

Study on public policies for family farming

Insights and policy recommendations
in 12 countries



Public policies for family farming: insights and policy recommendations in 12 countries

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Foreword

Today, we are facing a challenging and ever-changing global scenario, marked by extreme weather events, geopolitical tensions, weakened multilateralism and far-reaching ecological changes that have a **direct impact on agri-food systems and people's living conditions**. This context highlights the need to move towards agri-food policies that can adapt to these changes: policies that are **innovative, developed through dialogue between different sectors and stakeholders, and which take a holistic view of food systems**.

Family farming is the main form of food production in the world. Beyond their productive role, family farms, defined by specific traits and characteristics in each region, play a **central role in food and nutritional security, in the management of natural resources, and in the economic and business structure** of the rural environment.

However, despite being key stakeholders in building resilient, inclusive and sustainable food systems, family farmers are still too often among the least considered groups in public policies and programmes. **They face barriers in terms of access to land, infrastructure, finance and other strategic resources**. They also suffer first-hand from the effects of climate change and face challenges such as generational change and gender inequality.

Since its inception, the **World Rural Forum** has worked to promote more favourable policy environments for family farming, fostering **dialogue and advocacy at various levels**. Its role was decisive in the proclamation of the **United Nations Decade for Family Farming 2019-2028**, a framework that promotes the formulation of innovative public policies as a priority to strengthen the sector.

This publication forms part of the World Rural Forum's strategic priorities and aims to compile insights and recommendations from an **analysis of 12 public policies supporting family farming**. The aim is to contribute to the development of a **new generation of innovative policies, which recognise the multi-functionality of family farming, enhance its impact and improve coordination with other policies, thus offering comprehensive responses to global challenges**.



Belén Citoler
Director of the World Rural Forum



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- **Hero Pérez**, Coordinator of the ANC National Peasant Platform in the Dominican Republic.



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List of Acronyms

PFCF: Peasant, Family and Community Farming

ADS: Nepal Agricultural Development Strategy

AfDB: African Development Bank

ASP: Agriculture Sector Plan

WB: World Bank

ESAFF: Eastern and Southern Africa Small Scale Farmers' Forum

FAO: Food and Agriculture Organisation of the United Nations

FFS: Farmer Field Schools

FEDAF: Special Fund for the Development of Family Farming in Panama

IFAD: International Fund for Agricultural Development

IMF: International Monetary Fund

WRF: World Rural Forum

FEDAF: Special Fund for the Development of Family Farming in Panama

M&E: Monitoring and Evaluation

NACCFL: Nepal Agricultural Cooperative Central Federation Limited

NFIS II: Uganda—National Financial Inclusion Strategy II (2023-2028)

SDG: Sustainable Development Goals

CSO: Civil Society Organisations

PA PSTAT 2030: Plan Stratégique pour la Transformation de l'Agriculture au Togo à l'horizon 2030

PAA: Programa de Aquisição de Alimentos do Brasil

PNAE: Programa Nacional de Alimentação Escolar (Brazil)

PNAF-Dominican Republic: National Family Farming Plan (PNAF 2019-2028)

UNDP: United Nations Development Programme

PRONAF: National Programme for Strengthening Family Farming (Brazil)

FSNS: Food Security and Nutrition Systems

SUSTENTA: Support Programme for the Sustainable Development of Family Farming in Mozambique

EU: European Union

UNCDF: United Nations Capital Development Fund

YESS: Youth Entrepreneurship and Employment Support Services- Indonesia

1. Executive Summary

This report analyses twelve public policies that promote family farming in Latin America, Africa, Asia and the Pacific in order to identify insights gained, challenges and strategic recommendations. Family farming supports a large part of rural employment, food supply and ecosystem management, but faces persistent constraints in financing, access to markets, technical assistance and secure access to land. The report starts from this reality and studies consolidated experiences, such as PRONAF (National Programme to Strengthen Family Farming) in Brazil or Law 2046 in Colombia, as well as more recent frameworks such as SUSTENTA (Support Programme for the Sustainable Development of Family Farming in Mozambique) in Mozambique or the Fiji Gender Policy, in order to draw conclusions that strengthen the formulation of inclusive policies and the participation of civil society organisations, especially organisations of farms and family farming.

The findings show that there is no single public policy model for promoting family farming; however, policies that combine instruments such as credit, technical assistance, insurance, and access to institutional markets tend to deliver more sustainable and far-reaching results. It also highlights **the relevance of incorporating a social inclusion approach with differentiated measures** for women, young people and communities in vulnerable situations. Where these affirmative actions have been implemented, the distributional impacts have been more visible, strengthening equity and improving access to productive assets and market opportunities.

Another important finding is the strategic role of civil society organisations, especially farmers' organisations, which by participating in the design, implementation and monitoring of policies are able to increase

legitimacy and local ownership. Experiences such as those of Colombia and the Dominican Republic confirm that the influence of these organisations in registers of farmers, public procurement and fund management generates more participatory and transparent processes. However, **structural limitations are evident in several countries,** as many policies are developed in frameworks of institutional weakness, territorial inequality in terms of capability, a lack of budget traceability and a strong dependence on external funding, as seen in Mozambique or Nepal.

The evidence gathered shows that policies have improved the incomes of family farmers, their access to markets and their resilience to climate change, although results are heterogeneous and depend largely on local capabilities, continuity of funding and the existence of clear legal frameworks. The potential replicability of



policies in other countries was also examined, identifying that **modular designs, with a territorial approach and clear legal anchoring** are the most transferable between countries. This replicability is conditioned by key factors, including sustained political leadership, the availability of robust monitoring and evaluation systems, and clear regulatory frameworks regarding access to land.

Looking ahead, the study argues that family farming will remain strategic for food security, agro-ecological transition and climate resilience. Policies should move towards integrated schemes that include climate change adaptation measures, digitisation of services, innovative financial mechanisms and stronger multi-level governance. It will also be crucial to expand commercialisation opportunities beyond public procurement by fostering engagement with responsible agro-industries

and niche international markets. Furthermore, the report underlines the need for policies with an intergenerational vision that offer young people in rural areas decent and sustainable opportunities and make gender equality a cross-cutting principle.

The study concludes that in order to guarantee the sustainability of family farming, governments need to consolidate multi-year budgets, strengthen decentralisation with financial traceability and pull together instruments in comprehensive packages that combine financing, insurance, technical assistance and markets. It also highlights the role of civil society organisations and family farms themselves in the consolidation of organisational capabilities, the diversification of markets and the adoption of digital innovations to strengthen the resilience of territories. International cooperation, for its part, must move from



short-term projects to multi-annual financing schemes, systematise regional learning and support digitisation and adaptation to climate change in vulnerable territories.

The various programmes and schemes analysed are characterised by **introducing elements of innovation** in rural development, integrating social inclusion, environmental sustainability and market access into differentiated strategies. Innovative financial mechanisms such as tailored credit, climate insurance, digital micro-finance and revolving funds stand out, along with the use of digital technologies, mobile platforms, drones and real-time information systems that modernise management and improve productive planning. Innovation is also reflected in the promotion of agroecology, shared mechanisation, climate-smart agriculture and conservation practices, which strengthen resilience to climate change. At

the institutional level, unified registers, inter-institutional schemes and multi-stakeholder platforms are incorporated, allowing for greater transparency and territorial coordination. Public procurement, seals of origin and short food supply chains are also innovative tools for securing stable rural incomes. Finally, membership of associations, public-private partnerships and the leadership of women and young people are promoted, consolidating a participatory and innovative approach that transforms family farming into a driver of sustainable development.

Farmers' organisations play a **central role in the construction of inclusive public policies**, providing legitimacy, local knowledge and capacity for coordination that strengthen governance and transparency. Their participation has favoured the incorporation of the needs of family farming and the inclusion of women, youth and historically excluded groups, generating more equitable and effective policies. To enhance their contribution, it is advisable to consolidate their participation in all phases of the policy cycle, strengthen their technical and organisational capabilities, guarantee permanent mechanisms for multi-stakeholder dialogue and institutionalise sustainable financial support to reinforce their role as strategic agents in rural development.

Finally, the analysis contained in this report provides inputs for the design of inclusive policies, makes the heterogeneity of family farming visible and strengthens the advocacy capacity of social organisations. By placing family farming in the framework of the Sustainable Development Goals, the study presents it not only as a productive component of the agri-food system, but also as a key stakeholder in building a fairer, more equitable and sustainable rural development.



2. Introduction

2.1 Context

According to the Food and Agriculture Organisation of the United Nations, FAO, **family farming is a form of organised agricultural, forestry, fisheries, pastoral and aquaculture production that is managed and operated by a family and relies mainly on family labour.**

The purpose of this "Analysis of family farming policies in 12 countries" is to carry out a comprehensive analysis of twelve national public policies related to family farming, focusing particularly on the participation of civil society organisations (CSOs), especially organisations of farmers, in their design and/or implementation. The findings of this report are aimed at **formulating strategic and evidence-based recommendations that will strengthen advocacy efforts, promote inclusive policy making and support rural development policy making.**

Family farming supports a majority fraction of the world's rural employment, fresh food supply and ecosystem management in low- and middle-income countries. In turn, family farming faces persistent barriers when it comes to accessing finance, the need for institutional market creation, appropriate technology, extension

services and land rights. This report analyses twelve representative policies in Latin America, Africa, Asia and the Pacific in order to identify patterns of success, bottlenecks and conditions for replicability. The selection made seeks to cover different regions, technical instruments (e.g. credit and public procurement in Brazil and Colombia), expanding frameworks (e.g. SUSTENTA in Mozambique) and targeted approaches (rural youth in Indonesia; gender in Fiji, etc.).

The international context — mainly the UN Decade of Family Farming (2019-2028), and the food security and climate agendas — has boosted legal reforms and institutional arrangements that, in several countries, are already translating into observable changes, mainly through greater inclusion of women and youth, access to public markets, as well as improvements in farmers' incomes and resilience. However, there are still gaps in relation to institutional capacity to implement policies, achieve expenditure traceability, problems related to logistics and information systems for monitoring and evaluation (M&E). This study provides evidence to guide public and cooperative decisions.

2.2 Rationale for the study

The study of policies that promote family farming in different countries is a **strategic tool to strengthen the design and implementation of public policies**. This exercise not only identifies good practices and transferable learning, but also provides solid evidence for policy formulation, fosters innovation and provides insight into priorities.

Due to the multifunctional nature of family farming, family farmers **are the subject of public policies that go beyond the strictly agricultural domain**. In addition to farming policies, regulatory frameworks and tools from other sectors, such as gender laws, youth or financial instruments, also influence their development. This study seeks to **analyse various public policy models and mechanisms** that promote family farming and explore how they can be effectively integrated to enhance their economic, social and environmental contributions.

Specifically, the analysis is guided by the following rationales:

- **Learning good practices:** Analysing how countries face common problems (such as financing, sustainability, access to markets or technological innovation) can help pinpoint successful strategies that can be adapted to one's own context.
- **Evidence for policy making:** The analysis provides a framework for assessing whether the measures implemented in a country are effective or whether there are more efficient and equitable alternatives.
- **Innovation and knowledge transfer:** It encourages the adoption of new technologies, financing models and support programmes that have shown positive results elsewhere.
- **Holistic perspective:** It provides an understanding of the differences in priorities and helps to balance these objectives in the agricultural policy itself.
- **International cooperation:** It facilitates the building of alliances, by having a better understanding with international partners (international agencies, cooperation organisations...) that contribute to the implementation of policies promoting family farming.

2.3 General and specific objectives

General objective:

The objective of this study is to identify and analyse the design and implementation of national policies related to family farming, with a particular focus on the role that civil

society organisations (CSOs), especially family farming organisations, have played in the formulation and/or implementation of these policies.

Specific objectives:

- Characterise each policy according to its design, implementation, instruments and results.
- Analyse, for each of the 12 policies, the beneficiary population, the level of government commitment, the investment involved, the difficulties faced, as well as their impacts and potential for replicability.
- Formulate differentiated recommendations for governments, CSOs and cooperation agents.
- Draw lessons from various policy mechanisms around the world and their impacts on livelihoods, food systems and current challenges related to climate change, biodiversity and family farming.

2.4 Methodology

The study began with a **global mapping of public policies aimed at promoting family farming**. This process combined direct information gathering by representatives of National Family Farming Committees and a systematic review of available policies at the international level.

Subsequently, a pre-selection of policies to be analysed in depth was made. The criteria used for this selection were:

- **Geographical representation:** inclusion of policies from regions where family farming is particularly relevant, such as Latin America, Africa, Asia and the Pacific.
- **Current level of implementation:** policies that are in an active implementation phase.
- **Coverage of key principles of support to family farming:** legal recognition, agroecology, access to markets, technical advice and access to credit.
- **Social inclusion:** policies that promote youth inclusion and gender equity.

Once potential policies were identified, a technical consensus process was developed to define the final set of cases to be studied. The decision was made to work with a maximum of 12 public policies, which were confirmed, adjusted or discarded according to their relevance and comparative value.

For the detailed analysis, a **common systematisation matrix** was developed to guide the study of each policy. This matrix included, among others, the following sections: general data; context; general and specific objectives; legal or regulatory framework; target groups; main lines of action, components and strategies; funding; results; challenges; lessons learned and good practices; international relevance and replicability potential.

The main sources of information were the official documents of each policy, complemented by external evaluations, specialised studies and the FAOLEX database, from which most of the normative and technical material was extracted. In addition, experts and representatives from the selected countries were consulted



and provided qualitative assessments through interviews and questionnaires.

In addition to the preparation of detailed fact sheets for each policy, this final report was prepared, which **summarises the findings of the study and presents conclusions and recommendations.**

Impact measurement approach

The measurement of "impact" was carried out through a triangulation of information based on:

- the scale of beneficiaries;
- investment references;
- and observed changes in income, productivity, access to markets and assets (such as land), following a livelihoods approach.

In this study, impact is defined as the **verifiable change in the living conditions and economic opportunities of family farming** plausibly attributable to the policy analysed. This includes **household and organisational level outcomes** (income, productivity, assets, resilience, financial inclusion, empowerment of women and young people), as well as market or systemic effects (stable access to demand, e.g. through public procurement; risk reduction; and business formalisation processes).

Table 1: General data on the 12 selected policies

	NAME OF POLICY/ PROGRAMME	IMPLEMENTATION	RESPONSIBLE BODY	BENEFICIARIES (REF.)	INVESTMENT/ BUDGET (REF.)
BRASIL	National Programme for Strengthening Family Farming—PRONAF	1996	Ministério do Desenvolvimento Agrário e Agricultura Familiar	≈1.7 M contracts 2024/25	R\$ 59.6 billion 2023/24; >R\$ 70 billion/year
COLOMBIA	Law 2046 of 2020 – Promoting the purchase and consumption of food products from Peasant, Family and Community Farming (PFCF)	2020	Colombian Congress	2.7 million small-scale farmers of Peasant, Family and Community Farming (PFCF)	It does not set a specific national amount, as it depends on the budget of each contracting entity. 30% of the budget
DOMINICAN REPUBLIC	National Family Farming Plan of the Dominican Republic	2019-2028	Ministry of Agriculture of the Dominican Republic	12,223 farmers ; ≈92,000 jobs; 2,636 km of roads	RD\$ 10,493 M credit; RD\$ 5,490 M aid; D\$ 5,150 M fertilisers
PANAMA	Law No. 127- Law that dictates measures for the development of family farming in Panama	2020	Government of Panama	≈246,000 FF (potential)	205 million from the Ministry of Agricultural Development 2024 + \$29.9 million credit;
MOZAMBIQUE	Support Programme for the Sustainable Development of Family Farming in Mozambique SUSTENTA	2020 (at national level)	Ministry of Agriculture, Environment and Fisheries	>400,000 farmers; >100,000 DUAT on a large scale	>USD 300 M (2020–2025)
TOGO	Politique Agricole assortie du Plan Stratégique pour la Transformation de l'Agriculture au Togo à l'horizon 2030	2016-2030	Ministry of Agriculture, Livestock and Water Resources	Figures not available	Overall plan estimate (2020-2030): More than USD 1.5 billion

	NAME OF POLICY/ PROGRAMME	IMPLEMENTATION	RESPONSIBLE BODY	BENEFICIARIES (REF.)	INVESTMENT/ BUDGET (REF.)
ETHIOPIA	Proclamation No. 1289/2023 – Ethiopian Agricultural Production Contracts Law	2023-act.	Federal Republic of Ethiopia	Figures not available	No direct state budget allocation; private investment from contractors and government technical support
UGANDA	National Financial Inclusion Strategy II (2023-2028)	2023-2028	Republic of Uganda	81% financial inclusion; 68% formal access; 25,635 agents	National budget + cooperation
INDONESIA	Youth Entrepreneurship and Employment Support Services (YESS)	2019	Indonesian Ministry of Agriculture	Target 75,000; ≈45,000 trained; ≈7,500 enterprises	USD ≈60 M (2019-2025)
NEPAL	Agriculture Development Strategy (ADS)	2015-2035	Nepalese Ministry of Agricultural Development	National coverage	NPR ≈502 billion/10 years (≈89% public/donors)
FIJI	Fiji Gender in Agriculture Policy (2022-2027)	2022-2027	Fijian Ministry of Agriculture and Waterways	≈4,000 women; >1,500 micro-credits; 25 cooperatives	USD 15-20 M (2022-2027)
SAMOA	The Samoa Agriculture Sector Plan (ASP)	2016-2020	Ministry of Agriculture and Fisheries, Government of Samoa	Figures not available	No direct allocation Mixed sources (no single consolidated source)

3. Analysis of the 12 policies selected that promote family farming

Summary, findings and lessons learned

3.1. BRASIL – National Programme for Strengthening Family Farming – PRONAF



Context and rationale

Brazil faces profound territorial disparities in terms of productivity, access to credit and services. Family Farming contributes significantly to domestic supply, but historically had limited access to formal finance and stable markets.

