Report on the Workshop

“Collective assessment of FO’s situation and Support to FO’s in Cambodia”.

Phnom Penh

19 – 22 September 2005

Cirad - Ciepac

MJ Dugue
JF Le Coq
10/06/05
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Context

This workshop is the first workshop scheduled by the Cirad-Ciepac team to strengthen the capacities of agents involved in FOs support in Cambodia. This group consists in about 25 agents coming from different FOs supporting agencies (see detailed list in Appendix 1) It includes for almost one half staffs from different ministries (MAFF, MOWRAM, MRD, Min. of Women Affairs), and for another half agents of Cambodian NGOs (Cedae, Cidse, BFD, AVSF…). It also includes one FOs’ leader (from the FNN) and one lecturer from URA. These people are working at different levels either national or provincial (5 chief or deputy chief of provincial offices of agricultural extension are members).

Those people have very few opportunities to meet together; they may have different, sometimes opposite, ways of analysing the situation, defining agendas, or determining a methodology for action.

Thus, this first step of the process mainly focuses, trough this workshop, in group building to initiate a real Farmers Organisation “Task Force”.

Objectives

The workshop has the following specific objectives:

- To initiate a group dynamic among the participants in order to build a FO-TaskForce endowed with common references;
- To precise expectations of the participants towards the FO-TF;
- To develop with the participants a collective assessment of the situation of FOs and FOs support in Cambodia;
- To identify transversal and specific issues for FOs strengthening in Cambodia.

Methodology and program

To reach these objectives, the methodology combines two types of activities:
- Collective debates and working groups activities, in order to enable the exchanges and to strengthen the linkages between participants;
- Presentation of syntheses and inputs by experts to “upgrade the knowledge of the participants”.

Thus, the Workshop was shaped as a succession of rather “bottom-up” sequences and more “top-down” ones to meet the expectations expressed by the participants ; these were twofold : exchange of experiences (between them) and learning of new knowledge (from the expert) - see detailed program in Appendix 2.

Content

After the presentation of the support process from CIRAD-CIEPAC team (see Appendix 3), the first phase put the emphasis on the elicitation of the participants’ expectations towards the workshop and the support from Cirad-Ciepac team.
The **second phase** aimed at building a common analysis of the FOs’ situation:

- Firstly by using first Focus Group discussion method, and the SWOT method—which participants are confident with, to get the participants’ feelings and perception of the situation.
- Then, by presenting the inventory preliminary results to provide new “objective” information on the situation in Cambodia (see Appendix 4)
- and last, by providing a synthesis by the experts of the situation of FOs and FOs support in Cambodia (see Appendix 5).

To follow the expectation of the participant, an input to deal with the definition of FOs, and to give some insight of the diversity of rural organisations was also provided (see Appendix 6).

The **third phase** tended to elaborate with the participants a typology of Cambodian FOs, based on their activities. After introduction about the typology concept (see Appendix 7), the diversity of the functions played by Cambodian FOs have been discussed within working groups (see here after). A typology has been designed from the results of the working groups. Last, transversal and specific issues for development of FOs in Cambodia have been identified (see here after).

**Results**

**Some common products from the participants**

During the workshop, the participants build the following collective products:

- Expectations of the participants towards the Workshop and the support process  
  *See Appendix 8*  
- Rough analysis and SWOT analysis of the FOs and FOs support in Cambodian  
  *See Appendix 9 and Appendix 10*
- Functions of FOs in Cambodia  
  *See Appendix 11*

**A typology of Cambodian FOs**

A first typology has been designed on the basis of bibliography, inventory results, and the information got during the mission (see Appendix 11). This typology has been validated by the participants. Nevertheless, it has to be considered as a working tool, still to be improved and refined.

**An identification of the relevant issues**

For each type of FOs, specific issues to address have been identified (see Appendix 13). Some issues that FOs and/or FOs Support Agencies are common to several types or related to the whole FOs’ strengthening process; we call them “transversal issues”; these can be listed as following:

- FOs and Marketing function
- Funding of FOs
- Strategic capacities of FOs
- Relations FOs  Support agencies
- Organisation / structuration / evolution / sustainability
- Place and role of stakeholders
- Institutional setting
- Capacity of Support Agency
- Strategy to support FOs
Follow up

The following tasks have been identified for the different stakeholders of the process:
- **Cirad-Ciepac team**: To identify relevant foreign cases to address the issues listed above, and to elaborate the experiences collection document
- **Members of the TF-FO**: To collect the existing tools used in supporting FOs in Cambodia (book keeping forms, training documents, leaflets….)
- **Coordination team of the TF-FO**: To finalize the inventory report.

