GUIDE
AGRICULTURE & DYNAMICS OF THE TERRITORIES

2020 Edition

More than 25 years of learning in 26 countries

AGRISUD INTERNATIONAL

Guide developed as part of the programme:

SUSTAINABLE AGRICULTURE & TERRITORIAL DYNAMICS IN THE SOUTHERN COUNTRIES

A programme to broadcast and support the development of sustainable family farming
and the transition of Southern territories

This is the result of a work of capitalization of field experiences from Agrisud International and its partners.

EDITORIAL

> To equip the stakeholders in the field with the tools to implement a territorial approach and provide guidance for decision-makers

In a context that constantly questions the challenges related to our planet's future, the development of sustainable agriculture echoes several of them: food and nutrition insecurity, poverty and inequalities, climate change and agro-ecosystem degradation…

Agrisud has been operating at the heart of these challenges for 27 years, by supporting the improvement of the performances of the agricultural sector and by enhancing the resilience of small-sized family farms by accompanying them through an **agro-ecological transition**.

However, external obstacles often hamper such evolution: poor infrastructures, lack of access to the production factors, unfavorable regulation… Consequently, this transition is not the only concern of the farms: the territory in which they operate must be supportive, which supposes acting also on it, with its complexity and its economic, environmental and socio-cultural issues, often addressed in a compartmentalized manner.

Thanks to its multi-sectoral and multi-stakeholder nature, **the territorial approach** allows to comprehend this complexity. It implies good understanding and consideration of the interests and strategies of the local stakeholders, based on a diagnosis which enables to highlight the issues, to define the intervention strategy and to formulate action plans. Efficiency of these actions and sustainability of the results are improved thereby.

This is how Agrisud, like other support organizations, develops, with its partners, territorial projects encouraging an approach which associates economic actors, elected officials and communities, public donors, foundations and businesses, research organizations, technical services, and local associations.

The AgriTer programme – Sustainable agriculture and territorial dynamics – is precisely a multi-country initiative allowing Agrisud, the AFD, and the Nouvelle-Aquitaine Region to deepen their partnership, focusing on the promotion of family farming aimed at strengthening socio-economic dynamics of territories. Deployed in 10 countries in Africa, Asia, South America and the Caribbean, it provides, among other things, for transversal activities carried out and co-constructed with local partners: capitalization of methods and tools, communication, advocacy and development education actions, as well as the writing of a practical guide.

The present guide **"Agriculture and Dynamics of the Territories"** is therefore the result of the experience of Agrisud's teams and partners. It includes methods and contents to equip the stakeholders in the field with the tools to implement a territorial approach and to provide guidance for decision-makers.

It is composed of three parts:

- the first provides the definitions and key concepts for a good understanding of the territorial approach,
- the second offers methods and tools to define the intervention strategies in the territory,
- the third presents the methods and tools to implement these strategies.

Appropriation of the contents by the stakeholders in the field is facilitated by organized training modules in the form of a "learning cycle".

It took two years to identify and finalize these contents, with defining moments involving the teams in the countries. To lead this demanding exercise, five people from Agrisud have been particularly involved: Camille Moulène, Sylvain Deffontaines, Elphège Ghestem-Zahir, Karine Vial and Sylvain Berton.

This handbook will be enriched by the contributions from the field and discussions it will bring about. It is in addition to the guides **"Agroecology, best practices"** (2020 Edition in French and 2010 Edition in English) and **"Management advising to very small family farming enterprises"** (2019 Edition), to form a trilogy offering methods and tools to support family farms taking into account the interactions with their environment.

It is available for free download on Agrisud's website www.agrisud.org.

Enjoy your reading… and let's make a good use of it!

Yvonnick Huet
Chief Executive Officer of Agrisud International

FOREWORD

> Developing the territories' potential in a sustainable way, taking account of the ecological and social issues, is a priority

The twofold challenge of climate change and social inequalities is at the heart of the strategy of the Agence Française de Développement (AFD) Group, as it is committed to funding projects that are 100% Paris Agreement and 100% Social Link. Central to this vision is the promotion of new development models combining climate and biodiversity protection, economic development and valorization of the social link.

Achieving the Sustainable Development Goals requires accompanying the transition to new development models by involving all relevant stakeholders – governments, territorial collectivities, civil society and private stakeholders – who all have an essential role to play at their local level.

The territorial and ecological transition is one of the six transitions the AFD intends to support: developing the territories' potential in a sustainable way, taking account of the ecological and social issues, is a priority. Regarding the rural territories, where the AFD has a forty-year experience, supporting the family farms, mainly the small ones, in their transition to sustainable agriculture is a major challenge.

From the first land management projects implemented in the 1980s to the more structuring projects that now promote local and regional economic development, the AFD's approach has evolved at the same time as the local stakeholders' rise in power. The priority has however remained the same: enabling the rural sector (farmers, livestock producers, etc.) to produce in a sustainable way, thereby improving their performance and their income.

To achieve this, the search for solutions should not only target the producers. All stakeholders living in these production areas should be targeted so that new dynamics can emerge. This is the meaning of the partnership-based approach between the different local stakeholders that the AFD promotes by funding projects for the development of rural territories, where territorial collectivities play a major part, alongside the governments and the civil society.

The AFD particularly supports the rural territories which are marked by severe inequalities. This is the purpose of the AgriTer programme, as part of the partnership initiated by the AFD and Agrisud International to improve the social and economic conditions of the poor rural populations.

The release of this Guide is both the culmination of this partnership – learning from the different actions led so far – and the starting point of a work of valorization and dissemination of these lessons learnt so as to increase their impacts and benefits to agricultural stakeholders as well as to development practitioners.

I welcome this capitalization approach which will contribute to further improving our interventions on the rural territories in order to build a world in common, and I want to thank Agrisud and the Nouvelle-Aquitaine Region for their involvement in the AgriTer programme.

Rémi Rioux
Chief Executive Officer of the Agence Française de Développement

FOREWORD

> **Only work over the long term can lead to gradual, stabilized structuring of the territories**

Collaboration between the Nouvelle-Aquitaine Region and Agrisud has been existing over 15 years, serving the rural territories in 7 countries; it is based on supporting development projects, decentralization, international solidarity and public awareness.

As the planet is facing political, economic, social and climate challenges and, in multiple locations shattered with the terrorist murderous insanity, we are even more convinced of the necessity to promote a balanced land-use planning where rural and agricultural development plays an essential part: the priority is indeed to enable the populations to seek a future where they are thanks to an environment-friendly agriculture supporting alimentation and income.

Only work over the long term can lead to gradual, stabilized structuring of the territories. It is indeed necessary to rely on these areas and their populations to strengthen the local dynamics of agricultural production and natural resources management.

All of this is possible thanks to the combination of Agrisud's technical expertise and the institutional support of the Region, who work together to improve the living conditions, including by helping strengthening the local public actors who are involved in a fragile, yet willful, voluntary decentralization process, with a lever effect on the Agence Française de Développement which effectively enhances this initiative through its financial support.

To the credit of this partnership, 14 projects in 7 countries worth 6.5M€, half of which from the Region, which were used to support around 10,000 very small family farming enterprises and to create 35,000 jobs. As a consequence, around 100,000 people have been lifted out of poverty and 15.4M€ of income have been generated annually. Not to mention the positive impact on the environment with 4,900 tons of carbon sequestered per year.

Whether in Morocco, Madagascar, Haiti, Senegal and Vietnam as part of decentralized cooperation, or in Cambodia and Niger, the Agrisud/Nouvelle-Aquitaine partnership, with the support of the Agence Française de Développement, now enjoys international recognition which values regional and national expertise. The guide that is presented to you is an attempt to capitalize this experience through a collection of pragmatic tools and methods implemented thanks to the AgriTer programme.

Such guide is particularly useful to the stakeholders in the field, but also to the decision-makers who wish to boost their territory in a sustainable way.

Alain ROUSSET
President of the Nouvelle-Aquitaine Region

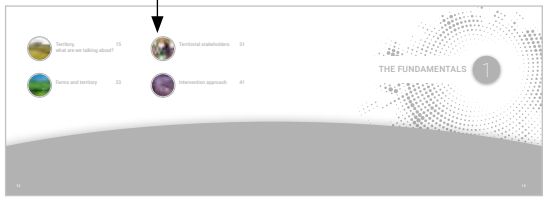
CONTENTS

INSTRUCTIONS FOR USE

The guide's structure

1 different color code for each part

1 detailed submenu of the sheets included in each part



Part 1: The fundamentals

Definition and presentation of the key elements: the territory, the interactions between farms and territory, the stakeholders, the intervention approach.

Part 2: Understanding the territory

Presentation of the methods and tools to perform a diagnosis of the territory and design the intervention strategies.

Part 3: Implementing the strategies

Presentation of the methods and tools to act at political, geographic and economic levels with the territorial stakeholders, and to expand knowledge.

Presented in the form of sheets, this guide allows the users to adapt their reading according to their interest, without necessarily following a linear path.

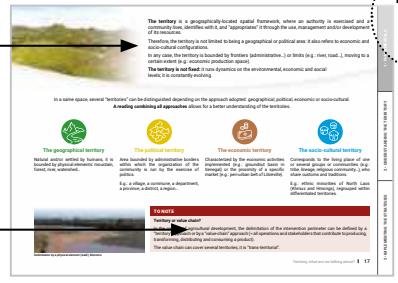
1 THE FUNDAMENTALS

- 3 sheets defining the 3 key elements: territory, interactions and stakeholders… illustrated by 4 "Explanatory illustration" pages
- 1 sheet presenting the main steps of the intervention approach

Definition of the key element

Information box: ***"TO NOTE"***
► Focus points

DETAIL OF A SHEET



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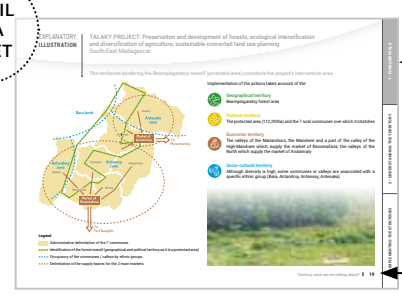

EXPLANATORY ILLUSTRATION

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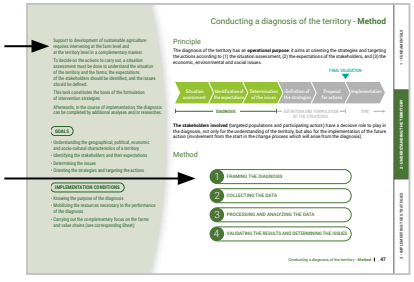
Marking of the name of the sheet at the bottom of the page

2 UNDERSTANDING THE TERRITORY

- 4 sheets presenting the methods and tools to perform a diagnosis of the territory (collecting, analyzing, validating…), to characterize the farms and the value chains, and to design intervention strategies.

Introductory insert

Principles and method (steps)



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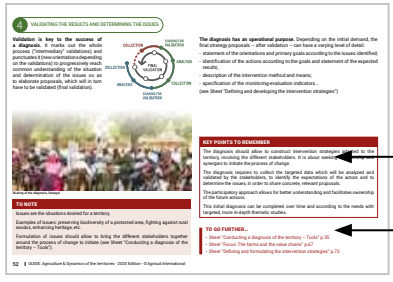


END OF SHEET

Information boxes:

- ***"Key points to remember"***
  - ► Summary
- ***"To go further"***
  - ► Add-on / Reference to other sheets, pages, parts

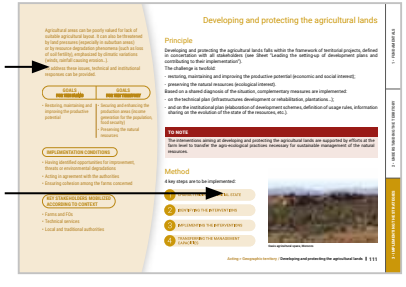
Detailed explanations of the methodological steps (illustrated with photographs, diagrams, tables…)

3 IMPLEMENTING THE STRATEGIES

- 13 sheets explaining the actions to implement…
- …Categorized into 4 intervention levels: political (3 sheets), geographical (3 sheets), economic (4 sheets) and to expand knowledge in the territory (3 sheets)
- …Illustrated with 8 "Explanatory illustration" pages and 6 "Stakeholder testimonial" pages

Introductory insert

Principles and method (steps)



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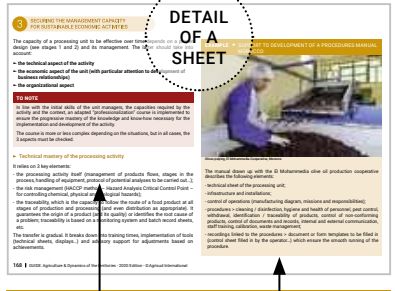

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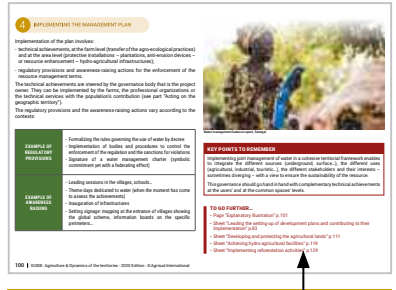

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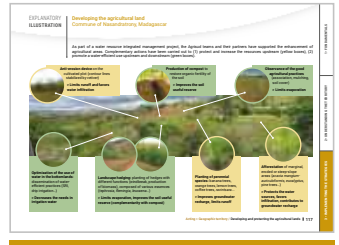


EXPLANATORY ILLUSTRATION

STAKEHOLDER TESTIMONIAL

Detailed explanations

Examples of implementation in the field

- ***"Key points to remember"***
- ***"To go further"***

THE FUNDAMENTALS 1

Territory, what are we talking about? 1.1

The territory is a geographically-located spatial framework, where an authority is exercised and a community lives, identifies with it, and "appropriates" it through the use, management and/or development of its resources.

Therefore, the territory is not limited to being a geographical or political area: it also refers to economic and socio-cultural configurations.

In any case, the territory is bounded by frontiers (administrative…) or limits (e.g.: river, road…), moving to a certain extent (e.g.: economic production space).

The territory is not fixed: it runs dynamics on the environmental, economic and social levels; it is constantly evolving.

In a same space, several "territories" can be distinguished depending on the approach adopted: geographical, political, economic or socio-cultural.

A reading combining all approaches allows for a better understanding of the territories.

The geographical territory

Natural and/or settled by humans, it is bounded by physical elements: mountain, forest, river, watershed…

The political territory

Area bounded by administrative borders within which the organization of the community is run by the exercise of politics.

E.g.: a village, a commune, a department, a province, a district, a region…

The economic territory

Characterized by the economic activities implemented (e.g.: groundnut basin in Senegal) or the proximity of a specific market (e.g.: peri-urban belt of Libreville).

The socio-cultural territory

Corresponds to the living place of one or several groups or communities (e.g.: tribe, lineage, religious community…), who share customs and traditions.

E.g.: ethnic minorities of North Laos (Khmus and Hmongs), regrouped within differentiated territories.

Delimitation by a physical element (wadi), Morocco

TO NOTE

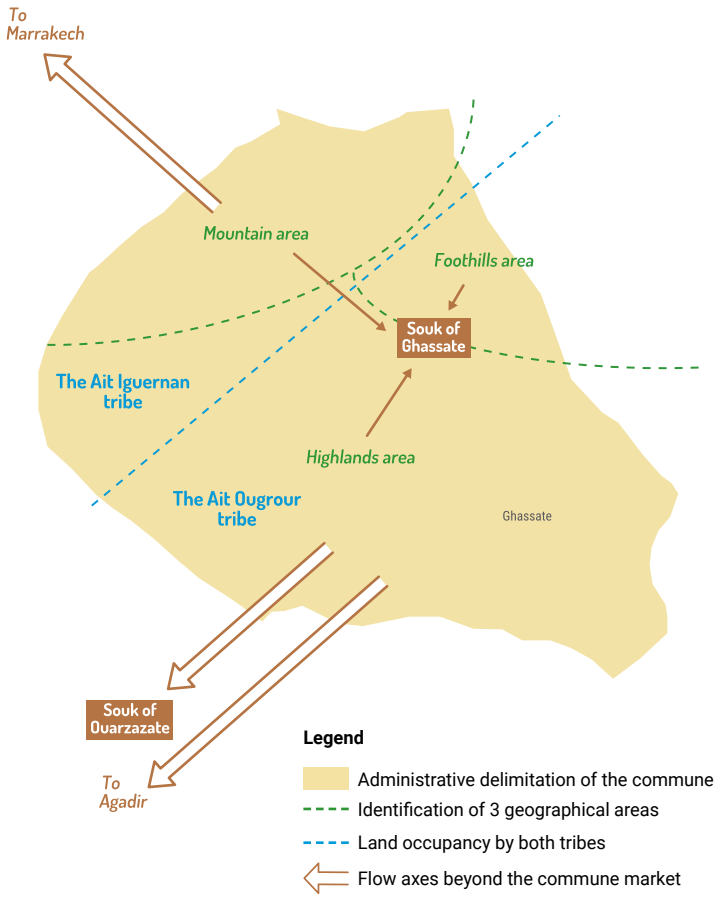
Territory or value chain?

In the context of agricultural development, the delimitation of the intervention perimeter can be defined by a "territory" approach or by a "value-chain" approach (= all operations and stakeholders that contribute to producing, transforming, distributing and consuming a product).

The value chain can cover several territories, it is "trans-territorial".

PROJECT: Improving the performance of the agricultural sector
Commune of Ghassate – Kingdom of Morocco

The commune of Ghassate (administrative entity) sets the limits of the project's intervention area.



Implementation of the actions takes account of the:

Political territory
The commune stretches over 1,034km² and comprises 38 douars (villages)

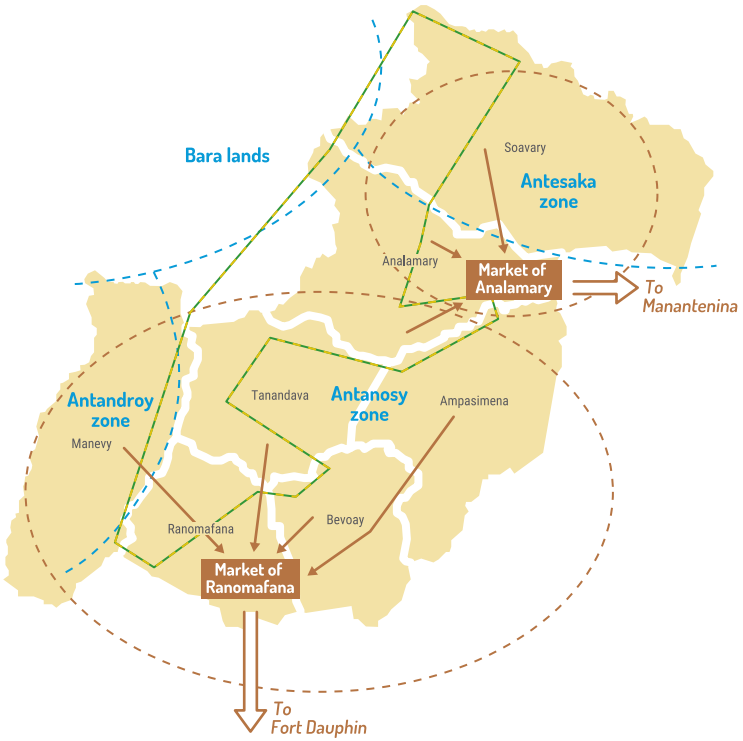
Geographical territory
The commune is divided into three areas with distinctive features (mountain, foothills and highlands)

Economic territory
The utilized agricultural area represents 2% of the territory (= oasis production areas); the products are sold further than the communal market

Socio-cultural territory
The Ait Iguernan tribe is the majority in the mountain area, whereas the Ait Ougrour tribe is the majority on the highlands and in the foothills

TALAKY PROJECT: Preservation and development of forests, ecological intensification and diversification of agriculture, sustainable concerted land use planning
South-East Madagascar

The territories bordering the Beampingaratsy massif (protected area) constitute the project's intervention area.



Legend

- Administrative delimitation of the 7 communes
- Identification of the forest massif (geographical and political territory as it is a protected area)
- Occupancy of the communes / valleys by ethnic groups
- Delimitation of the supply basins for the 2 main markets

Implementation of the actions takes account of the:

Geographical territory
Beampingaratsy forest area

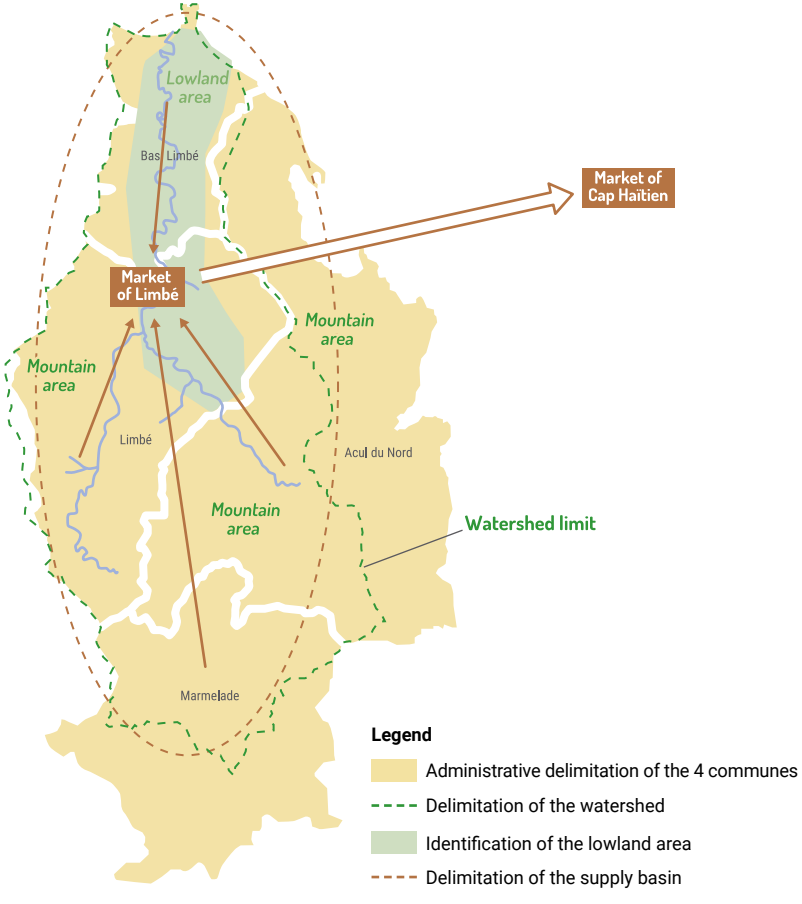
Political territory
The protected area (112,292ha) and the 7 rural communes over which it stretches

Economic territory
The valleys of the Manamboro, the Mandrere and a part of the valley of the High-Mandrare which supply the market of Ranomafana; the valleys of the North which supply the market of Analamary

Socio-cultural territory
Although diversity is high, some communes or valleys are associated with a specific ethnic group (Bara, Antandroy, Antanosy, Antesaka)

PROJECT: Sustainable development of the Limbé watershed
Department of North - Haiti

Limbé watershed constitutes the project's intervention area.



Implementation of the actions takes account of the:

Geographic territory
The watershed is composed of a large central plain, surrounded with mountain areas

Political territory
The watershed (315km^2) stretches over part of the 4 communes' territory

Economic territory
The watershed of Limbé is one of the supply basins of the market of Cap Haïtien. Supplying is performed via the market of Limbé (located 25km from Cap Haïtien) where the products coming from the plain and the surrounding mountain areas are regrouped.

Socio-cultural territory
The socio-cultural identity is homogeneous over the whole territory.

Farms and territory 1.2

Farms interact with the territory.

Farms have an impact on the development of the territory (land development for crops, value creation…) and the territory influences the development of farms (resources available for production, infrastructures for processing and marketing, regulation…).

Consequently, support to development of sustainable agriculture requires **to intervene in a complementary way:**

- **at the farms' level,** to improve the agricultural systems and the management of activities;
- **at the territory's level,** to encourage and secure the development of the farms.

The interventions can thus focus on one or several aspects of the territories, taking the different approaches into account.

Geographic territory

Interactions

The agricultural activities have an impact on the natural resources in quantity and quality (water withdrawal for irrigation, pollution – or not – of soil and water depending on the use of inputs…) and shape the landscapes: development of plots, installation of irrigation canals…

The elements of the geographical territory influence the agricultural systems: distribution of crops across the different zones (plains, mountains…), adaptation of the crop systems depending on the topography (terrace cultivation on slope areas…), choice of species and varieties according to the state of the natural resources (water, soil, biodiversity).

Examples of intervention

Farm level:

Adaptation of productions and practices (e.g.: work following contour lines in slope areas, hedging, pollution risk limitation using easily degradable products…)

Territory level:

Landscaping and protection of the agricultural land, reforestation, construction of hydro-agricultural structures…

TO NOTE The interventions carried out at the farm level are described in the guide "Agroecology, best practices" (Agrisud, 2020 Edition in French and 2010 Edition in English).

Political territory

Interactions

The farms can influence the regulatory framework and/or the agricultural policies, particularly through their professional organizations if they conduct an advocacy mission.

The policies determine the guidelines for agricultural development, the resources dedicated to the sector and the priorities as regards allocation of these resources (e.g.: creation of farming support organizations, subsidies…). The regulatory framework sets the rules governing the farms (land, marketing of products…).

Examples of intervention

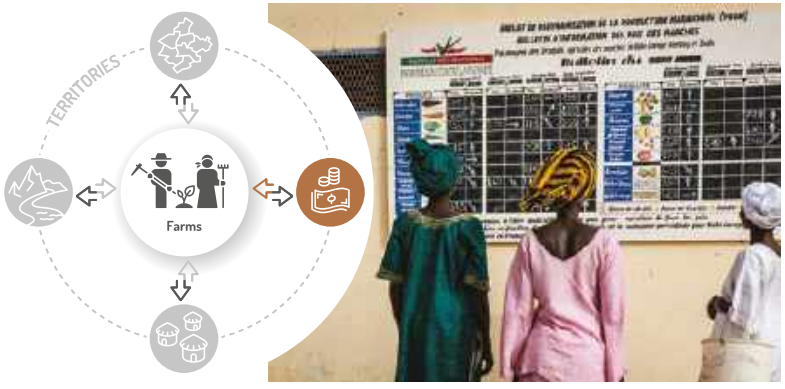
Farm level:

Information on the policies and regulatory frameworks, support to mobilize subsidies or to ensure compliance of the activities, etc.

Territory level:

Support to consultation processes in a territory aiming at implementing development plans or managing the resources in a sustainable way, advocacy to create favorable framework for the sector…

Economic territory



Interactions

The agricultural systems influence the development of the activities upstream and downstream of the production, and as a consequence the economic dynamics of a territory: input offer according to the type of crops, investment – or not – in the upgrading of a road or a market according to the type and volume of marketed products…

The economic context influences the agricultural systems: access to production factors, level of mechanization according to availability and costs of labor and materials, product circulation capacity (transport duration and cost), product valorization through processing…

Examples of intervention

Farm level:

Management advising to adapt the products to the inputs available and to the sale possibilities, training on seed production…

Territory level:

Development of a "farming services" offer, building and/or upgrading of infrastructures with support regarding management procedures, structuring of value chains…

TO NOTE The interventions carried out at the farm level are described in the guide "Management advising to very small family farming enterprises" (Agrisud, 2019).

