



# FFLG FACILITATORS' HANDBOOK

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ORGANIC  
**FFLG**  
ACADEMY

# CONTENT



## HANDBOOK FOR FFLG FACILITATORS

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The Organic FFLG Academy, Kilimo Organic Farmer Learning Centre (KOFLEC). The Academy is established as a part of the program "Empowerment of small-scale farmer families through resilient democratic rural organizations, organic agriculture, market access and advocacy". The Program is implemented by Caritas Kampala, Uganda Rural Development and Training program (URDT), Tanzania Organic Agriculture Movement (TOAM), UWAMWIMA and Organic Denmark. The program is financed by CISU, Civil Society in Development.

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**01 RESILIENT ORGANIC FARMING METHODS**

**10 COLLECTIVE MARKETING**

**19 TOOLS FOR FOLLOW UP & SYSTEM ANALYSIS**

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## FARMER FAMILY LEARNING GROUPS

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**24 REFERENCES**



# RESILIENT ORGANIC FARMING METHODS

During FFLG operations, FFLG facilitators are tasked to provide solutions to challenges hindering crop and livestock production. Some of these challenges include soil nutrient depletion, climate variability, water stress, pest and diseases, socioeconomic constraints and limited access to agro-inputs. Resilient organic farming methods that aim at solving a combination of challenges, improve productivity, are socially accepted, ensure protection of environmental health and are suitable for adoption by smallholder farmers.

The indicators of a farm where organic resilient methods are implemented include: improved nutrient cycling, conservation of some areas on the farm, water management systems, agro-biodiversity management systems, ecological pest management technologies, planting material and seed systems management and livestock breed management. Since most farmers already have the knowledge of farming through experiential learning, this module will build on their knowledge.

