

**FSP Mobilisateur : « Valorisation de l'expérience française d'appui
aux organisations paysannes dans la ZSP » - (FSP 2000 – 125)**

Report on the Workshop

“Lessons learned from worldwide experiences”.

Phnom Penh

November 7-8th and 10-11th, 2005

Cirad - Ciepac

JF Le Coq
MJ Dugue
05/12/05



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Context

This workshop is the second workshop of the process engaged to strengthen the capacities of agents involved in FOs support in Cambodia.

The group of participants consists in about 25 agents coming from different FOs supporting agencies (*see detailed list* in Appendix 1), including one half staffs from different ministries (at national level mainly from DAE of MAFF, as well as officers of PDAFF), another half agents of Cambodian NGOs, one FOs' leader (from the FNN) and one lecturer from university (URA, Preak Leap). These participants already attended the first Workshop held in September 2005 (Dugue and Le Coq, 2005). They constitute the so called "FO Task Force".

This second step of the process mainly focuses on the presentation of case studies from foreign countries. These cases have been selected to enlarge the referential of the participants on specific issues raised during the first workshop.

Objectives

The specific objectives of the workshop are the following:

- To present a selection of case studies and check that the content and the form of the presentations is convenient to target the pedagogical goals
- To support participants in raising lessons from those cases ;
- To prepare the following steps of the process.

Methodology and program

To enable the participants to assimilate the case studies and to prepare the fore coming training materials, the methodology combines two types of activities:

- Presentation of the selected cases by the expert
- Working groups activities of the participants to raise lessons from the cases and bring their local experience.

Thus, the Workshop was shaped as a succession of sequences including presentation and working groups' activities - *see detailed program in Appendix 2*.

Content

The content of the workshop included 3 topics:

- a thought on the FOs themselves: the diversity of functions they can play, the different ways they can used to fulfil those functions, and the issues of organisation and functioning of FOs
- a thought on the support to FOs , strategies, approaches and methods
- the preparation of the following steps

- **The possible functions played by FOs, the diversity of ways to fulfil them and the issues of FOs' organisation and functioning**

After the presentation of the objectives of the workshop (*see Appendix 3*), 11 case studies have been presented in total to illustrate the possible functions FOs can play and the diverse ways they can use to achieve it :

- France country case
- Farmer group growing quality rice (Mekong delta - Vietnam)
- Good quality Pig growers cooperatives (Red River delta - Vietnam)
- Producers' Federation of Fouta Djallon – FPDF (Guinea)
- Ross Bethio case (Senegal)
- Union of cotton producers of Burkina – UNPCB (Burkina Faso)
- Sexagon (Mali)
- Cecam Network (Madagascar)
- Senegal country case
- Costa Rica country case
- Network of Integrated Pest Management Farmer – IP PHTI (Indonesia)

As an introduction, the French case was presented to present a system where FOs (very different types) have played a key role in agricultural development (*see Appendix 4*).

The possible ways for FOs to provide technical and economic services to farmers have been explored through 4 cases. Three first cases focused on marketing of products and supply of agricultural inputs functions: group growing quality rice in Mekong delta (Vietnam), Good quality Pig growers' cooperatives in Red River delta (Vietnam), Producers Federation of Fouta Djallon (Guinea) – *see Appendix 5, Appendix 6 and Appendix 7*. A fourth case, the Cecam Network (Madagascar), focused on the funding of rural and agricultural activities function (*see Appendix 8*).

The role of FOs in local development has been illustrated by the Ross Bethio case (Senegal) – *see Appendix 9* -, showing how local community and FOs have been able to design and implement their own development plan.

The other functions that FOs can play such as social function and representation of farmers' interests have been illustrated through the cases of Union of cotton producers of Burkina (Burkina Faso) and Sexagon (Mali) – *see Appendix 10 and Appendix 11*. The first one illustrates mainly the representation of farmers' interests within a commodity chain, the latter the representation of farmers' interests in resources access (land and water).

The illustration of the possible evolution of FOs was addressed through 3 cases: 2 country cases study Senegal and Costa Rica (*see Appendix 12 and Appendix 13*) and 1 FO case study, Network of Integrated Pest Management Farmers (Indonesia) – *see Appendix 14*. As the 2 first cases illustrate the general evolution of FOs movement in a country and its relationships with the State and its policy, the latter illustrates a case of successful phasing out of a project and introduces the reflection on the sustainability of FOs

Complementary to the presentation of those cases, 2 working groups activities have been undergone to help participants to assimilate the cases and to raise lessons from those cases (as well as from their own experiences): (1) on the way for FOs to provide technical and economic services to their members, (2) on the organization and functioning of FOs to increase their chance of “sustainability”.

- **The support to FOs**

Based on participants’ experiences and the comprehensive foreign case studies presented during the workshop, participants were asked to raise some lessons in term of FOs support principles, strategy, and methods.

To widen the scope of references of the participants, two types of experiences regarding support to FOs programs (by French government and by World Bank) have been presented by the expert (*see Appendix 15*)

- **Preparation of the following steps**

The scheduled following steps have been presented and discussed with the participants to clarify the expectations of Cirad-Ciepac team regarding involvement of participants in the follow up activities and to precise the terms of reference for “trainees”.

Results

- **A selection of case studies tested**

The case studies presented in a comprehensive way represented an important new information for the participants. Complementary to slides, additional figures and charts have been drafted by the expert to facilitate understanding of the cases by the participants and to highlight the lessons to be raised from those cases. Nevertheless, the comprehensive content of the case studies was somehow too important for the participants to be fully grasped by them.

The presentation of the case studies widened the knowledge of participants about FOs; it led also to get a new idea of possible roles and functions of FOs and the diversity of ways to handle it.

- **Some collective thoughts based on the selected case studies**

A first attempt to raise lessons from the worldwide case experiences was done during 3 working groups activities:

The first working group activity was dedicated to the diversity of ways for FOs to fulfil technical and economic functions (*see Appendix 16¹*). The result shows the difficulty for participants to grasp what is a function of a FO (and to separate it in a

¹ The results of working groups activities presented in this report are the genuine results of the working groups without the comments that have been done by the expert. It enables to better grasp the level of assimilation of new knowledge provided and the thought of the participants. Nevertheless, it does not constitute the core of the lessons to be learned from the selected cases.

conceptual way from the other stakeholders' activities). It also shows the difficulty to grasp and assimilate all the information covered by the case studies.

The second working group activity was dedicated to a thought about conditions (regarding organisation and functioning) for FOs to be "sustainable" (*see Appendix 17*).

Finally, the third working group activity was dedicated to a thought on support to FOs principles and methodology (*see Appendix 18*).

• **A preparation of the follow up**

The design and content of the following steps have been designed and agreed with the participants as follow:

- **a 3 days national training workshop** will be held in Phnom Penh with the FO-TF from the Wednesday the 11th to Friday the 13th January 2006. This workshop will aim at preparing the 2 pilot workshops (see below). It will consist in the presentation of the training material prepared by Cirad-Ciepac team (including training files or "modules" on the diverse topics introduced and discussed during previous steps of the process : diversity of FOs, functions played by FOs, organisation and functioning of FOs, tools to evaluate FOs situation and strengthen their capacities,...). On this basis, participants will prepare, under the guidance of Cirad-Ciepac experts, the materials in Khmer language to be used during the pilot training workshops.
- **2 provincial pilot training workshops (2 days long)** will be held simultaneously in Batambang and Konpong Cham province from Monday the 16th to Tuesday the 17th January 2006. These workshops will be implemented by the members of the Cambodian FO Task Force with the support of the international experts. The local participants will be chosen by the members of FO TF. They will be provincial and district staffs of MAFF and other ministries as well as staff of NGOs involved in FOs strengthening at local level (province, district).
- A one day meeting in Phnom Penh will be held – half a day for debriefing on the training (Wednesday 18th January afternoon), and half a day to design action plan for following activities of the FO TF (Thursday 19th January 2006 morning).

Follow up

The following tasks have been identified for the different stakeholders of the process:

- **Cirad-Ciepac team:** To prepare the program of following workshop and the training materials
- **Members of the TF-FO:** To prepare pilot training (identify and contact the practitioners at local level)
- **Coordination team of the TF-FO:** To prepare the pilot training (invitation, venue,...)

Conclusion

- A large amount of references has been provided; it has enabled to enlarge the scope of references of the participants. The workshop enabled to test successfully heuristic character of the case studies, their complementarities and their ability to cover a large spectrum of situations. Nevertheless, the assimilation of the cases by the participants remains an issue to be questioned in term of pedagogical methodology (for the use of this tool kit in another situation).
- The reaction of the participants to the presentation enables to precise the needs for complementary additional information in the different case studies.
- The lessons learned, raised from cases by participants will enable to “tailor” specific training materials, i.e. to select the points to highlight in the training materials to get a better understanding (closer to the goals that were targeted when choosing these cases)
- The overall process enables to evaluate more precisely the pedagogical needs of the participants.

References

MJ Dugue, JF Le Coq, 2005 – report of the Workshop “Collective assessment of FO’s situation and Support to FO’s in Cambodia”., Cirad-Ciepac, 28 p.

Appendix 1: List of participants

Name	Sexe	Structure	Province	tel	email
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PARTICIPANTS

Chea Sareth	M	MAFF/DAE	Phnom Penh	012 963 265	
Svay Samnang	F	MAFF/DAE	Phnom Penh	011 977 724	
Kim Samith	F	MAFF/DAE	Phnom Penh	016 868 191	
Noun Putheara	M	MAFF/DAE	Phnom Penh	012 209 052	noun_putheara@yahoo.com
Hong Ty	M	MAFF/DAE	Phnom Penh	012 59 57 10	
Hun Munin	M	MRD	Phnom Penh	012 92 36 46	
San Sokunthea	M	URA	Phnom Penh	012 414 625	
Ou Visal	M	URA	Phnom Penh	012 921 912	
Sok Sitheng	M	OAE	Takeo	012 65 10 82	
Chheng Nareth	M	PDA	Kompong Cham	011 855 149	-
Tea Rithyvong	M	OAE	Kompong Cham	012 617 247	-
San Vuthy	M	OAE	Svay Rieng	016 724 145	-
Hun Kim Leng	M	OAE	Siem Reap	012 829 912	-
Chin Vuthy	M	ADA	Battambang	012 530 599	ans.ada.btg@online.com.kh
Lim Pharoeun	M	CIDSE	Kampot	012 793 743	lim.pharoeun@everyday.com.kh
Phal Chansathya	M	Ockenden	Banteay Meanchey	016 909 003	ockenden.siso@online.com.kh / sathyaonly003@yahoo.com
Peach Phalkun	M	BFD	Battambang	012 582 818	phalkunp@yahoo.com
Min Sophoan	M	VISF-CICDA	Phnom Penh	012 987 613	s.min@avsf.org
Keo Sokha	M	FNN	Prey Veng	016 793 357	
Pol Sam Ath	M	CEDAC	Kompong Speu	012 207 605	cedac@online.com.kh
Seth Sochivorn	M				
Top Hoy Bonith	F				
Sath Savang	F				
Seung Pholisana	M	MAFF DAE	Phnom Penh	012 76 38 72	
Nou Keosothea	M	CDRI	Phnom Penh	012 887 503	keosothea@cdri.forum.org.kh / theanou@yahoo.com
Cedric Bernard	M	French Embassy/PDA	Battambang		agrodrizou@voila.fr

COORDINATION TEAM

Savun Sam Ol	M	NAS	Kompong Cham	012 897 103	savunsamol@yahoo.com / nascamb@camintel.com
Ham Phalla	M	MAFF/DAE	Phnom Penh	012 611 679	caaep@online.com.kh
Julie Couturier	F	French Embassy/PDA	Battambang	012 350 805	jcouturi@camintel.com

EXPERTS

Jean-François Lecoq	M	CIRAD	France		jean-francois.le_coq@cirad.fr
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Appendix 2: Detailed program of the Workshop

Monday, 07 November 2005

08:00 – 10:00	Opening ceremony Presentation of the objectives and detailed program of the workshop Conclusions of the last workshop : reminding (<i>JF Le Coq</i>)
10:00 – 10:15	Coffee Break
10h15– 12:00	History and diversity of FOs : a first case study , the French experience (<i>JF Le Coq</i>) <i>Questions</i> <i>Open discussion</i>
Lunch Break	
14:00 – 15:00	How FOs address farmers' needs: technical and economical functions <i>Presentation of selected cases (JF Le Coq); Questions</i>
15:00 – 15:15	Coffee Break
15:15 – 17:00	How FOs address farmers' needs: technical and economical functions - Continued <i>Lessons learned from the cases (Working Groups)</i>

Tuesday, 08 November 2005

08h00 – 10:00	How FOs address farmers' needs: technical and economical functions - Continued <i>Presentation of results of Working Groups; Open discussion; Synthesis</i>
10:00 – 10:15	Coffee Break
10:15 – 12:00	FOs and local development : local coordination of stakeholders and resources management <i>Presentation of selected cases; Questions ; Open discussion</i>
Lunch Break	
14:00 – 15:00	Other functions fulfilled by FOs (social, representation of interests,...) <i>Presentation of selected cases (JF Le Coq); Questions</i>
15:00 – 15:15	Coffee Break
15:15 – 17:00	Other functions fulfilled by FOs (...) – Cont. <i>Lessons learned from the cases (Working Groups)*</i>

Wednesday, 09 November 2005 - Day off

NB: * This working group's activity has been cancelled to enable the presentation of all the scheduled case studies.

