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IIABA PGS Best practices Workshop

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PGS Best practices Workshop

8th-10th December 2023 | Kigali

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Table of Contents

<i>I. Introduction</i>	3
<i>II. Poster Session</i>	4
<i>III. The 6 elements of PGS</i>	6
<i>IV. Peer review mechanisms</i>	9
<i>V. Internal governance and creating layers of responsibilities in PGS operations</i>	14
<i>VI. Financial autonomy of PGS</i>	17
<i>VII. Markets Game</i>	19
<i>VIII. Internal control systems (ICS) vs. Participatory guaranteed system (PGS)</i> 22	
<i>IX. Gender issues</i>	25
<i>X. Inclusiveness</i>	29
<i>XI. Leadership and scaling up: opportunities and challenges</i>	30
<i>XII. Feedback from participants</i>	32
<i>XIII. Conclusions/main lessons</i>	37
<i>XIV. Annexes</i>	38

I. Introduction

Participatory Guarantee Systems (PGS) offer an alternative approach to certification for organic farming. These systems draw on farmers' knowledge, incorporate peer reviews and implement horizontal monitoring for sound certification practices. The international recognition of PGS by IFOAM Organics International in 2004 marked an important milestone. In 2023, there are now approximately 242 PGS established in 78 countries, involving nearly 1.2 million producers.

In 2007, the East African Economic Community took the important step of officially launching standards for organic products. This initiative enabled the National Organic Agriculture Movements (NOAMs) to develop their verification systems, which became PGS. In almost twenty years, the NOAMs of East Africa have succeeded in establishing solid PGS. Under the IABA project, they have initiated reform processes to improve and strengthen these systems.

Building on these efforts, IABA partners organized a workshop on local food systems at the IFOAM World Congress in Rennes in 2021. In addition, they actively participated in the international pre-conference organized by IFOAM – with IABA partners sitting on the Scientific Steering Committee – dedicated to sharing best practices in PGS.

Following the successful organization of the first meeting of West and Central African PGSs in Côte d'Ivoire in February 2023 (organized by CIRAD, IFOAM, INRAE), the IABA project partners decided to consolidate their efforts and lessons learned from IABA project activities to share best practices among East African PGSs ahead of the 5th African Organic Agriculture Conference.

- ***Aims, Scope and Participation***

During this workshop on PGS in East Africa, which took place from 08 – 10 December 2023 (Annex 1) – participants had clear expectations in terms of the topics and knowledge to be covered. These expectations were captured in the pre-exchange survey that was carried out in preparation for the workshop (Annex 6). They wanted to focus on the establishment and refinement of PGS guidelines, with particular focus on group dynamics, farmer ownership and committee roles.

Participants were also interested in exploring aspects such as scalability, cost considerations and opportunities for small-scale farmers. Themes to be addressed included sustainability, market strategies, certification processes, joint fundraising and the use of PGS as a marketing tool.

Based on the participants expectations, the main objective of the PGS Exchange was thus:

to improve their understanding of PGS operations and ensure sustainability through a farmer-led approach.

In a true spirit of collaboration, this workshop endeavoured to encourage meaningful exchanges between the real stakeholders in PGS. That meant that the participants were not simple delegates, but 35 real farmers and leaders representing various PGS from seven different African countries (map and list of participants in Annexes 2-3).

This diverse gathering not only reflects a rich diversity of experiences, but also highlights our commitment to bringing together authentic perspectives and voices to advance sustainable agricultural practices across the region and the continent.

II. Poster Session

Friday evening kicked off the event with two important sessions: a poster session and an icebreaker.

Methodology:

A specific icebreaker was designed to help the participants in the event to get to know each other and served to facilitate the ease of discussion throughout the event.

Instructions: There will be 4 rounds of 5 minutes each.

During each round, discuss the two questions in each quadrant in pairs.

Once you have both provided your answers, each of you should look for another person to discuss the questions with.

Keep changing until the Facilitator calls time up.

Repeat the same thing with new people during each round.

Be creative and have fun!!!!

<p>TOPIC 1: Q1: Where were you born? Q2: If you would have to live somewhere else, where would it be?</p>	<p>TOPIC 2: Q1: What is your current job? Q2: What is your side hustle?</p>
<p>TOPIC 3: Q1: When did you first learn about organic? Q2: Why do/don't you eat organic food?</p>	<p>TOPIC 4: Q1: What is your biggest fear? Q2: If you could have a super power, what would it be?</p>



In preparation for the workshop, all PGS representatives were requested to prepare a poster of their PGS, following a standard template. We received 16 posters (Annex 5).



Results:

The first evening began with the presentation of 5 posters. There was a very rich discussion and everyone was very interested in learning the details of how the PGS were set up and organized from the different countries represented. Because of the great interest, and the slow progress, we decided to integrate the poster session across the remaining two days and we took extra time during each break to help us to visit all 16 PGS. The participants really appreciated this exercise and they all took their posters home with them.



III. The 6 elements of PGS

The second day of the conference began with a workshop to discuss the 6 elements of PGS and which of them were the most difficult to put in practice in the field reality. As a reminder, the 6 elements of PGS are the following:

1. Shared vision
2. Participation
3. Trust
4. Horizontality
5. Transparency
6. Exchanged (Knowledge)

Methodology:

In this workshop, each participant had to choose which of these 6 elements was the most difficult to put into practice (3 maximum). After this, groups of three were formed to discuss these personal choices, giving justifications.

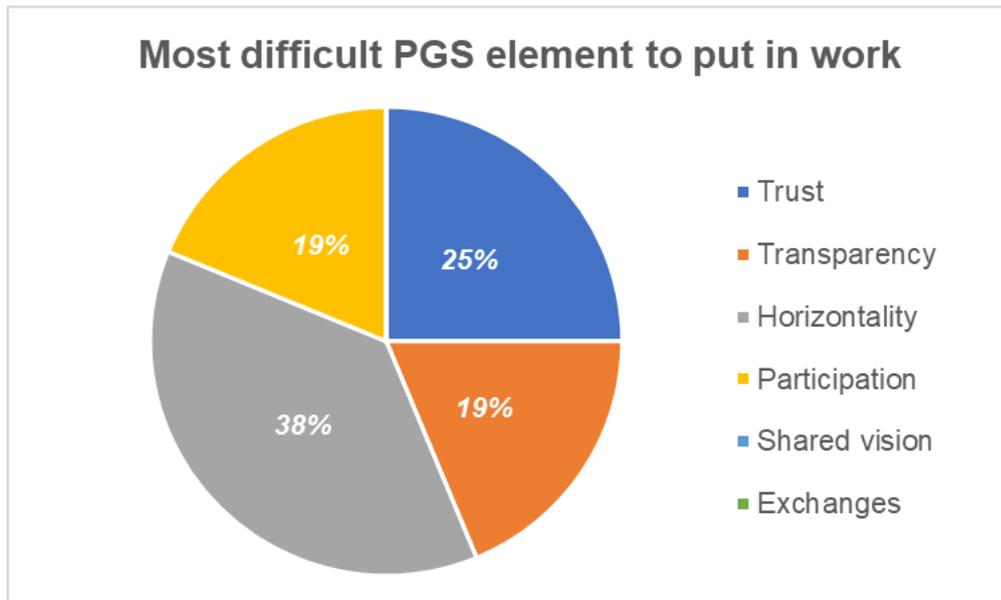
Finally, each group was asked to select just two elements to present to the audience and explain why these two elements were the most difficult for them to put into practice.



Results:

The workshop brought out many interesting points of view on the difficulties of implementing these essential elements.

In order to better visualize participants' responses, the following graph was constructed. It shows in what proportion each element was voted difficult to implement by all participants.



The graph shows that shared vision and exchange (of knowledge) were not cited by any group, and therefore appear to be the two easiest elements to put into practice. On the contrary, for almost 40% of participants, horizontality seems to be the most difficult element to put into practice.

However, for each element presented to the audience, the different groups gave the justifications that led to its selection. This enabled us to highlight different points of view on the same element, and to see the reality of work in the field.

For each element, these justifications are summarized below.

- Participation

Implementing participation within PGS is a challenge, not only because of its reliance on volunteer work, but also because of conflicting opinions on efficiency, management, proactivity and accountability. Disagreements arise over the impact of activities and the choice of trust-building actions. Moreover, participation is closely linked to consumer preferences, will and interests, making it difficult to establish a unified approach. Finally, the success of participation depends heavily on voluntary contributions, making implementation more complex.

- Trust

For the participants, it is difficult to build trust within PGS due to conflicts between farmers and market interests, creating tension between values and economic motivations. In addition, the adoption of organic practices, while essential, represents a financial and operational challenge, further complicating the trust-building process. In addition, the desire for rapid financial gain exacerbates the difficulty of establishing genuine trust between stakeholders. Thus, the balance between conflicting interests, economic considerations and the need for quick profits complicates the process of building trust in the context of PGS.

- Horizontality

Implementing horizontality within PGS turns out to be the most difficult element to put in practice, mainly due to the absence of a definition universally understood by all the members. The successful implementation of horizontality requires responsibility, commitment and proactivity among members, qualities which are not always present. PGS management is complicated by the overlapping of committees and departments, which mask their respective functions. Moreover, assigning responsibilities and defining roles within a truly horizontal structure is difficult to achieve in this case, as traditional group dynamics usually involve a hierarchical leader. The struggle to achieve horizontality

and fully democratic decision-making continues, as participants seek to clarify the key elements for successful implementation of this approach.

- Transparency

Finally, establishing transparency within PGS proves difficult, especially as it is intimately linked to the concept of truth. The mechanisms of proof and truth become complex when they involve people from diverse backgrounds. However, participants were aware that transparency is crucial to mitigating mistrust and conflict, and thus promoting trust between participants. Learning then becomes essential, serving to prevent trial, error and minimize the risks associated with experimentation. Therefore, participants see the creation of a transparent environment as a multi-faceted process based on truth, effective communication and a commitment to continuous learning.

IV. Peer review mechanisms

Methodology:

During the conference, peer review mechanisms were also discussed in the form of a 'moving debate'. In this type of workshop, a line is drawn on the floor to materialize two camps, the yeses and the nos.

Statements are made to the audience, and participants are asked to either agree or disagree with the statement by moving to the camp corresponding to their answer (Yes/No).

Once the groups in each camp have been created, a debate is launched between the two to hear their justifications.



On this subject, the following statements were made to the participants:

- PGS reputation is sufficient to generate consumer trust
- Internal trust within PGS members is as important as external trust with consumers
- The skills of peers (i.e., the producers themselves) are sufficient for a credible and reliable assessment of farms within PGS
- To generate trust within PGS, members must meet at least once a month
- To generate trust with consumers, it must be the producers themselves who sell the products to them.

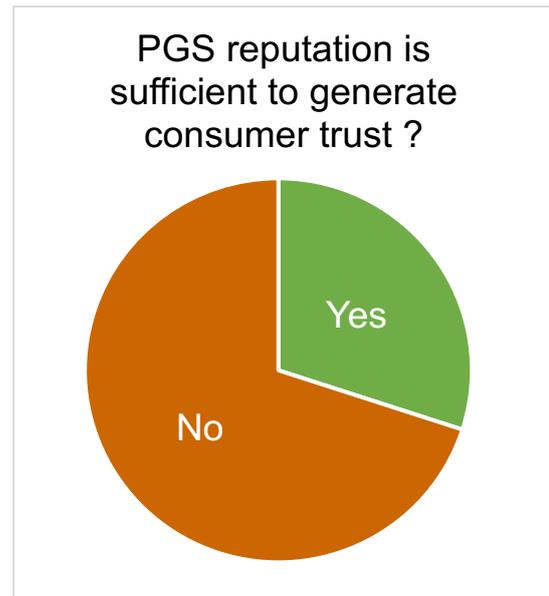
Results:

In order to illustrate the answers for the different statements, a diagram has been made for each of them. The justifications of the participants are summarized below for each statement.

- ***PGS reputation is sufficient to generate consumer trust***

Yes:

Positive responses to the statement centered on the belief that reputation plays a crucial role in promoting consumer trust and legitimacy. Participants emphasized that reputation includes both values and facts known to people, asserting that without a positive reputation, trust cannot be established. They expressed the feeling that "reputation is the key" to building trust, underlining its importance in generating popularity. Thus, participants confirmed the link between popularity and trust, asserting that an image of good reputation leads to increased engagement and, ultimately, trust. The recognition associated with a good reputation was also highlighted as a factor contributing to trust between consumers and producers.



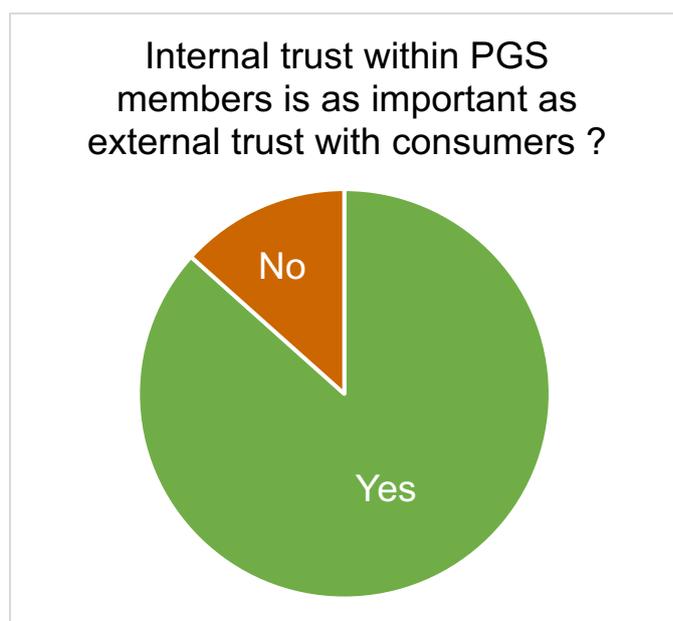
No:

Participants who expressed a negative opinion highlighted several key reasons for their position. They pointed out that stakeholders were excluded from the equation, underlining the importance of their participation. The lack of government recognition was identified as a significant barrier to building trust, as government was seen as a crucial factor in increasing the credibility of PGS.

In addition, these participants argued that the focus should not be only on reputation from the organizational point of view but should extend to the consumer perspective.

Thus, participants suggested that trust could be cultivated and strengthened by means other than reputation, such as transparency, advertising and positive word-of-mouth. They stressed the need for a more global and multifaceted approach, asserting that much remains to be done on both the consumer and producer sides.

- **Internal trust within PGS members is as important as external trust with consumers**



YES:

Proponents of the assertion provided several key justifications. They highlighted the fact that external influences play an important role in shaping internal decisions within PGS. They stressed the importance of gaining the trust of external sources, as this brings with it greater responsibility and greater accountability. In addition, they emphasized the ability of PGS members to effectively direct external support, thus fostering an environment conducive to increasing and strengthening trust. Overall, these justifications underline the interconnectedness of internal and external trust dynamics within the PGS, emphasizing the mutual influence and importance of both.

NO:

Participants who disagreed with the statement provided nuanced justifications. They argued that consumers need more information, underlining the need for transparency and direct communication with consumers. Some participants emphasized the distinct nature of working with consumers, suggesting that the dynamics involved are significantly different. While acknowledging the importance of internal trust, they felt that external trust plays a lesser but nonetheless crucial role in the overall context.

One participant summed up this sentiment by stating, "The consumer becomes the doctor rather than the patient", implying a potential shift in roles and responsibilities that may not correspond to the desired dynamic within the PGS.

- ***The skills of peers (i.e., the producers themselves) are sufficient for a credible and reliable assessment of farms within PGS***

YES:

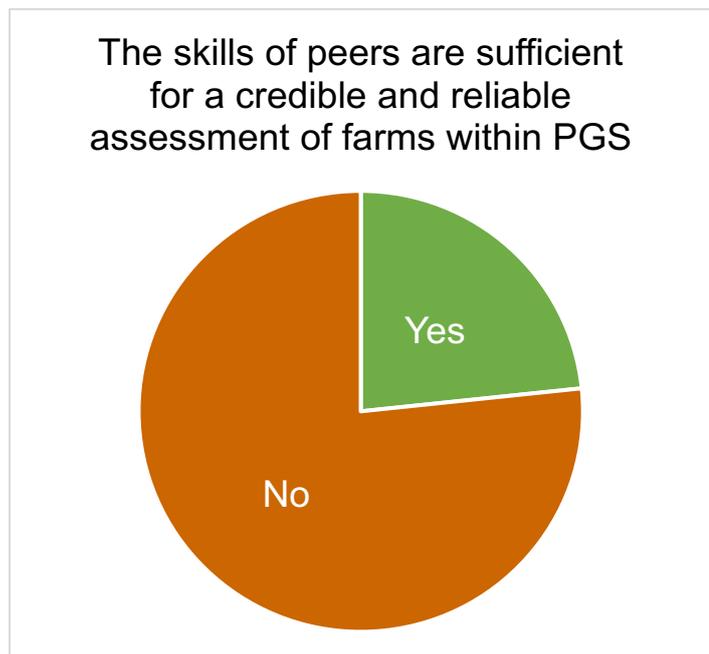
Proponents of this assertion stressed the importance of empowering farmers. They argued that farmers often face constraints and challenges from their peers, and that empowering them with the necessary skills helps detect corruption and dubious practices within the PGS.