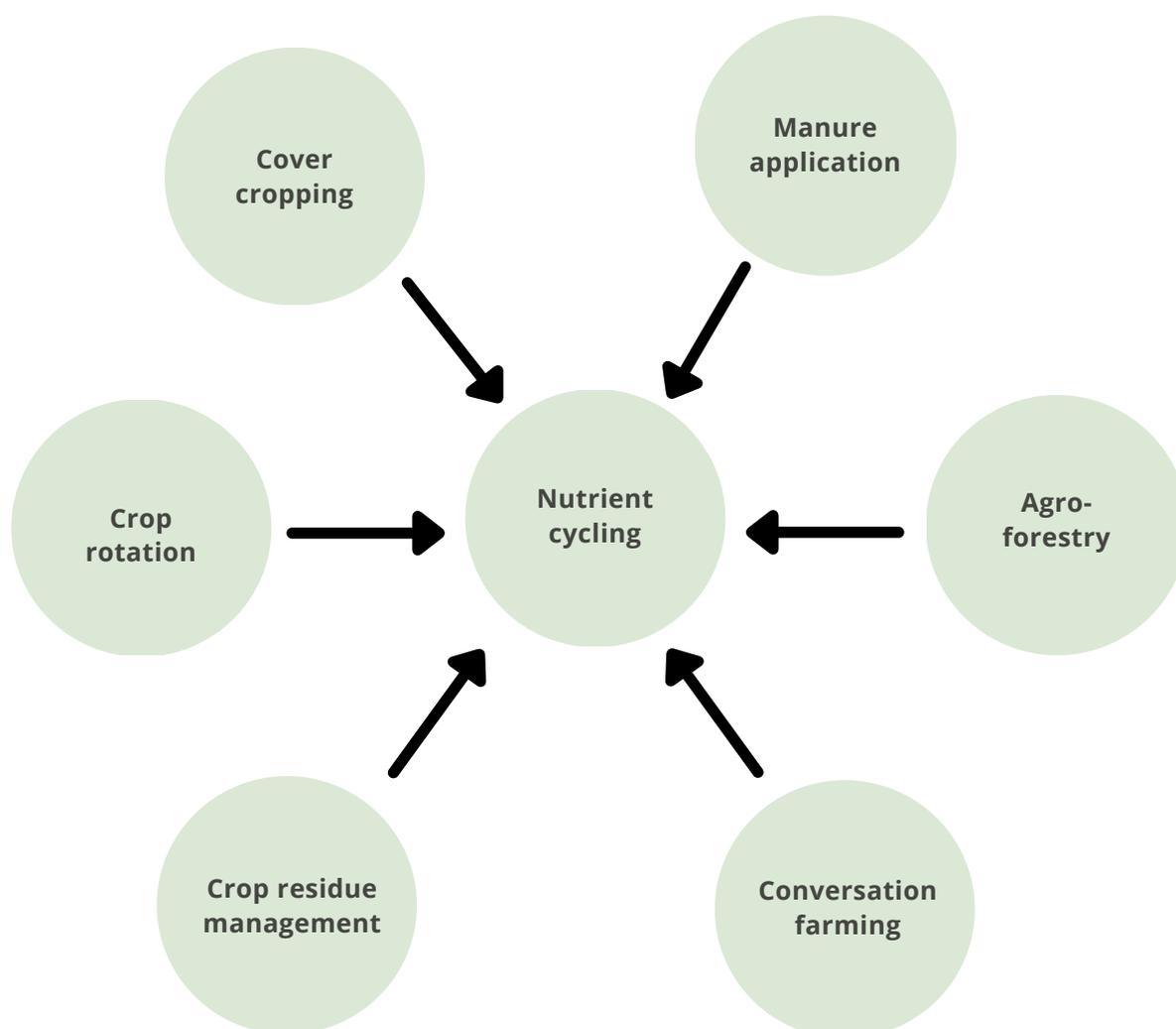
## **Delivery methods:**

- Demonstration on the farm (living labs) where farmers will learn by doing
- Farmer exchange visits to various farms for farmers to learn from each other

### **Nutrient cycling**

These solve challenges of soil nutrient depletion, which is common on smallholder farms. This soil nutrient depletion is caused by a number of factors including nutrient mining, poor farming methods, soil erosion and use of herbicides that kill the useful soil microorganisms. This can be solved through integration of a combination of different practices for improving nutrient cycling on a farm.

*Resilient practices for nutrient cycling on a smallholder farm:*



## Crop rotation

Growing of different crops following a sequence. Selection of crops to integrate should be guided by different characteristics. For example, the crop morphology, and pests and diseases affecting the crops to integrate in a rotation plan should be understood. This can enable the farmer to implement a proper rotation plan.

An example of a proper rotation plan recommended to farmers with a description of the common crops per family have been developed following the principles of crop rotation.

- Crops of the same family should not follow each other
- Shallow feeders and heavy feeders should alternate
- Legumes must be integrated into the system
- Fallow period should be allowed at the end of the rotation. For enhanced soil fertility replenishment, the land under fallow should be planted with fast growing leguminous tree /cover crops so that the biomass produced by the cover crops can enrich the soil with organic matter upon decomposition

Example of a proper rotation plan:

	Plot 1	Plot 2	Plot 3
Year 1, season 1	Cereal/grain legume	Vegetable	Root crop/grain legume
Year 1, season 2	Vegetables	Cereal/grain legume	Root crop remains
Year 2, season 1	Eggplants	Vegetable	Fallow
Year 2, season 2	Cereal/grain legume	Fallow	Cereal/grain legume

Cereals: maize, rice, millet, sorghum, oats, teff, barley

Grain legumes: Beans, g. nuts, peas, soya beans

Forage legumes: Mucuna pruriens, Desmodium spp, Lab lab

Root crops: Cassava, sweet potatoes, yams

Vegetables: Tomatoes, Amaranthus spp, cabbage, okra, onions, green pepper

## Method

The facilitator asks each participant or group of participants to prepare his/her own 4-year crop rotation plan following the highlighted principles. Each participant/group should present their rotation plan. This should be followed by discussions geared towards improving the plans. Materials required: Manila paper/ flip chart, markers and masking tape

## Cover cropping

Cover cropping increases organic matter when the leaves decompose, minimizes soil erosion hence maintaining soil organic matter and the nutrients therein, keeps the soil moist even during the dry periods. Most cover crops are fodder to livestock. There are both leguminous and cereal cover crops. Leguminous cover crops include *M. pruriens*, beans, cowpea, lab lab, *Desmodium* spp, etc. cereal cover crops include Guatemala, alfalfa, elephant grass.

The cover crops can be intercropped or used to reinforce soil and water conservation structures, provision of dry matter for mulching. Green manure can also be obtained from the cover crops before they flower.

## Method

The facilitator will ask each of the participants to brain storm on more examples of cover crops, their uses and experiences.



## Agroforestry

This is the integration of trees into the farming system (for details on agroforestry refer to the agroforestry manual). This can be through different practices such as:

- Agrosilviculture that involves the integration of trees in crops. Trees that can fix nitrogen, provide shade for shade-loving crops and break wind in addition to socio economic uses can be planted under this system. The trees can be planted under the alley cropping system (lines of trees in between crops), planted in the boundaries or planted in fences. Examples of trees to introduce under this system include Albizia species, Calliandra ssp, Leauceana spp
- Silvo-pastoral that involves integration of trees in pasture and livestock farms. The trees can be planted in the farms, used as fences or established as fodder banks. Leguminous trees such as Albizia species, Calliandra ssp, Leauceana spp that can be used as fodder, shade and other soil and water conservation practices are placed under this category.
- Entomoforestry where trees are planted to provide forage and habitat for useful insects such as bees. Trees with flowers such as Calliandra ssp can be used for that role.

## Method

The facilitator can ask the participants to share their experiences with agroforestry. The participants can also be taken to farms with different agroforestry practices for learning and knowledge exchange.