Socio-cultural territory

Although farms usually do not act on the socio-cultural elements of a territory, these elements can have an influence. It is particularly the case of the customary framework which determines the traditional rules that apply to the farms for use and management of land, water and biodiversity (collection of forest products…).

Examples of intervention

Farm level:

Adaptation of the production systems according to the traditional rules…

Territory level:

Support to land access related to consultation processes in the territory…

TO NOTE

The list of examples of intervention at the territory level is not exhaustive.

The possibility to act on one or several aspects depends on the organization's resources, the political will and the actors' priorities. It is the diagnosis which allows to target the interventions.

EXPLANATORY
ILLUSTRATION

PROJECT: Enhancement and sustainable development of the agricultural activities
Marrakech palm grove – Kingdom of Morocco

Interventions at farm level

Farms

- Shared **diagnosis** and identification of the margins of progress
- **Training and follow-up advising** for an agro-ecological technical conduct of the vegetable crops, fruit tree growing and small livestock farming
- **Direct support** (inputs, seeds, small equipment…) aiming at implementing new practices
- **Construction** of hydro-agricultural structures to secure access to water
- **Support to supply structuring** to seize new market opportunities
- **Management advising** for the understanding and analysis of operating results and to decision-making

Interventions at territory level

Political territory

- Collaboration with the local authorities and the various technical services towards implementation of a management plan for the palm grove
- Advocacy to maintain and develop agriculture in the area to counter the effects of urban pressures

Geographical territory

- Collaboration with the relevant technical services to secure the plots of land bordering the wadi to limit the damage in the event of flooding

Economic territory

- Work with the hotel industry to develop supply chains involving farmers inside the palm grove
- Implementation of a communication strategy for products promotion in the territory
- Implementation of a local organization to disseminate the good agricultural practices (farmers – technical advisers – suppliers of services necessary to agro-ecological production > support-advising)

Territorial stakeholders 1.3

The territories bring together **stakeholders** who manage, use and/or develop the resources, according to different strategies.

These stakeholders can be:

- **internal** to the delimited territory > physically present within the territory where they conduct their activities and/or exert their influence;
- **external** > not physically present in the territory where they however conduct their activities and/or exert their influence.

Identification of all these stakeholders and understanding of their interaction is necessary to build collaborations allowing to co-build and co-implement an intervention.

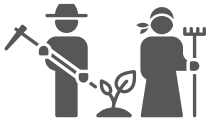
Identification of the stakeholders and their roles

In the context of agricultural development, the different stakeholders can be classified into 3 categories:

Stakeholders of the agricultural value chains

Stakeholders who support the agricultural sector

Stakeholders non-specific to the agricultural sector, “managers” of the territories



The farms

Varying in size, farms are economic units in which production factors are mobilized to obtain agricultural products intended to be consumed and/or sold. Farms can be sedentary or not (livestock producers, transhumant).

Role in the territory:

Planning (arrangement of fields, pastures or rangelands…), management of natural resources, creation of economic values (products, jobs…), food security of the populations…

The professional Farmers Organizations (FOs)

Composed of farms which are united around common interests, the FOs ease access to goods and/or services necessary to production (inputs, equipment, funding…) or to marketing of products.

Role in the territory:

Organization of the agricultural profession, intermediation with the other stakeholders, creation of economic values (products, jobs…), defense of the farms' interests in consultation and decision-making places.

The suppliers upstream of the production

Private operators or FOs, the suppliers provide access to inputs, equipment or services necessary to the production (e.g.: fruit plants, tractor, ploughing, funding, etc.)

Role in the territory:

Orientation of agricultural practices (in relation to the quality and the type of inputs, supplied equipment or services), creation of values (jobs, remuneration linked to trades…).

The operators downstream of the production

Private operators or FOs, they directly or indirectly transport products to the final consumers. Their functions are varied: collection, storage, packaging, processing, sale of products…

Role in the territory:

Influence on the circulation of products in relation to the consumers' preferences and the constraints of their activities (transport time, state of the roads, processing performance, etc.), creation of values (remuneration linked to trades, jobs…).

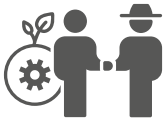
The consumers

As the end users of the value chain, consumers are individuals or organizations (restaurants, hotels, supermarkets…) who buy fresh or processed products directly from the farms or via salesmen.

Role in the territory:

Influence on the production modes and the diversity of the products in relation to their preferences and their purchasing power.

Salesman, Cambodia



The agricultural technical services

In charge of the development of agriculture in a territory, the technical services – public or semi-public – can perform missions as diverse as setting up hydro-agricultural facilities, supporting the diversification of value chains, extension services, advisory support, livestock sanitary follow-up, guidance of FOs, funding activities through subsidies, etc.

Role in the territory:

Development (e.g.: drainage of production area), natural resource management (planting, pest management…), dissemination of information, skills transfer…

The private support organizations

Consultancy firms, consulting agencies, companies that source agricultural products…, private organizations generally provide expertise as regards agriculture. Some of them, like the consultancy firms, carry out agricultural development projects; others, like the companies, may fund support projects.

Role in the territory:

Development of value chains and production systems.

The Civil Society Organizations (CSOs) and International Organizations (IOs) of the agricultural sector

As non-profit organizations, the CSOs – independent from the State (e.g.: associations, NGOs, unions…) – and the IOs, established by an international treaty (e.g.: FAO), support the farms and/or their organizations with equipment, subsidies in kind, capacity building, grants…

Role in the territory:

Development and equipment (e.g.: marketing infrastructures), transfer of agricultural knowledge and know-how, linking the stakeholders…

The agricultural research organizations

Universities, institutes or laboratories, public or private, the research organizations disseminate the result of their work by teaching, publishing and/or transferring technology (vocational training).

Role in the territory:

Knowledge production, development of innovations…

The institutes of agricultural studies

From secondary education to postgraduate education, the institutes – public or private – deliver agricultural training and attest the skills of the trainees.

Role in the territory:

Provides training for agricultural and agriculture-related jobs.

Agricultural technical service, Morocco

The local authorities

Representatives of the State and the territorial communities, elected officials or civil servants, the local authorities conduct the territory’s “policy”: allocation and landuse, implementation and maintenance of infrastructures, setting of taxation levels on the activities (of production and trade of agricultural products), etc.

Role in the territory: strategic orientations, planning and follow-up of interventions, establishing regulatory frameworks…

TO NOTE

Nowadays, the territorial collectivities are usually involved in cooperation initiatives with other collectivities.

As part of these collaborations, specific guidelines can be decided for the farming sector, they come in the form of projects with dedicated funds.

Itasy Region, Madagascar, through decentralized cooperation with the Nouvelle-Aquitaine Region (France)

The customary and traditional authorities

Persons (village leaders…) or groups (councils, committees…), these authorities exert power based on custom, traditions, notably in terms of allocation and use of resources (land, water, forest).

Role in the territory: organization of the rules governing access and management of the resources necessary to the agricultural production.

TO NOTE

Legislation and customary law

Legislation refers to all the legal rules, statutes and laws enacted by the State sovereign authority.

Customary law refers to all the unwritten rules, originating from a habit followed by a social group, in widespread and repeated use (passed on from generation to generation).

Legislation and customary law can coexist: negotiation processes should thus be engaged to reach a consensus.

Village committee, Laos

What about the actors of the other sectors?

In a territory, the sectors are not compartmentalized: influences, whether positive or negative, may affect agriculture through actors from various other sectors. Therefore, they should be taken into account.

Examples: tourist operators (which may represent new markets), urbanization services (pressure or not on land), industries (competition or not for access to labor…)

Hotel structure, Brazil

Multi-stakeholder collaborations allow for better acknowledgement of the local stakeholders' rules, interests and strategies and consequently to enhance the efficiency of an intervention.

These collaborations can be targeted and temporary (e.g.: mobilization of the technical services' expertise to develop a spring, securing access to water for the farms), or structured in the medium and long run, as part of co-building and cooperation plans.

However, these collaborations can be complex:

- multi-stakeholder is also multi-sector since in a territory, the sectors are not compartmentalized, and these influences should be taken into account;
- not all stakeholders have the same "reading" of the territory (understanding, level of information) depending on their focus area, activity, location…;
- temporal logics can be different for each stakeholder (communities, technical services, FOs, CSOs…);
- the human means (availability, skills) or materials are sometimes inadequate and do not always allow the stakeholders to fulfil their mandate in the territory;
- the turn-over in decision-making places may question some orientations or obstruct the implementation of interventions.

TO NOTE

Stakeholders have skills, "mandates" that are not always observed in practice:

- for lack of means (human, technical, material), some stakeholders are not in a position to achieve the mission assigned to them;
- conversely, for reasons of power, other stakeholders perform tasks for which they do not have the capacity or the initial mandate.

These stakeholder games should be taken into account as well.

The consultation frameworks

Multi-stakeholder session, Madagascar

The implementation of consultation frameworks aims at:

- co-building intervention strategies based on a consensual view of the territory's state, the issues and the actions to be conducted.
- co-operating over action plans by taking account of the roles and means of each stakeholder.

TO NOTE

The strategic plans and actions plans are complementary: the strategic plans have no effect if they are not translated into action plans, and the action plans have to follow a strategic plan to be consistent.

To be effective, the consultation frameworks must bring together all stakeholders around interventions, which may require (1) a facilitation / negotiation work to motivate and harmonize the objectives, (2) to strengthen the skills for shared methods and tools, (3) resources (financial), and (4) time, as development processes are long-term.

The territorial collectivitie plays a key role, it often turns out to be the most legitimate body to drive the process.

1.4 Intervention approach

Intervening for sustainable agriculture at territorial level requires:

- to take account of the specificities of the territories (geographical, political, economic and socio-cultural) for suitable choices;
- to contend with the political will and the stakeholders' priorities, which may be different, perhaps conflicting;
- to consider the dynamics and influences of the other sectors…

This takes place in a territory which evolves constantly.

The exercise is not simple. It is important to adopt a **structured and pragmatical approach**.

*Planning, following, assessing and adjusting

1

Diagnosis

Carry out a diagnosis of the territory and a characterization of farms and value chains in order to propose an intervention strategy.

2

Implementation

Implement the intervention strategy* by carrying out actions at the farm level and at the territory level. Some of these actions require additional studies to clarify them.

3

Sustainability

Ensure the sustainability of the achievements and the stakeholders' capacity to continue the momentum.

TO NOTE

The approach is iterative: it allows for more and more precise understanding of the situations and issues, and an adaptation capacity over the evolutions.

UNDERSTANDING THE TERRITORY TO DEFINE THE INTERVENTION STRATEGIES

2

Conducting a diagnosis of the territory - **Method**

Support to development of sustainable agriculture requires intervening at the farm level and at the territory level in a complementary manner.

To decide on the actions to carry out, a situation assessment must be done to understand the situation of the territory and the farms, the expectations of the stakeholders should be identified, and the issues should be defined.

This task constitutes the basis of the formulation of intervention strategies.

Afterwards, in the course of implementation, the diagnosis can be completed by additional analyses and/or researches.

GOALS

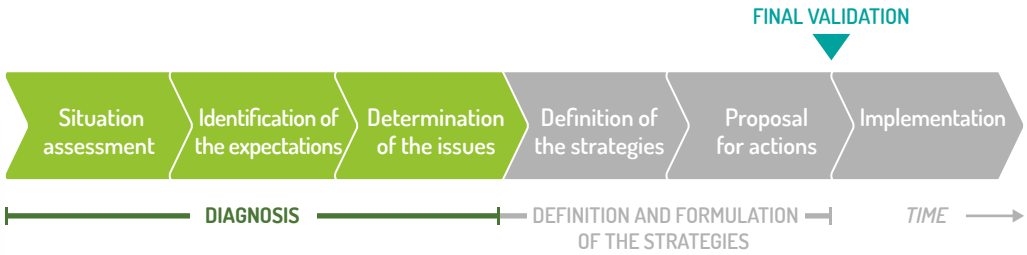
- Understanding the geographical, political, economic and socio-cultural characteristics of a territory
- Identifying the stakeholders and their expectations
- Determining the issues
- Orienting the strategies and targeting the actions

IMPLEMENTATION CONDITIONS

- Knowing the purpose of the diagnosis
- Mobilizing the resources necessary to the performance of the diagnosis
- Carrying out the complementary focus on the farms and value chains (see corresponding Sheet)

Principle

The diagnosis of the territory has an **operational purpose**: it aims at orienting the strategies and targeting the actions according to (1) the situation assessment, (2) the expectations of the stakeholders, and (3) the economic, environmental and social issues.



The stakeholders involved (targeted populations and participating actors) have a decisive role to play in the diagnosis, not only for the understanding of the territory, but also for the implementation of the future action (involvement from the start in the change process which will arise from the diagnosis).

Method

1. FRAMING THE DIAGNOSIS
2. COLLECTING THE DATA
3. PROCESSING AND ANALYZING THE DATA
4. VALIDATING THE RESULTS AND DETERMINING THE ISSUES

1 FRAMING THE DIAGNOSIS

Three elements should be determined:

The scope of the diagnosis	Work organization	Resource organization
- Delimitation of the territory - Identification of the key thematic areas and the information to collect - Identification of the parties involved	Method, tools and implementation schedule	Human, material and financial means to mobilize

TO NOTE

The terms of reference (TOR) of the diagnosis constitute the framework document. They need to be sufficiently accurate to achieve the implementation's efficiency.

1.1 The scope of the diagnosis

It consists in answering 3 key questions:

- **What is the delimitation of the territory under consideration?**
- **What are the targeted thematic areas and the information to collect?**
- **Who are the actors involved in the diagnosis?**

1.1.1 Delimitation of the territory

The territory – the subject of the diagnosis – is generally predefined by the project initiator. However, it is important to set the area's boundaries accurately during the framing stage. Various criteria can be used: physical, economic, etc.

Example: as part of a decentralized cooperation programme, the territory is that of the partner territorial authority, yet the diagnosis may relate to only part of the territory that is more affected by an issue (degradation of the natural resources, poverty…) or subject to a special classification (natural park…).

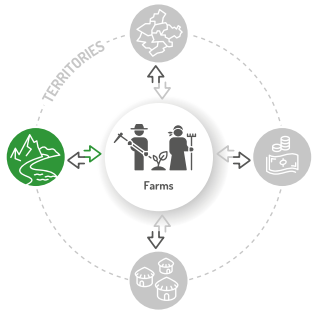
1.1.2 Thematic areas and information to collect

Without closing the reflection process and running the risk of forgetting important issues, it is important to pre-identify the diagnosis key thematic areas and/or to specify them if they have been defined beforehand by the instigator.

Examples: securing the production areas, protection of the vulnerable areas, revalorization of agricultural trades, income improvement, strengthening of the population's resilience capacities, etc.

The information to collect for these thematic areas are then listed by taking account of the different approaches of the territory.

Examples of information about the geographic territory



- Inventory of the landscape units according to land use (forests, agricultural areas, urban areas…) or according to the geomorphological characteristics (watersheds, mountain areas, plain areas…);
- Natural resources: water (quality, availability in time and space…), soil (physico-chemical and biological characteristics, fertility, degradation…), biodiversity (useful and harmful fauna and flora…).

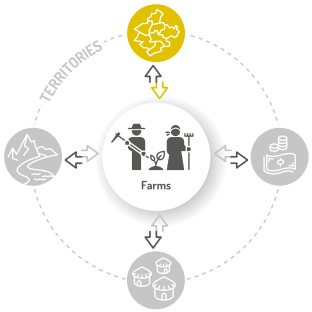
►► This information allows to identify the needs and target the actions relating to the development of critical areas, construction of hydro-agricultural structures, reforestation…

TO NOTE

Climate shapes the territory.

As such, the information collected on climate data (temperatures, rainfall…) may explain evolutions observed in the landscapes or the state of the resources. Moreover, the information may allow to identify actions as regards rehabilitation of some areas to limit the damage caused by climate change (reforestation, etc.).

Examples of information about the political territory

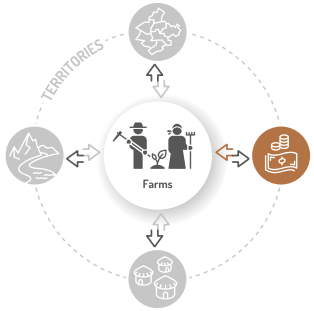


- Decision-making entities: organization of the communities and the State services, consultation process…
- Strategic guidelines: agricultural and/or land-use planning policies…
- Standards on the production and processing: regulation on production and propagating of vegetal material, food safety, existence (or not) of certifications…
- Taxes on land, on agricultural production, on collection activities and trade of agricultural products…
- Subsidies: eligible activities, allocated support level, conditions of access…

►► This information allows to identify the needs and target the actions relating to support to territorial planning, to advocacy…

Identification of the advocacy message, Guinea-Bissau

Examples of information about the economic territory

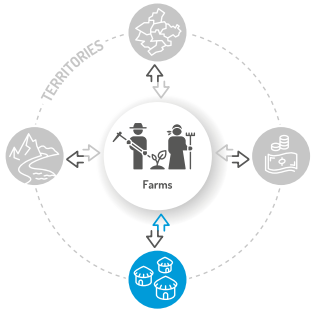


- Level of access or remoteness: state of the roads, transportation time…
- Localization of the production basins, markets' supply area;
- Localization of trade and processing related infrastructures…

To supplement the economic data, it is important to characterize the farms and the value chains. See Sheet "Focus: The farms and the value chains".

►► This information – and the information about the farms and the value chains – allows to identify the needs and target the actions relating to the construction and/or rehabilitation of infrastructures, the professional organization, the establishment of links between stakeholders, etc.

Examples of information about the socio-cultural territory



- Customs and traditions: dos and don'ts, rights of use on resources (allocation of land, water sharing, pasture grazing rights…).

►► This information allows to identify the needs and target the actions relating to support to the consultation processes for the provision of productive resources such as land, water…

1.1.3 The stakeholders involved in the diagnosis

It is about determining the territory's "driving forces": (1) the population targeted by the future intervention and (2) the actors to involve by determining the role and place of each in the diagnosis process.

Examples of data on the target population:

- Demographic changes, employment rate, poverty rate, access to basic services (health, education, professional training…)…
- Strategies, relationships with the other actors…
- Expectations regarding the future intervention.

Examples of data on the actors involved:

- Roles, strategies, relationships, influence…
- Expectations regarding the future intervention.

►► This information allows to identify the needs and target the actions that concern "related" components, such as the implementation of literacy, trainings… or nutrition programs operated within the framework of partnerships.

Meeting with the target population, Haiti

TO NOTE

It is important not to confine itself to the stakeholders involved to the agricultural sector: complementarity and competition can exist between the sectors at the territory scale.

Plurality of viewpoints is thus to be preferred… although it may involve risks of conflicts or blockages in the decision-making processes.

The consultation frameworks must be thoroughly prepared.

1.2 Work organization

As when determining the perimeter of the diagnosis, 3 key questions can be asked:

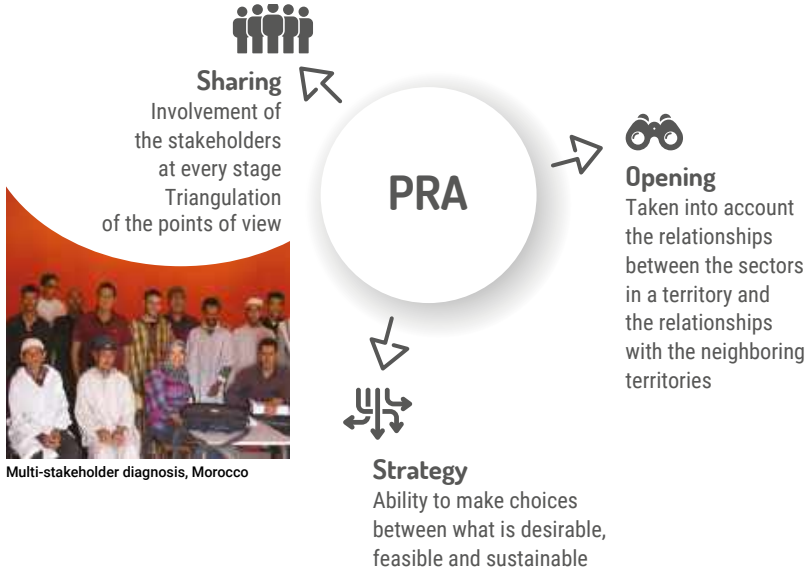
- ► **What methods should be favored?**
- ► **What are the tools to put in place?**
- ► **What is the implementation schedule?**

1.2.1 Method

Several methods exist, involving more or less means (human, material) and/or resources (time, skills).

As part of development projects, a diagnosis method – the Participatory Rural Appraisal (PRA) – is the preferred methodology for quick understanding of the situations.

The PRA follows 3 main principles:



Multi-stakeholder diagnosis, Morocco

1.2.2 Tools

4 types of tools have to be mobilized in the course of a diagnosis: the tools to describe, the tools to explain, the tools to check, and the tools to decide (see Sheet "Conducting a diagnosis of the territory – Tools").

They allow to work with data:

- **quantitative data** > figures permitting to assess a situation and/or an evolution (useful to describe);
- **qualitative data** > observations or words of the actors involved permitting to qualify, explain a situation or an evolution (useful to understand).

1.2.3 Implementation schedule

Determining in a clear way:

- **the bibliographic analysis periods**;
- **the survey times** (data collection, processing and analysis), enhancement, and verification periods;
- **the feedback and validation moments** with the stakeholders.

This provides visibility on the timeframes and keeps from getting lost in a never-ending diagnosis.

1.3 Resource organization

► What are the human, material and financial means to mobilize?

Definition of the scope of the diagnosis and organization of the work should allow to identify all the human and material means to mobilize, and to prepare a corresponding budget.

TO NOTE

While organizing the resources, it is important to determine everyone's role and place.

A steering or monitoring committee can be established. In this case, the details will be provided as part of the diagnosis: what are the committee's goals? Who are its members? What is the meetings' frequency? Etc.

2 COLLECTING THE DATA

Not all data have to be collected since some data generally already exist; they are called "secondary data" (maps, reports, monographs…).

Several sources can be used to obtain this type of data: institutions, development organizations, research bodies, Internet… Particular attention should however be paid to their currency and reliability!

The non-available data should be searched for using adapted collection tools (see Sheet "Conducting a diagnosis of the territory – Tools").

TO NOTE

Even though a diagnosis is well framed right from the start, it might be easy to get lost in its implementation. Therefore, it is important:

- to limit the data collection to the necessary data,
- to accept optimal ignorance and a degree of imprecision to ensure efficiency: the diagnosis has an **operational purpose**, it should allow to make choices.

3 PROCESSING AND ANALYZING THE DATA

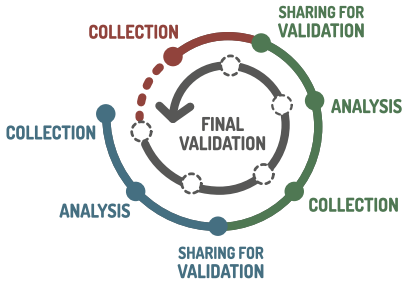
Once the data are collected, they must be processed and analyzed. The visuals allow for "a shared reading" between the different stakeholders.

Several simple tools exist (see Sheet "Conducting a diagnosis of the territory – Tools").

Data analysis, Vietnam

4 VALIDATING THE RESULTS AND DETERMINING THE ISSUES

Validation is key to the success of a diagnosis. It marks out the whole process ("intermediary" validations) and punctuates it (new orientations depending on the validations) to progressively reach common understanding of the situation and determination of the issues so as to elaborate proposals, which will in turn have to be validated (final validation).



The diagnosis has an operational purpose. Depending on the initial demand, the final strategy proposals – after validation – can have a varying level of detail:

- statement of the orientations and primary goals according to the issues identified;
- identification of the actions according to the goals and statement of the expected results;
- description of the intervention method and means;
- specification of the monitoring-evaluation indicators…

(see Sheet "Defining and developing the intervention strategies")

Sharing of the diagnosis, Senegal

TO NOTE

Issues are the situations desired for a territory.

Examples of issues: preserving biodiversity of a protected area, fighting against rural exodus, enhancing heritage, etc.

Formulation of issues should allow to bring the different stakeholders together around the process of change to initiate (see Sheet "Conducting a diagnosis of the territory – Tools").

KEY POINTS TO REMEMBER

The diagnosis should allow to construct intervention strategies adapted to the territory, involving the different stakeholders. It is about seeking membership and synergies to initiate the process of change.

The diagnosis requires to collect the targeted data which will be analyzed and validated by the stakeholders, to identify the expectations of the actors and to determine the issues, in order to share concrete, relevant proposals.

The participatory approach allows for better understanding and facilitates ownership of the future actions.

This initial diagnosis can be completed over time and according to the needs with targeted, more in-depth thematic studies.

TO GO FURTHER…

- Sheet "Conducting a diagnosis of the territory – Tools" p.55
- Sheet "Focus: The farms and the value chains" p.67
- Sheet "Defining and formulating the intervention strategies" p.73

Conducting a diagnosis of the territory - **Tools**

The territory diagnosis tools should allow to make a situation assessment, to understand the expectations of the stakeholders and to determine the issues. This is done in a participatory way.

GOALS

- Obtaining reliable and useful data to describe a situation, determining the expectations
- Processing and analyzing the data obtained to explain a situation, the changes
- Checking the data to determine the issues
- Bringing the stakeholders together around the issues

IMPLEMENTATION CONDITIONS

- Being familiar with the different tools
- Having framed the diagnosis
- Having the resources necessary to carry out the diagnosis
- Mastering the survey methods (data collection, processing, analysis and validation)
- Mastering the multi-stakeholder leading and mediation methods
- Having the necessary authorizations to carry out the surveys

Tool categories

Numerous tools exist. Choice must be guided by the information to collect, the profile of the actors involved and the available means.

1 COLLECTING **TOOLS TO DESCRIBE**

Examples: direct observation, surface measurement, sampling (soil, water…), semi-structured interview with key informants, group interview, structured survey…

2 PROCESSING & ANALYZING **TOOLS TO EXPLAIN**

Examples: analysis of secondary data (reports, interpretation of photographs…), interpretation of sample results (water…), transect, zone mapping, diagram, typology, stakeholder matrix, semi-structured interview (resource people / groups), case study…

3 VALIDATING AND DETERMINING THE ISSUES **TOOLS TO CHECK & DECIDE**

Examples: Tools to check: projection map, interview with resource people, group interview, SWOT classification… Tools to decide: “situation assessment, expectations, policies” cross analysis.

At the end of the process of validation and determination of the issues, the intervention strategies are defined using **tools to formulate and organize** (see sheet "Defining and formulating intervention strategies").

TO NOTE

The use of different tools allows to cross-check the information (triangulation), and to deal with the situations from various perspectives and with various actors.