Conclusion

- The workshop has been the first step of the team building process of the Cambodian TF-FO; in particular, exchanges between participants constituted an occasion for administration and NGOs representatives to get in touch directly and to share experiences;

- Some common references have been put in place about the analysis of FOs and the methodology to support them; Nevertheless, further in-depth work is still necessary, especially in terms of making this knowledge operational and putting it into practice;

- At the end of the workshop, some important issues that the Cambodian FOs and their support agencies are facing have been identified and validated by the FO-TF members; it enables Cirad-Ciepac team to go on with the elaboration of relevant pedagogical tools (among which FOs experiences collection).
## Appendix 1: List of participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Sexe</th>
<th>Structure</th>
<th>Province</th>
<th>tel</th>
<th>email</th>
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<tbody>
<tr>
<td>Chea Sareth</td>
<td>M</td>
<td>MAFF/DAE</td>
<td>Phnom Penh</td>
<td>012 963 265</td>
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<tr>
<td>Svay Samnang</td>
<td>F</td>
<td>MAFF/DAE</td>
<td>Phnom Penh</td>
<td>011 977 724</td>
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<tr>
<td>Kim Samith</td>
<td>F</td>
<td>MAFF/DAE</td>
<td>Phnom Penh</td>
<td>016 868 191</td>
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</tr>
<tr>
<td>Noun Putheara</td>
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<td>Sreng Teang</td>
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<td>Lang Sokty</td>
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<td>Keth Phanna</td>
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<td>San Sokunthea</td>
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<td>Sok Sitheng</td>
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<td>Kea Chhun</td>
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<tr>
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<td>Hun Kim Leng</td>
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<td>Phal Chansathya</td>
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## COORDINATION TEAM

<table>
<thead>
<tr>
<th>Name</th>
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## EXPERTS

<table>
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<tbody>
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### Appendix 2: Final program of the Workshop

#### Monday, 19 September 2005

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</table>
| 08:00 – 10:00| Registration of participants  
Brief introduction *(J. Couturier)*  
Opening remarks *(Chea Sareth; Lord Reasmey; J.M Bouvard)*  
Logistic *(J. Couturier)*  
Presentation of the support process from Cirad-Ciepac team to the Farmers Organisations’ Task Force (FO-TF) *(JF Le Coq – MJ Dugue)* |
| 10:00 – 10:15| Coffee Break                                                              |
| 10:15 – 12:00| Presentation of the participants and their expectations *(Savun Sam Ol)*  
Presentation of the objective and detailed program *(JF Le Coq – MJ Dugue)* |

**Lunch Break**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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| 13:30 – 15:00| Analysis of the FOs and support to FOs situation in Cambodia  
Perception of FO’s situation in Cambodia by the Task Force members *(Working groups)* |
| 15:00 – 15:15| Coffee Break                                                              |
| 15:15 – 17:00| Analysis of the FOs and support to FOs situation in Cambodia  
Restitution of the results of the Working groups and debate |

#### Tuesday, 20 September 2005

<table>
<thead>
<tr>
<th>Time</th>
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| 08h00 – 10:15| Presentation of the results of National Inventory of FOs in Cambodia *(J Couturier, Savun Sam Ol, Ham Phalla)*  
Open discussion in plenary |
| 10:15 – 10:30| Coffee Break                                                              |
| 10:30 – 12:00| SWOT analysis of FOs Situation and of the FOs Support System  
In working groups,  
Presentation of the results of the Working Groups  
Open discussion in plenary  
Synthesis on FOs and support to FOs situation in Cambodia *(JF Le Coq and MJ Dugue)*  
Open discussion |

**Lunch Break**

<table>
<thead>
<tr>
<th>Time</th>
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</table>
| 13:30 – 15:00| SWOT analysis of FOs Situation and of the FOs Support System  
Presentation of the results of the Working Groups  
Open discussion in plenary  
Synthesis on FOs and support to FOs situation in Cambodia *(JF Le Coq and MJ Dugue)*  
Open discussion |
| 15:00 – 15:15| Coffee Break                                                              |
| 15:15 – 17:00| Principles for FOs analysis *(MJ Dugue and JF Le Coq)*  
Open discussion |
**Wednesday, 21 September 2005**

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<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>08h00 – 10:00</td>
<td>Presentation of methodological principal to design a FOs typology (MJ Dugue, JF Le Coq)</td>
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<tr>
<td>10:00 – 10:15</td>
<td>Coffee Break</td>
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<tr>
<td>10:15 – 12:00</td>
<td>Identification of the functions played by Cambodian FOs (Working Groups)</td>
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<td>Lunch Break</td>
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<tr>
<td>13:30 – 15:30</td>
<td>Identification of the functions played by Cambodian FOs</td>
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<td>Presentation of the Working groups results</td>
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<td>Open discussion</td>
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<td>15:30 – 15:45</td>
<td>Coffee Break</td>
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<td>15:45 – 17:00</td>
<td>Identification of the functions played by Cambodian FOs (Cont.)</td>
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<td>Open discussion</td>
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**Thursday, 22 September 2005**