### **Trees on a farm can provide different benefits/services:**

- They are a source of food and very rich in nutritional content especially from the fruits
- They absorb nutrients from deeper layer of the soil and bring them closer for absorption by crops
- Regulate the microclimate at farming system level and contribute to rainfall formation at landscape level
- The leaves decompose to form soil organic matter
- Leguminous trees fix nitrogen into the soil
- Trees provide shade to livestock and shade loving crops
- They provide fodder to livestock
- Act as windbreaks hence minimizing wind erosion
- Hold soil particles minimizing erosion by water
- Habitat and source of forage for useful insects such as bees

## Manure application

Examples include Farmyard manure, compost manure, green manure, liquid manure, mulch decomposition and vermiculture. Materials to use in manure preparation include kitchen refuse, crop residues, grass, animal wastes, etc.

Steps for preparing each of the types:

### 1. Site selection and preparing

- Select a site where composting material (e.g. dung, crop residues and kitchen refuse) can easily be transported.
- Protect the site from strong sunlight and wind or select a site under the shade of a tree
- Fence off the pit to prevent people and animals from falling into it.
- Avoid the site that floods.
- Digging the pits.
- One should aim at making three pits, which are close to each other.
- The pit should be 1 metre deep, 1–1.5 m wide and 1–1.5 m long (or longer)

### 2. Filling the compost pit

Three layers of compost material are required. The basic sequence is:

- Layer 1: This is comprised of dry plant materials, or mixture of dry plant materials with compost making aids like good soil, manure and/or some ashes. This layer should be 20–25 cm thick. The compost making aids should be mixed with water and sprinkled onto the layer.
- Layer 2: This is comprised of moist (green) plant materials, either fresh or wilted, e.g. weeds or grass, damaged fruits and vegetables, chopped woody plants. This layer should also be 20–25 cm thick at the sides. Water should NOT be sprinkled or scattered over this layer.
- Layer 3: This is comprised of animal manure collected from fresh or dried livestock dung, poultry droppings. The animal manure can be mixed with soil, old compost and some ashes to make a layer 5–10 cm thick.
- Layers are added to the pit in the sequence, Layer 1, Layer 2, Layer 3, until the pit is full to the top with the middle about 30–50 cm higher than the sides so that the top is dome-shaped.
- If there is limited access to animal manure, layer 3 can be left out

### 3. Ventilation and testing

- These are used to check the decomposition success
- It is done by placing one or more ventilation and/or testing sticks vertically in the compost pit
- Covering the compost material in a pit: This can be done by using wet mud, leaves and dry mulches to keep moisture inside and prevent rain water from damaging the compost.

#### 4. *Turning the compost*

- In a three pit system, the cover is removed and all the materials are turned over into the second pit. The materials from the top of the first pit should be put at the bottom of the second pit.
- The materials can be mixed together, but added in layers 20–25 cm thick and sprinkled with water to make sure they stay moist, but NOT soaked.
- If the materials are too wet, dry plant material can be added in layers between the wet decomposing materials.
- If the composting process is progressing well, the materials from the first pit will not completely fill the second pit. Presence of fungi (white thread-like structures) and other living organisms is another indicator of a good decomposition process. The composting materials will have started to turn dark brown or black at this stage.
- The first pit can be filled with new material and both pits with a layer of mud or leaves, as described above.
- After the second month, materials in the second pit are placed into the third pit and materials that refilled the first pit shifted to the second pit. The compost in the third pit can be found mature after the third or fourth month of the composting process.

#### **Conservation farming**

This is a type of farming that involves minimum disturbance of the soil and maximum soil cover. It involves minimum tillage, cover cropping, and mulching and residue incorporation. Under this system, small planting holes are dibbled so that soil disturbance is only around the crop area. The challenge with this system is on the use of herbicides.

##### **Method**

The facilitator can take the participants to the field and engage them in the process of preparing and adding compost material in the first compost pit, as well as covering the pit.

#### **Conservation zone on the farm**

The rationale is to enhance organism habitat modification, carbon sequestration, source of fuel wood and medicine, soil and water conservation, fodder and forest food, construction materials. This can be done by setting aside part of land e.g. hilltops and wetlands for conservation purposes without any other agricultural activities. Apiculture can also be practiced in such an area.

##### **Method**

The facilitator can take the participants to the field and engage them in the process of preparing and adding compost material in the first compost pit, as well as covering the pit.

## **Water management systems**

The rationale is to improve crop and animal production during long dry spells and controlling soil erosion by water. This can be done through:

- Implementing water harvesting by using rain water harvesting tanks
- Implementing soil and water conservation practices (e.g. terracing and establishment of trenches)
- Mulching of fields minimizes runoff and minimizes soil moisture evaporating. Dry grass can be used for this purpose. Care should be ensured to prevent grasses from reaching near the crops.
- Cover cropping: Fast growing crops such as *Mucuna pruriens* and *Desmodium* spp are planted in the field so that they can cover the soil hence minimizing erosion and evaporation of soil moisture. The leaves of the cover crops can be used as fodder for livestock or incorporated into the soil for organic matter improvement.