Since the mid-1990s, a public ecosystem has been consolidated with development banking and institutional procurement: Programa de Aquisição de Alimentos (PAA) and Programa Nacional de Alimentação Escolar (PNAE), insurance and technical assistance and rural extension services. Within this framework, the rationale behind PRONAF is to structure productive inclusion, with rules differentiated by profile and territory.

The recent context adds the need to accelerate agro-ecological transitions, mitigate climate

risks and sustain rural incomes, issues that PRONAF addresses with specific lines of action and multi-year predictability through the Safra Plan.



OBJECTIVE

Promote the sustainable development of family farming in Brazil, through access to public policies for financing, technical assistance and productive development, in order to increase productivity, improve quality of life in rural areas and strengthen food security and social inclusion.

**Operation**

PRONAF acts as an orderly gateway to formal financing for family farming households and their organisations. The starting point is accreditation: the family farm is identified as a subject of the policy through sectoral registration by the Cadastro Nacional da Agricultura Familiar (CAF)—which confirms that the farm depends mainly on family labour and meets eligibility criteria. With this "key document", the family can apply for credit and other support linked to the programme.

From there, the pathway combines productive project, technical evaluation and banking operation. The family, usually with the support of technical assistance and rural extension services (ATER), draws up a simple plan defining what it will produce or improve (e.g. purchase inputs, install irrigation, buy refrigeration equipment, set up a processing room) and how it will pay for it with future sales. This plan is submitted to an operating entity—public banks, regional banks or credit unions—which analyse feasibility, revenue schedule and repayment capacity. The objective is not "over-the-counter" finance, but credits adapted to the agricultural cycle and the size of the family business project.

The programme is not a single loan, but a family of differentiated lines of credit. For day-to-day production there is **PRONAF Custeio**, which finances inputs, animal feed and other campaign costs. **PRONAF Investimento**, for machinery, farm infrastructure or post-harvest improvements, operates to improve quality and productivity. At the same time, there are affirmative lines such as **PRONAF Mulher** and **PRONAF Jovem**, which correct historical access barriers and make it easier for women and young people to lead or co-lead projects. And, for a more sustainable production transition, **PRONAF Agroecologia** is geared towards agroecological practices and systems. Each line comes with caps, subsidised rates and terms according to the risk and maturity horizon of the investment.

This financial engineering is anchored in services. ATER services support businesses before, during and after the loan: they help choose appropriate technologies, comply with sanitary standards and organise marketing. This is a crucial link in the chain because it reduces investment errors and accelerates the adoption of improvements. The Safra Plan, which the government announces every year, sets the conditions in force (rates, caps and priorities) and ensures the predictability of resource

availability for farmers and financial operators. This annual announcement coordinates banks, input suppliers, cooperatives and sub-national governments, avoiding credit "blackouts" in the middle of the agricultural cycle.

The programme connects supply with demand. Financing without a commercial outlet increases the risk for the family; this is why PRONAF is coordinated with public procurement such as PNAE (school meals) and PAA (food procurement), which allow farmers to sell to the State directly under reasonable specifications for small-scale production. When a school, hospital or soup kitchen buys from PRONAF producers, the credit is "closed" with actual sales, and the family can plan plantings and serve these institutional clients in a stable way.

As agriculture is exposed to climate and prices, PRONAF operates with safety nets. Seguro da Agricultura Familiar (SEAF) insurance covers weather events that could ruin a season and leave the family in debt and without a harvest; and the Programa de Garantia de Preços para a Agricultura Familiar (PGPAF) provides top-ups when the market price falls below a benchmark, cushioning income shocks and reducing delinquency rates. These instruments turn credit from a risky gamble into a reasonable

investment tool for households with limited financial room for manoeuvre.

This whole operation is governed at several levels. At the federal level, the Ministério do Desenvolvimento Agrário e Agricultura Familiar (MDA) defines rules, coordinates with the Central Bank and financial institutions and monitors aggregate results. At the territorial level, implementation is decentralised: bank branches and cooperatives serve families, while ATER entities support projects and report on progress. The registration system (CAF) and tracking dashboards make it possible to know who is accessing, where, for what purpose and with what results, reinforcing transparency, traceability and targeting.

In short, PRONAF's operations are made up of three elements that, together, make the difference: **credit tailored to family farming**; **technical services** that turn money into productivity and quality; and **accessible markets**—public and private—that transform financed production into stable income. When one of these pieces is missing, the impact is diluted; when all three are synchronised, the programme ceases to be a banking process and becomes a virtuous cycle of investment, learning and sales for rural families.



Funding and scope

Investment/budget reference: R\$ 59.6 billion (9.4 billion €) 2023/24; >R\$ 70 billion/year (11 billion €). Multi-year predictability conditions depth and sustainability of results.

The reported scope is in the range of 1,700,000 contracts 2024/25. Priority has been given to

territories with the greatest social gaps, although the scope of the programme is national. The banking network, technical assistance and rural extension services have reached remote territories.



Achievements

PRONAF has consolidated access to rural credit in Brazil for family farms, with historic amounts of financing and millions of contracts signed that have boosted productivity and improved living conditions in the countryside. Throughout its implementation, PRONAF has generated remarkable transformations in the Brazilian rural sector.



The financial inclusion of families who previously had no access to formal credit has increased, while the organisation of cooperatives and farmers' associations has been strengthened. There is a greater diversification of production and the progressive incorporation of sustainable practices, as well as a growing role for women and young people in economic activity. It has also contributed to the consolidation of family farming as a recognised stakeholder in public policy making, which

reinforces its strategic role in food security and territorial development. Among its most notable achievements are the inclusion of women, youth, and Indigenous communities through targeted credit lines, along with the sustained expansion of agro-ecological production. Coordination with public procurement programmes, such as the PAA and the PNAE, has ensured stable institutional markets and strengthened food security.

The experience of PRONAF shows that accessible and tailored financing is essential to promote equity and rural development.

The integration of credit, technical assistance and access to markets is a fundamental pillar to guarantee sustainability, while the segmentation of beneficiaries according to gender, age or productive profile ensures greater social impact. The programme also highlights the need to recognise the heterogeneity of family farming and to implement permanent monitoring and evaluation mechanisms to improve its effectiveness.

PRONAF is considered an international reference and has inspired policies in several Latin American and African countries. **Its most replicable elements are the segmentation of beneficiaries, the existence of specific credit lines, the inclusion of historically marginalised groups and coordination with public procurement programmes.** However, its adaptation to other contexts requires clear legal frameworks that recognise family farming, financial systems with a territorial presence, reliable registers of farmers and sustained political will to ensure stability over time.



Difficulties

Despite its progress, the programme faces important limitations. Bureaucracy and complex requirements make it difficult for the most vulnerable farmers to access this programme, while insufficient technical assistance coverage limits the effectiveness of credits. Regional

inequalities also persist, leaving poorer or more isolated areas at a disadvantage, and dependence on public funding makes it vulnerable to political and fiscal changes. Also, the lack of financial literacy creates risks of over-indebtedness for some beneficiaries.



Elements of innovation

PRONAF has developed **specific credit lines adapted to rural diversity**, segmenting financial products according to the profile of the beneficiaries: women, young people, agro-ecological farmers, traditional communities or semi-arid regions. Examples such as PRONAF Mulher, PRONAF Jovem or PRONAF Agroecologia promote inclusion and equity, correcting historical inequalities. Moreover, this approach is coordinated with public procurement programmes, such as the PAA and the PNAE, which not only finance production but also ensure direct supply channels, offering stable income and guaranteed access to institutional markets.

The programme also incorporates a strong agro-ecological and sustainable approach, with funding earmarked for organic production and responsible agricultural practices, such as soil conservation, agroforestry and efficient water use. At the same time, risk mitigation instruments have been created, such as the SEAF, which protects farmers against weather events, and the PGPAF, which compensates for losses due to price drops.

The social classification and targeting system organises beneficiaries into groups according



to their level of vulnerability and income, ensuring a fairer allocation of resources. The transition from the DAP declaration to the Cadastro Nacional da Agricultura Familiar (CAF) register modernises data management and facilitates the integration of public services. Finally, PRONAF is strengthened through inter-institutional and territorial coordination, coordinating actions between ministries, states and municipalities, and promoting integrated and more effective rural development plans.

3.2. COLOMBIA – Law 2046/2020 – Participation of PFCF in public procurement markets

This law establishes mechanisms to promote the participation of small local farmers and peasant, family and community farming (PFCF) in public food procurement markets.

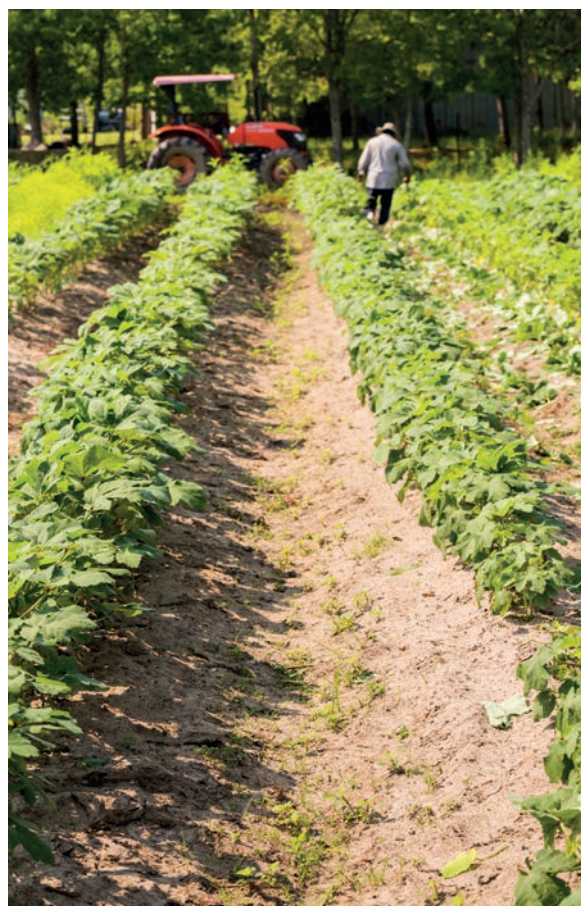


Context and rationale

Prior to this law, public procurement of food operated with barriers that excluded PFCF: experience requirements, guarantees, standards, logistics and late payments. The State, a major buyer through the School Meals Programme and other programmes, was unable to systematically channel its demand to peasant farmers.

Law 2046/2020 is justified as a 'demand-side' intervention that transforms public procurement into a market ramp for PFCF, contributing to territorial development and food security.

Law 2046 was created to **open the state market** to small farmers historically excluded by contractual, logistical and financial barriers; by setting a **minimum legal quota of 30%** of public food purchases from PFCF, it **turns procurement into a tool for economic and territorial inclusion**, with a focus on fresh produce, short supply chains and procedural adjustments that facilitate peasant participation under inter-institutional coordination.



OBJECTIVE

Ensure that at least 30% of food spending by public entities is procured from PFCF in order to boost the rural economy, strengthen local food systems and contribute to the country's food security and sovereignty.



Operation

Law 2046/2020 changes the logic of state food procurement: instead of asking "who do we buy from?" at the end of the process, it forces planning from the beginning so that **at least 30% of the budget** is allocated to PFCF. This means that entities such as the **School Feeding Programme (PAE)**, hospitals, prisons, welfare centres or mayor's offices must organise their procurement processes in advance, identify which local products they can buy and adjust their tender documents so that small producers can genuinely participate, not just on paper. The law does not create a new fund: it **redirects a portion of existing** institutional food **spending** to PFCF on a permanent basis.

For readers unfamiliar with this legislation, the path is best understood from **two sides that meet**: the side of the **buyer** (the State) and the side of the **seller** (PFCF). On the **buyer** side, the public entity makes three key moves. Firstly, they **plan** their annual demand (menus, volumes, calendars) considering seasonality and what is actually produced in their territory. Secondly, **they adapt** the specifications: they split lots, simplify legal and financial requirements, and establish reasonable standards for local fresh produce, following the guidelines of **Decree 248 of 2021**, which regulates the law and details procedures, registers and technical support. Thirdly, **they organise implementation**: they use catalogues of peasant farmers, generate accessible calls for tender, and commit to **timely payments**, because for PFCF, a month's delay can make the next delivery unviable. All of the above must be published and managed in the usual procurement systems (SECOP), supported, where available, by the

internal **Information and Management Systems** of each entity to ensure compliance with the 30% quota.

On the **supply** side, the farming family or its organisation **becomes visible** and **prepares itself**. The law encourages farmers to be registered (e.g. through tools such as *Mi Registro Rural* or lists of organisations), to **join together** to aggregate volumes and deliveries, and to **improve** their quality, safety and invoicing practices. In many territories, this step is accompanied by **technical assistance** and training, business rounds and **protocol agreements** where buyer and supplier fine-tune schedules and specifications before signing. Experience shows that when these pieces are coordinated, the relationship evolves from sporadic sales to **stable contracts**, allowing farmers to plan their plantings and access micro-finance for working capital.

Coordination between the two sides is not left to chance. The law creates a **National Technical Committee for Local Public Food Procurement**, which brings together ministries, purchasing entities, agricultural sector agencies and farmers' organisations to resolve common bottlenecks: how to standardise specifications, how to harmonise PAE menus with local seasonality, how to speed up payments or how to verify that the 30% quota is effectively enforced. This national committee is reflected in the **territorial committees** where solutions are implemented: local catalogues, framework agreements, delivery schedules and protocols to avoid product rejections due to minor differences in presentation or calibre.

One final, less visible but crucial component is **monitoring**. The law **mandates** the quota, but its effectiveness depends on each entity **marking** how much of its purchases count towards the 30%, **publishing** results and allowing **auditing**. It is therefore important that internal systems record the **PFCF supplier**, the **value awarded**, **payment times** and **causes for rejection**, and that there is a complaints and technical support channel for both buyers and suppliers. Where these mechanisms exist—and are fed with data from technical and field committees—the quota ceases to be an aspiration

and becomes **day-to-day management** with targets, accountabilities and a timetable.

In short, Law 2046/2020 **works** when public procurement is **planned with PFCF in mind**, tender documents are **tailored** to the local supplier, the bid is **organised** to deliver on its promises, and a technical committee **supports** and **measures** the process. It is not an exception to the rule: it is a different way of applying the general rule of procurement so that institutional food spending **generates stable markets** and **improves the incomes** of rural households.



Funding

Redirecting of spending (30% purchases). Multi-year predictability conditions depth and sustainability of results. It does not create a specific fund: it mobilises the regular budget

of the purchasing entities. Coordination costs (training, business rounds, IMS—Integrated Management System) are covered by sectoral resources and cooperation.



Achievements

The programme **has succeeded in increasing the participation of small suppliers in public procurement processes**, favouring the inclusion of local stakeholders in the supply chain. In territories where specific agreements have been established, there is sustained growth in sales, which contributes to improving farmers' incomes.

In addition, the formalisation and quality of supply processes has been strengthened, promoting more professional and transparent practices. Significant learning has also been generated in the standardisation of fresh produce and in the coordination of last mile logistics, key aspects to ensure that products arrive

in optimal conditions at the points of sale or institutional consumption.

The changes observed reflect a combination of **improvements in farmers' livelihoods**, including higher incomes, asset accumulation and greater resilience to shocks. **There has also been an increase in productivity and improved market access**, although results show territorial variability. Where institutional demand was consolidated, and financial and logistical services were delivered in a timely manner, progress is more consistent and sustainable, demonstrating the positive impact of integration between market policies and complementary support.



Risks and difficulties

There is a risk that opportunities become concentrated in a small number of suppliers, as well as the possibility of non-compliance with quality standards. In terms of replicability, the programmes have medium-high potential, provided that logistical aspects and the standardisation of products and processes are strengthened, and adequate incentives for buyers are implemented, thus ensuring that the benefits can be extended to other regions and contexts without compromising quality and equity.

In addition, there are still important challenges. **Payment times continue to be a critical factor, affecting the liquidity and operating capacity**

of small suppliers. Working capital constraints and insufficient cold storage infrastructure hinder the storage and transport of perishable goods. In addition, the validation of standards is still not uniform, leading to inconsistencies in the quality and presentation of products. The traceability of purchases still varies between entities, which limits the capacity for monitoring and evaluation.

Finally, there is a risk that processes are fulfilled "on paper" only without generating real impacts, which makes it necessary to implement effective procurement audits and robust quality controls to ensure concrete results.



