

People and organisation	Changes of personnel in key Government stakeholders	Medium	Medium	Close cooperation with partners in relevant institutions to ensure consistency of knowledge regarding the modalities and goals of the Action and the continuity of engagement and support in case of personal fluctuations.
	Management failures in membership organisations	Medium	High	Capacity development measures with regard to the operational and financial management of the meso level organisations
	Limited social accountability and monopolisation of political and economic power	Medium	Medium	Ensure that implementing partners reach vulnerable segment of farmer beneficiaries. Ensure transparency in support decisions to companies (e.g., through competitive calls for proposals)
Legality and regulatory aspects	Non transparent and arbitrary policies regarding production quota, taxation, inspection etc.	High	Medium	Through close cooperation and dialogue, creating awareness of partners in respective relevant political institutions about the challenges for the private sector actors.
	Deficient skills and capacity gaps with public sector partners causing delays in implementation	High	Medium	Implementing a multilevel approach in the area of capacity development and measures to strengthen the relationship between meso and micro level actors and enable the support from meso for micro level actors.

Lessons Learnt:

Certification to international standards of cotton (organic, Fairtrade, BCI) has been subsidised notably by GIZ over years. Efforts to strengthen the financial autonomy of membership organisations have shown encouraging results. This should be pursued in order to further professionalise the partnering membership organisations. Subsidies to production should focus on the soft indicators of standard (i.e. no strict requirements) related to the management of natural resources by farming communities within a climate-smart landscapes approach.

Complementary actions to boost diversification and productivity through small-scale grants to farmers within their farmer groups (tied to the provision of services to fellow farmers) have proven successful and low-risk in the current Rural Development Programme II financed by the EU. This approach allows to reach also the more vulnerable groups and women.

Upscaling of sustainable production certification needs to be commensurate with an increase in domestic and international demand. Collaboration with individual companies should be based on competition (e.g., through a Calls for Proposals mechanism). It will be important to promote investments into the modernisation of production equipment