### **Method**

The facilitator will engage the participants in the practical preparation of soil and water conservation practices in the field

## **Agro-biodiversity enhancement + their interactions**

Biodiversity means variety of life. A diverse agricultural system improves production through enhancing processes such as pollination, nutrient cycling and creating pest and disease barriers. Agro-biodiversity with associated interactions can be enhanced through different practices some of which include:

- Livestock integration, which is a source of manure, meat, milk and milk products, and income
- Forest food
- Agroforestry which includes the rearing of useful insects such as bees.

## **Ecological pest management**

The rationale behind this is to keep pest levels below economic threshold through protection of the environment from pollution, production of healthy food, and the practices are cost effective to a smallholder farmer. The examples of practices include:

- Use of bio-rationals which involves the use of concoctions from plants to kill pests
- Ethno-medicine and Ethno-vet e.g. use of herbs to treat diseases in livestock

### **Method**

To understand the role of biodiversity on the farm, the facilitator will ask the participants to form groups for identifying the role of biodiversity on a farm and draw arrow diagrams of interactions between the different elements on the farm.

Materials required: Manila paper/ flip chart, markers and masking tape

- Beneficial organisms that feed on the pests
- Pull and push crops: The pull plants attract pests. They could be plants which are eaten by certain pests while the push plants repel the pests. Examples of push plants include lemon grass and rosemary to repel mosquitoes near homes and several pests in the field.
- Cultural pest management practices: practices such as mixed cropping, alley cropping and intercropping create barriers for pests to cross from one type of crop to another.

### Method

The facilitator will ask each participant to make a presentation about how they locally manage pests on their farms. The participants can be tasked to try out on one of the voted best ecological pest management practices in the field.

### Planting material and seed systems management

The seed sector is faced with various challenges. Some of these challenges include fake seed on market, the available seed is expensive to a smallholder farmer, inaccessible certified improved seed among other challenges. Some of the recommended activities include:

- Conservation of indigenous seed
- Crop- site matching and selection of adaptive seed
- Production of Quality Declared Seeds (QDS) or working with producers of QDS.

### Method

The facilitator can be tasked to generate a list of their seed sources. The participants can also be tasked to make a 3-minutes presentation about the procedure they follow in identifying and preparation of their own-saved seed

### Livestock breed management

To minimize challenges of low production, and pest and diseases in livestock production, farmers should select livestock breeds that are adapted to the prevailing climatic conditions, pests and disease tolerant hence improving production. The recommended activities include:

- Conservation of indigenous livestock breeds
- Livestock - site matching and selection of adaptive livestock breeds

### Method

The participants can be asked to brain storm on the agroecological conditions of their area and then discuss about the kind of livestock they think would suit their environment.



# COLLECTIVE MARKETING

Smallholder family farmers constitute most of the organic producers. Most of these lack organized structures to enable realization of meaningful economic returns from their production. Most of the smallholder farmers are organic by default hence can't access organic markets. Organic agriculture is growing rapidly with increased awareness and consumption on local markets. The common organic value chains that smallholder farmers engage in are Coffee, Cocoa, Spices (e.g vanilla, ginger, cloves, cinnamon, cardamom, garlic etc ), Oil crops ( Sunflower, ground nuts), cotton, red chili, banana and chia. Despite other organic products particularly traditional foods such as horticultural crop (e.g banana and vegetables) Cereals (Sorghum, wheat, maize), root crops (cassava, pumpkin, yams etc); collective marketing is limited due to poor trust among farmers, bulkiness, limited value addition and highly perishable products.

Most smallholder farmer families quickly sell off their produce to procure basic needs of life thus their sell is in most cases not highly organized. They therefore need sustainable market of their produce to ensure sustainable farming systems and sustainable livelihoods. This module therefore intends to guide facilitators of organic smallholder farmers to access better organized marketing systems including certified premium markets.

## **General introductions to Marketing**

Marketing is generally the process of selling and buying goods and services. Marketing involves product identification, production, pricing, placing the product to the market and promotion to ensure the buyer receives the product with high level motivation that guide product acceptability. Marketing generally involves outlet of goods and services from either an individual or a group of people or an organization to another person or an organization or a group of people. Marketing is either done by self-producing goods and services or by other people such as marketing associates, agents or market merchants. Marketing is either to internal domestic or external clients within a locality. It is as well domestic or export markets.

Marketing requires understanding of the customers and their specific requirements. Marketing require logical display promotion of products in the market place including labelling and branding.

