FSP d’appui aux politiques sectorielles agricoles
Composante 2 : appui aux Organisations paysannes

Aide mémoire

Mission 01-02 juillet 2005*

Cirad Ciepac Team

JF Le Coq
08 / 07 / 05

* : Mission réalisée à l’occasion de la mission d’appui à l’activité B2b et c de la composante 1 par le Cirad faisant l’objet d’un rapport de mission séparé.
Content

Introduction ............................................................................................................................ 3
Context of the CCT intervention .......................................................................................... 3
Refinement of the methodology and organisation of the CCT support ................................. 5
State of on-going activities and proposition ........................................................................ 7
Follow Up activities and schedule: ...................................................................................... 9
Cited reference .................................................................................................................... 10

Annex 1: member of FO’s inventory steering comity .......................................................... 11
Annex 2: Proposal program for next mission (September 2005) ........................................ 12
Annex 3: Proposal for Surveyor meeting planned on the 29/07/05 .................................... 13
Annex 4: Framework of presentation of Cambodian case studies .................................... 14
Annex 5: List of document furnished to the Coordination Team: ...................................... 15
Introduction

- **Objective of the mission:**
  - Discuss and refine the objective and activities of the Cirad-Ciepac team support proposal to component 2 of FSP project
  - Provide initial methodological support to coordination team for on-going inventory of Cambodian FO’s
  - Prepare the first mission (planned in September 2005)

- **Program of the mission**

  01/07 : - Meeting with the Department of Agricultural Extension of MAFF (Mr Chea Sareth deputy director and Mr Khieu Sopheak)
  - Discussion with Julie Couturier, in charge of OP strengthening component activity of APSA project, and J M Bouvard, head of FSP Project

  02/07 : - Meeting with Julie Couturier

Context of the CCT intervention

- **Some insight on the situation of the FO component in the FSP project**

The Farmer Organisation component is carried out by Julie Couturier since December 2003. With the support of M Merlet (Iram), a set of activities has been planned for this component (Merlet, 2004).

As planned in the FSP Project presentation document, a Farmer Organization working Group was set up by the APSA project (component 2). It has begun its activity in April-May 2005. Since then, its activity has consisted in:
  - Making a study trip in Thailand to develop knowledge of members about Thai cooperatives’ situation, functioning and development.
  - Preparing and launching an inventory of Cambodian Farmers’ Organization.

Actually, the FO-WG, consisting in some staff of MAFF (especially Department of Agricultural Extension1), is very recent, not very active, and is not clearly link to institutional framework and the process of policy elaboration.

To monitor the inventory activity a Steering Comity composed by Ministries staff (especially from FO-WG), NGOs and Technical assistant (GTZ and JICA) has been setting up.

To implement the inventory of Cambodian Farmer organisation, a national consultant has been recruited in February 2005 and a Coordination Team (CT) has been set up including the French technical assistant (Julie Couturier), the Cambodian consultant (Mr Savun Sam Ol) and a member of Cooperative office of the DAE (Mr Ham Phalla).

---

1 For the list of the members FO-WG, inventory Steering Comity and Coordination Team, refer to Annex 1.
**Situation of Farmers Organization in Cambodia and issues**

The development of FOs in Cambodia has been very rapid during the last 5 years due to NGO strong involvement in the Cambodia rural development.

The Cambodian government set up a FOs strategy for economic development in early 2000. This strategy is focusing on Cooperative development in accordance to Prakas document. The government issued a Royal Decree on Cooperative in 2001. The promotion of Cooperative movement is under the responsibility of the FO’s Office of the Department of Agricultural Extension. This office have few means (no specific staff level,…)

The numerous FOs created with the support of NGOs or Ministries are mainly seen as facilitators to mainstream support to farmers or as a way to manage specific functions (management of irrigation water,…). Most of them face difficulties to build a strategic vision and project.

As the Cooperative is seen as the main economic organizations, it exist a wide diversity of FOs forms and status. Many type of collective actions are developed by farmers to better access means of production and technical information, to better trade products, to reduce risks, to manage resources,…

Most of the FOs remains small scale organisation acting at village or district level. Only one federal Farmer Organisation at national level exists, supported by an active NGO (CEDAC).