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<th>Time</th>
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<tbody>
<tr>
<td>08h00 – 10:00</td>
<td>Presentation of a tentative Cambodian FOs comprehensive typology and emerging specific and transversal issues (JF Le Coq, MJ Dugue)</td>
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<td>Open discussion</td>
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<td>Presentation of follow-up activities</td>
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<tr>
<td>10:00 – 10:15</td>
<td>Coffee Break</td>
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<td>10:15 – 12:00</td>
<td>Individual and collective evaluation of the Workshop by participants</td>
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<td>Closing remarks (Chea Sareth)</td>
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Appendix 3: Presentation of Cirad Ciepac Team support process

Support to the Farmers’ Organizations Task Force (FO-TF)

FSP « Appui aux politiques sectorielles agricoles »
Jean-François Le Coq; Cirad Tera Arena;
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Rational
- Cambodia embarked in a market economy and experiment rapid and profound economic, social and institutional changes
- Cambodian Fos
  - are numerous, young, and mainly of small-scale
  - are very diverse in form, status and activities
- Many stakeholders are involved in FOs strengthening (Ministries, NGOs,..)

Need for common understanding of the Cambodian FOs
To develop effective and sound supports to FOs

Objective of support process

- Strengthen the capacity of stakeholders supporting Cambodian FOs
  - in analysing FOs,
  - in designing and implementing support to FOs,
- Develop Cambodian specific training materials and guideline for practitionners supporting FOs

Targets of support

1 - The FO-Task Force
- Composition : staff from support agencies at national and local level (Ministries, NGOs), FOs’ leaders and lecturers
- Specific objective : Develop skills of FO-TF members in analyzing FOs, in designing support strategy, and in developing trainings.

2 - The "trainers"
- Composition : local staff from support agencies, and FOs leaders
- Specific objective : Develop their skills in strengthening FOs.

Cirad – Ciepac Support Team

Jean-Francois LE COQ, Cirad
Dr in agro-economy

Marie-Jo DUGUE, Ciepac
Msc., Ing in Agronomist

Marie-Rose MERCOIRET
Cirad - Dr in Sociology

Jacques BERTHOMÉ
Ciepac - Msc in agro-economy

Denis PESCHE
Cirad - Dr in Sociology and agronomist

Jacques MERCOIRET
Ciepac - Dr in sociology

Principles of the support

- Partnership between CCT and FO-TF
- Participative training
Methodology

Assessment of FOs situation in Cambodia

Review of sound worldwide FOs experiences

Design of training materials adapted to FOs in Cambodia

Training of « Trainers »

Detailed steps (1)

1 – Inventory of FOs in Cambodia
(from march-sept. 2005)

- Analysis of Cambodian FOs situation and FOs support system

Detailed steps (2)

2 – Workshop 1 (sept 2005)

“Collective assessment of FO’s situation and Support to FO’s in Cambodia”

- Presentation of the results of Cambodian FOs comprehensive inventory
- Identification of specific issues for FOs development in Cambodia

Detailed steps (3)

3 - Workshop 2 (Nov. 2005)

“Lessons learned from worldwide experiences”

- Present worldwide case studies
- Define the « training to trainers » materials

Detailed steps (4)

4 – « Training to Trainers » (Jan. 2006)

- Workshop 3
  “Preparation of the Pilot training workshop”
  - Presentation of training materials and guidelines to FO-TF
- Pilot Training workshop
  (carried out by FO-TF with support from CCT)
  - Train the « trainers »
Appendix 4: Presentation of preliminary Inventory results

National inventory of farmer organisations

Introduction

Background
- Policy of MAFF/Department of Agricultural Extension to develop FOs
- Royal Decree on cooperatives
- Inventory of farmer organisations in 1999
- Diversity of FOs

Objectives of the study
- Understand the situation of FOs and find appropriate ways to support them
- Specific objectives
  - Information about FOs
  - Evaluation of FOs
  - Application and interpretation of government policies
  - Analysis of support methodologies

Methodology
- Both government and NGOs were involved
- Work in all provinces
- Steps:
  - Bibliography
  - Interviews at national level with supporting agencies
  - Quantitative surveys: surveyors in all provinces fulfill questionnaires with support agencies
  - Case studies with FOs in 8 provinces
Data sources

- Documentation
- Interviews with resource persons
- Questionnaires with support agencies
- Case studies with FOs

Research findings

(results from questionnaires)

1/ Information about FOs

Number of FOs

- Total Number of FOs in Cambodia: 13011 FOs
  - 1999 inventory: 1065 FOs
- 13 406 villages in Cambodia
- Heterogeneous distribution of FOs in the country

Types of FOs

- Agencies use their own vocabulary and definitions
- Categories we used for the study:
  - Farmer groups, Farmer associations, Farmer communities, Farmer cooperatives, Farmer federations

Farmer groups

- Farmer groups: small farmer organisations at grass-root level, objective = mutual assistance between members
- Include rice and animal banks, farmer clubs, self-help groups, women groups...
- 10 649 farmer groups
Farmer associations
- Farmer associations: bigger and more formal organisations, can gather several farmer groups, objective = mutual assistance between members
- Include: CBOs, farmer associations
- 560 farmer associations

Farmer communities
- Farmer communities: formal groups, objective = management and use in common of resources
- Includes: farmer water user communities, fishery communities, forestry communities
- 1719 farmer communities