Effective marketing requires consideration of the People buying the goods and services herewith referred to as customers. The standards /demands of customers/consumers determine the quality of products and goods on market and the production must strictly follow the needs of the customer.

The product production processes and systems itself must rhyme to the needs of the customer and the place of market disposal must suit easy access, availability and acceptability of the customer. The prices must be commensurate with the value of the products and the level of the customer. The product must as well be well promoted to the customers through proper branding and best labels that attracts the actual needs of the customer.

The relationships between buyer and seller must be kept conducive/transparent to ensure every player makes a breakthrough.

The activities following marketing processes must all be focused and beneficial to trade. The costs involved in marketing process must match the benefit of the whole trading process. i.e. The profits surpassing cost of production for business viability.

## **Importance of Bulking and collective marketing in FFLG**

Bulking is a process of farmers working together, collectively storing their produce for joint marketing. Collective marketing is basically a participatory process of farmers looking for better market for their produce. Successful Bulking and collective marketing in a group will largely depend on the quality of participatory leadership and strict follow up on principles of marketing. Bulking and collective marketing is important to FFLG in the following ways:

- Improved bargaining power. Collective marketing helps farmers to bargain for better prices since they will attract bigger merchants that will have bigger volumes with good business sense.
- Increased price. Collective marketing helps farmers to get better prices than selling as individual farmers. Farmers will at times acquire second payment and or premium depending on the marketing arrangement.

- Easy contract negotiation. Collective marketing generally will allow easy contract negotiation as the buyer will be attracted by the larger volumes bulked together and collectively marketed.
- Premium business and second payments. Bulking and collective marketing goes with quality improvement and quality assurance with eventual certification. All these attracts second payments and premium business to farmers.
- Improved social benefits. Bulking and collective marketing attracts buyers who make social contributions to the society say construction of community access roads and community health facilities.
- Social capital development-more people more social knowledge shared. Bulking and collective marketing leads to more knowledge build up within a community and shared values and knowledge amongst members leading to development of social capital within a community
- Exposure to quality improvement. Generally Bulking and collective marketing goes with improved quality standards and sanitary management. Sanitation and quality normally spreads up to a variety of value chains, the entire home and the entire village.
- Market diversification. Bulking attracts other unintended market of other value chains thus diversifying farmers businesses.
- Increased individual/firm/processing /estate capital base. Bulking leads to increases financial and non-financial capital base of a household as a result of increased household production capacities and the household being part of the collective marketing group.

### **Easy access to financial services**

At times bulking and collective marketing attracts need for loans. The process of acquiring loans involve exposures to financial agencies. Successful loans application and implementation create friendliness with financial institutions leading to easy access to individual and organizational loans and pre-financing.

Other benefits of bulking and collective marketing are: Access to government services such as roads and community market structures, base for advocacy processes for services from government and other mandated service providers, enhancement of product competitiveness in terms of quality, Market sensitive capacity building in members, Improved data collection and management systems, Easy individual household and organizational auditing, Easy organizational tax management and administration and enhancement product/produce traceability and improved producer/customer relationships.

### **Effective procedures of making an FFLG involved in Collective marketing in non-certified organic produce**

The processes for effective non-certified product bulking and collective marketing in a new area involves the following steps.

*Step 1: Farmer sensitization meetings.* The sensitization should normally be done to group people who shares same work and marketing objectives (FFLG). For good success of the sensitization meeting area based leaders at very local level and any other level must be

part and partial of the system for easy mobilization and concretization of marketing activities. The facilitator must ensure he/she keeps focused to the objective of the sensitization meeting,

*Step 2: Farmer profile capture and registration processes (15-30 members).* After group members have agreed to form a group, normally a profile of each farmer intending to bulk must have all data profiled. The data must include but not limited to farmers name, sex, NiN number, farmers passport photo, estimated acreage, estimated, yield and level of farmer management. Captured data must be kept in a well-protected file. Other forms of farmer based records to be kept include bulking farmer lists, farmer ledgers, store/bulk cards, health certification charts etc,

*Step 3: Governance and participatory leadership structures in FFLG.* Well profiled farmers must then have some governance and participatory leadership in place. Governance refers to how issues and resources within the organization are being managed with high reference to bulking and collective marketing. While participatory leadership mean any democratic and involving governance of affairs in the organization. The apex of the leadership being the Annual general meeting (AGM) comprising of members who are the overall decision makers in the organization and processes of bulking and collective marketing. This is followed by the board of directors (BOD) and the sub committees of board who manage the day to day decisions of the organization on behalf of the AGM.

The Board of Directors in developed organizations delegate powers of day to day running of the organization to the management. Management is composed of the manager, accountants, quality officers, store persons and field supervisory teams. At times the board can choose to work on behalf of the AGM to cut on the costs but best practice should be use of technical people to manage the organization.

