communicating with members?
 1. Please explain
 - iv. How regularly are members being informed?
 1. Only at the GA
 2. Weekly
 3. Monthly
 4. Quarterly
 5. Yearly
 - v. What type of information are you disseminating?
 1. Activities updates
 2. Funding possibilities
 3. Other
 - vi. Do you have an updated membership database?
 1. Yes
 - a. What information does it contain?
 - b. How often is it updated?
 - c. Do you have an officer assigned to manage the membership database?
 - i. Yes

1. Does the officer analyze the data in order to identify needs for member services?
 - ii. No
2. No
 - a. Do you have a plan to create one? What is your timeline?
- vii. How do you distinguish between the benefits for members who have paid their membership fees versus those who have not?
 1. Please explain.
- viii. Do you have collective projects with your members?
 1. Yes
 - a. How is this implemented?
 - i. Every time a project opportunity arises, the NOAM secretariat invites all members to express their interest in participating.
 - ii. When a project opportunity arises, the NOAM will invite the appropriate members.
 - iii. The NOAM does not invite a member unless it is required to do so.
 2. No
 - a. Why?
- b. Certification services
 - i. Do you create your own Organic standards for your members?
 1. Yes
 - a. Do members participate in the writing/revision of your standards?
 2. No
 - a. Why?
 - ii. Do you revise your own Organic standards?
 1. Yes, every 5 years
 2. Yes, every 10 years
 3. No.
 - iii. What forms of control do you authorize for the verification and certification of your own Organic standard?
 1. Self-claim (first party)
 - a. Yes
 - i. What does the NOAM do to ensure that self-claims are credible?
 - ii. Is the NOAM paid a fee for this verification service?
 1. Yes
 - a. What is the fee?
 2. No
 - b. No
 2. NOAM verified (second party)
 - a. Yes
 - i. Do you have a manual that guides the NOAM conducted verification against the standard?
 1. Yes
 2. No
 - ii. Is the NOAM paid a fee for this verification service?

1. Yes
 - a. What is the fee?
2. No
 - b. No
 - i. Why?
3. Internal Control System
 - a. Yes
 - i. Do you have a ICS manual that guides that creation and implementation of ICS?
 1. Yes
 - a. Is it the IFOAM manual?
 - b. Is it an adapted version of the IFOAM manual?
 - c. Is it your own original manual?
 - d. Is it from another organization?
 2. No
 - b. No
 - i. Why?
4. Participatory Guarantee System
 - a. Yes
 - i. Do you have a PGS manual that guides that creation and implementation of PGS?
 1. Yes
 - a. Is it the IFOAM manual?
 - b. Is it an adapted version of the IFOAM manual?
 - c. Is it your own original manual?
 - d. Is it from another organization?
 2. No
 - b. No
 - i. Why?
5. Third-party certification
 - a. Yes
 - i. Is the third-party certifier accredited?
 1. Yes
 - a. According to ISO 17065
 - b. According to a regional Organic standard
 - c. According to an international Organic standard (e.g., NOP, EU, JAS)
 2. No
 - b. No
 - i. Why?
 - iv. Do you have tools to help you to differentiate between organic and conventional in situations of parallel production?
 1. Yes
 - a. What are these tools?
 2. No

- a. How do you control parallel production?
- c. Advisory services
 - i. Do you provide advisory services to farmers?
 1. Yes
 - a. On what topics?
 - b. Do you charge a fee?
 - i. Yes
 1. What is the fee structure?
 - ii. No
 - ii. No
 2. No
 - a. Why?
 - ii. Do you provide advisory services to other value chain actors?
 1. Yes
 - a. On what topics?
 - b. Do you charge a fee?
 - i. Yes
 1. What is the fee structure?
 - ii. No
 2. No
 - a. Why?
 - iii. Do you develop your own training materials?
 1. Yes, for farmer training
 2. Yes, for value chain actors.
 3. No, we use existing training materials from other organizations that are adapted to our needs.
 4. No, we don't have locally adapted training materials.
 5. No, we just use our own experiences.
 6. I don't know
 - a. Would you like to have this information?
 - b. What would you need to do to get this information?
 - iv. Are your farmer and value chain actor members applying the practices that have learned?
 1. Yes
 - a. How do you know that they are applying the practices?
 2. No
 - a. Why?
 3. I don't know
 - a. Would you like to have this information?
 - b. What would you need to do to get this information?
 - v. Are your farmer and value chain actor members upscaling or innovating in their practices?
 1. Yes
 - a. How do you know that they are upscaling or innovating?
 2. No, they are stagnant
 3. No, they have left the program
 4. I don't know
 - a. Would you like to have this information?
 - b. What would you need to do to get this information?
 - vi. Do you provide other types of advice?