Farmer cooperatives
- Farmer cooperatives: formal organisation, objective = economic benefit
- Includes: agricultural development communities following Royal Decree, cooperatives
- 106 farmer cooperatives

Farmer federations
- Farmer federations: networks gathering several farmer organisations
- Can include district, provincial, national federations
- 3 (4) farmer federations

Types of FOs
- 82% farmer groups
- 13% farmer associations
- 4% farmer communities
- 1% farmer cooperatives
- 0% farmer federations

Size of FOs
- 33% less than 15 members
- 38% 15 to 30 members
- 18% 30 to 100 members
- 11% more than 100 members
Activities of FOs

- Farmer groups: 66% credit in cash or in kind (animal banks...), 21% techniques
- Farmer associations: diverse activities (techniques, training, advocacy...)
- Farmer communities: 57% are water user communities, others are fishery and forestry
- Farmer cooperatives: often combine several economic activities (credit, trading, input supply and capacity building)

FOs formed by them-selves

- Confusion about the meaning of this question: what does a FO « formed by it-self » means?
- No quantitative result possible to analyse

Factors of success for FOs

According to support agencies

- Have structure and regulations
- Respect own regulations
- Good management
- Support from local authorities
- Respond to farmer needs
- Motivation, participation
- Use own resources

Challenges for FOs

According to support agencies

- Weight of natural disaster on production
- Capacities of farmers still limited
- Motivation of farmers to join collective action limited
- Lack financial resources
- Lack market for production

Challenges for FOs

According to support agencies / following

- Lack collaboration with local authorities
- Law is not applied (management of resources)
- Extension and credit are activities difficult to implement
- Specific issue of literacy for minorities

Supporting agencies

- More than 200 provincial agencies (government and many NGOs)
- Unequal distribution according to provinces
Constraints of support agencies
- Lack financial means, dependence on donors, logistical problems
- Difficult to find funds for FOs
- Short duration of projects
- Lack experience in FO analysis
- Lack good level staff
- Difficult to work with farmers who have low education

Constraints of supporting agencies
- Farmers reluctant to change (for techniques)
- Farmers reluctant to join collective action
- Difficult to enforce law
- Conflicts due to political parties affect FOs’ success
- Some NGOs implement projects but have no capacities for it
- No opportunity for poor farmers to join activities

Some findings from the case studies
- A lot of confusion on what a Farmer Organisation is
- The government policy about cooperatives is not disseminated
- Lack of recognition in practise of FOs’ role by local authorities
Findings from case studies (2)

- Some FOs face problems of leadership
- Most of FOs complain about marketing but very few developed methodology to solve this problem
- FOs lack creativity and innovation capacity
- Some successful FOs don’t focus on the poorest of the poor

Findings from case studies (3)

- FOs have no clear plan and are still waiting support from the same agency
- FOs are not ready yet to prepare themselves towards sustainability
- Support agencies have low capacity on FO evaluation
- Difficult to identify clear methodology for phasing out

National inventory of farmer organisations

End
## Appendix 5 : Synthesis on Cambodian FOs situation

### Synthesis on FOs Situation - specific issues

FSP « Appui aux politiques sectorielles agricoles »
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Cambodian FOs are at an early stage...
- A typical state of an early stage of FOs development :
  - Young, miscellaneous and abundant FOs
  - Mostly grassroot level FOs
  - Large diversity of forms
  - Most of FOs induced by support agencies (State and mainly NGOs)
  - FOs are mainly mono functional organizations
  - Many FOs are local development oriented
  - This early stage is the result of the history
    - Strong ruptures of political and economic system in the recent past
  - Many countries have faced or are experiencing such a type of situation

### FOs are already usefull for farmers

- FOs provide diverse services to numerous farmers in diverse situations
  - A large spatial coverage
  - A large scope of activities

### FOs are facing typical problems...

- At FOs’ level
  - Low capacity of leaders
  - Dependancy on the support agency
- At Farmers’ level
  - Preference for the immediate support (opportunistic behaviour)
  - Low understanding of FOs concept and functioning

...but some « positive » points to highlight

- An existing dynamic
  - New members, leaders, organisation
  - Real local initiative, some FOs are active
  - Some principles are already present (solidarity, internal rules, participation of members, ...)
- A few initiatives of organisation at commune or district level
- A legislative framework
- Many existing local references

### An overall large and diversified offer of support

- Many active support agencies (State, numerous NGOs) with motivated staff
- Diverse objectives, strategy, and approaches,
- Emulation between support agencies
- Common problems
  - Lack of high skilled agents
  - Dependancy on donors will
A still incomplete offer of support

- In term of geographical coverage
  - strong heterogeneity in support opportunities at provincial/regional and local level

- In term of thematic of support
  - Some thematic not enough addressed (marketing,...)