The whole institution must be guided by participatorily written governing laws herewith referred to as the Constitution. The constitution spells out roles of every member, leader and workers of the bulking and marketing association. It also governs other management processes and may have addendums in terms of policies such as financial policy, human resource policy, staff welfare policy, gender policy etc.

The organization may as well have articles of association and work plus performance memorandum of association. All these guide the governance of the institution.

*Step 3: Trainings.* The formed groups should then be trained in various aspects such as group dynamics, governance, participatory leadership, records and data management, Finance and financial management and production systems and alternative sources of income to individuals and to organization.

- Training in Group dynamics. The facilitator should then guide the groups in aspects of group dynamics. The aspects of the four stages of group development should clearly be analyzed and guide farmers to be aware of every step and be prepared to experience them accordingly. The stages are Forming, norming, storming and performing. This should result into trust building.

- Training in group Documentation and Record keeping management. The trainers should then guide the participants on the various documents and records to be kept for effective bulking and collective marketing. The documents include farmer profile, farmer membership register, share certificates, receipts, invoices, vouchers, goods received notes, requisition notes, delivery notes, Purchase notes, cash book, etc. The facilitator should guide the group on the importance of each and how best they can be applied. (Attachment of each document)
- Training in Financial management practices. The facilitator must guide the group on methods of finance sourcing within the institution and best finance handling procedures within organizations. Normally standard financial management procedures involve use of budgets than proceed bulking and collective marketing plans, each segment of the plan is managed by a vote which is scheduled to take the activity throughout the financial year. Standard financial management guidelines discourage cash handling rather call for use of cheque transactions using well approved bank accounts. The guidelines call for request of monies to use, approved plans and monies in line with budget lines, the requisitions must fully be signed by all authorities as per the financial policy of the organization. The approved requisition must then be paid in a cheque form. Accompanying accountabilities must have fully work plans, budget lines, spending receipts and signatures of money recipients well attached. All these must be guided by financial manual or policies of the institution and any other policy such as human resource policy. The bankers of the institutions and the respective accounts of the organization must clearly be spelt out. Different group's accounts for different activities must be separated for clear management to avoid risk of money mixing.
- Training in Production. Training of group participants in aspects of good agricultural practices and good post handling practices is supportive to the bulking and collective marketing processes. The training should be specific and inline with the value chain on the exact crop being bulked and collectively marketed unless otherwise.

*Step 4: Legalization of FFLG at local and national levels.* After FFLG have good documentation with all farmers well organized and best at norming stage where every person understands importance and role of each member, the group should embark on seeking legal status that allows the group to fully associate in public in accordance with government compliance. Different governments have different processes. For the case of Uganda, the following process can be meaningful;

"Registration starts with the local council-one offices to local council-three. The community development officer at the sub county can guarantee opening of bank accounts for the group. The group could have their executive become bank signatories. The facilitators could as well guide the group to register at the local district community development office or commercial office as intention is forming a cooperative. If a cooperative then the district commercial officer would guide the group on how to proceed and register with the commissioner Cooperatives of the ministry of trade, industry and cooperatives and get primary society number for registration as a cooperative".

*Step 5: The bulking and collective marketing process.* The facilitator should guide farmers on all the processes of collecting produce from farmers then warehousing till marketing. Normally collective marketing is sparked off by well stratified and established market. The customer's interests in the market must be well understood which should be the song of all the producer. Good relationships must therefore be maintained.

- Composition of group ledger
- Farmer's production process in accordance to the market demands.
- Post-harvest handling procedures in line with demands.
- Transport and storage of produce in accordance with Customer demands.
- Filling in of storage card bin cards and individual ledgers.
- Stacking of produce rightly in with right moisture content following principles of first in, first out (FIFO).
- Securing produce store and price bargaining

The facilitator must guide the group leadership to have customer relationships, construction of bulking store, produce price fixing, market research, participation in farmers fairs and market shows and management of market networks.

### **Effective procedures of making an FFLG involved in Collective marketing certified produce:**

- The procedure for making a marketing group builds on already existing uncertified marketing group.
- In this section the facilitator will add the various group certification processes of small holder farmer groups. These include, Primary certification, secondary certification, third party certification plus PGS.

The facilitator must be able to explain the various certification methods to the group and which one is more helpful to the group bulking and collectively marketing together.

### **Certification**

Certification is a marketing tool and therefore farmers in an FFLG must aim to understand the concept and aim at supplying premium markets.

Primary certification is a documented certification procedure which a group of producers ensure to the market that their production methods and systems are complying a specific production standard such as organic standards. Some people have used this and have been so successful after trust build by the established market.

Second Party certification is an improvement of the primary certification where consumers have certified to other customers that the production methods and systems comply with required production standards.

Third Party Certification is the most interesting and certification method that involve clear documentation and clearly stated procedures by a third party trusted and authentic certification body that has fully inspected the production methods and systems comply to specified standards such as organic standards or Fairtrade, rain forests, 4c etc.