Elements of innovation

The new law in Colombia establishes a mandatory 30% quota in public procurement allocated to PFCF, making the State a priority purchaser in this sector. This gives legal recognition to PFCF as a key economic stakeholder, a subject with rights and strategic provider within the food system, reinforcing its role in public policies. In addition, state procurement is no longer seen only as an administrative procedure, but as a tool for social inclusion and rural development, linked to poverty reduction and the strengthening of local economies.

The law incorporates a territorial, cultural and food approach, promoting the procurement of fresh, local, sustainable and culturally appropriate food. This promotes short food supply chains and recognises the productive diversity of the different regions. To ensure the

participation of small farmers, it also provides for the simplification of contractual requirements, reducing bureaucratic and technical barriers that have historically limited their access to public procurement processes.

Likewise, the regulations require mandatory inter-institutional coordination, coordinating ministries, territorial entities, Municipal Farming Technical Assistance Units (UMATA), peasant organisations and the National System of Farming Innovation (SNIA), with an integrated and decentralised approach. Finally, the creation of stable, predictable demand from public institutions is particularly noteworthy. Because these entities plan their food purchases on an annual basis, it provides farmers' organisations and family farms with reliable markets, better planning capacity, and greater long-term sustainability.



3.3. REPÚBLICA DOMINICANA – National Family Farming Plan (PNAF 2019-2028)



Context and rationale

PNAF provides a diagnosis of low productive resilience, low membership of associations, limited access to financing and markets, infrastructure deficit and insecure tenure; by being part of the National Development Strategy, the agenda of the Food and Nutrition Sovereignty and Security Law and the UN Decade of Family Farming, the Plan **seeks to organise state intervention, formalise and strengthen family farms, and**

connect them with competitive supply chains, with a special focus on gender and youth and on recovery after severe climate shocks.

The PNAF orders state intervention towards productivity, commercial insertion, with a focus on gender and youth. In the aftermath of events such as Hurricane Fiona, the plan began to take a more holistic approach.

OBJECTIVE

Integrate and strengthen family farming as a pillar of the national food system, increasing incomes and productivity of rural households, improving their climate resilience and ensuring stable markets (including public procurement), through coordinated access to technical assistance, financing, infrastructure and territorial organisation, with a focus on gender and youth.



Operation

PNAF acts as an "umbrella" framework that mandates how to identify family farming, how to bring services and financing to it, and how to open markets for it, in a coordinated manner between national institutions and local agents. The starting point is to **recognise who is supported**: Resolution RES-MA-2016-14 introduces an official definition of family farming and creates the **Family Farming Advisory Council**, a space where government, farming organisations and civil society agree on criteria, priorities and follow-up. This definition makes it possible to **target** programmes and build an operational register of family farm businesses that can be used to direct assistance, credit and market actions without dispersing resources.

With the target population identified, the Ministry of Agriculture coordinates **territorial plans** that begin with a diagnosis of bottlenecks: tenure and access to land, water and irrigation; gaps in technology and assistance; support infrastructure such as roads, stockpiling and storage; and entry barriers to supply chains. Based on this diagnosis, **integrated packages** are rolled out in each area: continuous and culturally relevant **technical assistance, financing** with differentiated conditions via the Agricultural Bank or other public mechanisms, and **marketing support** through fairs, farmers' markets and **public purchases** in institutions such as schools or hospitals. The logic is that the investment in the farm should be **tied to a sales opportunity** and to support, so that it does not become a sterile expense.

Technical assistance and innovation do not operate as isolated training initiatives, but as an extension service that supports produc-

tion and commercial decisions: variety selection, soil and water management, quality and safety requirements, and post-harvest and storage improvements. This support is linked to **incentives for sustainable and agro-ecological practices**, so that improved yields do not come at the cost of degrading resources. The **inclusion of women and young people** runs through the whole system: the PNAF sets goals for participation and access to assets and training, and promotes **organisational strengthening** (associations and cooperatives) so that families can negotiate better prices, inputs and transport.

In **funding**, the plan does not depend on any one single source. It combines the national budget with international cooperation (FAO, IFAD, UNDP, among others) and, where appropriate, local counterparts. This mix finances everything from **working capital and land investment** to small **rural public engineering works**. There is no single line item in the budget labelled "PNAF" each year: the plan is **integrated** with agricultural expenditure and current investment programmes, so the **traceability** of which part corresponds to the PNAF is managed through reports broken down by component and territory. The advantage of this arrangement is that it allows **resources** to be **moved** to the priorities of each area; the challenge is to clearly **measure and report** who received what, for what and with what results.

Implementation is supported by **coordination committees** linking ministries, local governments, the Agricultural Bank, land and water institutes, and organisations of farmers. These committees agree on **timelines, targets** and

responsible persons per component—for example, how many kilometres of rural roads are resurfaced, which irrigation modules are installed, how many organisations are authorised as suppliers for local purchases—and resolve practical last-mile problems (refrigeration, transport, packaging). When **climate shocks** occur, such as Hurricane Fiona, the same scaffolding allows for **rapid packages** that combine **credit at preferential rates, subsidies** and **road interventions** to re-establish connectivity and prevent crops from being lost, showing how the PNAF coordinates **productive response + logistics + market** in the territory.

For all this to be sustained, the plan includes **monitoring indicators** that go beyond the number of beneficiaries: progress in **tenure and**

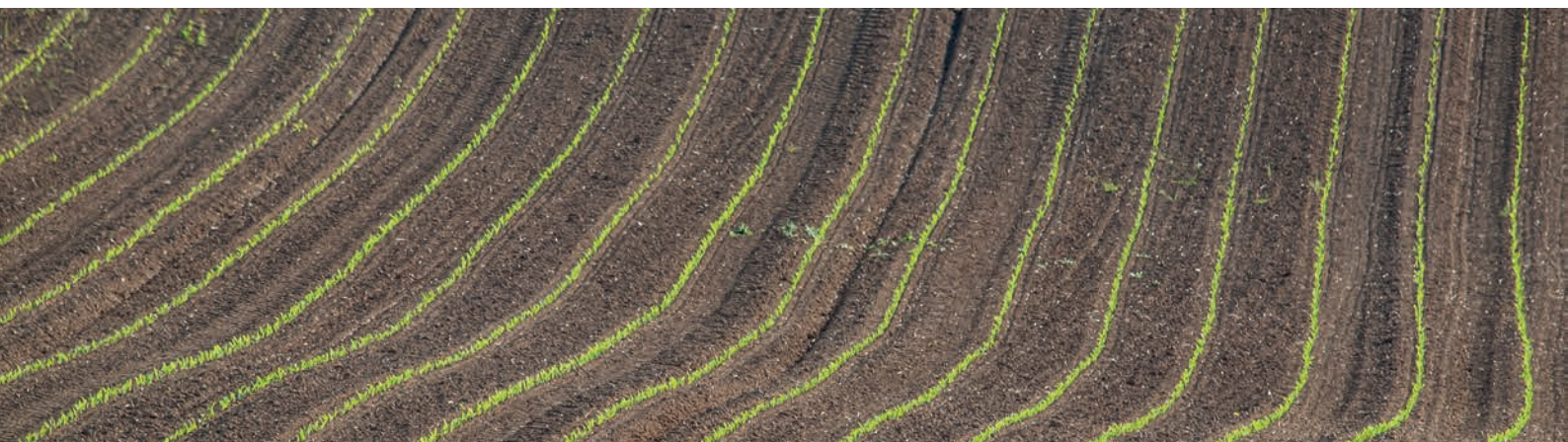
access to resources, adoption of sustainable practices, volume and value commercialised per family farm, **payment times** in public procurement, and **effective participation** of women and young people in assets and leadership. The regular publication of this data is what makes the PNAF a **learnable and correctable** policy: if a component does not perform, resources are reallocated; if a province takes off thanks to links with schools or soup kitchens, it is documented and **replicated** in comparable provinces. In short, the functioning and implementation of PNAF follow a **clear sequence**: identify and organise family farming, provide it with services and financing, open markets for it with simple rules and, above all, **coordinate** public and community agents so that every peso invested is converted into **sales, income and resilience** in rural areas.



Funding

Investment/budget reference: RD\$ 10,493M in credit (141 million euros); RD\$ 5,490 M in aid (74 million euros); RD\$ 5,150 M in fertilisers (69 million euros). Multi-year predictability conditions depth and sustainability of

results. It is financed by the agricultural budget and extraordinary measures; post-disaster packages have mobilised significant resources in credit and subsidies, as well as investments in rural connectivity.





Achievements

The programme has achieved an **accelerated recovery of agricultural production and sales, helping to restore economic activity in areas affected by disasters or crises.** Improved connectivity, in terms of roads and logistics, has significantly reduced transport costs and facilitated farmers' access to local markets. Market stabilisation has also been helped by the implementation of institutional procurement, which ensures steady demand and predictability for farmers.

Furthermore, the coordination between Food Security and Nutrition Systems (FSNS) and sectoral planning has been strengthened,

improving the capacity to respond to shocks and emergencies, and promoting a more coordinated and efficient management of available resources.

The combination of financing, infrastructure and local procurement has proven to be effective in restoring farmers' incomes and revitalising local markets. The integration of these elements allows not only for rapid recovery, but also for the possibility of institutionalising lessons learned, strengthening the sustainability of interventions over time and promoting a more resilient model in the face of future shocks.



Risks and difficulties

More specific budget traceability is required for PNAF so that the destination and use of resources can be transparently tracked. Regional variability in the execution of actions limits the uniformity of results, generating differences in coverage and effectiveness between regions. Temporary reliance on emergency aid packages means that continuity of assistance **may be affected by changes in the availability of resources or unforeseen events.**

The main risks identified include a possible reliance on current spending and the uneven implementation of actions in different territories, which may limit the effectiveness and equity of results.





Elements of innovation

The plan makes progress in strengthening the rural sector with **the official definition of "family farming", which makes it possible to clearly identify its agents and guide policies**, financing and technical assistance in a more focused way. To ensure better governance, the Family Farming Advisory Council was created, an inter-institutional coordination space that integrates the state, organisations of farmers and civil society to design, monitor and evaluate policies. All of this is coordinated through an integrated approach to rural development, which combines production, marketing, social protection, access to services and environmental sustainability, avoiding the dispersion of efforts.

The **plan incorporates gender and youth inclusion in a cross-cutting manner**, ensuring equitable access to land, credit, training and leadership spaces, not as a complement but

as a guiding principle. At the same time, it is linked to international commitments, aligning itself with the SDGs, the SAN-CELAC Plan and the Decade of Family Farming promoted by the UN, which opens up opportunities for cooperation and regional synergies. Agroecology and climate resilience are also reinforced as strategic pillars, promoting sustainable practices, productive diversification and adaptation to the effects of climate change.

On an economic level, differentiated financing and insurance mechanisms are proposed, tailor-made for family farming, with special rates and coverage adapted to climate risks. Finally, a national information and registration system for family farmers is established, which will make it possible to identify, characterise and monitor farmers, correcting the historical lack of systematised data on this sector.

3.4. PANAMA – Law 127/2020 + Special Fund for the Development of Family Farming (FEDAF)



Context and rationale

In the absence of a specific framework for family farming, high dependence on imports and exclusion of small farmers from services and markets, Law 127 creates legal recognition, national registration, a product seal and scaffolding for innovation, extension services and

financing; its regulation institutes the FEDAF as a vehicle for seed capital, credit and guarantees, with priority for women, indigenous peoples and young people, to boost local production and healthy supply.

OBJECTIVE

Establish a legal and institutional framework that recognises, strengthens and develops family farming as a pillar of food security, rural poverty reduction and sustainable development, guaranteeing coordinated access to productive services, financing, innovation and markets.



Operation

Law 127/2020 organises policy towards family farming (FF) on three interlinked levels: first, it officially **recognises** FF and establishes an **institutional framework**; then it defines **how to bring services, financing and markets closer together**; and finally, it establishes **who coordinates and governs** implementation in the territory. **The Ministry of Farming Development (MIDA)** acts as the governing body and the law becomes the umbrella under which the **National Family Farming Plan (PNAF)** is formulated, which brings down to earth objectives, goals and responsibilities between ministries, local governments and organisations of farmers. In this way, the FF ceases to be a diffuse segment of the public and becomes a policy subject with its own rules and operational route.

The practical starting point is to **know who to support**. To this end, the **National Register of Family Farming** has been created, which identifies eligible families and allows support to be targeted according to their reality (typologies by scale and links to markets). At the same time, the **"Family Farming Product" seal** was created, making it easier to recognise at farmers' markets, on store shelves and especially in local public procurement programmes. This combination of registration and the creation of the seal serves two functions: it reduces am-

biguities when allocating support and, at the same time, it opens commercial doors to family production.

The registered family is not offered a stand-alone programme, but a single-door **package of services**. The **Innovation and Extension Service for family farming** supports productive and commercial decisions (appropriate technology, soil and water management, food safety, post-harvest), and coordinates with training centres to strengthen management and organisation. Instead of one-off training, extension works as a **continuous service** that links technical improvement with real market requirements, so that every investment has a plausible sales outlet.

Demand is activated from the State and at the local level. The law encourages schools, hospitals, soup kitchens and other public programmes to **buy from family farms** when quality and opportunity permit; it also promotes **fairs and farmers'** markets and links with businesses and tourism. The **family farming seal** helps the buyer identify the product quickly, and purchasing rules are simplified so that small suppliers can compete (split lots, specifications in line with local freshness, seasonally compatible calendars). Thus, the policy not only

increases supply, but also **ensures market windows** that make family investment viable.

Financing is the other foundation. The **FEDAF** (created by regulatory decree of the law) operates as a **special fund** that combines seed capital, micro-credits and **guarantees**, and can be complemented by **agricultural insurance** and non-financial services. Its **rules prioritise rural women, youth and indigenous peoples**, reserving at least **30%** of the fund for projects led by women. In practice, a **simple project** is submitted by a registered organisation or family; it is assessed technically (feasibility, market, risk), approved with clear conditions of use and monitoring, and disbursed over different deadlines, always connecting the investment to an identified **business opportunity** (local procurement, contracts, fairs).

Governance ensures voice and coordination. **CONADAF** (National Committee for Dialogue on Family Farming)—and its provincial committees (**COPRODAF**)—bring together government, organisations, academia and co-operation in dialogue committees that agree on **priorities, timetables and those responsible** for each territory. These committees make it possible to adjust procedures, harmonise registration criteria, unblock logistical bottlenecks (refrigeration, packaging, transport), and align MIDA's work with **health, education and social protection** so that FF can also be included in food and social programmes. The law institutionalises these spaces, so that grassroots participation does not depend on the goodwill of each project.

Territorial implementation follows a repeatable sequence: detection of gaps (land/water, technology, infrastructure, access to markets), **local plan** with annual goals (number of families to register, organisations to strengthen,

fairs to consolidate, kilometres of productive roads to rehabilitate), **allocation of resources** (including FEDAF) and **follow-up** with indicators that do more than just count numbers of beneficiaries: technological adoption, sales achieved per FF, payment times in public procurement, effective participation of **women and youth** and sustainable practices. Publishing this data is what makes policy **learnable and correctable**: if something does not perform, it is reallocated; if a territory takes off, it is documented and replicated.

Finally, the law itself recognises **risks and conditions** for the model to be successful: it requires **sustained funding** so that the FEDAF is not intermittent, real **inter-institutional coordination** (not only regulatory) and **operational public procurement mechanisms** in provinces and districts. It also calls for effective implementation of the **gender approach**—it is not enough to name it; it must be translated into access to assets and decision-making—and tackling **climate vulnerability** with insurance and water planning. When these pieces stay aligned, operation and implementation translate into what the law promises: **more stable incomes, closer markets and tailor-made services** for Panama's family farmers.





Funding

Investment/budget reference: 205 M \$ from the Ministry of Farming Development 2024 + 29.9 M \$ credit; FEDAF receives annual allocations and supplements (donations, recover-

ies). The sector has a relevant budget from the Ministry of Farming Development budget and related extraordinary credit lines.



Achievements



Key instruments for strengthening family farming have been rolled out, such as the register of farmers, the food seal and service windows, all of which constitutes significant institutional progress. In addition, the first project portfolios have been established, which are beginning to channel resources towards concrete initiatives. These efforts have improved the commercial visibility of family farming products and facilitated wider access to support services, thus contributing to the progressive integration of farmers into formal market supply chains.

The **combination of law, fund and register has proven to be an effective instrument** to improve the targeting of beneficiaries and facilitate the scaling up of interventions. The implementation of single windows, together with public eligibility criteria, has contributed to increasing both efficiency and transparency in the allocation of resources, generating greater confidence among the agents involved and consolidating the institutionalisation of the programme.



Difficulties and bottlenecks

There is a need for more robust systems of budget and results traceability at project level, allowing for transparent and effective monitoring. In addition, there is a disparity in terms of capacities between provinces, which leads to differences in implementation and limits the homogeneity of impact. Finally, coordination with public procurement mechanisms and distribution logistics is still insufficient, which makes it difficult to fully convert the financing granted into effective and sustainable sales for farmers.