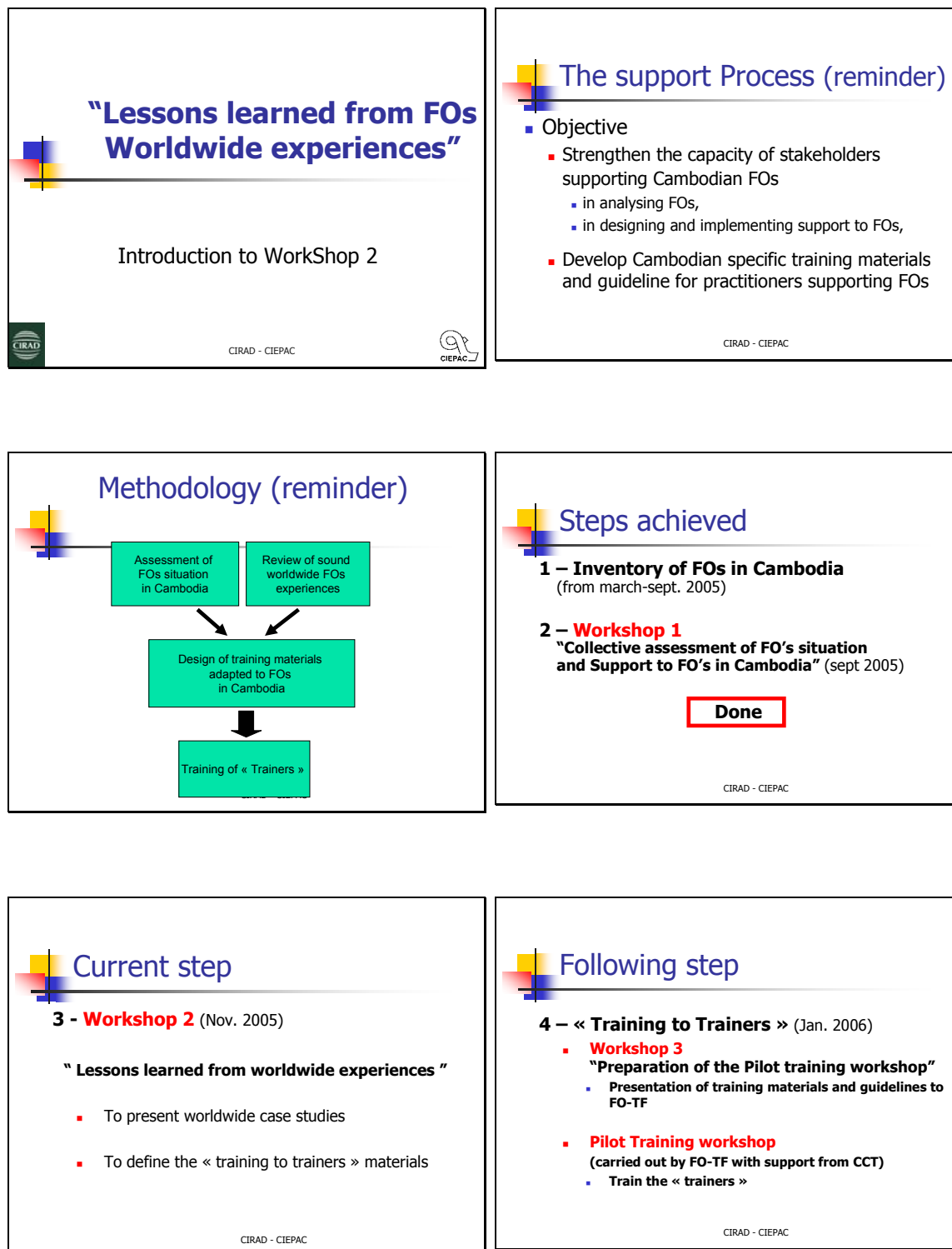
Thursday, 10 November 2005

08h00 – 10:00	Other functions fulfilled by FOs (...) – Cont. <i>Presentation of results of Working Groups - Open discussion</i> <i>Synthesis (JF Le Coq)</i>
10:00 – 10:15	Coffee Break
10:15 – 12:00	Organization, structuration and functioning of FOs <i>Introduction to WG activity (JF Le Coq)</i> <i>Working groups activity : questions, ideas to get from the cases already presented</i> <i>Presentation of Results of WG</i>
Lunch Break	
14:00 – 15:15	Organization, structuration and functioning of FOs – cont. <i>Open Discussion</i>
15:15 – 15:30	Coffee Break
15:30 – 17:00	Evolution of FOs: dynamic of FOs and farmer movement <i>Presentation of selected cases (JF Le Coq)</i> <i>Open discussion</i>

Friday, 10 November 2005

08h00 – 10:00	Support to FOs: design and implementation, strategy and content <i>Presentation of some lessons learned from experiences (JF Le Coq)</i> <i>Working Groups activity</i>
10:00 – 10:15	Coffee Break
10:15 – 12:00	Support to FOs: design and implementation, strategy and content – Cont. <i>Presentation of the results of WG – Open discussion</i>
Lunch Break	
14:00 – 15:30	Preparation of the following Workshops <i>Presentation of the objective of the next workshop (JF Le Coq)</i> <i>Definition of Terms of Reference for the “training to trainers” Workshop and pedagogical material (in plenary)</i>
15:30 – 15:45	Coffee Break
15:45 – 17:00	Conclusion <i>Collective and individual evaluation</i> <i>Closing remarks</i>

Appendix 3: Introduction to the workshop



Objectives of this WorkShop

- To present sound worldwide FOs experiences
- To raise lessons learned from worldwide experiences for Cambodian FOs and FOs support agencies
- To validate FOs training materials framework
- To prepare the following Workshops

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Results of the WS 1

- A common analysis of Cambodian situation
- A preliminary listing of FOs classified by function
- A tentative typology as a tool to design support strategy

CIRAD - CIEPAC

Results of the WS 1 (cont.)

- Some Issues to address
 - FOs – 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 Agencies
- ⇒ Strategy to support Fos

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The organisation of the WS

- Session organized on a topic basis:
 - How FOs address farmers' needs: technical and economical functions
 - FOs and local development : coordination of stakeholders and resources management
 - Other functions fulfilled by FOs (social, representation of interests,...)
 - Organization, structuration and functioning of FOs
 - Evolution of FOs
 - Design and implement supports to FOs

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The organisation of the WS (cont.)



- Conception of the Workshop' content to assess the relevancy of the selected cases, to check that they are suitable for TF members, and to prepare training materials
 - Presentation of selected worldwide experiences
 - Selected Key cases (per country or FOs)
 - Selected short cases
 - Collective raising of lessons by participants
 - In plenary or Working Groups

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Detailed program (refer to document)

- History and diversity of FOs : a first case study , the French experience
- How FOs address farmers' needs: technical and economical functions
- FOs and local development : local coordination of stakeholders and resources management
- Other functions fulfilled by FOs (social, representation of interests,...)

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 <h2>Detailed program <i>(cont.)</i></h2> <ul style="list-style-type: none">■ Organization, "structuration" and functioning of FOs■ Evolution of FOs: dynamic of FOs and farmer movement■ Support to FOs: design and implementation, strategy and content■ Preparation of the following Workshops <p>CIRAD - CIEPAC</p>	 <h2>End</h2> <p>CIRAD - CIEPAC</p>
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Appendix 4 : French case study

Case Study

French system of FOs
History of a « complete » system

Opening remarks about translation

- **Many terms are given in French in « inverted commas »** since it is local creation :
Even if not satisfactory translations are possible, literal English Translations are proposed (in italic) to facilitate Khmer translation, nevertheless following the English and then Khmer translation of the French name of FOs may lead to misunderstanding and confusion since the English literal translation may provides different common sense that the one in French in term of activities, functions, ...
- **Readers and listeners are then invited not to try to translate but to use French name and pay attention and focus on the content of the experience, as well as the activity and roles played by FOs**

Why the French case ?

- In France, FOs (of many sorts - not only cooperatives -) have played an important role in the modernization of agriculture
- FOs have a long history
- French situation illustrates what could be a « complete » system of FOs involved in several functions to tackle a large diversity of farmers' problems

The situation at the end of World War II : general context

- France is still a rural country (about 50 % people are living from agriculture)
- A country to rebuild (war damages on infrastructures and production facilities, social consequences...)
- A strong demand for affordable good food because :
 - The war has been a food shortage period, especially in the cities
 - There is a rapid increase of population (especially urban)
- A strong will for social changes, especially in the countryside

The situation at the end of WW II : agriculture characteristics

- Mainly small scale farming*, self consumption oriented, multi-production farming systems (cereals and other crops+ small scale livestock – pigs, cows, poultry)
- Low level of capital (animal traction)
- Low productivity, little part of the production goes to the market
- Still traditional social organization (the father remains often the decision maker up to death), but a strong youth rural movement looking for modernity

Institutional context

- National level :
 - 1945-1958 : (IVth Republic) parliamentary system, quick rotation of governments
 - 1958- ... : (Vth Republic) presidential system, more stable
- Supra-national level (European building)
 - 1951 : European Coal and Steel community
 - 1957 : Rome treaty : Economical European Community
 - ... progressive enlargement (more and more countries) and integration (scope of European skills larger and larger)

For agriculture, from about 1960 to 2000 :
European level : market management ,
national level : development policy

A project for agriculture

In that context, State and FOs* shared a common vision of agriculture and wanted to develop the "modernized family farm" model

- * most of agricultural youth, and especially leaders, have been involved in JAC (Christian agricultural youth movement). This has contributed to develop a common culture and a strong will "to be stakeholders of their own development"
- It fitted the will of State to get a modern competitive agriculture, to feed the cities and get export resources...

→ The State has strongly supported FOs' involvement in agricultural development through :

- » Adapted laws and regulations to reinforce local initiatives
- » Creation of specific institutions as "Chambres d'Agriculture" to organize dialogue and manage agricultural development

Bases of the Agricultural Policy

- 3 "basic elements"
 - » The man (promote the farmer)
 - » The product (to regularize the market/ to organize commodity chains)
 - » The space (rural territory development, farms' "structures" improvement)
- 3 axes for Agricultural Policy
 - "Structures" policy (space, territory)
 - Economical policy : commodity chain organization (product)
 - Development policy (man)

Translated in the 1960 and 1962 Agricultural Orientations Laws (LOAs)

Agricultural policy : the main lines

- **Market policy** (European level):
 - guaranteed reference prices (intervention mechanisms ⇔ buying by storage organisms when prices are low, to sell later when prices are higher)
 - Protected market ("Communautary preference")
 - Subventions to exports

Agricultural policy : the main lines cont.

- **Development policy** (National level):

The French "co-management of agriculture model": FOs (especially "syndicat" FNSEA) have been strongly involved in managing agricultural development through :

- "Structures" policy
- Development policy

Agricultural policy : the main lines cont.

- **"Structures" Policy** (to favor enlarging of farms) :
 - Farmers' interests are privileged against landowners (1949 law)
 - Orientation laws (1960-62) :
 - Old farmers are encouraged to drop out professional activity
 - Farm size delimited (incentive mechanisms : financial aids submitted to size conditions)
 - Land market regulation tool : SAFER (local organism where "syndicat" is represented, with a preemption right to install young farmers or enlarge small farms)
 - Aids for difficult areas (mountain)
 - Land regrouping operations

Agricultural policy : the main lines cont.

- **Development Policy**
 - Extension → development services : main tool : Chambres d'Agriculture
 - Professional training : incentive measures to improve initial capacities, continuing education frameworks
 - Information : newspapers, rural radios
 - Sectorial development policy (products) : cooperatives, producers' groups ("groupements de producteurs"), interprofessional bodies

To develop agriculture What are the needs of the farmers?