It is not the use of these tools that makes the shared diagnosis with stakeholders, but the way they are used.

1.1 Direct observation

Direct observation consists in recording all that is seen and heard in the field. Easy to implement, it often helps raising some questions and revealing new facts.

Field visit, Brazil

1.2 Surface measurement, sampling…

There is often a lack of updated, reliable figures.

It is important to supplement direct observations and actors' testimonials with precise data about the state of the production areas (surface areas, part affected by an issue…), the quality of the resources mobilized for agriculture (flow measurement, physico-chemical analyses…), etc.

Water sampling for analysis, Morocco

1.3 Semi-structured interview with key informants

A key informant is a person who is willing to take part in the diagnosis and who has interesting information.

The interview basically consists in a discussion, in the sense that it does not require any structured questionnaire but follows instead one or several topics defined beforehand.

Key informants represent the different interest groups and the different topics for the diagnosis, for the purpose of obtaining a large view of the situation and identifying potential subjects to be developed further.

RECOMMENDATIONS

- Prepare interview guidelines beforehand with all the different topics to discuss to make sure nothing is forgotten
- Win the trust of the key informants and remind them the purposes of the interview so they can express their viewpoints.
- Take notes and/or record the interview (request permission beforehand).
- Reformulate the questions if necessary, know how to fuel and refocus the discussion.

TO NOTE

Semi-structured interviews are not limited to information collection. They can be performed at various moments in the diagnosis process: description of situations, explanation of observed phenomena, validation of hypotheses, etc.

1.4 Structured survey

The survey is performed through a closed questionnaire, with a sample of individuals, in order to collect quantitative data (statistics, average values…).

RECOMMENDATIONS

- Choose a representative sample of the surveyed population (e.g.: sufficient size, respect of men / women balance…) or choose a purposive sample based on pre-established typologies.
- Formulate simple, clear questions (which will be understood in the same way by all the respondents).
- Make your compilation and data processing spreadsheet simultaneously with the questionnaire survey.
- Test the questionnaire and the spreadsheet with two or three respondents and adjust them if necessary.

Structured, survey, Morocco

1.5 Semi-structured group interview

Group interviews are based on the principle of collective construction among discussion groups (maximum of 15 people), in addition to individual interviews (structured or semi-structured).

The interviews can be carried out:

- with the communities (village communities for instance) to understand the different views on a given topic;
- with targeted groups to collect specific points of view (focus groups).

Interviews with the communities are useful during the first stages of the diagnosis (still "exploratory"), whereas interviews with targeted groups are more relevant during the explanation and verification stages.

RECOMMENDATIONS

- Analyze the relationship and influence interplay between the stakeholders before selecting the participants (to avoid conflicts and encourage everyone to voice their opinion).
- Set the rules for speaking time to avoid monopolizing the floor and/or digressions.

TO NOTE

Interviews organized with targeted, more homogeneous groups, are easier to lead because the relationships and influence interplays between stakeholders are less intricate.

2.1 Analysis of secondary data

Analysis of secondary data (maps, photographs, reports, monographs…) may provide explanatory materials about a situation, hypotheses to check. However, it is important to verify their reliability and currency before analyzing them.

2.2 Interpretation of records, samples…

Results of samples and analyses can be interpreted with contact people and/or in a group, for a clear understanding and to identify explanatory factors.

Interpretation of results, Morocco

2.3 Visual representations

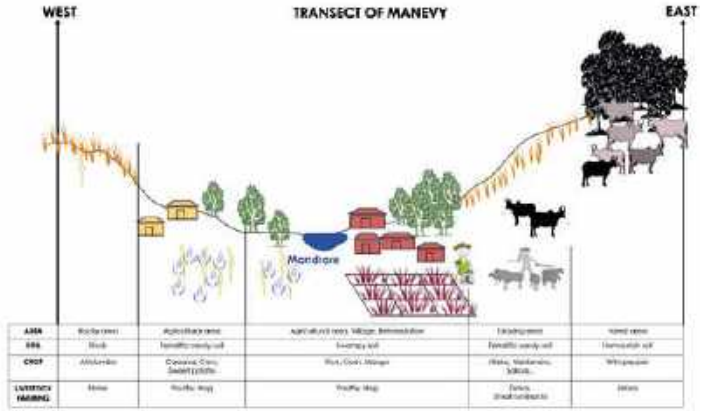
Visual representations are particularly relevant tools in the territorial diagnosis: they help understanding a situation and facilitate projections.

Various tools exist: from the most simple (transects) to the most complex (geographic information system).

The transect

It is a representation in the form of a landscape section where the following elements might be found: geology, pedology, boundaries of the different landscape units, area development modes, etc.

The transect is made from observations and questionings during the field visits.



Transect made in Madagascar

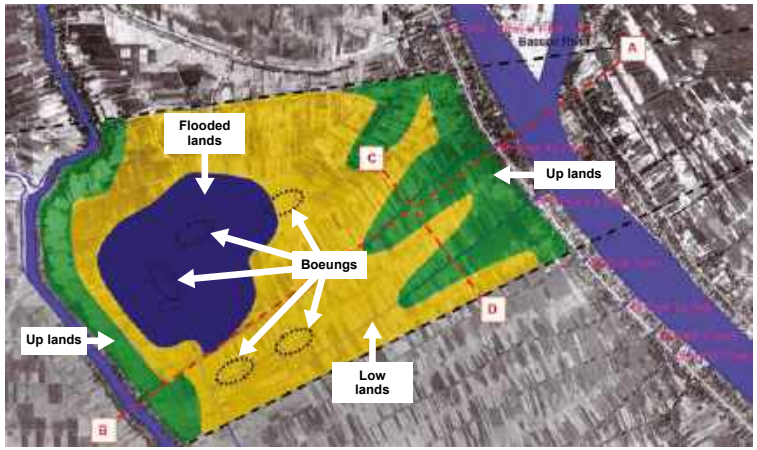
RECOMMENDATIONS

- Examine the area from a high point, draw or note key elements of the landscape.
- Choose the most diverse route.
- Cross the area following this route and carry out the description progressively by making observations and asking questions (deriving from the observations or a pre-determined grid).
- Reference the transect in terms of orientation.
- Several transects may be created, especially if the territory is heterogeneous.

Thematic zoning map

Representation in the form of an annotated satellite map where the following elements can be found: topographic areas, land-use types, infrastructures (roads, markets…), physical elements of the landscape, degradation areas, etc.

Maps can be drawn on paper or using specific software.



Zoning map made in Cambodia

The A-B and C-D lines correspond to 2 transects made in addition to the zoning map.

In any case, maps remain a medium to report on a situation (describe) and raise questions to get explanatory factors (explain and check) and/or identify projections (formulate).

3D map in Laos

TO NOTE

Maps can be made in 3D: they make the reading of some territories easier, especially those with steep relief.

The geographic information systems (GIS)

Computer software used to organize and present spatially referenced data.

The GISs – which are increasingly used – allow to obtain, process and present geographical data in the form of plans and/or maps:

TO NOTE

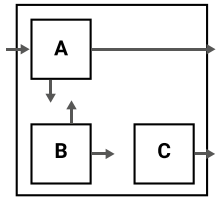
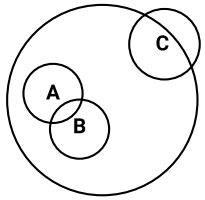
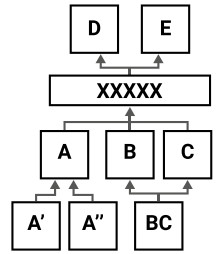
A lot of GIS programs exist nowadays; they require more or less computing skills.

2.4 Diagram

A diagram represents the relations between the different elements in a simplified, clear, instant way. Drawing diagrams encourages reflection on a given situation.

Diagrams are particularly interesting tools as part of analyses relating to interactions.

There are several types of diagrams, such as:

FLOW DIAGRAM	ORGANIZATIONAL DIAGRAM	CAUSAL DIAGRAM
		
Flow of elements inside a territory and with the neighboring territories: agricultural products, resource distribution, labor migrations, water channeling…	Relationships between the organizations of a territory and the organizations which are external yet having an influence on the territory.	Relations between the elements around a central theme: problem tree…

TO NOTE

Calendars are specific diagrams which represent elements that change over time.

Calendars can be of a daily (timetable by target group, by household member), seasonal (activities during the course of a year), or specific (emergence of diseases…) nature.

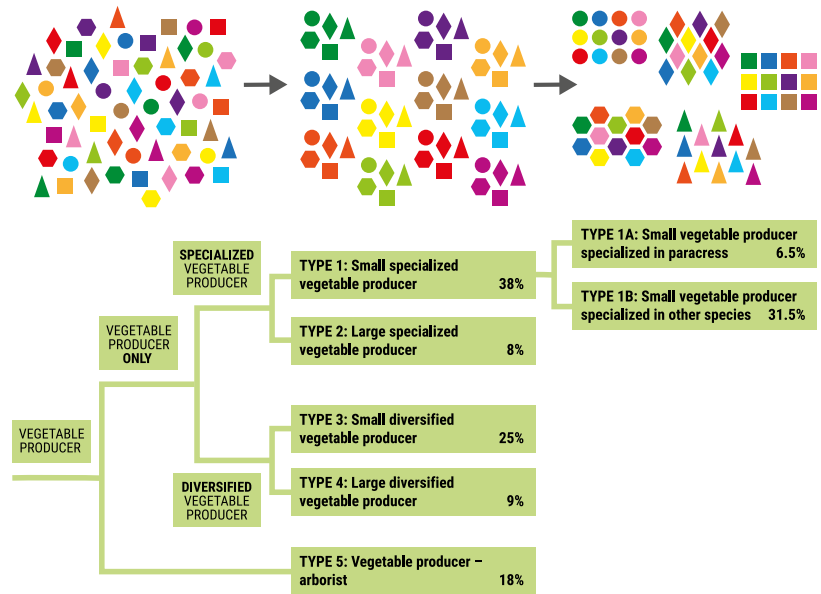
2.5 Typology

Typology allows to simplify reality by reducing it to a few major types relating to criteria that are relevant to the issue under study.

The typology can be:

- **univariate** (only one criterion determining the classification) or **multivariate** (several criteria determining the classification);
- **structural** (related to the available resources) or **functional** (related to the way the resources are used).

Several typologies are possible: typology of individuals, farms, land situations, economic activities, etc.



Farm typology, Madagascar

2.6 Stakeholder matrix

A stakeholder matrix is a tool to identify the "driving forces" of a territory, their roles, their views on the thematic, their expectations, and to analyze the importance and/or influent positions in relation to the pre-identified strategies.

Several stakeholder matrices can be developed.

2.6.1 Simple identification matrix

STAKEHOLDERS	KEY STAKEHOLDER?	WHY?
XXX	yes/no	explanation
YYY		
Etc.		

2.6.2 Role matrix

STAKEHOLDERS	ROLES		
	Role 1	Role 2	...
XXX	++	+	-
YYY	+/-	++	-
Etc.			

++: fully involved +: involved +/-: a little involved

-: not involved at all

2.6.3 Perception matrix

STAKEHOLDERS	PERCEPTION OF CONSTRAINTS AND CAUSES	PERCEPTION OF SOLUTIONS
XXX	...	...
YYY	...	...
Etc.		

TO NOTE

Following the perception matrix, it is interesting to group the stakeholders by shared perceptions and to identify the conflicting perceptions to formulate the issues and appropriate strategies at a later stage.

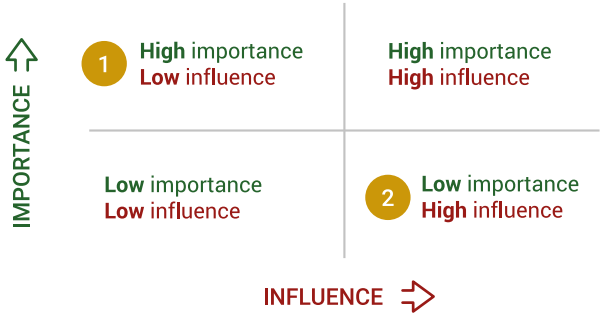
2.6.4 Influence and importance matrix

Influence is characterized by the power a stakeholder has regarding the decisions made in the territory, his ability to facilitate or stop the implementation.

Importance refers to the priority given to actors to meet their needs and interests.

Importance and influence are thus two different things. Some stakeholders can be considered as important although they have only a limited influence in the decision-making process…

The strategies should take account of these important and/or influent positions to be relevant and to avoid excluding any actor, at the risk of not achieving the goals or not being able to implement the actions.



Very important stakeholders yet with little influence (e.g.: 1) might need specific initiatives that protect their interests.

Conversely, very influent stakeholders yet with little importance (e.g.: 2) may require careful monitoring if their interests are affected by the future intervention.

2.7 Case study

Cases are chosen for their representativeness and according to the themes addressed.

Case studies are particularly well suited for diagnoses where detailed understanding of opinions, behaviors, activities… is more important than statistical extrapolation of collected data.

Case study, Morocco

3 VALIDATING AND DETERMINING THE ISSUES — TOOLS TO CHECK

Some of the tools previously presented can be beneficial to verification (projection maps, interviews…).

However, to clarify the state of a situation taking the stakeholders' expectations into account, the SWOT (Strengths Weaknesses Opportunities Threats) tool is the most commonly used.

SWOT classification

The SWOT is a representation – in the form of a table – of the strengths (what functions properly), weaknesses (what does not function or needs to be improved), threats (potential problems) and opportunities (chances to improve the situation) of the territory.

They are completed during group interviews to validate the results.

In order to help completion of a SWOT, it is important to carry out the analysis by taking account of 2 or 3 viewing angles (access to natural resources, legal framework, etc.).

SWOT	
STRENGTHS What functions properly	**WEAKNESSES** What does not function or should be improved
OPPORTUNITIES Chances to improve the situation	**THREATS** Potential problems

AGRICULTURE IN THE DISTRICT OF CATARACTES, DR CONGO – EXTRACT

STRENGTHS

On the agro-environmental angle

- Diversity of crops thanks to the variety of agro-ecological situations
- Development of market gardening on the riverbanks

On the economic angle

- Presence of numerous rural markets
- Facilitated access to the main consumption centers via the national road

.../...

WEAKNESSES

On the agro-environmental angle

- Poor savanna soils with low humus content
- Agriculture on slopes (erosion and leaching)

On the economic angle

- Low maintenance of transportation means: frequent breakdowns and difficulty in marketing the products

On the socio-political angle

- Lack of technical supervision of the producers

.../...

OPPORTUNITIES

On the agro-environmental angle

- Available and unexploited arable land

On the economic angle

- Enhancement of existing tracks and rural roads
- Diversification of product selling areas (Angola and Congo)
- Presence of big consumption centers nearby

On the socio-political angle

- Development of producer organizations

.../...

THREATS

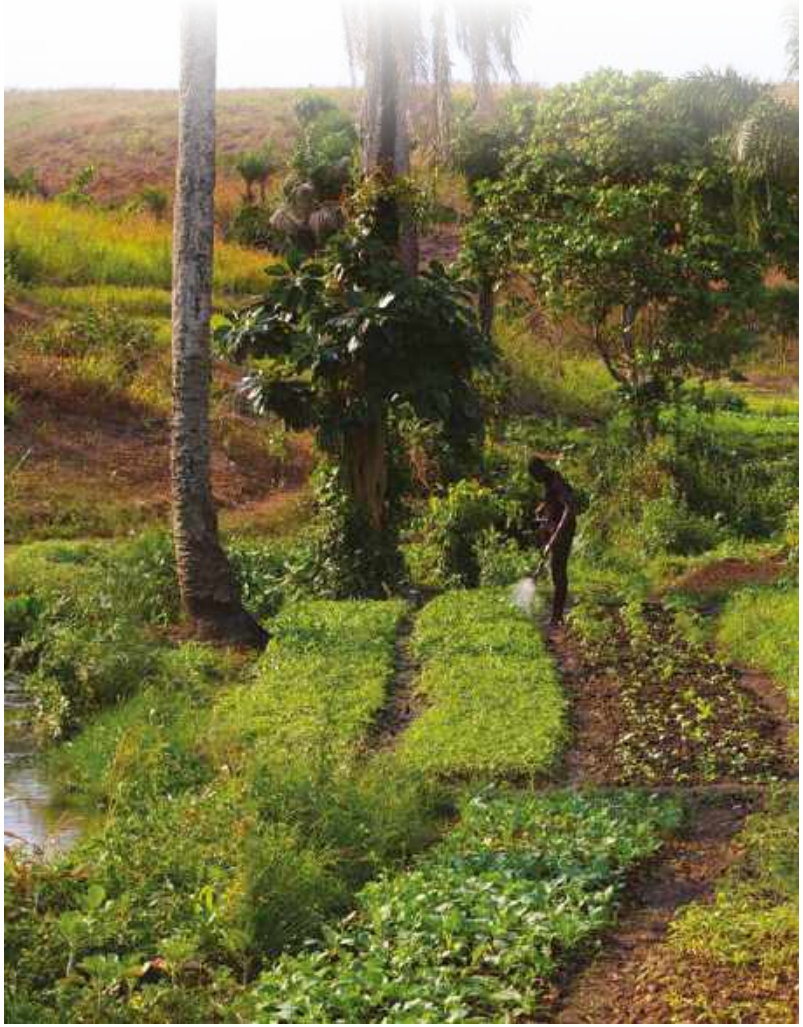
On the agro-environmental angle

- Interannual variability of rainfall
- Deforestation due to expanding population and uncontrolled bush fires

On the socio-political angle

- Administrative and police hassles
- Increased pressure on land

.../...

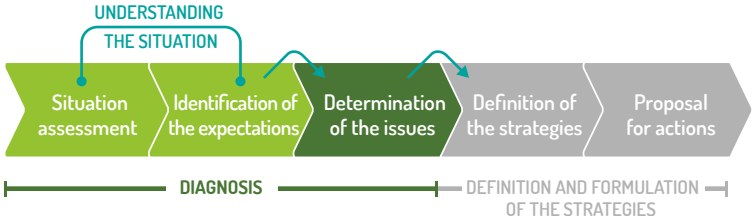


Riverbank market gardening, Province of Kongo Central, DR Congo

3 VALIDATING AND DETERMINING THE ISSUES

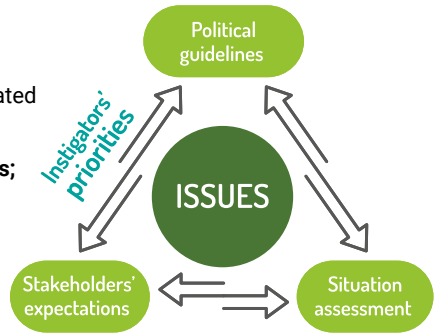
TOOLS TO **DECIDE**

Determining the issues is a crucial step in the change process initiated by the diagnosis: it allows to move from understanding the situation to the definition of intervention strategies.



Issues are the situations desired for a territory (e.g.: preserving biodiversity, fight against rural exodus, etc.). Their definition relies on the cross analysis and harmonization of 3 elements:

- **the territory's situation assessment** (discussed on the basis of the validated results of the diagnosis);
- **the expectations of the stakeholders;**
- **the political guidelines,** whether local, regional and/or national.



The potential priorities of the instigators come as an addition to this triptych if they complement the political guidelines.

Identification of issues, Cambodia

KEY POINTS TO REMEMBER

Numerous tools exist. It is important to choose them well – for the different stages of the diagnosis – according to the information needs, the stakeholders involved, and the available means.

Identification of the issues is a key step to move from understanding the situation to intervention strategies. These issues should (1) be adapted to the territory's particularity, (2) promote consistency between the economic, environmental and social objectives, and (3) bring all stakeholders together.

TO GO FURTHER...

- Sheet "Conducting a diagnosis of the territory – Method" p.47
- Sheet "Focus: The farms and the value chains" p.67
- Sheet "Defining and formulating the intervention strategies" p.73

Support to development of sustainable agriculture requires intervening in a complementary way at farm level and at territory level.

To decide on the actions to carry out, the diagnosis of the territory should be completed by descriptions and analyses of the farms and value chains, referred to as characterization.

For the record:

Value chain > all operations and actors that contribute to producing, processing, distributing and consuming a product.

Farm > one of the links in the value chain

GOALS

- Understanding how farms and value chains work
- Analyzing the farms' constraints and the value chains' bottlenecks
- Elaborating improvement proposals

IMPLEMENTATION CONDITIONS

- Having framed the diagnosis and mobilized the necessary resources
- Mastering the survey techniques and the methods of data processing, analysis and validation
- Having the necessary authorizations
- Having defined the samples for the surveys at the farm level

Principle

Characterization of the farms and value chains is performed as part of the diagnosis of the territory (see Sheet "Conducting a diagnosis of the territory – Method").

It allows:

- to define the intervention needs at farm level;
- to locate the limiting factors in the value chains (factors limiting the development of the activities) and to identify improvement proposals.

Characterizing the farms

Three elements must be determined:

- **the profile of the farmer and his family >** age of the farm's head, level of skill, number of people in the family, socio-economic situation…;
- **the production system >** production factors (land, labor and capital), crop-livestock and service provision systems, product destination;
- **appraisal of the production activity results >** on the technical plan (produced quantity, productivity, quality) and on the economic plan (margin).

The purpose of characterization is to determine room for improvement and to target the actions to be carried out at the farm level taking account of the other elements of the diagnosis of the territory on the physical plan (geography, climate…), on the political plan (orientations, regulation…), etc.

Characterization of the farms, Cambodia

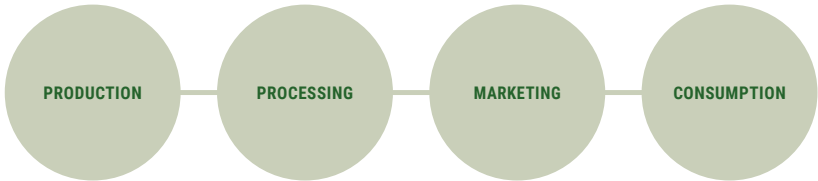
TO NOTE

The farm characterization method is detailed in the guide "Management advising to very small family farming enterprises" (Agrisud, 2019).

Characterizing the value chains

Characterizing the value chains consists in 1 **describing** and 2 **analyzing** the operations carried out by the stakeholders to produce, process, market and consume a product.

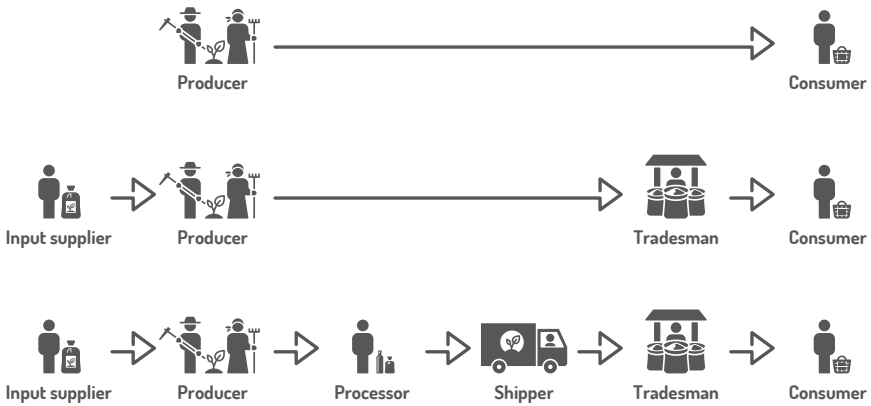
The value chains are composed of 4 major sectors:



These sectors can be composed of sub-sectors. For instance, within production, supply of inputs or material is distinct from production itself. Within marketing, transportation is often distinct from trade, etc.

Sectors and sub-sectors are arranged differently depending on the value chains and involve more or less stakeholders.

3 examples of stakeholder arrangements in a value chain:



4 elements should be determined to characterize a value chain:

- **the value chain's functioning >** Who does what and how? What relations between the various levels?
- **the geography and the flows >** Where? (spatial framework)
- **the volumes >** How much? (quantity, costs)
- **the context >** What support and/or obstacles on the political and regulatory plans?

The purpose of characterization is to determine the bottlenecks that need an intervention to make exchanges more fluid, strengthen or improve them and to suggest improvements.

TO NOTE

What value chain(s) to characterize?

Choice can be determined by the farms' supply in the territory, the product destination (consumption or sale), by processing possibilities, by consumers' demand, or by the specific request of the instigator of the diagnosis.

Characterization can be mono-product (e.g.: apples, millet…) or multi-product (e.g.: fruits, food crops…).

The value chains are "trans-territorial": the analysis can focus on one part of a territory or several territories.

Characterization of the fresh fish value chain, Bali – Indonesia

1 **Describing** the value chain

Once the value chain has been delimited, key data about each of the 4 information units should be collected.

Description can be simple or complex depending on the value chain's delimitation (mono or multi-product), its characteristics (short, long, number of agents…), the level of details required by the diagnosis, and the available means.

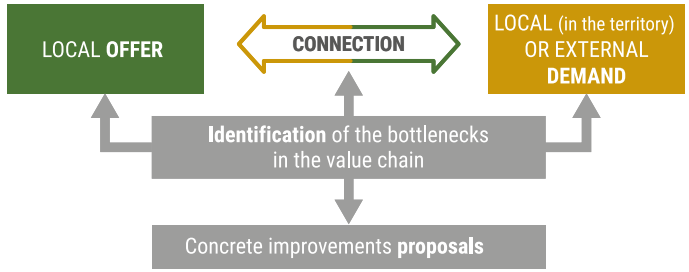
FUNCTIONING	**Key data** - identification of the agents who intervene directly (e.g.: producers, tradesmen…) and the indirect stakeholders (bank, CSO…); - typology (if necessary) of the actors (producers, tradesmen, consumers…); - identification of the agents' roles, their perception by the other agents, the strategies (of production, selling and purchasing…), the (consumption) preferences; - identification of the organization and the cooperation or competitive relations by sector, sub-sector and inter-sectors.
GEOGRAPHY AND FLOWS	**Key data >** identification of the production, processing, storage, marketing places, the flows and distribution methods at each stage…
VOLUMES	**Key data >** volume at each operation, values at each transaction (and expenses), prices charged to the end consumer…
CONTEXT	**Key data >** support policy, regulatory framework for the transactions, requirements…

TO NOTE

During the characterization stage, it is important to take the seasonality into account: of the volumes, the costs, the flows…

2 **Analyzing** the value chain

The analysis consists in locating the bottlenecks that need to be acted on to improve the value chain's performance:



Examples of bottlenecks in the value chains:

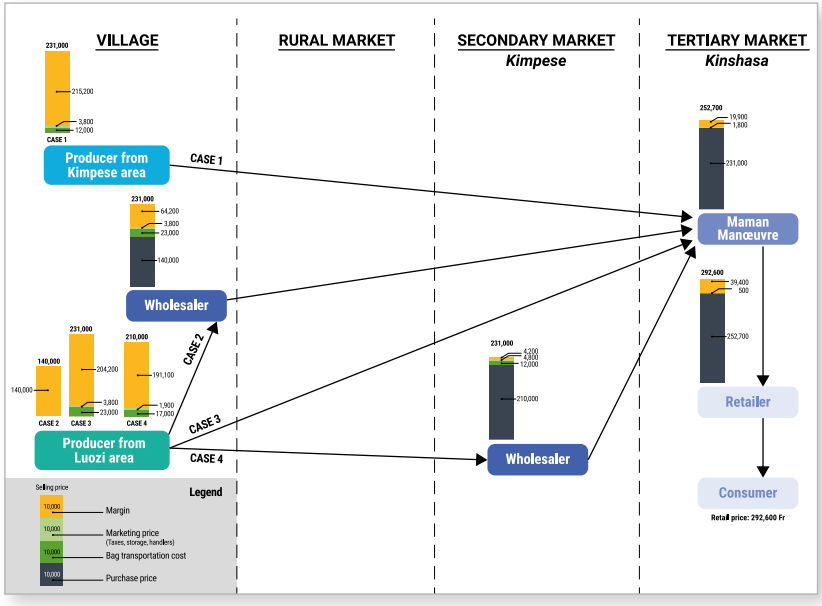
- discrepancy between product supply and demand (in terms of diversity, quantity, seasonality, quality, price);
- functional constraints in a sub-sector (limited access to inputs which adversely affects the production, state of the transport equipment which adversely affects the commercialization of products…), a sector (disorganization of markets…) or among the sectors (non-transparency of the transactions…);
- administrative or regulatory constraints (taxation…).