1. Yes
 - a. What type of advice do you provide?
2. No
- d. Research services
 - i. Do you collaborate with researchers on studies related to Organic agriculture?
 1. Yes
 - a. What topics do you study?
 - b. Are the researchers local or international?
 2. No
 - a. Why?
 - ii. Do you support your members to conduct research?
 1. Yes
 - a. Do the farmers conduct their own experiments?
 - b. Is the research focused on finding solutions to practical problems (i.e., action oriented)?
 - c. Is the research approach participatory (e.g., farmers contribute to the design of the research project)?
 - d. How do you support them (e.g., financially, with
 2. No
 - iii. Do your members request you to support them in carrying out research?
 1. Yes
 - a. Do you have the resources (human and financial) necessary to provide this support?
 - i. Yes
 - ii. No
 2. No
 - iv. How do you use the results of research on Organic agriculture?
 1. Please explain with practical examples.
 - v. How do you support the members to use the results of research?
 1. Please explain with practice examples.
- e. Market services
 - i. How do support farmers' ability to negotiate prices, qualities and quantities in local, national or international markets?
 1. Please explain what services you provide.
 - ii. Do you provide information about market trends (e.g., prices, qualities, quantities demanded) to members?
 1. Yes
 - a. What type of information is provided?
 - b. What tools are used to provide the market information?
 2. No
 - a. Why?
 - iii. Do you support farmers' participation in local, national and international fairs?
 1. Yes.
 - a. Are you paying for farmers to visit local, national and international trade fairs?
 - b. Are you facilitating farmers to have a stand in local, national and international trade fairs?

2. No.
 - a. Why?
 - iv. Do you support Organic markets?
 1. Yes
 - a. What types of markets do you encourage?
 - b. What is the role of the NOAM in supporting the market?
 2. No
 - v. Do you organize meetings between potential buyers and suppliers?
 1. Yes
 - a. Please explain how these meetings function.
 - b. Do these meeting result in purchasing contracts?
 - i. Yes
 1. Does the NOAM help negotiate these contracts?
 - a. Yes
 - b. no
 2. Do you monitor and evaluate the outcomes of the contracts?
 - a. Yes
 - b. no
 - ii. No
 2. No
- 3) Engagement with allies - (our friends) How are they making Alliances – [potential friends and enemies if they are not managed well]**
- a. Do you have different communication strategies and language for different external audiences?
 - i. Yes
 1. How do you identify the audiences and their needs for different types of information?
 2. Which types of communication do you use?
 - a. Awareness creation
 - b. Listening
 - c. Stimulating
 - d. Communicating
 - e. Informing
 - f. Dissemination
 - g. Exemplification (e.g., demonstration plots)
 - h. Other (please specify)
 - ii. No
 1. Why?
 - b. Private sector engagement
 - i. What activities do you have to engage with private sector actors (non-members) in your country?
 1. Please explain.
 - ii. Do you represent the Organic sector in key industry events for import/export products?
 1. Yes
 - a. How?
 2. No