- Technical development
 - Improved technologies available
 - Capacity building to implement these technologies
- Improvement of economical context
 - Funding for agriculture (modernization costs)
 - marketing (to get stable and fair markets)
 - Inputs (seeds, fertilizers,...) and equipment access
- Others
 - higher standard of life (closer to the city-dwellers' one)
 - look for a better image

Agricultural Techniques Development

To succeed in technical development : the main issues

- To develop adapted technologies (genetics, mechanic, fertilizers,...)
- To make them available (extension, supply of goods and services) and affordable (funds for agriculture) for farmers
- To strengthen the capacities to implement successfully these technologies : initial professional teaching, permanent capacity building, information

Technical development : evolution of organizations and support system

- INRA (Research structure) created in 1946
- Technical Institutes (per product) are interface between research and extension systems
- Extension done by administration (government) until 60s ("Services Agricoles" at department level)
- + Farmer Groups' initiatives to handle extension: CETAs and GVAs

Technical development progressively handled by organized farmers

- Result of common will of agriculture ministry and farmers' organizations, translated in LOAS (1960 and 1962, 1966)

→ "Chambres d'Agriculture" in charge of "development" (no more "extension"), when DDA (Direction Departementale de l'Agriculture*) is in charge of control and management of the aid to agriculture

* : almost equivalent to PDAPP in Cambodia

The « Chambres d'Agriculture »

- **Created by the law, at the department level to :**
 - Fulfill a **consultative mission** near the authorities
 - Be an **intervention and coordination** structure in agricultural sector, especially on development issues
- **The "Chamber" is constituted of 45 to 48 members elected for 6 years by 11 « colleges »**
(farmers, former farmers, landowners, farm salaried workers, FOs salaried staffs, 5 professional groups i.e. credit, production cooperatives, other cooperatives and mutual insurance, "syndicats", and forestry land owners)
- **Funded by a tax mechanism** (rural land additional tax, locally established)
- **Activities**
 - technical services: technical and economical advising to farmer, training, support on land development and natural resources management
 - Management services : accountability, human resources management, studies, informatics, juridical advising

The « CETAs »

- Groups of farmers (10-20) who decide to look themselves for solutions to their problems by working (thinking) together
- The organization :
 - A flexible structure ("club", associative statutes)
 - A president democratically elected and a waged technician (full or part time)
 - A significant due, evidence of the members' involvement
- The strategy : A work-plan identifying the main problems faced by farmers (priorities) and regular meetings
- The activities :
 - Experiments and surveys in the members' farms
 - Visits and study tours in France and outside
 - Training sessions for the elected leaders and the technicians

The « GVAs »

- Large groups (50-150 farmers per group)
- Less demanding for members than CETAs ; adapted for all the farmers
- Activities : technical extension activities training,
- Role in large scale extension of technologies
- Often comes from technical section from local union section
- Joined the Chambre d'Agriculture scheme after LOA (agricultural orientation laws), early 60^{ies}

The « Centres de gestion »

(management-accountability service centers)

Following the evolution of farms, new needs to assess the economical validity of technical results → « Centres de Gestion » (management Centers) initially created on initiative of Cetas, with support from research and education system.

- Statute : Professional structures, autonomous (with simple associative statutes) or linked to the « Chambre d'agriculture » or to the « syndicalisme agricole »
- Services provided to their members: accountability, economical management advising...
- Incentive : accountability validated by a certified « Centre de gestion » → taxable income reduced per 20%
- → 200.000 farmers are members of a « Centre de gestion »

Economical functions

Main issues

- To facilitate access to inputs (seeds, fertilizers) for crops and livestock ⇔ to make them easily available, and to get to the farmers the means to finance them (incomes)
- To improve labor productivity ⇔ equipment (mechanization and buildings), structures
- To get more stable and profitable markets → to stimulate the production, to enhance the incomes, to encourage farmers to market a higher part of their products

The cooperatives : origin

- **Before World War II** a lot of experiences :
 - collective buying of inputs (called "syndicats"),
 - common marketing and or processing to face crises (called cooperatives or not)
- **End 1940s-1950s situation :**

Farmer production is atomized in front of a strong private sector → weak position for farmers to bargain (as well for supply of inputs, as marketing and processing of products)

From 1946 : Expansion of « cooperatives »

- A large diversity of cooperatives have been created (Upstream and downstream agricultural activity : inputs supply and product processing and marketing) in order to improve the position of farmers within the commodity chains
- This has been done with the support of the State
 - » Law of 1946 and 1972**
 - » Exemption of Tax on the benefit
 - » Law rate credit
- Cooperatives don't replace the private sector
They exist besides it and compete with it. (market regulation role)

1946 : Law on cooperatives

- law on « cooperatives » (as enterprises) based on principles of « Rochdale pionners » :
 - Members are exclusively Farmers
 - Voluntary membership (acceptation by others)
 - Only members receive services
 - Members bring the Capital to create the coop
 - « Parts sociales» (*Partner share*)
 - One men (or women) – one Voice
 - the general assembly elects a board in charge of strategic choices
 - the board chooses a director in charge of the current activities
 - Financial benefit are used for investments and the remaining shared between members according to the volume traded --> « ristourne »
 - Mission of education and training of their members

Expansion of cooperatives : the results

- Cooperatives have a strong position in the economical scheme : they insure :
 - 60% of inputs supply for agriculture
 - 70% of cereal collection and storage
 - 70% of wine making
 - 50% of milk processing and trade
 - 40% of slaughtering activities , 30% of meat trade
 - 30% of canning and trade of fruits and vegetables...
- 80% of farmers are member of at least one Cooperative
- In 1986, Cooperatives represent :
 - 50% of the processing of the french agricultural products
 - 20% of the french turnover agro-processing sector
 - 130.000 jobs
- Creation of a federation : CFCA

Concentration of Cooperatives

- Since 1970 : concentration of Cooperatives in order to:
 - Get an industrial size
 - Compete with private firms
 - To keep a bargaining power and facing the concentration in the distribution sector
- Creation of regional and national Union of coops
(3700 local or departmental cooperatives, 300 regional cooperatives or unions, 15 national cooperatives or unions)
- New challenges :
 - Links with members tend to crumble
 - Competition with big firms....
 - Reducing help to small farmers

A particular case : the CUMAs

« Coopératives d'Utilisation de Matériel Agricole »
(*agricultural equipment – tools - use cooperatives*)

- Following of « banques de travail » (labor banks),
« groupes d'entraide » (labour mutual help) which were a way to solve picks of labour or to manage big machines use
- Not cooperatives to buy individual equipments but to use equipments bought in common ⇔ non convenient for daily used equipments, but well adapted for big machines useful (harvesters...)

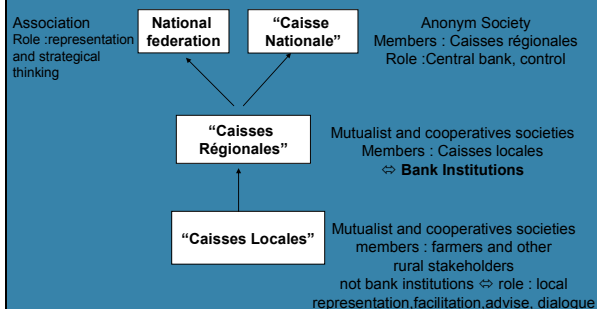
CUMAs

- A form of cooperative (cooperative statutes) but ...very simple to create:
 - Need 4 members (at least)
 - A functioning similar to « non lucrative association »
- Activities :
 - buy equipment in common and rent it to members
 - Monthly or weekly Planning of the use of equipment
- Interest :
 - Reduce the cost of mechanization
 - Ease access to equipment
 - Help poor, young farmers to settle
 - Reduce the price of the services provided by other stakeholders
- Today : totally 13.000 « Cuma » (1997)
 - Large diversity : from 4 to several hundreds of members
 - Some have employees

Funding of agriculture : Agricultural Credit

- Funding of agriculture has been the common concern of State and farmers for a long time (end of 19th century):
 - Local "Caisses de Credit Agricole" (mutual help groups) worked quite well but money saved by farmers was not enough to face the needs: → creation of regional "caisses" then national one.
- The State have helped by :
 - lending money to "Caisse nationale" from the 20s to the 60s
 - giving to Credit Agricole (untill 90s) the monopole of the aided credit (that is low rate credit : up to 1 to 5 % /year) to encourage modernization of agriculture.
- Credit Agricole has been the Bank of the farmers, then the Bank of rural development

Credit Agricole : the scheme



To promote the farmers
To defend the interests of family farming

Social functions

- Mutual insurance :
 - » following a lot of local initiatives
 - » to cover first risks related to goods (especially fire)
 - » Then, Mutual personal insurance (old age pension, health, accidents), on a voluntary to a compulsory basis
 - Initial training :
"Maisons Familiales Rurales"
Besides "classic" public and confessional educational schemes, MFR propose a training adapted to rural life and organize alternating vocational – professional training courses
- Statutes : Associations where members **are** farmers :
- elect a board who manages and takes the strategic decisions
 - recruit skill employees to implement the activities

Defense of interests :The « syndicats » (unions)

- A "syndicat agricole" is an « organization wanted by the farmers, managed democratically by its members »
- It has 3 roles :
 - Claim
 - Defend the interest of their members to face the land owners, administration, traders... at local, national and international level
 - By demonstration and negotiation, to create a favorable balance of power
 - Organization and representation
 - Organize and represent the « profession » in all the domains and at all levels (involvement in the creation of cooperatives, credit system, farmers groups for extension, ...)
 - Promotion
 - Training men and women by putting them in position of responsibility and trough training courses, study tours,...

The results

Modernization of French agriculture

	1960	1990
Structures		
Farms nb	2 082 000	939 000
Farms size (average)	14 ha	30 ha
Nb of tractors	680 000	1 476 000
Performances		
Wheat production t	10 600 000	31 400 000
Milk production 1000 l	10 800 000	23 000 000
Wheat yield t/ha	2.5	6

The limits

But :


- Limits are coming from the success : Excesses of production , high cost of the European agricultural policy
- New issues :
 - Environmental issues
 - Adaptation to WTO regulations
 -

Points to highlight

- French FOs history shows that FOs can not solve alone all the farmers problems and the importance of the agricultural policy to set good conditions for agricultural development
- The success is the result of a consistent long term (30 years) agricultural policy
- Modernization of French agriculture took place in a context of rapid industrial development : people coming out of the agriculture found jobs in the cities
- French situation illustrates a typical case of management of the agricultural sector : called model of « cogestion » (« co-management ») between policy makers and Farmers)

The end

Appendix 5 : High quality rice growers group (Mekong Delta – Vietnam)



Rice Producers Farmers Groups
in Tam Binh district,
Vinh Long Province
(Mekong River Delta – Vietnam)

Case study

Realized with the support of Nguyen Thi Khiem Nguyet (Can Tho University)

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Some main characteristics

- Location : Loan My Commune
- Scope : 1 commune
- Region / sector : Mekong river Delta / rice
- Establishment : 2001-2002
- Peoples involved : farmers growing rice for selling
- Stakeholders : NGO (FOS) with acknowledgement by Communal Peoples' committee

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Description of the context

- Farmers growing rice have low income :
 - Small production
 - Low quality of seeds
- Problems
 - Farmers have low rice price even with high quality since rice traders only buy per units of 5t. (a boat capacity)

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Activities of groups

- To facilitate access to market, groups :
 - assign members to contact rice dealers in order to know the quality of the rice they are ready to buy
 - Organize the mass production to meet the need of 5 tons of rice /boat at time required
 - make activity plans for individual production crop

Remark :

- Communal People's committee acts as a guarantee for farmers to buy materials following defer payment method

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Type of support provided :

- District extension / NGO (FOS):
 - introduced high quality rice for groups experiment
 - Provide technical training on rice cultivation
- FOS projects provide :
 - Training on Group managerial skills to board of Farmer Group and Extension Workers
- District Extension :
 - Help establishing relation between groups and dealers who want to buy high quality rice
- FOS project and District Extension Worker :
 - Supervised the executing process of the groups

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Conditions for establishment

- FOS project helped groups to build awareness about causes of low income from rice (assessment)
- Farmers are aware of the additional benefit they can get in groups
- Support on establishment methods by FOS project in initial period

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Results

- Farmers are linked together to achieve common goals (better price when selling rice)
- Higher incomes (additional 200 Dong/kg that's about 10 %)
- Other benefits:
 - Increase awareness on the necessity of cooperation to increase incomes from production activities
 - Recognition by District Extension station of the importance of the FG organizations
 - Local government wants to develop group models in other communes of the district

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Shortcoming and difficulties

- Limited skills of local **government officers** in term of Farmers Groups establishment method
- Local administration's interest still limited (despite invited by FOS project to participate in activities on group establishment such as methodological training,...)

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Appendix 6 : High quality pig producers cooperatives (Red River Delta – Vietnam)




Pig producers groups and cooperative in Nam Sach district
Hai Duong Province
(Red River Delta – Vietnam)

Case study

Realized with the support of Vu Trong Binh (VASI DSA)


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Basis characteristic

- Location : Nam Sach District
- Region / sector : Red River Delta / Pig
- Scope : 1 district + extension to other provinces
- Establishment : since 1997
- Peoples involved : pig growers for selling (200 pig producers in Nam Sach district in 2005)
- Support agencies : National research centre (VASI - Vietnamese Agricultural Science Institute) and international NGOs (GRET,...) and research center (Inra,...)


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Context

- Small scale Pig producers (1-10 pigs)
- Low income
- Problem of valorization of product
- High market demand for lean pig due consumers' standard of living increase
- After past experience of cooperatives, farmers are reluctant to work together, to form groups,...

