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# PROCESS OF DEVELOPING THE FARMER ORGANIZATION DEVELOPMENT STRATEGY (FODS)

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Ministry of Agriculture, Irrigation and Water Development

**COOPERATIVE SECTOR MAPPING STUDY DISSEMINATION CONFERENCE, OCTOBER 11, 2017**

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## PRESENTATION OUTLINE

- ❖ Background ([Video](#))
- ❖ Results from June 2016 farmer organizations' consultations
- ❖ Literature review on cooperatives and farmer organizations
- ❖ FODS survey
- ❖ Next steps



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## JUNE 2016 FARMER CONSULTATIONS

- ❖ 182 participants (40 females ~ 22%) attended – coming from 129 farmer and civil society organizations, including cooperatives, associations and other farmer groups.
- Farmers were organized in nine groups based on specific value chains (maize, rice, pigeon peas, horticulture, groundnuts, soya beans, livestock, honey and macadamia nuts).
- The groups answered 13 questions:



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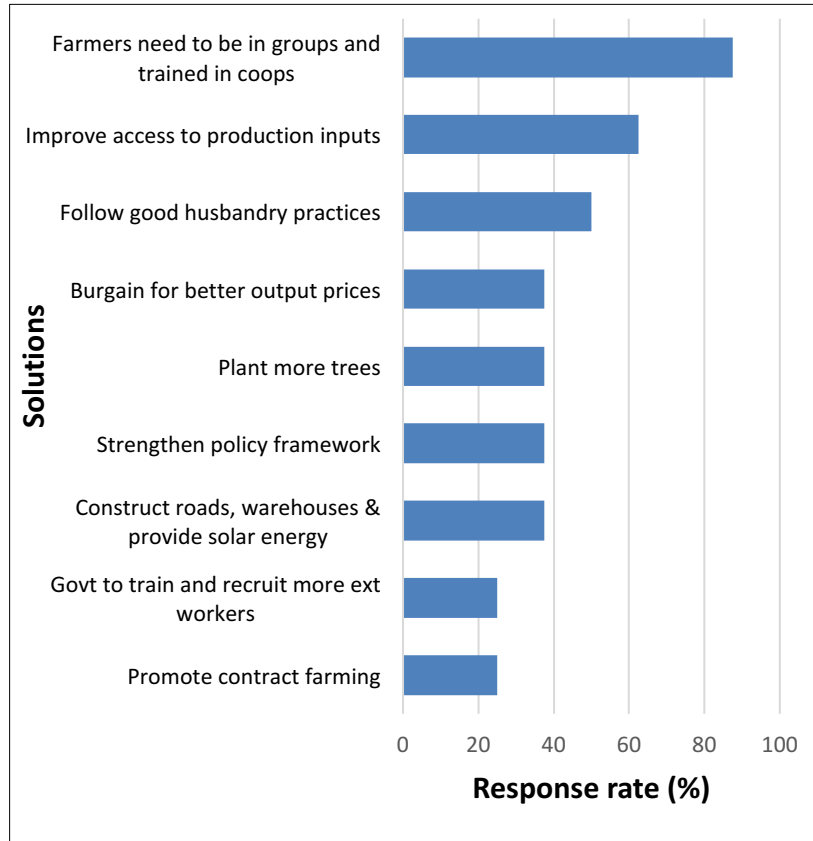
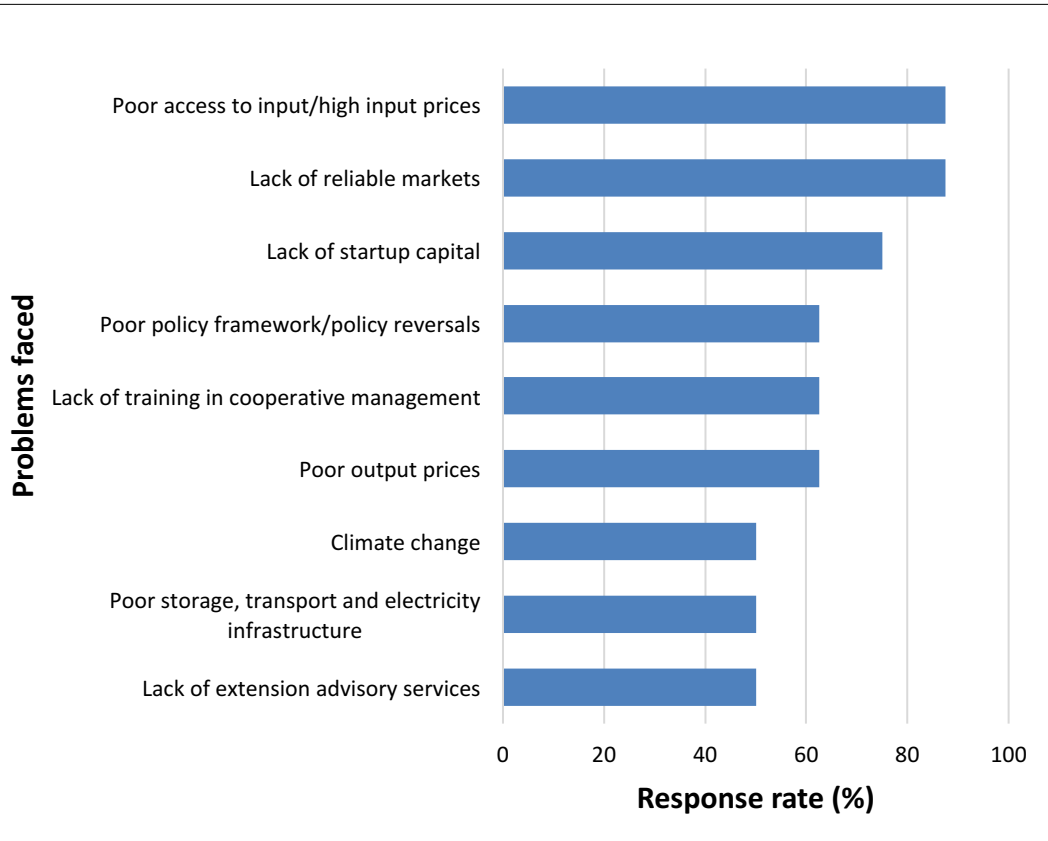
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## JUNE 2016 FARMER CONSULTATIONS, CONT..