Fiscal constraints and slow budget execution represent direct threats to the continuity and effectiveness of actions. In terms of replicability, the model has very strong potential in countries that already have operational frameworks for public procurement and extension services, where the coordination between regulations, financing and management instruments can generate far-reaching results.

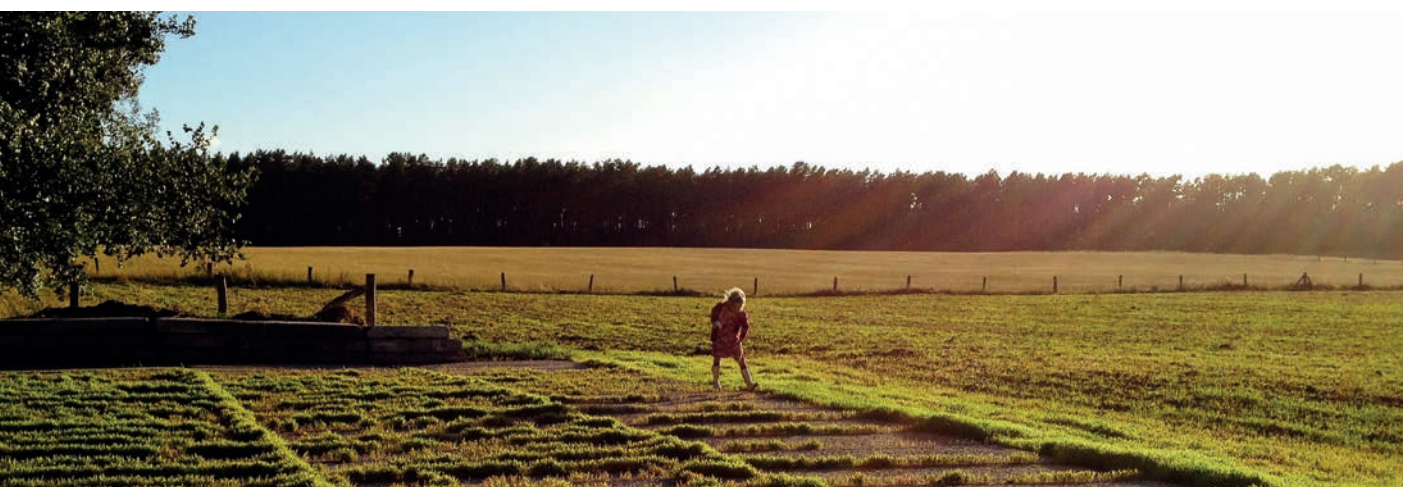


Elements of innovation

The legal framework establishes **institutional and strategic recognition of family farming**, declaring its importance for food security, agrobiodiversity conservation, rural development, cultural identity and quality of life. The National Plan for Family Farming (PNAF) is institutionalised as a permanent public policy, under the coordination of the Ministry of Farm-

ing Development (MIDA), guaranteeing continuity and centralisation in its implementation.

For efficient management, a clear registration and categorisation of the sector is implemented, allowing beneficiaries to be identified and policies to be defined. Family farmers are classified as Type 1, 2 and 3 according to their



production, whether for own consumption, surplus or links to markets. Executive Decree No. 112 of July 2021 regulates these criteria, defining areas and maximum hectares per region. In addition, organised participation and multi-sectoral dialogue is strengthened through the creation of the National Committee for Dialogue on Family Farming (CONADAF) and the Provincial Committees (COPRODAF), integrated in different districts, guaranteeing active representation of farmers in decision-making.

The plan promotes innovation, extension services and product quality through the creation

of the Innovation and Extension Service for Family Farming, offering training, research and technical support. The "Family Farming Product" seal is established to certify the identity and social origin of products, **strengthening their visibility and positioning in the market.** A sustainable, diversified and economically supported approach is also promoted, including adaptation to climate change, responsible resource management and favourable financing, together with technological innovation projects such as protected horticulture, biofortified bean seed production and early warning systems for potato diseases.

3.5. MOZAMBIQUE – SUSTENTA



Context and rationale

SUSTENTA is the framework that Mozambique used to move from scattered projects to an **integrated territorial approach** to support family farming. It was born as a **pilot programme in 2017** (Nampula and Zambézia) and **scaled up to the national level in 2020**, under the coordination of the sectoral ministry (today **MATAP**, formerly MADER/MAAP), with mixed funding from the **State Budget**, the **International Development Association (World Bank)** and the **Austrian Development Agency (ADA)**.

In a context of low productivity, food insecurity, weak market integration, institutional fragmentation and high climate vulnerability, SUSTENTA is justified as a national platform to formalise land use rights, scale up extension and connect FFs with anchor companies

and also with basic infrastructure; at the same time, the literature points to tensions over transparency, participatory approach, financial sustainability and risks of bias in the selection of beneficiaries.



OBJECTIVE

Transform family farming into a productive, sustainable and market-integrated activity, boosting productivity, income and the climate resilience of rural households through a territorial package that combines formalisation of land use rights (DUAT), technical assistance, financing/subsidies, rural economic infrastructure and participatory governance at both district and national level.



Operation

Each prioritised district conducts a **participatory diagnosis** of bottlenecks (technology, land/water, logistics, market) and defines a **district plan** with annual targets. A first block of work is to **organise tenure**: with technical and legal support, community lands are demarcated and individual or collective **DUATs** (rights of use) are **issued**. **Legal certainty** is not decorative: it allows families to invest, enter into partnerships or contracts without fear of losing usufruct, and opens the door to credit and formal business arrangements.

From the point of view of the farming household, the steps they must take are clear. The family registers in the district plan and, with the **rural extension services** (local teams), formulates a **simple production plan**: which crop or diversified system they will promote, what improvements they need (inputs, irrigation, post-harvest), how and when they will sell. To implement these plans, the programme provides "**production kits**" adapted to the context (seeds, fertilisers, tools) and supports with **Farmer Field Schools** and visits from extension services that connect technical decision making with the **real requirements of the market** (quality, safety, presentation). The

idea is that all spending should have a **plausible commercial outlet**, avoiding investments without demand.

At the same time the **market side** is enabled. SUSTENTA encourages **membership of associations** (groups/cooperatives) to **aggregate supply**, reduce logistics costs and **negotiate** better; it also promotes **contracts** with agro-industries or institutional buyers and finances **rural economic infrastructure** (storage centres, small roads, markets, processing units) to reduce post-harvest losses and bring the buyer closer. In areas of high environmental fragility, the programme links production with **reforestation, agroforestry and watershed conservation**, so that improved income does not compromise the territory's resources.

Financing is adapted to the profile of each family farm. In addition to inputs and assistance, there are **production subsidies, revolving funds and micro-credits**—disbursed according to different **deadlines** and linked to the productive plan—with a priority focus on **women and young people**. The financial operation runs through the **FNDS**, which standardises rules and reports, while district teams do

the technical and administrative **follow-up** on the ground. This design seeks to reduce access frictions and ensure that money is **translated into assets and sales**, not hard-to-serve debt.

Governance is multi-stakeholder and proximity-based. **District platforms** are created where local governments, farmers, NGOs and companies sit down to **coordinate** planting and purchasing schedules, solve **last mile logistics** (refrigeration, transport, packaging) and monitor progress. The programme invested in **strengthening extension services** (thousands of technicians and coordinators), thereby scaling up coverage and increasing technology adoption rates.

Finally, the programme incorporates **participatory monitoring and evaluation** (indicators

of productivity, income, market access, tenure, environment and governance) and **audits** to adjust implementation. Evaluations and reviews have also pointed to **challenges**: uneven capacities between districts, **bureaucracy** in formal procedures (DUAT, disbursements), **transparency gaps** and risks of **local capture** if there is no social control. That is why SUS-TENTA's operational narrative includes **course corrections**: more open data, real community participation and clear rules for prioritisation and accountability. Under these conditions, the "circuit" proposed—**safe land → services and technology → financing → market → infrastructure → monitoring**—is understandable to those unfamiliar with the law and **replicable** in territories with similar challenges.



Funding

Investment/budget reference: >USD 300 million (2020-2025). Multi-year predictability conditions depth and sustainability of results.

Mix of national budget and large-scale cooperation: World Bank, Austrian Development

Bank and the National Fund for Sustainable Development;

External reliance seen as a risk for sustainability and standardisation.





Achievements

The programme has shown significant progress on several fronts. **The scope offered by technical assistance and rural extension services has been expanded, accompanied by progress in land formalisation and the first links with production chains** which has favoured the adoption of technologies in prioritised territories. Yield increases of between 30% and 50% are recorded for the supported crops, although with variations depending on the region and type of chain. Increased legal security derived from the allocation of DUAT (which stands the Rights to use and benefit from the land) has enabled basic investments and the formalisation of contracts, while improvements in connectivity, thanks to distributed infrastructure, have contributed to reducing transaction costs and expanding access to markets. In a comparative reading, the economic impact is shown to be greater in areas with anchor companies and stronger local governance.

The results observed reflect a combination of improvements in farmers' livelihoods—including income increases, asset accumulation

and greater resilience to shocks—**together with increases in productivity and better access to markets**. However, these developments show marked regional variability. Where institutional demand was consolidated and financial and support services were provided in a timely manner, progress has been more consistent and sustainable.

In quantitative terms, there have been more than 400,000 direct beneficiaries, more than 100,000 large-scale land use rights have been formalised, more than 5,000 technicians have been trained and are operational, more than 15,000 productive initiatives have been promoted, and more than 20,000 hectares have been reforested. Market access indicators—such as contracts signed, volume and value of production commercialised—show encouraging and timely progress. However, an independent nationwide evaluation that integrates results and generates a robust counterfactual assessment to measure real impact in a systematic way is still lacking.



Risks and difficulties

Independent audits and evaluations highlight problems of management, transparency and traceability in implementation, as well as risks of benefit "capture" by local elites and gaps in the real participation of communities and small farmers.

This is compounded by **structural deficits in rural infrastructure** that limit the consolidation of achievements made, along with a very high exposure to climate shocks that threatens the sustainability of gains in productivity, income and market access.

The model **faces risks associated with high dependence on international cooperation** and the heterogeneous capacities of sub-national

governments, which may limit the sustainability of results.



Elements of innovation

The **SUSTENTA** programme is based on a **territorial and integrated approach to rural development**, which coordinates actions in production, marketing, governance, environmental conservation and provision of rural services in a multi-sectoral manner under a single district planning framework. A central axis is the **formalisation of land through rural DUAT schemes**, which provide legal security through participatory processes of community and individual delimitation with accessible technologies, making it easier for family farmers to invest, form associations and access financing. It also promotes **public-private-community coordination** through multi-stakeholder district platforms, strengthening transparency, co-responsibility and community empowerment.

Another key component is the provision of **rural extension services** with a focus on climate-smart agriculture, combining traditional knowledge with technical know-how and promoting agro-ecological practices, productive diversification, low-cost technologies and the recovery of degraded soils. Unlike programmes focused solely on production, SUSTENTA prioritises **links with markets and value chains**, creating connections with agro-industries, buyers, fairs and institutional procurement. Associations of farmers are also promoted to reduce costs and improve their negotiating capacity, while **production packages adapted to the territory** guarantee differentiated techni-

cal solutions according to the agro-ecological, cultural and economic characteristics of each district.



The programme also focuses on **community-based reforestation and restoration**, where communities actively participate in forest management, agroforestry and water conservation, receiving socio-economic incentives. Finally, priority is given to the **active inclusion of young people and women** as economic agents, through affirmative measures that support their entrepreneurship and strengthen networks of women farmers and youth leaders, ensuring their role as protagonists in rural transformation.

3.6. TOGO – Agricultural Policy accompanied by the Strategic Plan for the Transformation of Agriculture in Togo by 2030 (PA-PSTAT 2030)



Context and rationale

The PA-PSTAT is formulated to address low levels of mechanisation, post-harvest losses, scarce financing, weak market coordination and high climate vulnerability; its commitment to regional hubs seeks to concentrate investments, coordinate agents and chains, and catalyse innovation, logistics and shared services, within a legal and budgetary framework anchored to the National Development Plan 2018-2022 and the 2030 vision, with

mechanisms for monitoring and auditing performance.

Togo is committed to **"agricultural development hubs"** that concentrate services, financing and infrastructure to boost chains (rice, soy, cashew) with a focus on family farming, youth and women; it seeks to accelerate structural transformation, in line with Malabo (10% of budget, 6% agricultural growth).

GENERAL OBJECTIVE

Transform Togo's farming sector to ensure food security, reduce poverty, generate decent employment, improve the agricultural trade balance and promote sustainable and inclusive rural development.





Operation

The **PA-PSTAT 2030** organises public action in agriculture as a **territorial, tiered and multi-stakeholder** process that brings technology, finance, markets, infrastructure and good governance rules to family farming households in a single package. For those who are not familiar with the policy: it is not a single project, but a **country framework up to 2030** that is implemented by **farming development hubs** and local plans, with annual targets and clear responsibilities.

It all starts with a **participatory diagnosis** in each territory: bottlenecks in productivity (seeds, irrigation, light mechanisation), marketing (storage, refrigeration, transport, standards), financial inclusion and climate risks are mapped out. This diagnosis is used to draw up a **territorial plan** for the hub that establishes which chains to prioritise (corn, rice, soya, cashew nuts, milk, etc.), what infrastructure is needed and what services are to be provided to farmers, cooperatives and agri-food SMEs. This **territorialisation** makes it possible to concentrate resources and coordinate public, private and community agents in the same place and at the same time.

The **service package** is delivered in an integrated manner. On the productive front, **agricultural extension** services are deployed through **Farmer Field Schools** and continuous technical training; **adapted technologies** (improved seeds, agro-ecological practices, irrigation) and **progressive mechanisation** through shared service centres are promoted.

In parallel, **digital farming** (price, climate and GIS platforms) is being promoted to improve

on-farm decisions and logistical coordination. The objective is not to "run courses", but to support productive and commercial decisions that increase yields, reduce post-harvest losses and meet quality and safety standards.

In order to provide an outlet for investment, the plan opens up and mandates **market access**. **Storage centres** and fairs are promoted; the **aggregation of supply** via cooperatives is encouraged; **public procurement of food** from local farmers (schools, hospitals, army) is promoted; and **processing** at source is supported to add value. Where appropriate, work is being done on **certification and labelling** and on access to **sub-regional markets (ECOWAS/UEMOA)**, reducing dependence on selling raw material unprocessed.

Financing is tailored to the rural profile: **smart subsidies** for inputs and equipment, **agricultural credit** through micro-finance and local banking, **guarantee funds** to reduce collateral requirements, **farming insurance** (including **climate-indexed**) and, where applicable, **tax rebates** for agri-industrial investments. The logic is to lower entry barriers and risks so that small farmers and SMEs can invest without being trapped in unpayable debts. These instruments coexist with **public investment** in roads, water and productive energy, which are the "sunk costs" that no farmer can solve alone.

Governance is a distinctive feature: **multi-stakeholder platforms** are created in each hub (ministries, local governments, organisations of farmers, SMEs, cooperation) to **programme, coordinate and resolve** "last mile"

execution (delivery schedules, refrigeration, transport, packaging, requirements). At the national level, strategic pillars (productivity, value chains, markets and finance, governance and resilience) provide coherence and avoid overlaps between ministries and projects.

Monitoring is not left to perceptions: the plan operates with a **National Monitoring and Evaluation System (SNEA)** and **digital dashboards** that report on physical and financial execution, technological adoption, yield per crop, volume processed, access to credit/insurance, employment created, and participation of **women and young people**. Audits (e.g. **Cour des Comptes**) and joint government-partner evaluations allow deviations to be **corrected**: if a hub is making slow progress, it is reprogrammed; if an instrument is not performing, criteria are adjusted or assistance is reinforced.

In terms of **implementation**, the cycle repeats itself every year: (1) territorial diagnosis/updating; (2) programming and budgeting (with a blend of **national, decentralised and cooperation budgets**; plus **private investment** where there are agroparks); (3) implementation of the productive-financial-commercial package; (4) monitoring with **indicators and milestones**; (5) evaluation and adjustments. This scaffolding has made it possible to expand coverage (inputs and mechanisation, training, SMEs supported, insurance pilot schemes), but it has

also revealed **challenges**: unequal capacities in remote areas, costly logistics, and the need for **more** financial and results **traceability** in decentralisation. The plan's response has been to strengthen local capacities, simplify procedures and deepen data transparency to sustain legitimacy and learning.

In short, the PA-PSTAT **functions** as a **territorial "assembly line"**: it first organises the territory (hubs), then brings services and financing closer to the farm, while opening market routes and improving infrastructure; all under rules of governance and data that allow for **learning and correction**. Thus, a reader with no background in the law can understand it as a practical mechanism for **converting public and private investment into productivity, income and rural employment**, with a focus on **family farming, women and young people**.



Funding

Investment reference: Multi-annual programming + cooperation (**FAO, IFAD, ADB**). Multi-year predictability conditions depth and sustainability of results.

Overall plan estimate (2020-2030): More than **USD 1.5 billion**.