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Initiation of the development process

- 1997 : GRET and VASI through a research and development program (the Red River Program)
 - Find a farmer that changed spontaneously its scale of production
 - Some others try to copy him

⇒ Problems:

- Technical and Economical results are very uncertain

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Initiation of the development process (cont.)


- 1997 : GRET and VASI
 - Initiate a support program
 - Convince farmers to group together to try to cope with technical and economic problems

Remark : Support agency:

- propose technical and organizational support
- clearly set that no financial support will be provide

⇒ creation of a first group of 9 pig growers

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First stage of the support process

- Technical support
 - On farm experiment on pig production to define :
 - what is the best type of genetics to produce and meet the market ?
 - What could be the good practice to raise animals (insemination, feeding, time to sell,...) ?
 - ⇒ Definition of a « cahier des charge » (guideline for production techniques)
- Organizational support :
 - to group management (organization of discussion meeting,...), through « day to day » close relationship to get the recognition of local authorities (« To hop tac » Farmers Groups*)

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First stage of the support process (cont.)

- Some problems appear that find solution through collective discussion with the farmers
 - Veterinary problems
 - Collective contract with a private veterinary
 - Financial resources to enlarge scale of production
 - Negotiation with the agricultural bank
 - Promotion of the products
 - Marketing operation

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Results of the first stage

- A first group becomes strong considered as an example
- The widespread of the experience :
Rapidly, new groups are created
(10 groups in 2001)

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Results of the first stage (cont)

- An informal Union of the groups is created in 2001 with the objective to:
 - Help farmer to conduct their raising, select the piglet
 - Buy feed in common
 - Access to veterinary services
 - look for credit
 - Inform members on market opportunities and find outlets
- The union is firstly managed by a collegial direction formed by the groups leaders (10) ,
further, farmers decided to create a board of management (2 persons) to ease the functioning of the Union

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A second stage: from an informal union to a « cooperative »

- The Union is active and provides already valuable and recognized services to members (veterinary, information on market, feed supply,...)
- Pig groups Union leaders (with the VASI) decide then to adopt the Cooperative statutes
- An adaptation of the focus and content of the support provided :
 - focus on strengthening capacities of the Union and its leaders
 - topics : financial management, accountability (cooperative management) , negotiation with stakeholders (bank, traders, institutions)

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A second stage: from informal union to « cooperative »

- 2004: First cooperative
- From « groups » to « cooperatives »
 - a first attempt : 1 cooperative for 4 groups (30 to 40 members)
 - ⇒ Difficulty of cohesion and management (due to heterogeneity of members in term of technical level, financial capacities, different objectives between farmers,...)
- Choice of smaller size cooperative
- 1 coop for about 2 former groups (around 20 members)

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Results of second stage

- In 2005 :
 - 12 cooperatives are running (totally around 200 producers)
 - technical skill of members improved
 - Organizational capacities of leaders improved
 - Strong demand of new farmers to create « cooperatives »
- Services provided by cooperatives :
 - inputs supply
 - Veterinarian chemistry supply

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Results of second stage (Cont.)

- Service provided by the cooperatives :
 - Inputs supply (common purchase, control of quality)
 - Production advising
 - Veterinary service
 - Due to evolution of skill, difficulty for a private veterinary to follow, farmers organized themselves their veterinarian chemistry supply and vaccination planning
 - Marketing support
 - Information on market (Who buys ? What is the price at different places ?)
 - Negotiation of a Reference price with selected assemblers
 - Quality control

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Current situation

- 2005 : Creation of federation of cooperative
- Problems still to solve :
 - Management of a federation
 - Financial management
- Pendant issues:
 - Labeling
 - Consolidation or enabling the access of new members
- A new project:
 - building a small slaughter and processing factory
 - ➔ new stakes : find a land, funding

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As conclusion : Factors of success (according to support service)

- From the beginning effective support on technical and organizational issues
- Step by step building of group cohesion
- Homogeneity of groups

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End

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Appendix 7: Fédération des producteurs du Fouta-Djalon (Guinea)



Fédération des Paysans du Fouta Djalon FPFD

Case study


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FO's main characteristics

- Scope : a province (Fouta Djalon)
- Establishment : 1992
- Members : 18 000 farmers (450 groups)
- Partnership : State, Research and extension institutions, French Cooperation (Foreign Affairs Ministry, AFD), Canadian Coop, NGOs.....


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General Background

Guinée Conakry
7.8 millions people
(29 h/km²)

One or two rainy seasons
From 1200 to 4000 mm / year




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General background

- History : authoritarian regime until 84
→ no organization of civil society
- Scope of action officially assigned to FOs : mainly economics
- Fouta Djalon: poor mountainous region; Traditional feudal Muslim power, not considering agriculture (slaves and women activity) / livestock and far trade → not favorable to FOs


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Context of establishment

- Agricultural development project → development of Potato production in inland valleys with water control
→ establishment of producers' groups and Madina "union" (association of groups)
- good technical results but concurrence with imports → problems of marketing
- → demonstrations, lobbying → political decision (with support of president) to suspend imports during the season of local potato
- national workshop in 1992 → Establishment of Fouta Djalon Farmers' Federation

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Strategy

To hold and valorize the framework defined by State (economical focus of FOs)

- Strategy based on an analysis of underdevelopment causes : foreign aid pushes a living on hand outs mind: necessity to create wealth first to improve livelihood
- **unique objective of FPFD : to enhance the incomes of its members**
- to concentrate efforts on the sectors where local economy can succeed (Potato) ⇔ if success → investments in farms → increase of productivity ...= a virtuous cycle
- Valorized values: work, harshness, meeting commitments, competitiveness at individual and collective level
- Support to innovative, enterprising people: all equal in front of these principles (no ethnic, sexual, age, social privilege)

Basic philosophy of the FO : "an unequally shared wealth is better than an equally shared poverty"

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Activities : technical act.

Activities focused on 3 sectors : potato, onion, tomato

- Technical activities
 - To develop trustable farming systems, *technologies have been developed* for water control and land development, irrigation, varieties, fertilization, cropping calendar ...
FPFD technicians made most of the work, in collaboration with research and extension systems. (direct costs taken in charge by FPFD)
Currently, new problems are emerging and motivate revival of research development efforts through farmers groups
 - Internal *innovations extension framework* : 20 technicians involved in a training to trainers (local leaders) process
 - Most of these innovations need *upstream investments* (infrastructures, installations, equipments) ; most of these have been grant-aided by financial partners

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Activities : Economical act.

Economical activities

- Inputs supply : potato seedlings, vegetable seeds, fertilizers, most of them imported from Europe (quality, trustability),
 - Managed by the Federation at central level (cash flow initially donor funded then donors guarantee to allow FPFD to get credit)
 - Commercial margin applied by FPFD

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Economical activities *cont.*

• Marketing

At the beginning, FPFD organized coordination meetings between producers unions and traders to fix a basic buying price, rough volumes and selling price (objective : to moderate the prices in order to enlarge the market)

Zone unions manage practically the market (grouping, storage...), traders pay an advance (to pay farmers); the remaining (reimbursement of credit taken by the farmer with FPFD, tax shared between the different levels of FO) is paid at the end of the selling process

Farmers are not obliged to market all their products with FPFD, only a part linked to the quantity of inputs they got.

In parallel, some direct marketing is existing to Conakry (the Guinea Capital) market or export (Dakar...), either by local "Unions" or the FPFD

The efficiency of these activities is underlaid by existing minimal infrastructures (bridges, tracks, storage buildings...) which have been funded by development partners

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Activities : others

- Efficiency and experience ⇔ responsibility of taking the leadership of FOs national movement
→ FPFD initiated the National Coordination of Farmers' organizations (CNOP) and forwards to it its knowledge and experience
- Through CNOP, FPFD leaders are assuming "union type" functions, related to definition of agricultural policies and discussion of the main rural development projects

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Functioning general framework

Plot (500 to 1200 m ²)	Producer (18 000)	Individual production	
Land development unit	Producers' group (450)	Collective production tool (same crop for all members)	
Zone	"Union" (23)	Technical support Economical management (same crop for all groups)	
Sector	Sector committee (3)	7 skill farmers : to plan and assess the sector	
Province	Federation	Strategic planning congress/4 yrs Inputs supply management Resources management	

Functioning *cont* Sharing of tasks

- Technical team : about 40 salaried people staff, 1/2 specialized agricultural advisors, on field
1/2 trainers, grouped in a training cell :
 - Literacy (250 centers, self managed by grass roots organizations) to address the 95 % illiteracy issue
 - Training of leaders (and technical staffs), especially at the Union level (accountability, inputs management, marketing, institutional management, book keeping, strategic planning...)
- Management of common installations : headquarters, reception and training center, a repair and maintenance workshop (for tractors, motopump)

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Functioning *cont* financial management

- Each level is autonomous
- The Federation manages a very high budget and attempts to get more and more autonomy
- Self financial resources (about 45 % of the needs) come from :
 - Members' dues
 - Commercial margins on inputs
 - Taxes on marketed products
- Not full self-funding is "logic" as the FPDF fulfils public service functions which would be taken in charge by State (but State is too poor to assume this role and then the donors play this role)

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Partnership and support

- Long term and multipurpose support from French government: FPDF has been project manager and implementing authority of the development process (the donor is only at the service of the organization's project of development) with 2 axes:
 - Support to production (cash flow, guarantee fund, investment fund for infrastructure): AFD from 1995 to 2002. Other partners (Canadian cooperation, NGOs) on going
 - Support to capacity strengthening of leaders and staffs through technical assistance (from 1988 until now)
- Public authorities' support :
 - Protection of market when useful at the beginning
 - Collaboration of research and extension services
- Economical operators (national and foreign)

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Conclusions

- The indicators of success :
 - Competitive production of potatoes and onions facing the increasing national demand, and successful experiences of sub-regional exports
 - Revival of regional development dynamic ; a lot of initiatives on diverse crops and services involving young farmers, previous administration staffs, emigrates ; the FPDF have played a driving engine role
- This success is mainly due to the quality of the leaders : not only the charismatic historical leader but also a large group of younger people able and motivated to defend the project of the organization.

This team has managed to get the support of traditional authorities, initially reluctant to the project.

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End

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Appendix 8 : Cecam Network (Madagascar)

CECAM network madagascar

Case study

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Why CECAM network ?

- A success story in term of credit
- An mutual credit institution created by an FO
- An illustration of one modality to handle credit function by an FO (FIFATA)

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Some characteristics

- Scope : 8 regions (out of 28)
- Establishment : FIFATA : 1989; CECAM : 1993
- Members : 47 000 members (2002)
- Partnership : FERT, caisse regionale de crédit agricole de reims

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General Background

Madagascar

Population : 15 millions
Area : 690 000 km²
Density : 21 inhab/km²

Climate : 2 seasons
(rainy, dry)

Diversity of condition :

- West coast : sub equatorial
- High plateau : cooler
- Eastern coast : dryer



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Context

- Small family agriculture is dominant in staple food production (rice, maize)
- Low access of small farmers to formal financial sector
- Rural financial market dominated by private moneylenders with high loan rate (120-400%/year)

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Brief history

- **1989 : creation of FIFATA, A FOs**
 - created by farmers of Vakinankarata (high plateau area of Madagascar)
 - To develop common services to agricultural population of the region
 - Activity : direct agricultural inputs supply, collect and trade of agricultural products
 - Strong need for credit to develop farmers' economic activities
 - Creation of mutual saving and credit "bank" managed by FIFATA
- **1993** : existing village mutual credit and saving bank get autonomous from FIFATA and become **CECAM**
- **1996** : bank and mutualism law
 - CECAM groups into 6 regional unions
 - Creation of **URCECAM** (legally recognized as mutualist financial institution)
- **2000** : Interregional Union of CECAM (**UNICECAMs**)

Remark :

- In 1998: economic and commercial activities of FIFATA are autonomized in agricultural Cooperatives
- FIFATA focuses on "Union" functions : representation of interest

Functionning

Local	CECAM	Selection of members, analysis of credit demand, decision of granting
Region	URCECAM	Desk for CECAM Management of interregional fund for cooperative guaranty
Network (8 regions)	UNICECAM	Relationship with donors, financial banking system
All level	Intercam	Technical services to the network (starting from CECAM,)

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Characteristics

- Cooperative bases made up stable equity **capital** (share capital)
- A bottom-up approach
- Diverse type of credits adapted to farmers and their organisations needs
 - Cooperative hire-purchase system
 - Village community granary **guaranty**
 - Commercial credit to cooperative
 - Social emergency credit

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Partnerships

- NGO FERT, and french "caisse regional de credit agricole" through ICAR association (2 association lead by leader of french agricultural union)– support to profesionnalisation of financing skill
- Donors (European Union, AFD) cofinancing of the UNICECAM

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Results (2001)