## **Marketing costs and benefit analysis**

The facilitator must explain to the team how this is a very important aspect of the business as it analyses in simple terms all the costs and benefits of the whole process.

Example of costs in a bulking and collective procedures are:

- Staff salary costs.
- Documentation printing costs
- Transport costs
- Storage cost (construction)
- Placement of bulk store stacks
- Procurement of bags
- Labelling
- Branding
- Market research
- Price negotiation meeting costs
- Exposure tours to market outlets
- Procurement of Samples and sample sharing costs

Example of benefits in bulking and collective marketing

- Built social relations
- Built economic relations
- Total cash accruals from sales

## **The bulking and marketing monitoring evaluation tool**

Monitoring is step wise follow up on every stage in the process of a project or program. In regard to bulking and collective marketing monitoring involves stepwise follow up on every bulking stage looking at each process being done in line with the stated bulking procedure.

Evaluation is one-time process of analyzing as to whether the bulking and collective marketing process has been done in accordance with intended objective. Evaluation is done at the beginning, in the middle and at the end of every cycle.

The facilitator should guide farmers to develop a stepwise bulking monitoring and evaluation tool. The tool should basically look at the following indicators during the bulking process as well as the following bulking objectives.

# THE BULKING AND COLLECTIVE MARKETING MONITORING TOOL

s/n	<b>Monitoring indicator</b>	<b>Means of verification</b>
1.	The type of produce	No of products on market
2	Post harvesting processes in place	Quality of produce at post-harvest
3	The safety of transport mode	Quality attributes during transportation
4	Documentations such farmer produce ledger/farmer produce yield estimate record	Number of documents in place and completeness of filling of forms
5	Quantity and Quality of produce at reception	Quality inspection forms/moisture content and bean size and cup score sheet.
6	Price, quality and quantity specification	Ledger book at FFLG accounts dept. Buying notes/Receipt
7	The sales performance	Number of customers attracted and retained.
8	Ability to access to finance for capital base and seed capita	Agencies willing to work with FFLG to offer capital asset development or offer loans

# THE BULKING AND COLLECTIVE MARKETING EVALUATION TOOL

s/n	<b>Evaluation indicator</b>	<b>Means of verification</b>
1.	The Quality and quantities of production per farmer and per FFLG at season 1 and at season 11 and season 111.	Produce quality form. General cooperative production ledger specifying individual farmer produce and total produced per general FFLG.
2	Income levels per individual famer at season 1, season 11, season 111	Farmer income level assessment tool such as individual farmer asset acquired
3	The General asset base of the FFLG at season 1, season 11, season 111.	General asset base register sheet
4	The work systems and networks developed by the FFLG at season 1, season 11 and season 111.	No of documents in use during bulking. Number of networks developed
5	Number of customers created and retained	Number of customers created Number of customers retained to the FFLG.



# **TOOLS FOR FOLLOW UP & SYSTEM ANALYSIS**

### **Tool for follow-up of FFLG facilitators**

- Name of facilitator
- Age
- Gender
- Name of FFLG
- Period when FFLG started
- Key achievements of the FFLG
- What the facilitator is proud of doing already in the FFLG
- Key lesson learnt from the course that the facilitator has found very useful in the duty of facilitator
- Challenges faced by the FFLG
- What has the facilitator done to solve the above challenges?
- What further aspects does the facilitator need more knowledge/skills on?

### **Tool for evaluating host teams**

- How was the experience of today as a facilitator?
- What went well (time keeping, methods, participation, topic etc?)
- What did not go well for you?
- From the experience of today, if you were to be host team again, what would you not do?
- What would you do better?
- From today's experience, what is your general understanding of the roles of the facilitator?

### **AESA tool // Agroecosystem analysis (AESA)**

This is a key tool in understanding and internalizing the situation of the farm and the interactions therein. It is key to undertake this jointly with the farm owner/farmer group with which to work and improve the farm situation as it forms basis for future actions. Agroecological farming is based on knowledge, insight and whole farm approaches. The farming system must work for each farmer family.

Crop rotation cycles must be based on planning ahead, sometimes more than 2 years, so that different elements of the farm can work together. Intercropping must be based on knowledge on which crops support each other. The surrounding nature must be considered in the planning, e.g. rainfall, animals in the environment, where some of them can be predators and some can eat the crops. Herbs and weeds can prove to be valuable sources of nutrients, medicine or bio-pesticides. An AESA gives a good overview over the farm. An AESA should capture all elements of importance for the farming on every particular farm.

AESA is an approach which allows us to look critically and analyse what is on a farm and how these existing things can work together for the benefit of the farmer family and the sustainability of the farming system.