Achievements

In regions where this approach has been promoted, concrete results can already be observed. The territorial organisation is operational and has been able to **attract international cooperation**, which has made it possible to **improve the coordination of chains**, advance in the aggregation of supply and **register the first reductions in post-harvest losses**. Shared services have also been strengthened, and studies by ADB, FAO and IFAD confirm **improvements** in post-harvest efficiency and **cooperative governance**, although major challenges remain in connecting production more seamlessly with processing and the market.

These elements make it possible to monitor a change that is already beginning to become visible: territorial governance, when combined with shared services, accelerates the aggregation of supply. However, its performance depends to a large extent on local capacities and clear land rules.

The hub "package" shows potential to be extended to other West African countries, provided that instruments such as guarantees, insurance and digitisation tools are combined to facilitate scaling up.



Risks and difficulties

The process is not without its difficulties. **Local institutions remain fragile, insecure access to land limits investment and logistics remain an obstacle**, with the risk that benefits will be concentrated in the hands of a few agents if transparency and participation are not strengthened. In more remote areas, capacities are uneven, commercialisation faces bottlenecks, and stronger financial traceability is needed in decentralisation processes.

Looking ahead, **the main risks lie in the dependence on external cooperation** and the possibility of discontinuity of processes. The replicability of the model can be considered medium, as it requires sustained political leadership, multi-year funding, local institutional strengthening and updated land and environmental legal frameworks.



Elements of innovation

The policy proposes a **territorialisation of farming policy through farming development hubs**, organised according to the productive potential, socio-economic situation and market access of each region. These hubs are structured according to the logic of integrated value chains from production to processing and commercialisation. At the same time, digital and smart agriculture is being promoted, with the use of drones, climate sensors, mobile applications and geographic information systems, as well as national platforms such as the National System of Farming Innovation (SNIA) and the Agricultural Sector Observatory, which provide real-time information to farmers.

On the financial side, **innovative and inclusive instruments such as climate-indexed agricultural insurance, smart subsidies, agricultural bonds and green investment funds are promoted**. Public guarantee funds are also created to stimulate rural credit without the need for

traditional collateral. The plan also incorporates participatory multi-sectoral governance, with consultation platforms that bring together local governments, farmers, the private sector and technical partners, prioritising the inclusion of young people and women through leadership, training and entrepreneurship programmes.

Another central pillar is the **agro-ecological and climate resilience approach**, which integrates sustainable practices such as conservation agriculture, agroforestry, efficient water management and restoration of degraded lands. Territorial Adaptation Plans for Climate Change (PATCC) are developed, linking farming policy with local resilience strategies. Finally, the policy incorporates a **robust technology monitoring and evaluation system** (SNEA) with real-time indicators and a public accountability dashboard, ensuring transparency and citizen access to information on the progress of farming policies in each region.

3.7. ETHIOPIA – Proclamation 1289/2023 (land contracts)



Context and rationale

Contract farming lacked a clear framework; there were power asymmetries and costly disputes. **Proclamation 1289/2023** responds to power asymmetries and the absence of clear rules in contract farming: it **standardises types of contracts** (including multi-party

contracts), protects farmers through mandatory clauses, regulates inputs, prices and quality, and establishes tiered dispute resolution mechanisms, seeking legal certainty, access to contract-backed finance and better commercialisation conditions.

GENERAL OBJECTIVE

Establish a **clear, equitable and sustainable legal framework to regulate agricultural production contracts** in order to ensure fair and predictable trade relations between farmers and agribusinesses, improve product quality and competitiveness, and protect the rights and obligations of all parties, especially small farmers



Operation: design, instruments, and institutional framework

Proclamation 1289/2023 is first and foremost a **legal framework that makes "contract farming" a clear and predictable procedure for farmers and buyers**. It is not a programme with its own budget; it is the **set of rules** that indicates **how** a production contract is **agreed, recorded, implemented and enforced**, so that small farmers know what they receive and what they deliver, and the agribusiness knows what quality it will get, on what date and under what conditions. The Ministry of Agriculture leads its implementation and the regional

offices authenticate and monitor the contracts in their respective regions.

The practical cycle starts with the **identification of the parties and the type of contract**. The law recognises modalities such as **out-grower, centralised, multi-party** (with third parties such as banks or cooperatives) and **intermediated**, so that each chain can choose the arrangement that works best. From there, a **written contract is negotiated and drawn up in the local language**, with **minimum manda-**



tory clauses: product, quantity, **quality and packaging standards**, delivery schedule, **price (fixed or formula)**, who provides **inputs and technical assistance**, terms and form of **payment**, and transport and traceability conditions. The document is **authenticated** before the relevant authority, which makes it valid and enforceable.

During **implementation**, the law mandates exchange: if the contractor committed to **providing inputs or technical services**, they must deliver them in a timely manner; and the farmer, in turn, must apply the agreed practices and **deliver the agreed volume and quality**. **Machinery and insurance** can be incorporated into the contract (e.g. weather-indexed insurance or pest coverage), and in multi-party schemes a **third-party financier** can advance working capital with the **contract itself as collateral**. Any relevant changes (price, volumes, dates)

must be **mutually agreed in writing**, avoiding unilateral modifications.

For small farmers, the practical value is two-fold: they get **inputs and assistance** under clear rules and an **assured buyer** for their crop; in return, they make verifiable commitments to **quality and delivery**. For the **buyer**, supply uncertainty is reduced and standards are raised. If the agreement is signed by a **cooperative or union**, the negotiation becomes more symmetrical and transaction costs are reduced, something the Proclamation explicitly encourages.

Because farming lives with unforeseen events, the rule **expands "force majeure"** to include **pests, diseases and severe weather events**, and establishes a **ladder of dispute resolution**: first **direct negotiation**, then **mediation or arbitration**, and the **courts** only as a last resort. This design lowers costs and speeds up solutions, especially in rural areas. In parallel, the Ministry can issue **guidelines and standard formats** to standardise templates, registration and quality control, and the regions are responsible for **training** officials and agents on the correct use of contracts.

The implementation **does not create universal subsidies** or a new state credit; rather, it **enables contractors, banks, cooperatives or NGOs** to finance inputs and assistance under the contract, with a record of prices and deductions to avoid abusive indebtedness. This way, financing flows with legal backing and traceability, and farmers know **how much they will owe and when they will be paid**. Monitoring relies on **registration and authentication** of contracts and regional monitoring, although the specifications themselves warn of the need to **strengthen local capacities and transparency** to avoid capture and ensure effective inclusion of **women and young people**.

In short, for a reader starting from scratch: Proclamation 1289/2023 **explains the "how"** of contract farming in Ethiopia. It defines **formats, rights and obligations, protects** against arbitrary changes and climatic shocks, **mandates** conflict resolution and **opens the door** to fund-

ing and assistance within the contract itself. It thus transforms informal and fragile arrangements into **stable relationships** that connect family farming to **demanding markets** without requiring any changes in land ownership or creating a parallel spending programme.



Funding

No dedicated fund (institutional implementation). Multi-year predictability shapes both the depth and the sustainability of results. **The law does not create its own fund or allocate a specific budget:** funding comes from ministries, sectoral programmes, financial institutions and

cooperation—it is an enabling framework rather than a spending programme. Contracts anchor financing (inputs provided by buyers) and are complemented by public or private credit/insurance and training cooperation.



Achievements

A **functioning territorial organisation has been consolidated, capable of attracting international cooperation and channelling resources towards family farming.** The production hubs have led to **improvements in the coordination of chains, the aggregation of supply and the first reductions in post-harvest losses.** Progress has also been made in access to shared services (infrastructure, inputs, training), which has strengthened farmers' capacity to integrate into wider markets. Recent studies by the ADB, FAO and IFAD confirm improvements in post-harvest efficiency and cooperative governance, although important challenges remain in strengthening the connection between farmer, processor and the end market.

Evidence shows that **territorial governance with shared services has accelerated the aggregation of supply and the linking of farmers to more stable markets.** However, the performance of the hubs relies heavily on local institutional capacities, the clarity of land tenure rules and the degree of coordination with private stakeholders.

In West Africa, the "package" of productive hubs is highly replicable provided there is an up-to-date legal framework (on land and environment), consolidated local capacities and sustained institutional leadership. The combination of financial guarantees, agricultural insurance and digital tools can facilitate more efficient and sustainable scaling up.



Difficulties and bottlenecks

The main obstacles include the **fragility of local institutions, insecure land tenure and the limitations of rural logistics, which increase costs and reduce competitiveness.** Furthermore, there is a risk that the benefits will be concentrated in a small number of agents, making transparency and community participation essential to sustain the legitimacy of the model.

Uneven capacity in remote areas, commercialisation difficulties and a lack of financial traceability in decentralisation processes remain bottlenecks that require priority attention.

The model faces **risks of over-reliance on external cooperation and financial discontinuity** if a long-term national budgetary commitment is not secured. Its replicability can be considered medium, subject to political leadership and multi-year funding.



Elements of innovation

The new regulation in Ethiopia introduces a **clear standardisation of contractual modalities**, regulating schemes such as out-grower, centralised, multi-party or intermediated, which **provides greater legal and operational certainty.** In addition, it establishes the mandatory and local formalisation of contracts, which must be in writing, authenticated and in the local language, reducing the risks derived from orality or the use of foreign languages. In addition, the definition of minimum clauses—quality, quantity, packaging, transport, prices

and payments—is required, which strengthens transparency and protects both farmers and buyers.

Another relevant contribution is the broadening of the notion of force majeure, **adapted to the agricultural reality by including pests, diseases and extreme weather events.** For conflict management, a tiered dispute resolution mechanism is implemented, prioritising direct negotiation, followed by mediation or arbitration, and using the judicial system only

as a last resort, offering faster, more accessible and less costly processes for small farmers.

Finally, **the law recognises the participation of multiple agents**, such as funders or providers of technical assistance, especially in mul-

ti-party contracts, broadening the possibilities for cooperation. At the same time, it promotes a level playing field between the parties, balancing rights and responsibilities, which is essential to protect small farmers from contractors with greater bargaining power.

3.8. UGANDA – National Financial Inclusion Strategy II 2023-2028 (NFIS II)



Context and rationale

NFIS II builds on geographic access gaps, low product diversity, exclusion of women and young people, limited use of formal services, and deficits in financial education and protection; it seeks to close bottlenecks in payment

infrastructure, credit data and collateral for households and family farmers to access savings, credit, insurance and pensions, enabling productive investment and resilience.

GENERAL OBJECTIVE

Achieve **universal access to and use of a wide range of formal, quality, affordable and responsibly and sustainably delivered financial products and services.**





Operation: design, instruments, and institutional framework

NFIS II is not a single programme with a closed budget, but the **country roadmap** that mandates how the State, regulators and the financial sector expand **access** and, above all, the **effective and responsible use** of financial services by households and small productive units—including family farming—during 2023-2028. Its logic is simple to understand for the outsider: first ensure that **there are doors** (accessible physical and digital points); then that **getting through the door is safe and useful** (consumer protection, education and appropriate products); and finally, that **those transactions create value** for local economic life (credit, insurance and payments that actually support the productive cycle and social inclusion). Leadership rests with the **Bank of Uganda (BoU)** and the **Ministry of Finance (MoFPED)**, with coordination down to districts and parishes so that the strategy has a face and results on the ground.

The first stage is to **bring infrastructure** to areas where there has never been banking. Uganda has multiplied **agencies and correspondent banks** so that opening an account, withdrawing or sending money does not involve hours of walking; in fact, **active agents** increased from **133 in 2017 to 25,635 in June 2023**, a leap that changes the daily lives of rural families. In parallel, **payment interoperability**—with a **National Payment Switch**—allows money to be moved between different platforms and **mobile wallets** used as the backbone of day-to-day finance; even the **purchase of government securities** is being digitised so that a phone is a gateway to secure savings instruments. All this reduces entry frictions and transaction

costs, which were the most immediate barrier for millions of people.

Beyond **connectivity**, success hinges on **trust**. The strategy reinforces **consumer protection** (transparency, dispute resolution, rules of conduct) and **financial literacy** with campaigns and practical modules delivered by local governments, Farmer Field Schools and community-based organisations. In addition, Uganda has **regulated digital credit** to prevent abuse and over-indebtedness, and has opened the way for **Islamic products** where demand requires it. The aim is that the user not only "has an account", but **knows how to use it** and that the **products**—savings, credit, **insurance**, pensions—are adapted to women, young people, people with disabilities, refugees and, in particular, **small rural farmers**.

The agricultural dimension is not left to chance. NFIS II **engages** with programmes such as the **Parish Development Model (PDM)** and **Emyooga**: transfers and seed capital enter **formal accounts**; **SACCOs** and cooperatives become gateways to savings and **micro-credit**; and **insurance**—including **weather-indexed insurance**—begins to protect crops and assets. To make credit cheaper and more accessible without requiring impossible mortgages, the **registration of movable collateral** is being pushed and **credit bureaus** are being strengthened, so that payment history (including **mobile money**) serves as **reputational collateral** for farmers and micro-enterprises with few fixed assets. The ambition is clear: that formal money should **support the agricultural cycle** and not drive farmers into unpayable debts.

All this is **governed** by a clear architecture. At the central level, **BoU** and **MoFPED** lead inter-institutional committees; **UMRA** regulates micro-finance and digital lending; and the ministries of **Trade** (cooperatives), **Gender** (inclusion) and **Agriculture** (rural products) align agendas. At the grassroots level, **district governments and parish councils** roll out financial education, support SACCOs and channel complaints and solutions. **Monitoring** is supported by surveys such as **Finscope** and periodic progress reports: today, Uganda registers **81%** overall financial inclusion and **68%** formal inclusion, but with **gaps** that the strategy addresses—**84% men vs. 79% women; 87% urban vs. 78% rural**—a sign that the work is not just about opening doors, but about **closing inequalities**.

The **funding of NFIS II** reflects its **country strategy** nature: there is no "single line" in the budget, but **allocations distributed** among implementing entities, complemented by **multi-laterals** (World Bank, IMF, UNCDF, AfDB), **bilateral cooperation** and the **private sector** (banks, insurers, fintech and mobile operators) investing in products, technology and expansion. This "blend" makes it possible to sustain payments infrastructure, literacy, user protection and product innovation—including an explicit commitment to **green finance** for clean energy and climate-resilient agriculture—without relying on a single tax line item.

Seen from the ground, a **typical** rural community's **journey** illustrates the mechanics: a SACCO formalises and connects to the **national switch**; households open accounts or wallets with a **local agent**; the PDM moves resources through formal channels and people start **saving** and **paying for** inputs without carrying cash; a group of farmers accesses **micro-credit** with collateral and takes out **micro**



weather insurance; and the district measures progress—active accounts, frequency of use, credits served, claims paid—to adjust bottlenecks. The promise of NFIS II is that, with these pieces aligned, the leap is no longer just to **have access**, but to **use finance well** to produce, trade and better withstand shocks.

In short, NFIS II "translated" into plain language works like this: **more doors, more security, better products and real coordination** to make financial inclusion **count** in the everyday economy. Where access has already improved, the focus shifts to **quality use**; where gender, rural or cost gaps persist, the strategy sustains the momentum with **rules, education and data** until this new financial infrastructure truly translates into **welfare and opportunity** for the population.



Funding

There is no exclusive "lump sum": it is leveraged on the budget of implementing and co-operating entities (World Bank, IMF, UNCDF, AfDB, bilaterals) and investments from the financial/fintech sector.

Investment/budget reference: National budget + cooperation. Multi-year predictability conditions depth and sustainability of results.

Sector funds, cooperation and private sector; distributed investments in regulator, infrastructure and product offerings, plus financial education.



Achievements

The programme has achieved a **significant expansion in access points and in the formal use of financial services in rural areas**, resulting in greater capillarity of supply and lower transaction costs for users. **Progress has been made in financial education**, with campaigns targeting different segments of the population, and in consumer protection, where better control and transparency mechanisms have been established.

The use of data for credit scoring has also been strengthened, **improving risk assessment and broadening the base of potential beneficiaries**. A concrete example is the growth of savings and credit cooperatives, with usage levels increasing rose from 5% to 14%, reflecting increased confidence and formalisation in community-based savings and credit management. However, the direct impact on farm incomes still depends on the depth and adaptation of credit and insurance to specific farming production cycles.

The consolidation of **an interoperable payments infrastructure**, accompanied by an

active regulatory framework and financial literacy initiatives, has created the conditions for the farming sector to attract more investment. These advances have allowed for **greater formalisation of access to services and the lowering of entry barriers** for small farmers.





Difficulties

Despite these advances, **high financial costs persist**, limiting access for small farmers, as well as a supply of products poorly adapted to the farming sector, which does not always respond to the needs of the production and marketing cycle.

The digital divide remains a structural challenge, hindering access to services in remote rural areas and making connectivity more expensive. In addition, fraud risks have been identified in some financial inclusion schemes, which calls for more robust control and supervisory mechanisms.

Another critical aspect is **institutional coordination, which still shows fragmentation and overlap between agents**. Recurrent criticisms include an overemphasis on expanding "access" to financial services, without ensuring that this translates into "effective use" that tangibly impacts on livelihoods. There are still

high interest rates, limited agricultural insurance coverage, gender and rurality gaps, and connectivity costs that restrict the sustainability of progress.

The process faces relevant risks, such as digital over-indebtedness in vulnerable populations and exposure to financial fraud linked to accelerated digitalisation.