- 164 local banks
- Total 41 194 members (470 moral persons – cooperatives; 11 932 womens)
- Employment of 483 salaried
- Majority of credit for agriculture purpose (productive credit and campaign credit : 26%, village collective granary, and storage credit : 49%; agricultural equipment, mutualist leasing of equipement : 19%)

Remarks : strengthen the credibility of the FO (FIFATA) that was at its origin

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Condition of success

- Favorable economic context (profitable rice production, potential of diversification, profitability enable to finance the credit)
- Early "autonomisation" of the credit function under the responsibility on a specialized institution (CECAM) for the following reasons
 - Difficulty to handle multiple function in a multifunctional organization
 - Necessity to develop specific skill to manage a rapid developing credit system
 - Legal constraints (national law) and Donors pressure

Condition of success *cont.*

- Financial system with professional procedure and professional managemnet tools
 - Attention to the setting of a control system (combinaison of elected peoples control and salaried control service)
 - Effort on training of salaried peoples and elected peoples
- Long term partnership with northern cooperation
- Linkage to financial market (refinancing, investment of ressources)

Remarks and issues

- Remarks :
 - Strong orientation since the beginning toward agricultural production development and farmers production needs through involvement of FIFATA in the decision system of CECAM
 - Role of FOs in the strength of the network:
 - moral guaranty
 - Training of farmers
- Pending issues :
 - Question of diversification of credit activities
 - Question of balance between type of activity financed by the network (agriculture versus trading)

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End

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Appendix 9 : Ross Bethio (Senegal)

Ross Bethio (Senegal)

FOs' involvement in local
development

Geographical context

Rural Commune of Ross Bethio :

- A large rural area (2 385 km², 15 x 15 km) just besides Saint Louis, the 2nd town of the country (212 000 h)
- Population : 54 000 inhabitants (in 2000)
- Activities : mainly agriculture (rice cropping in irrigated schemes of the Senegal river delta), one bird sanctuary, transit trade (Mauritanian border)

Characteristics of Senegal

- A sub-saharian country:

- subtropical climate (drought, climatic risk,...)
- fragile natural resources

- Population : 9.5 millions (48 hab/km²)
- High population growth rate (2,2 % /year)



General context

- Rural community (RC)*
 - Product of decentralization process in 1972, democratic institutions
 - Officially quite large attributions ⇔ land tenure and development, but weak means (financial and skills) → limited actions
- Development actions
 - Project logic going on (topics and targets chosen by donors and partners)
 - No concerting with local collectivities

* : equivalent to commune council in Cambodia

Specific context of FOs

- Farmers' organizations in Senegal
 - spontaneous establishment early 80s
 - Training and production activities (small scale, low sustainability)
 - FOs generally ignore rural communities (considering that they are not powerful)
- Reinforcement of FOs with State withdrawal
 - in the Senegal river delta, FOs "inherit" the irrigation schemes (1 000 to 3 000 ha per FO), without preparation.

Establishment of partnership Context and objectives

- State withdrawal
 - disorganization of technical and economical environment
 - anarchic and non sustainable development of the irrigated area
 - drop of the profitability of agriculture
 - High risk of strong crisis (environment, debts...)
- → Common reaction of local actors : CR representatives (in charge of land tenure management) and FOs leaders
 - ⇔ in 1994, Ask the support of an external facilitator (Ciepac) to initiate a diagnosis and recovery process

Strategy

- Collective brain storming process (over 3 months) involving all the stakeholders: elected people, FOs, associations, traditional and religious authorities,...
- Outputs
 - shared diagnosis of the situation
 - Paths to control the changes through a negotiated relationship with upper level partners (State, Regional institutions...)
- Goal
 - Develop a strategic action plan, define the roles of different actors, evaluate the financial needs, identify the management and monitoring bodies

Action Plan Content

Includes 3 types of actions :

1. **Managed by State with "Rural Community"**
Corrections of development plan to better address local needs (bridges, tracks, land development schemes...)
2. **Managed by "Rural Community" (Related to its missions)**
Actions of general interest (health, education, environment, transparent and regulated land tenure)
3. **Managed by actors of Civil society**
Activities implemented by professional organizations or village associations (Markets, tracks for cattle, village woods, production support and services provided by FOs...)
Validated by CR which gives its support in negotiations with other actors

Results

1. A plan for land development and use (developed with support of research)
 1. Mapping of current land uses
 2. Validation of the map and economical impact assessment
 3. Definition of using regulations (compromise between users: farmers, breeders, urban users, natural park)
 4. Local bodies to apply these regulations

→ 8 zones of development and land have been identified according to the use : only farming, only breeding, mixed use –with clear regulations-, urban, natural park
2. A concerting framework to sustain the initial process between CR actors

Members : 2 delegates per zone + representatives of each federative organization working in the territory
President : one of the CR representatives

Results *cont.*

3. A ground network

23 facilitators employed by CR to maintain local dynamic by stimulating, accompanying and supporting initiatives

→ Sustainability : Ten years later, the initial dynamic is still going on

→ Rural Community able to control and coordinate external interventions (especially NGOs' ones in education and health sectors)

→ Consistent organization allows the CR to benefit from devices put in place by support agencies (for example, PNIR : national program for rural investment to fund substructures realizations of four-year investment plan)

Conclusions

- It's logic for farmers' organizations to be structured on a sector (commodity chain) basis
- But, a FO is settled in a "locality", that is a territory with other representative actors from civil society

→ Necessary to enter into alliances with other stakeholders at different levels to face the current stakes raised by globalization

Appendix 10 : Union des Producteurs de coton du Burkina Faso (Burkina-Faso)

**Union Nationale des Producteurs
de Coton du Burkina
- UNPCB -**

Case Study

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FO's main characteristics

- Scope : the whole cotton area of Burkina Faso (36 provinces, South and West of the country)
- Establishment : 1998
- Members : all the cotton growers
(about 230.000 members)
- Partnership : cotton societies, State, AFD and Other donors, Research.....

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General Background

- Burkina Faso

10 millions people
(40 h /km²)

One rainy season
From 250 to 1000 mm/year



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General Background

- Cotton sector is a strategic Sector in West Africa : the main (sometimes almost only) export crop (40% of export value in Burkina)



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General Background of cotton production

- Small scale familial farming (mainly rainfed cereals, cotton, sometimes livestock)
- Integrated commodity chain :
Beside the farmers, all the functions in the commodity chain played by the same actor ("société cotonnière" – cotton society)
 - Input supply on credit
 - Technical support
 - Trading seed cotton, processing, export
- At local level, farmers are organized in groups who are the interlocutors of the cotton society (and not the individual small scale farmers).
Until 90 these groups were multi-activity village groups, so called "groupements villageois" (GVs) with numerous and diverse members (100 to 300 farmers) grouped on a territorial basis
- Rainfed cotton crop , quite low capital intensity, good quality of product (hand harvest) but low to middle yields : about 1 t/ha per average,

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History of the FO circumstances of birth

- Mid 90s /
 - State withdrawal
 - Debt burden of GV's lets the cotton sector in crise
- "good producers" begin to drop cotton production
- production of cotton collapsed
(from 150,000 t at the end of 80s to 110,000 t in 1993)

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History of the FO (cont.) The beginning

- Common will of the stakeholders (State, Cotton Society, Farmers and Donors) to revival the commodity chain :
 - discharge the debts of GVs in return for creation of "Groupements de Producteurs de Coton" (GPCs).
 - small groups : 15 to 30 members,
 - specialized in Cotton,
 - membership based on cooptation so that the mutual guarantee works well
- First GPC established in 1996
- Role : GPC is the interface between farmers and the cotton society for production (extension, input supply, credit) and marketing

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History of the FO (cont.) Progressive and rapid structuring

- Structuring from GPC to Departmental Unions (UD) and Provincial Unions (UP)
 - The goals are:
 - to get interlocutors at the convenient scale compared to the partner (gin factory at provincial level or upper, collection of seed cotton, delivery of inputs at village or department level)
 - To get structures to provide services to grass root groups (information, training, support in financial and institutional management)

→ First Unions constituted in 1997

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History of the FO Progressive and rapid structuring (cont.)

- Establishment of National Union (UNPCB) in 1998 as a federation of UP

The goal is to constitute a legitimate organization to represent the cotton producers besides the other actors of the commodity chain (State and Sofitex, which is the Cotton Company)

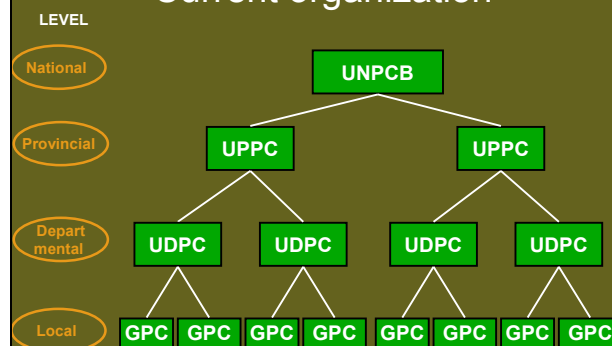
The FO becomes a shareholder (10 % of the capital) of the Cotton Company in 1999

After privatization of the sector in 2004, UNPCB becomes the unique representative of farmers within the national inter professional framework besides the 3 Cotton companies and the State.

This evolution has been strongly supported by State and donors.

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Current organization



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Goals of UNPCB

- Objectives**
 - To ensure the sustainable development of cotton based familial farming
 - ⇒ to address the needs of the cotton growers in order to strengthen the competitiveness of the sector
- Strategy**
 - The strategy is elaborated in a participatory way (meetings at departmental then provincial levels to discuss the options then to mandate representatives to the General Assembly).
 - Three axes :
 - providing services to get conditions allowing production development
 - strengthening the capacities of farmers and grass root FOs (technical and management skills)
 - to defend farmers' interests at local, regional, national and international level
- Types of Activities**
 - Services providing
 - Training, information, representation
 - Organization management

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Roles and functions fulfilled by the different levels of the FO

Local GPC	-Cotton collection management and inputs distribution - Credit management
Departmental UDPC	Services to GPC : -Management support and training -Intermediation with cotton society - ...
Provincial UPPC	Services to UDPC : -Support and training to GPC advisers -Training for GPC leaders -Intermediation with cotton society Services to GPC : Management of inputs providing (for cereals)

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Roles and functions fulfilled by the different levels of the FO (cont.)

National UNPCB	-Support to all grass root OPC (Cotton Producers Organizations) : Information, Training on technical and institutional issues
	-Management of the organization : internal communication, strategic planning, financial and human resources management, relations with donors...
	-Representation of farmers (national and international) ; notably, the Union takes part, with the others stakeholders of the interprofessional framework, in price setting (before the cropping season)

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Activities : modalities and means at grass root and departmental levels

GPC	•Aggregate the individual needs (inputs) then forward it (cotton inputs to the cotton society, cereal inputs to UPPC), discuss the feasibility of credit requests for members then forward them •Work with the cotton society staff on technical issues •Organize the "Cotton market" at the village level •Forward information to members	GPC board (supported by "Conseillers de gestion" = management advisor)
UDPC	• Check then forward the needs of the GPC to the upper levels •Support to GPCs on management issues (staff) •Training for members (literacy), GPC and UD leaders* •Advocacy near the cotton society (if dispute)* •Interface between different levels	UD board "Conseillers de gestion" 1 per 30 GPC (supp. by provincial inspector)

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Activities : modalities and means at provincial and national level

UPPC	•Check then forward the needs sent by UD •Support to "conseillers de gestion" • training for GPC and UD leaders* •Manage the cereal inputs supply (especially distribution) •Interface between different levels	UP Board Provincial Inspector: 1 per province (supp. by national staffs)
UNPCB	•Strategic planning •Human and financial resources management •Economical services to members (dealing the cereals inputs market) •Training and information to members •Representing the farmers (cotton societies board meetings, inter professional meetings especially to determine the cotton and input prices , international meetings)	UN Board National staffs (6 specialized high level staffs + others)

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Means to achieve their functions

Financial resources

- The services provided by cotton FOs to the sector are recognized and paid by the cotton societies according to the following scheme :

	Amount	channel	Budget per FO (F CFA)
GPC	3500 F CFA (6 \$) per ton delivered	Directly to the GPC (with payment of cotton)	70 000 → 700 000
UD*	250 F per ton	Thru UNPCB	50 000 → 2 750 000
UP*	250 F per ton	Thru UNPCB	1 250 000 → 20 000 000
UN*	250 F per ton	750 F per ton from the cotton soc. to share with UP and UD	150 000 000

-Other financial resources : The grassroots organizations may pay a due to the upper level (GPC → UD, UD → UP, UP → UN) according to the services provided ; in fact this money is coming from cotton (redistribution between levels)

Services (as input supply) can be also a way to get financial resources (depending on the profitability of the service)

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Means to achieve their functions (cont.)

Human resources

- Members and leaders at different levels (strong involvement for many of them : question of still being a farmer)

Staffs from the UD level to the national level

Different issues for farmers as staff managers :

- Question of means to pay these people
- Question of statute (each local union is the contractor)
- Question of human resources management (who decides what has to be done...)