The issues for farmers and FOs in Cambodia could by summarized as followed:

<table>
<thead>
<tr>
<th>Issues for farmers</th>
<th>OP Function and issues ?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problems encountered by farmers?</td>
<td>FOs and economic function,</td>
</tr>
<tr>
<td>Access to market (especially access to inputs and means of production, and also trading of agricultural products)</td>
<td>- Place and role of FO in commodity chains</td>
</tr>
<tr>
<td></td>
<td>- Management and planning of activities</td>
</tr>
<tr>
<td></td>
<td>- Management of collective assets</td>
</tr>
<tr>
<td></td>
<td>- Market analysis</td>
</tr>
<tr>
<td></td>
<td>- Negotiation with other commodity chains actors</td>
</tr>
<tr>
<td>Access to financial resources</td>
<td>FOs and financial function</td>
</tr>
<tr>
<td></td>
<td>- Management of financial system</td>
</tr>
<tr>
<td></td>
<td>- Access to credit through FOs</td>
</tr>
<tr>
<td>Access to technical information and production advice</td>
<td>FOs and extension function</td>
</tr>
<tr>
<td>Access to water for production</td>
<td>FOs and water management function</td>
</tr>
<tr>
<td></td>
<td>- management of collective goods</td>
</tr>
<tr>
<td>Access to natural resources (forest, fish)</td>
<td>FOs and natural resource access and management function</td>
</tr>
<tr>
<td></td>
<td>- management of public goods</td>
</tr>
<tr>
<td>Access to land</td>
<td></td>
</tr>
</tbody>
</table>

2 Association, self help groups, hybrid forms between enterprise and cooperative forms,…
Refinement of the methodology and organisation of the CCT support

Following discussion with JM Bouvard and J Couturier, the objective, approach, and methodology of the support to FO’s working group has been refined and clarified to council two views: - strengthening capacity of Ministry’s Staff to better design policy on FO’s, - develop methodologies and materials that may help field practitioners to better support FOs.

- Refined target Group of the intervention:
  - 1/ Technical staff of institution of Ministry in charge of FO’s Strengthening support (FO-TF)
  - 2/ An final enlarged group of trainee including province staff, NGO staff and farmer leaders

- Refined Objectives:
  The objective is to strengthen the capacity of this group of stakeholder to:
  - Developed skill to understand the place and role of FO’s in development
  - Build materials for training adapted to actors in charge of designing support to FO’s

- Proposal for Farmer Organisation Task Force (FO-TF):
  Agriculture Public Institutions (IPA):
  - national level: MAFF, MRD, MOWRAM
  - provincial level: PDAFF
  - University (URA)
  NGOs: (CEDAC, VSF and others to be identified)
  FOs leaders (to be identified)

- Objective of the CCT intervention
  Develop skills of FO Task Force in term of capacities to support FOs (design sounded FOs support system, design methodology to strengthen FOs,…)

- Output of the CCT intervention
  - International case studies
  - The ready to use “training manual” for FO’s practitioners including the following items:
    - Principles for Strengthening FOs
    - “demarche” for strengthening FO’s
    - a tools kit to FO strengthening Staff according to FOs needs
Refined Step and methodology

Approach scheme

Steps
- Step 1 : Inventories of FOs in Cambodia
- Step 2 : Technical Workshop 1 : Collective Assessment of FO’s situation and support to FO’s
  This Workshop will focus on the assessment of FOs situation in Cambodia to identify issues and problems faced by FOs,

- Step 3 : Technical Workshop 2 : Preparation of Training to Trainers
  This Workshop will focus on the analysis of worldwide case studies to define principles and methods to support FOs.

- Step 4 : Training to Trainers Work Shop
  This Workshop will consist in a training of FO-TF on CCT developed training materials and in a on-site training application.

Planning of CCT missions:
- Mission 1 (September) : workshop 1
- Mission 2 (October/November) : workshop 2
- Mission 3 (December or January) : training of trainers
**Institutional setting and responsibility**

- Coordination Team: CT (Julie Couturier, Savun Sam Ol, consultant, and one coordinator from DAE)$^3$ will carry on analysis of survey, prepare local materials (translation), organise venue of workshops.

- Cirad Ciepac Team: CCT (JF Le Coq, MJ Dugue, J Bertomé, Denis Pesche, MR Mercoiret, Jacques Mercoiret) will provide methodological support to coordination Team for Inventory analysis, will facilitate technical workshop, prepare training materials.

- FO’s Task Force: FO-TF will participate to technical workshop, facilitate final pilot training to trainers workshop

**Remark:**
Relationship with donors (especially with Foreign Technical Staff of GTZ and JICA) involved in the Steering comity of the inventory, will be informed of the on going process by Coordination team, and may participate (with a function of observers).