An « atomistic » offer driven by agencies’ objectives

- An atomistic offer
- Few collaboration between support agencies (competition ?)
- No formal coordination between support agencies
- No clear and shared vision of the role and place that the FOs have to play in the rural development process

- Offer driven by support agencies objectives
- Offer are defined according to the goals that the agencies want to achieve
- FOs are often seen as a tool to deliver support to farmers (economy of scale, Farmers to farmer capacity building process)

Emerging issues

- What is the quality of the offer ?
  - Relevancy (Does the support to FOs help them to fit the Farmers’ Demand/Needs ?)
  - Efficiency

- Which way for FOs development?
  - strengthen existing (scaling up ?) or
  - create more FOs (spreading / scaling out)?

- What role for FOs in the future ?
## Appendix 6: Presentation of some guiding principles for FOs analysis

### Guiding principles for FOs analysis

FSP « Appui aux politiques sectorielles agricoles »
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### What are FOs?

- **Shared definition:** Farmers or Rural people, who group together, to solve their problem through collective action
- Everywhere large diversity of FOs and many names used (Rural Producer Organisation, Farmer Based Organisation, ...)

Definition / names not satisfactory way to understand the situation
FOs are diverse and complex objects

### Why FOs are created?

- In reaction to a change in the environment ex: Naam (BF)
- To address farmers needs,
  - that they can not tackle on an individual basis
  - if nobody else is in position to do it, or to do it in a satisfactory way (comparative advantage)
- As a mean for development agencies to reach farmers

### Exploration of the diversity of FOs

### Diversity of size and scale

- **Size**
  - Few – Numerous members
    - French Coops : 10,000 prod.
    - UNPCB : 200,000 prod.
  - **Spatial scale**
    - Small – Large
      - Vegetable grower association (CADEF - Senegal);
      - Rice grower association (SEXAGON - Mali)

### Diversity of origin

- **Endogene / Exogene**
- **Purpose**
  - To solve specific problems (lack of inputs, lack of water, lack of capital,...)
  - To adapt to a change of the environment (liberalisation, state withdrawal, ...)
  - Coton farmers groups (West africa)
  - To react to a crisis
    - Campesino a campesino (Central America), Cadef (Senegal)
Diversity of activities
- Technical activities (promotion of innovation): NAAM (BF), Campesino a Campesino (Central America)
- Economical activities (inputs supply, processing, trading of products, credit,..): Credit agricole (France), CECAM (Benin), FPFD (Guinée)
- Representation of member's interest (other peoples): NAAM (BF), Campesino a Campesino (Central America)
- Contribution to social investment, Involvement in local development – schools, health: UNPCB (BF), RSA (France)
- Natural resources management: CVGT (BF)

Diversity of logic of membership
- Spatial (territorial) basis: Cadef (Senegal), CNCR (Senegal)
- Sectorial basis: Per product: Benin breeders association (Benin), group of pig producers (Vietnam), CCRice (Benin), UNPCB (BF)
- Gender basis: Women processing group (Ghana) Young Farmers (Fr)
- Possible combination

Diversity of level of organisation
- Grassroot
- Federation, at different levels: commune, region, country, international: Fupro (Benin); Sexagon (Mali); FPFD (Guinée); ROPPA (West Africa)

Diversity of functioning
- Regulation: Formal (by-laws) or informal
- Registration (official) / Recognition (social)
- Governance:
  - Decision making process (board, collegial, individual,..)
  - Process of leader designation (nomination, cooptation, election,..)

Diversity of means to achieve their goals
- Human ressources:
  - members / employees
- Financial ressources:
  - Own internal (fees, share, taxes,..) / from external (donors, government,..)

Diversity of relationships with support agencies
- From:
  - instrument used by other stakeholders (companies, NGOs or State) to facilitate distribution of support to farmers
- To:
  - strong FOs negociating their support
**FOs are complex objects**

- FOs are living
  - Start, development, evolution, finish,…
  - Diversity of paths and possible evolution
  - French coops
  - Scale up
    - CECAM (Benin)
  - Higher level structuration
    - UNPCB (BF), Sénégal
  - Enlarge their scope of intervention
    - UNPCB (BF)

**Evolution of FOs depends on**

- cultural
- social
- economical
- legal, institutional
- political environment

**FOs have to comply internal and external work**

- Internal work aims at consolidate their operations and to respond to their members expectation
  - (regular meeting, internal communication, activities to strengthen the members feeling of belonging, develop and maintain the organization legitimacy)
- External work aims at guaranteeing recognition for FOs and developing partnership with other stakeholders

**FOs is an interface**

- between farmers and the rest of the society
- Need to balance between internal duties and external works
- Need to adapt to contradictory expectations of the other stakeholders
  - economic performance / environment debate for ex: in cotton commodity chain (West Africa)

**FOs must have capacities**

- Technical:
  - skills to conduct the activities (internal), or monitor the activities (external)
    - (conception, conduct, evaluation and monitoring)
- Strategic:
  - skills to define a strategy
    - (to define a goal based on a vision of the future and plan the use of means to achieve this goal taking into account the environment)
Comments

FOs is an ongoing process
- Learning process
  - For leaders, members
  - For other stakeholders
  - Right to make mistakes

FOs can not solve all the problems
- Some problems need intervention at higher level (change of institutional environment, rules, trade policy,...)