Beware, the analysis should allow as well to identify the opportunities and levers that need to be acted on for the development of the activities: new economic operator, subsidies…

TO NOTE

The tools to describe and analyze a value chain are the collection, processing and analysis tools used for the diagnosis: direct observations, semi-structured interviews, surveys, analyses of secondary data, diagrams…

Like the diagnosis, characterization of the value chains is performed in a participative way, by sharing and validating the results with the stakeholders.



Representation of the flows in the bean value chain, DR Congo

Market, Senegal

Onion collectors in rural areas, DR Congo

KEY POINTS TO REMEMBER

Characterization of the farms and value chains is a specific description and analysis task that is performed in addition to the diagnosis of the territory. It should help targeting the actions to be carried out for the benefit of the value chain's agents by taking account of the overall intervention strategy (which includes intervention on one or several aspects of the territory).

Characterization is performed with the methods and tools of the diagnosis: collection of targeted data, analyses and validation by stakeholders, in order to share tangible, relevant proposals.

A participative approach is preferred.

TO GO FURTHER…

- Sheet "Conducting a diagnosis of the territory – Method" p.47
- Sheet "Conducting a diagnosis of the territory – Tools" p.55
- Sheet "Defining and formulating the intervention strategies" p.73

Defining and formulating the intervention strategies

The diagnosis of the territory and characterization of the farms and value chains should help defining intervention strategies and deciding on the actions to carry out.

Several methods exist to formulate the "project". However, in any case, the work is done in a concerted way with the stakeholders so that everyone is involved right from the start of the changing process.

GOALS

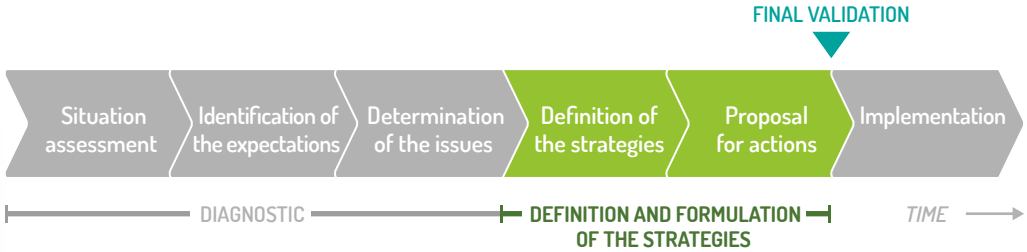
- Defining the strategies that allow to meet the issues determined at the end of the diagnosis
- Formulating the strategies on the operational and budgetary plans: projects
- Specifying the indicators to measure the progress made in the achievement

IMPLEMENTATION CONDITIONS

- Having achieved the first 3 stages of the diagnosis: (1) data collection, (2) data processing and analysis, (3) validation of the results and definition of the issues
- Having performed the characterization of the farms and value chains
- Knowing the methods and tools to define and formulate the project intervention strategies
- Mastering the leading and mediation techniques

Reminder

The diagnosis of the territory has an operational purpose: it aims at orienting the actions according to (1) the situation assessment, (2) the expectations of the stakeholders, and (3) the economic, environmental and social issues.



The diagnosis is necessarily followed by definition and development of the intervention strategies which will have to be validated before being implemented.

Method

Several methods exist: strategic planning, objective-oriented planning of the interventions, results-based management… All have in common an approach based on reality modeling, showing cause and effect relationships, in order to achieve results, objectives, effects or impacts.

Even if terminology changes and tools vary, the major stages remain the same and a matrix is used for modelling (intervention project formulation):

1 DEFINING THE STRATEGIES — TOOLS TO FORMULATE

Examples: solution diagram, choice of alternatives…

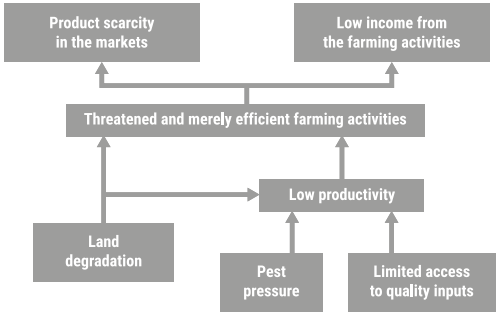
2 FORMULATING THE STRATEGIES INTO ACTION PROPOSALS — TOOLS TO ORGANIZE

Examples: logical framework, intervention budget, chronogram…

1.1 Solution diagram

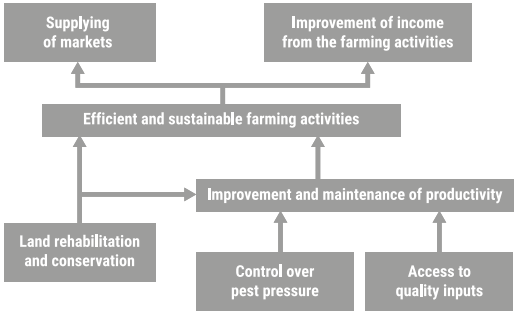
The territorial diagnosis and characterization of the farms and value chains have highlighted the constraints, summarized in one or several causal diagrams to facilitate reading.

Simplified example:



The solution diagram consists in transforming the diagram of constraints to visualize the situation which will prevail when the constraints have been solved. The constraints become goals that the activities can pursue. Cause and effect relationships become means-ends relationships.

Simplified example:



The solution diagram is not simply an inversion of the terms of the causal diagram:

- some problems may not be tackled (not feasible as part of an intervention);
- new goals can be introduced because they are important to ensure the overall consistency.

TO NOTE

Formulation of the solution diagram is performed in a concerted way.

Throughout the process, avoid top-down approaches favoring the technicians' solutions with the risk of missing the day-to-day realities of the target groups.

Similarly, avoid bottom-up approaches favoring the target groups' solutions as they might neglect regulatory, technical constraints or general interest matters.

It is important to find a good balance.

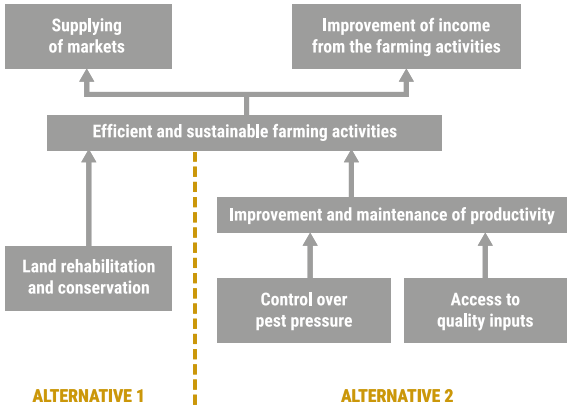
RECOMMENDATIONS

- Use simple terms.
- Avoid being too formal in the formulation of the solutions as it can quickly lead to a simplistic vision of reality and/or limit the ability to capture the complexity of a situation.
- Use the tool as a tool for debates and negotiations around solutions.

1.2 Choice of alternatives

The solution diagram reveals different groups of goals which constitute alternatives (strategies) to reach results. One or several alternatives are selected to define the intervention strategy(-ies).

Simplified example:



TO NOTE

It is important to clearly identify the selection criteria for the alternatives with the stakeholders involved: priority of the target groups, human and financial means available, coherence with the priorities and demands of the decision-makers, negative effects induced, positive externalities…

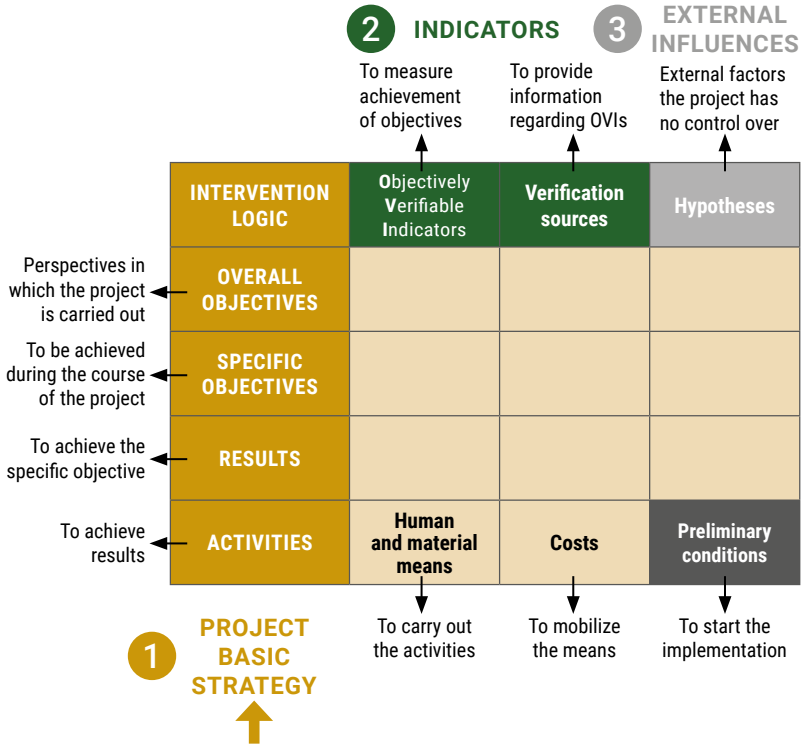
The alternatives selected constitute the strategy, the basis for the intervention logic, incorporated afterwards in a matrix that allows the project to be modelled (see the following paragraph “Logical framework”).

Depending on the situations, one or several strategies can be selected.

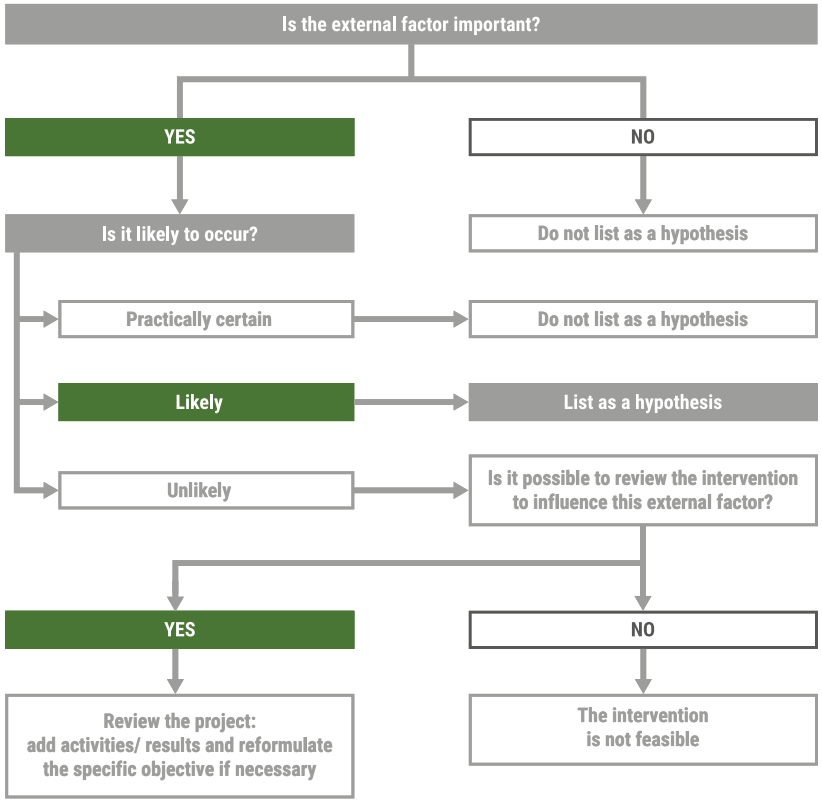
2 FORMULATING THE STRATEGIES INTO ACTION PROPOSALS — **TOOLS TO ORGANIZE**

2.1 Logical framework

The logical framework allows to establish a hierarchy between the activities, the results and the objectives, to determine the means necessary to the implementation, to define the result measurement indicators and to identify the external influences that might affect the causal relationships (hypotheses).



Focus on the formulation of hypotheses:



TO NOTE

The logical framework compiles the validated results of the diagnosis: it is a systematic and logical representation of the intervention strategy.

In addition to being important for the design, the logical framework is useful as well in the implementation of the intervention.

2.2 Budget

After the strategy has been developed on the operational plan and in order to complete the logical framework matrix (costs), it is important to prepare a budget that shows the total expenditure covering the human and material means necessary to the implementation of the intervention.

The budget shows the expenditure for each heading and specifies the calculation methods.

NATURE OF THE EXPENDITURE	UNIT	UNIT COST	NUMBER	AMOUNT
1. DIRECT SUPPORT				
1.1 Irrigation structures				
1.1.1 Equipment				
1.1.2 Labor				
1.2 Inputs and small equipment				
2. CAPACITY BUILDING				
2.1 Training in agroecology				
2.2 Training in management advising				
3. HUMAN RESOURCES				
3.1 Project coordinator				
3.2 Agricultural technician				
4. OPERATIONAL COSTS				
4.1 Rents and utilities				
4.2 Insurance				
MISCELLANEOUS COSTS (XX%)				
TOTAL				

TO NOTE

Presentation varies according to the donor's requirements. In any case, avoid using flat fees as they are rarely accurate and calculate precisely the units and costs per unit (in keeping with the narrative of the means mobilized).

2.3 Chronogram

A chronogram is a graphic representation of the calendar, the organization and duration of the activities identified in the logical framework.

It can also indicate the responsibilities related to the achievement of activities and the means (human and material) to mobilize.

	YEAR 1						YEAR 2		YEAR 3	RESP.
ACTIVITIES	JAN.	FEB.	MAR.	APR.	MAY	...	JAN.	FEB.	...	
RESULT 1										
Activity 1.1										
Activity 1.2										
Activity 1.3										
RESULT 2										
Activity 2.1										
Activity 2.2										
Activity 2.3										
Activity 2.4										
RESULT 3										
Activity 3.1										
Activity 3.2										
Activity 3.3										

TO NOTE

The formulation and organization tools are simple, but to implement them in a concerted way might be complex.

A leading and mediation work and reinforcement of skills can be necessary to overcome the difficulties of multi-stakeholder co-building, such as:

- divergent visions among the stakeholders;
- different priorities and calendars;
- skills and information levels heterogenous;
- constant staff turn-over within the decision-making bodies...

KEY POINTS TO REMEMBER

A clear definition of the strategies and development into projects facilitate the adhesion and the validation process necessary to move on to the implementation stage.

The objective-oriented planning approach, which is common to numerous methods, allows this clarification.

Nevertheless, it should be used as a support to exchanges and discussions, enabling to take account of the diversity of points of view and complexity of situations.

The risk of modelling is to simplify reality, not to take the possible evolutions into account, and thus to experience difficulties afterwards in the implementation.

TO GO FURTHER...

• Part 3: Implementing the intervention strategies p.79

IMPLEMENTING
THE INTERVENTION STRATEGIES

3

Acting on the political territory

3.1

Supporting the setting-up of development plans and contributing to their implementation

Development plans raise the issues of the territories to guide choices and ensure consistency between different fields of action.

They constitute a structuring framework as they link projects to an overall strategy defined jointly (concertation), to partners and means (mutualization).

In the case of the development projects led by Agrisud, the development plans are defined with the aim of promoting sustainable agriculture.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Creating opportunities and/or removing environmental or economic constraints for the development of the activities	• Ensuring consistency of actions • Developing economic activities • Preserving the natural resources • Ensuring food security for the population

IMPLEMENTATION CONDITIONS

- Mastering the concertation techniques
- Having good knowledge of the territory

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Local authorities (administrations and elected representatives)
- Traditional authorities
- Technical services
- CSO…

Principle

To be relevant, federating and efficient, **development plans** require:

- to open the usual decision-making processes (coupling politics with technical expertise) to new stakeholders with diverging, or even opposite points of view;
- to complexify the reading of the territories with a comprehensive or multi-sectoral (not only sectoral) approach;
- to break down the common vision into interventions, with committed responsibilities and related means.

These **concertation** and **mutualization processes** are not easy and often require to be supported.

TO NOTE

According to the context of the intervention, the plans can be layout and management plans (e.g.: protection of a natural area), development schemes (e.g.: land use), resilience plans (related to climate change), economic or food safety development plans…

In any case, they constitute a frame of reference in which the interventions should be part of.

Method

5 key stages are to be implemented:

1. MOBILIZING A CONCERTATION BODY
2. SHARING THE SITUATION ASSESSMENT AND IDENTIFYING THE PRIORITIES
3. FORMULATING INTERVENTIONS
4. SHAPING AND VALIDATING THE PLAN
5. CONTRIBUTING TO THE IMPLEMENTATION OF THE PLAN

TO NOTE

Before starting any work, it is necessary to ask about the existing plans or the plans being setting up.

If some plans exist or are active, it is important to check the consistency of the planned interventions with their orientations and to identify the possible synergies.

If they are in the process of being drawn up, it is thus possible to participate in these plans by providing knowledge, logistical support…

1 MOBILIZING A CONCERTATION BODY

The first step in setting up a development plan is mobilizing a concertation body.

Concertation differs from consultation, as it is not limited to simply requesting for an opinion. It is a collaborative work that involves various stakeholders with the aim of collectively developing proposals.

TO NOTE

Concertation does not directly lead to a decision; however it aims at preparing it. The final decision is indeed taken by the bodies which are legally responsible of it, such as elected representatives, territorial administrations, etc.

All stakeholders in the territory, or their representatives, are legitimate and can be invited to take part in the concertation:

- local (mayor, prefect…) and traditional authorities;
- technical services;
- cultural communities (different ethnic groups…);
- socio-professional categories (farmers, tradesmen…);
- civil society organizations (associations, NGOs, clubs…).

However, according to context, not all actors are associated and levels of involvement (consultation / concertation) can be distinguished.

Besides, while ensuring diversity of points of view, the number of people should remain reasonable for greater efficiency of the exchanges.

Generally, the composition and functioning of this concertation body are decided with the authorities concerned.

In some contexts, they might be regulated. It is notably the case in Madagascar as part of the implementation of the *Schéma d'Aménagement Communal* (SAC - Communal Development Scheme).

EXAMPLE ► THE PARTICIPATING ASSEMBLIES – HAITI

In Haiti, the Agrisud teams support the implementation of food security plans in the Northern communes.

Concertation is achieved as part of a body called "participating assembly", composed of:

- representatives of communal areas or sections with the participation of each ASEC (Communal Section Assembly) and CASEC (Communal Section Governing Board);
- representatives of the territorial offices and ministries (Environment, Trade and Agriculture) > mayors and municipality directors, municipality engineers, deconcentrated technical services…
- representatives of the socio-professional categories > local leaders, FO representatives…

Balance between man / woman representation should be ensured.

EXAMPLE ► THE VILLAGE COMMITTEES – LAOS

Mokseuk village committee

As part of the Participatory Land Use Planning (PLUP) methodology applied in Laos, the concertation body is a village committee composed of 12 people:

- representatives of the village authorities > members of the village head's council;
- representatives of the traditional authorities;
- representatives of the local associations > Lao Women's Union, Youth Association;
- etc.

Focus is placed on social, ethnic, generational and gender diversity.

Whatever the nature of the concertation body is, the participants must be informed of the way the process will take place and what is expected from their participation (who does what, when, where and how).

Moreover, it might be interesting to position the concertation body in the overall process of plan development by differentiating its role from the operational team's, decision-makers'…

EXAMPLE ► ACTORS OF THE IMPLEMENTATION OF COMMUNAL DEVELOPMENT SCHEME (SAC) - MADAGASCAR

The concertation body is called "Communal Development Council".

This council is composed of 45 members:

- representatives of the municipal authority* (elected representatives) — Decision makers
- municipal employees* > agents of the land office (or development agents when the position exists)
- agents of the municipality's public services* > health centers, schools, police station
- fokontany chiefs* — Concertation body
- representatives of CSOs* > women's associations, youth associations, churches, environmental committees…
- community leaders
- economic operators (farmers, tradesmen, collectors…)
- representatives of ongoing projects in the municipality

Conduct of the concertation body's sessions is achieved by an operational technical team composed of approximately twenty members (marked with an asterisk in the list above).

Warning: concertation relies on the participation of all stakeholders, determined by their capacity and motivation.

Before starting the process, it is important to ask oneself the following questions:

	CAPACITY	MOTIVATION
Questions	- Are the participants available and ready to commit themselves for the duration of the process? - Do the participants have the necessary resources to participate? - Do the participants have the same information level regarding the territory / the expected outcomes of the development plan?	- Have the participants already participated in this type of work? Are they convinced of the approach? - Are there any tensions between the participants?
Optional measures (according to context)	- Making sure the meeting place is close enough - Choosing the working time / duration by checking everyone's availability - Facilitating the logistical organization if necessary (booking of meeting room, covering transportation fees…) - Planning one or several mini training sessions on the development plans, the conception methods, the management rules or any other key subject (biodiversity…), etc.	- Choosing a pleasant, neutral place and providing for the basic needs (beverages, meals…) - Organizing visits in the field or exchange visits with other groups who have already completed the approach - Providing for knowledge sharing times on key subjects - Distributing "roles" to the participants: session secretaries, volunteer in charge of further developing a subject / writing a note

TO NOTE

Alternation of preparation, exchanges, synthesis and validation times allows to pace the concertation and ease understanding (small steps rule in collective construction).

The facilitator should be knowledgeable about the issue, remain neutral, allow everyone to speak and take all viewpoints expressed into account.

Leading a work session, Laos

2 SHARING THE SITUATION ASSESSMENT AND IDENTIFYING THE PRIORITIES

The second step in the conception of a development plan is to share the assessment of the territory's situation to formulate the priorities afterwards.

In order to facilitate reflection, different viewing angles can be identified: land management (land rules, infrastructures…), natural resources management, development of farming activities and other economic activities, etc.

The situation assessment describes the situation in the most objective way, in order to make the participants converge towards a common description of the reality.

One of the methods used is participatory mapping of the territory.

EXAMPLE ► PARTICIPATORY MAPPING TO SHARE A SITUATION ASSESSMENT

It consists in creating a graphical representation of the territory with the concertation body. It helps:

- reasoning on an illustrated basis, a concrete reality;
- obtaining much information quickly;
- understanding the representation the participants have of their territory;
- updating or detailing the existing maps from the knowledge of the stakeholders who live in the territory.

Mapping can be performed on map bases, a blank sheet or in 3D.

Firstly, the participants draw the limits of the territory. Afterwards, they add its main characteristics (towns, roads, rivers…) to ease localization.

Secondly, the participants represent the information related to the topic being addressed on the map (e.g.: agricultural use of land, supply flows of towns…).

Finally, the participants talk and agree on the way their territory is represented (assessment to date).

The situation assessment should help define the situation's issues and identify the priorities. Here again, participatory mapping can be used.

EXAMPLE ► PARTICIPATORY MAPPING TO IDENTIFY PRIORITIES

Several methods are available:

- **Identification of strong points and points for improvement**

On the map, locate the strong points and the points for improvement thanks to a color code (green and red for instance) and determine the resulting priorities (to maintain a strong point or correct a point for improvement).

This method requires to agree beforehand upon the graphical representation (map) of the territory's initial state.

- **Map analysis in terms of current standards or references**

Identify the gaps between the graphical representation created with the participants and the law (e.g.: presence of buildings in an area where construction is prohibited) or between the graphical representation and references (e.g.: number of standpipes against number of houses…)

- **Overlaying thematic maps**

Overlaying maps to identify a situation's issues. For instance, a map of the farm production can be analyzed in comparison with a map showing malnutrition prevalence to identify the situation's issues.

- **Analysis of trends**

Comparing thematic maps (e.g.: forest cover, urbanization…) created at different moments in time: to date, 15 years before, 20 years before… to see the developments and define the priorities.

Participatory mapping, Madagascar

Cartographic analysis, Madagascar

What about prospection?

In some contexts, the prospective method is used to determine the priorities. It consists in establishing scenarios, which are projections of the state of the territory in the future (in terms of land occupation, presence or not of infrastructures, state of natural resources…).

The scenarios are established taking account of:

- the foreseeable development (demographic growth, evolution of town planning…);
- the changes desired by the stakeholders (in response to the initial situation assessment).

The concertation body discusses the different scenarios and selects the desirable scenario(s). In some cases, these scenarios are discussed as part of local consultations to analyze their relevancy and their potential acceptance by the population.

The priorities then arise from the selected scenario (see step 3).

TO NOTE

It is often easier to agree on long-term goals (e.g.: maintaining sustainable agriculture in a territory) rather than short-term ones (e.g.: limiting constructions).

The prospective method requires to transform long-term goals into short-term priorities to initiate change processes.

3 FORMULATING INTERVENTIONS

The third step in the conception of a development plan consists in defining the interventions according to the priorities.

This process requires to validate the identified priorities beforehand.

Indeed, this concertation process might lead to priorities which are unanimous or priorities which are less consensual. It is thus important to refine the work by asking each participant to take a position on each of the priorities according to an agreement scale:

I COMMIT MYSELF	I SUPPORT	I AM INDIFFERENT	I OBJECT

If some participants have objected, identify with them the elements that could lead them to reconsider their position so as to reach an agreement in principle.

TO NOTE

For some priorities, complementary information will be brought in order to allow the participants to position themselves.

Once the consensual priorities have been established, identification of interventions can be completed by filling in grids such as the following:

PRIORITY 1 / XXXX							
ACTION 1	Who? With who?	When?	Where?	How?	How much/ many?	And after? (indicators)	Risks?
ACTION 2							
...							
PRIORITY 2 / XXXX							
ACTION 1							
ACTION 2							
...							