- a. Why?
- iii. Do you represent the Organic sector in key industry events for local/domestic products?
 1. Yes
 - a. How?
 2. No
 - a. Why?
- c. Public sector engagement
 - i. Is advocacy part of the organizations' Organic mission?
 1. Yes
 2. No
 - ii. Do you develop or implement an advocacy plan that include working with stakeholders?
 1. How do you work together?
 - iii. Have you already carried out a successful advocacy campaign?
 1. Yes
 - a. Who (e.g., staff, members, volunteers) worked on the campaign?
 - b. Why do you consider it to have been a success?
 2. No
 - a. Why?
 - iv. Do you have staff or members that are currently carrying out advocacy campaigns?
 1. Yes
 - a. Is the advocacy staff or member capable of adapting to the advocacy issue of the day?
 2. No
 - a. Do you need to train staff or members on advocacy campaigning?
 - v. Do you provide expertise to the government on Organic agriculture?
 1. Yes
 - a. On what topics?
 - b. Is the expertise of the NOAM paid for?
 2. No
 - a. Why?
 - vi. Do you represent the Organic sector on key government advisory panels or committees (e.g., parliamentary committees)?
 1. Yes
 - a. How?
 2. No
 - a. Why?
- d. Civil society engagement
 - i. Does your NOAM have the capacity to identify allies for successful advocacy campaigns?
 1. Yes
 - a. How do you determine who is the "right" ally for scaling organic agriculture?
 - b. Do you develop strategies with them to scale up Organic?
 - c. Do you have an updated list?

2. No
 - a. Why?
 - ii. Does your NOAM have the capacity to identify those organizations working against the Organic mission?
 1. Yes
 - a. How do you know that they are working against the mission?
 - b. Do you have strategies to outsmart the non-allies?
 2. No
 - a. Why?
 - iii. How do you decide on which topics you will collaborate with other movements that do not share the full Organic mission?
 1. Please illustrate with a real example.
 - iv. Are you a member of IFOAM or other international organic and ecological movements?
 1. Yes, IFOAM
 - a. What services are you already receiving from your membership in IFOAM?
 - i. Please explain
 2. Yes, AfrONet
 - a. What services are you already receiving from your membership in AfrONet?
 - i. Please explain
 - b. What types of services do you expect to receive from paying your membership fees to AfrONet?
 - i. Please explain
 3. Yes, Other
 - a. Please state which other movements.
 - b. What services are you already receiving from your membership in other movements?
 - i. Please explain
- 4) Engagement with an enabling environment – our surroundings – (the things and people we want to change)**
- a. Public Sector:
 - i. How do you ensure that you are up to date about changes in the national requirements related to the mission of your NOAM?
 1. Please explain.
 - ii. Are you informed about ongoing local, national, regional or international level policy processes and are you involved?
 1. Local level
 - a. Are you reporting
 2. National level –
 - a. Do you know if the current government is favorable or not favorable to organic?
 - b. Is there a focal person at the level of government that you know and can easily contact?
 - i. Yes
 1. Are your interactions regular or irregular?
 - a. Regular

- b. Irregular
 - i. Do you need to improve how you engage with the government?
 - ii. No
- 3. Regional level – harmonization of the seed act
- 4. International level
- b. Private Sector:
 - i. The trade opportunities for specific products/industries/countries [new bans on products or inputs / new demand for products] or threats to Organic
 - 1. Are GMO seeds allowed to be imported or used in the country?
 - 2. Are there companies who are beginning to create and sell organic inputs within the country?
 - 3. Are farmer managed seeds available in the country?
 - 4. Are the prices for organic products higher than conventional in domestic markets in the country?
- c. Civil Society:
 - i. Other agriculture interventions that counter/challenge Organic [donor funded / NGO funded]
 - ii. Exemplify – change in the consciousness of citizens
 - iii. Are farmers noticing changes in the environmental conditions of their farming?
- d. Scientific Society [Education/research]
 - i. Are national research institutes working on multiplying/improving traditional or organic seeds?
 - ii. Are there training programs in the country on organic or agroecological agriculture?
 - 1. Yes
 - a. If yes, at what level of education?
 - i. Secondary
 - ii. Tertiary
 - iii. Post-graduate?
 - 2. No
 - 3. I don't know