Question of leaders?
- Strong diversity of personal profile of leaders (educational level, social position, psychology, ...)
- Diversity of relationship within the group
- What is the leader the FO need at one moment

Other ongoing questions
- Statutes and legitimacy?
  - Statutes is a tool for a FOs to reach objective but not an objective *per se*
  - Statutes doesn't mean legitimacy
  - FOs are dependent of the existing legal framework
- Sustainability, Autonomy, Independence, Partnership?

Conclusion – some principles
- No « Good » or « Bad » FOs?
  - To be efficient assessing FOs situation suppose to have objective, and neutral vision and avoid judgement
Appendix 7: Introduction about the typology concept

Introduction to FOs typology

FSP « Appui aux politiques sectorielles agricoles »
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What are the questions

Questions
- How to support FOs to be more efficient?
- How to get more sustainable FOs?
- What FOs to create?

Answers
- Sustainability relies on the ability to address members’ needs <-> roles of FOs
- Utility : from the agency point of view / farmers’ one
- No simple answer : to adapt to each FO
- => What tools can be used?

2 tools : Classification / Typology

- Classification
  - Aims to describe, static analysis
  - Based on structural data

- Typology
  - Aims to understand then supposes a question
  - An attempts to understand dynamic
  - Based on comprehensive analysis of the problem

Interest of a typology

- Better understand FOs’ situation and dynamics
- Adapt support to the diversity of FOs situations
- Choose priority for a support
- Build a shared vision of the situation between stakeholders (coordination)

Remarks

- As typology is a way of representing the reality, many typologies are possible
- Typology should be comprehensive and easy to understand
  - Typology should not encompass too many types (10 max.)
  - => prefer use types and sub-types

How to build a typology?

- Define what is the question
- Identify the relevant criteria to explore the diversity in reference to the question
- Identify the different states of the criteria
- Combine the criteria and possible states => types identification
- Check the consistency of the results
How to determine the relevant criteria to address our questions?

- A relevant criteria is related to the question that we are addressing (What are sustainable FOs? And Why? ... FOs able to fit the farmers' needs in order to reach their goals)
- It allows to explore diversity
  - What criteria to use?

Change the point of View

What functions can be played by FOs

- Supporting agricultural production
- Marketing
- Natural resources management
- Social functions
- Voice, advocacy, representation of farmers' interests
- Information, communication and capacity building

Back to farmers needs?

What functions can be played by FOs

- Supporting agricultural production
- Marketing
- Natural resources management
- Social functions
- Voice, advocacy, representation of farmers' interests
- Information, communication and capacity building

Tentative to design a typology of cambodian FOs

Steps

- Identification of the functions played by FOs
- Identification of the modalities to fulfill the different functions played by FOs ➔ Elaboration of a first rough typology
- Refining the typology by iteration
  ➔ Check the consistency
  ➔ Aggregation / split
  ➔ Identification of second criteria ➔
  ➔ Elaboration of refined typology
Appendix 8 : List of main expectations of participants

Share experience with each others and with the experts

Develop new knowledge
Use SWOT to analyse FOs situation
Give an answer to : What is a FO ?
Types of FOs
How to sustain FOs ?
Design action plan for FO development
Techniques to work with FOs : facilitation skills to find market, management skills
Learn teaching methodology
Appendix 9 : Collective analysis of the situation of FOs and FOs support agency in Cambodia - Results of Focus Group discussion

Situation of FOs (WG1)

- What do FOs do?
  - Credit
  - Animal raising
  - Agricultural and animal husbandry inputs
  - Irrigation management
  - Rice banks, cow banks, pig banks
  - Improve agricultural productivity
  - Self-help groups
  - Natural resource management / conservation (forestry, fishery…)
  - Training for human resources

- Why do the farmers join together?
  - Have similar problems and needs (diseases, pests…)
  - Help to solve problem together
  - Share experience (regular meeting)
  - Make attraction for support agency
  - Get knowledge from the group
  - Be selected as head of the association
  - Economic incentive (ex: saving, can make some benefit from interest rate)
  - Improve productivity from new technology
  - Get support (material, budget…)
  - Follow government policy

- What are the problems FOs are facing?
  - A lot of FOs but no standard or strategy
  - No policy to support and create FOs, this is Royal Decree for cooperatives but no formal registration for associations
  - Low of capital
  - Lack of good human resources (low knowledge)
  - Find support of relevant institution
  - Capacities of support agencies is limited
  - Facilitators of community has low still to help the farmers
  - Competition with private business
  - Lack of market (lot of production but can not sell)
  - Lack of trust between members
  - Lack of strategic planning to implement FOs
  - Lots of FOs have different strategy and policy
  - A lot of FOs but no standard or strategy
  - No policy to support and create FOs (there is Royal Decree for cooperatives but no formal registration for associations)
Questions and comments (debate)

- Strategy for sustainability: FOs are formed but support agencies do not explain how to make FOs sustainable (Train to form FOs but no training to help them to become sustainable)
- Which way to make the FOs sustainable (which policy)? There is no guideline on what to do.
- Lack of standard on what to do?
- A need of a standard policy to create sustainable FOs
  (Sustainability is considered in term of supporting agency but not in term of FOs phase out)
- When project finish, FOs collapse and farmers establish a new one
- Support agencies do not know how to phase out.
- But also FOs do not think about phasing out: if one association is formed to deal with one problem, when the problem is solved, the association could stop.