Each action is the subject of a detailed form as well:

Form filling date: XX / XX / XXXX	**Village:**	**Action title:** .....
Goals:	On the technical part: - ... - ...	On the economic part: - ... - ...
	Starting date: XX / XX/ XXXX	Scheduled ending date: XX / XX/ XXXX
Description:	Narrative: - Type of action - Number of beneficiaries - Figures on the expected results...	Illustrations: - Maps and diagrams - Photos of the area
Implementation schedule:	*Insertion of a chronogram*	
Means:	*Equipment*	*Budget*
Partners:	*Implementation supervisor*	*Associates*
Contractor	**Signatures:**	**Associates**

TO NOTE

The detailed breakdown of all interventions can be tedious.

In this case, determine a first implementation period and select the priority actions with the concertation body. This operational mode will have to be validated (see step 4).

4 SHAPING AND VALIDATING THE PLAN

The fourth step in the conception of a development plan consists in shaping and validating the final document.

The final document generally takes the form of a report (with appendices) presenting:

- the preparation conditions of the plan / its objectives;
- the situation assessment of the territory (mapped most of the times, especially in the context of layout schemes or plans);
- the definition of the priorities;
- the interventions proposed by priority (with the project forms and the distinction between priority and secondary projects);
- the plan implementation methods > mechanisms, tools, chronogram for a first period…

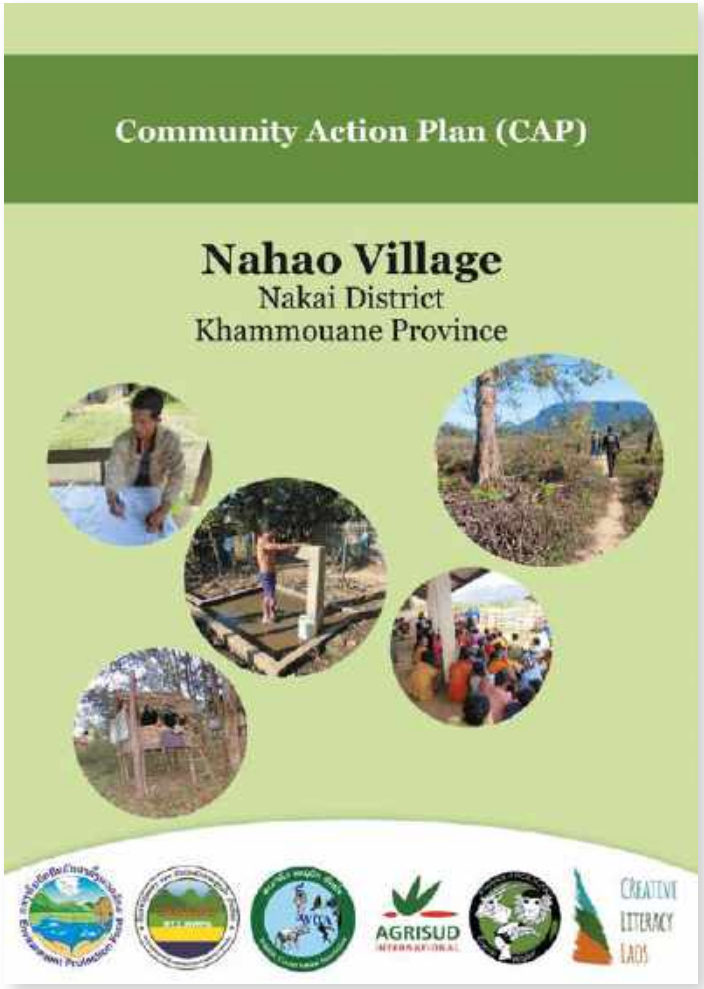
This document is then subject to a validation process, regulated or not according to the contexts.

In any case, it is important to ensure the agreement of (1) the participants within the concertation body, (2) the local representatives of the State (territorial governments, technical services), and (3) the local authorities.

TO NOTE

In order to facilitate the validation, it is important to show syntheses at every stage of the conception. Local consultations with the population can be planned as well.

Intermediary validation of the situation assessment by local consultation, Madagascar



Community Action Plan > final document, Laos

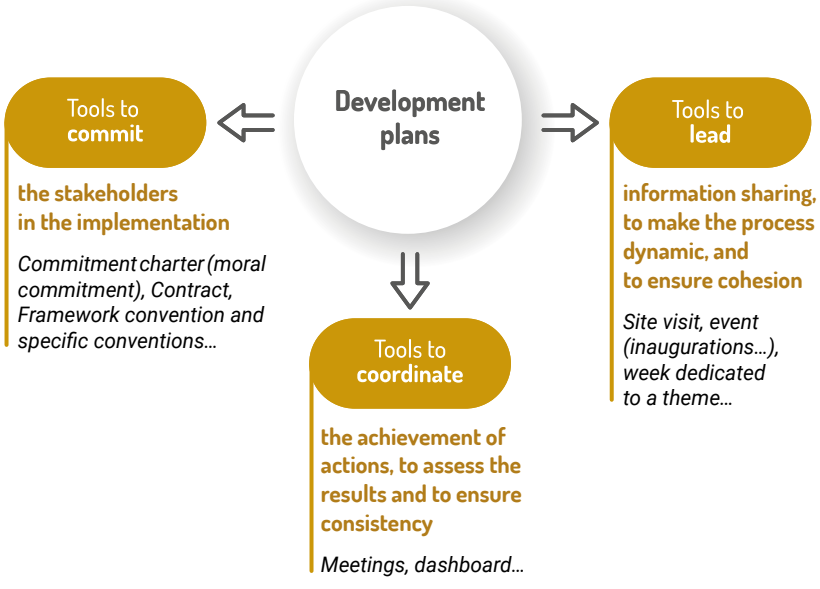
5 CONTRIBUTING TO THE IMPLEMENTATION OF THE PLAN

Once they have been validated, the development plans are led by the territorial collectivities concerned.

There are two ways of contributing to their implementation:

- achieving one or several actions identified in the plan (e.g.: reforestation of some areas, accompanying families in new agricultural models, construction of hydro-agricultural infrastructures, rehabilitation of markets, etc.);
- facilitating the overall steering of the plan through the implementation of different tools.

Concertation workshop – Commune of Antoby Est, Madagascar



KEY POINTS TO REMEMBER

The development plans are structuring frameworks which help ensuring consistency between different interventions.

Based on concertation processes (for preparation) and mutualization processes (for implementation), they play a determining role in securing the agricultural development of a territory.

Establishing a development plan can be simple or very complex and may require many skills: in geography, economy, urban planning, hydrology... Depending on the available resources, it is important to adapt the requisite level of detail and to remain pragmatic.

TO GO FURTHER...

- Pages “Explanatory illustration” p.91-92
- Page “Stakeholder testimonial” p.93
- Sheet “Accompanying the implementation of concerted water management” p.95
- Part 3.2: Acting on the geographic territory p.109
- Part 3.3: Acting on the economic territory p.137
- Part 3.4: Expanding knowledge in the territories p.183

Participatory Land Use Planning (PLUP)
Laos

In Laos, the PLUP – Participatory Land Use Planning – is the method applied to regulate the use of land.

The Agrisud teams and their partners lead the formulation of PLUPs in the villages where they run projects and carry out actions (e.g.: development of lowlands for rice-growing, establishment of grazing areas, etc.).

Overview of the main steps in the development of a plan:

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Meeting with the whole community, presentation of the PLUP process and election of the village committee	Diagnosis: collection of the socio-economic data (surveys and focus groups) to define the issue	Creation of a 3D map representing the village and its landscape	Delimitation of the village borders on the map with the representatives of the neighboring villages	Leading the role-play game "PLUP fiction" to decide upon the use of the territory (forest, habitat, agriculture, stockbreeding...)	Delimitation of the territory's different areas by the village committee based on the method learnt during the role-play game	Definition of the management rules governing the different areas by the village committee	Presentation of the PLUP to the villagers	Definition of an action plan: translating the land use plan into concrete actions to be achieved	Validation of the final file: village monograph, thematic maps and action plan

Focus on the 3D map:

Creation of the map from a topographic map:

- Draw the contour lines on cardboard using carbon paper (one layer of cardboard = 20m in altitude).
- Cut the layers and stick each one on top of the others from the lowest altitude to the highest.
- Cover the reliefs with adhesive tape and plaster strips.
- Once dried, draw the rivers, the roads…

Delimitation of the village borders:

- Find your way on the 3D map to draw the borders.
- In case of doubts or conflicts, the GPS coordinates can help delimiting some areas.

Delimitation of the areas:

- With colored threads and pins, mark the forests, the habitat… to date (one color by type of use).
- Following the PLUP fiction, go through the delimitations again according to the discussed scenarios.
- Find an agreement and paint the different uses of the territory with a color code.

The created 3D map is made in 2D and displayed on a wooden board at the village entrance/center.

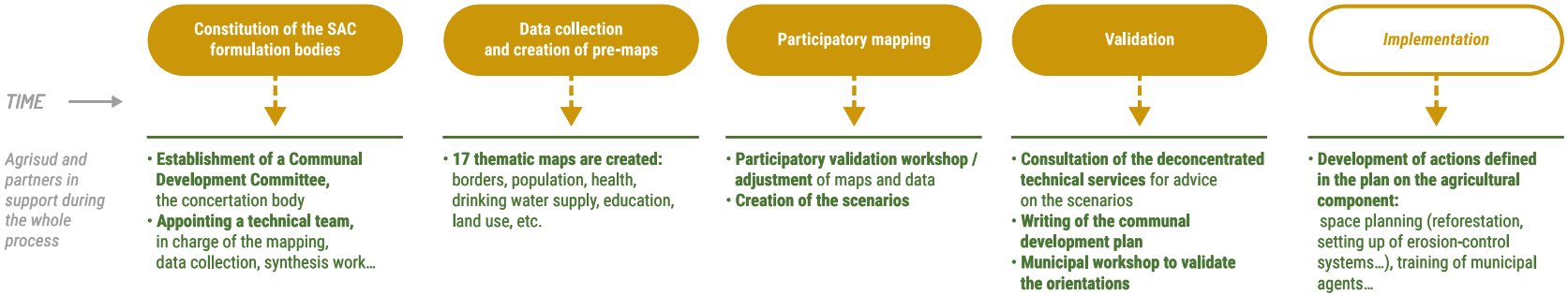
EXPLANATORY
ILLUSTRATION

The *Schéma d'Aménagement Communal* (SAC - Communal Development Scheme)
Madagascar

In Madagascar, communes are required to implement a SAC so as all stakeholders, public and private, can have a reference framework to develop, organize and/or use the communal spaces.

The Agrisud teams and their partners facilitate the formulation of SACs in the communes where agricultural projects are implemented.

Overview of the main steps:



Final output:

The document is a report of a hundred pages which includes:

- an assessment of the territory's situation;
- the territorial issues that affect the commune;
- the commune's vision over the next 15 years, as well as the orientations and goals regarding land-use planning;
- the interventions and chronogram for the implementation.

It is accompanied by the document on land-use regulation (registry of laws regarding the development and use of land) and the maps created during the formulation (situation assessment thematic maps and 15-year-ahead projection thematic maps).

Work meeting as part of the PAC, Limbé, Haiti

CONTEXTUAL ELEMENTS

In Haiti, since 2013, Agrisud International and its partner GRADIMIRH have been implementing the Limbé watershed Sustainable Management Programme (PAD Nord).

As part of this project, the municipality of Limbé has been accompanied in the preparation of a *Plan d'Aménagement Communal* (PAC - Communal Development Plan).

This document allows to identify the priority projects as regards the watershed layout and to guide the partners for the purpose of the commune's development.

It has been prepared by a **concertation body** composed of representatives of the municipality, the CDC (Communal Development Committee), the ASEC (Communal Section Assembly), the CASEC (Communal Section Governing Board), and groups of farmers supported by the project (25 participants in total).

Local authority

Stakeholder testimonial

Mr. Théodule LOUTE
Chief Executive Officer of the municipality of Limbé
Haiti

The communal development plan is a **planning tool** that the municipality has at its disposal to define the strategies and priorities in terms of agro-environmental development.

As part of the PAD-Nord project, the municipality organized **concertation workshops** between stakeholders to discuss the strategies to adopt for the 4 years to come. Next, we worked on the drafting of the summary document.

The plan is useful to the municipality, first because it is a tool that encourages dialogue with the partners about our priorities. Then, as it is thematic, the PAC determines the priorities in a concise manner and the actions are easier to tackle for the partners.

Accompanying the implementation of concerted water management

For a long time, the water management was tackled as a sectoral matter.

Now, IWRM– Integrated Water Resources Management – is acknowledged as the relevant approach.

As part of the agricultural development projects run by Agrisud, the IWRM approach is applied at the local level.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Sustainably manage the water resource in order to improve the production capacities	• Guaranteeing the availability and quality of the resource • Strengthening territorial governance regarding management of a key resource, water

IMPLEMENTATION CONDITIONS

- Having identified the issues regarding water management within a given area
- Acting in agreement with the authorities and services in charge of water
- Ensuring cohesion of the resource users

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms, FOs
- Water users (outside the agricultural sector)
- Local and traditional authorities
- Technical services

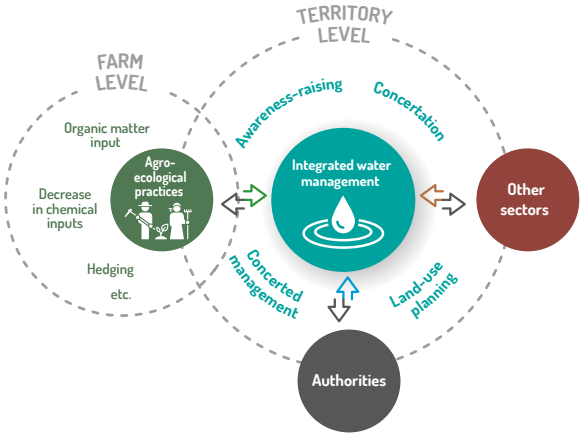
Principle

The IWRM approach acknowledges the uniqueness of the water resource within an area, which means that each user must take into account the impact of its use on the resource, as well as its effects on all other users.

Moreover, it recognizes the multiplicity of the technical, economic and social challenges regarding water resource management.

As part of an agricultural development project in a territory, this approach requires **the implementation of a local governance** to set and reach common goals of optimizing the water resource.

This activity is complementary to the **technical achievements** implemented at farm level (transfer of agro-ecological practices), and at the area level (protective structures – plantations, erosion-control systems – or resource enhancement – hydro-agricultural structures – see part “Acting on the geographic territory”).



Method

4 activities are to be implemented:

1. RAISING AWARENESS ON THE IWRM APPROACH
2. IMPLEMENTING A LOCAL GOVERNANCE BODY
3. DETERMINING A CONCERTED MANAGEMENT PLAN
4. IMPLEMENTING THE MANAGEMENT PLAN

1 RAISING AWARENESS ON THE IWRM APPROACH

Achievement of optimal management of water in a territory not only relies on technical accomplishments. Behavioral changes are necessary, which implies a first step of awareness-raising. It generally concerns:

- the landowners,
- the people living in the focused area,
- the farms which use the same water source for activities upstream / downstream (depending on the situation),
- the families who live upstream / downstream and use the same water source for non-agricultural use,
- the companies which use the water source in their production cycle (water supply, hydropower…),
- the technical services,
- the authorities.

Awareness-raising focuses on 4 major themes:

REPRESENTATION OF SPACE AND WATER CYLE	INSTITUTIONAL & REGULATORY FRAMEWORK	WATER-RELATED ISSUES	EXAMPLES OF INTERVENTION
Space mapping, representation of the sources, rivers, flows, users' location…	Decision processes about water, stakeholders involved, legislation, customary law…	Identification of the local issues in quantitative terms (scarcity, excess, effects on the uses…) and qualitative terms (pollution, salinity…)	Actions* for protection and increase of the resource and for thrifty management: plantations, construction of hydro-agricultural structures, agro-ecological practices…
Understanding the territories which are relevant as regards water management	**Being aware** of the rights and duties in these territories	**Identifying** the issues	**Knowing** some solutions and **understanding** the complementarity of actions

**At the level of farms and common areas.*

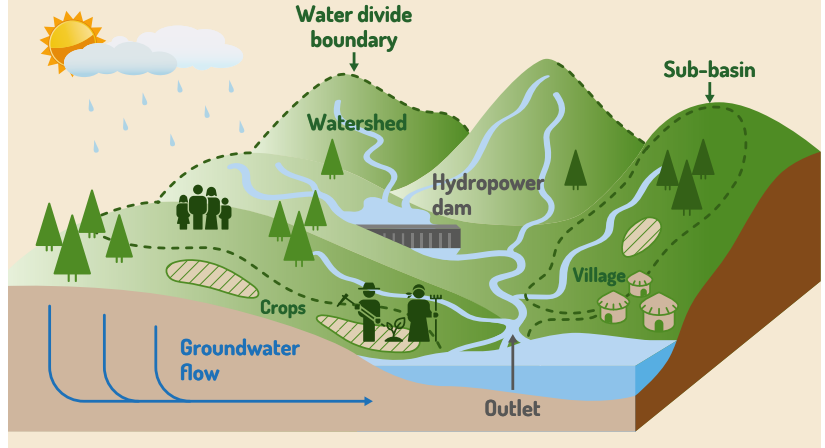
Awareness-raising is based on the principle of discovery by the participant: mapping is participatory, the institutional and regulatory framework is "reconstituted" based on knowledge, working groups are formed to identify the issues, and the examples of intervention are listed in brainstorming sessions, then classified and completed.

Besides, the approach focuses on the local realities. Therefore, it is important to have good knowledge of the context. The goal is to raise interest in participating to the implementation of joint management.

TO NOTE

The awareness-raising stage is an opportunity to identify the views the stakeholders have of their territory and the management of the resource, to determine the expectations and the potential conflicts.

EXAMPLE ► SCHEMATIC REPRESENTATION OF WATER IN A WATERSHED, MADAGASCAR



Watershed: territory delimited by water divide boundaries. A watershed regroups all waters flowing towards the same waterway or stretch of water (river, lake…), called outlet.

2 IMPLEMENTING A LOCAL GOVERNANCE BODY

Governance is a process of sharing the decision-making power. It relies on a voluntary concertation approach by the local stakeholders which combines satisfaction of the different uses (drinking water, industry, tourism, agriculture…) and their development, without jeopardizing the water resource.

The purpose of the implementation of a local governance body is:

- to "open" the political decision to new stakeholders who are not institutionally considered as legitimate (because they have not been elected, appointed, etc.), but who nevertheless can play an important role in the decision-making process;
- to adopt a multisectoral approach, refraining from taking account of the interests of only one sector (agriculture at the expense of tourism for instance or vice versa).

According to the situations, the governance body gathers:

- the representatives of the water users;
- the technical services;
- the authorities (local and traditional);
- the manager(s) of the water networks.

It can take different forms to adapt to the territory's specificities: committees, assemblies, working spaces, etc.

In any case, the body created (or supported if it was already existing) should help organizing the stakeholders of the territory to:

- identify the issues to tackle;
- propose adapted solutions;
- agree on the requirements for the preservation of the water resource;
- define management rules.

To do so, the governance body prepares a management plan (see activity 3), coordinates it and adjusts it as achievements are made.

Multi-stakeholder working group on water issue, Morocco

TO NOTE

Implementing a governance body is not always enough to plan and coordinate efficient and sustainable management of water.

Sometimes indeed, the local stakeholders do not have the knowledge or support required to identify, coordinate and adjust the plan.

In that case, beside the awareness-raising activity, it is important to plan a skill transfer to enable them to participate efficiently to the concertation dynamics and coordination of actions.

The skill transfer can focus on land-use planning, the IWRM, agroecology, stabilization structures… depending on the contexts and needs.

3 DETERMINING A CONCERTED MANAGEMENT PLAN

The management plan is achieved in a concerted way by the local governance body through workshops and on-site visits.

Three stages can be distinguished.

► Carrying out an assessment of the situation (stage 1)

- Mapping of the area, land status and water resources (sources, streams, rivers, lakes…).
- Identification of the area's users and their origins.
- Characterization of the water resources: flows of springs and rivers, quality, seasonal fluctuations…
- Characterization of the current and future uses of water: use type (drinking water, agricultural water, other uses), volume drawn, seasonality of needs.
- Identification of risks (pollution, reduced groundwater recharge…) with regard to the activities led and the water uses (overuse…) or potential conflicts.

Mapping of the watershed of Soarano, Madagascar

TO NOTE

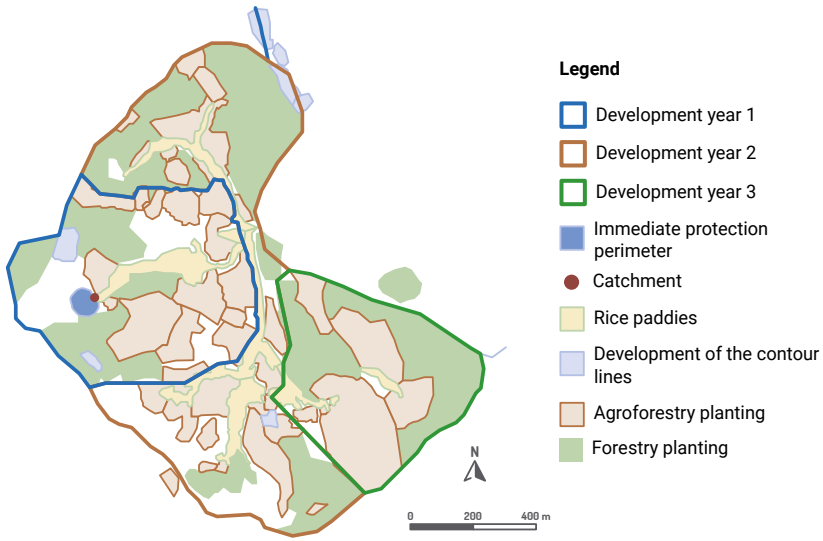
The work performed during the preliminary awareness-raising sessions is resumed and developed further at this stage in order to be validated by the governance body.

► Plan preparation (stage 2)

- Zoning of the space occupancy in relation to the closeness of the water sources (e.g.: immediate protection perimeter, close perimeter, distant perimeter) and by types of uses (e.g.: forests, agroforestry areas, rice paddies…).
- Management terms for the differentiated areas: promotion and/or restriction measures of some activities (tourism, livestock farming, crops, forestry…) and prohibited / promoted agricultural practices (use of natural inputs, anti-erosion practices…).
- Proposed physical developments: planting on contour lines with soil-fixing plants, digging drainage ditches at the bottom of the slopes, plantations…

Depending on the territories, the management plans are more or less substantial. To ease the implementation, it is possible to carry out priority programmes over specific periods.

Development plan of the watershed of Zambazamba, Madagascar

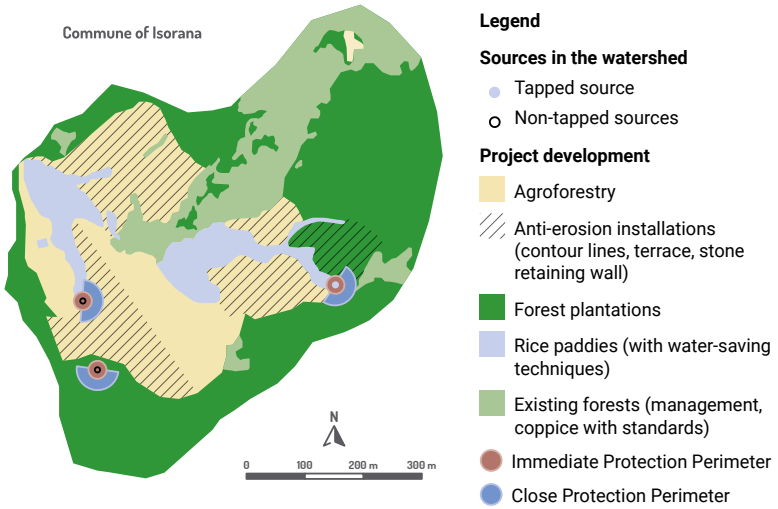


EXAMPLE ► PERIMETERS IN THE WATERSHED OF ANDOHAKIADIANA – MADAGASCAR

Three perimeters can be distinguished, depending on the closeness to water catchment points of drinking water supply networks:

- **Immediate Protection Perimeter (IPP) >** generally fenced area where all activities are prohibited (except those related to the operation and maintenance of the catchment infrastructures).
- **Close Protection Perimeter (CPP) >** larger area where all activities likely to cause deterioration of the water quality are prohibited. Proposed improvements: permanent soil cover, vegetated contour lines.
- **Distant Protection Perimeter (DPP) >** area generally coinciding with the supply zone of the catchment point, or even with the whole watershed. Proposed improvements: agroforestry and forestry.

Source protection perimeters – Watershed of Andohakiadiana



► Validation of the plan (stage 3)

- Public presentation meeting to show the map completed and to explain the source protective zones, the different categories of land uses, the types of development proposed, and the enhancing rules set out for each area and use category…
- Validation by the population, with particular attention paid to both categories of stakeholders directly concerned by the evolutions: the landowners and the farms that lead their farming activities within the limits of the related area.

Local consultations for plan validation, Haiti

TO NOTE

The farms can be strongly affected by the changes proposed: necessity to set up the arrangements in the immediate vicinity of the farming plots, to modify the systems (food crops > agroforestry) or practices…

To facilitate the changes, it is important to offer a support programme.

4 IMPLEMENTING THE MANAGEMENT PLAN

Implementation of the plan involves:

- technical achievements, at the farm level (transfer of the agro-ecological practices) and at the area level (protective installations – plantations, anti-erosion devices – or resource enhancement – hydro-agricultural infrastructures);
- regulatory provisions and awareness-raising actions for the enforcement of the resource management terms.

The technical achievements are steered by the governance body that is the project owner. They can be implemented by the farms, the professional organizations or the technical services with the population's contribution (see part "Acting on the geographic territory").

The regulatory provisions and the awareness-raising actions vary according to the contexts:

EXAMPLE OF REGULATORY PROVISIONS	- Formalizing the rules governing the use of water by decree - Implementation of bodies and procedures to control the enforcement of the regulation and the sanctions for violations - Signature of a water management charter (symbolic commitment yet with a federating effect)
EXAMPLE OF AWARENESS RAISING	- Leading sessions in the villages, schools… - Theme days dedicated to water (when the moment has come to assess the achievements) - Inauguration of infrastructures - Setting signage: mapping at the entrance of villages showing the global scheme, information boards on the specific perimeters…

Water management balance report, Senegal

KEY POINTS TO REMEMBER

Implementing joint management of water in a cohesive territorial framework enables to integrate the different sources (underground, surface…), the different uses (agricultural, industrial, touristic…), the different stakeholders and their interests – sometimes diverging – with a view to ensure the sustainability of the resource.

This governance should go hand in hand with complementary technical achievements at the users' and at the common spaces' levels.