NO:

Participants who disagreed with the statement gave several reasons for their position. They argued that the skills of peers alone are not enough to carry out a credible, reliable or even honest assessment, and insisted on the essential involvement and/or intervention of other stakeholders and experts. This no

was qualified in that if the farmers had enough knowledge about the auditing and organic farming practices, then it might be sufficient, but currently the farmers do not have all of the knowledge and skills that they need. In particular, to enable farmers to acquire additional knowledge from them. Indeed, they stressed the need to receive up-to-date skills in areas such as inspection and management, over and above basic farming practices.

- ***To generate trust within PGS, members must meet at least once a month***



YES:

Positive opinions on this statement were underlined by several key rationales. Participants highlighted that regular monthly meetings maintain consistent and open communication within the PGSs, covering a variety of topics such as farming practices and management frameworks. These meetings were seen as crucial for building and maintaining trust, monitoring participation and preventing potential problems. In addition, proponents of this view pointed out that frequent meetings distribute roles among members, ensuring that everyone has a precise role.

The frequency of meetings, deemed essential by farmers, offers rotation between farms, encouraging peer reviews and reinforcing trust between members. The shorter duration of monthly meetings compared with less frequent, longer sessions was also seen as an advantage.

NO:

Opponents of the assertion provided several key justifications to support their negative stance. They argued that the frequency of meetings is not the main confidence-building factor; rather, the focus should be on the quality and effectiveness of meetings, asserting that "it's not the number of meetings that counts, it's the quality of them".

Participants suggested that one meeting every three months is sufficient, given the various other tasks and responsibilities that members may have. They felt that the need for regular meetings depended on the structure of the PGS; well-organized systems may not require frequent meetings.

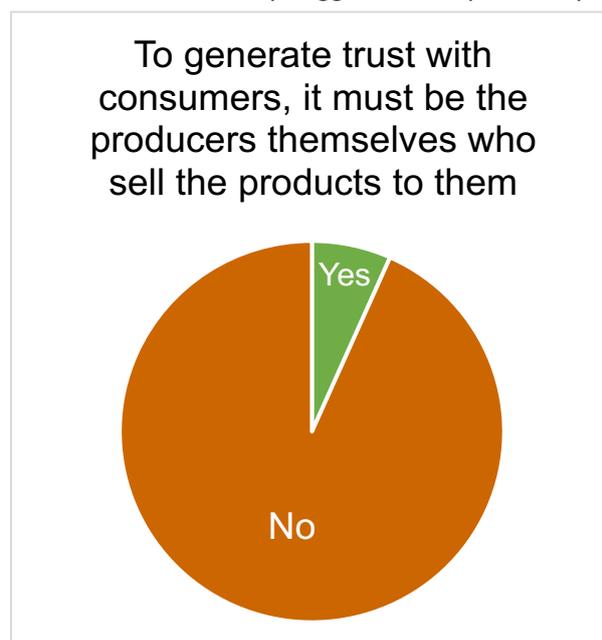
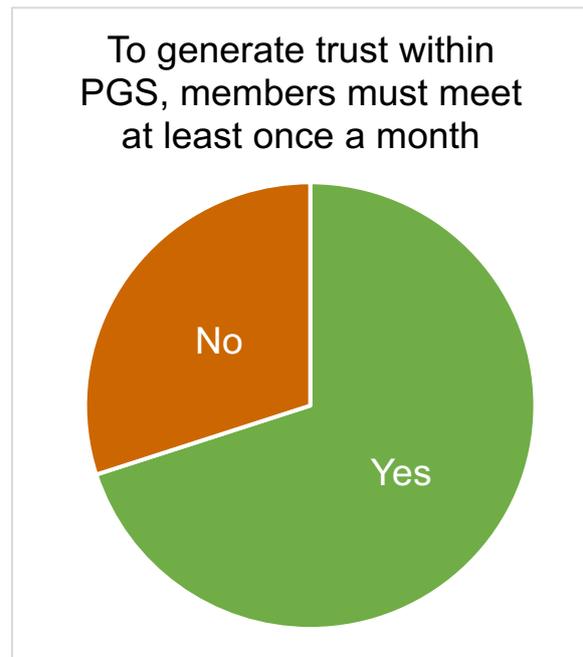
Some participants argued that the need for frequent meetings indicates an underlying issue of trust, stating that "if there is a need for frequent meetings, it means there is a need for trust". They also highlighted the potential disruption caused by too frequent meetings and suggested that meetings should be requested and scheduled according to need. In addition, they suggested the possibility of creating sub-meetings for those wishing more frequent interaction.

- ***To generate trust with consumers, it must be the producers themselves who sell the products to them.***

YES:

Supporters of the assertion provided several key justifications for their positive stance. They argued that involving an intermediary in the sales process could lead to potential problems, particularly if the consumer is unfamiliar with the intermediary, which could have a negative impact on the producer's reputation.

Participants emphasized that selling products direct to consumers was seen as a useful strategy for achieving the double objective of building trust with consumers and promoting



sustainability. Indeed, by eliminating intermediaries, producers can more effectively communicate their commitment to quality and authenticity, strengthening the link between producers and consumers.

NO:

Participants who disagreed with this statement stressed that the problem lies not in direct sales, but rather in the potential lack of credibility or transparency associated with this practice. They expressed concern about the risk of cheating and insisted on the need for resources to reinforce the trust and reputation of producers.

These participants also highlighted the strategic role of the marketplace in building and assessing producers' reputations.

They also pointed out that capacity or qualification for direct sales varies among producers, underlining the importance of taking logistical circumstances into account.

Thus, the participants were not opposed to direct sales, but they highlighted the priority of maintaining a good reputation based on trust, as context plays a crucial role in determining the feasibility of direct sales.

Synthesis discussion

The debate elicited a number of important comments that summed up the discussion. Participants emphasized the importance of respect and stressed that trust must be established in a shared manner. They spoke in favor of clear guidelines to guide interactions, highlighting the risks associated with unregulated practices. Trust, seen as both a means and an end, was considered to be achieved through openness and concrete action. One participant compared trust to marriage to illustrate the depth of credibility required. Overall, there was general agreement on strengthening truth and credibility through concrete actions rather than mere words.

Drawing lessons from the activities of the IIABA project, adoption of a strategy to have periodic practical research, engaging interns to fill research gaps and in turn respond to the needs identified on local organic markets and PGS through local research, is much needed. The data generated thanks to the work done by the interns, allows a better and updated understanding of the context. This information is relevant and shall inform the decision-making processes among PGS groups, businesses and policy makers, among others.

V. Internal governance and creating layers of responsibilities in PGS operations

Methodology

For this workshop on internal governance, the fishbowl method was used. In this method, 4 participants are seated in a small circle (the fish bowl) inside a large concentric circle where all of the other participants. A question is asked of the people in the center and a discussion is started on this topic. Every time someone in the audience wants to participate in the discussion, they have to come to the centre circle and ask to replace someone who is seated in the centre circle.



During this workshop, the four following questions were asked to obtain the participants' views on the internal governance of PGS:

1. What is the secret to good internal governance in your PGS?
2. Who has a role to play in governing a PGS?
3. How to balance horizontality and hierarchies?
4. Should PGS be federated within a higher-level oversight body?

Results

Thanks to this workshop, a lot of key justifications were highlights. They were summarized for each question in the text below.

• **Question 1: What is the secret to good internal governance in your PGS?**

For meeting participants, the secret of good internal governance in PGS lies in several important points:

To begin with, they believe it is essential not to overwhelm the system with excessive regulations, standards and controls, as this can hinder success and lead to a loss of interest among participants. So,

instead of focusing on rigid rules, the emphasis should be on defining roles and responsibilities, avoiding the trap of waiting for the right person or the right time. On this point, empowering members to define their roles autonomously was seen as beneficial. Indeed, for the participants, this addresses concerns about prolonged involvement and ensures inclusive participation.

One of the problems to be avoided, highlighted by this workshop, was the potential overlap between the chairpersons of the different groups. This shows the importance of simplifying appointments and avoiding problems of leadership inconsistency.

In addition, inclusion was a recurrently stated theme to contribute to good governance, with calls to split the rules to promote gender balance, inclusion of people with disabilities and youth engagement. However, it was pointed out that issues relating to inclusion can pose problems of transparency.

Finally, autonomy was also recognized as crucial to good governance of PGS. It makes it possible to be more effective in determining when and where to decentralize decision-making power. It also enables the resolution of conflicts of power and governance when they weigh on internal governance. With this in mind, the importance of individual empowerment and leadership training was highlighted as a complement to collective empowerment.

- **Question 2: Who has a role to play in governing a PGS?**

For the participants present at the meeting, there were a number of important improvements that would help to achieve effective governance of PGS.

A key suggestion was the importance of involving other stakeholders in governance, possibly by setting up committees to ensure wider representation.

For participants, it is essential to ensure that stakeholders understand their roles, responsibilities and the rules governing PGS. Pre-membership training was therefore seen as essential, with facilitation recognized as a form of continuous training. However, participants acknowledged that it is difficult to identify specific areas that require training.

Some participants stressed the importance of going beyond the traditional roles of producer and consumer, and to consider the involvement of other stakeholders such as traders who can contribute their expertise, for example in accounting.

Also, the need for additional leadership was identified, particularly for entities registered as cooperatives or civic associations.

In addition, participants insisted those governing should position themselves as facilitators rather than regulators, in order to promote development without over-controlling or restricting activities.

Finally, institutional strengthening was also identified as a crucial element, with a call for organizations capable of providing support and facilitation to contribute to the overall development of the PGS. This could involve NGOs, which participants considered to be valuable contributors to the governance process.

- **Question 3: How to balance horizontality and hierarchies?**

In order to achieve a balance between horizontality and hierarchy, participants highlighted several important points.

Firstly, the politicization of PGS must be tackled. Indeed, to reinforce this balance, participants emphasized the identification of opportunities and the importance of responsibility. The latter being rooted in will and commitment rather than just position and background.

In addition, strengthening members' capabilities was seen as a crucial factor in achieving this balance. Indeed, for the participants, there is a real need to equip individuals with the necessary skills and knowledge.

Moreover, since the system's operation depends on the availability and willingness of members, a culture of autonomy must be fostered, enabling others to develop.

Furthermore, for participants, long-term growth strategies are essential, underlining the importance of planning and goal-setting to achieve this balance within PGS.

Finally, recognizing the potential challenges posed by changes in leadership, participants stressed the need to prepare the community for leadership positions in the event of a leadership departure.

- **Question 4: Should PGS be federated within a higher-level oversight body?**

The participants' opinions on whether participatory guarantee schemes (PGSs) should be federated into a higher-level supervisory body in East Africa were varied.

Some stressed the need for innovation in the structure, advocating a willingness to evolve and adapt. However, others expressed reserves, suggesting that PGS should retain a degree of autonomy in order to enhance flexibility and responsiveness.

The discussion included considerations of national frameworks for PGS. While some participants saw the potential benefits of this type of framework, others advised against it, pointing to the greater risk of disagreements leading to the imposition of foreign structures on PGS. The complexity of this decision was acknowledged, as was the fact that the relevance of a national framework depends on the specific context, and can therefore lead to different situations.

Drawing comparisons with examples such as Morocco, where PGS are not organic, and East Africa, where PGS are linked to EAOPS, participants highlighted the diversity of approaches in different regions. In the end, the crucial question raised here is what type of intervention is needed in each context.

To summarize, the debate raised by this question involves weighing the benefits of innovation and national frameworks against the importance of maintaining autonomy, which is a very complex issue that still is not yet resolved. The participants agreed that more work is needed.

VI. Financial autonomy of PGS

Methodology:

In this workshop, financial autonomy of PGS was discussed. In order to do it, the World Café method was used. This method of collaborative conversation encourages creativity and collaboration. Therefore, the participants had to gather around several tables, to exchange their ideas on the theme of the financial autonomy of PGS through several questions. At regular intervals, participants had to change tables, and leave a "barrista" to introduce newcomers to previous discussions. When the rotations were complete, each table had to present the conclusions of these collectively constructed thoughts.

The following questions and themes were addressed to guide the participants' reflections.

- What should be taken into account in the cost of PGS at the Local Level?
- What should be taken into account in the cost of PGS at the Regional Level?
- What should be taken into account in the cost of PGS at the National Level?
- Financial Autonomy:
 - What are the current sources of financing?
 - How to improve the financial autonomy of PGS over time?

Results:

- ***What should be taken into account in the cost of PGS at the Local Level?***

The discussion between participants on the nature of PGS costs at local level highlighted 8 crucial elements.

1. Certification of PGSs emerged as a fundamental factor, highlighting the need for resources to ensure compliance and credibility.
2. Inspection costs were also highlighted, encompassing expenses associated with in-depth examinations to maintain certification standards.
3. The production and services aspect were highlighted, signifying the financial implications of maintaining PGS activities.
4. Training costs were recognized, reflecting the investment required to train members and build their capacity.
5. The importance of meetings in facilitating communication and decision-making was emphasized, suggesting the need to allocate a budget to them.
6. Marketing expenses were identified, underlining the importance of promoting PGS products and principles.
7. Time was considered a valuable resource, recognizing the time commitments involved in maintaining an effective PGS.
8. The inclusion of registration fees emphasized the administrative aspects essential to formalization.



- ***What should be taken into account in the cost of PGS at the National Level?***

In examining the financial self-sufficiency of PGS at national level in East Africa, participants picked up on elements discussed at local level.

Thus, training, marketing, inspection, time and registration remained cost factors at the national level.

In addition to the above elements, at the national level, participants added to the aspect of meetings that hosting events was a significant cost factor, highlighting the role of such occasions in raising awareness and engaging the community.

Lastly, communication, both internal and external, was identified as an important element requiring funding at national level, underlining the need for a transparent and efficient flow of information within the PGS framework and with external stakeholders.

- ***Financial Autonomy: What are the current sources of financing?***

This question of current sources of financing for PGS enabled us to list and demonstrate their plurality.

Firstly, collective savings, often facilitated by table banks, emerged as a basic approach, highlighting the collaborative financial efforts within PGS communities.

Secondly, the initial capital generated by group sales was highlighted, underlining the self-sustaining nature of PGS through collectively generated revenues.

Thirdly, individual contributions to the group emerged as another fundamental source, emphasizing members' commitment to financially support the PGS initiative.

Fourthly, NGO sponsorship was recognized as a source of external funding, underscoring the role of non-profit organizations in supporting PGS activities.

Finally, participants mentioned bank loans as a means of funding, illustrating the broader financial strategies employed by PGS groups.

This diversity and number of funding sources underscores the multi-faceted approach adopted by PGS communities. They combine internal collaboration, individual commitment, external support from NGOs and financial institutions to ensure the financial autonomy and sustainability of participatory guarantee systems in East Africa.

- ***Financial Autonomy: How to improve the financial autonomy of PGS over time?***

To strengthen the financial autonomy of PGS in East Africa, participants suggested a multi-faceted approach. **Diversification** emerged as a key strategy, encouraging PGS groups to explore various sources of income and activities in order to reduce dependence on a single source.

Financial education was also highlighted as a crucial element, emphasizing the need for training in savings, investments, budget planning and the development of short- and long-term business plans. Also, for participants, there is a need to acquire negotiation skills, particularly in securing agreements and investments for short- and long-term initiatives.

VII. Markets Game

Methodology:

In this meeting the aspect of markets was also tackled. Participants were divided into five groups, which were eventually consolidated into four working groups.

Each group selected their own product of focus and discussed at a round table following an elaborate matrix with different market options category across the rows¹ and with three attributes of: internal organization of supply; input needs and institutional framework along the rows (Annex 5).



Thus, to discuss markets in PGS the participants in their different groups focused on the following question to guide their discussions:

- ⇒ What should I produce for which market?
- ⇒ Identify the different market requirements for each market channel based on your current supply.

Results:

• **What should I produce for which market?**

The four groups selected the following specific products for the market as a focus for their group discussions, namely; fresh vegetables; processed vegetables; tubers; honey; seasonal fruits.

¹ Across the rows were the following market options: small shops, Farmers' markets, Export, Consumer Groups, Supermarkets, Schools, Wholesale, Restaurants, Hotels, E-commerce, On-farm stands, Agro (eco) Tourism. Along the columns were: Internal organization of supply (e.g., large quantities, seasonality, diversity of product range); Input needs (e.g., storage, packaging, transport, labor); institutional framework (e.g., certification, food safety certificate, stability of demand).

The Fresh vegetables team (included participants from Uganda & Kenya) firstly, identified small shops, farmers' markets, on-farm stands and added a basket scheme for the choice of market outlets.

Under internal organization of supply, they chose to produce indigenous greens, amaranths, okra, tomatoes, onions, assorted exotic vegetables, fruits local tubers and cereals. They also cited mobilization of farmer/producer groups for adequate production for consistency in sales, deciding on pricing mechanisms, agreeing on marketing strategies, attracting buyers, ensuring good quality of produce among all producer members, ensuring diversity of produce for better consumer satisfaction.