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Partnership and support

- On going support from donors through "Professionalisation" projects (funded by AFD) to accompany the FO in :
 - Hiring staffs to provide good quality services (partial funding of wages at the beginning)
 - strengthening the capacities of members, leaders and staffs
 - Improving the management (external support staffs)
 - funding equipments
- Support to infrastructures through UE subventions (UD and UP building)
- Permanent dialogue with State and other sector stakeholders : the common interest is to get a strong farmers' organization

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Results

National Cotton production :

- From 115 000 t of seed cotton in 1996 to 630 000 t in 2004 due to :
 - Increase of number of cotton farmers (in traditional and new regions)
 - Increase of area for each farmer
- ⇔ Cotton is considered as a trustable and profitable crop :
 - Trustable : the prices (inputs and cotton) are known at the beginning of the campaign (and stayed at correct level)
 - Profitable : the prices stayed at a correct level, and cotton sector is still integrated, allowing farmers to get credit for inputs and equipment
- Privatization of the sector has been achieved without major difficulty in 2004, with sharing of the production area between 3 companies, each of them following the same regulations (integrated sector)

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Current Stakes for the organization

The structure is a pyramidal one : each level leader is a grass root member at the upper level ; because of the large scope of the organization, there is a distance between the farmers and the national level with two main consequences :

• Governance / leadership

The stake for the national representatives is to be able to decide quickly (negotiations) but to be sure yet to represent the willing of the members. The current national president is a charismatic person who has been essential to get confidence of the national and international partners.

Some members think that the making decision process is not transparent enough and ask for change or improvement

• Communication

- external communication is better than internal one : decision making has to be transparent and democratic as much as possible (to take in account the opinion of the basis) ; at least, decisions have to be shared and explained until the grass root level

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Future and sustainability


- The legitimacy of UNPCB relies on its ability to address the needs of its members : the FO can not address all the needs (whole funding of agriculture for example) but it can contribute to look for solutions with other stakeholders
- The sustainability of the FO relies also on its financial autonomy. On this point, the diversification of its activities can be a way to generate new resources as well as to address new needs...

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End

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Appendix 11 : Sexagon (Mali)

<p style="text-align: center;">Syndicat des Exploitants de l'Office du Niger SEXAGON</p> <p style="text-align: center;">Case Study</p>	<p style="text-align: center;">FO's main characteristics</p> <ul style="list-style-type: none"> • Scope : the "Office du Niger" area (55 000 ha) • Establishment : 1997 • Members : 12 500 farmers who crop rice in the developed plots • Partnership : Office du Niger, State, NGOs (CFSI, AFDI,...), private sector
<p style="text-align: center;">General Background</p> <p>Mali 10.8 millions people (8.5 h/km²)</p> <p>One rainy season From 50 to 1200 mm / year Office du Niger zone : about 600 mm per year</p> 	<p style="text-align: center;">Context : the Niger Office (ON)</p> <ul style="list-style-type: none"> • Inland delta of Niger river (1 million ha potentially irrigable) • A water management scheme (gravitary , using the flood) developed in the 1930s by French colonization • State is the land owner (through ON) ; about 20 000 families are using 55 000 ha, mainly for rice cropping
<p style="text-align: center;">Context : the history of ON</p> <ul style="list-style-type: none"> • First phase (1945-1985) : State administration <ul style="list-style-type: none"> – ON administrates the area for the State (France colonial regime then republic of Mali) – Strict obligations for farmers (cropping techniques, water fees, monopoly of marketing to ON) ; in case of default, expulsion – Poor results : <ul style="list-style-type: none"> • Yields : around 1.5 t/ha, • financial deficit of ON • Poor status of development schemes / poor maintenance of irrigation system 	<p style="text-align: center;">Context : the history of ON <i>cont</i></p> <ul style="list-style-type: none"> • Second phase (1985-2000) : successful liberalization <ul style="list-style-type: none"> – ON withdrawal from economics to focus on land development and management – Rehabilitation of irrigation schemes (donors support) – Technical innovations (varieties, transplanting...) → yields ~ 5 t/ha on average (projects support) – Liberalization of marketing, organization of commodity chain – Village associations play the interface role between farmers and other stakeholders

Context : the history of ON *cont*

- Third phase (>2000) : Uncertainty
 - weakening farming systems :
 - Yield fall (3.5 t/ha on average)
 - lower Income, indebtedness of many farmers
 - Reduction of available area per worker (demographic increase)
 - Trend to develop an un-official land market in favor of non-farmer rich people who rent the land
 - The threat of Agro-industrial companies' concurrency
 - Strong increase of national rice needs (urban extension) / high potential of ON area
 - The State is looking for private investors interested in developing large scale rice companies ⇔ threat for small scale family farming, encouragement for national middle class to invest in land

Establishment of Sexagon Context, objectives

- **1997** : land tenure conflict (ON attempts to expulse farmers who are not on time to pay water fee → strong reaction with demonstrations and establishment of Sexagon)
- **Objectives** : to represent farmers' interests within the "co-management" framework : to negotiate with ON and State the planned contract which defines rights and duties of stakeholders (each 4 years, related to land tenure management, water fee payment regulations, land development maintenance)

Sexagon Strategy

Strategic planning

- beyond the representation role, need to improve environment of family farms : lack or weak services as innovation extension framework, training for farmers, inputs supply (liberalization effect)
- Sexagon has to manage a collective assessment of the constraints among its members, to develop solutions and/or encourage members' initiatives to address these constraints, to look for support and partnership, then to disengage of these activities when its involvement is no more necessary

Activities

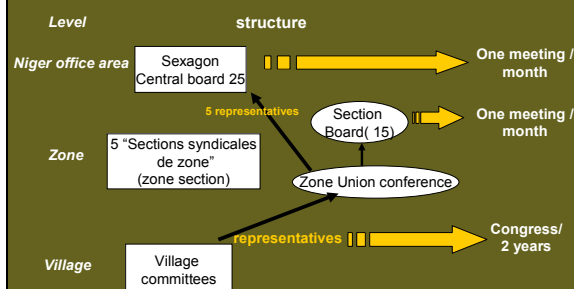
- Union ("syndicat") function :
 - Information, training, facilitation ⇔ regular meetings (central board and the 5 zone committees : monthly, general assembly : each 2 years), Training activities for all farmers (literacy...) and leaders (negotiation capacities...), Communication and information
 - Representation, advocacy : planned activities (participation to different committees), punctual actions (demonstrations, delegation towards political authorities as in December 2004 to cancel the expulsion process)

Activities *cont.*

• Economical function

- Regulation of rice market : Sexagon work with village associations to dissuade farmers from selling at knockdown prices and encourage them to reimburse their debts in kind (to avoid general price fall)
- Encourage establishment of cooperatives, able to get credit (which is impossible for simple current associations), so to put in place the conditions of a real market regulation (by stocking then selling paddy or rice at convenient periods, lending money to their members...). These cooperatives are independent of Sexagon itself but linked through common membership

Functioning



Partnership and support

- Partnership :
 - State and all the donors strongly interested in ON and help to revival and sustain it
 - Many private operators on sectors of trade, finance, advising, public works
 - Development partners :
 - management advising to FOs (village associations, quickly established to address the needs, but not strong and facing debt problems)
 - Technical and financial Support from a few NGOs to Sexagon

Means

- Sexagon is a young organization : Self funding is still weak : dues allow to cover only 5 to 10 % of the needs (with only one employee)
- But the work done from 2000 to 2005 (increase of members, legitimacy, efficiency, recognition) would allow Sexagon to have access in the near future to public funds for a part of its activities

Conclusion

- The spontaneous establishment of Sexagon is the proof that it addresses a real need (claim). Nevertheless it's difficult for foreign development partners to support a union organization which is not yet well accepted by the authorities.
- The union is interested in all the functions that can improve farmers environment. But it doesn't have the means (acute social analysis) to adapt its demands to the diversity of farmers and to analyze the social impact of actions.
- It's essential for agricultural development to get a "transversal" framework, where farmers can think globally to develop a consistent project for agriculture. Cooperatives, management centers, training centers, saving and credit offices,... are specialized. They cannot develop such an approach and this is the role of a union.

End


Appendix 12 : Senegal case study



Senegal case study

Evolution of FOs / FOs movement

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Why Senegal case ?

- A success story and a "reference" in term of construction of FOs movement and FOs strengthening


In a "poor" southern country characterized by the importance of rural sector,
And that faces current problems of globalization, low comparative advantage rural poverty, differentiation,...

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Characteristics of Senegal

- A sub-saharian country:
 - subtropical climate (drought, climatic risk,...)
 - fragile natural resources
- Population : 9.5 millions
- High population growth rate (2,2 % /year)



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Characteristics of agriculture

- The agricultural sector :
 - 61 % of rural people, 57% of total population
 - 10% of GDP (primary sector 20%)
- Majority of family farms
- Main Problems :
 - low investment capacity
 - degradation of natural resources
 - unsteady rainfall

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The phase of development and FO evolution

At the Independence of Senegal

- an economy based on production and exportation of groundnuts

- 3 phases of development and evolution of FOs:
 - 1960-1980: the « State-led development » era and the set up of numerous grassroots organizations
 - 1980-1993: the era of « adjustments » and the new agricultural policy; "Intensification" and early "structuration" of FOs movement
 - 1994-... : the PASA and the new agricultural revival strategies - the "unification" and raise of FOs movement

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The « State-led development » era

- The agricultural policy objectives
 - Food self sufficiency (through development of food crops)
 - Technical modernization
 - Diversification of the production
- The policy operational mechanisms
 - Rural animation aiming at facilitating "participation of the rural world in designing and implementing action that concerned them"
 - Multipurpose rural expansion centre (CERP) multidisciplinary technical team at local level
 - Cooperatives, multipurpose and multi-sector economic organizations that had especially monopoly to market groundnuts

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The « State-led development » era (cont.,

- Agricultural development interventions are progressively done through **big regional projects**
 - Undergone by Regional Rural development “companies” (SRDR) – centered on strategic production and with specific intervention mechanism – such as
 - SAED in Senegal river delta and valley for irrigated rice
 - SODEVA in groundnut-growing basin
- the Policy tools
 - “agricultural program” enables farmers to acquire agricultural equipment and inputs on credit through cooperative
 - new land law : land as a “State property”
 - Stabilization and equalization fund which enables the State to control prices of agricultural products

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Types of organizations

Only grassroots organizations, of 3 types :

- Cooperatives
 - village or inter-villages bodies,
 - supported by State, the only official organizations recognized at that time
 - Monopoly of trading on groundnuts
 - Low autonomy
- Farmers' Groups
 - Sub-village bodies
 - No official statutes (until 1984)
 - Two categories : major regional project groups / local intervention groups
- Associations
 - Began in the early 70s in peripheral regions in reaction to strong economic and ecological crises
 - Creation of “Village development associations” and sometimes progressively creation of “intervillage FOs” with legal statutes of association recognized by Ministry of Internal affairs

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Some remarks on FOs in the 70s

- Scope of activities :
 - Cooperatives and producers groups linked to regional projects and SRDR perform **economic functions** (supplies, credit, primary marketing, ...) and **focus on strategic products** (groundnuts, cotton, irrigated rice,...);
 - others organizations emphasis on **diversification** of activities, and pay little attention to export sub-sectors
- Relationships, “structuration” of existing organizations
 - Cooperative and FOs **strongly polarized** by the body who gives rise to them
 - Few exchanges** between grassroots organizations
 - Organizations see quickly the need to unite at local level, establish relationships at intervillage level (inter-ententes), and national level
- ➔ **creation of the FONGS in 1976** (Senegalese federation of NGOs) - (the choice of this « strange » name is due to the will of the 5 first constitutive federative organizations to be distinguished from the Cooperatives)

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The era of “adjustments”

- 70s : strong economical and financial crisis
 - Suppression of the “agricultural program”
 - Dissolution of the National Marketing and Development Assistance Board (ONCAD)
- 1984: “new agricultural policy” (NAP)
 - policy directly based on structural adjustment policies
- ➔ 1994 : devaluation of F CFA

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« Reforms » and development of FOs

- Suspension of State support influenced the setting up of FOs
- Two trends
 - a « top-down » trend, upheld by official development stakeholders
 - a « bottom-up » trend upheld by FONGS

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The evolution of FOs - The top down trend -

- the consequences of the abrupt state withdrawal
 - **transfer to FOs** of functions (and responsibilities) of relinquished public services
 - Support of foreign stakeholders** to secure autonomy of groups and to unite grassroots organizations to play those roles
- a new legislative framework making this development possible
 - 1984-1985 : laws to set up **Economic Interest Groups (EIGs)** – gradually enabled groups to secure a legal statute, become eligible for credit award,...
 - 1983 : **Reform of cooperative movement**, - the creation of village branch of cooperative with the objective to federate the village initiatives
- the set up of federations supported by public services

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The evolution of FOs - the « bottom-up » trend -

The State withdrawal and the opening up of political spectrum widened the scope of action of local organizations related to associative movement

- Number of local inter-village organizations increase significantly
- Fruitful collaboration between associations and public development bodies at local and regional levels

→ FONGs membership rose significantly
(in 1987: 16 member organizations, 918 groups, around 73,000 members)

→ FONGs undertook many initiatives

- 1984 : 100 millions of FCFA shared in the capital of CNCAS
- 1985: development of a training system
- Exchange of cereals between associations
- 1987: setting of a saving and credit system

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Unification of the farmers movement

• 1991 – a turning point for FONGS

Identification of 7 issues (challenges) coming from a 2 years' auto-evaluation process :

- Economic domain (Transition toward market-oriented approach, Ensure access to land, protection of natural resources)
 - Decision making domain (international leadership issues; External issue of participation of the federation in country political life)
 - The safeguard of cultural values in front of changing times
 - Development of new forms of solidarity between and within associations
 - Reinforcement of partnership with foreign actors
 - Building capacity of rural people to build up and defend their own proposals
- The need for national rural development program financed by donors to accede to resources is underscored for the first time

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Unification of the FOs movement (Cont.)