TO GO FURTHER…

- Page "Explanatory illustration" p.101
- Sheet "Supporting the setting-up of development plans and contributing to their implementation" p.83
- Sheet "Developing and protecting the agricultural lands" p.111
- Sheet "Achieving hydro-agricultural facilities" p.119
- Sheet "Implementing reforestation activities" p.129

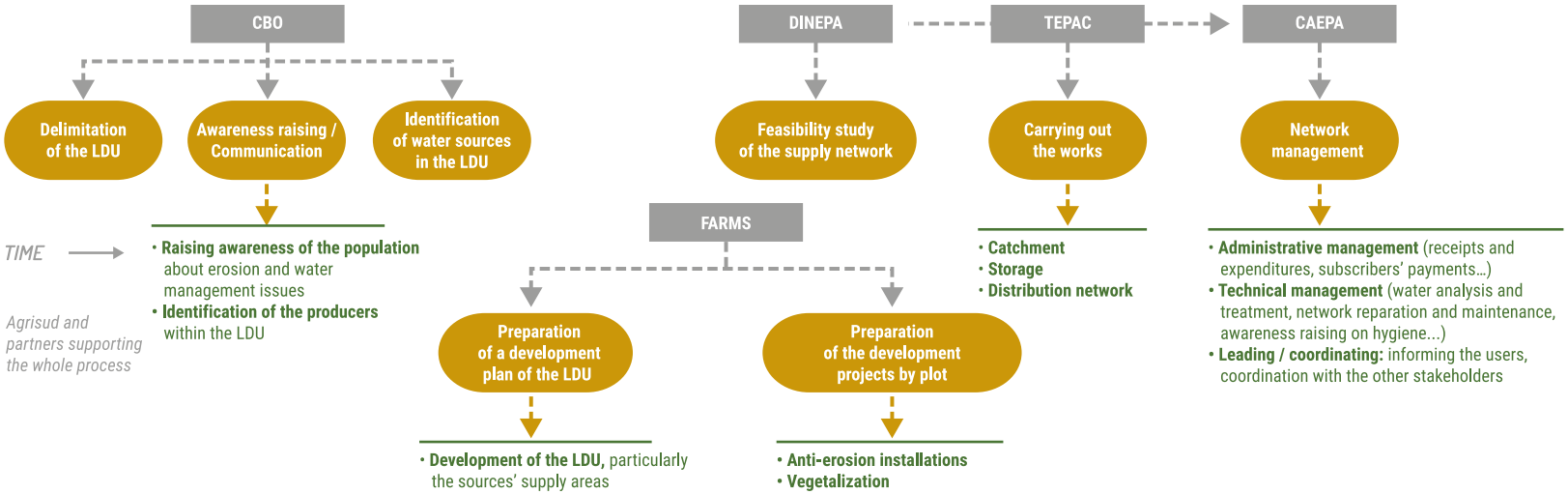
Concerted water management in local development units, Haiti

In the communes of Limbé and Bas-Limbé, the Agrisud teams and their partners work to improve water management at the level of Local Development Units (LDU) with a twofold objective: ensuring the protection of soils against water erosion and ensuring the needs of drinking water of the families.

The approach mobilizes various stakeholders:

- the CBOs, Community-Based Organizations, in charge of local development activities in the communes;
- the OREPA Nord (Drinking Water and Sanitation Regional Agency), representing the DINEPA (Drinking Water and Sanitation National Authority);
- the TEPAC, Monitoring and Management Technicians for Communal Drinking Water and Sanitation Systems;
- the CAEPA (Drinking Water Supply and Sanitation Committee), composed of 4 people elected by the community and one representative of the municipality or the authorities of the communal section;
- the farms of the LDUs (Local Development Units).

Main completion stages:



Advocacy is a process which aims at influencing decision-makers for a political change.

It can consist in modifying an existing framework or implementing new provisions. It can be achieved at different scales: local, national or international.

In the case of the development projects led by Agrisud, the advocacy actions are implemented at local scale to overcome the constraints to the development of farming activities.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Removing constraints related to the political, institutional or administrative framework	• Supporting development of sustainable farming activities

IMPLEMENTATION CONDITIONS

- Having identified the political, institutional or administrative constraints which hold back the development of the farming activities
- Knowing the decision-making bodies, the stakeholders who have power (or influence) and the strategic and regulatory framework of the intervention scope

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- Decision-makers (targets of the advocacy actions)
- CSOs

Principle

Advocacy actions are complementary to other actions implemented for the development of sustainable agriculture, like skills transfer (training, follow up-advising…), rehabilitation of hydro-agricultural infrastructures, or structuration of the commercial value chains.

They aim at overcoming the potential constraints in the "political territory": land legislation, law on marketing of agricultural products, taxation rules, conditions of access to funding, etc.

To be efficient, the advocacy actions should be part of an approach which is structured and, if possible, collective.

Method

4 key stages are to be implemented:

1. CHARACTERIZING THE ISSUE AND ANALYZING THE "POWER"
2. DEFINING THE OBJECTIVE AND BUILDING THE ARGUMENT
3. PLANNING THE ACTIONS
4. IMPLEMENTING, FOLLOWING UP AND ASSESSING THE ACTIONS

Building an advocacy action, Guinea-Bissau

TO NOTE

Depending on the complexity of the change to be brought, the results can be obtained in the short, medium or long terms. It is not always possible to assess them within the framework of a project (if the deadline is close).

1 CHARACTERIZING THE ISSUE AND ANALYZING THE "POWER"

This first stage is crucial in the process. It is determinant to the continuation or not of the work.

The advocacy actions may indeed be burdensome, and the results cannot always be guaranteed. It is thus important to ensure the interest in leading this type of actions by (1) measuring the importance of the constraint, (2) characterizing it, and (3) analyzing the "power" to consider if the actions will have an impact or not.

	EXAMPLES OF QUESTIONS TO ASK
Importance of the constraint	- Is it necessary to remove the constraint or is it simply desirable? - Is it possible to adapt if the constraint is not removed?
Nature of the constraint	- How the constraint is related to a lack or dysfunction of the political, institutional or administrative framework? - What policies / strategic documents / laws or regulations should be changed? - Is the constraint the result of poor enforcement of the frameworks? If yes, what practices should change?
Decision-making **power**	**The stakeholders** - Who are the stakeholders involved? How sensitive is the subject for them? Who are those who have something to gain / to lose in case of change? - What are the attitudes and motivations towards change? - What is the stakeholders' influence? Who may have an influence on them? **The decision-making processes** - What are the instruments and frameworks in force? What are the revision procedures (and practices)? - What are the organizations involved in the decision-making process (in a formal or informal way)? How do they participate? - What is the timeline for the decision-making process? When is the good time for change (law revision calendar, forthcoming elections…)?

Analysis of the decision processes, Brazil

2 DEFINING THE OBJECTIVE AND BUILDING THE ARGUMENT

The second stage consists in identifying the advocacy objective and collecting, analyzing, consolidating data to build the argument which will serve as the basis of the actions.

The argument should help convincing the decision-makers of the interest of change. It is thus important to have reliable data.

Exemple: as part of an advocacy work to modify the rules for water sharing in favor of the agricultural sector, data can be collected about:

- the water needs by type of use (drinking water / agricultural water);
- the capacities of the resource;
- the economic analysis of the resource mobilization and distribution service;
- the potential protection measures for the resource;
- the conditions implemented to ensure a balance between the different uses…

3 PLANNING THE ACTIONS

The third stage is about planning the actions: identification of the targets, formulation of the messages, tools, calendar and means.

► Determining the targets

The targets are:

- the institutions, bodies or people officially authorized to take decisions in favor of the desired changes (the communities, territorial administration, technical services, village heads…);
- and the institutions, bodies or people in a position to influence those who are authorized to make decisions (traditional or religious authorities, economic stakeholders, unions, professional groups…).

The target identification work is achieved on the basis of the analysis of power (carried out in stage 1).

TO NOTE

The advocacy action will be more efficient if it is led collectively. Therefore, it is essential to identify the partnership or alliance possibilities.

The partners are the organizations or individuals to elaborate, plan and achieve the advocacy actions with.

The allies can relay the messages without being involved in the preparation or planning of the actions.

► The messages

For each target – and in relation to the built argument – it is important to formulate in a clear, precise, and illustrated manner:

- the desired change (to reach the goal);
- the argument(s) supported by factual and quantified elements.

TO NOTE

The targets are different. The messages should be adapted taking their profile and sensitivity into account.

► The tools

Several complementary action modes can be combined.

- The expertise: based on the provision of knowledge and demonstration elements resulting from research, capitalization works, technical studies…; it is rendered in the form of reports, argued notes or restitution workshops, and gives legitimacy to the desired change.
- The lobbying: formal meetings, informal gatherings, field visits… with one or several decision-makers; it helps influencing the result of a negotiation, convincing and obtaining information as well.
- The media work: position papers, press releases, press conferences, messages broadcasted on radio, newspapers…; it helps reinforcing the credibility of the message and influencing the decision-makers.
- Public engagement through petitions, participation or organization of events…; its aim is to gather support to the desired change using public “pressure” as consumer or elector.

Visit of decision-makers and influencers, Morocco

EXAMPLE ► ADVOCACY TO INCREASE AGRICULTURAL WATER VOLUMES – SENEGAL

Targets:

- Delegated company in charge of distribution of water and which has the power to operate the change.
- Tri-partite borehole management committee (municipality, sub-prefecture and ASUFOR – Associations of borehole users), likely to influence the delegated company.

Messages:

- Delegated company > the volumes consumed for household needs are too low to cover the fixed costs of the service. Agricultural consumption (77% of the total consumption) is essential to the cost-effectiveness of the service.
- Message to the authorities > improvement of the water supply of the agricultural areas will allow to increase the vegetable production volumes and the revenues generated in the commune.

Tools:

- Information sharing to the manager about the evolutions of the water needs in relation to the agricultural cycles and about the economic models (in the form of synthetic reports)
- Meeting with the representative of the delegated company in charge of borehole management and meetings with the authorities (municipality and sub-prefect)
- Meeting with the authorities (municipality and sub-prefect) and groups of market gardeners in the production sites.
- Etc.

Meeting in an agricultural perimeter, Senegal

► The calendar and the means

The calendar should be structured around the events and opportunities for change identified in stage 1, during the analysis of "power", taking account of:

- the preparation times for the meetings or events, which may be long sometimes;
- the time periods in obtaining the data (in case of a work on expertise).

Specific times can be planned as well beside the identified times of opportunities for change.

Next, it is necessary to formulate the programme in a document which includes the tools, the resources (human, material, financial), the responsibilities, the potential partners and allies, the implementation calendar (see example of table below).

All these elements should help determining the plan's feasibility in regard to the available resources or reflecting on the complementary resources to mobilize in order to implement the actions.

Example of programming table:

Advocacy actions	Targets	Resources	Partnership & alliance	Budget	Calendar				Obs.
					T.1	T.2	T.3	T.4	
Economic analysis									
Meetings with decision-makers									
Side events									
...									

4 IMPLEMENTING, FOLLOWING UP AND ASSESSING THE ACTIONS

The desired changes may be long, unstable (depending on the political or institutional context) or diffuse. However, in the course of implementation of advocacy actions, it is important to be able to measure whether or not:

- the targets have been reached (e.g.: event participation rate) – possible in the short term;
- the targets have been impacted (e.g.: commitment of the authorities, implementation of new programmes) – possible in the medium term;
- the goal has been reached (e.g.: change in legislation or regulation) – possible in the medium and long terms.

To this end, a monitoring-assessment system should be implemented based on monitoring indicators and assessment questions.

EXAMPLE OF MONITORING INDICATORS	- Number of planned / completed tools - Number of achieved meetings / gatherings - Event participation rate - Number of relays following a publication
EXAMPLE OF ASSESSMENT QUESTIONS	- Have the desired changes occurred in full? In part? - Is the cost-effectiveness ratio satisfactory? - What is the impact for the population? - Etc.

Furthermore, it is important to keep watch on:

- the evolution of the texts, strategies or regulations regarding the constraint which is the subject of the advocacy actions;
- the change of persons at decision-making positions (a target may have been reached and may have made commitments without being able to complete them because of a reassignment, end of term…).

At each stage, the assessment helps understanding why the advocacy actions have been successful – or not – in order to adjust them.

Recording of a radio programme, Morocco

KEY POINTS TO REMEMBER

Advocacy actions may be necessary to push a political, institutional or administrative framework forward in favor of sustainable development of farming activities.

These actions are achieved as part of a structured approach, focusing on different messages, addressed to different targets, in order to obtain the desired change.

Depending on the complexity of the change and the intervention scale, the results can be obtained in the short, medium or long terms. It is thus important to pay special attention to planning, and to implement, if possible, partnerships and alliances.

TO GO FURTHER…

- Part 3.2: Acting on the geographic territory p.109
- Part 3.3: Acting on the economic territory p.137

Acting on the geographic territory 3.2

Developing and protecting the agricultural lands

Agricultural areas can be poorly valued for lack of suitable agricultural layout. It can also be threatened by land pressures (especially in suburban areas) or by resource degradation phenomena (such as loss of soil fertility), emphasized by climatic variations (winds, rainfall causing erosion…).

To address these issues, technical and institutional responses can be provided.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Restoring, maintaining and improving the productive potential	• Securing and enhancing the production areas (income generation for the population, food security) • Preserving the natural resources

IMPLEMENTATION CONDITIONS

- Having identified opportunities for improvement, threats or environmental degradations
- Acting in agreement with the authorities
- Ensuring cohesion among the farms concerned

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- Technical services
- Local and traditional authorities

Principle

Developing and protecting the agricultural lands falls within the framework of territorial projects, defined in concertation with all stakeholders (see Sheet “Leading the setting-up of development plans and contributing to their implementation”).

The challenge is twofold:

- restoring, maintaining and improving the productive potential (economic and social interest);
- preserving the natural resources (ecological interest).

Based on a shared diagnosis of the situation, complementary measures are implemented:

- on the technical plan (infrastructures development or rehabilitation, plantations…);
- and on the institutional plan (elaboration of development schemes, definition of usage rules, information sharing on the evolution of the state of the resources, etc.).

TO NOTE

The interventions aiming at developing and protecting the agricultural lands are supported by efforts at the farm level to transfer the agro-ecological practices necessary for sustainable management of the natural resources.

Method

4 key steps are to be implemented:

1. CHARACTERIZING THE INITIAL STATE
2. IDENTIFYING THE INTERVENTIONS
3. IMPLEMENTING THE INTERVENTIONS
4. TRANSFERRING THE MANAGEMENT CAPACITIES

Oasis agricultural space, Morocco

1 CHARACTERIZING THE INITIAL STATE

This first step enables to define the scope of the intervention on the basis of the characteristics of the problem observed and key contextual elements:

	KEY ELEMENTS TO CHARACTERIZE
Problem	- Specification of the non-valued potentials and/or threats or damages observed. Example: land poorly cultivated for lack of irrigation, flooding of water bodies threatening the land on riverbanks, silting-up of bottomlands, regular waterlogging, erosion gullies, salinization, soil compacting… - Identification of the causes. Example: climatic events causing irregular rainfalls which, when they occur, are particularly heavy, water runoff… These causes can be exacerbated by inappropriate farming practices (e.g.: irrigation in a context of water scarcity causing salinization, slash-and-burn, overgrazing…) - Number of farms concerned, surface area and spatial distribution - Consequences on the performance of the farming systems regarding productivity and management of natural resources
Context	**On the physical plan:** - Location of the areas - Main characteristics > topography, types of soil, vegetation and density, rainfall… **On the institutional plan:** - Regulatory framework and customary law on the use of resources (land, water, forest) - Decision-making processes on management of resources - Competent stakeholders to deal with the problem **On the social plan:** - Users and uses, with special focus on the farming practices that may influence the choice of lands developments to propose - Organization (or not) of the users, cohesion / potential conflicts…

Degraded lands, Laos

TO NOTE

The characterization work is generally not limited to the only area affected by the problem.

Damages can indeed have upstream causes. For example, it is the case for silting-up of bottomlands related to erosion of uplands, or for low groundwater recharge because of the disappearance of plant cover in the watersheds.

The characteristics of these “departure areas” have to be taken into account in the analysis.

Characterization is performed in a concerted manner with the population, the authorities and the technical services. Sharing the assessment of the situation is necessary to ensure the relevancy of the choices to make (see step 2) and to ease appropriation of the developments and definition of new space management modes afterwards.

To facilitate the work, participatory mapping is an interesting method. It allows (1) to share the reading of the landscape and to reflect on an illustrated basis, (2) to understand the representation the stakeholders have of their territory, and (3) to obtain much information rapidly.

2 IDENTIFYING THE INTERVENTIONS

The second step consists in identifying the interventions to implement in order to improve productivity and/or to alleviate vulnerability of the agricultural areas. They are of two types: technical and institutional.

EXAMPLE OF TECHNICAL INTERVENTIONS	- Installation of collective equipment to improve water management (irrigation, drainage…): dams, gabions protecting production perimeters, installation of outlets, evacuation channels or ditches… - Plantation: reforestation, strengthening or rebuilding of hedges, hedging… - Installation of stabilizing structures in the common areas to fight against erosion: gully filling, stone retaining walls, stabilizing plants along the contour lines… These technical measures are part of the development plans.
EXAMPLE OF INSTITUTIONAL INTERVENTIONS	- Implementation of development plans with the evolutions of the land uses (reforestation, agricultural plots, grazing, houses…) - In addition to development plans, legal tools / usage rules can be implemented (protected agricultural areas, differentiated intervention perimeters…). - Raising awareness of the users with the installation of signs (map at the entrance of the villages showing the global scheme, information boards in the specific perimeters…).

TO NOTE

This task is completed by interventions led with the farms for the adoption of agro-ecological practices in the plots: crops following contour lines, terrace development, mulching, hedging…

Plots to be protected from floods, Laos

Stabilization of slopes to be planned, Madagascar

Depending on the contexts, the areas to develop / protect are more or less extensive and the interventions more or less complex.

Planning can thus be defined by priority zone and the technical achievements staggered over time. For instance, in the case of a watershed development:

- choice of priority sub-basins according to the degree to which they are affected by the problem observed;
- among these sub-basins, choice of areas which are the source of the problems and according to the seriousness of the phenomena observed;
- among the areas, targeting of priority zones depending on socio-economic criteria or others (population density, accessibility, intervention facility depending on the land status…).

Once the priority areas have been developed, it is possible to plan new developments.

Example of technical achievements programming table:

PRIORITY ZONE 1							
ACTION 1	Who?	When?	Where?	How?	How many?	And after? (indicators)	Risks?
ACTION 2							
…							
PRIORITY ZONE 2							
ACTION 1							
…							

3 IMPLEMENTING THE INTERVENTIONS

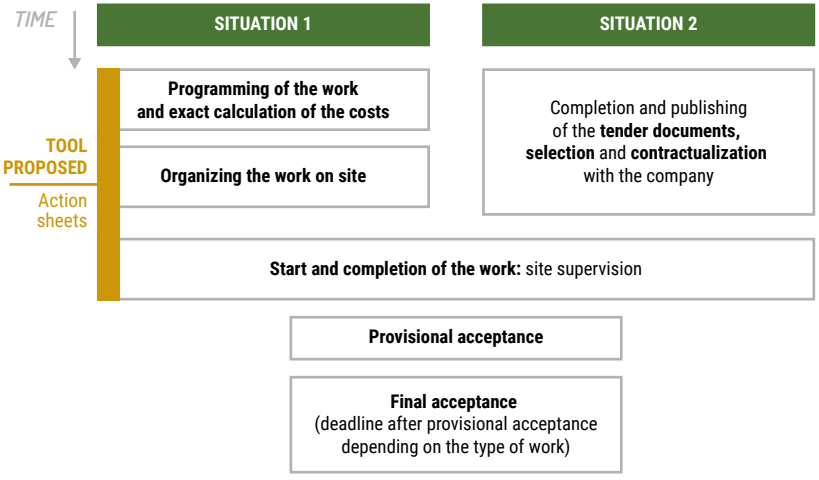
► On the technical plan

After determining the technical interventions, it is important to coordinate the implementation and follow-up of the work:

- installation of collective equipment to improve water management (see Sheet "Achieving hydro-agricultural facilities");
- plantation (see Sheet "Implementing reforestation activities").

In the case of installation of stabilizing structures in the common areas to fight against erosion, two situations are possible:

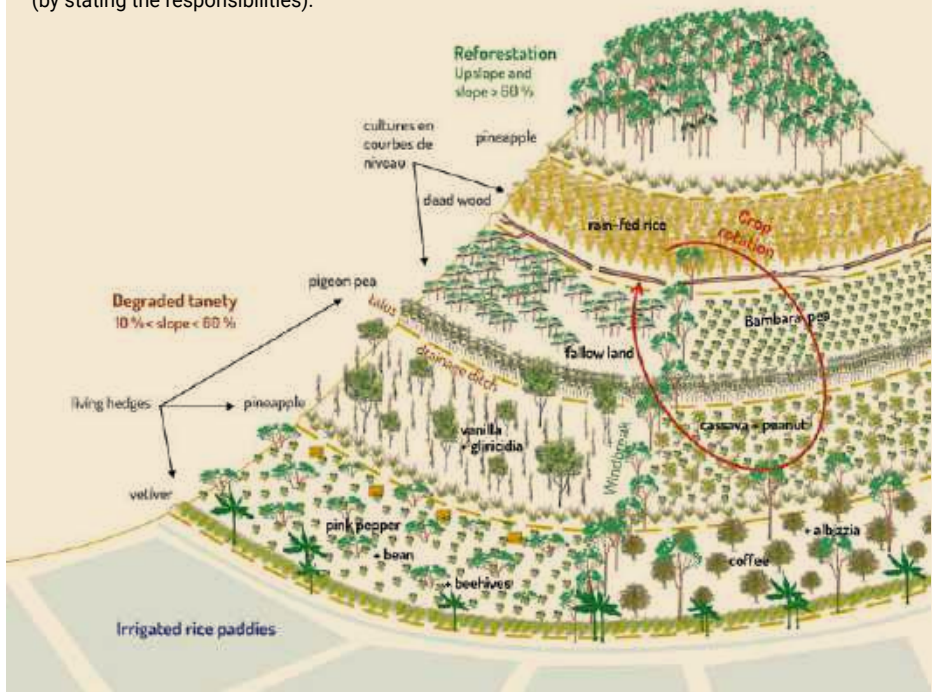
- the work can be performed by users who may resort occasionally to specialized workers for specific tasks (case of work with low technical level and costs); **SITUATION 1**
- the work requires to resort to one or several companies for its completion. **SITUATION 2**

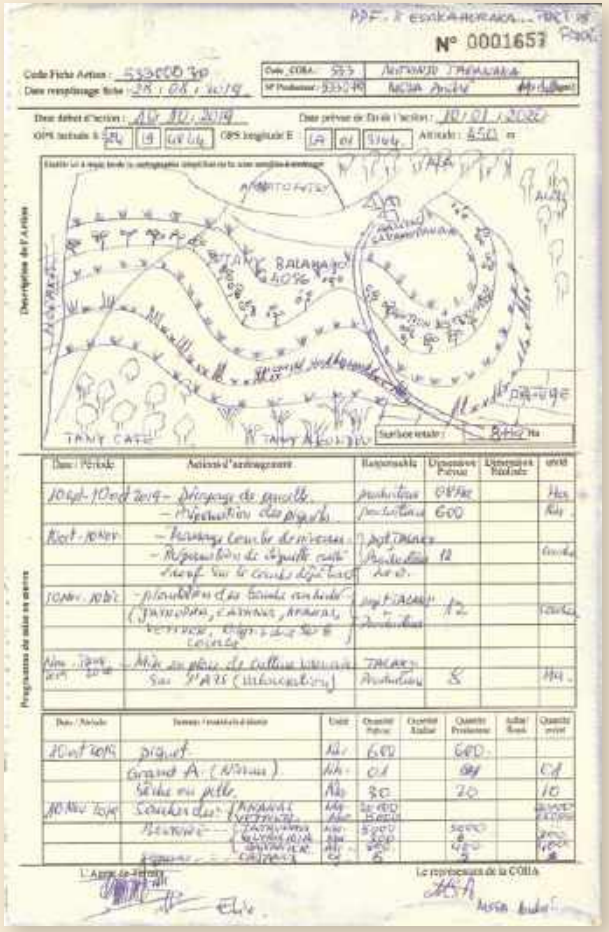


EXAMPLE ► ACTION SHEETS – MADAGASCAR

The global land development plan (below) is "broken down" into action sheets (hereafter) which include:

- a specific sketch of the priority zone concerned by the first developments;
- the completion timeline showing the training periods for a skills transfer and the task accomplishment times;
- the equipment and input supplying methods (identification of the needs, programming over time and supply distribution between the stakeholders – project, farms);
- the maintenance work to plan following the development project (by stating the responsibilities).





WHAT TO THINK OF WHILE IMPLEMENTATING AGRICULTURAL LAYOUT WITH USERS	
Skills transfer	Necessary on the explanation of the causes of the problems observed, the development and maintenance techniques, the practices allowing for risk reduction at the scale of the agricultural plots. This training, executed by project team or by an external resource, facilitates implementation.
Equipment	Thinking about accessibility of the equipment and inputs upon determining the interventions: - plant material (seeds, cuttings and seedlings…) - tools (“A” triangle, water level device…) - supplies (pegs, gabions…) In some cases, the plant material can be locally produced (setting-up of tree nurseries, multiplication of plant material…)
Workforce	Mobilizing the workforce can represent a major obstacle to the development of the common areas. Several methods may thus be applied: mobilizing the traditional mutual aid systems (e.g.: kombits in Haiti), calling on the authorities to mobilize the population, partially covering the labor costs…

TO NOTE

The concertation approach implemented to characterize the initial state and determine the intervention should continue by involving all stakeholders during implementation: in human resources, financial means, equipment, technical skills…

► On the institutional plan

Interventions on the institutional plan focus on the establishment of development schemes, usage rules, implementation of a governance body… They are presented in the part “Acting on the political territory”.

4 TRANSFERRING THE MANAGEMENT CAPACITIES

After the achievement of lands development interventions, it is necessary to ensure that the efficiency is maintained in the long run with the implementation of:

- follow-up and monitoring operations related to the functionality of the land development devices. E.g. follow-up of growth of the stabilizing plants, verification of the integrity of structures (dams, irrigation and drainage channels, gabions, fascines…);
- maintenance and repair operations related to the development devices. E.g. cleaning of reservoirs and canals, maintenance and replacement of the stabilizing plants, strengthening of gabions and fascines after rainy periods…;
- the management modalities related to the developed areas. E.g. water management in irrigated perimeters, enhancement of forest micro-stands…

In some cases, ensuring the efficiency of the land development devices over the long term might require the implementation of a management body (development committee, users association…) or its support when it exists.

Control visit of the devices' functionality

Structure damaged after a flood

TO NOTE

Maintaining the efficiency of the land development devices also depends on the implementation of good practices in the farm plots.

Agricultural layout in the deforestation fronts, Madagascar

KEY POINTS TO REMEMBER

The agricultural spaces provide socio-economic (jobs, food security, wealth creation…) and ecological functions.

In some contexts, technical and institutional measures should be taken to develop and maintain them in order to strengthen their productive potential, limit their vulnerability and ensure their sustainability.