Answer to Qn 1. What are the top 6 problems you have experienced in farmer organizations?

Answer to Qn 2. How have you resolved these problems or what do you think can be done to resolve them?





## JUNE 2016 FARMER CONSULTATIONS, CONT..

### Responses to Questions, Cont..

#### 3. What should be the top 5 priorities of the FODS?

- Creation of a single apex body for farmers
- Strengthening existing FOs & encouraging those not in FOs to join
- Facilitate access to capital
- Promote access to markets through value chain linkages
- Fair pricing of farm inputs & outputs
- Government support to cooperatives





## JUNE 2016 FARMER CONSULTATIONS, CONT..

### Responses to Questions, Cont..

#### 7. Should the FODS emphasize cooperatives over other forms of farmer organizations?

- The consensus was **'speaking with one voice'** is more important than organizational form.

#### Other issues that farmers raised:

- Government should review the roles of players in the sector because most private sector interventions do not reach farmers.
- The proportion of donor funding actually reaching farmers should also be reviewed.
- NGOs should be transparent on their finances and interventions.





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# Literature Review



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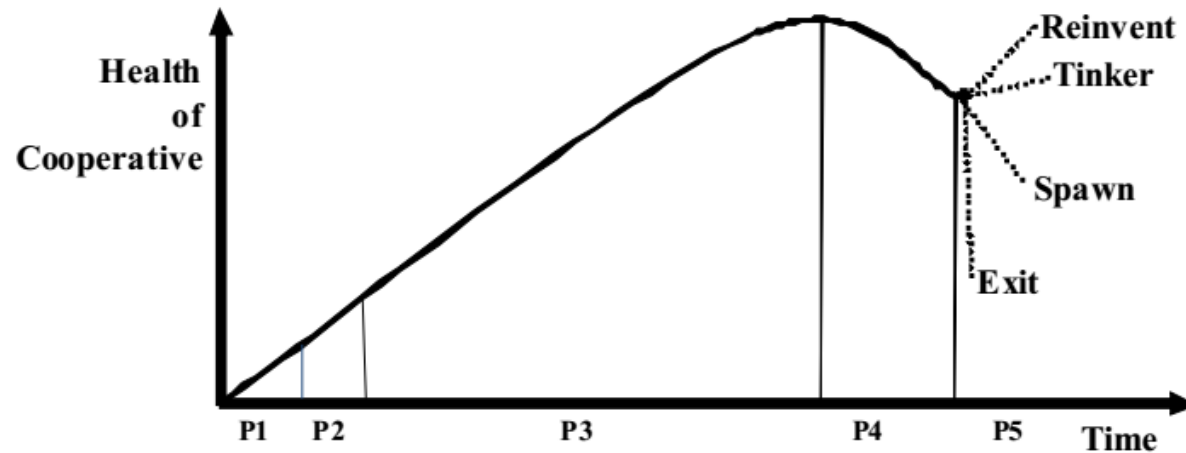
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## Basic life cycle framework of Cooperatives



**Phase 1 = Economic Justification**

**Phase 2 = Organizational Design**

**Phase 3 = Growth–Glory–Heterogeneity**

**Phase 4 = Recognition and Introspection**

**Phase 5 = Choice**



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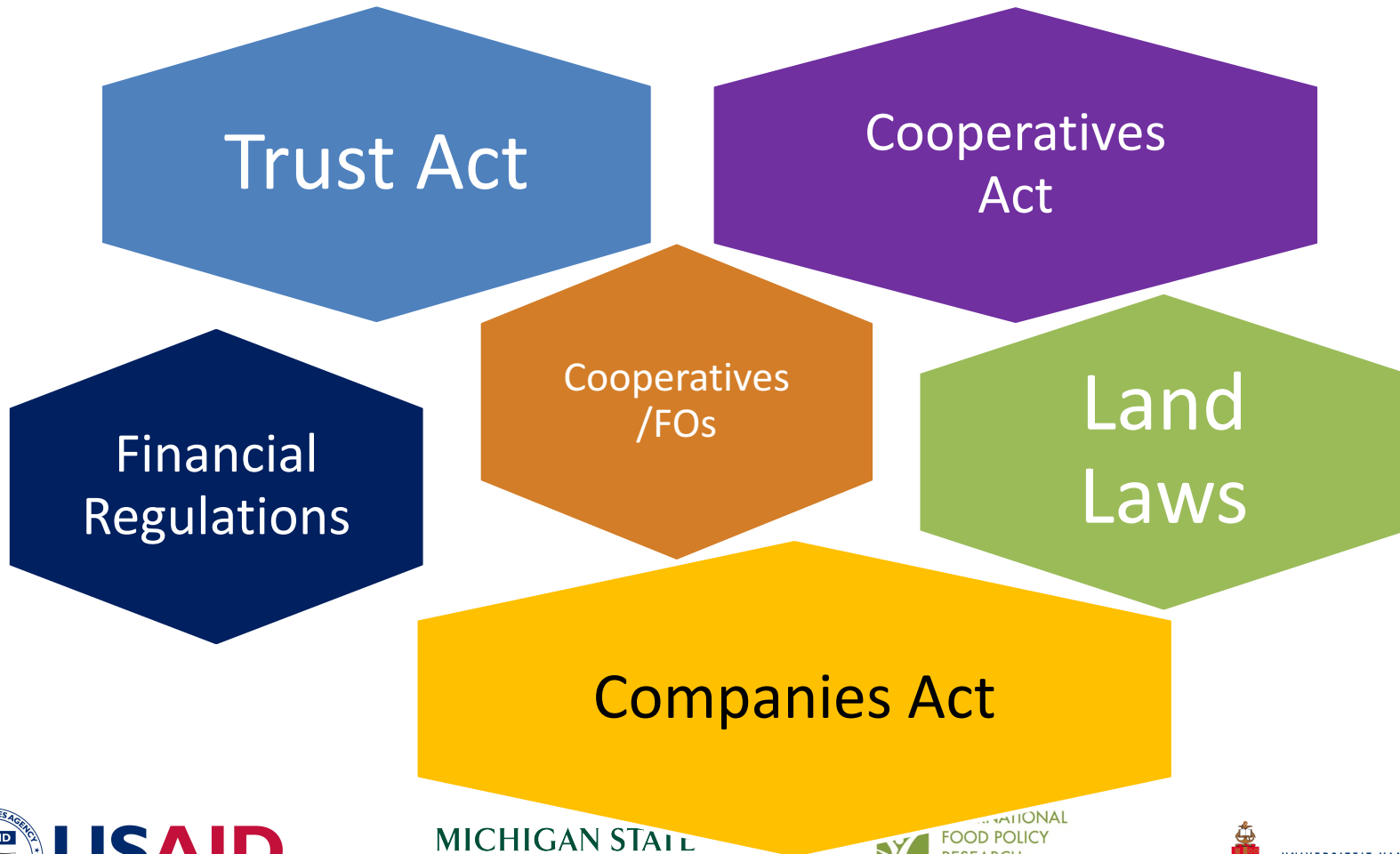