**State of on-going activities and proposition**

- **Farmer Organization Inventory:**

  **Objective:** develop quantitative and qualitative assessment information on FO’s

  **Step and Methodology:**
  An exploratory series of interviews of NGOs, IOs, and DAE,.. in Phnom Penh has been carry on in March 2005. The results give an insight of the activities conducted by stakeholders involved in FOs strengthening in Cambodia (Working Paper, june 2005).

  Two main sources of information have been planned to make an assessment of FO’s situation in Cambodia: a Survey and qualitative interviewed of selected FOs.

  **-The Survey**
  The objective of the survey is to develop information on situation at national wide scale. All the province will be surveyed, a prelist has been drawn, at least 300 forms will be filled up.

  Remarks: The stress have been put on quantitative assessment since last assessment of FO’s is old$^4$ (FAO, 1999), and insufficient to design a strategy for the ministry and other stakeholders, in term of FOs strengthening.

  The survey will provide:
  - Broad spectrum information (all the province are covered)
  - Information on the Institutional density of actors involved on FOs promotion and strengthening (since a tentative exhaustive list of actors involved FOs support has been taken)

$^3$ If possible, involve the chief of Cooperative office of the DAE.

$^4$ Since 2000, the NGOs involvement in Cambodia has rapidly developed and Government developed a FOs development policy (Royal decree on Cooperative, Prakas). Those 2 factors may have change the situation and numbers of FO’s in Cambodia.
Nevertheless, some limits of the survey have been pointed out:
- Risk of overvaluation of the FO’s number (no information on the active FOs)
- Difficult to take into account forms of collective action not followed by NGO or State staff
- Focus on the structure of FOs and do not provide sound information to define the main issue faced by FOs, their role, their constraints, and to raise local lessons learned of experience

The mission proposed to
⇒ take the opportunity of the 29/07 meeting with the surveyors to check accuracy of the way they enter data on the questionnaire form ⇒ preparation of organization of the One day meeting with surveyors (see Proposal for organisation of Surveyor meeting in annex 3)

- **The interviews of selected FOs**
Complementary to the survey, in depth interviews will be carried out directly by the Coordination Team in 8 provinces. This activity aims at providing qualitative information on Cambodian FOs. The sample should cover a wide range of the situation.

The main difficulty foreseen by the Coordination Team is the analysis of this qualitative interview.

The mission proposed to
⇒ analyse this interviews as short case studies and proposed a framework to present those case study (see annex 4)

**The definition of FO’s**
Although a definition has been proposed by the CT in the inventory preparation working paper⁵, the definition of what is a FO’s still according to CT a problem for all the stakeholders involved in FO’s strengthening. It could go from groups that received occasionally a support to a cooperative.
In the support to CCT and FO-Task Force this point should be stressed. A typology of FOs will be built with the CT during the first CCT mission in September (see program proposal of next mission in annex 2).

- **Other activities**
The FO component of the project has also launched specific studies carried out by French students. Those in-depth studies can be used to bring useful inputs to the FO-TF strengthening process supported by CCT.

  o **Cedric Bernard Study⁶**
Cedric Bernard (under the supervision of Betty Wampfler from CNEARC) begun a study in Battambang that aims to:
- analyse how collective action is developed by farmers ?
- precise the added value for farmer involved in a collective action ?

---

⁵ The definition proposed is the following: “Farmer organisations are collective entity of farmers in a village or several villages who have common goals for economic benefit and resource management related to agriculture activities”.

The study will also study farmer federations and networks.

⁶ A second trainee from CNEARC working under the supervision of Sebastien Balmisse on the “Water Management” activity of the component 2 of FSP Project is actually carried out. It is focussing on Hydrological and irrigation system analysis – evaluation of opportunity cost of irrigation system.
To address this issue 2 FO’s case will be deeply analysed:
- a irrigation Farmers’ Group in Battambang that form by it self to develop irrigation system in order to cultivate rice in dry season
- another FO (not yet chosen)

⇒ From this activity, a synthetic note on methodology of evaluation of impact of collective action could be developed. This note could be an input for the support activities to FO Task Force – (contribution to the tools kit)

⇒ “Rice cooperative of Batambang” Study
A trainee from Ensam (Catherine Gaillard) is actually carrying out a study of a Rice Cooperative of Battambang. The cooperative want to develop fertilizer procurement service to their member. The leader developed contact with traders, but they don’t know how to manage a input supply service to farmers (lack of capacity in fertilizer needs evaluation, planning, managing a storehouse,...) and negotiate with trader.
The study aims to strengthen cooperative leaders in designing and managing an inputs delivery systems to members.