Experience suggests that the combination of an interoperable payments platform, coupled with targeted financial education campaigns, is highly replicable in East African contexts. To ensure the sustainability of this approach, **effective user protection, strict cost controls and the development of financial products adapted to agricultural risk are required, so that inclusion translates into real economic impact rather than additional vulnerabilities**.



Elements of innovation

The NFSII introduces an explicit focus on **green finance, promoting for the first time financial products that support renewable energy, sustainable farming, water resource management and climate change adaptation**. Incentives are established for banks, micro-finance and fintech companies to develop lines of credit and insurance linked to environmental sustainability, promoting responsible and resilient investments.

Digital integration and interoperability is enhanced, with the creation of the National Payment Switch to connect payment operators and facilitate instant transfers between platforms. In addition, the purchase of government securities via mobile devices is digitised (Project Okusevinga), and interoperable e-wallets and more accessible mobile financial services are promoted. In parallel, **products tailored to specific target groups are being developed**, such as Shari'ah-compliant Islamic banking,

agricultural micro-insurance and collateralised loans for small farmers, as well as financial services for people with disabilities and remote rural communities.

The NFSII **strengthens the financial data infrastructure**, expanding collateral registries and credit information systems, and incorporating alternative data to assess the creditworthiness of the unbanked. In addition, financial education and protection is emphasised, with strategies

differentiated by gender, age and environment, along with stricter regulation of digital lending to prevent abuse and over-indebtedness.

Finally, **broader inter-sectoral coordination is promoted, integrating national programmes** such as the Parish Development Model, Emyooga and the National Development Plan, ensuring that public funds and productive support are channelled into formal accounts and generate sustainable economic activity.

3.9. INDONESIA – Youth Entrepreneurship and Employment Support Services Programme (YESS)



Context and rationale

YESS emerges to address **rural youth unemployment and underemployment**, skills gaps, **lack of** adapted **financing** and the fragmentation between agriculture, employment and education policies; it combines training, mentoring and financial instruments for **agri-rural youth entrepreneurship**, leveraged by nation-

al frameworks (Renstra) and by the Decade of Family Farming and IFAD's agenda.

YESS is justified as a platform that integrates training, mentoring and financial instruments to make agri-rural entrepreneurship attractive and sustainable.

GENERAL OBJECTIVE

Reduce rural youth unemployment (15-39 years old) through skills, employment and agri-food entrepreneurship; partnerships with local governments, NGOs, training centres and the financial sector; scale target with cohorts and personalised support.



Operation

The **YESS** programme is the way in which Indonesia decided to move from isolated courses for young people to a **complete ecosystem** that supports, step by step, the economic integration of young people in rural areas into agriculture and its value chains. It is not a "one-off programme", but a **pathway**: identifying young people with interest, training them in technical and entrepreneurial skills, **mentoring them** while they design their project, providing them with **seed capital or micro-credit** when the plan is already viable and, above all, following up with a **digital system (MIS-YESS)** that allows them to adjust in time any aspects that are not working. This pathway is anchored in the national planning of the Ministry of Agriculture and in laws such as **Law 40/2009 on Youth** and **Law 19/2013 on the Protection and Empowerment of Farmers**, so that the programme is not viewed as an "experiment" but as a public policy with institutional backing.

Regional YESS teams, in partnership with Farmer Field Schools, training centres and local NGOs, **register** young people from rural areas and check eligibility criteria. The register is digital and feeds into **MIS-YESS**, which not only stores names, but also **traces the path** of each participant: what modules they have taken, who they are mentoring with, whether they have received a grant, what stage their business is at and what results they are achieving. This technological "backbone" is crucial: managers see progress **in real time** and can reinforce mentoring where there is a risk of abandonment, or speed up procedures when a business plan is already mature. The **YESS Mobile app** provides content, a calendar of fairs and opportunities, and also connects



young people with each other to solve queries or find local allies.

A **typical** beneficiary's **journey** illustrates the logic. After registration, they complete practical modules—agri-production, processing, marketing, management and finance—and, in parallel, work with a **mentor** on the outline of their venture: costs, cash flow, health requirements, sourcing and potential customers. YESS avoids the "course without practice" trap with **Farmer Field Schools** and **decentralised** incubation, where prototypes are developed, market tested and mistakes corrected with close support. When the plan is viable, the young woman applies for **seed capital** through competitive calls for proposals or accesses a community **revolving fund**; if she needs more scale, the programme connects her to **micro-finance institutions** that have designed specific products for young people, without requiring equity guarantees that most do not have. Everything is designed so that financing comes **after** the business has taken shape, and that the money **translates into sales**, not debt.

The programme operates through **regional consortia** that bring together local governments, chambers of agriculture, schools and rural organisations. Such multi-stakeholder governance brings services together and solves the "last mile" issue: securing incubation space, coordinating fairs, negotiating with local banks, arranging transport or packaging when sales get under way.

In terms of numbers, the programme has **registered more than 75,000 young people** and **trained some 45,000**, rolled out **mentoring** for around **4,500** people, and **boosted more than 7,500 enterprises** in production, processing, marketing and rural services. One third of these initiatives are led by **young women**, and interim evaluations report **income increases of 40-60%** in formalised ventures, as well as greater permanence in the territory and better rates of financial inclusion. These figures are

explained by the **integrated package**—training + mentoring + seed capital + digital support—rather than by a single instrument.

In short, **YESS functions as a complete gateway** from the motivation of young people in rural areas to a business that sells and grows. It identifies and registers, trains and mentors, provides finance when the plan is sound, opens doors to nearby markets and **tracks** each path with digital tools. Its **decentralised** and **multi-stakeholder** implementation explains why it has been able to scale up in diverse provinces; its limits are a reminder that youth entrepreneurship needs **land, market and infrastructure** policies to support it. With this dual character—ambition and realism—YESS has become a regional reference, demonstrating that rural youth are not just an abstract "future," but a **productive present** when the State and its allies put the pieces in the right order.



Funding



IFAD provides most of the resources (concessional loan and grant), the Government of Indonesia co-finances from the national budget, and local governments provide space, logistics and staff; companies and NGOs add mentoring and internships. Overall, the programme mobilises **USD 60 million (2019-2025)**, with accountability rules audited by the Audit Board of Indonesia (BPK) and IFAD technical missions.

The combination of sources ensures continuity and, at the same time, obliges transparency procedures that have been reviewed through audits and in the **interim evaluation (2023)**, with recommendations to strengthen **decentralised** financial monitoring.



Achievements (observed results)

Interim evaluations show that **beneficiaries** of the programme have recorded **income increases of between 40% and 60%**, especially in the cohorts that received comprehensive support. Evidence indicates that the quality of mentoring is a decisive factor for the sustainability of businesses, favouring both the consolidation of ventures and their capacity to generate local employment. Furthermore, consolidated mentoring networks and supported enterprises not only contribute to the diversification of household incomes, but also strengthen the economic fabric of rural communities. **The replicability of the model** is high in provinces where there are active and coordinated support institutions, although the results are more uneven in peripheral territories, with less infrastructure and lower institutional density.

Experience shows that the combination of **intensive mentoring with appropriate financial instruments acts as a genuine catalyst for the creation and consolidation of rural enterprises**. The incorporation of **digitisation**

tools has allowed for **better targeting of beneficiaries** and more systematic monitoring of results, which contributes to increasing the programme's effectiveness. It also confirms that the existence of stable market arrangements is a determining factor in ensuring the sustainability of incubated businesses by providing predictable demand and more favourable sales conditions.

The model offers **high replicability**, thanks to its modular design and low physical infrastructure requirements, making it adaptable to different rural contexts. The "contextualised rural incubation" strategy, which combines management information systems (MIS—digital platform) with close mentoring processes, is transferable to territories with training centres and active local networks. In addition, integrating the programme with public procurement and stable institutional markets would strengthen demand and allow for more sustained scaling up of results.



Difficulties and bottlenecks

The **limited availability of credit for scaling up ventures** restricts their ability to consolidate in the medium term. Heterogeneity in the quality of mentoring is also still an issue, which can lead to performance gaps between cohorts. **The lack of stable links to demand** and adequate logis-

tics systems is another important bottleneck, as it conditions the sustainability of the businesses created and limits their full integration into sustainable markets. Financial discontinuity and dependence on external subsidies can weaken the long-term autonomy of enterprises.



Elements of innovation

The YESS programme is distinguished by **its holistic approach to rural youth, placing young people as active protagonists and not only as beneficiaries.** Its model connects education, entrepreneurship, employment, financing and social inclusion in a coordinated package of services. Through business incubation adapted to the rural environment, it offers mobile or temporary training and mentoring spaces, technical support, validation of business models and access to seed capital, ensuring that young people's ideas are translated into sustainable ventures.

The strategy is supported by **modern technological tools** such as the MIS-YESS digital system, which registers each young person individually, so as to monitor their path and measure the impact in real time with social, gender, economic and territorial indicators. In addition, the YESS mobile application facilitates access

to information on training, financial services, fairs, mentoring and job opportunities, while also fostering peer-to-peer communication and online queries into technical content.

The **programme also innovates in inclusive finance, through competitive seed capital grants, youth-managed community revolving funds and micro-finance products** without the need for traditional collateral. With a **strong focus on gender and inclusion**, it ensures the participation of young women with targets above 30% and differentiated pathways for those facing the greatest barriers. Finally, YESS promotes multi-stakeholder territorial governance, implemented in a decentralised manner through regional consortia that integrate NGOs, local governments, schools, chambers of agriculture and businesses, giving a central role to the youth voice in decision-making.

3.10. NEPAL – Agricultural Development Strategy 2015-2035 (ADS)



Context and rationale

The ADS is justified by the **low productivity and high climate risk** of rain-fed farming, weak infrastructure and value chains, and social gaps in rural areas; it proposes to transform the sector into an **inclusive and competitive driver** through irrigation, services, infrastructure, multi-level governance and a gender ap-

proach, with a long-term horizon and interim reviews to fine-tune federal implementation. ADS reorients investment and coordination towards an inclusive and competitive sector, with a focus on public goods (irrigation/roads), services and value chains.

The **ADS** is the long-term roadmap through which Nepal decided to move from subsistence, dispersed, vulnerable farming to a **productive, competitive, inclusive and resilient** system, coordinating the three levels of government created by the 2015 Constitution (national, provincial and local). It is not a single

programme with one window, but a **strategic framework** that defines "what to do", "who does it" and "with what instruments" over 20 years, and is implemented through annual and multi-annual **action plans** and **budgets** aligned to that horizon.

GENERAL OBJECTIVE

Transform Nepal's agriculture into a **productive, competitive, inclusive and resilient** sector that **improves food security, raises rural incomes and reduces poverty**, through a package of coordinated interventions between the national, provincial and local levels.



Operation

The **Ministry of Agriculture and Livestock Development (MoALD)** leads the process and has two operational parts: the **ADS Implementation Support Unit (ADS-ISU)**, which provides technical support and monitoring, and the **ADS Implementation and Coordination Committee (ADS-ICC)**, which coordinates high-level policies, resources and responsibilities. On the ground, the ADS takes effect 'on the ground' through **provincial and local governments** which, after federalisation, assumed key functions: extension services, local-scale productive infrastructure (irrigation, roads), support for cooperatives and value chains. The logic is **multi-level**: the centre sets the framework and standards; provinces and municipalities plan and implement according to their agri-ecological reality.



Implementation is organised in **integrated packages** per territory. First, it starts with a **diagnosis of bottlenecks** (land/water, productivity, services, markets, climate vulnerability, inclusion), which feeds into local plans and timelines. On that basis, **extension and innovation services** are rolled out (pluralistic model with public sector, cooperatives, NGOs and private sector), along with **technical and business training** (with an emphasis on women and young people), and **appropriate mechanisation** through **service centres** that rent equipment to avoid small farmers having to buy machinery they cannot afford. The aim is to support concrete production decisions—appropriate seeds, soil and water management, climate-smart practices, safety and post-harvest—so that the investment translates into **higher yields and fewer losses**.

In parallel, the ADS **facilitates access to finance and insurance**: it improves **agricultural credit rules**, promotes **micro-finance** and savings and credit cooperatives, promotes **guarantees** and **subsidies for agricultural insurance premiums** (including cover for drought, floods and livestock losses) and uses **vouchers/subsidies** for strategic inputs (certified seeds, fertilisers, efficient irrigation). It is not just a matter of "giving resources", but of **calibrating them to the risk and the cycle** so that cash-strapped households can invest without being trapped in unpayable debts.

The strategy **opens markets** by connecting production with **value chains** and **public procurement**. It invests in **collection, storage and processing centres**, improves **rural roads**, promotes sanitary and quality standards to access **national and export markets**, and contemplates **minimum prices** or State purchases for certain strategic products linked to food security. This commercial leg is what makes farm

investment **viable**: without a market, subsidies are diluted; with an orderly market, the family can plan sowing and sell with greater predictability.

Social inclusion is not an appendix: it runs through the entire ADS. Priority is given to **women, young people, marginalised castes/ethnicities and mountain areas** through **differentiated subsidies**, service access quotas, targeted training and **tenure security** measures (reforms, registration and efficient use of land, including **women's co-ownership**). Organisational inclusion is fostered by strengthening cooperatives and grassroots groups (e.g. water users), which are gateways to inputs, credit and marketing.

The **operating cycle** is repeatable: **(1) diagnosis and territorial planning** with targets; **(2) budgeting and allocation** (multi-source); **(3) implementation** of the productive-financial-commercial package; **(4) monitoring and evaluation** with performance indicators (productivity, income, access to services, participation of women and young people, food security, resilience); and **(5) annual adjustments** and mid-term reviews. The ADS has fostered laws and institutional arrangements (e.g. right to food, farmers' commissions) and service coverage, but has also exhibited **challenges**: imperfect **federal coordination**, **insufficient resources** along certain lines, **weak M&E** in the early years, and **unequal participation** of vulnerable groups. Therefore, the strategy itself emphasises **clarifying intergovernmental roles, strengthening local capacities, improving traceability** of subsidies/insurance and **deepening evidence** for timely correction.

In short, the ADS **functions** as a **country-framework** that aligns laws, institutions and money around a territorial package that

combines **secure land and water, services and technology, finance and insurance, markets and infrastructure, and inclusive governance**. Implementation requires consistency, coordination and data; when these pieces fit

together, the promise of the strategy—**higher rural incomes, food security and climate resilience**—is no longer just a statement but becomes **concrete management** in municipalities and provinces.



Funding

In **public finance**, ADS is supported by a **mix** where **≈89%** comes from **government and donors** and **≈11%** from the **private sector and communities**. For the **Action and Investment Plan** for the first 10 years, **≈ NPR 502 billion** (about **NPR ≈50 billion/year**) was projected, spread across productivity (37 %), commer-

cialisation (19 %), governance (8 %), competitiveness (8 %) and other programmes (28 %). This structure allows for a combination of **infrastructure and services with financial instruments and market measures**, while recognising that the private sector and communities must co-finance and own the solutions.



Achievements

The programme has shown **more visible progress in infrastructure and service provision** than in homogeneous income impacts. Where irrigation availability has been combined with stable agricultural extension, consistent improvements in productivity and farmer sales have been observed. **Progress has also been made in investment predictability and coordination between different levels of government**, which has contributed to improved connectivity and rural service provision. However, weak initial M&E and heterogeneity in local ownership have limited the capacity to generate comparable learning and to consolidate impacts uniformly across the territory.

The changes observed reflect a combination of **improvements in farmers' livelihoods**—including **income, asset accumulation and greater**

resilience to shocks—together with **increases in productivity and better access to markets**. However, the results show regional variability, being more consistent where institutional demand was consolidated and financial and support services were delivered in a timely manner. This pattern shows that the combination of institutional planning, infrastructure and technical assistance can generate sustainable impacts, although their effectiveness depends on local capacity and the specific context.

Long-term strategies **work best when accompanied by clear multi-level governance, stable resources and monitoring systems from the outset**. Instruments such as vouchers and incentives have proved effective, but their success depends on rigorous verification to ensure that the benefits actually reach the intended recipients.



Difficulties and bottlenecks

The programme faces **challenging multi-level coordination, with disparate local capacities conditioning the effectiveness of interventions**. Budgetary continuity and maintenance of installed infrastructure remain critical challenges, particularly in the face of recurrent climate risks, which put a strain on the sustainability of progress.

Fragmentation associated with the transition to federalism, insufficient budget execution

and limited capacities at the sub-national level reduce the effectiveness of implementation. Moreover, the **weakness of the M&E system** makes it difficult to close the learning gap and limits the possibility of adjusting policies on the basis of solid evidence.

Among the main risks identified are **institutional fragmentation and slow implementation**, which can limit the effectiveness of programmes and dilute expected results.



Elements of innovation

ADS proposes an **integrated value chain approach**, which goes beyond a vision focused solely on production and incorporates processing, commercialisation and consumption. This makes it possible to identify bottlenecks and target coordinated investments along the entire chain. It also seeks the **social inclusion and empowerment of women, young people, indigenous peoples, Dalits and mountain communities through differentiated subsidies, training programmes and preferential access to services**. To address climate vulnerability, it promotes innovative financing and subsidised agricultural insurance, as well as credit tailored to small farmers and the use of mobile banking.