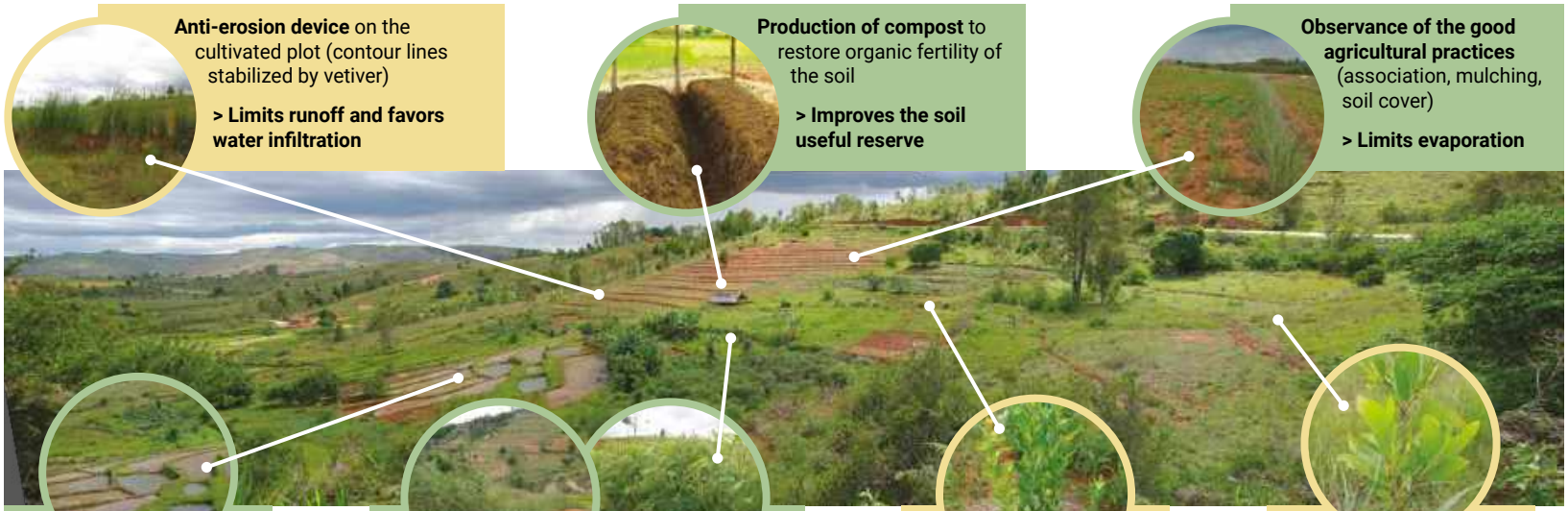
To be efficient, these measures should take into account the technical, socio-economic and environmental issues and be part of a concerted "territory project".

TO GO FURTHER…

- Page "Explanatory illustration" p.117
- Sheet "Supporting the setting-up of development plans and contributing to their implementation" p.83
- Sheet "Accompanying the implementation of concerted water management" p.95
- Sheet "Achieving hydro-agricultural facilities" p119
- Sheet "Implementing reforestation activities" p.129

Developing the agricultural land
Commune of Nasandratrony, Madagascar

As part of a water resource integrated management project, the Agrisud teams and their partners have supported the enhancement of agricultural areas. Complementary actions have been carried out to (1) protect and increase the resources upstream (yellow boxes), (2) promote a water-efficient use upstream and downstream (green boxes).



Anti-erosion device on the cultivated plot (contour lines stabilized by vetiver)

> Limits runoff and favors water infiltration

Production of compost to restore organic fertility of the soil

> Improves the soil useful reserve

Observance of the good agricultural practices (association, mulching, soil cover)

> Limits evaporation

Optimization of the use of water in the bottomlands: dissemination of water-efficient practices (SRI, drip irrigation…)

> Decreases the needs in irrigation water

Landscape hedging: planting of hedges with different functions (windbreak, production of biomass), composed of various essences (*tephrosia, flemingia, leucaena…*)

> Limits evaporation, improves the soil useful reserve (complementarity with compost)

Planting of perennial species: banana trees, orange trees, lemon trees, coffee trees, *ravintsara*...

> Improves groundwater recharge, limits runoff

Afforestation of marginal, eroded or steep-slope areas (*acacia mangium-auriculoformis, eucalyptus,* pine trees…)

> Protects the water sources, favors infiltration, contributes to groundwater recharge

Achieving hydro-agricultural facilities

Hydro-agricultural facilities enables to manage water to secure and/or improve production.

According to contexts, these developments are more or less important (in terms of surface area) and more or less complex (in terms of technicity or organization for their management).

In the case of the development projects run by Agrisud, new developments or rehabilitations can be achieved.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• To manage the water resource in order to improve the production capacities	• To secure the population's economic activities by preserving natural resources

IMPLEMENTATION CONDITIONS

- Having identified the water-related constraints shared by a group of farms
- Mobilizing the technical services of the area
- Having technical skills (internal or external)
- Ensuring cohesion among users

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms, FOs
- Technical services
- Authorities (intervention on the land issue and water governance)
- Local contractors and craftsmen

Principle

Water management is a key factor of the agricultural production: water scarcity as well as excess make cropping activities difficult.

For sustainable development of agricultural activities, it is important to:

- **secure access to water in case of scarcity**, through the implementation or rehabilitation of irrigation structures (mobilization, supply and distribution of water);
- and/or **remove excess** through drainage (e.g.: drains, drainage channels, outlets).

These developments are generally carried out for the benefit of a group of farms, which implies a coordinated action regarding their sizing, implementation and management.

Besides, although water management has always been addressed on a sectoral basis, it is an **integrated approach** that prevails now. Mobilization of water for agricultural purposes should thus take into account the other uses of the resource in the territories (drinking water, industrial activities…).

TO NOTE

The IWRM – Integrated Water Resources Management – is the approach considered relevant for sustainable water management. It focuses on multi-stakeholder – and multi-sector – concertation for preservation and fair sharing of the resource, by integrating the technical, economic and social issues.

Method

4 key steps are to be implemented:

1. EXPLORING THE FEASIBILITY OF THE DEVELOPMENTS AND THE MANAGEMENT SCENARIOS
2. COORDINATING THE IMPLEMENTATION AND FOLLOW-UP OF THE WORK UNTIL COMPLETION
3. TRANSFERRING THE MANAGEMENT CAPACITY
4. ENSURING THE IMPLEMENTATION OF COMPLEMENTARY ACTIONS TO THE DEVELOPMENTS

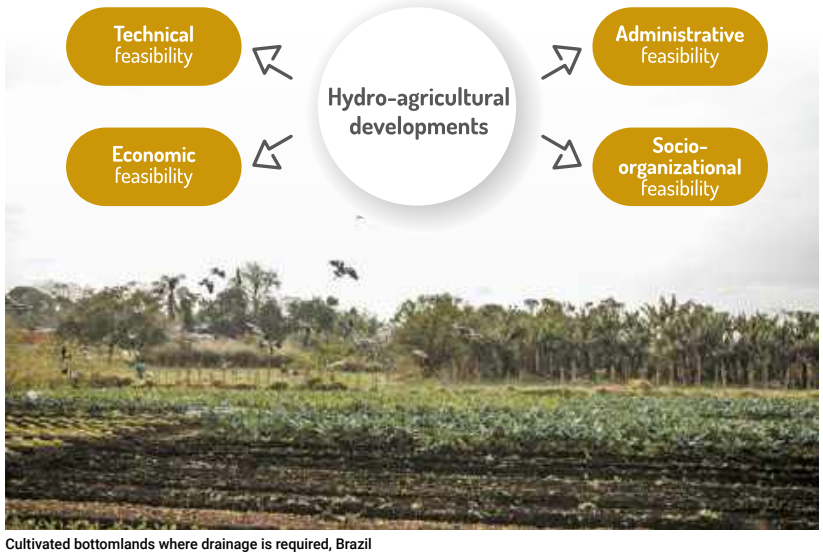
Solar pumping device, Morocco

1 EXPLORING THE FEASIBILITY OF THE DEVELOPMENTS AND THE MANAGEMENT SCENARIOS

This first stage should enable to validate the completion or not of the development or rehabilitation works.

To do so, 4 determining factors need to be taken into account:

- the technical feasibility of the works with respect to the solutions proposed to limit the water constraint identified;
- the economic feasibility with respect to (1) the investments related to the technical proposals, (2) the business model for the management of the infrastructures, and (3) the economic impact assessment;
- the administrative feasibility with respect to the land status, the regulations on the use of water…;
- and the socio-organizational feasibility through the identification of the different possible infrastructure management models after completion of the works.



Cultivated bottomlands where drainage is required, Brazil

	TECHNICAL FEASIBILITY
Components to analyze	- **Water constraint:** type of mobilized sources (underground, surface, unconventional), available volume / flow, periods of lack / excess, volumes necessary in peak period related to the climate data and the cultivated areas, potential pollution sources… - **Sharing the resource:** sectors (agriculture and others) and estimated needs, number of farms concerned, geographic distribution of farms… - **In case of infrastructures to rehabilitate:** causes of dysfunction (on the technical plan)… - **Solutions:** type of device, scheme, sizing, recommended materials…
Key points	- Specific complementary analyses may be necessary: hydro-geological or geotechnical studies, water quality, identification of erosion risks upstream of the developed areas, etc. - It is better to identify several options to have alternatives in case of materials unavailability, or costs higher than the available budget - The hydro-agricultural developments should take the other water uses into account; the IWRM approach is preferred (see p.95)

TO NOTE

Technical feasibility can be achieved by a project team if the expertise is available or can be outsourced.

In any case, the authorities and technical services of the area are involved, as well as the users to share an assessment of the situation and identify solutions.

This involvement is necessary to ensure the relevancy of choices to make (thanks to knowledge of local actors) and to facilitate the appropriation of the developments by the population afterwards.

	ECONOMIC FEASIBILITY
Components to analyze	- **Estimate of costs** of proposed solutions: material, transport, workforce… - **Calculation of expenses** for the developments' operation (including maintenance and potential equipment renewal), identification of resources to cover the expenditures (business model) - **Calculation of the repercussions** in terms of additional production and earnings for the farms - **Contributors:** identification of the different funding possibilities, amount of funds mobilized or to mobilize…
Key points	- All costs should be taken into account in the estimates: materials, material transportation, rent of specific equipment, workforce, site installation and clearance… - The business model for the developments' operation should be prepared with the users (to facilitate acceptance of costs) - Calculation of the repercussions (taking account of the extension of cycles, improvement of yields, loss mitigation…) is useful to negotiate a budget if necessary (cost-benefit ratio) and/or justify payment of service by users - Solar pumping, although it is a costly investment, remains a solution to be promoted - In some contexts, the operations can be subsidized. Check for potential subsidies or tax exemptions on material

TO NOTE

Users can provide funding and/or contribute by providing materials or workforce.

At this stage, estimates are necessary. However, the definitive budgets will be defined at the start of the implementation (after validation of feasibility).

	ADMINISTRATIVE FEASIBILITY
Components to analyze	- **Regulatory framework:** identification of decision-making arenas on resource management, analysis of development schemes or management plans of the area if they exist, verification of land tenure, identification of any developing authorization requirements, etc. - **Grant application:** bodies in charge of allocation of grants, granting modalities, timeframes, etc.
Key points	- Before carrying out a hydro-agricultural development project, check for land security - In case subsidies are possible, the application files and the granting delays can be time-consuming - The technical services of the area generally have good knowledge of the institutional and administrative aspects

	SOCIO-ORGANIZATIONAL FEASIBILITY
Components to analyze	- **In case of infrastructures to rehabilitate:** causes of dysfunction (on the socio-organizational plan), management terms… - **Sharing of the resource:** analysis of the water resource rights, identification of potential rights holders, existence or not of a territorial governance for management of the water resource… - **Social cohesion** of users: farms already organized or not, conflicts in the territory or with neighboring territories about the use of the resource… - **Scenarios:** discussion on the management terms of the hydro-agricultural facilities to implement (management systems, rules, payment, etc.)
Key points	- Formulation of the management modalities is achieved with users - Difficulty in the implementation (and sustainability) of hydro-agricultural developments is often less technical than socio-organizational: this aspect should not be neglected

Discussion about the management modalities, Senegal

This first stage related to the feasibility analysis has an operational purpose.

It can be simple, or more complex, depending on the situations.

In any case, it enables to validate the implementation of works with the stakeholders, and to have the following framing elements:

- on the technical plan: analysis of the context and the problem, calculation of the needs, maps (cartography), work proposals (schemes and recommended materials);
- on the economic plan: financial estimates of the investments and contributions, business model (for the operation), expected repercussions in terms of production and gain;
- on the administrative plan: potential procedures to perform (such as regularization of land deeds if necessary), preparing grant or exemption applications;
- on the management plan: proposed functioning of the developments (management measures, payment systems…), maintenance terms for the installations…

Once again, for the sake of balance, the analysis must take into account the effects of the new use of water on the preservation of the resource and on other uses at the end of the development work.

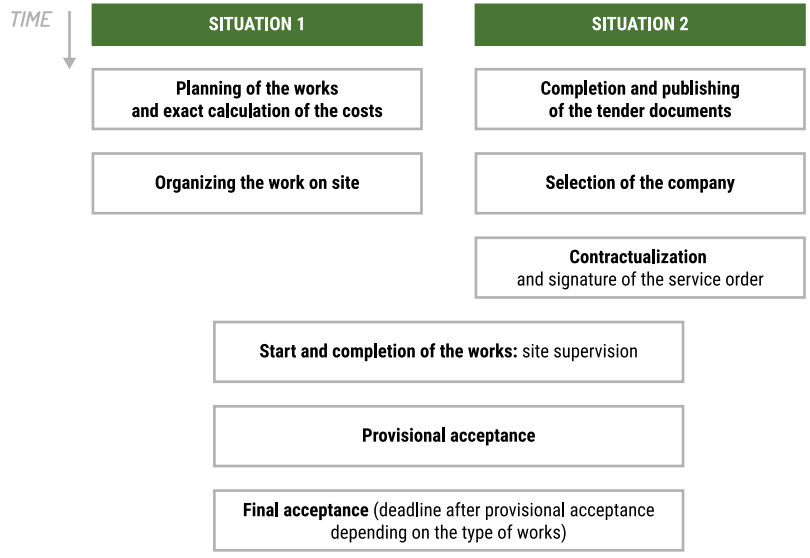
2 COORDINATING THE IMPLEMENTATION AND FOLLOW-UP OF THE WORK UNTIL COMPLETION

Once the development or rehabilitation proposals have been validated, implementation and follow-up of the works should be coordinated.

There are two possible situations:

- the works are achievable by the users with occasional recourse to specialized workers for specific tasks (case of works with low technicity level and costs); **SITUATION 1**
- the works require to resort to one or several companies for completion. **SITUATION 2**

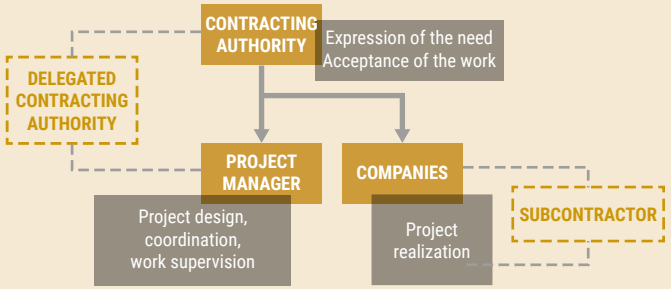
Therefore, the coordination and follow-up stages are the following:



The methods of implementation vary according to the context and the types of works. It is therefore important to collaborate with the relevant bodies and/or organizations which, preferably, have similar experience in the area.

The following elements can also provide insights.

SIMPLIFIED DIAGRAM OF ROLES AND RELATIONS FOR A CONSTRUCTION PROJECT



Contracting authority	Project initiator. *Expresses the need (without necessarily having the technical skills to carry out the work).*
Delegated contracting authority (or assistant to the contracting authority)	Representative of the contracting authority. *Supports the definition of the project initiator's needs interfacing with the project manager.* **To note:** he/she is no substitute for the contracting authority and has no contractual relations with the project manager.
Project manager	Developer and supervisor of the project realization on behalf of the contracting authority, as part of a contract. *Develops the project, coordinates the various job trades, follows up and controls the work.*
Companies / Specialized craftsmen	Implementers. *Perform the construction works.*
Providers or subcontractors	Implementers of part of the work on behalf of the company. **To note:** no relation with the contracting authority.

The table below provides some insights on the different steps.

STEPS	WHAT YOU SHOULD THINK ABOUT…
Work programming and costing	- Choice of technical options, distribution of tasks, implementation schedule, materials and/or specific equipment transport time, terms of payment of workforce (and contributions in kind)… - Accurate budgeting and validation of the contributions based on the estimates made during the feasibility analysis
Worksite organization	- Distribution of responsibilities, appointment of monitoring-control committees, transport / catering arrangements for workers
Tender documents*	- Context of intervention, plan or scheme, technical specifications, other specifications (work achievement requirements, social and environmental standards, indicative budget…), submission procedure (deadlines, file preparation, submission format…), selection modalities (transparency on selection criteria)…
Selection of the company	- Selection committee (gathering the users and technical services, and even the authorities depending on the context) - Selection of the "best bidder" (best value for money), rather than the "lowest bidder"**
Contractualization*	- Involving the technical services (as signatories or for advice) - According to the contexts, involvement of users through their representative (president of FO…) - Payment of initial advance

** Refer to existing models and procurement rules, which vary according to local regulation and the donor's own procedures.*

*** For bids complying with procedural standards and bidders meeting administrative requirements, the technical bids are analyzed as a first step, and the best – the ones considered as acceptable (in compliance with the statement of works) – are kept. As a second step, the financial offers related to these acceptable bids are analyzed. Lastly, the best technical bid proposed at the best price is selected.*

STAGES	WHAT YOU SHOULD THINK ABOUT…
Construction site supervision	- Regularity of the visits to ensure compliance of the materials used or the proper implementation of some tasks that cannot be checked once the work has been completed - Involvement of users, technical services (or even of the authorities according to the context) - In case of justified delay of the company (event of force majeure), a suspension of the service order can be considered to avoid potential penalties
Provisional acceptance*	- Involvement of users, technical services (or even of the authorities according to the context) - Certificate of provisional acceptance and signature of the end of service in case of acknowledgement of work completion and conformity - Payment of intermediate instalments - Inauguration (optional)
Final acceptance*	- Achievement after an operation period enabling to notice potential defects - Certificate of final acceptance and balance payment

** Refer to existing models and procurement rules, which vary according to local regulation and the donor's own procedures.*

Equipment reception, Morocco

Installation of pipelines with the users, Morocco

3 TRANSFERRING THE MANAGEMENT CAPACITY

For effective hydro-agricultural facilities over time, it is important to work with the stakeholders on:

- the operating rules (distribution of the resource, costs, collection procedures, maintenance and repair of the developments, renewal of equipment);
- the responsibilities;
- the management tools.

This work starts as from the feasibility study and the modalities are adjusted as the discussions progress.

It is about deciding collectively and ensuring that the tools are implemented to value the developments over time.

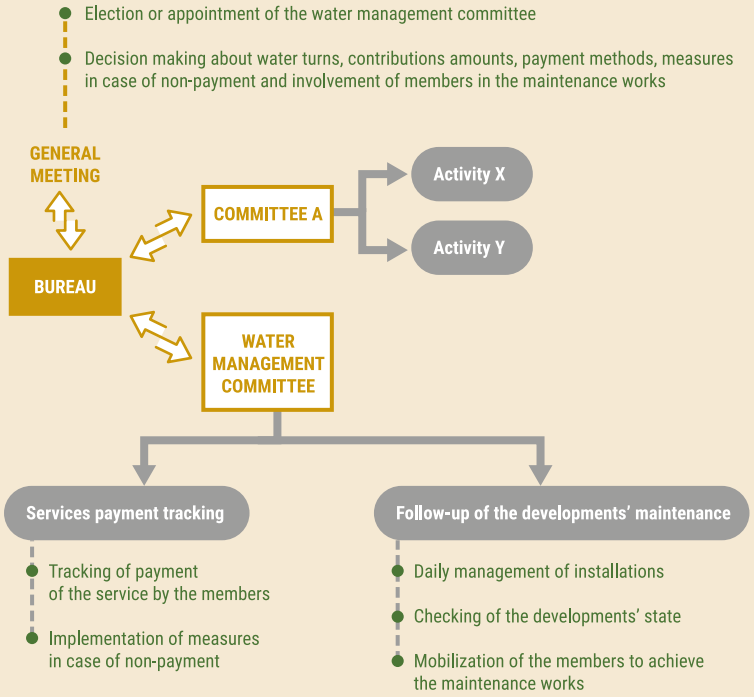
TIME	
FEASIBILITY	**Discussion on the management modalities**
WORKS	**Adjustment of the proposals, implementation of the tools** Training and workshops about: - governance (implementation of committees…) - the rules (rights and duties, contributions…) - the tools (register of users, contributions follow-up notebook, attendance to maintenance work, meter readings, service margin calculation table)
APPROVAL	**Formalization** of the management proposals with documents signing: charter, regulation…
USE OF THE DEVELOPMENTS	**Support and management advising…** …for a gradual takeover and an efficient service provided by the developments: - follow-up of the governance bodies - assistance in achievement of periodic evaluations

EXAMPLE ► WATER USERS ASSOCIATIONS – MADAGASCAR

In Madagascar, Agrisud supports the Water Users Associations (Associations d'Usagers de l'Eau, AUE). They gather the farms of the irrigated perimeters.

The general meeting of the AUE determines the management terms.

The members are involved by (1) taking part in the meetings, (2) paying the contributions (by member and by agricultural campaign) to cover the maintenance and operating costs, (3) participating in the maintenance work.



4 ENSURING THE IMPLEMENTATION OF COMPLEMENTARY ACTIONS TO THE DEVELOPMENTS

The hydro-agricultural developments, if they are necessary in some contexts, are never enough for an optimum management of the water resource.

Several complementary actions should be considered:

- transfer of good practices related to water management to the cultivated plots > soil cover, crops following the contour lines… upstream of the areas developed to limit erosion; dosage and frequency of waterings, mulching, hedging, organic fertilization… on all plots to reduce water needs;
- revegetation of edge areas;
- reforestation, anti-erosion installations upstream of the developed areas to improve groundwater recharging, limit water runoff and erosion (which may cause clogging of installations);
- fencing of the developed areas against roaming animals to protect the infrastructures.

Anti-erosion device setting up along irrigation channels, Madagascar

Irrigated perimeter, Gabon

KEY POINTS TO REMEMBER

Hydro-agricultural facilities allow for better management of water in order to secure and improve the production.

Different developments, more or less complex, can be achieved: creation of a water intake, rehabilitation of irrigation or drainage channels, implementation of water retention ponds, etc.

They systematically should be subject to a prior analysis concerning the technical, economic, administrative and social aspects, in order to ensure their relevance (usefulness and adaptation to context), their efficiency and their appropriation.

Sustainability of these infrastructures will depend on the management terms implemented.

These developments are often necessary but not sufficient for optimum water management. They must be thought out as part of an integrated approach and accompanying measures should be implemented.

TO GO FURTHER…

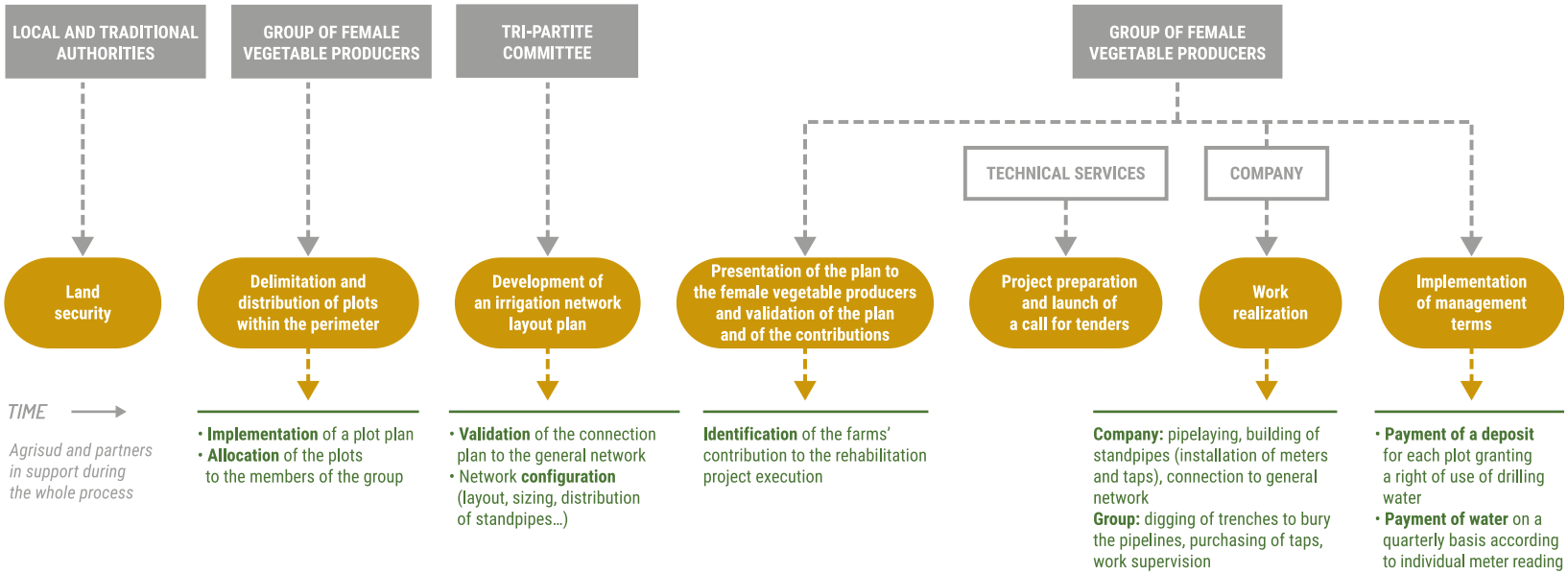
- Page “Explanatory illustration” p.127
- Sheet “Accompanying the implementation of concerted water management” p.95
- Sheet “Developing and protecting the agricultural lands” p.111
- Sheet “Implementing reforestation activities” p.129

Rehabilitation of an irrigation system
Vegetable gardening perimeter of Tawa Fall, Senegal

At Tawa Fall, in the commune of Baba Garage (district of Bambey), 178 female vegetable producers were cultivating plots inside a 6-hectare irrigated perimeter.

The lack of performance of the irrigation system was affecting negatively the agricultural production. In 2017, a rehabilitation project has been implemented by Agrisud teams and their partners.

Main steps of rehabilitation:



Network management:

The tri-partite committee, composed of the ASUFOR (Association of Drilling Users), the Sub-prefecture and the Municipality, runs drilling, sets the pricing of water, and the management terms.

The group of female vegetable producers ensures payment of water bills in the perimeter, collection of contributions from members and maintenance of the network inside the perimeter.

Implementing reforestation activities

Forests play an important part in balancing the territories: on the ecological plan, they constitute biodiversity reservoirs, help reducing vulnerability to climatic events; on the economic plan, they create jobs and generate income.