For the aspect of input needs, they outlined sorting, grading, transport from farm to the market [tri-cycle] space for the market, logistical support, cold chain-cooler van, cold room in shop, packaging for freshness, equipment, carrying boxes/baskets, appropriate packaging, legal compliances such as trading license, permits, online shopping App. For on-farm stands, most logistics are covered by the buyer. A participant from Kenya, with experience in a basket delivery scheme and small shops noted that it is beneficial to collaborate with a reliable logistics partner e.g., to provide cooler-van hiring for home delivery services to ease handling and improve efficiency in the business.

Under the institutional framework; PGS certification with coordination support from NOAMs, food safety certification as may apply, third party certification (if applicable), especially for individual farmers, companies, payment of suppliers/producers, e.g., using direct payment via mobile money services, management of payment logistics (cash and loan), bookkeeping, skilled personnel, coordination of farmer groups and other stakeholders under the PGS certification framework; business model development and financial literacy.

The group noted that this category could also benefit from direct engagement with consumer groups for direct supplies, restaurants and hotels (but underscored the need for NOAMs to support the producer groups in the lobbying process and for increased visibility and authenticity). They also mentioned that value-addition can be an option to explore under selected market outlet options in the bid to increase the shelf-life of products, address product seasonality challenge, offer a wider product range to meet different consumer needs and for increased incomes from the value addition initiatives.

The Honey group had participants from Tanzania and Zambia. They agreed to focus on dark honey bee from the savannah climate sell in small shops, farmers' markets and restaurants, small amounts of 4tonnes/year, cited their needs to include bee hives, processing equipment, capacity building in handling and business development, transportation logistics, certification processes and costs, labour (of 10 people).

The group highlighted that currently they have enough demand for their product, set the price at 4USD/litre with a 20% overall profit margin. For the future situation they hope to target supermarkets as part of their expansion goals.

They identified establishment of a PGS scheme as part of their needs in order to reach their expansion goal to serve supermarket outlets. Land for sufficient production is available but would require additional labour with increase in the demand.

For these outlets, they discussed the need to develop a marketing strategy, ensure sufficient and specialized production capacity, better packaging, process product certification, work on contracts with suppliers and market outlets, secure food safety certification, develop a communication strategy, branding, better processing, capacity building, storage and transport logistics and government taxes and to register the business.

The e-commerce option was also discussed. It requires a dedicated webmaster or someone in the group to manage it.

The third group focused on spices: Ginger and Turmeric in both fresh and processed forms (chips and powder) targeting both local and export markets. For the local market, the focus was on small shops,

farmers' markets and on-farm stands as the preferred market outlets. The discussion dwelt on the needs for the different markets. They noted that for the export markets, hotels and supermarkets, certification to meet the different applicable regulations is paramount.

For their future market options, the fourth group – **Afrovegs** wished to address the goal of malnutrition with schools (children and teachers) and health centres (mothers, children and elderly) as their target markets with an output of 1 tonne per month as part of their plan for the internal organization of supply.

The required input needs were listed to include: recruitment of more farmers to increase production, build their capacity to achieve the set production targets; expand processing units; more investment in packaging materials (for bulk packaging); capital investment (in equipment, delivery van, etc to the tune of USD150,000); more labour (both skilled and unskilled).

Under the institutional framework; they considered promotions, certification and quality management systems as crucial. In addition, they will require to have new partners including financial institutions, certification bodies, government agencies, consumer groups, NOAMs for capacity building, logistics companies, e.g., transporters, packaging companies, skilled personnel such as ICT experts, marketing agents, etc.

VIII. Internal control systems (ICS) vs. Participatory guaranteed system (PGS)

Methodology:

For this workshop about Internal control systems (ICS) vs Participatory guarantee system (PGS), the method of the fishbowl was also used.

During this new edition of the fishbowl, the 2 following questions were asked:

1. What is the difference between an ICS and a PGS?
2. How can ICS, PGS and Third-Party certification co-exist? Should they?



Results

Thanks to this workshop, a lot of key justifications were highlighted. They were summarized for each question in the text below.

• **Question 1: What is the difference between an ICS and a PGS?**

This question highlighted the differences between ICS and PGS, identifying the key elements that define both systems. For a better understanding of these, each system is discussed separately in a text below, summarizing the points of the views of the participants.

ICS:

Internal control systems are often characterized by self-declaration methods, where producers independently affirm their compliance. In contrast, these systems tend to follow "bureaucratic methods", employing structured procedures and principles, thus creating an overall framework.

The ICS governance framework emphasizes straightforward and simple rules, creating a more regulated environment. However, this institutional nature contributes to greater sustainability.

Furthermore, in terms of control, whether with standards or not, ICS relies on external auditors and/or inspectors playing a crucial role. However, this makes ICS a relatively costly approach.

Also, mistrust is a key aspect of ICS, making it the best option for addressing concerns within the system.

Finally, participants showed that it was interesting to note that for them, farmers don't personally choose ICS, but that someone does it on their behalf.

Thus, internal control systems are described as a more structured, externally controlled and institutionalized approach, which emphasizes compliance with rules and procedures, with higher associated costs.

PGS:

For participants, PGS, which are mainly characterized by farmers' voluntarism, present a more controlled and inclusive, trust-based approach.

Unlike internal control systems, PGS guarantee the active participation of farmers, offering a sustainable model at local, regional and national levels. This sustainability at different scales also stems from the way PGS operate, acting as a "learning by doing" system that then adapts to the unique characteristics of each locality.

Also, the credibility of ownership is a key element, fostering a sense of responsibility and commitment among members.

PGS are not necessarily market-driven but offer farmers many opportunities that go beyond simple certification or market access.

Secondly, PGS governance is more flexible, incorporating a variety of alternatives, and important decisions involve a wider range of stakeholders.

Finally, unlike ICS, reviews are conducted by a peer review committee and inspections, focusing on internal standards rather than external organizations such as EAOPS or EAS. This process of developing internal standards helps to build trust between members, with a notable absence of strict controls.

Thus, PGS is characterized as a horizontal system, favouring collaboration and inclusion. Interestingly, it is not promoted by government, but invites government understanding and involvement.

- ***Question 2: How can ICS, PGS and Third-Party certification (TPC) co-exist? Should they?***

To answer this question, there were many points of view.

One point of view put forward the idea that PGS are the crucial meeting point between foreign companies and local farmers. This concept was based on the belief that, at the local level, trust is best placed in the community's own established systems.

On the basis of this idea, it was put forward that PGS (but also ICS) could work together to guide farmers towards adherence to the more rigorous TPC standards, especially if they were considering exports. What added an interesting dimension to this discussion was the recognition that even companies can be active players in PGS.

Despite the different levels and objectives of certification, participants stressed that PGS and TPC are not adversaries, but rather complementary elements in the certification landscape.

In the middle of these considerations, a crucial reminder emerged concerning consumer perception. Participants pointed out that consumers, for the most part, only perceive the organic certification without considering the nuances of PGS, ICS or TPC.

Finally, discussions also focused on practical aspects, underlining the conviction that practical operational activities could be achieved with PGS, contrary to what is happening with TPC.

The final sentiment that prevailed in this discussion was that the coexistence of these certification systems is not a question of "if", but a question of "when".

During the workshops, some very interesting comments were made, highlighting the nuanced considerations and varied factors influencing the selection of certification systems in organic farming.

Some pointed to the challenges presented by the perception that "organic farming is for export and for the rich". The main challenge identified was the need to change mindsets and broaden understanding of organic farming beyond elitist, export-oriented perspectives.

Also, some commented on the importance of noting that some people express a preference for ICS only because of their simplified processes.

However, they recognized that the choice between ICS and PGS implied different consequences, and depended heavily on relationships with control staff, but also on regional coverage.



IX. Gender issues

Methodology:

The gender issue was also discussed in the form of a moving debate. In this type of workshop, a line is drawn on the floor to materialize the two sides of the argument: those who agree with the statement and those who don't. The statements are then posed to the participants and each person must choose a side. The two sides of the debate then face off to defend their positions – and to convince more people to join their side.



On the issues of the gender in PGS, the following statements were tabled for assessment by the audience:

- It is as easy for a woman as for a man to participate in a PGS
- It is as easy for a woman as for a man to take part in decision-making in a PGS
- It is as easy for a woman as for a man to benefit from the income generated by the PGS activity
- It is as easy for a woman as for a man to carry out farm inspections
- Measures for gender equality and inclusiveness in PGS must be formalized in the PGS regulation

Results:

• ***It is as easy for a woman as for a man to participate in a PGS***

YES:

Participants supporting the declaration stressed the central role of women in agriculture and innovation, seeing them as cornerstones in these fields. The current situation in Rwanda was highlighted, showing a positive change in attitude where women now have equal rights and capabilities.

An argument emerged that gender equality extends to participation rights, promoting teamwork and coordination between men and women.

In addition, participants recognized that while men and women may have different abilities, combining their strengths leads to effective collaboration. Examples from organic farming were cited, illustrating the fact that women excel in farm management while men can specialize in animal husbandry.

In addition, participants underlined the influence of context, noting cases where the roles of men and women diverge, such as when men venture into the forests while women contribute to farm work at home.

NO:

Participants who took a negative stance on this assertion provided nuanced justifications that challenge the idea that participation in PGS is equally accessible to both sexes.

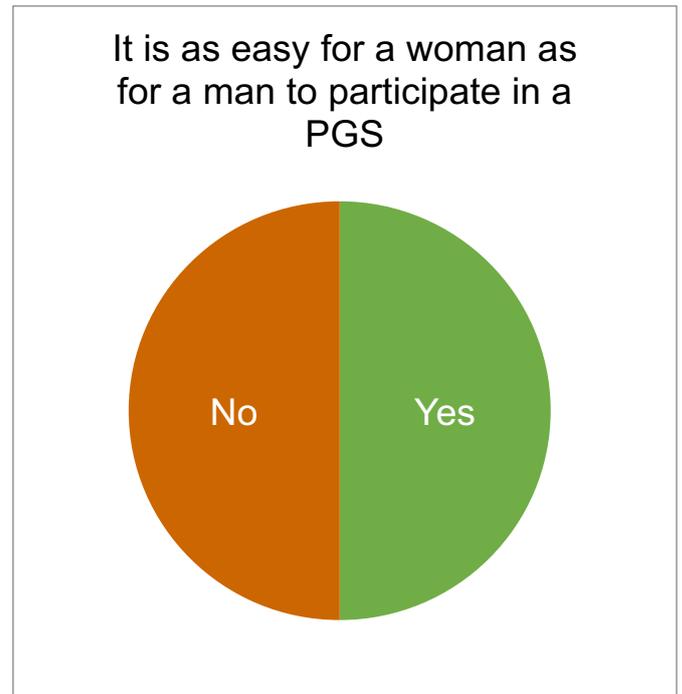
To begin, they argued that the apparent ease with which women can participate is not as straightforward as it seems. Indeed, they pointed to labor requirements and the persistent perception that women prioritize raising children.

After that, the question of land ownership is a major obstacle, as women often have little interest in or access to this essential production factor.

Participants also highlighted the challenges posed by traditional gender roles, where women take on domestic tasks, preventing them from engaging in extraordinary activities such as taking part in farm work.

Finally, cultural practices that disadvantage women's participation were cited, and a concrete example was offered, illustrating the fact that women are often represented by their husbands in the field.

These various justifications collectively highlighted the multifaceted obstacles women face



- ***It is as easy for a woman as for a man to take part in decision-making in a PGS***

YES:

Participants who expressed a positive view of this declaration highlighted the evolution of women's empowerment and access to information in recent years. In Uganda, the presence of many women in leadership roles beyond political positions was noted as evidence that women can indeed participate in decision-making processes.

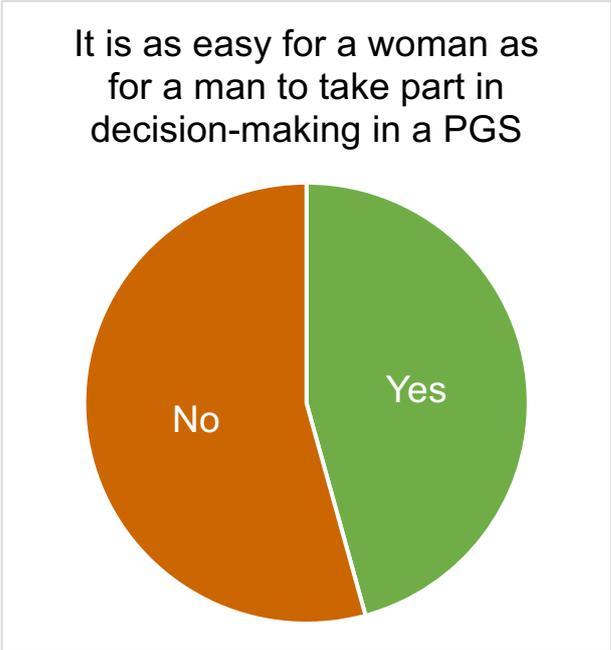
Furthermore, participants made it clear that the focus should not be solely on numerical representation or proportions, but rather on women's proactive engagement and decision-making capacity.

Moreover, women are increasingly called upon to act as advisors in decision-making contexts. This indicates a positive evolution towards the recognition and exploitation of their expertise.

NO:

Participants who took a negative view of this statement expressed concern about the persistence of actions in favor of men. They noted that in male-dominated PGS environments, women often face suppression or significantly reduced participation in decision-making processes.

Participants also highlighted the complex involvement of marriage issues, suggesting that this dynamic could further complicate women's participation in decision-making within participatory guarantee systems.



- ***It is as easy for a woman as for a man to benefit from the income generated by the PGS activity***

As shown in the graph, participants were fairly divided on this issue

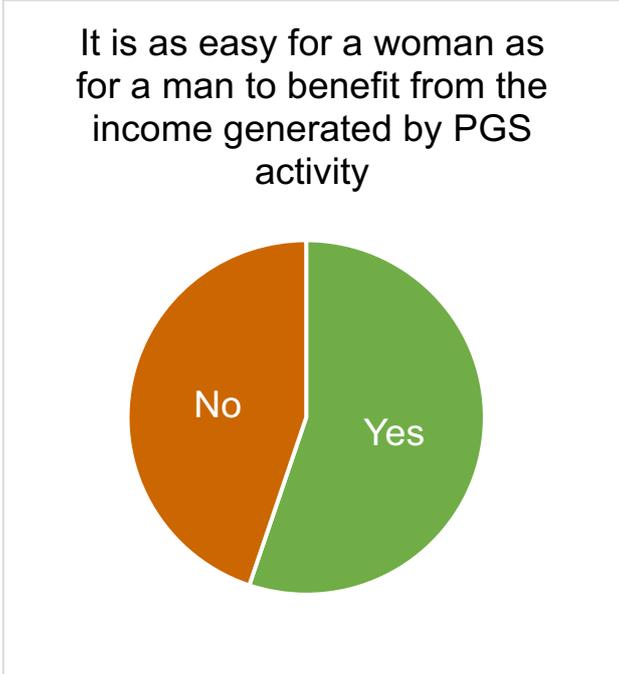
YES:

Participants who took a positive view of this statement emphasized the active involvement of women in decision-making processes. The case of Zambia was highlighted, where women are not only included in decision-making, but also benefit from the income generated by PGS activities.

Participants highlighted the direct correlation between women's participation and their ability to reap the rewards of PGS initiatives. This perspective then shows a positive trend where women's participation in decision-making does contribute to an equitable distribution of benefits.

NO:

Participants who opposed this assertion pointed to persistent disparities in power dynamics. Their justifications emphasized that men still have more



influence in determining roles, income, and expenditure in PGS activities.

Participants emphasized prevailing gendered control, with men as household heads generally deciding on the distribution and use of income.

Recognition of these power differentials underscores the need to address gender-based disparities to ensure equitable and inclusive economic outcomes for women in the PGS context.

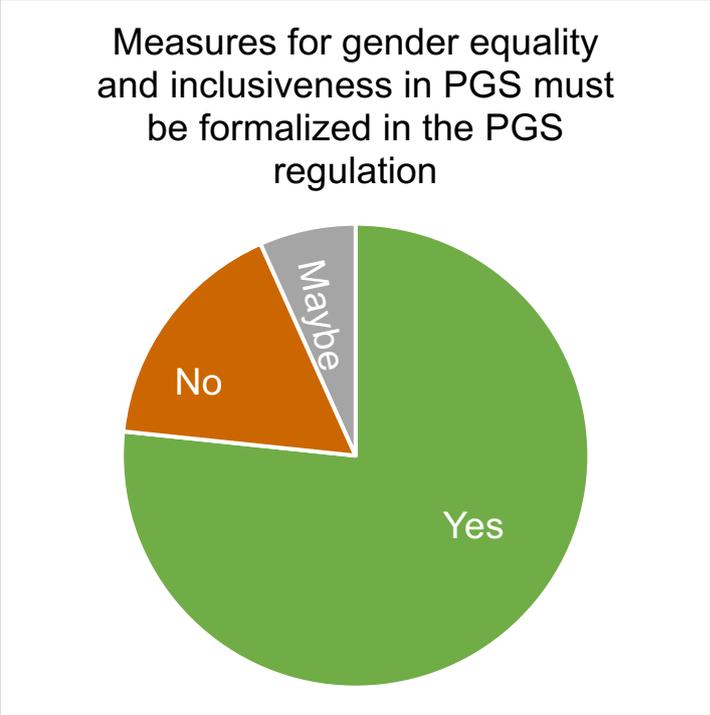
- **Measures for gender equality and inclusiveness in PGS must be formalized in the PGS regulation**

The answers to this statement were quite clear, as you can see on this diagram, but the participants provided nuanced justifications based on cultural considerations. They emphasized a reflection on African culture, raising the question of whether an approach based on meritocracy aligns with traditional values.