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## EXOGENOUS FACTORS



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## EXOGENOUS FACTORS (CONTINUED)

❖ Pluralistic representation of farmers



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## EXOGENOUS FACTORS (CONTINUED)



Ministry of Industry,  
Trade and Tourism

- Department of Cooperatives and SMEs



Ministry of Agriculture,  
Irrigation and Water  
Development

- DAES





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## EXOGENOUS FACTORS (CONTINUED)

Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

WE EFFECT  
KOOPERATION  
UTAN  
GRÄNSER



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## EXOGENOUS FACTORS (CONTINUED)



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## EXOGENOUS FACTORS (CONTINUED)

- ❖ Access to land, credit, technology and technical assistance and markets.
- ❖ Political system and socio-cultural environment.
- ❖ Investments in public goods.





## ENDOGENOUS FACTORS

- ❖ These primarily depend on the attributes of members and internal organizational structure of cooperatives, e.g.
  - ❖ Managerial and collective action capabilities of members
  - ❖ State of governance
  - ❖ Leadership style
  - ❖ Development process during their initial development stages (e.g. feasibility studies to define/clarify problems/opportunities)





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# FODS SURVEY



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## FODS SURVEY

**Stakeholder consultations** are currently underway through a Survey

- ❖ Currently the Survey has two different modules
  - ❖ A tool for training/higher education institutions
  - ❖ A tool for organizations working directly with farmer organizations
- ❖ A total of 11 responses have so far been received in the Survey
  - ❖ 3 responses from training/higher education institutions
  - ❖ 8 responses from organizations working with farmer organizations
- ❖ The results of the Survey cannot be shared now because the consultation process is still on-going





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## NEXT STEPS

- ❖ Finalize Stakeholder consultations (farmer consultations will be incorporated along the way)
- ❖ Analyze data from consultations
- ❖ Prepare the zero draft of the FODS
- ❖ Subject the FODS to internal and external validation (week starting 27<sup>th</sup> Nov.)
- ❖ Incorporate input from the internal and external validation
- ❖ Submit the final draft to the Ministry Management for approval



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