Situation of FOs support agencies (WG2)

Remark: difficulty because it was not clear what FO includes. For example, are Forest communities also FOs?

  - Who are the stakeholders involved in supporting FOs?

Current support:
- Government
- Local authorities (chiefs villages, commune, district… and Commune council)
- Other relevant institutions
- FO tem-selves
- FO to FO (FO network)
- People outside FO (non members)
- NGOs (local and international) and IOS (numerous)

Future: what we would like to see for support:
- Private sector (business men, companies…)
- Financial institutions
- Generous contributors

  - What are the activities of support agencies?

- Find domestic and international market for FOs / help farmers to get relationships with traders
- Promote advantages and benefits from FOs
- Prepare structure of FOs, strengthen FOs, help them to expand
- Technical support / training on agriculture, accounting, environment, saving, management of FOs…
- Support on motivation
- Study tours to other places
- Capital (cash or in kind) / credit

  - Do you think support provided to FOs is satisfactory? Why?

- Support still limited (from Govt and NGOs): not enough capital
- Lack of Human Resources
- Still lack of information on FOs, associations …
- Problem of marketing (lack of market)
- No network of FOs
Questions and comments (debate)

- Another activity of support system is to help FO to be recognised by outsider, this recognition is a criteria for sustainability (legitimacy of FO)

There are 2 different ideas:

1/ follow “standard” that is to say model statutes (that certifies that it is an association, or a coop, or …)

2/ have recognition by government (for example: registration as cooperative)

- Problem of lack of standard for the quality of products, it is not compulsory for farmer organisations to register (they don’t get any punishment for the government is they don’t register)
Appendix 10: Collective analysis of the situation of FOs and FOs support agency in Cambodia - Results of SWOT analysis

About the FOs (results of WG1)

- **Strengths**
  - Support from government
  - Respect standard of FOs: follow the royal decree
  - Create by them-selves
  - Use local resources
  - Own ability knowledge
  - Trust each others (leaders reinforcement)
  - Join as volunteer
  - Try to solve their problems by them-selves
  - Have regularly meeting according to their framework/ by-laws
  - Have initiative to develop their group
  - Get credit used according to their situation
  - Friendly relationships
  - Clear structure of leading (transparency)
  - Understand advantages of FOs
  - Help each other
  - Clear goals
  - Tolerance among farmers in the group
  - Democracy system
  - Education increase
  - Independence (own power and decision)
  - Reduce risk that they have as individual farmers
  - Have solidarity

- **Weaknesses**
  - Lack capital
  - Lack human resources
  - Lack self confidence
  - Hide knowledge from each others
  - Lack of initiative: they do only if they see others doing
  - Lack of material
  - Lack techniques
  - Lack clear planning, an even
  - Even where there is one, the plan is not followed

- **Opportunities**
  - Get law by government
  - Get support from concerned institutions (different departments…)
  - There are traders to buy their products
  - They have opportunity to increase their living conditions
  - They have opportunity to receive visitors from outside
- **Threats**
  - Natural disaster
  - Challenge between private sector / competition for business
  - Lack of government support
  - No confidence from banking sector
  - Still use their own concept in their mind (fear Pol Pot regime)
  - They want to use their own concept of knowledge: “don’t want to change their techniques”

**About the support agencies (results of WG2)**

- **Strengths**
  - Have staff
  - Experience from inside and outside

- **Weaknesses**
  - Limited time of the projects
  - Lack of skill, limited experience
  - Lack of support available for SA
  - Lack material
  - Lack collaboration between NGOs…

- **Opportunities**
  - Have legal framework (royal decree…)
  - Farmers join activities

- **Threats**
  Policy for the projects (impact of the policy on the implementation of the support)
### Appendix 11: Identification of functions played by Cambodian FOs