Participants felt that it might not be necessary to introduce new regulations, as the focus should be on promoting existing values that support equality between men and women.

These reservations are not due to disbelief in the importance of gender equality, but rather to concern about the potential confusion in the way it is promoted.

This perspective underlines the need for a culturally sensitive approach to addressing gender issues in the context of PGS initiatives.



X. Inclusiveness

Methodology:

The theme of inclusiveness was also discussed at this meeting. For this purpose, participants were divided into small groups to discuss this theme.

In order to involve the participants as much as possible in this workshop, they were placed in a situation where they wanted to increase the autonomy of the local groups in their PGS, but some villages had only illiterate producers. So, to include them in their PGS, they had to ask themselves the following 2 questions:

- What tools can be put in place to transmit good agricultural practices?
- What technologies or methods can be created so that they can carry out the farms' inspections themselves?

Each group presented their ideas to the rest of the participants in a plenary format.



Results:

During this workshop, the multiplicity of groups made it possible to discover many different ways of approaching the question of inclusivity. The following points were shared as creative ways of promoting inclusiveness in PGS activities with a gender lens considering the different needs for women, men, girls, boys, disabled, youth, faith-based differences and those who are illiterate.

The use of visual aids, translation into local languages, introduction of participatory learning approaches such as the Farmer Family Learning Group Approach, Farmer-field schools, partnering with organizations specialized in special needs learning. Tools for inspection inclusivity: Use of Participatory Impact Monitoring (PIM), PGS forms/documents in local languages, use of visual aids such as diagrams, pictures, illustrations, affirmative art, videos, e.g., Access Agriculture mobile projectors, use of audios, use of demonstration plots, sharing practical experiences, group discussions and debates, through exhibitions, fairs/shows, exchange learning visits.

Tools for peer review inclusivity: assigning at least one literate person to be present during the peer review; record video and audios in place of written reports; take photographs to represent reports, use narration for reporting, use of group discussions, mainstreaming Organic Agriculture/Agro Ecology in government extension systems in order to promote inclusivity, use of play cards with messages to enhance learning aspects in PGS.

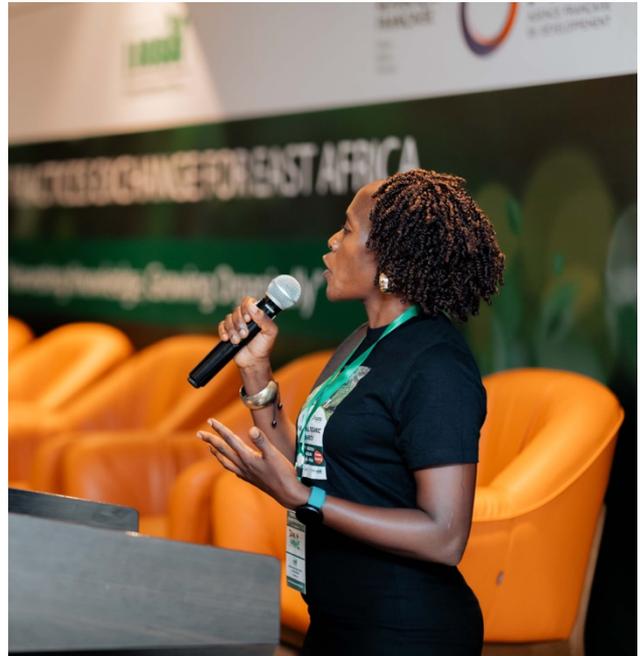
XI. Leadership and scaling up: opportunities and challenges

Methodology:

During the two-day event, a dedicated team member of the organizing committee was assigned the role of capturing notes related to the subject matter of leadership and scaling up as they were shared by the participants during the interactive sessions of the meeting. J. Matovu thus gave an opening speech about leadership, based on these insights, in order to motivate the participants for this last session of the event.

Thanks to the diverse representation of several stakeholders across the East African region and beyond, which included government representatives, NOAMs (Staff and Board Members), CSOs, PGS leaders and Traders/owners of business entities, the meeting provided a great opportunity to look into the future of PGS in the region, exploring options of unlocking existing potentials from the interactions and the rich knowledge base and diversified backgrounds of the participants.

A timeline, with specific actions, was put together by the participants.



Results:

Following the insights generated from the two-day event and also from previous interactions of the participants at related regional events the highlights below were shared:

Opportunities

- It was noted that NOAMS in the East African Region have already recognized the need to initiate a process of reforms in PGS operations at community, national and regional levels so as to rejuvenate PGS activities in the region. Each country shall develop a functional PGS structure from community to national levels and jointly work to develop a structure befitting them at the East African regional level.
- It was also observed that stakeholder engagement and inclusion in the proposed reforms should take a centre-stage to ensure that no one is left behind. Involving government (through line ministries, local governments, public extensionists and local leaders), other CSOs supporting PGS development, traders or business entities and consumers engaging with PGS initiatives
- It was acknowledged that it is beneficial for all stakeholders to continue with the established collaborations on the different platforms such as those on WhatsApp and other avenues to pursue the agreed upon action plans towards strengthening collective efforts for sustainable leadership and scaling up PGS in activities in the region.
- Building on the existing National policies and strategies such as the NOAP – National Organic Agriculture Policy (2019) for Uganda, and the National Agro-ecology Strategy for Tanzania, NOAMs and CSOs involved in PGS development should work with governments to align PGS activities towards mainstreaming them in the public domain with clear strategies on leadership, fundraising, financing for better service delivery at community levels through empowering PGS initiatives.
- In the wake of the established working collaborations among leading NOAMs, CSOs supporting PGS development, government agencies and community leaders/representatives from PGS initiatives, the Joint Management Committee of the East African Community which oversees the management of the Kilimohai (EAOM – East African Organic Mark) for the EAOPS – East African Organic Products Standard, a clear roadmap should be developed to revamp the vibrancy and functionality of the committee ensuring its effectiveness and relevance towards the development and scaling up of Organic Agriculture and overall Agro-Ecology Principles with the region.

Challenges:

- The main challenge that was observed is the fact that PGS development in the region has in the past, and is still currently, largely supported by short-term projects mainly championed by Non-Government Organizations, which usually lack continuity and have no clear sense of direction after project closure.
- It was noted that the proposed PGS structures have several layers of leadership which may complicate the processes. Each country will review the structure and adopt it to the local context.
- Mainstreaming PGS activities into public programs within the East African region despite the existence of a harmonized public (voluntary) standard – [EAOPS] has not been yet materialized.
- Recognition of the PGS -certified products across the East African Countries is still facing numerous obstacles that need to be addressed at the EAC level to promote regional trade.

XII. Feedback from participants

Methodology:

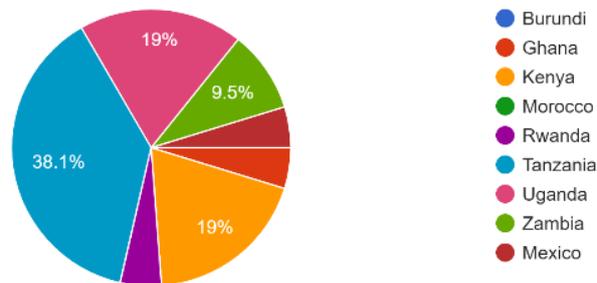
Similar to the preparatory phase where an online survey was sent to each participant to share their aspirations and expectations and to propose key topics for discussion, a post-event survey was sent out to collect feedback from the participants (the two questionnaires and the results from the pre-workshop survey are in Annex 6). The data collected was analysed and the following results were generated.

Results:

21 participants from seven (07) African countries responded to the post-event survey (60% response rate), the majority of whom were from Tanzania, followed by Uganda and Kenya, East Africa, and then from Zambia, Southern Africa. Majority (76.2%) of the participants were male (23.8% female) in different age categories ranging from 18-35years to >65years old.

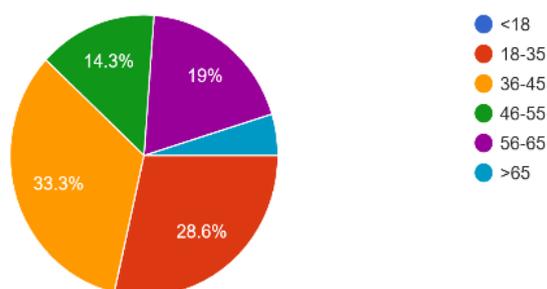
In which country do you live?

21 responses



Age

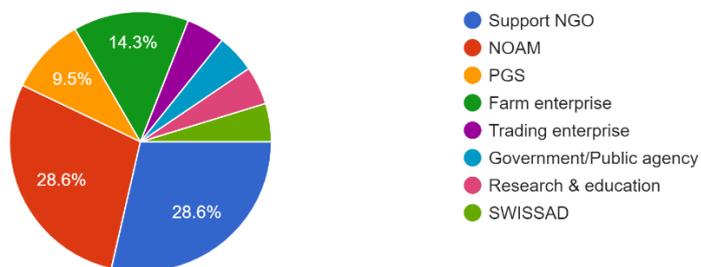
21 responses



These made a fair representation of different stakeholders involved in PGS development within the region, including NOAMs and Support NGOs, PGS leaders, Farm and Trading enterprises, government/public agencies and participants from research and education.

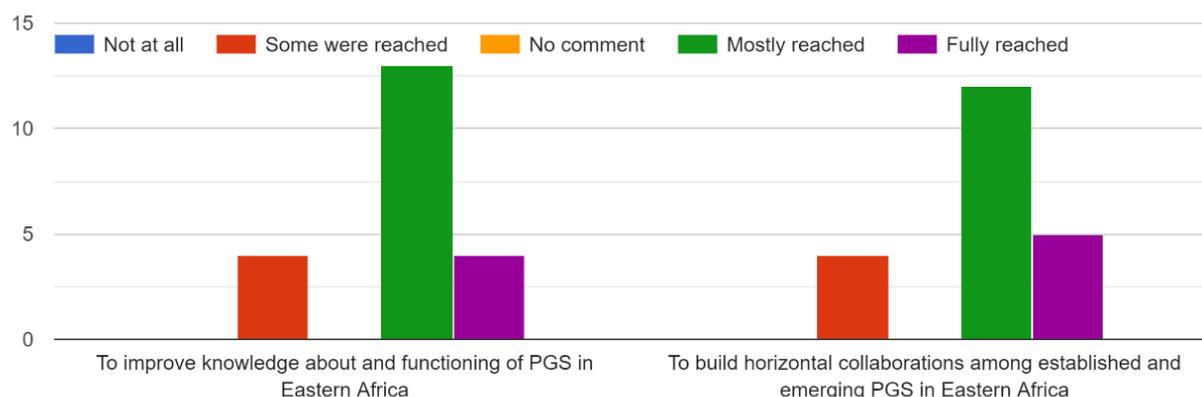
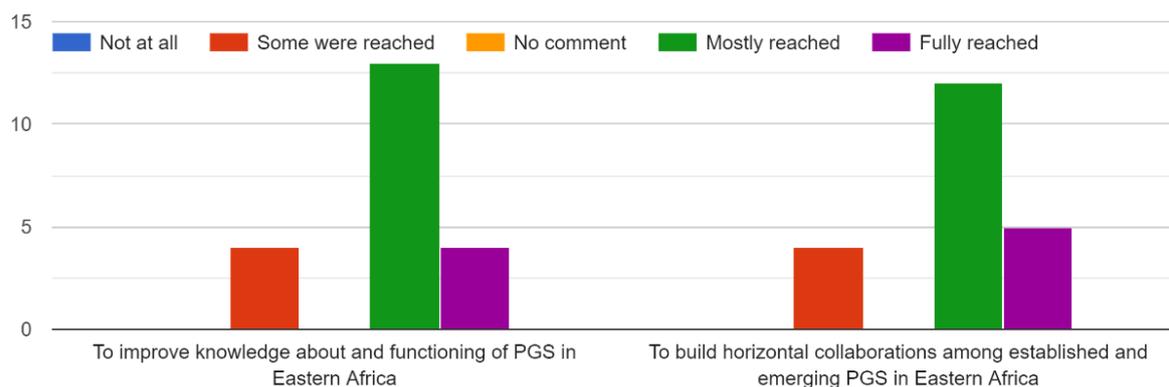
What type of organization do you work for?

21 responses



From the feedback provided, all four of the objectives for the meeting were mostly achieved as shown in the results charts below, which relate well with the subsequent results on how confident the respondents felt to use what they had learnt to assist them in conducting their work. Over 52%

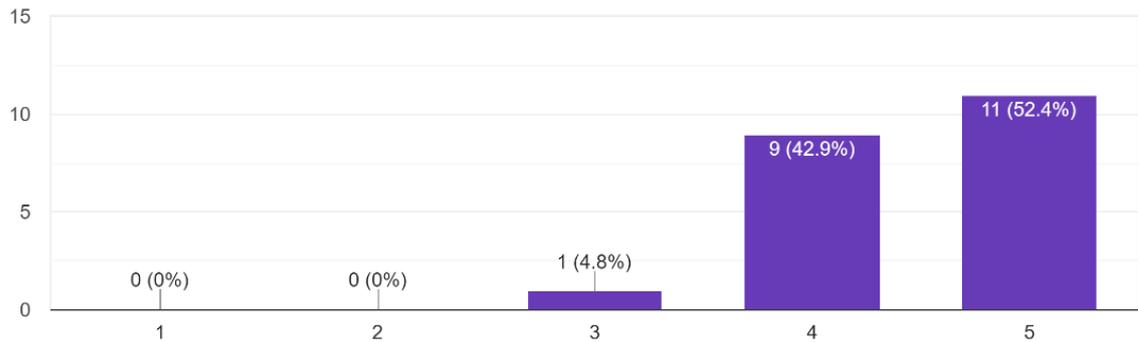
The following are the objectives that we set for the Exchange. To what extent do you think these objectives were reached?



11 respondents felt fully confident and an additional 43% (9 respondents) felt pretty confident to use the acquired knowledge and skills from the experience sharing as illustrated in the chart below.

How confident do you feel to use what you have learned to assist you in conducting your work?

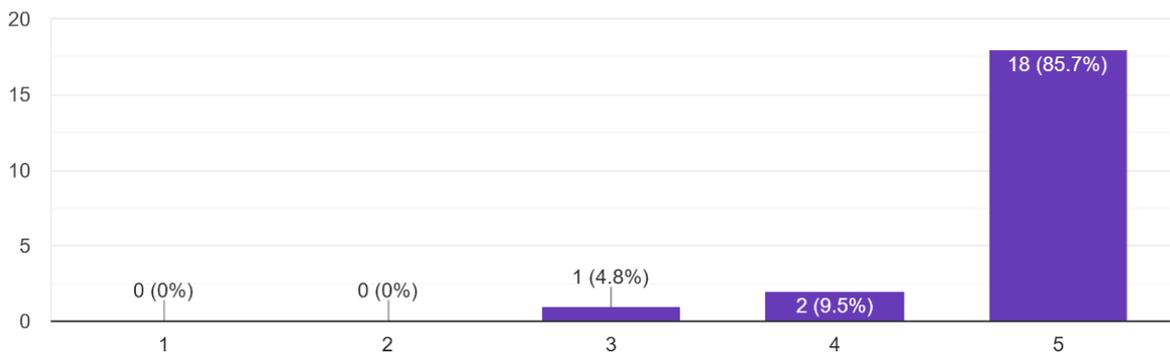
21 responses



Moreover, the vast majority of the respondents (85.7%, 18 people) affirmed that the PGS Best Practices Exchange was highly relevant to their current job.

How relevant was the PGS Best Practices Exchange to your current job?