It is a very good approach to use together in a farmers' group. The [1]host farmer family may have become 'blind' to what is on the farm. Maybe they only focus on the daily life and work. The farmers together can help opening eyes to the different elements on the farm. The whole farmer group learns from going through all the farms belonging to group members, and see different things.

AESAs is not about making a lay-out or map of the farm and how much land is allocated to crops, or how many chicken are there. It is rather about the existence of elements and their importance. All elements (biotic and abiotic) are important contributors to make farming possible, and may be part of the discussion about the farm. Flowering plants could be discussed in relation to attracting more bees and other pollinators. This exercise opens up eyes to see the resources available on the farm, the interaction with its surroundings, and the interaction between the different elements of the farm.

### **How to make an AESA in practice?**

Walk around. Observe carefully all levels of the whole farm. Study the different elements, and how they come together. Bend down, look up, capture what you see. Every member should draw or note down on his or her own paper what she or he senses (sees, smells, hears, feels (e.g. soil with the fingers)). After the walk, the members share what they have sensed, and bring all the different elements together. The group can discuss during the walk, but it is important that everybody makes his or her own observations. Do not rush through the farm and quickly identify the enterprises - that is not what it is about. Use both your macro-eye and your micro-eye.

Look out for possibilities of existence of for example;

- Forages, which can be used as animal feed,
- Nitrogen-fixing plants, and plants for plant tea, as fertilizer
- Plants, which can be used for medicines,
- Plants, which can be used as bio-pesticides
- 'Terrible weeds' which need to be taken out before they start setting seeds,
- Flowering herbs which attract pollinators and insects and;
- Plants which are good in mulching and compost

Note the crops, the animals, all farm elements, all household elements, such as latrine, stove, compost, birds, insects, trees, streams, biodiversity and other nature elements and surroundings, like roads.

On the next pages you find an example of a check list for an AESA; you can use it to make sure that you have covered everything:

# C H E C K L I S T F O R A N A E S A

<b>Topic</b>	<b>Check list</b>	<b>Recommendation</b>
<b>Land</b>	How is it organized and used? Are there poor versus good plots (e.g. poor soil)? Does it slope? Are there places, which are not used, and for which reason?	
<b>Farm tools</b>	What is available at the farm?	
<b>Labour/ skills</b>	Who work on the farm? Who have the responsibility for the different activities? How do they communicate? How do they improve skills?	
<b>Homestead</b>	Is it placed well in relation to the crops, animals, water, etc.?	
<b>Source of power</b>	Electricity? Trees? Sun? Slope (gravity can be used in irrigation)	
<b>Water</b>	Source? Distance? Is it placed so that manure cannot contaminate? Does the family boil water for own consumption? Management of the waste water at the homestead? Run-off water? Water harvesting?	
<b>Stove</b>	Where is it placed? Does it work well? Is it fuel saving?	
<b>Animals</b>	Housing, shelter, feed and management of all age groups? What is it made of? Handling of diseases? Where are they placed and can they be properly watched?	
<b>Compost and organic fertilizer</b>	How does the farmer family make compost? How is the flow organized? Are the materials available on the farm? Is it placed where it is healthy in relation to the animal herds, the water source and the humans? Is it made close to where it is intended to be used? Is it well covered?	

<b>Topic</b>	<b>Check list, e.g. (find more relevant points when you work with it)</b>	<b>Recommendation</b>
<b>Latrine and hygiene</b>	How is the latrine placed? Is there water for washing hands close by? Is the latrine of a good hygienic standard and easy to keep clean?	
<b>Crops for family food</b>	Family food, vegetables, fruit and medicinal plants – how is it organized?	
<b>Commercial crops</b>	Does the farm produce crops or animal products for sale, or sell surplus of e.g. staple food? Crops? How is it integrated into the family food crops?	
<b>Seeds</b>	Use of local / bought in seeds? Costs? Quality? On-farm seed selection? Preservation and storage?	
<b>Trees</b>	Use of living fences? Animal feed trees, fruits for the family or which trees and plants, and how are they organized? Agro-forestry systems?	
<b>Storage facilities</b>	Post-harvest treatment of food and products? Design? Ventilation? Storage of animal feed?	
<b>Security</b>	Safely kept animals? Stores etc?	
<b>Infrastructure</b>	Farm paths / roads, access to places where value adding can take place (e.g. maize mill, coffee)	
<b>Nature elements, ecosystem services</b>	Flowers, herbs, plants, which can be used as resources or should be controlled, trees, biodiversity, soil quality, micro life, insects, pollination, sun, shade, weather and climate (e.g. rain), wild animals around the farm	
<b>Resilience of the agro-ecosystem</b>	Is the ground well covered? Soil erosion prevented? Intercropping (diversity among and within varieties/breeds)? Crop rotation cycles? Protection against wind and water? Do plants support each other? Harmony between livestock and available land? Can the farming system absorb disturbances and shocks (e.g. extreme weather events) and still maintain its function?	



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