Another focus is on **adapted mechanisation**, which promotes farm machinery rental services for smallholders, reducing the need for investment in ownership. The agricultural research and extension system is also strengthened, with integration between research centres,



farmers and social organisations, favouring locally adapted technologies and a pluralistic model with the participation of NGOs, the private sector and cooperatives. At the same time, the use of public procurement is promoted as a development tool, strengthening local markets and guaranteeing more stable incomes.

The strategy **incorporates an environmental sustainability approach**, with measures to address climate change, sustainable water and soil management, watershed conservation and the promotion of agro-ecological practices. At the institutional level, it proposes reforms to improve governance and intergovernmental coordination, along with mechanisms for ac-

countability and social participation. Finally, it encourages connection with the private sector through public-private partnerships, incentives for domestic and foreign investment, and the creation of rural agri-industries, adapting all this to Nepal's territorial diversity with differentiated plans for the Terai, the hills and the Himalayas.

3.11. FIJI – Gender in Agriculture Policy 2022-2027



Context and rationale

The Gender in Agriculture Policy 2022 - 2027 is justified by persistent gaps (e.g. only 14% of professional farmers are women), lower access to assets, training and markets, and by the need to mainstream gender across the sector;

it structures axes to equalise access to resources, technology and representation, with parliamentary support and recommendations to strengthen disaggregated data and M&E.

OBJECTIVE

Mainstream **gender equality throughout the agricultural sector** so that rural women have equal access to **productive resources, extension services, finance and technology**; strengthen their **participation in decision-making** and organisations; and improve their income and climate resilience, contributing to food security and rural development in the country.





Operation

Fiji's Gender in Agriculture Policy functions as a sector-wide "scaffolding" to move rural women from the periphery of programmes to the centre of production, decision-making and access to income. It is not a stand-alone project, but a framework that the **Ministry of Agriculture and Waterways** is leading together with the **Ministry of Women, Children and Poverty Reduction**, so that each line of agricultural work—extension, finance, markets, data, infrastructure—incorporates specific gender equality goals and resources. From the outset, the policy starts from a clear diagnosis: women farmers face cumulative barriers in land, credit, technical assistance, technology and representation; if these barriers are not dismantled at the same time, training alone will not change outcomes.

Operationally, the first step is to **identify and convene** rural women in their own territories. Teams from the ministry and partner organisations carry out community mappings, meetings with traditional leaders and information days to make opportunities, participation criteria and available support visible. This "gateway" immediately connects to **extension and training services** designed for their context: practical modules in the village on soil and water management, climate resilient production, safety and post-harvest, along with business notions (costs, cash flow, sales recording) and leadership. The logic is not to add individual workshops, but to support concrete production decisions and translate learning into measurable improvements in yield, quality and post-harvest loss.

As training progresses, the policy **opens the financial tap** with instruments adapted to dif-



ferent trajectories and sizes: revolving funds managed by women's groups, micro-credits with flexible conditions and, where applicable,

small grants linked to simple business plans. Eligibility and disbursement is supported by the community's own network and public extension, so that the money flows into investments with plausible market "outlets" (seeds, small equipment, refrigeration, packaging) and does not become sterile debt. In parallel, **membership of associations**—cooperatives and producer groups—is promoted to aggregate supply, streamline logistical costs and better negotiate inputs, transport and prices. In the first two years of implementation, **≈4,000 women trained, >1,500** with access to micro-credit or revolving funds and **25 women's cooperatives** strengthened, with an **increase of over 35%** in women's participation in extension activities compared to the baseline.

The policy **connects production with the market** at an early stage. With support from the ministry and partners, women farmers identify local buyers (fairs, local shops, tourism, school/hospital caterers) and standardise presentation, weights and labelling. **Digital inclusion** becomes a hinge: market prices, weather alerts and technical advice are disseminated via SMS and mobile apps, facilitating planting and sales decisions even on remote islands. Where logistics are the bottleneck, shared routes are organised and collection points are strengthened. This "market first" approach allows investment to be translated into sales and current income for households.

To sustain change, the policy **institutionalises the gender perspective** within the Ministry of Agriculture itself: responsible units, procedures, targets and **indicators disaggregated by sex** are part of the routine monitoring of the sector. Tracking dashboards measure access to services, funding, leadership and economic outcomes (e.g. increased revenue or access to new markets), so that teams can make timely

corrections where implementation falls short. The Parliament has also pointed to the need to strengthen gender analysis in official reports so that progress is traceable and comparable from year to year; this demand for **evidence** pushes for better data and greater accountability.

Implementation recognises and works on the most difficult obstacles: socio-cultural norms that discourage women's leadership, unequal access to land in traditional tenure structures, the digital divide and territorial disparities. Therefore, public campaigns include community leaders; services are adapted to times and care burdens; technological solutions favour **simple tools** (SMS) and policy prioritises remote territories with mobile extension devices. In contexts highly exposed to cyclones, droughts and floods, **climate-resilient agriculture** is driven by appropriate practices and technologies, in the knowledge that an extreme event can reverse the progress made over year in a matter of weeks if there is no preparedness and strong local networks.

Seen from the beneficiary's point of view, the typical "path" is clear: she gets information and registers in her community; receives practical training and technical support; joins a group or cooperative; accesses small financing tied to a simple plan; tests the market with extension support and mobile tools; adjusts production and presentation; and, if the business grows, consolidates her leadership and access to new customers. The policy is designed so that this route does not depend on exceptions, but rather **the norm** in the territory. When the pieces—services, finance, associativity, markets and data—are aligned, the results follow: **more voice and decision-making, more income and more resilience** in rural households headed up by women.



Funding

Policy **funding** combines national budget and international cooperation (FAO, UNDP, EU, World Bank), with an indicative volume of **USD 15-20 million for 2022-2027**; the private sector and NGOs contribute about ten percent, mainly in pilot schemes, mentoring and aware-

ness campaigns. This combination allows extension services, revolving funds and market actions to be maintained without relying on a single source, but also involves coordinating schedules, requirements and reporting from multiple agents.



Achievements

Achievements include **improved leadership skills and increased access to micro-finance for women**, in a context where the Parliament has called for the **consolidation of gender indicators in annual reports** in order to more accurately measure changes in income and assets on a large scale. There has also been progress in financial and digital literacy, as well as a **strengthening of women's networks** that has favoured coordination and mutual support. There is also evidence of an increase in income in businesses that have received support.

Available evidence shows that **affirmative action combined with tailored micro-finance** is boosting women's economic empowerment.

In addition, disaggregated data is essential to strengthen accountability mechanisms and track progress on gender equality.

The experience has strong potential for replicability due to the simplicity of the intervention framework and its alignment with the Sustainable Development Goals. Support "ecosystems"—consisting of cooperatives, access to micro-credit and digital training—can be successfully transferred as long as they are adequately funded and anchored in public services. A key element in ensuring the effectiveness of these models is to maintain the parity and security necessary to ensure women's full participation.



Difficulties and bottlenecks

However, major difficulties and bottlenecks still remain. **Socio-cultural barriers and the burden of care continue to limit women's full participation.** This is compounded by the logistical challenges of working in islands and remote areas, as well as the need for a more

robust monitoring and evaluation system to demonstrate results on a larger scale

The main risk is the **intermittency and dispersion of funding**, which may limit the sustainability of results.



Elements of innovation

For the first time, the agricultural policy introduces gender mainstreaming throughout its entire cycle, ensuring that equality is prioritised from design to evaluation. To reduce gaps, **the use of digital technologies is promoted** through mobile platforms that allow women farmers to access training, technical assistance and markets, overcoming geographical limitations. **Specific financial mechanisms are also created**, such as micro-credits and revolving funds adapted to their needs, which strengthen their financial independence.

Another key pillar is the **strengthening of rural women's networks and associations**, with institutional support for women-led cooperatives that facilitate access to resources and market opportunities. At the same time, culturally contextualised awareness-raising campaigns are developed, which seek to transform social norms that restrict women's participation in farming, combining respect for local culture with a commitment to equality.



3.12. SAMOA – Agricultural Sector Plan (ASP)



Context and rationale

ASP responds to the **small scale** of the sector, island logistics costs, dependence on aid and **exposure to climatic shocks**; aligns agriculture with the national Samoa Development Strategy, operationalises goals through an **implementation and M&E plan**, and capitalises on competitiveness and productivity projects to connect family farming with markets (including

local procurement) and the strengthen institutional capacities of the MAF (Ministry of Agriculture and Fisheries).

It focuses on family farmers with FFS instruments, local procurement and competitiveness/marketing projects.

GENERAL OBJECTIVE

Build a **productive, sustainable, resilient and inclusive agricultural sector that ensures food and nutrition security, raises incomes and rural employment, strengthens value chains and market access** (reducing import dependency) and **improves environmental and climate management**, through a single sectoral coordination (SWAp) that links services, financing, infrastructure and governance with a focus on family farming.



Operation

The **ASP** organises Samoa's agriculture sector as a **single sector-wide framework for action** (2016-2020 and beyond) that aligns government, communities and partners to move from subsistence farming to **productive, climate-resilient and inclusive** systems. It is not an isolated project or a specific fund: it is the **umbrella** that sets priorities, distributes responsibilities and coordinates national budgets and coop-

eration so that **services, financing, markets and infrastructure** reach small family farms in a coherent way. It is anchored in the **Strategy for the Development of Samoa (SDS)** and is implemented under the leadership of the **Ministry of Agriculture and Fisheries (MAF)**, with support from other ministries, local governments, farming organisations, NGOs and the private sector.

In the **territory**, the ASP is based on a **participatory diagnosis** of bottlenecks (land, productivity, water, logistics, market, climate vulnerability) and defines **local plans** by prioritised chains (taro, coconut, cocoa, fruit). Given that most of the land is governed by **customary tenure**, the plan works with **voluntary community agreements** and technical-legal support to **formalise leases** that give security to the farmer without affecting traditional rights; on this basis, investments and services are planned.

The **gateway for families** is reinforced **agricultural extension**: MAF teams and partners deploy **Farmer Field Schools (FFS)**, advise on **climate-smart** practices (resistant varieties, efficient water management, agroforestry), food safety and **post-harvest**, and connect technical improvement with **real market requirements** (presentation, labelling, quality). To avoid burdening small farmers with costly assets, **machinery service centres** and equipment sharing are promoted. The training includes basic **management and finance**, with an emphasis on **women and young people**.

For investment to **translate into sales**, the ASP strengthens **value chains** and **market access**: it improves **collection, storage and transport**, standardises **quality/labelling** and promotes **farmer-buyer partnerships** (PPPs). As an "**anchor demand**", it promotes **public procurement** (schools, hospitals, social programmes) and pilots "local purchase for development" in partnership with **WFP**, so that local production has a stable buyer and improves **nutrition** with fresh food.

Governance is multi-stakeholder: the MAF coordinates with Economy, Environment, Health, Youth and Public Works; **communities and traditional leaders (matai)** mediate access



to land and social mobilisation; **cooperatives and farmer groups** aggregate supply and lower costs; and **NGOs** and universities provide training and evidence. The ASP incorporated an *Agriculture Policy Bank* (digital library) for **policy transparency** and decision support. **Monitoring** is based on indicators of productivity, technology adoption, access to services/finance, post-harvest losses, women and youth participation, and resilience; the plan itself recognises the need to **strengthen M&E** and the agricultural database (censuses and baselines).

In short, the ASP **functions** as a **sectoral work stream** that starts by bringing **land and services** together. It then brings **finance and insurance** closer, opens **markets** and strengthens **infrastructure and organisations**, all under **community and inter-institutional governance** with clear goals. When all these pieces are switched on together, Samoan family farming **produces more and better**, sells with greater **predictability** and is **better prepared** for cyclones, droughts or price shocks.



Achievements

Among the main achievements are **targeted improvements in productivity and market access** within the projects, as well as the **strengthening of the MAF's capacities and monitoring and evaluation systems**. There is also evidence of the expansion of improved practices and the first institutional sales, although impact at scale remains limited by island logistics and budgetary constraints. In this sense, the strategy adopted has been to move forward with a "pilot-learn-scale" approach to progressively consolidate results.

There is evidence of results that show the logic of the model: in the *Samoa Agriculture Competitiveness Enhancement Project* (aligned to the ASP), fruit and vegetable growers **increased yields by ~53%** (target 50%) and improved livelihoods by **36%** (target 30%); **crop**

cycles were multiplied (3.2→4.7 vs. 2.1→2.2 in non-participants) and **greenhouses** were deployed with measurable income increases. In addition, **competitive grants** (e.g. **GAFSP USD 2 million**) were mobilised for organisations of farmers (poultry, cocoa, seaweed, bee-keeping), with a focus on value addition and market access. These achievements are explained by the **integrated package** (secure land/agreed use, extension, finance, infrastructure, market) rather than by an isolated intervention.

Pilot experiences with a clear monitoring and evaluation system become a valuable source of learning and facilitate the scaling up of initiatives. Moreover, it confirms that financial continuity is a key factor in sustaining progress and avoiding setbacks.



Difficulties



The main difficulties are **limitations of scale and financial resources, the logistical challenges** associated with transport and the cold chain, as well as a **strong reliance on international cooperation**. This is compounded by vulnerability to climatic shocks and the need to ensure budgetary continuity to sustain local purchases over time.

The ASP has **its limits**: still insufficient **institutional** and extension **capacities**, limited and intermittent **funding**, farmer **fragmentation**, weak **infrastructure and logistics**, **climate vulnerability** without robust insurance, **bu-**

reaucracy and coordination that could be improved, and incomplete **M&E**. For this reason, the plan insists on **local ownership**, real participation of women and youth, **simplification of processes**, greater traceability of spending and **regular evaluations to learn and correct**.

Among the main risks identified are the possibility of process discontinuity and exposure to climatic shocks, which can affect both production and markets.



Elements of innovation

Samoa's agricultural plan mainstreamed the **Climate-Smart Agriculture (CSA) approach**, promoting **practices that combine sustainable productivity, emission reductions and resilience to climate change**. The use of resistant varieties, efficient water management, agroforestry and mixed crop-livestock systems were promoted. For the training, Farmer Field Schools were implemented, a participatory method of peer-to-peer learning that allows for direct experience on farmers' own plots of land. These schools were adapted to the local cultural context and had a special emphasis on the inclusion of women and young people.

The strategy **mainstreamed gender equity and youth participation (GESI)**, setting concrete targets to ensure their access to resources, training, leadership and economic benefits. The formation of productive groups led by women and young people was also encouraged, promoting their role in agriculture.

In parallel, **public-private partnerships (PPPs)** were strengthened, generating collaboration schemes between government, farmers and companies to facilitate access to markets, financing and technologies, with inclusive value chains in strategic products such as taro, coconut, cocoa and tropical fruits.



Another key focus was **investment in agricultural information systems**, which improved planning by integrating climate, soil, market and productivity data, thus promoting evidence-based agriculture.



4. Assessment of the 12 policies

4.1 Difficulties and bottlenecks

In different countries, programmes to support family farming, rural youth and financial inclusion show a wide range of approaches, scales and challenges. From national policies with multi-provincial coverage such as Brazil and Nepal, to pilot or hub-based initiatives such as Togo or Samoa, governments and programmes seek to balance objectives of inclusion, efficiency and sustainability.

Despite territorial and sectoral differences, common challenges emerge: institutional co-

ordination, logistics and connectivity, strengthening of local capacities, access to finance and markets, traceability of results and adaptation to specific socio-cultural and geographical contexts.

These are some of the problems seen repeatedly in different contexts and should be taken into account in future legislation to avoid or further reduce them.

Cross-cutting difficulties identified

- **Insufficient inter-agency and multi-level coordination.** Bottlenecks are observed between national/sub-national levels and between sectors (agriculture, procurement, health, education). This leads to cross-messages, overlaps and territorial implementation gaps. The cases point to policy and operational fragmentation, the absence of clear sub-national plans and the need for active technical committees with mandates. This can be seen in Colombia and Panama.
- **Limited technical assistance and rural extension capacities.** Lack of personnel, logistics and standardised protocols for technical support, which slows down deliveries, reduces the quality of support and makes it difficult to monitor results. It appears in both territorial and rural youth employment programmes. This can be seen in Mozambique and Indonesia.
- **Insufficient and inadequate funding for the family farming profile.** Risk of under-financing dedicated funds, difficulties in accessing credit (perceived high risk, guarantees), and the need to coordinate insurance and guarantees. Spending traceability and single windows are demanded. This can be seen in Panama, Mozambique and Indonesia.

- **Land access and security.** Formal land access constraints (or legal insecurity) persist, which hinder investment and the ability to scale up. Where progress has been made in regularisation, there is improved trust and community investment. This can be seen in Panama, Colombia, Mozambique and Indonesia.
- **Gender gaps and youth; socio-cultural barriers.** Inequalities persist in access to assets, credit, training and leadership; affirmative action and lasting cultural change are required. In addition, there are stigmas towards youth entrepreneurship and young women's leadership. This can be seen in Panama, Indonesia and Fiji.
- **Digital divide and connectivity.** Unequal coverage and digital literacy limit registration, traceability, MIS and virtual training, opening up gaps between territories and groups. Although significant progress has been made, there are still gaps in rural areas. This can be seen in Indonesia and Uganda.
- **Weak formalisation and low membership of associations.** Low tax, health and organisational formalisation limits participation in formal markets; registers help, but require support and real territorial deployment. This can be seen in Colombia and Panama.