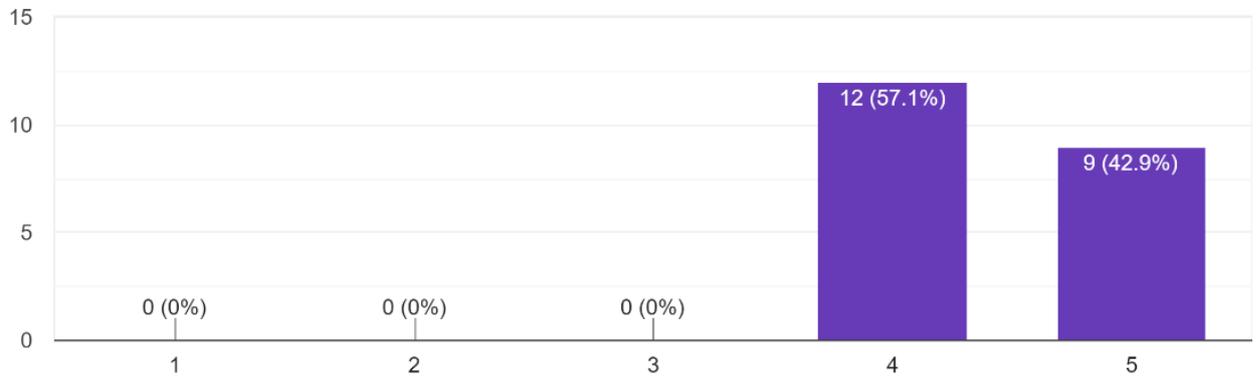
21 responses



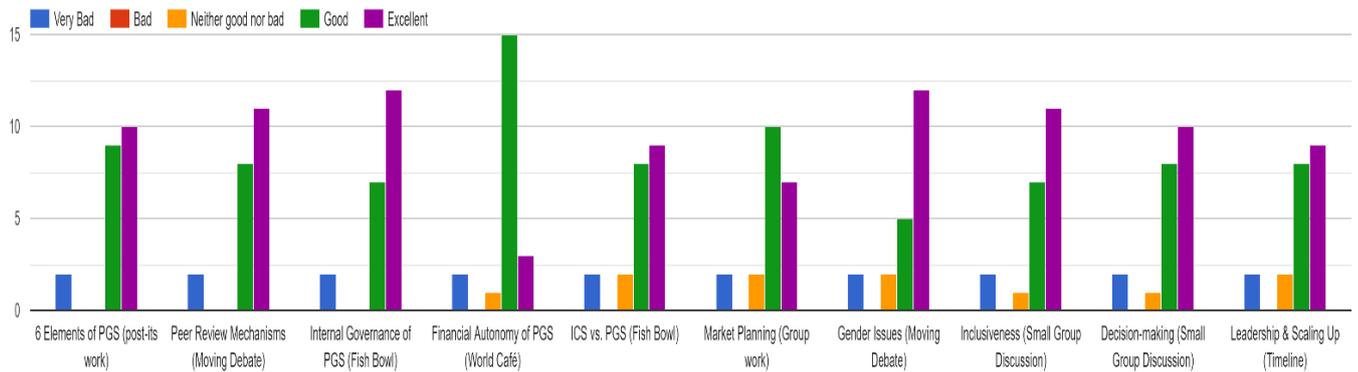
The general overall rating of the PGS Best Practices Exchange was very good, participants expressed high facilitator-satisfaction with most of the sessions rated excellent by the survey respondents as shown in the charts below:

How do you rate the PGS Best Practices Exchange overall?

21 responses

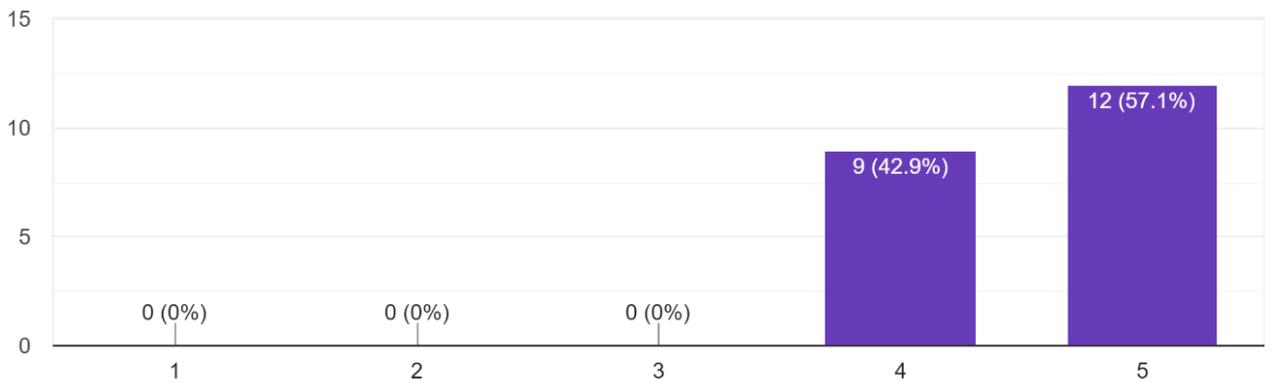


How do you rate the following sessions?



Are you satisfied with the Facilitators of the PGS Best Practices Exchange?

21 responses



The facilitators were also very appreciative of the active and creative work of the participants and everyone was quite happy to have spent the 2.5 days together in such a productive and enjoyable way.



XIII. Conclusions/main lessons

Generally, the overall rating of the PGS Best Practices exchange was very good. The participants jointly authored a PGS declaration with several action points for adoption and follow up (*see link – the declaration is still under review*). In addition, a WhatsApp group was created to ensure continued exchanges in the future.

Learning through exchange visits and experience sharing was noted as a key lesson and a best practice for PGS development to share practical experiences in the implementation of locally contextualised PGS operations.

Involving all stakeholders at the different levels shall be instrumental in the institutionalisation and sustainability of PGS implementation in the region. This should provide a platform to share roles, device practical mechanisms of financing the PGS activities sustainably.

The six elements of PGS should always be observed at all levels of the PGS institutional framework to cultivate dynamism through continuous exchanges and learning experience reflecting the realities of the socio-economic environments within the local contexts.



KIGALI DECLARATION ON PGS BEST PRACTICES SHARING MEETING, DECEMBER 2023.

We, the 38 participants, from 7 countries in Eastern, Southern, Western and Northern Africa including members of Organic Farmer Organizations, civil society, technical partners, facilitators, organic business entrepreneurs, business support not-for-profit organizations, social researchers and financial institutions involved in the promotion of Participatory Guarantee Systems (PGS), and Government representatives from member states gathered as part of the regional meeting of Participatory Guarantee Systems organized by AFRONET, INRAE, CIRAD under the IABA project from 08th to 10th December 2023 at Four Points by Sheraton, Kigali we declare the following:

APPRECIATING

- The African Organic Network and AFD for embarking on the IABA project as a means of promoting institutional innovativeness while simultaneously providing technical support services to the smallholder farmers;

AGREE THAT

- Participatory Guarantee Schemes (PGS) have significant catalytic role in enhancing ethical food systems and guaranteeing the right to food for producers and consumers as well as fulfilling income needs of smallholder farmers through enhanced the production and supply of quality organic outputs to local consumers.

NOTING

- The significant gains in dissemination of public organic policy, the development of the National Ecological Agriculture Strategy as well as other gains such as improvement of market access for organic outputs;

LEARNING THAT

- Trust is the foundation of having sustainable PGS;
- Functional PGS initiatives require innovations adoptable to the local context that do benefit the community;

SEEING

- The latent potential in PGS to amplify the African dream of achieving Strong Resilient and Sustainable Food Systems through production, marketing and processing of organic agriculture outputs;
- The promising changing pattern of consumer preference in favor of organically produced food and the imminent climate catastrophe amidst numerous technological,

health, social and economic benefits associated with the adoption of PGS as by smallholder farmers;

WE RECOMMEND ALL ACTORS [INCLUDING FARMERS, CONSUMERS, COMMUNITY LEADERS, EXTENSION & COMMUNITY DEVELOPMENT STAFF, TRADERS, NOAMS, AFRONET, CSOs & AFRICAN GOVERNMENTS] IN THE ORGANIC SECTOR TO

- Increase efforts on generating and disseminating information for advancing PGS as a tool for encouraging and making a strong business case for Organic Agriculture and Ecological Organic Agriculture;
- Lobby partner states to integrate Organic Agriculture/Agro-Ecology in the national planning strategies;
- Bring the youth on board the organic movement by targeting schools and youth out-of-school;
- Create local demand of organic foods by using all available media and forums and community-based organizations;
- Support farmer-managed seed systems to thrive and address the challenges of access to organic seed;
- Focus on research that intensifies harnessing, repackaging and effective dissemination of indigenous knowledge.

WE AGREE TO/THAT

- Establish functional and inclusive PGS Governance Structures at all levels; from farmer groups and community levels, Parish/County/District levels, National levels and at regional level with an established institutional framework with representation of all key stakeholders including farmers, government representatives, NOAMS and Civil society Organizations that support farming communities in PGS implementation;
- PGS will increase awareness of best practices in Organic farming and knowledge sharing;

WE RECOMMEND THAT

- All projects intending to register farmers for third party certification to take step by step systems where farmers first get organized in PGS groups and then make decision whether to graduate to third party certification or remain at the PGS level;

- Popularize PGS at all levels as an internationally recognized quality assurance system for organic guarantee with a local focus so that many more consumers can appreciate PGS products as organic;
- PGS is up-scaled to spread out to more communities across the regions.
- Consumer in the global north start demanding PGS as an additional standard/additional label;

Done in Kigali on 10th December 2023.

SIGNED BY THE FOLLOWING PGS INITIATIVES AND ORGANIZATIONS SUPPORTING PGS DEVELOPMENT

1. MOTO MOTO PGS GROUP, MASASI TANZANIA
2. TWENDE PAMOJA PGS GROUP, MOROGORO, TANZANIA
3. TWENDE PAMOJA PGS GROUP, ZANZIBAR, TANZANIA
4. UWAKIHAMA PGS, SONGEA, TANZANIA
5. PAMBANUA PGS, DODOMA, TANZANIA
6. FRESHVEGGIES PGS, WAKISO, UGANDA
7. WAKISO ORGANIC FARMERS ASSOCIATION PGS, WAKISO, UGANDA
8. BUFUMBO ORGANIC FARMERS ASSOCIATION PGS, MBALE, UGANDA
9. MT. ELGON COFFEE & HONEY COOPERATIVE SOCIETY PGS, MBALE, UGANDA
10. ANKOLE COFFEE PRODUCERS COOPERATIVE UNION
11. 3000 NOOYA FRIENDS PGS GROUP
12. NOYA PGS GROUP
13. MATUNDA IGIMA PGS GROUP
14. NYAKAZI ORGANICS
15. TANZANIA ORGANIC AGRICULTURE MOVEMENT
16. NATIONAL ORGANIC MOVEMENT OF UGANDA
17. KENYA ORGANIC AGRICULTURE NETWORK
18. RWANDA ORGANIC AGRICULTURE MOVEMENT
19. RIAM
20. SWISSAID TANZANIA
21. PELUM KENYA
22. BIOVISION AFRICA TRUST
23. AFRONET
24. INRAE
25. CIRAD

XIV. Annexes

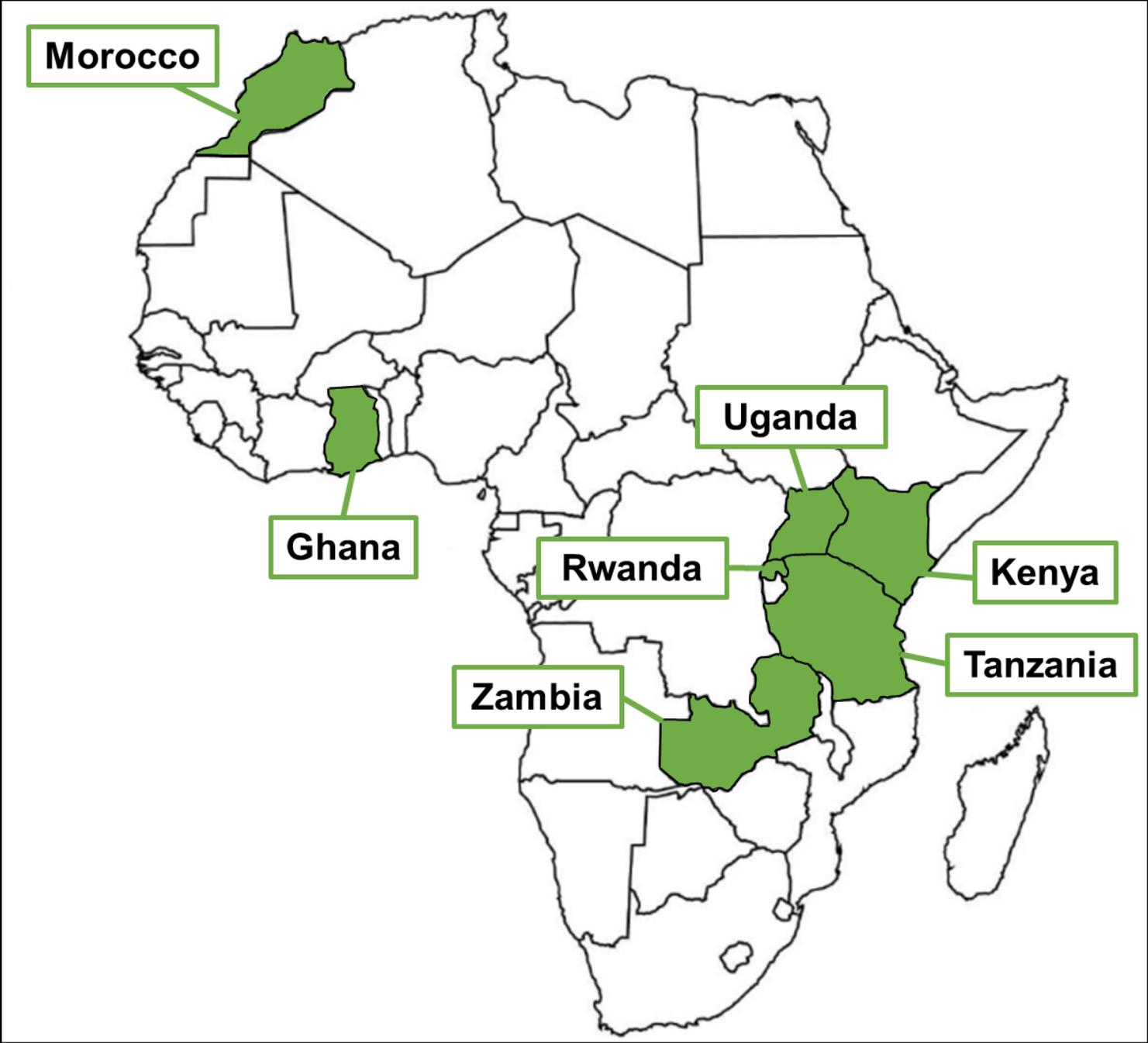
Annex 1: Program of the meeting

Dinner - Friday, 8 December 2023	
18:00 – 19:00	Dinner & Self - Introductions
19:00 – 20:00	Poster sessions: Lessons Learnt and Challenges from existing PGSs
Day 1 – Saturday, 9 December 2023	
9:00 – 9:30	Welcome and housekeeping
9:30 – 11:00	The 6 elements of PGS
<i>Tea Break</i>	
11:30 – 12:00	Peer Review Mechanisms
<i>Lunch</i>	
13:30 – 15:00	Internal governance and creating layers in PGS operations
Day 2 – Sunday, 10 December 2023	
9:00 – 9:30	Welcome and housekeeping Recap of previous day activities
9:30 – 10:00	Markets Game
<i>Tea Break</i>	
10:30 – 12:30	Internal Control Systems vs. PGS
<i>Lunch</i>	
13:30 – 14:00	Gender Issue
14:00 – 15:00	Inclusiveness
<i>Tea Break</i>	
16:30 – 17:45	Leadership and scaling up: opportunities and Challenges

Annex 2: List of Participants

Names		Country of Origin	Organization	Role
Sir name	First name			
Arwari	Margaret	Kenya	Biovision Africa Trust	PGS Support NGO staff
Bathseba	Ratemo	Kenya	PELUM Kenya	PGS Support NGO Staff
Chitalu	Munshimbwe	Zambia	OPPAZ/AfrONet	NOAM PGS staff/AfrONet BOD
Cousin-Morin	Nino	France	INRAe	IIABA Intern
Dadia	Zubeda	Tanzania	AfrONet	IIABA Finance/Admin Officer
Daud	Mgeta	Tanzania	AfrONet	IIABA Senior Project Coordinator
Didas	Brigitha	Tanzania	TOAM	NOAM PGS staff/Project Officer
Dieudonne	Sindikubuabo	Rwanda	ROAM	NOAM PGS staff/Project Officer
Garrido Garza	Francisco	Mexico	INRAe	IIABA PhD
Haji	Shaaban	Tanzania	PGS Zanzibar	PGS Invitee
Haule	Sandra	Tanzania	TOAM	IIABA Finance
Genza	George William	Uganda	WOFA/INOFO	PGS Invitee
Kimani	Martin	Kenya	KOAN	NOAM PGS staff
Kwai	Noel	Tanzania	TOAM	PGS Consultant
Kuria	Sylvia	Kenya	Sylvia's Basket	PGS Invitee/Trader
Lemeilleur	Sylviane	France	CIRAD	IIABA PGS Researcher
Libaho	Serge	Rwanda	ROAM	NOAM PGS staff
Loconto	Allison	France	INRAe	IIABA Scientific Coordinator
Lubuulwa	Michael	Uganda	Wakiso District Local Government	Production Officer- PGS Council
Lugalo	Yohana	Tanzania	PGS Dodoma	PGS Invitee
Lyadunda	Zakayo	Tanzania	PGS Dodoma	PGS Invitee
Madilu	Dorath	Tanzania	PGS Madaba	PGS Invitee
Maniragaba	Stanley	Uganda	Ankole Coffee Producers Cooperative Union	PGS Invitee
Manyange Ochari	Mercy	Kenya	SSN Kenya/INOFO	PGS Invitee
Matovu	Richard	Uganda	BOFA GM/INOFO	PGS Invitee
Meena	Mercy	Tanzania	PGS Morogoro	PGS Invitee
Mehdioui	Rachida	Morocco	RIAM	President RIAM
Mkindi	Abdallah	Tanzania	PGS Zanzibar	Policy Consultant
Mubanga	Charles K	Zambia	COAGRO/INOFO	PGS Invitee
Musuya	Emmanuel	Tanzania	PGS Masasi	PGS Support NGO Staff
Mutebi	James	Uganda	Caritas Uganda	PGS Support NGO Staff
Myamale	Godfrey	Tanzania	DIACO	Government Representative
Nakalanda	Julie Matovu	Uganda	INRAe	IIABA PGS Trainer
Namuwoza	Chariton	Uganda	NOGAMU	Program Coordinator
Nana	Kwak Adams	Ghana	ABOFAP/INOFO	PGS Invitee
Nanyanzi	Annet	Uganda	NOGAMU	IIABA Finance
Ndungu	Samuel	Kenya	KOAN	NOAM PGS Staff
Nyanzi	Samuel	Uganda	NOGAMU/RUCID	NOGAMU BOD Chairperson
Tibasiima	Thaddeo	Uganda	KOFLEC	PGS Support NGO Staff
Uteka	Marcos	Zambia	COAGRO/OPPAZ	PGS Invitee
Wasibi	Rogers	Uganda	Mt. Elgon Coffee & Honey Cooperative	PGS Invitee

Annex 3: Map of Africa showing the countries of origin of the participants



Annex 4: Markets Game Matrices

What should I produce for which market?