- 1992 – the initiation of the negotiation process of the PASA
 - FONGS membership included 2000 grassroots groups, 24 regional associations
 - Government rejected Federation's request to participate to PASA negotiations
 - with support of FAO :
 - FONGs carried out a nation-wide study on impact of structural adjustment and NPA
 - FONGs organized a national forum on the theme "what prospects for the Senegalese farmers" with participation of representatives of the State, NGOs and donors
 - Farmers' leaders agreed to set up national consultation forum that would bring together all national farmers' federations

→ 1993 : Creation of CNCR
(National rural consultation committee)

Set up by 7 national federations, followed by 2 others in 1995

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Strengthening of FOs movement (1993- 2003)

- Involvement of CNCR in the reflection on agriculture
 - Further development of the reflection on the theme of « family farms, agricultural policies and international trade »; formulation of proposals, training, ...
 - Organization of nation-wide reflection on land reform
- Involvement of CNCR in agricultural policy negotiation:
 - Participation to the drawing up and negotiation of **PASA** and **LPDA** (published in 1995)
 - 1997 : Negotiation with government of the **Agricultural Revival** Program and implementation of one of its component
 - negotiation of **PISA** and its programs (PNIR, PASAOP, PSSA)
 - Through its member federations, participation in the reform of sub-sectors (groundnuts, rice,...)

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Strengthening of FOs movement (1993- 2003) – Cont.

- The involvement of CNCR in creation of new organizations to promote development of FOs:

– at national level

→ 1996 : **creation of ASPRODEB** (Senegalese Association for promotion of grassroot development)

In collaboration with APCR

To promote advancement of rural farmers, the development of family farms and their organization by improving access to funding and markets

ASPRODEB has been in charge of execution of PASA and PSAOP

– at sub regional level

→ Decisive role in the organization of the **ROPFA** (network of Farmers Organizations and Agricultural Producers)
the umbrella for FOs of 10 West African countries

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Remarks

- Achievements of CNCR
 - Recognition by government and national rural development rural players
 - Ability to influence agricultural policies and national rural development programs depending on the interests of family farms
 - Ability to participate as a real partner in consultation forums between actors
- Legitimacy issue
 - derived from the fact that membership includes the main national federations (19 at present)
 - Also and especially because it as clearly defined objective, namely, representation of the interest of owners of family farms (majority of Senegalese farmers) in order to promote family farms
- New issues
 - Lots of responsibilities but very limited human, material and financial resources
 - Necessity to anticipate issues of concern, formulate proposals, negotiate them, and follow up implementation of decision

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As conclusion

- “Structuration” and strengthening is a long and progressive process imbedded in economic and political evolution
- A “structuration” is the result from different trends in which the State has a role to play
- Support to FOs is a long run process asking for long term involvement of partners

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End

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Appendix 13 : Costa Rica case study

Costa Rica case study

Evolution of Fos / FOs movement

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Why Costa Rica case ?

- A strong and old development of FOs including different forms (coops, associations...) according to agricultural sector
- An important role of State and cooperative movement
- A country known as the most successful in the Central America in term of economics and agricultural development and standard of living (intermediate income country)
- A country facing new issues for agriculture due to globalization and liberalization

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Characteristic



- Costa Rica
 - Population : 3.7 millions
 - Density : 72 inhab / km²
- A tropical country:
 - with diverse ecosystems (hill, coastal area, plateau)

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Characteristics of agriculture

- The agricultural sector :
 - rural peoples 48 % of total population
 - active population involved in agriculture : 19,4 %
 - 7,6 % of GDP (in 2002)
- Majority of family farms (self sufficiency + local and export market) but also large capitalistic farms (export market)
- Main crops : coffee, banana, orange, (export),

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The phases of development and FOs' evolution

- **Independence of Costa Rica : 1848**
Coffee has always been the engine of development for the whole country
- **Development phases since the 50s**
 - 50s-80s: a comprehensive agriculture policy conducted by an interventionist State, FOs = tool for agricultural supports to farmers
 - 1984-1996 : liberalization → "institutional vacuum" "consolidation" of FOs
 - 1996-... : splitting up of policies and autonomization of FOs

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The agricultural policy in the 50s

Strong involvement of the State in agricultural development

- Objective : to satisfy national consumption
 - the 2 pillars of the policy
 - Land distribution managed by **ITCO** (Land and Colonization Institute)
 - land tenure regulation and rural development actions
 - Modernization of agriculture
 - **MAG** (Ministry of Agriculture) : research, extension, credit
 - **CNP** (National Council for Production) : price setting, processing and trading
 - A conducive environment created by State intervention (supported by USA cooperation)
 - important direct support to individual farmers
 - reduction (or smoothing) of all uncertainties of agricultural activity
- FOs development is strongly influenced by the State and its development institutions

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Dynamics of FOs in the 50s-70s

- **A strong cooperatives movement**
 - a cooperative support policy since 1943
 - Rapid development in the 50s (with support from US Cooperation)
 - Initially : Coffee and Sugarcane sector, then Milk sector
 - develop progressively processing and trading activities
- **A farmer movement around land access problem**
 - 60s: promotion of organization in new communities created by ITCO
 - 70s : Intensification of migration and land access problems
 - Development of organizations to address this specific issue

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Dynamics of FOs *following*

- **From the 70s :**

State develops FOs to provide technical, financial and social services :
Agricultural Service Agencies (ASA) in each "canton" (*district*) and Cantonal Agricultural Center* (CAC) under the supervision of the ASA
- **From the 80s :**

Development of diverse FOs to benefit from international support agencies
- **Strong diversity and atomization of FOs**
- **FOs and their activities mainly linked to State interventions**
- **Competition of FOs to capture State and Cooperation aids**

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90s : The liberalization process induces an "institutional vacuum"

- Strong cost of the sector policies → High State indebtedness
- Structural adjustment programs
 - Drastic reduction of the State interventions
 - Liberalization of market
 - Strong negative impact for local producers
- Current Agricultural policy = Residual (reduction of public intervention) and Differential (according to agricultural sectors)

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"Consolidation" of the FOs

- Structuring of FOs to handle productive functions
 - Encouraged by MAG or on farmers' own initiative**
 - increasing atomization of FOs, mostly technically and financially dependant from State support
 - increasing competition to raise more and more limited external resources;
 - low efficiency
- Structuring of a "protest movement" against liberalization policy
 - Local existing organizations (land conflict resolution) coordinate to protest against liberalization policy**
 - national coordination
 - establishment of national unions "Upanacional" and "Mesa Nacional Campesina" with tensed relationship between national organizations and State

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Remarks

- Rapid changes in policy direction and commercial structure
 - Difficulty of stakeholders (both State institution and FOs) to design new relationships after years of "paternalistic/ customer" relationships
 - Most of FOs still strongly linked and dependant to public institutions or resources of international cooperation
- Highly atomistic situation and low autonomy of FOs (except for Coffee sector) = impediment to efficiency and negotiation power
- Establishment of New national organizations (with conflict relationships with the State) in reaction to economic crisis and "unclear" position of the State (very diverse ways of assuming liberalization according to sector)

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Splitting up agricultural policy

- **Diversification of the agricultural national policies**
 - agricultural development become a plurisectorial issue, (rural development) ⇔ several ministries involved
- MAG designed a "national agricultural program" with three directions :
 - economic growth,
 - competitiveness through integration of processing and trading functions
 - "Program of production reconversion" (1997) managed by CNP
 - social equity,
 - Numerous specific projects targeting particular groups (women, young, ethnics)
 - natural resources management,
 - subsidies for farmers to maintain biodiversity, to adopt environmental friendly practices
 - **Reorientation of support interventions** from a support to production activities to a support to **"positive externality" and services** played by farmers (environment protection, employment, tourism, landscape maintenance)

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Evolving context of agriculture

- **Increasing interventions of new stakeholders** (ministries and foreign aid projects) in rural area

→ Setting up of new decision institutions and multiplication of decision arena (ex: local regional environmental council)

- **Diversity of liberalization degree and effects according to sectors**

- staple food (as bean) :
 - * rapid state withdrawal from production, processing and trade, few market protection
 - * no support from State to help farmers to face problems
- Pineapple : direct State interventions to promote export
- Milk and coffee sector : on going State's support
 - * price stabilization mechanism for Coffee,
 - * price setting system and imports control (till 2002) for Milk

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FOS landscape: current trends

- Exploring new paths
 - Supporting new agricultural productions (export)
 - Developing new activities (environment, tourism)
 - Developing new partnerships
- Still existing "Old FOs" linked to State institutions and depending on projects support
- National FOs involved in **policy negotiation activities following the Increasing State's dialogue with FOs' representatives** (Commission to discuss specific agricultural problems, Agriculture Forum)

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As conclusion

- Structuring of FOs movement is a long process, linked to economic and political evolution and policy
- Structuring may largely differs in forms and content according to sector due to strength of FOs and State's decision
- The relationships between FOs and State is evolving (paternalist / conflict / negotiating)

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End

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Appendix 14 : Network of IPM rice producers (Indonesia)

IP PHTI (network of integrated pest management farmers) in Indonesia

Case study

Realized with the contribution of Nicolas Buyse (Cirad Arena)

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Basis characteristic

- Location : Indonesia
- Scope : 13 provinces
- Establishment : 1999
- People involved : rice producers
- Stakeholders : support agency WB, at early stage, FAO

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Context

- Agriculture
 - Rice production is major crop
 - Green revolution took place but still room of manoeuvre for improvement in term of resource efficiency
- Economical and political context:
 - Huge diversity of situation according to island
 - Experiment Liberalisation policy, a decentralization policy
 - Strong « traditional » state control on existing FOs (usually FOs are « driving belt » for the state orientation and programs)

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Initiation of the process

- a IPM program launched by WB
 - Objective : develop new cropping methods to improve efficiency of rice crop (especially through IPM technics)
 - Method : Farmer Field School
- Some practical results
 - Improve their skill in pest management
 - Improve efficient use of pesticide but also fertiliser and water
 - become « expert » in local ecosystem management
 - Increase productivity, reduce the cost of production
- Some organisational skill
 - Members develop skill in organising effective meeting, conduct collective assesement of situation, find solution and implement it,
 - Members develop the habits to meet them regularly, develop confidence between each other, and relationship between groups and an organisation (from local to provincial level)

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The end of the IPM project: the « birth » of IP PHTI

- 1999 : organization of a final workshop of the WB IPM project
 - Former trainees of FFS – representatives of 13 provinces decided to create, on their own initiative, a Network – the « Ikatan Petani Pengendalian Hama Terpadu » (IP PHTI) - Network of integrated pest management farmers

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Objectives, principles and organisation

- Objectives :
 - Develop local and diversified initiatives to solve problems that producers are facing
 - Represent of the interest of the producers
- Principles:
 - Solve problems identified by farmers themselves through collective reflexion
- Organisation
 - Representation at sub-district level (administrative level) organise inter-villages meeting
 - Representation at district and province level as conglomerat de réseau
 - Each level, each area, each type of production has its own way of organising and managing their meetings.

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Activities of the IP PHTI

- The Network and its groups address progressively new problems, extend their area of involvement and develop new functions :
 - Technical management of agricultural production (initial function)
 - Exchange on technics, organisation of training, of experiment
 - + access to fertilizer and pesticides
 - + social function
 - Support to poorest (activation of local solidarity)
 - + Representation of farmers interest – advocacy
 - At local level (participation to local management board)
 - At national level (journal to give their point of view)

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Toward a birth of farmer movement?