There are more difficulties or problems, but they are specific to some of the countries, for example:

- **Regulatory and bureaucratic barriers in public procurement/management.** Requirements designed for large suppliers, non-inclusive specifications, rigid platforms and processes that make access difficult for small farmers and their organisations, and

the risk of a "dead letter" if there are no adjustments and monitoring.

- **Logistics and market access (last mile).** Deficiencies in tertiary roads, storage, cold chain and transport costs make it difficult to meet volumes, times and standards, especially in remote territories and islands.
- **Data gaps, monitoring and evaluation (M&E) deficiencies.** Lack of robust systems to verify targets (e.g. purchase quotas) and measure impacts; traceability, common indicators and regular audits are demanded.
- **Institutional supply-demand alignment.** Mismatches between agricultural calendars, menus and public procurement specifications; lack of production planning and volume forecasting.
- **Risk of capture/intermediation.** Without controls and transparency, intermediaries can appropriate benefits designed for FF.



4.2 Impact

Innovation has a direct and multiplying effect on the impact of public policies and plans, as it introduces tools and approaches that enhance their effectiveness, sustainability, and inclusiveness. The examples analysed show that the creation of differentiated credit lines, climate insurance, mobile banking or revolving funds make it possible to reach previously excluded segments, reducing inequalities and strengthening economic resilience.

Similarly, **the incorporation of digital technologies, information systems, adapted mechanisation and monitoring platforms improves public management, facilitates evidence-based decision-making and broadens farmers' access to markets and services.** Likewise, social innovation—such as mainstreaming gender, youth and community participation—transforms rural governance, legitimising policies and ensuring local ownership.

In sum, the more innovative the financial, technological, institutional and social mechanisms, the greater the capacity of policies to generate inclusion, stability and sustainability in rural development.

The research analysis shows that the **activity of farmers' organisations has a decisive influence on the impact of public policies and plans.** Their participation brings legitimacy, territorial knowledge and the ability to influence decision-making, which helps ensure that policies are more inclusive and better respond to the real needs of family farming. These organisations **facilitate the connection and coordination between governments and communities,** improve the implementation of

measures such as access to credit, institutional markets or appropriate technologies, and have contributed to the inclusion of women and young people in decision-making processes. They also strengthen transparency and policy monitoring, while promoting social and institutional innovations that increase the effectiveness and sustainability of public plans. In sum, their role not only broadens the coverage and legitimacy of policies, but also multiplies their effects on income, resilience and social cohesion.

Viewed as a whole, the twelve policies analysed tell a fairly coherent story: when **funding, services** (extension, innovation, organisation) and **markets** move together, family farming takes off; when any of these three pillars fail—especially the market—the impact is diluted even if there is budget and will. This "three-stroke engine" appears again and again: well-designed credit and subsidies, close technical support and predictable demand (public procurement or agreements with buyers) that turn production into stable sales.

The analysis creates a simple **Impact Index** (Table 2) that averages **coverage, investment intensity** and observed results. Interventions with a larger territorial and budgetary scope, tied to verifiable income/productivity results, tend to be placed at the top; those that are still building their scaffolding or lack a consistent "anchor" demand are placed further down. The index prioritises **what changed** for farmers and territories.

The Impact Index (1-5) averages three components: (a) Coverage (proxied by quantiles of reported beneficiaries), (b) Investment in-

tensity¹ and (c) Observed results (1-5) based on evidence from the fact sheets. When there is no figure for coverage, a 3 (medium) is assigned. Below is a breakdown by country:

Table 2: Impact Index

COUNTRY	COVERAGE (1-5)	INVESTMENT (1-5)	RESULTS (1-5)	IMPACT INDEX	CLASS
BRA	5	5	5	5.0	High
MO	5	4	3	4.0	Medium
RD	3	3	4	3.3	Medium
COL	2	3	4	3.0	Medium
IDN	4	3	4	3.7	Medium
UGA	2	3	2	2.3	Low-Medium
PAN	4	2	2	2.7	Low
NEP	3	4	3	3.3	Low-Medium
ETH	3	1	2	2.0	Low
TGO	3	3	3	3.0	Medium
FIJ	3	2	4	3.0	Medium
SAM	3	1	2	2.0	Low

INTERPRETATION OF THE IMPACT INDEX

Brazil combines maximum coverage, high investment and solid results; Colombia, DR, Indonesia and Fiji are in a medium block with good results, but conditioned by logistics/scale; Uganda, Samoa and Ethiopia are in the low-medium ranges because economic change depends on deepening credit/insurance, logistics and regulatory implementation.

¹ **Investment intensity:** The assessment combines financial size, multi-annual predictability and additionality/traceability. It compares quality and quantity of resources.



Institutional demand is, in fact, the great equaliser. Policies that introduce **quotas or targets for public procurement** and adapt procurement for small suppliers transform a recurrent State expenditure into a **stable market**, provided that tender specifications, payment times and logistics are adjusted to rural realities. Where lots are divided up, reasonable specifications standardised and paid on time, the participation of family farmers and their organisations **increases**, and with it the formalisation of trade and production planning. When these conditions do not exist—procurement terms designed for large suppliers, payment delays, and cumbersome procedures—the legal quota becomes a promise rather than a real, effective floor of demand.

Financing works when it is **appropriate to the agricultural cycle** and is **tied to a plan** and a real possibility to sell. In all the experiences compared, the lesson is repeated: credits or revolving funds without support or commercial outlets "evaporate" in difficult debts; on the other hand, when the money arrives **after** validating the business (or the production committed) and with **insurance** or guarantees that cushion the risk, we see **lasting** investments in

technology, post-harvest and quality. **Digital management of beneficiaries and outcomes** helps a lot: information systems that follow the trajectory of each farmer or enterprise allow for **timely correction** and concentration of resources where there is a risk of abandonment or where the potential is high.

The **third pillar** is **services**. Extension services that support decisions—not just courses—, machinery service centres, farmer field schools and assistance in quality and safety make the difference between producing "however you can" and producing **to standards**. The evidence we collected shows yield and income increases when technical assistance is integrated with basic infrastructure (storage, cold storage, roads) and **organisations** of farmers to aggregate supply and negotiate better; when that logistical "last mile" is missing, contracts are breached or margins eroded in transport and post-harvest losses.

Governance explains as many successes as setbacks. Where there is effective **multi-level coordination** (national-provincial/municipal) and **active technical committees** that align agriculture, procurement, health and education,



bottlenecks are resolved; where fragmentation and bureaucracy predominate, implementation becomes erratic and uneven across territories. A recurring theme is **M&E**: there is a lack of systems to measure with traceability "who got what, for what and with what results", and without such data it is difficult to hold to account or scale what works. Strengthening **common indicators, regular reporting and audits** is not a luxury: it is what makes policy **learnable and correctable**.

In **inclusion**, affirmative actions for **women and young people** make a mark when they are not limited to quotas, but guarantee **real access to assets**, training, specific funding and a **voice** in

organisations and value chains. The combination of mentoring, seed capital and follow-up reduces the mortality of youth entrepreneurship; and when gender equality permeates extension services, credit and market, we see **leaps in leadership and income generation** in rural households. However, there are still **socio-cultural and digital divides** that require differential design and close support.

Another cross-cutting takeaway is the **role of tenure and legal security**. Where progress was made in regularising land-use rights, family investment became **less risky** and doors were opened to contracts and financing; without that basis, farmers think in the short term and



avoid commitments that tie up capital. In addition, **climate resilience** is no longer an add-on: climate-smart practices, water management and **insurance** (including index-based insurance) are becoming conditions so that progress **does not evaporate** with the next drought or cyclone.

If these experiences on **replicability** tell us anything, it is that **each separate instrument** (credit, procurement, training) **is not enough**. The designs that travel best across countries and territories are **modular, territorial** and **with clear legal anchors**: measurable objectives (e.g., purchase quotas or coverage targets), simple rules and an **assembly line** connecting local

diagnosis → services → financing → market → public monitoring. With this shell, it is possible to adapt the "filling" to the agro-ecological, cultural and logistical realities of each area; without it, the policy depends on individual leaderships and is exhausted by budget cycles.

In short, the **path from paper to results** is clear: transform budgets and standards into **predictable sales opportunities**, bring **good services** to the farm, and **finance** what can actually be sold, all with **open data** to adjust directions. When this triangle closes, incomes rise, volatility falls and family farming gains prominence in **fairer**, more **resilient and sustainable** food systems.



5. Conclusions and insights

5.1. Main insights

The cross-cutting analysis of twelve family farming policies in Latin America, Africa, Asia and the Pacific offers a set of key insights.

- Firstly, it confirms that there is **no single valid model, but rather a combination of instruments that, when coordinated, achieve more sustainable impacts**. Programmes such as PRONAF in Brazil or Law 2046 in Colombia show that the integration of accessible financing, technical assistance and institutional markets is an essential pillar for strengthening family farming.
- A second key takeaway is the **importance of designing policies with a differentiated approach**, taking into account the heterogeneity of male and female farmers. The most successful experiences segment by gender, age, level of vulnerability or type of productive system, which ensures greater inclusion and a more equitable social impact.
- The study also shows that the **participation of CSOs is decisive in policy making and implementation**. Where CSOs have played an active role—for example in registers of farmers, fund management or the validation of land contracts—higher levels of local ownership and institutional legitimacy are seen.

- Fourthly, comparative experience highlights that **financial predictability and political commitment are crucial to ensure continuity**. Policies such as the ADS in Nepal or SUSTENTA in Mozambique face challenges precisely because of their over-reliance on external cooperation or institutional fragmentation.
- Finally, evidence suggests that **robust monitoring and evaluation (M&E) systems enhance learning and replicability**. Pilot schemes with clear indicators, such as those in Samoa or Indonesia (YESS), have allowed lessons to be drawn for other territories and justified the extension of coverage.



5.2 Innovations in public policies to promote family farming

- The programmes and policy frameworks analysed all **recognise family, peasant and community farming as a strategic pillar** for rural development, food security and environmental sustainability.
- There is a strong emphasis on **financial innovation**, with differentiated credit, agricultural insurance, digital micro-finance, revolving funds and green products, which expand small farmers' access to previously inaccessible resources.
- **Social inclusion** emerges as a core focus across all areas, with specific measures for women, young people, indigenous peoples and vulnerable communities, promoting equity in access to land, credit, training and leadership.
- Policies prioritise **sustainable and climate-smart farming** approaches, integrating agro-ecological practices, soil conservation, agroforestry and climate resilience.
- **Governance and inter-institutional coordination** mechanisms are strengthened through multi-stakeholder platforms, unified registers of farmers and clear legal frameworks that improve transparency and territorial coordination.
- **Technological innovation** (digital platforms, information systems, drones, sensors and mobile applications) is transforming extension, commercialisation and production planning processes.
- **Public procurement and short food supply chains** are recognised as effective tools for guaranteeing stable incomes, boosting local economies and linking rural production with institutional markets.

5.3 Participation of family farming organisations in public policies

- **Farmers' organisations have been key agents in** the formulation and implementation of **public policies**, providing social legitimacy, territorial knowledge and the capacity to coordinate with rural communities.
- Their participation **has made the specific needs** of family farming **visible**, including access to finance, markets, technical assistance and land rights, making policies more inclusive and adapted to the diversity of contexts.
- These organisations **contribute to strengthening** multi-stakeholder **governance** and consolidating spaces for policy dialogue, monitoring and evaluation, which increases transparency and effectiveness in implementation.

- Evidence shows **that their involvement has favoured the inclusion of women, young people and historically marginalised**

groups, enhancing equity in access to resources and opportunities.

5.4 Insights moving forward

Looking ahead, **family farming will remain strategic for food security, agro-ecological transition and climate resilience**. Policies should evolve towards more integrated schemes that combine productive incentives with climate change adaptation measures, innovative agricultural insurance and digital traceability mechanisms.



A central challenge will be to **strengthen local institutional capacity and multi-level governance**. The decentralisation observed in several countries has proven to be an opportunity, but also a risk if it is not accompanied by resources and technical capacities. In this sense, future regulatory frameworks should strengthen the role of sub-national governments and CSOs in programme management, avoiding the concentration of benefits.

Increased pressure is also anticipated to link family farming to more dynamic and sustainable markets, both public and private. Institutional demand, through public procurement, will continue to be an important driver, but it will be essential to diversify options, promoting links with responsible agro-industries, sustainability certifications and access to niche international markets.

Another aspect for the future is the **need for innovation in rural finance**. Credit schemes should combine public guarantees, insurance and digital tools that reduce barriers to access while protecting against over-indebtedness. Interoperability of financial systems, as in Uganda, offers a replicable path if accompanied by user protection and financial education.

Finally, the long-term perspective calls for **policies with an intergenerational vision**: retaining rural youth through decent employment and entrepreneurship opportunities, and **ensuring that gender equality is a cross-cutting principle** and not an accessory component.



6. Strategic recommendations

6.1 For policy makers

Governments must take an active role in creating legal and financial frameworks that guarantee the continuity and sustainability of policies aimed at family farming. Key recommendations:

- 1 Strengthen institutionalisation and financial predictability:** consolidating multi-annual funds that reduce dependence on international cooperation and ensuring the continuity of key programmes. Cases such as PRONAF in Brazil and the ADS in Nepal show that stable resource allocation is a condition for long-term impact.
- 2 Boost multi-level governance and effective decentralisation:** strengthening the capacity of sub-national governments to implement programmes, with criteria of transparency and financial traceability. This involves strengthening registers of family farmers and local accountability mechanisms.
- 3 Promote differentiated and inclusive policies:** designing instruments adapted to different profiles (women, young people, indigenous communities, remote territories). Affirmative lines in credit and public procurement have been shown to improve equity and broaden the beneficiary base.
- 4 Promote the coordination of instruments:** integrating credit, technical assistance, insurance and institutional market access into coherent packages. Evidence shows that isolated policies achieve partial results, while the combination of instruments ensures greater sustainability.
- 5 Consolidate monitoring and evaluation systems:** establishing robust systems to measure outcomes in income, productivity, inclusion and climate resilience. Pilot schemes with clear indicators, such as in Samoa and Indonesia, facilitate learning and replicability.
- 6 Encourage the active and effective participation** of various agents, such as **family farming organisations, at every stage of the public policy cycle:** design, implementation, monitoring and evaluation.
- 7 Explicitly mention family farmers as the target audience.** The policy should also provide a definition of family far-

ming and identify family farmers in official registers, which will enable a more accurate assessment of the impact of the measures.

8 Strengthen the technical, financial and organisational capacities of family farming organisations so that they

can have a stronger impact on negotiation and decision-making processes.

9 Institutionalise permanent multi-stakeholder dialogue mechanisms that formally recognize CSOs as strategic partners of the state and international cooperation.

6.2 For CSOs, particularly in family farming

CSOs are central agents in policy legitimacy and sustainability. Their role should be oriented towards political advocacy, social observation and innovation from the territories. The following actions are recommended:

Strengthen organisational capacity: investing in leadership training, financial management and collective bargaining, so that cooperatives and associations can act as strong interlocutors vis-à-vis the State and the market.

Actively participate in the design and implementation of public policies, taking advantage of spaces for consultation to ensure that they respond to the real needs of the territories. Experience shows that the involvement of CSOs increases the legitimacy and effectiveness of policies.

Market diversification: In addition to accessing public procurement, family farmers should seek to create links

with responsible agribusinesses, sustainability certifications and niche markets. Here, CSOs can provide technical assistance and access to information.

Promote social and technological innovation, for example through the use of digital tools to improve product traceability, access to finance and the visibility of local production. Experiences in Uganda with digital financial inclusion demonstrate the potential of these solutions.

Establish a focus on rural youth and women: strengthening mentoring programmes, training and access to productive assets that allow new generations and rural women to play a leading role in productive transformation.



6.3 For international cooperation and regional networks

International cooperation agents, such as international organisations, development banks or regional platforms play an essential role as catalysts of resources, knowledge and coordination between countries. In order for their support to have a more sustained and transformative impact, the following recommendations are made:



Support the financial sustainability of programmes and policies: moving from short-term projects to multi-annual funding and co-funding mechanisms with national governments, which guarantee the continuity of programmes beyond the cooperation cycles.



Facilitate regional learning: systematising and disseminating successful experiences and failures, creating open repositories of policies and results. The Sur-Sur exchange has proven to be highly useful in adapting innovations.



Boost innovation and digitalisation: financing and supporting initiatives that integrate climate-indexed insu-

rance, digital traceability platforms and market information systems, helping to reduce risks and improve transparency.



Strengthen a global advocacy agenda: aligning support with international frameworks such as the Decade of Family Farming and the SDGs, strengthening the voice of FF in multilateral spaces.



Promote climate resilience and agro-ecological transition: prioritising programmes that strengthen adaptation to climate change, sustainable management of natural resources and agro-ecological production, with an emphasis on vulnerable territories.





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