Identify the different market requirements for each market channel based on your current supply.

	Internal organization of supply (e.g., large quantities, seasonality, diversity of product range)	Input needs (e.g., storage, packaging, transport, labor)	Institutional framework (e.g., certification, food safety certificate, stability of demand)
Small shops			
Farmers' markets			
Export			
Consumer Groups			
Supermarkets			
Schools			
Wholesale			
Restaurants			
Hotels			
E-commerce			
on-farm stands			
Agro (eco) Tourism			

What should I produce for which market?

Identify the different market requirements for each market channel that you want to be able to supply to in the future.

	Internal organization of supply (e.g., large quantities, seasonality, diversity of product range)	Input needs (e.g., storage, packaging, transport, labor)	Institutional framework (e.g., certification, food safety certificate, stability of demand)
Small shops			
Farmers' markets			
Export			
Consumer Groups			
Supermarkets			
Schools			
Wholesale			
Restaurants			
Hotels			
E-commerce			
on-farm stands			
Agro (eco) Tourism			

Annex 5: PGS Posters

1. Twende Pamoja Group, Tanzania
2. BOFA, Uganda
3. COAGRO, Zambia
4. Freshveggies PGS, Uganda
5. Mt. Elgon Coffee and Honey Coop PGS, Uganda
6. WOFA, Uganda
7. Pambanua PGS Group, Tanzania
8. RIAM, Morocco
9. Nyakazi, Kenya
10. COPROBIO PGS, Rwanda
11. Twende Pamoja Zanzibar, Tanzania
12. KHEA, Tanzania
13. Motomoto Group, Tanzania
14. PELUM, Kenya
15. Uwakihama group, Tanzania
16. Kenya National PGS Congress, Kenya



Harvesting knowledge, Growing Organically



Shared Vision

Strengthened Organic in domestic market for healthy and wealthy communities

Main Products

- Maize
- Mushrooms
- Vegetables

Main Activities

- Farming and Marketing

Horizontal Governance



Lesson Learned

Sustainable organic markets need to have many active PGS groups owned by farmers

Challenges to Overcome

Transport and logistical challenge to deliver products to better market in cities e.g: Kigali .



Harvesting Knowledge, Growing Organically



Shared Vision

To produce quality avocados for better market locally and internationally .

Main Activities

- The main products**

Avocados, peppers, honey

Activities

- Value addition, marketing of avocado, organic bee keeping.

Horizontal Governance



Lessons Learned

- Organic market for avocado is growing and more stakeholders are coming into support the development of this value chain.
- The established internal control systems help farmers to learn and improve their practices with regards to compliances.
- Organic market at the local level has not significantly recognize the potential of kilimohai mark.
- KHEA project has been very instrumental in knowledge transfer to farmers especially on soil fertility management and IPM.

Challenges to Overcome

- Maintaining trust among the member is getting harder as more stakeholders are getting into the value chain and tempt farmers with promising prices if they use their inputs
- Organic inputs especially fertilizers are still a challenge as avocados requires large amount of fertilizer in one pit.

3000 NOOYA PGS GROUP IN KISERIAN, KENYA

Background

- The 3000 Nooya Friends' group was formed in 2017
- The members are aged between 20-68 years old.
- Specialized in small-scale vegetables and herbs
- Two members are multipliers of the KCOA-KHEA Project
- The group is PGS certified with financial support through the KHEA project under Biovision Africa Trust
- Individual certificates were issued to 20 farmers in the group in October 2021

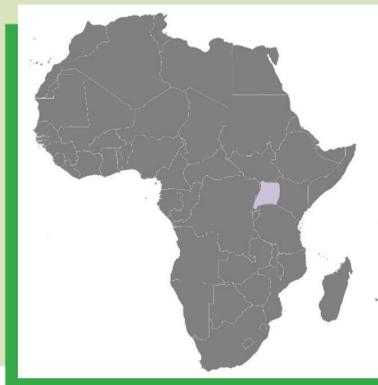
Learnings

- Through CSHEP's coordination, the group opened an organic shop by a main road side where they sell their organic vegetables and herbs
- The label "Organic" attracts customers
- On market days, farmers meet to exchange information
- Traceability has improved since they keep farm records and that builds trust among customers
- Gained education and networking opportunities from the PGS training ,online webinars and exposure visits
- To ensure there is constant supply of their products, the group members has adopted planting calendars whereby each plant the crops at different times



Challenges to overcome

- The demand for organic vegetables and herbs is high, hence group lacks enough production capacity to meet the market demand
- Lack of water for irrigation since the group's farms are in a semi-arid area



Harvesting Knowledge, Growing Organically



Shared Vision

Economically empowered, motivated, and healthy farming communities able to grow and supply organic produce to sustain a happy clientele in Uganda.

Main Activities

- Village Savings & Loan Association, grow organic vegetables, collective marketing
- Home & office deliveries
- Village market [coming soon]

Horizontal Governance



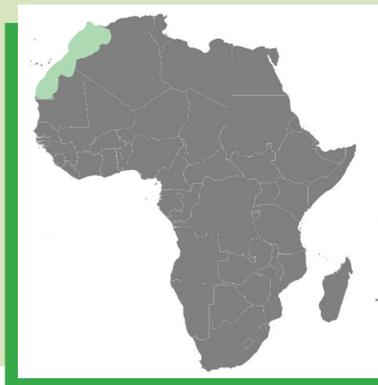
Lessons Learned

- Need to have a shared vision to keep PGS together.
- Organic produce market demand is growing exponentially.
- Need to have organized & consistent production to sustain supplies in the market.
- Trust is everything – our clientele have trust in us through the trusted intermediary.
- Family farming model beneficial.

Challenges to Overcome

- Having reliable supplies, organizing production for consistency in supplies,
- No PGS certification since 2012, limits growth & recognition.
- Logistics costs that come with growing demand.
- High Investments on-farm & marketing structures.
- Access to land especially for women .
- No protection by policy





Harvesting Knowledge, Growing Organically



Shared Vision

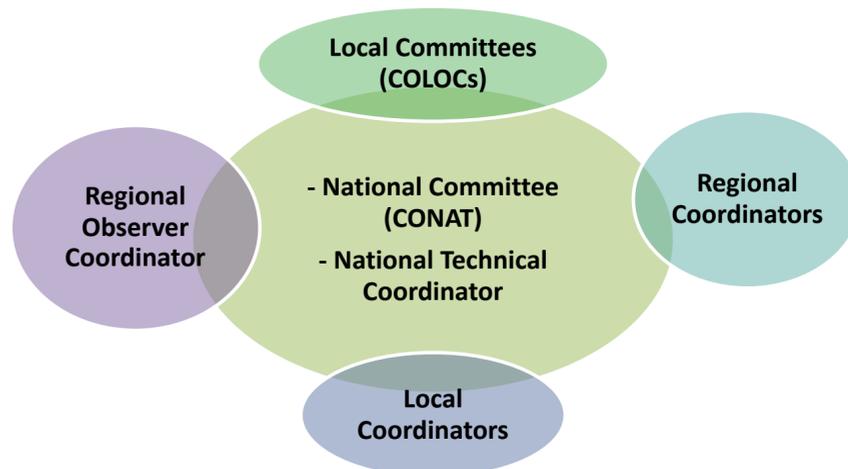
Cultivating an alternative agricultural model in Morocco that respects both the environment and society, empowers producers, and contributes to establishment of food security



Main Activities

- Development of agro-ecological production specifications.
- Implementation of labelling campaigns for diverse products, including apiculture (beekeeping) and aviculture.
- Ongoing expansion into new regions, with a particular emphasis on the Region of Rabat-Salé-Kenitra and Marrakech-Safi.
- Active engagement and Proactive involvement with stakeholders, encompassing producers, consumers, and intermediaries.
- Regular training sessions for members and survey teams.

Horizontal Governance



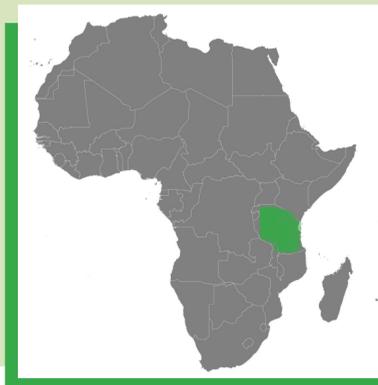
Lessons Learned

- The need for active communication and advocacy for stakeholder recognition, particularly from the Ministry of Agriculture.
- Challenges, such as water resources management, have been identified and transformed into opportunities for learning and improvement.
- Solidarity and engaged pedagogy are crucial in addressing challenges, creating a supportive network among participants.

Challenges to Overcome

- Water management in PGS farms
- Customizing communication for local producers, employing their native languages such as Darija and Berber, ensures effective engagement and understanding
- Administrative support for labelling requests, encouraging producer collaboration in administrative tasks
- Appointing regional leaders plays a pivotal role in guaranteeing the self-sufficient and independent operation of the system





Harvesting Knowledge, Growing Organically



Shared Vision

To collaborate in implementing production activities for crops and livestock production and entrepreneurship so that we jointly fight against poverty and increase our income.

Main Activities

The main products

- Sunflower, Milet, peanuts and vegetables

Activities

- Agriculture including crop and livestock production, VICOBA and entrepreneurship. We are using the Farmers Families Learning Group (FFLG) approach

Horizontal Governance

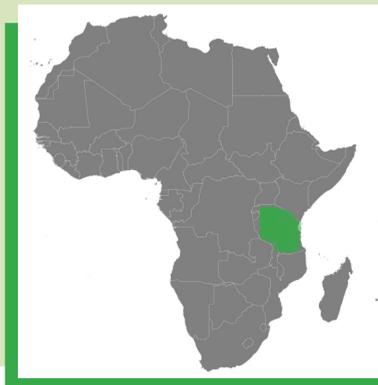


Lessons Learned

- FFLG approach blends well with the PGS system as it encourages on farm learning to every member farmer.
- OA improves health of the family as we can now harvest varieties of products from one farm.
- Continous learning from each other is very important to increase our scope and promote our products.

Challenges to Overcome

- Less commitment from the members is discouraging.
- Climate change especially drought considering dodoma is a very dry area and most of the farmers depends on rain water for irrigation.



Harvesting Knowledge, Growing Organically

Shared Vision

Economic empowerment through marketing of organic products and strengthen the capacity of each group member to improve their skills on farming.

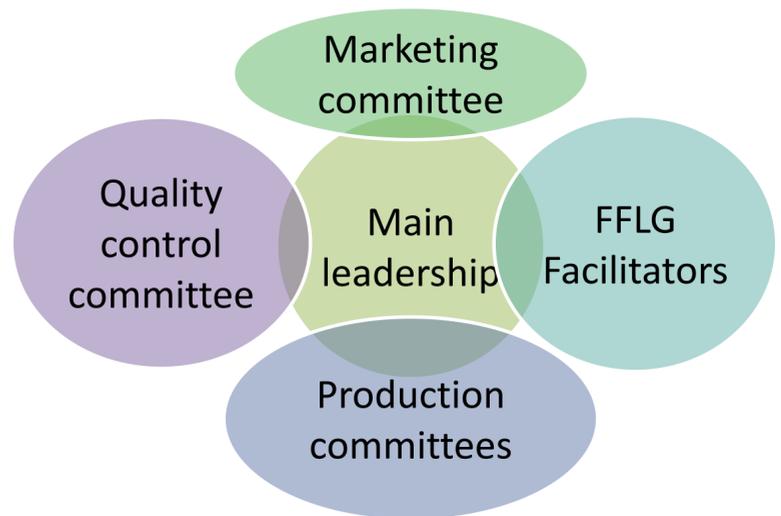
Main Activities

- The main products
- Beetroots, bell peppers (red, yellow and green), fruits, spices

Main Activities

- Rotational visits
- Farming
- Marketing

Horizontal Governance



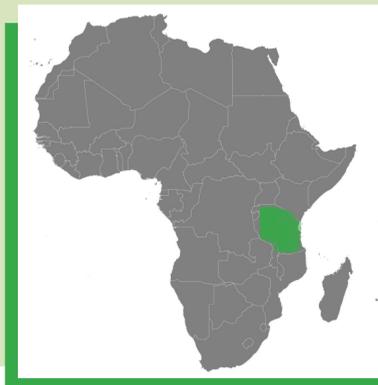
Lessons Learned

- There has been increasing demands for Organic products especially in tourist hotels.
- Kilimo hai mark has not been enough promoted to consumers.
- A need for government to formalize the pgs at the local level through registering them for supervision of its operations and control the use of the mark.

Challenges to Overcome

- Roles and responsibility of stakeholders within the PGS are not clearly defined and so farmers in the PGS are left all alone to implement the system while it should be a participatory one.
- Low awareness on kilimohai mark limit the marketing for organic products from certified groups.





Harvesting Knowledge, Growing Organically



Shared Vision

To eliminate existing conflicts between farmers and pastoralists through organic farming to protect our environment and increase productivity through joint activities and fairness among the members.

Main Activities

- **List the main products**
- Cassava, fresh and value added vegetables, rozale, sunflower products, fresh and dried fruits, Moringa products and livestock products including poetry and cows
- **Main Activities**
- Farming, processing and value addition to both crops and animal products.

Horizontal Governance



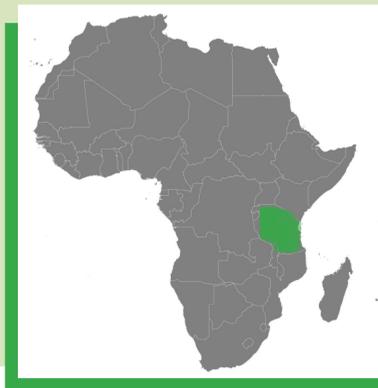
Lessons Learned

- OA is good and improves soil in the long run.
- PGS is very instrumental in strengthening the relationship among members.
- Capacity building to stakeholders on the PGS system is important so that they can support the farmers in the PGS.

Challenges to Overcome

- Marketing during the high season the price is very low regardless of the organic status.
- Market recognition on the kilimo hai mark is still very low
- Making biopesticides is very tiresome especially for farmers with large farms
- High price for the available biopesticide





Shared Vision

To produce safe food for human and animal health while conserving our environment and biodiversity and ultimately to improve economic livelihood of the members..

Main Activities

The main products

- Ginger products, tumeric products, vegetables and maize.

Activities

- Value addition,
- capacity building, Establishing demoplots.

Horizontal Governance



Lessons Learned

- Organic agriculture is good for iur health and protects the environment.
- Food security can be achieved if all actors are engaged in the food systems and have a comon understandinfg rather than working in isolation.
- The is a growing demand for organic products is high and farmers have not been prepared to have enough supply.

Challenges to Overcome

- Limited Organic bioinputs for pests and disease managment.
- High compition from the conventional stakeholders.
- Low public awareness of the organic products and its benefits
- Unreliable market that recognizes the value of our products
- Lack of enough training institutions based on OA that can reach farmers directly.





Shared Vision

The main vision of the group is to work together to improve the livelihood through agriculture and entrepreneurship activities.