⇒ From this activity,
  - A synthetic note written as a case study showing lessons learned from this experience could be developed. (context, difficulty, solution adopted, lesson learned)
  - A synthetic methodological note on designing and manage an inputs delivery system by a farmer organisation could also be draw and be use as an input for the support activities to FO Task Force – (contribution to the tool kit).

Follow Up activities and schedule:

- **Activities of CT**:
  ⇒ Develop a short synthetic note on Institutional network concerning Farmer Organization (who are the main actors involved in FO’s organization)
  ⇒ Refine the analysis of the exploratory survey: based on WP information, a specific analysis a preliminary typology of the support methods carry on by Institutions supporting FOs could be raised, as a synthesis of the recommendation raised by these institutions.
  ⇒ Present to some selected partners (some members of steering comity of the Inventory) the objective and activities planned proposal – see ready to use presentation of CCT support
  ⇒ Select participants who will involved in the FO’s Task Force.
  ⇒ Send remarks to CCT on world wide FO’s case studies list proposal
  ⇒ Prepare the venue for the first Mission (Workshop 1)

- **Activities of CCT**:
  ⇒ Revised ready to use presentation of the CCT support to the task force including methodology and plan
  ⇒ Check the data entry spreadsheet format for analysing FO’s survey data
  ⇒ Propose a case study format (to be used for analysis of qualitative data on FO’s)
  ⇒ Detailed Mission 1 and Work Shop 1 program
Cited reference

Annex 1: member of FO’s inventory steering comity

Members of the working group on farmer organisations:
Mr Sing Var       MAFF, Department of Agricultural Extension
Mr Khieu Sopheak  MAFF, Department of Agricultural Extension
Mr Chea Sareth    MAFF, Department of Agricultural Extension
Mrs Chan Sipana   MAFF, Department of Planning
Mrs Bouth Virya   MRD, Department of Community Development

Other members:
Mr Lord Rasmey    MAFF, Deputy General Director
Mr Khun Ngeth    Ministry of Rural Development
Mrs Kono Satoko or Mr Takeichi Jiro    JICA
Mr Yasunori Araki JICA
Mrs Simone Roberta Schiller or Mr Jean-Yves Dekesister DED – GTZ / CBRDP
Mr Sao Sopheap    FAO
Mr Julien Calas   AFD
Mr Min Sophoan    VSF
Mr Khim Sophanna  CEDAC
Mr Jean-Marc Bouvard French Cooperation

Coordinators of the study:
Mr Ham Phalla     MAFF, Department of Agricultural Extension
Mr Savun Sam Ol   NAS
Mrs Julie Couturier French Cooperation
Annex 2: Proposal program for next mission (September 2005)

• Rapid institutional analysis (3 days)
  o Interview of selected (local and national) institutions and NGOs
  o Review of some specific experiences of FOs and support type (Interview of FOs leader)

• Preparation of the Workshop with Task force (3 days)
  o Analysis of FOs inventory data

• Workshop with FOs Task-Force (3 days)
  o Presentation and Validation of cambodian FOs assessment
  o Define strength and weakness of FOs development
  o Define main area (thema) to improve situation of FOs
  o Choice of sound worldwide FOs experiences
Annex 3: Proposal for Surveyor meeting planned on the 29/07/05

Objective:
- Check data collected and written in the questionnaire forms
- Collect qualitative information from surveyors

Steps and methodology

- Step 1: collect questionnaire forms
- Step 2: discuss difficulties encountered by surveyors in filling questionnaire

Open discussion
Some specific points to discuss with surveyors:
- the way activities of FOs (in the case of multi-activities FOs or separate Function)
- the definition used by surveyors (type of collective action)

- Step 3: expert qualitative analysis
- Main issues / problems faced by farmers (using visual animation methods)
- Mains problems faced by FO’s (using visual animation methods)
Annex 4: Framework of presentation of Cambodian case studies

Name of the Farmers Organization

Presentation of the FOs
- history of FOs, condition of creation
- specific objective of FOs members
- issue the FOs is coping with
- activities of the FOs

Type of Support received by the FOs

Capacities that have been strengthened

FO’s Project
what do they want to do ?
Why they don’t do it ?
What are the capacities they lack to achieve their objective/or projects ?
Does the support received adapted to help them to reach their objectives ?

Synthetic Lessons learned from the experience : in term of
- Condition of success of the intervention for FOs
- Way of resolving the FOs problems
Annex 5: List of document furnished to the Coordination Team:


Pesche D, 2001, Classification et typologies des organisations paysannes, AGRIDOC / Inter-Réseaux, 3 pp.