- Progressive autonomy
 - In term of idea and reflexion
 - Capacity to have its own idea on development topics
(Position on food security on the 2002^e world food summit)
- ➔ Help farmers / members to better grasp their role in changing context of ongoing
 - economic changes (liberalisation) and
 - political changes (democratization, decentralisation, autonomisation)


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As conclusion

- A success story in term of project phasing out
 - After phasing out of the project organisation develop and diversify its activities, develop structuration from grass-root to national level
- Farmers Groups created for technical purpose by an external stakeholders become an big organisation playing many functions (technical, inputs supply and representation of interest)


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Appendix 15 : Review of some programs to support FOs





Support to FOs programs

Review of some projects



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Objective of this Introduction

- Presentation of some FOs support programs (derived from evaluations exercises)
 - French support programs to FOs in West Africa
 - World bank support program to agricultural services and FOs in West Africa
- Reminding
 - FPDF (Guinea)
 - Pig producer organizations (North Vietnam)

→ Enlarge referential on existing ways to support FOs
 → Fuel the reflexion process on strengthening FOs in Cambodian context


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FOs' support programs of French cooperation in West African countries

Some experiences


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The FOs programs analyzed

- Projects handle by 2 French cooperation institutions :
 - French Ministry of Foreign Affairs,
 - French Agency of development
- All west African countries and 4 specific countries case studies
 - Guinea , Benin, Mali, Cameroon


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The context of interventions

- Support program to FOs initiated in the 90s
- Context of strong economical and institutional reforms
 - restructuration of commodity chains, and agricultural services, democratization
 - Withdrawal of state creating an institutional « vacuum »

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Objective and principles

- Objective
 - Develop the Farmers' power – « professionalisation »
- Common principles of the projects
 - Support the dynamic of FOs (support to « structuration »)
 - Focus interventions on institutional support
 - Reference to French organization system
 - Important role of French farmers

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Different approaches experimented

- Directly at national level (national FOs), or regional level
 - Sectorial (commodity chain oriented) approach and/or regional approach
- => Depending on
- the level of structuration of FOs (existing federation or not)
 - socio-political context
 - vision of French cooperation
 - personality of the program leader

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Ways of designing projects

- Analysis of FOs situation (dynamics)
 - Diversity of FOs / main issues
 - Level of FOs organization (national, local)
 - Objective of FOs
- Different level of FOs involvement
 - Consultation
 - Negotiation of the objective, of the content

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Organization of the projects

- Specific projects focused on FOs
- FOs strengthening component in a wider project
 - Ex : 2 components (ex FSRPOP Ghana)
 - support to national policy component
 - FOs strengthening component

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Way of implementing projects

- Management of the project
 - Different modalities (steering committees involving administration, funders, and FOs leaders)
- Institutional support (mainly by FMOFA)
 - Who ?
 - Technical assistant (in administration, directly in FOs,...)
 - Local and international experts
 - How ?
 - Strengthening technical capacities
 - Strengthening strategic capacities

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Way of implementing projects (cont.)


- Financial support
 - For capacity strengthening
 - For investment (mainly AFD)
- Financial Management
 - by the project leader (foreigner)
 - By the project leader and other stakeholders
 - Directly by the FOs

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Activities of the projects

- Training of FOs leaders (and members):
 - Provision of Information (on other stakeholders, situation of agriculture, commodity chains functioning,...)
 - + developing capacity to build their own information
 - Analysis of information (developing FOs capacity to have their own analysis of the situation)
 - Auto evaluation of their functioning
 - => design of strategic objective and plan
 - Capacity to implement strategic plan and specific function (Capacity to manage services, contracting out, monitor contract,...)
 - Capacity to negotiate with others stakeholders
- Supporting the creation of concertation 'dialogue' forum in which FOs are represented

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Some comment

- Evolution of the support following the evolution of institutional context and dynamic of FOs' evolution (grassroots, federation, / technical-economic-representation of interest - policy...)
- Clear will to develop perennial strengthening capacity of the actors
- Concern to construct a project for agriculture that rely on negotiation between all stakeholders and to put in place perennial concertation mechanism between stakeholders


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Agricultural services and FOs support programs of World bank

Review of some experiences


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General characteristics

- Large support programs aiming at restructuring and financing agricultural research, extension, support services to rural producers, in which include one subcomponent on FOs strengthening
- Projects using Long term funding mechanism
 - Trough grants or loans (3 expected phases of 3 to 5 years each)
 - 4 to 10 millions \$US per phase for FO strengthening
- 4 specific cases studies
 - PNDSA II (Burkina Faso)
 - ASPOP (Senegal)
 - NAADS (uganda)
 - AgSSIP (Ghana)


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Goals and objectives

- Common specific goals
 - Poverty alleviation through increase of productivity
- Common specific objectives
 - Make agricultural research and extension demand oriented in order to adapt services to farmers needs and priorities
 - Make public and private services providers aware of their responsibilities vis-a-vis the producers


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Common Principles in implementation mechanism

- Creation of specific funds for Rural Producers Organizations
 - managed by farmer representatives - exclusively or not
- Recourse to a private operator (With or without supervision of the state)
 - To set up RPOs consultation forum responsible of fund management
 - To train Farmers representative in participatory planning, screening,...
- Priority to local communities
 - To ease farmers to express their request
 - To promote mutual learning with regard to financial management and collaboration with support structures


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Some specificities in design and implementation

- Varying importance of role played by FOs
 - Degree of participation and involvement of FOs in the design and implementation of the project
 - Especially, degree of consideration of national federative organization (« umbrella ») – ex Senegal
- Various linkage between agricultural support services reforms and the strengthening of FOs component (ex Ancar in Senegal)
- Various linkages of the FOs strengthening component with administrative decentralized institutions
- The support to private services supply (ex Ghana)


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Some results and limits

- Results :
 - Innovating ways to promote FOs
 - Initiation of a learning process
 - Enhance FOs' financial means access
- Limits / issues
 - Quality of the services provided
 - Quality of the assessment of the Farmers needs
 - Can not address some important impediment to rural development such as infrastructure development, institutional environment - agricultural policy, literacy issue,...


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Some comments

- The importance of the context in program design and implementation
- Common principles but adaptation of the implementation process for each project (institutional setting up, rules of using the fund, respective roles of stakeholders,...) – no blue print
- quality of involvement of FOs in negotiation during the design and implementation of the programs is important


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Some cases reminding

- Pig producer cooperative (north Vietnam)
 - A key role played by one support stakeholders VASI
 - An evolution according to the evolution of the FOs organization level
- FPDF (Guinea)
 - Multifarm partnership of French cooperation during 15 years
 - Support from state Need for involvement of stakeholder on the long term (technical, funding)

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Some final remarks

- Support process usually long term process asking for involvement of stakeholders on the long term basis (in both technical and funding)
- Support to FOs and relationships between support agency and FOs can evolve according to evolution of FOs
=> From support behavior to partnership behavior
- Not one rule or one miracle solutions to strengthen FOs but support approach and methodology to FOs should be tailored according to specific situation (FOs and its context) and goals

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Appendix 16 : Results of working group activity 1 regarding FOs' functions

- **Questions asked to participants:**
 1. What ideas do you raise on farmers organization from the case studies?
 2. What are the lessons you can raise from the case studies that can be useful for your practice in Cambodia?
 3. What are the different ways that FOs use to fulfil technical and economical functions useful to their members?
 4. How can FOs organize services for their members?
- **Results of Working Group 1**

The key points raised from the selected presented case studies:

- participation from the government, FOs themselves, stakeholders and relevant institutions.
- own initiatives from small to big
- develop the cooperative with clear goals and strategy.
- Evolve from group to cooperative and union.
- do the business plan based on market demand.
- have budget to support technical staff.
- have technical staff to assist in doing strategic plan.
- good cooperation and trust with each other.
- agricultural staff will get involved if they are paid.

Lessons raised that can be useful for Cambodia

- there is a support from the government through Royal Decree and Prakas, and technical cooperation.
- promotion of initiatives by themselves in order to form FOs.
- formation of networking and Union.
- give credit to FOs with low interest rate.
- capacity building and agricultural techniques.
- advice and relationship with technical staff members
- exhibition of their products in order to advertise to other people about their achievement.

Different ways for FOs to fulfil technical and economical functions:

- FOs build up relationship and find proper marketing.
- invite technical people to train members.
- give advice to individual member.
- collect/find resources for its members.
- pilot together new techniques.

How can FOs organize services for its members?

- FOs give credit through group formation with low interest rate.
- promotion of inherit through group formation.
- strengthen staff capacity based on their need.
- FOs have budget to strengthen their staff and expand their business.

- **Results of Working Group 2**

The key points raised from the selected presented case studies:

- establishment of CETA, GVA.
- establishment of trading group (buy and sell products collectively).
- have contract with buyer.
- improve quality of products based on market demand.
- have clear season calendar for paddy rice.
- form group to get loan.
- Chamber of Agriculture.
- technical and management support from outside institutions.
- buy products collectively.
- market information access for members.
- group has negotiation with agricultural banks.

Note : According to Group 2, all the key point underlined above are usefull and applicable in Cambodia

Different ways for FOs to fulfil technical and economical functions:

- have clear agricultural policies.
- have contract with buyers

Note: Group 2 did not have enough time to answer fourth question

Appendix 17 : Results of working group activity 2 regarding FOs organization and functioning

- **Question asked to participants**

What are the lessons learned from case studies and your experiences about organization and functioning of FOs (to be sustainable)?

- **Group Discussion Results**

Group 1

- the state has specific policies
- there must be specific structures
- have clear goals and strategies
- leaders must be selected through election
- there must be additional training on specific skills for leaders and members
- there must be oversight committee (monitoring and auditing)
- members understand that FOs belong to them (be involved)
- leaders build up good relationship with outsiders to get more fund (resources, finance and management)
- autonomy of finance
- have laws (conditions and regulations) for managing FOs
- register with relevant institutions
- hire the skilled people to manage activities in FOs
- all activities must meet the needs of members
- leaders must be keen in changing strategies (be flexible)
- leaders must be loyal to members and seriously reckon about FOs' benefits
- have clear documents (filing)
- have clear plan in holding regular meetings and congress (qualification)
- initiatives come from members
- have clear conditions in order to become members
- pay membership fees
- Balance of finance (expense and income)
- autonomous management
- have a clear term of office for leaders (how long is one term?)
- exchange information with members
- there must be a guarantee group that can make people trust

Group 2

a. government policy

- provision of credit services
- provision of specific and relevant techniques
- financial and marketing facilitation
- policies to offset (when farmers lose money)
- tax policy
- land policy
- provision of fund to implement
-

b. decision making

- analyze and tackle problems
- decision making must be participatory

c. roles of leader

- build up relationship with stakeholders
- solve internal problems
- encourage members
- get assistance from members
- be highly creative and initiated
- be honest and patient
- have capacity (knowledgeable)

d. management

- clear goals and objectives
- action plan
- plan implementation
- monitoring and evaluation

e. membership

- understand the situation
- have the willingness to take part
- be confident
- be honest
- enhance women
- must be adult people (18 years old plus)

f. conditions and internal regulations

- FOs must write conditions and regulations by themselves with an agreement from members

Group 3

- get support from the government
- must be recognized
- build trust among members through meetings and ideas exchanging
- voluntarily participation from members
- have common goals
- have clear marketing plan
- have a chamber of agriculture
- be transparent
- capacity building for members
- have extension agents being with FOs
- decision making must be participatory
- pay membership fees
- FOs' producer groups
- clear structure
- have irrigation committee
- monthly saving of members
- clear strategy to transfer resources
- clear action plan
- build up good relationship with stakeholders
- have agricultural banks
- leaders must be wise, clever, honest and responsive and selected through elections

Appendix 18 : Results of working group activity 3 regarding support to FOs

- **Question asked to participants**

From case studies and your experiences, what are the good practices to create, promote and strengthen FOs?

- Principles
 - o attitude and behavior
 - o type of relationship between supporting agency and FOs.
- Approach/method
- Roles of different stakeholders
- Tools to support FOs: strengthening capacities.

- **Group Discussion Results**

Group 1

- **principles**
 - debate the problems arose in the community.
 - seek solutions
 - study tour and find final solution
 - FOs will be based on laws and conditions
 - be initiative and voluntarily
 - lead FOs in analyzing roles and benefits for FOs
 - encourage them to be the owner of FOs and strengthen their capacity
 - be ready to be a facilitator and decision maker
 - take good experiences of other FOs to show
 - good filing of documents related to FOs
 - be ready to be officially recognized from relevant institutions
 - there must be a mechanism of knowledge transferring
 - have a phasing out mechanism

Group 2

- **principles**
 - demonstration of the goals
 - demonstration of examples on successes
 - keep relationship and get involved in tackling all problems of FOs
 - look for fund
 - provide FOs with relevant techniques.
- **strategy/method**
 - supporting of human resource training
 - financial support for 5 years
 - lead FOs in facilitating with stakeholders
 - learn about the needs and problems of FOs
- **roles of different stakeholders**
 - build supporting plan for FOs
 - conduct the monitoring and evaluation (supporting agency)
 - advise to FOs
 - disseminate the FOs activities
 - seek fund
 - networking of FOs