Main Activities

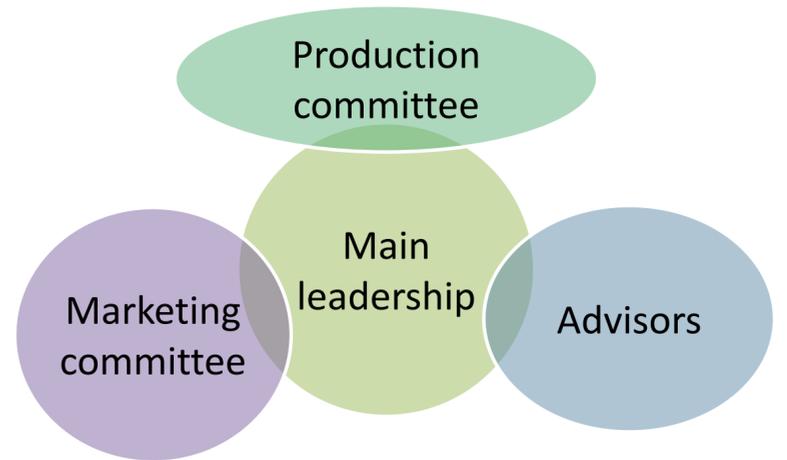
The main products

- Rice, mbaazi, ufuta, mbogamboga, korosho, indigenous seeds

Services

- Indigenous seed bank that supplies the seeds to farmers

Horizontal Governance

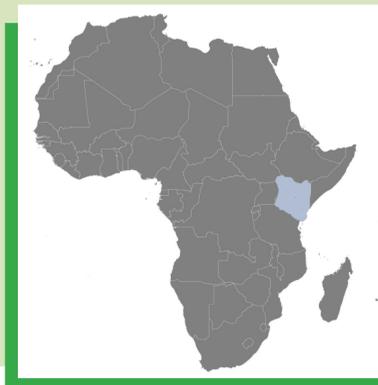


Lessons Learned

- Organic agriculture practices of using the locally available materials in the production has been a very helpful to smallholder farmers who can not afford to buy the conventional products.
- Diversity in farm production and economic activities among PGS members has increased the resilience towards shocks.

Challenges to Overcome

- The societal perception of Organic agriculture as being a primitive way of farming and so they do not support the PGS system operations.
- Shortage of water and irrigation systems to the farms and so affects the productivity.
- Lack of reliable markets for organic products.



Harvesting Knowledge, Growing Organically

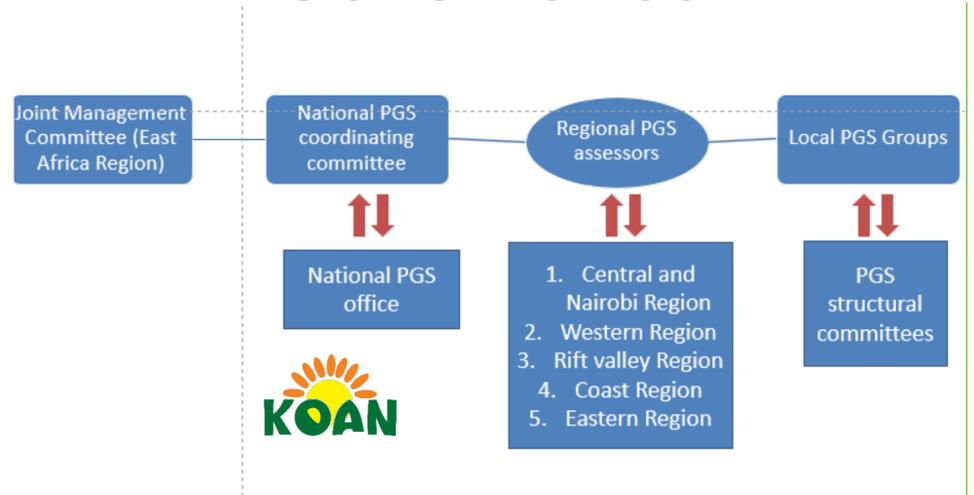
Shared Vision

Building Trust and Kilimohai Guarantee Through PGS

Main Activities

- Platform for all PGS in Kenya to Network and learn
- Provide voice to all Organic farmers in Kenya
- Create platform for approval of new and existing PGS in Kenya

Governance



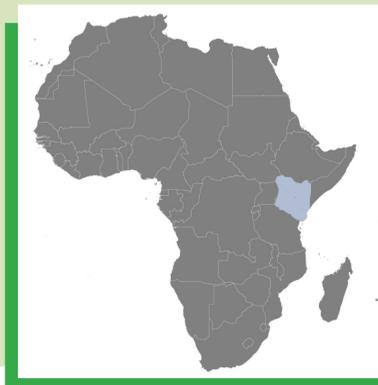
Lessons Learned

- A strong committee is essential to make sure PGS in Kenya is mainstreamed
- The goal of PGS is to provide organic farmers with not just access to organic markets but to opportunities for networking and growth.
- For PGS to be sustainable there needs to be independence from over reliance on NGOs.

Challenges to Overcome

- Greater involvement of Youth into PGS groups and PGS leadership.
- Making the National PGS workshop a sustainable endeavour.
- Strengthening PGS groups to Be PGS instead of DO-ing PGS





Harvesting Knowledge, Growing Organically

Shared Vision

To be the leading provider of dried organic vegetables, fruits and herbs

Main Activities

Main products

- Managu (black night shade)
- Saga (spider plant)
- Terere (amaranth)
- Kunde (cowpeas leaves)

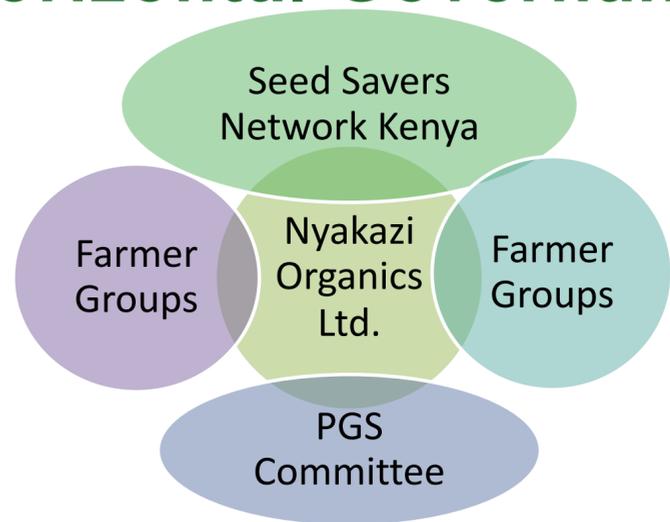
Services

- Value addition

Activities

- Monthly meetings with farmers
- Village trainings to farmers
- Knowledge exchange among farmers and stakeholders

Horizontal Governance

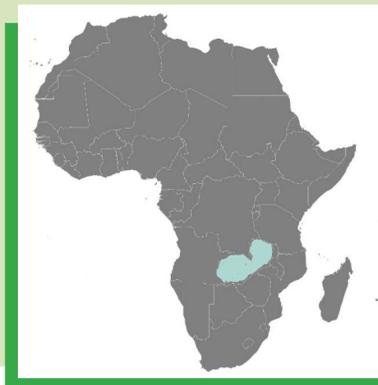


Lessons Learned

- The PGS has empowered farmers through the systems.
- It has build good relationships with farmers and stakeholders.

Challenges to Overcome

- Conflicts of interests in the PGS systems as most of them want to be in leadership positions.



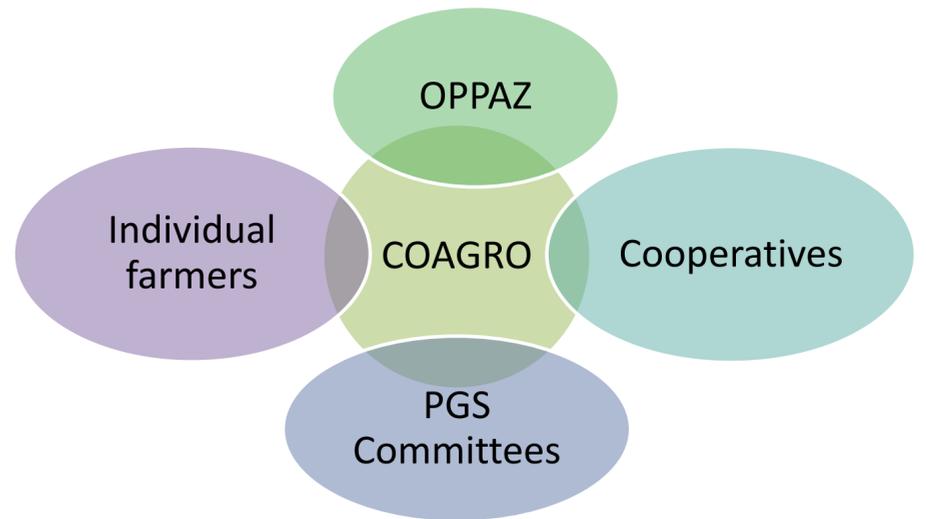
Shared Vision

Strengthening Organic production of agricultural produce.

Main Activities

- Training Farmers, in marketing, organic practices.
- Coordinate quality assurance among farmer members.
- Preparing planting material for avocado

Horizontal Governance

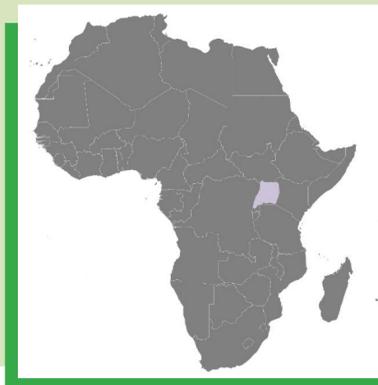


Lessons Learned

- The PGS approach offers an opportunity to explore and benefit from local markets and to promote local consumption of organic inputs.
- There is a need to build consumer confidence.
- PGS is an effective way of promoting knowledge sharing.
- It can be a stepping stone towards developing export market trade

Challenges to Overcome

- Convincing smallholder farmers to go organic.
- Sourcing organic seed.
- Finding a willing market for organic products for the right price.



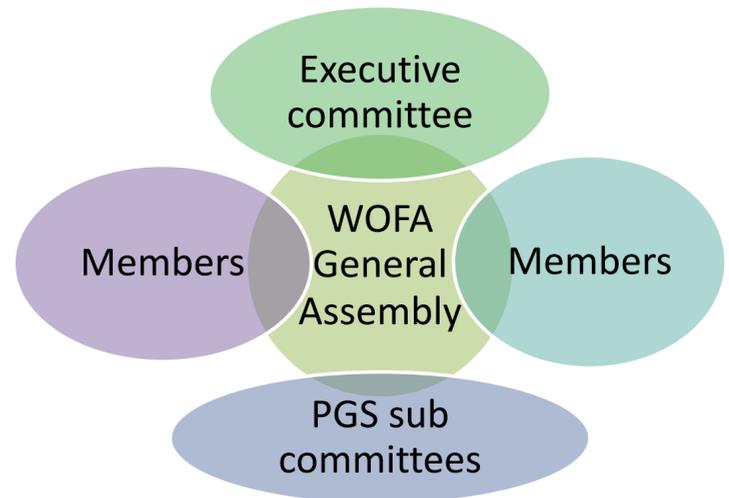
Shared Vision

To enable organic smallholder farmers access markets

Main Activities

- Mixed farming production: coffee, bananas, beans, local leafy vegetables, rearing local chicken, rabbits, cattle, etc.
- Train other smaller farmer groups in the area to adopt organic practices,
- Produce banana cultivars using tissue culture.
- Group marketing of produce through PGS

Horizontal Governance



Lessons Learned

- Translation of EAOPS into internal Standard for our PGS operations.
- Working closely with local government, Buganda Kingdom, Civil Society Organizations.
- Having committed vision bearers has kept PGS together.
- Need for continuous institutional support.

Challenges to Overcome

- Combination of poor agriculture practices.
- Low technological adaption i.e lack of irrigation facilities and device checkup for only organic products.
- Insecurity over land ownership.
- Poor access to poor extension services.
- Low poor inputs and lack of credit.
- Organizing production for business/marketing





Harvesting Knowledge, Growing Organically

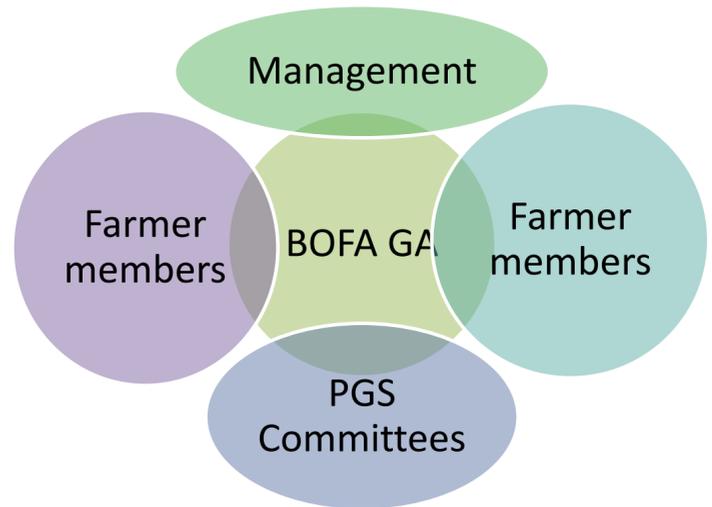
Shared Vision

To improve quality of life for farmers and micro enterprise through market oriented farming and economic sustainability.

Main Activities

- Train farmers on organic farming standards.
- Marketing organic coffee for members.
- Access credit, pay members upfront.
- Process coffee, add value.
- Incorporate PGS in Association activities

Horizontal Governance

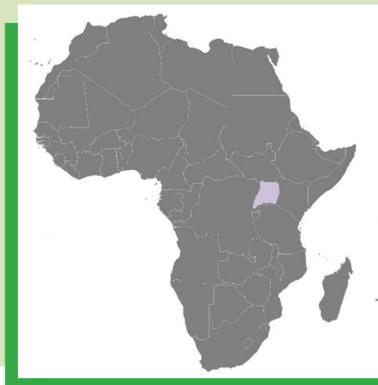


Lessons Learned

- PGS initiative still very new
- Create or look for premium organic markets so that the farmers don't feel like a waste of energy to grow organic.
- Access financing to be able to buy the organic product from the farmers. It sounds useless the farmer to grow it organic and sell it conventional
- Involve the youth. These will drive the organic sector today and tomorrow. Fit the youth at levels of the value chain where they feel most valuable.

Challenges to Overcome

- Pay farmers premiums for organic products
- Add value to the organic product, to attract better prices and incomes.
- Activate & encourage youth and women participation.
- Increase advocacy by involving policy and decision makers.



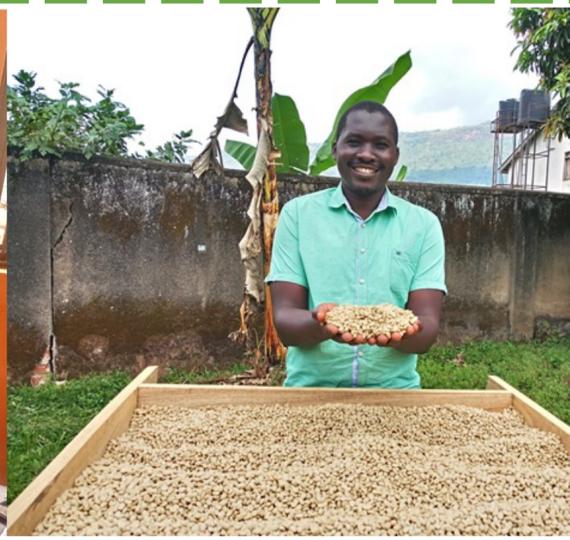
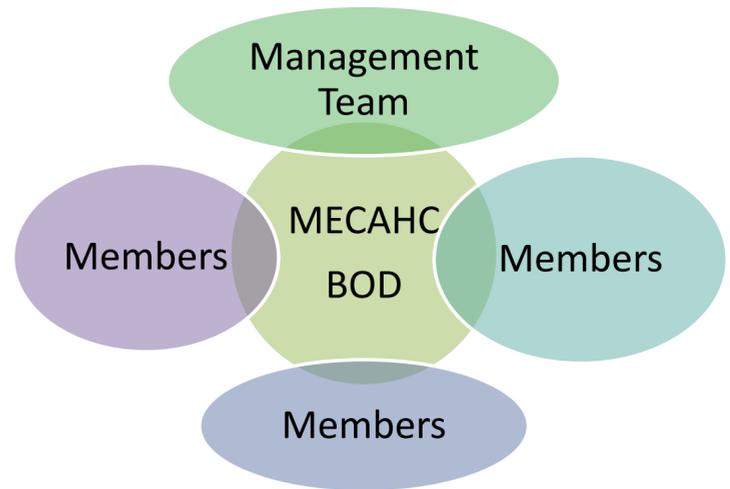
Shared Vision

Thriving smallholder coffee & honey farming communities

Main Activities

- Food security.
- Bee integration
- Roasting integration
- Fruit and vegetable solar drying
- Gender Inclusion.
- Climate (Coffee shade trees planted, energy efficient stoves,).
- Youth and women coffee Initiatives.
- Household Income Security.