<table>
<thead>
<tr>
<th>Functions of FOs</th>
<th>Modality</th>
<th>Name of FOs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>support to agric. Production</strong></td>
<td>Seed</td>
<td>seed bank ; seed prod group ; seed prod association ; Agricultural Coop. ; Rice Bank</td>
</tr>
<tr>
<td></td>
<td>fertilizer supply (organic or not)</td>
<td>fertilizer credit group ; F. Coop. ; VAHW</td>
</tr>
<tr>
<td></td>
<td>water supply</td>
<td>WUAs ; WUGs</td>
</tr>
<tr>
<td></td>
<td>Technical support (ecological or classical agriculture)</td>
<td>FA, different sorts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Village Animal Health Worker (VAHW)</td>
</tr>
<tr>
<td></td>
<td>Village support</td>
<td>Commune / District / Village Animal Health Worker Association</td>
</tr>
<tr>
<td></td>
<td>cash credit</td>
<td>Farmer Cash credit Group; Self Help Group; F. Coop.; VAHW</td>
</tr>
<tr>
<td></td>
<td>animal credit</td>
<td>FA ; animal prod F G ; Cow Bank</td>
</tr>
<tr>
<td><strong>marketing</strong></td>
<td>market demand for domestic and international produce organic products</td>
<td>FA</td>
</tr>
<tr>
<td></td>
<td>study - find suitable price</td>
<td>farmer Cooperative</td>
</tr>
<tr>
<td></td>
<td>guaranty caster oil market</td>
<td></td>
</tr>
<tr>
<td></td>
<td>buy agricultural product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>sell agricultural product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>supply vegetable</td>
<td>vegetable farmer group</td>
</tr>
<tr>
<td></td>
<td>supply meat and eggs</td>
<td>livestock producer group</td>
</tr>
<tr>
<td></td>
<td>processing agricultural products</td>
<td>processing farmer group</td>
</tr>
<tr>
<td><strong>NRM</strong></td>
<td>community forest management</td>
<td>fishery com, forest com, CBOs</td>
</tr>
<tr>
<td></td>
<td>fishery management - lot control and enforcement of the law</td>
<td></td>
</tr>
<tr>
<td><strong>social work</strong></td>
<td>conflict resolution in community and beside the court</td>
<td>Conflict resolution for volunteer association</td>
</tr>
<tr>
<td></td>
<td>primary health care</td>
<td>F Coop</td>
</tr>
<tr>
<td></td>
<td>food security</td>
<td>rice association</td>
</tr>
<tr>
<td></td>
<td>supporting during the crisis</td>
<td>security association</td>
</tr>
<tr>
<td></td>
<td>support death , kitchen ….</td>
<td>associations</td>
</tr>
<tr>
<td><strong>Voice, representation of interest…</strong></td>
<td>local forum from local to national</td>
<td>CBOs, WUAs and FWUC</td>
</tr>
<tr>
<td><strong>Capacity building</strong></td>
<td>Develop relevance skill, different methods (study tours…)</td>
<td>all farmer organisation</td>
</tr>
<tr>
<td><strong>Information</strong></td>
<td>promote new technology</td>
<td>all farmer organisation</td>
</tr>
<tr>
<td></td>
<td>share new document</td>
<td>all farmer organisation</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>with relevant institution</td>
<td>all farmer organisation</td>
</tr>
</tbody>
</table>

NB : results from the 2 Working groups after merging and cleaning
**Appendix 12 : Tentative Cambodian FOs typology**

- **Type 1: Small mono activities organisations**
  - at village level
  - 1A/ Support to agric. Production (Credit or Input supply or agricultural technics)
  - 1B/ Market
  - 1C/ Social (ex: SHG, elder ass.,…)

- **Type 2: Mono activities organisations**
  - ≥ village level
  - 2A / Support to agric. Production (Credit or Input supply or Water supply (ex: WUAs, WUC))
  - 2B / Natural resources management (community, all farmers)
  - Forest or fishery (ex: Forest Com., Fishery Com.)

- **Type 3 : Pluri-activities Organisations**
  - ≥ village
  - Support to agric. Production (Credit + Input supply + technical support + water supply?) + extra-agriculture?
  - ± Marketing (planning of supply)
  - ± Social
  - 3A / Formal statutes / registered in MAFF (ex : Coops supported by DAES)
  - 3B / Informal statutes ± bylaws / not registered in MAFF (ex: FAs supported by cedac or by BFD,…)

- **Type 4 : Territorial integrated organisations**
  - village – commune level
  - Social ± Support to agricultural prod. + NRM (Local development)
  - (ex : CBOs, FAs supported by CIDSE, VDC,…)

- **Type 5 : « Federations »**
  - ≥ district (network of organisations)
  - Training – information
  - (ex : FNN, others…)}
Appendix 13: Specific issues according to FOs Type

- **Type 1:**
  - Technical capacity (according to type of service provided)
  - Organization and management capacity (book, management,…)
  - Financial issues

- **Type 2:**
  - Relationship with other stakeholders/advocacy (mainly 2B)
  - Question of diversification of services
  - Integration of market activities
  - Coordination of consistent service offer (strategic plan)
  - Structuration (per product: commodity chain)

- **Type 3**
  - Information on legislative framework
  - Governance (related to internal work/membership)
  - Creativity in looking for funding (external/internal resources)
  - Strategic planning and management
  - Marketing issues

- **Type 4 (close to 3)**
  - Coordination
  - Linkage to local authorities
  - Facilitation/communication (with local people)
  - Planning of local development
  - Capacity in elaborating projects, negotiating for funding

- **Type 5:**
  - Coordination
  - Rural policy understanding
  - Strategic training for leaders (make them able to negotiate)
  - Management of resources