Horizontal Governance



Lessons Learned

- It is an opportunity to incorporate PGS in an existing cooperative geared towards export markets to exploit and benefit from local markets.
- PGS is still a new venture for MECAHC

Challenges to Overcome

- Understanding the Principles of PGS
- How to establish sustainable local markets to benefit from the PGS initiative

Annex 6: Pre and Post Exchange Surveys

1. Pre-Exchange Survey Questionnaire
2. Results of the pre-exchange survey
3. Post-Exchange Survey Questionnaire

PGS Best Practices Exchange for East Africa

Registration form for the IIABA PGS workshop

* Indicates required question

1. Email *

2. Full name *

3. Gender *

Mark only one oval.

- Male
- Female

4. Age *

Mark only one oval.

- Under 18
- 18-35
- 36-45
- 46-55
- 56-65
- >65

5. Organization/Institution *

6. Name of your PGS *

7. Country in which your PGS operates *

Mark only one oval.

- Burundi
- Kenya
- Morocco
- Madagascar
- Mauritius
- South Africa
- Tanzania
- Uganda
- Zambia
- Other: _____

8. Role in the PGS (founder, leader, producer, coordinator, consumer, ...) *

9. Status of your PGS *

Mark only one oval.

- Operational
- Under development

10. If operational, how many producers are in your PGS ?

11. What products are produced by farmers certified through your PGS? *

Mention at least 10 common products

12. What are your expectations as to the outcomes of the Regional Best Practices Exchange? *

Please answer precisely (example : meetings with different stakeholders, advices, experience-sharing, problem-solving, help with decision making, ...)

13. What topics would you like to discuss at this meeting with the other PGS ? *

List up to 5 topics

14. Can you list the main challenges encountered in your PGS? *

Maximum 3 challenges

15. Could you list the best practices used in your PGS or country that you would like to share ? *

List up to 5 best practices

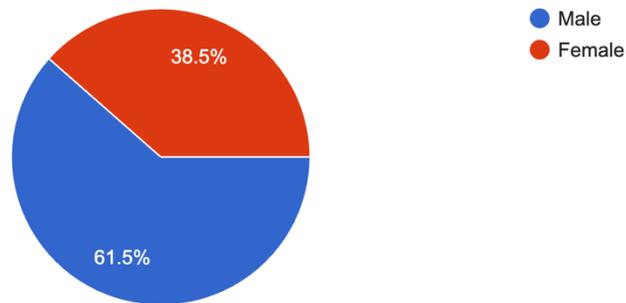
16. What are the future plans of your PGS ? *

17. Telephone number to contact you directly (Whatsapp)

- Results of the Pre-Exchange Survey**

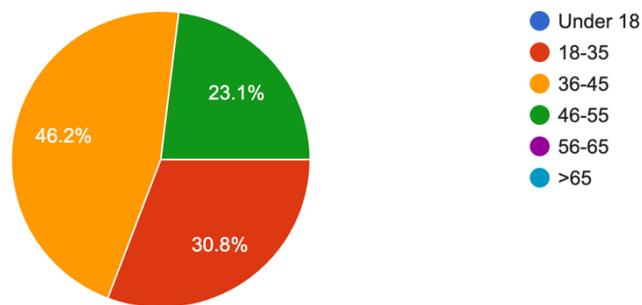
Gender

13 responses



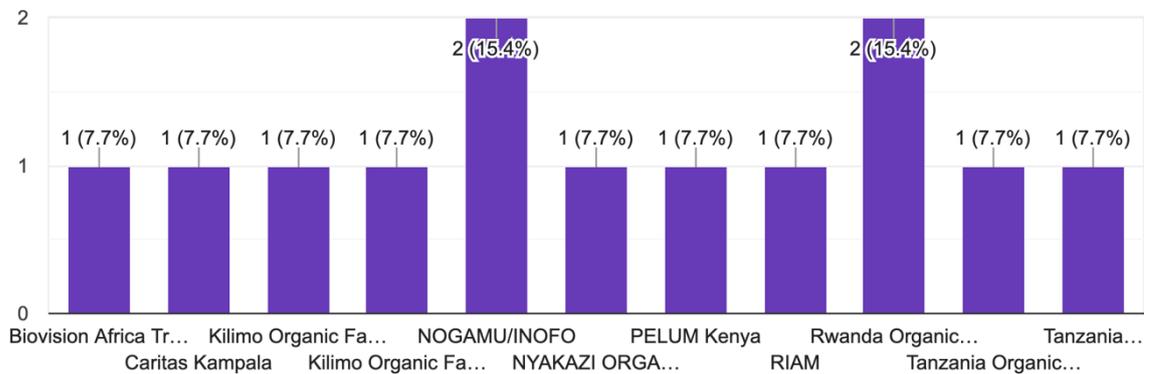
Age

13 responses



Organization/Institution

13 responses

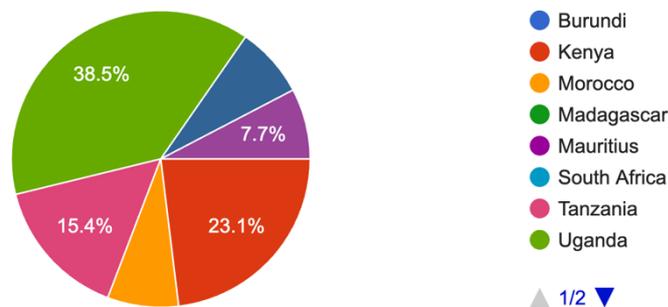


Name of your PGS (13 responses)

1. SPG agroecologie Maroc
2. Abagalana
3. Dodoma
4. NYAKAZI ORGANICS PGS
5. Nyamugasana
6. We are in process of establishing them
7. We are in the process of shaping PGS in Rwanda
8. Tanzania
9. Nyamugasana Valley Cooperation
10. Mt. Elgon Coffee and Honey Cooperative
11. Freshveggies pgs
12. 3000 Noya
13. 3000 Friends Nooya PGS group

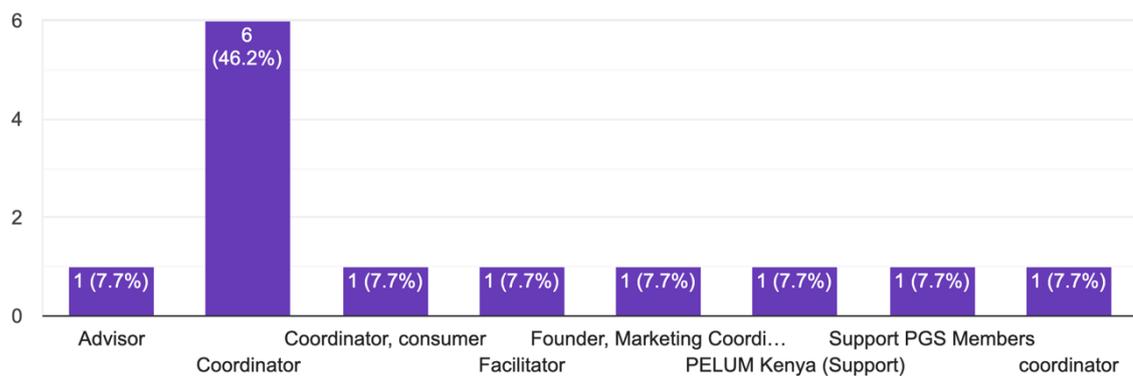
Country in which your PGS operates

13 responses



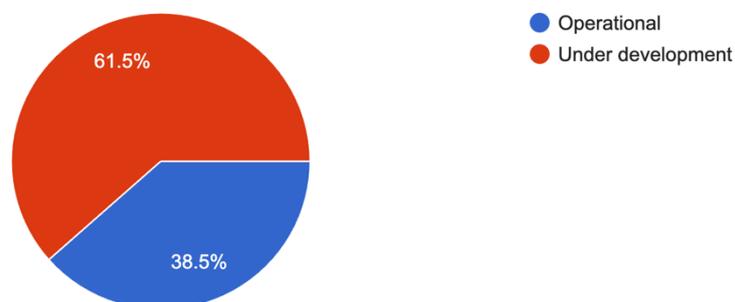
Role in the PGS (founder, leader, producer, coordinator, consumer, ...)

13 responses



Status of your PGS

13 responses



If operational, how many producers are in your PGS ? (6 responses)

1. 60
2. 15 groups
3. Not operational
4. 1000
5. 18
6. 17

What products are produced by farmers certified through your PGS?

Mention at least 10 common products (13 responses)

Vegetables, fruits, chicken, eggs, honey
Fresh vegetables, dried vegetables, Fresh tubers (cassava, yams), sweet potato, hand crafts, spices, herbs, wines, juices, local chickens and their products
Spices
traditional leafy vegetables
1. Managu(black night shade)
2. Saga(spider plant)
3. Kunde(cowpeas leaves)
4. Terere(amaranth)
5. pumpkin leaves
honey, beans, potatoes, castor oil, candle wax, coffee
PGS groups under development
vegetables, avocado, pineapple Irish potato, banana plantain , maize, sweet potato,
pineapple, but nuts, avocado, sunflower, Simsim, groundnuts, cloves, eggplant, bambaranuts, cucumber.
Honey, castor oil, coffee, beans, candle wax, cassava, Irish potatoes, mangoes

Coffee, honey, hibiscus, fresh & dried fruit: mango, Jack fruit, pineapple, fresh and dry vegetables: cabbage, kale, eggplants, banana
African kale, Amaranth, carrots, Charlotte, lettuce, cabbages, avocado, spinach, apple bananas, sugarcane
Small scale Vegetables
Assorted vegetables

What are your expectations as to the outcomes of the Regional Best Practices Exchange?

Please answer precisely (example : meetings with different stakeholders, advices, experience-sharing, problem-solving, help with decisionmaking, ...) (13 responses)

Advantages and constraints
Learning from how PGS works in different countries, creating networks for future interaction on PGS
Experience sharing and meeting with different stakeholders
Meeting with different stakeholders and sharing experiences
coordinated PGS operationalization, funding for PGS
Meeting with other stakeholders, sharing experience, learning from others' experience
learn from others , how to make the PGS operational and how farmers own the process
Get more insights, knowledge, and share experiences with other stakeholders in regard to PGS
Experience sharing, networking, capacity building, collaborations, joint resource mobilisation
Learning more about how to operate a PGS and networking.
To learn more about how to operationalize PGS principles in practice.
Learn on sustainability of PGS Groups and making it farmer-driven
I expect to exchange, share, and benefit from the experiences of other participants about PGS best practices and other learnings. I expect to network, exchange and explore collaborations that will make PGS work better and a reality.

What topics would you like to discuss at this meeting with the other PGS ?

List up to 5 topics (13 responses)

Collectif pgs
1) PGS operational models 2) Why is PGS for small scale farmers? 3) Visibility and consumer engagement 4) Success factors for PGS sustainability
Certification issues, EAOPS, marketing strategies and initiatives
value addition of traditional green leafy vegetables
Joint fundraising, exchange learning to successful PGS, Experience sharing,
The PGS establishment procedure, Stakeholders involvement in PGS groups, Leadership structure and its its interactions with other committees.
marketing of organic products locally, farmers ownerships of the PGS

Guidelines to be followed in the establishment of PGS, Roles, and functions of the different committees within PGS, Sustainability of PGS, PGS structures, Group dynamics within PGS.
Market sustainability for PGS products, opportunities for supporting pgs development for small holder farmers, creating more opportunities for the pgs as a recognised marketing tool.
Understanding the principles of pgs 2. How to set up a sustainable local marketing system
How to come up with the cost of PGS certification within an institutional framework from pgs group level to national level.
Sustainability of PGS Certification, Simple formation of PGS Groups
1) What are the key elements of a functional PGS group; (2) How we can develop regional, national, and local governance and support systems for PGS to be functional and work better; (3) What is the roadmap for enhancing the momentum for PGS in our countries; Does PGS work and has a potential to contributing to organic product trading, if yes, what is the foreseeable future?

Can you list the main challenges encountered in your PGS?

Maximum 3 challenges (13 responses)

Humain ressources, trust, control
1) Consumer sustainability 2) Little government support to PGS 3) How to certify livestock products as organic
Limited access to organic input for large producers, and involvement of stakeholders in the PGS activities
we are new and ready to learn
Consumers not offering good price, inconsistent production, limited funding for trainings
Local organic market is not yet developed,
Ownership by the farmers , market of organic products on the local market not developed
1. Greater involvement of Youth in PGS groups and PGS leadership. 2. Involvement of all stakeholders in the value chain. 3. Strengthening PGS groups to Be PGS instead of DO-ing PGS
Lack differentiation pgs and conventional products, limited knowledge about establishing and maintaining pgs, limited support- financial and technical. It is a tool that is underrated which could benefit local consumers
We are the starting stage. The farmer members off-taking/buying-in the idea, adoption
1. No PGS certification, 2. How to achieve consistency in supplies to consumers. 3. How to handle logistics for a sustainable business following the PGS model.
Market sustainability
(1) Membership retention and lack of strategies to increase group membership; (2) Uncertainty of sustainability of the PGS group beyond project/NGO support; (3) The group's capacity is limited to produce product quantities that can meet consumer demands including the demands of other markets/enable them to access other markets; (4) Product branding lacks

Could you list the best practices used in your PGS or country that you would like to share ?

List up to 5 best practices (13 responses)

Practices Exchange, community,
1) Increased food security
2) Increased social capital
Crop rotation, composting, mulching, intercropping and manure applications
value addition of traditional green leafy vegetables
trust among members, organic practices adherence, involved all members in decision making
Crop rotation, intercropping, soil erosion control techniques, compost making
some group of farmers started to go for organic specifically into PGS
0
The FFLG approach as a potential approach towards trust building and sustainability of the pgs structures
We are still new to pgs
1. How to identify a shared vision - to get started. Mechanisms of ensuring participation, trust and transparency. How to attract and keep customers
Calendar planting, Online marketing
1. The PGS group has internal committees in place and working; (2) The group has been able to organize itself and with support from a Community-Based Organization (CBO) called C-SHEP has rented a shop where they sell their PGS-certified organic vegetables and other products. (3) Nationally, a national Committee is being formed to oversee the operations of and offer guidance to the PGS groups across the country

What are the future plans of your PGS ? (13 responses)

Working on marketing
1) Consumer awareness campaigns
Exportations
empower more people in the system
selling to local tourist hotels
Help farmers establish and develop PGS groups in Rwanda
Engaging more farmer groups to go PGS and provide more training on PGS
Organize PGS structure from group level up to National including all stakeholders within the value chain
Working with local hotels- Mweya safari Lodge, kibble national Park. 2. Established local marketing for the pgs products 3. Training local teams of experts on pgs
To have more products, more farmers joining the scheme to sustain markets
We are partnering with a social entrepreneur to link our pgs and other pgs groups to a new standing daily organic market, resume the delivery scheme with better logistics management plan.
Increase production of organic products

PGS Best Practices Exchange for East Africa

Post-Exchange Survey

* Indicates required question

1. Email *

2. In which country do you live? *

Mark only one oval.

- Burundi
- Ghana
- Kenya
- Morocco
- Rwanda
- Tanzania
- Uganda
- Zambia
- Other: _____

3. What type of organization do you work for? *

Mark only one oval.

- Support NGO
- NOAM
- PGS
- Farm enterprise
- Trading enterprise
- Government/Public agency
- Research & education
- Other: _____

4. Gender *

Mark only one oval.

- Female
- Male

5. Age *

Mark only one oval.

- <18
- 18-35
- 36-45
- 46-55
- 56-65
- >65

6. The following are the objectives that we set for the Exchange. To what extent do you think these objectives were reached? *

Check all that apply.

	Not at all	Some were reached	No comment	Mostly reached	Fully reached
To improve knowledge about and functioning of PGS in Eastern Africa	<input type="checkbox"/>				
To build horizontal collaborations among established and emerging PGS in Eastern Africa	<input type="checkbox"/>				

7. How confident do you feel to use what you have learned to assist you in conducting your work? *

Mark only one oval.

1 2 3 4 5

Not Fully confident

8. How relevant was the PGS Best Practices Exchange to your current job? *

Mark only one oval.

1 2 3 4 5

Not Highly relevant.

9. How do you rate the PGS Best Practices Exchange overall? *

Mark only one oval.

1 2 3 4 5

Very Excellent

10. How do you rate the following sessions? *

Check all that apply.

	Very Bad	Bad	Neither good nor bad	Good	Excellent
6 Elements of PGS (post-its work)	<input type="checkbox"/>				
Peer Review Mechanisms (Moving Debate)	<input type="checkbox"/>				
Internal Governance of PGS (Fish Bowl)	<input type="checkbox"/>				
Financial Autonomy of PGS (World Cafe)	<input type="checkbox"/>				
ICS vs. PGS (Fish Bowl)	<input type="checkbox"/>				
Market Planning (Group work)	<input type="checkbox"/>				
Gender Issues (Moving Debate)	<input type="checkbox"/>				
Inclusiveness (Small Group Discussion)	<input type="checkbox"/>				
Decision-making (Small Group Discussion)	<input type="checkbox"/>				
Leadership & Scaling Up (Timeline)	<input type="checkbox"/>				

(Timeline)

11. Are you satisfied with the Facilitators of the PGS Best Practices Exchange? *

Mark only one oval.

1 2 3 4 5

Very Highly Satisfied

12. Would you like to leave any comment or suggestion for the organizers for the Exchange? *

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