However, in many contexts, they decline, they are damaged or highly endangered, which weaken the agricultural areas.

In the case of the projects led by Agrisud, reforestation activities are implemented to protect the agricultural areas.

GOALS FOR THE FARMS

- Protecting the productive resources (water, soil, biodiversity)
- Improving resilience to climate risks
- Generating additional income

GOALS FOR THE TERRITORY

- Securing the population's economic activities
- Preserving natural resources

IMPLEMENTATION CONDITIONS

- Acting in agreement with the authorities
- Operating into a development scheme
- Making sure there is no land-related conflict

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms, FOs
- Technical services
- Authorities

Principle

The loss of forested land or forests has negative impacts on the development of farming activities:

- loss of biodiversity necessary to natural balances (auxiliary / pests);
- worsening of erosion phenomena;
- drop in groundwater recharge because of water runoff…

As they are weakened, the agro-systems are thus more vulnerable to climatic events (drought, flood…).

In these contexts, **reforestation activities** are important. They consist in (1) reconstituting a forest, and (2) ensuring its sustainable management by taking its vocation into account.

TO NOTE

The forest's vocation can be the following:

- **conservation** > protected area; cutting, gathering and hunting are not allowed (role of preservation of biodiversity and natural resources);
- **protection** > maintained or implanted area nearby an element to protect (water damming, outlet…) in order to limit erosion; cutting is not allowed;
- **production** > exploitation – for supply in firewood or construction wood, and non-timber forest products… – is subject to regulation.

Method

4 key steps are to be implemented:

1. IDENTIFYING THE AREAS TO REFOREST
2. PLANNING THE REFORESTATION ACTIVITIES
3. COORDINATING AND FOLLOWING-UP THE REFORESTATION ACTIVITIES
4. MANAGING THE REFORESTED AREAS

1 IDENTIFYING THE AREAS TO REFOREST

This first step is achieved through a participatory mapping exercise, involving users of the area, technical services and authorities.

From existing, drawn or modeled base maps:

- identify and represent the preserved forest areas, degraded forest areas, deforested areas, areas without forest cover;
- determine the areas to reforest in view of the areas' current and future uses (crops, livestock farming, collection of non-timber forest products – NTFP…) and the users' needs;
- determine the vocations of the forests to regenerate (conservation, protection, production);
- analyze the land situations (statuses, types of occupancy, duration of use in case of indirect tenure);
- prefigure the management terms for each reforestation area: manager (individual private, collective private, public); responsibilities of the different stakeholders for the implementation, maintenance and protection of the forest; potential rights of use (collection of NTFP, firewood…).

TO NOTE

The territorial development plan or scheme may have been determined beforehand (see Sheet "Leading the setting-up of development plans and contributing to their implementation"). In this case, the mapping work will be quick.

If the territory does not have any plan, this stage can be tedious. It will also require a validation process that is more or less long and complex depending on the contexts and decision processes.

Representation of forested areas, Madagascar

Identification of forested areas, Laos

2 PLANNING THE REFORESTATION ACTIVITIES

Once the activities have been identified and validated with the stakeholders, it is necessary to plan reforestation by determining the species, the techniques, the quantitative needs and the implementation over time.

SPECIES	The choice of species takes into account: - **the physical characteristics of the area:** Climate, type of soil, level in the toposequence, exposure to wind, hydrology (water availability, watercourse and flows…); - **and the purposes of reforestation:** Preservation of biodiversity (endemic species, IUCN conservation targets, wild fauna host and food plants…); Wood production (calorific value, wood density…); NTFP (commercial and/or food value); Restoration of soil fertility (fertilizer trees, legumes, deep-rooting species…); Protection of the water resource (deep-rooting species, species with low water requirements…).

TECHNIQUES	3 techniques are possible. The choice takes the species into account. Techniques: - **Afforestation >** planting an area without forest cover (crops, grazing, grass savannah areas…) from seedlings, direct seeding or cuttings. - **Enrichment >** production of seedlings of specific species in nurseries and planting in a degraded forest or forest regrowth. - **Assisted natural regeneration >** conservation and protection of the seedlings of certain species in forest areas (degraded forests and forest regrowth) and farming areas (cultivated plots, grazing spaces).
NEEDS	The quantitative needs (number of seedlings, seeds…) are determined according to the areas to reforest and the planting and seeding densities (to be adapted depending on the species and the reforestation methods adopted).
CALENDAR	Determining the programming of the production of seedlings and of the planting according to: - the seasons favorable to planting; - the duration of production of seedlings in nurseries / of development of species implanted in direct seeding; - the available resources (workforce* and material) against the number of seedlings. ** farms, FOs, populations, technical services… in some cases, the schools can be mobilized in the planting actions.*

3 COORDINATING AND FOLLOWING-UP THE REFORESTATION ACTIVITIES

The seedling production stage is only implemented for afforestation and enrichment techniques.

The seedling production can be achieved:

- at the level of nurseries specifically implemented for the reforestation activity (community, individual or municipal nursery); see illustrative box hereinafter;
- at the level of existing nurseries.

In the case of a supply of seedlings from existing nurseries, it is necessary to contractualize the production by specifying the species, the requested number (by providing for an oversupply of 5% for the potential damages during transport), the size, the vigor and the health state of the seedlings, the delivery due dates in view of the established programming, the payment methods.

TO NOTE

In some contexts, the technical services have seedlings and are able to cover the needs. Contractualization is achieved all the same to specify the terms of the transaction: species, number of seedlings, delivery time, cost (or donation) of seedlings, transportation coverage…

EXAMPLE ► CREATION OF A NETWORK OF MUNICIPAL NURSERIES MADAGASCAR

Implementation of the network required:

- **to choose the communes**, taking into account the needs in seedlings, the communes' human resources capacities, their accessibility;
- **to identify nurserymen** among the municipal agents (already in place or recruited specifically);
- **to set up nurseries*** through learning-by-doing trainings with the municipal nurserymen identified;
- **to implement management tools** > follow-up notebook to record operations by the nurserymen, monitor the number of seedlings by species (inventory, monitoring of inputs / outputs) and note down the recommendations of the supporting technicians;
- **to accompany** the activity (follow-up/advising, exchange visits).

** Project support (material, seeds) and commune support (workforce).*

A cooperation agreement is established with the commune to define the objectives and commitments of each party.

It should be noted that if the nurseries meet the needs of a project activity, their sustainability is planned from the start by taking into account the commune's other needs (municipal reforestation, reforestation by schools…).

Nursery of Ambalavao, Madagascar

Training of nurserymen

The plantation is achieved according to the programming set up at the planning stage.

A technical training is often necessary to ensure good conditions for the plantation, which influence the recovery rates. It is about the plantation technical itineraries (hole size, fertilization, seedling manipulation), which vary according to the types of soil, species, etc.

The technical services generally take part into the training periods and the follow-up visits.

TO NOTE

In case of collective reforestation, the authorities play an important part in mobilizing the population.

4 MANAGING THE REFORESTED AREAS

Management of reforested areas can be achieved by the relevant authority (local authority, technical service), by a multi-stakeholder management body (collective management), or by individuals (private management).

According to contexts, it may be necessary to support the manager in his/her missions.

Table of the manager's main missions:

Define the rights and duties of users	- Cutting permits and statements, replanting, fees… specified in compliance with the current regulation
Adapt collections to regenerative capacity	- Determine the cutting pace, the cutting nature (clearcutting or selective cutting), the tree's minimal diameter, the annual quotas of collection of NTFP…
Implement forest stand management tools	- User register - Follow-up of permits granted - Register of collections done…
Definition and organization of maintenance operations in the reforested area	- Fertilization, irrigation - Protection of the forest stand (firewall, fences) - Protection of seedlings (shadow, staking, bracing, mulching, cleaning around the plants…) and replacement of missing ones - Trimming (elimination of some branches) and/or selective thinning (elimination of sick or malformed trees)

TO NOTE

The management terms can be formalized by official documents (e.g.: municipal decree, forest management plan…).

EXAMPLE ► MANAGEMENT OF REFORESTED AREAS – LAOS

Reforestation activities are implemented as part of a PLUP – Participatory Land Use Planning.

Three members of the village committee (composed of 12 people) are in charge of technical management of the forests and have a follow-up-monitoring mission. They notably set the fines in case of infringement.

The 3 members are responsible of the 3 forest areas identified during the mapping exercise:

- conservation forest,
- protection forest,
- and production forest.

EXAMPLE ► FOREST MANAGEMENT PLANS (FMP) – MADAGASCAR

FMPs are documents that allow:

- to describe the forest massif > location, age and sizing of the stands that compose it, assets and constraints in terms of productivity and accessibility of farming plots…;

- to prepare a calendar, specifying the periodicity of the cuts (rotation) and their nature (clearcutting or selective cutting), and the work necessary to renewal or expansion of mature stands;

- to ensure the effective monitoring of cuts and works, and the **monitoring of related income and expenditure** to work out an economic record for each forest massif and thus demonstrate the financial interest of sustainably managing the forest plantations.

The FMPs are established in a participative way with forestry engineers and farms which receive support afterwards to fill in the documents drawn up for the monitoring.

Reforestation activities, Haiti

KEY POINTS TO REMEMBER

The forest cover plays an important part in the ecological and economic balances of the territories.

Their degradation or disappearance lead to negative consequences, especially on the agricultural lands.

Reforestation activities are thus necessary. They are coordinated as part of land development schemes led by local stakeholders.

They are accompanied by the implementation of a regulatory framework for sustainable management.

TO GO FURTHER…

- Page “Stakeholder testimonial” p.135
- Sheet “Supporting the setting-up of development plans and contributing to their implementation” p.83
- Sheet “Developing and protecting the agricultural lands” p.111

Reforestation day, Viengkham, Laos

CONTEXTUAL ELEMENTS

In Laos, since 2014, Agrisud has been implementing the FORAE project – Forestry and Agroecology – in the Northern mountainous area.

As part of this project, community activities are implemented for management and development of the "Commons" (village and forest areas), notably reforestation activities.

These reforestation activities are determined and planned when conducting the **PLUPs (Participatory Land Use Plans).**

In Vienghkam, to lead the activity, a nursery has been set up: it supplies seedlings to the villagers who are directly involved in reforestation.

Local authority

Stakeholder testimonial

Mrs THONGLOM KEOVONGSOTH
Deputy Chief of Viengkham village
Laos

When preparing the PLUPs, the technicians of the agriculture and forestry office come to meet the village authorities. **They raise awareness of the villagers about the importance of the forest preservation.**

In our village, we have implemented **a tree nursery** with the equipment funded by the project: fences, a black shade net, bags for seedlings… We give out three bags by family to grow the young trees.

On planting day, we start bringing the young trees to plant them around the water spring, inside the protected forest area.

Our village protects the forest thanks to the **regulation** implemented. Domestic animals must be kept away: if an animal destroys the forest, the owner pays a fine.

Acting on the economic territory

3.3

Developing an offer in “agricultural services”

Farms mobilize services to produce and market their products: supply of inputs and loans, rent of small tools or equipment, transport, specialized work, etc.

These services allow to develop the farming activities.

In many contexts, it is relevant to develop an accessible, quality "service offer" in a territory.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Facilitating the implementation and development of the production activities	• Promoting a web of small and sustainable economic activities

IMPLEMENTATION CONDITIONS

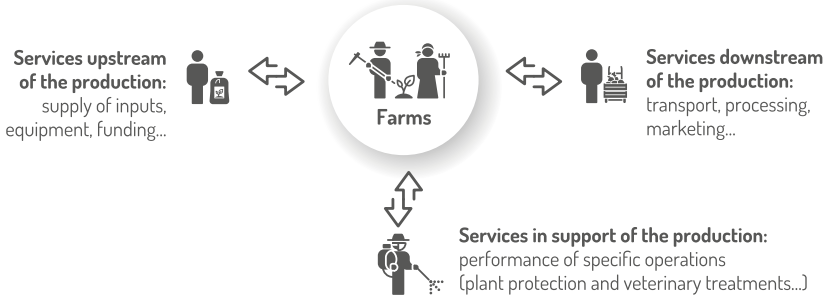
- Having identified the opportunities to develop the activities according to the farms’ needs
- Acting in agreement with the authorities
- Having knowledge of the regulatory framework regarding marketing of agricultural inputs and products

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- Suppliers upstream of the production
- Service operators downstream
- Technical services
- Private support bodies

Principle

The offer in “agricultural services” refers to the activities that a farm can use to produce or market its products: supply of inputs (seeds, fertilizers, plant protection products…), provision of equipment (threshing machine…), performance of specific operations (pruning of fruit trees, grafting, veterinary care…), consultancy service, processing service (threshing, shelling…), transport or marketing of products…



These services are performed by individuals or organizations that may be producer organizations.

Developing agricultural services consists in creating and/or strengthening the activities to **better match** the farms’ needs.

It can be about diversifying the offer (new services), improving it (quality of the existing services) or making it more accessible (on the geographic and economic plans), and this, within a “win-win” approach (for the farms and for the individuals or organizations that carry out the services).

Method

4 key steps are to be implemented:

1. IDENTIFYING THE NEEDS IN ACTIVITY CREATION AND/OR REINFORCEMENT
2. FORMALIZING THE PROPOSED ACTIVITIES AS PROJECTS
3. SUPPORTING THE IMPLEMENTATION OF THE ACTIVITIES
4. ACCOMPANYING PROFESSIONAL INTEGRATION

1 IDENTIFYING THE NEEDS IN ACTIVITY CREATION AND/OR REINFORCEMENT

Identification can be achieved when performing the initial diagnosis or in the course of a project implementation. In both cases, the needs are identified by analyzing the balance between the "demand" of the farms and the existing offer in services.

It is about highlighting the relevance of the creation or strengthening of an activity by raising questions about:

- The availability: does the service exist? Is it provided on a regular basis?

  For instance, if the analysis focuses on the supply of inputs, it is important to check whether or not there are stock shortages. In the case of a transport service, check if there are periods of interruption during the course of a year; as the case may be, identify the causes.

- Geographic and economic accessibility: is it a proximity service, a local or regional service? In the case of "remote" services, what are the transportation facilities? What is the geographic coverage of the service? Are the landlocked areas covered? On the economic plan, are the prevailing prices affordable? Do they cover the expenses? Are the terms of payment adapted?

- The quality of the service: does the service match the needs (for example type of fertilizers against the farm's needs)? Are the delivery times respected?

TO NOTE

In case a new activity is created, it is also important to check the relevancy of the service over time. For instance, a service of cuttings sale is unlikely to be relevant with time if the farms are capable afterwards to multiply the plant material by themselves.

EXAMPLE ► ACTIVITIES TO SUPPORT THE CHANGE IN PRACTICES CAMBODIA

Neem fruits for collection and production of biopesticide, Cambodia

In the province of Siem Reap, in the North of Cambodia, the Agrisud teams support the farms in the agro-ecological transition of their systems.

One of the challenges is controlling pest pressure which requires, among other things, the use of natural treatment products.

The local offer being nonexistent, the idea emerged to implement an activity of local production of biopesticides. The goal: having an alternative to the products available in the area, generally expensive and polluting, while enhancing the territory's resources (the neem).

This first questioning stage helps deciding whether it is relevant to create or to strengthen the activities. It is necessary but not sufficient.

The idea cannot be materialized without a preliminary phase (see stage 2: Formalizing the proposed activities as projects).

2 FORMALIZING THE PROPOSED ACTIVITIES AS PROJECTS

The formalizing stage allows to progress from an idea to a realistic and feasible project.

It focuses on:

- **the technical feasibility**
- **the economic viability**
- **the implementation methods**

Formalizing the project is also essential to determine the support needs necessary to implement the activities, in terms of direct support (material, working capital…), skills transfer (through trainings and management advising) or professional integration (see steps 3 and 4).

	WHAT YOU SHOULD THINK ABOUT…
TECHNICAL FEASIBILITY	- **Accuracy of the nature of the prefigured activity:** types of fertilizers, plant protection products… or types of operations to perform (required techniques) according to the needs, etc. - **Organizational diagram** of the service (who does what, where and how) + according to the activities, manufacturing process - Human **means** (including in terms of skills – on the basis of the project initiator's profile) and material means by taking into account the nature of the activity and of the organizational diagram - **Sizing of the service** with respect to the volume of the demand expressed by farms (in the case of a service upstream of the production or in support) and with respect to the volume of the offer in agricultural products and of the demand (in the case of a downstream service) - **Analysis of the gaps** between the existing situation and the identified needs in means (including skills), taking the sizing into account - **Analysis of potential risks** (production instability, inaccessibility of the farms depending on the seasons…)
ECONOMIC VIABILITY	- **Characterization of the demand:** assessment of the "market's" needs, location, periodicity… and solvency - Analysis of **competition** - Analysis of the **investments** required: premises, insurances, equipment, working capital… and of the gaps between the existing situation and the needs identified - Identification of the **contributors** and contributions to cover the investments - Analysis of the **running** costs: inputs, equipment, workforce, transport, taxes… - Assessment of the **turnover**: price calculation, sales volume, periodicity… - **Margin** calculation (at the start and in a normal year)
IMPLEMENTATION METHODS	- **Characterization of the profile of the project initiator** which allows, among other things, to define support needs and support conditions (time available for the potential trainings…) - **Contextual analysis** on institutional and regulatory plans: identification of bodies competent in the field of activity and/or business creation, survey of legal forms (self-employment, EIG…), legal obligations (registration, accreditation, certification…) and tax requirements (vary by activity and type of business), etc. - **Risk analysis** (social acceptability…) - **Identification of the business structure** that is best adapted to the project, the context and the project initiator

TO NOTE

Formalizing the project of creation or of strengthening of the activity is achieved as part of a "learning-by-doing" training for a progressive control of the project by the initiators.

EXAMPLE ► SIMPLIFIED BUSINESS PLANS – MOROCCO

Working on a simplified business plan, Morocco

To facilitate the sale of the farms' products in the local markets, purchase-resale activities have been implemented by the young people of the commune of Ghassate, in the Province of Ouarzazate.

These young people have been accompanied into formalizing their project through the elaboration of a simplified business plan.

The simplified business plan answers **4 questions:**

- **What is the offer in products from the farms?** *Type, quantity, availability period, selling price.*
- **What is the demand?** *Type, quantity, period of demand, purchase price.*
- **What are the modalities to match offer and demand?** *Collection time and place, modes of delivery to the points of sale, farms' terms of payment…*
- **What will be the costs / the margin?** *Needs in investments, cost calculation, calculation of the revenue (according to the working hypotheses), calculation of the margin.*

	The offer
1	**Description of the product(s)** *Available in the farms*
2	**Volumes** *Quantity per week and variation according to seasons*
3	**Purchase price**
4	**Purchase conditions** *Delivery terms, frequency of deliveries and days, payment terms, invoicing… related to the volumes*

	The demand
1	**Description of the product(s)**
2	**Volumes** *Quantity per week and variation according to seasons*
3	**Resale price** *Delivered in Ouarzazate or collected in the villages*
4	**Purchase conditions** *Supply arrangements to the village or delivery terms, frequency of supply or deliveries and days, payment terms, invoicing… related to the volumes*

	The service activity implementation means
1	Organizational chart of the service
2	Human means
3	Material means
4	Administrative and financial conditions
5	Others (activity calendar…)

	The margin calculation
1	Investment and depreciation table
2	Cost calculation
3	Revenue calculation
4	Calculation of margins in start-up year and in normal year
5	Others (contributors)

3 SUPPORTING THE IMPLEMENTATION OF THE ACTIVITIES

Supporting the implementation of the activities requires:

- **direct support, to allow the project initiators to start or strengthen the activities;**
- **training, for a progressive transfer of capacities necessary to implement the activities;**
- **management advising to help decision-making**

► Direct support

Direct support helps starting the activity or strengthening it in accordance with the project defined and validated following step 2.

Direct support can concern the equipment (small equipment, rolling stock, computer hardware…), a working capital or support to creation of a visual identity and its use (car wrapping, premise sign) helping the project entity to be recognized.

Purchase of a threewheeled scooter for marketing, Cambodia

► Training

The training path is defined from:

- the project (identification of the capacities required to implement the activities);
- the profile of the project initiator: age, level of education, experience… in the case of individuals; governance, track record, functioning of the collective… if they are organizations.

The training topics vary according to the situations.

Examples of training topics:

TECHNIQUE	- According to the type of activity: seedlings production, manufacturing of fertilizers or biopesticides, pruning of trees, product packaging…
ENTREPRENEURSHIP	- Enterprise definition - Entrepreneurial spirit - Different legal forms for companies (LLC, EIG, cooperative…) - Regulation applying to the activity (taxation, registrations, statements…)
MANAGEMENT	- Programming of activities - Basics of management of an economic activity - Fixing of costs and selling prices - Management tools: logbook of purchases and sales, cash book, margin calculation table, depreciation table, cash flow statement…
COMMUNICATION	- Definition of communication and its goals - Different forms of communication - Communication tools: visual identity applied to car wrapping, business cards, premise signs…
TRADE RELATIONSHIPS MANAGEMENT	- Key principles in customer relation management (customer loyalty…) - Customer canvassing - Determinants to convince a client - Key stages of a negotiation…

► Management advice

Management advice should allow the entrepreneurs (individuals or organizations) to make good decisions at the right time to maintain and develop their activities.

It relies on an iterative approach of follow-up, analysis and proposals. It takes into account the technical, economic, environmental and social aspects.

Management advice varies according to the progress of the project: in the start-up phase, it aims to support the management of the activity by the project initiators; in the implementation stage, it aims at strengthening the progressive control of the activity by project initiators for its sustainability.

ADVICE AT THE START	- Support to the elaboration of a **specific action plan** to start the activity or strengthen it (purchase of equipment, possible contractualization with customers or suppliers…) - Accompaniment in the **formalization process** (drafting and filing of statutes, registration to the tax authority, accreditation documents for specific services such as the sale of seeds…) - **Funding of the activity** (material investment, working capital…); support to preparation of loan files (MFI, banks…); setting-up of "revolving" funds…
ADVICE DURING IMPLEMENTATION	- Follow-up of the **handling of the management tools** implemented following the trainings - **Analysis of the results** of the activity on the technical and economic plan - **Analysis of the** environmental and social **effects** - **Adaptation** of the offer in response to the results (scaling of the activity, implementation terms, diversification of the services proposed…)

Management advising to a trade group, Cambodia

The various activities in support of the implementation of the projects (direct support, training, management advice) are adapted to the needs determined at the project formalization stage.

They evolve afterwards as progress is made in the management of the activity by the entrepreneurs and in the changes that may arise in their personal situation or in their context.

It is important to be pragmatic to adjust to these changes.

TO NOTE

All the support to the implementation of the activities (training follow-up-advising…) is generally formalized in a document that specifies the commitments of each party (project initiator / project team) to define who does what, when, where and how.

4 ACCOMPANYING PROFESSIONAL INTEGRATION

Integration of the enterprises into their professional environment is essential for the activities' sustainability. Several actions can be implemented in this sense:

- insertion into the value chains (participation in interprofessional workshops, implementation of memorandum of understanding, customer canvassing and loyalty…);
- networking with peers;
- strategic connections with resource organizations (technical services, chambers of commerce, professional associations for trainings…);
- development of skill-based patronage;
- informational monitoring with reading of specialized press, participation to professional fairs or agricultural shows…

Participation of trading companies to an agricultural fair, Madagascar

EXAMPLE ► NETWORKING WITH THE YOUNG EXECUTIVES CENTER (CENTRE DES JEUNES DIRIGEANTS, CJD) – MOROCCO

The CJD Maroc is a group of young business leaders who share one vision: promoting entrepreneurship and economic and social development in Morocco.

Some rapprochements are operated with this association in order to develop the spirit of entrepreneurship, initiative and boldness of the project initiators supported by Agrisud in rural areas.

Discussion workshops and patronage are organized.

KEY POINTS TO REMEMBER

The farms mobilize services to produce and market their products: provision of inputs or loans, rent of small tools and equipment, transport, etc.

These services can be performed by individuals or organizations.

In some contexts, it is important to develop these services to have an accessible, quality offer, which implies relevant and feasible activity projects, an accompaniment for progressive control and integration into the professional environment.

These conditions are necessary for sustainability of the services, in the interest of the farms and the entrepreneurs.

TO GO FURTHER…

- Page "Stakeholder testimonial" p.146
- Sheet "Focus: The farms and the value chains" p.67
- Sheet "Setting up or rehabilitating marketing infrastructures" p.149
- Sheet "Setting up processing units" p.161
- Sheet "Promoting exchanges between the stakeholders of the value chains" p.173

Purchase of dried fruits to producers, Morocco

CONTEXTUAL ELEMENTS

In Morocco, in the Province of Ouarzazate, Agrisud and its partners, the Norsys Foundation and the ORMVAO, support the development of oasis agriculture.

To overcome some limiting factors such as workforce scarcity or markets' remoteness, targeted actions focusing on entrepreneurship in the farming sector are implemented.

Service activities such as marketing are thus developed with the purpose of favoring self-employment of the rural population through the creation of economic activities (the agricultural services) in favor of other economic activities in the area (the family farms).

Operator downstream of the production

Stakeholder testimonial

Mr Saïd AIT BRAHIM
Self-employed in the purchase-resale of dried fruits
Ghassate, Morocco

"To develop my purchase-resale activity, I have performed a **simplified business plan** to analyze offer and demand.

The operations of buying almonds and walnuts to the farms of the commune of Ghassate, and the sales operations are recorded in my **logbook**, which allows me to calculate the margin of the activity at the end of each month.

Thanks to my activity, the producers do not have to travel to market their products. I collect them directly at the producers' place. We operate within a **win-win** approach: the farms easily sell their products in the territory and I make a profit margin."

Setting up or rehabilitating marketing infrastructures

Support to marketing of farming products may require, depending on the context, some actions of training, development of market information systems, advocacy for a framework that encourages exchanges, infrastructure building…

In the case of the projects led by Agrisud, marketing infrastructures are implemented or rehabilitated.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Facilitating the sale of products • Providing good conditions to enhance production	• Helping to match offer and demand • Providing good conditions for product availability • Creating jobs

IMPLEMENTATION CONDITIONS

- Having identified the marketing problem(s) related to infrastructures
- Acting in accordance with the authorities within the framework of development plans (if they exist)
- Mobilizing the technical services in the area
- Having technical skills (internal or external)
- Having knowledge of the regulatory framework regarding marketing of farming products

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Authorities
- Technical services
- Private support bodies
- Users (farms, operators downstream of the production)
- Works companies, craftsmen…

Principle

The marketing infrastructures (collection center, storage areas, packaging stations, retail markets, wholesale markets…) boost development of agricultural activities.

They reduce the chance of slump in sales. They "boost" the offer (in quantity and diversity) thanks to regular connection to the demand… They can also favor innovations by facilitating access to inputs and information.

However, this boost depends on the **efficiency of infrastructures** and their **quality**. During the building or rehabilitation works, it is important to take into account:

- The characteristics of the agricultural offer (location of the production areas, types of products, volumes, seasonality…);
- The characteristics of the demand (location of consumption areas, volumes and regularity of the consumption, quality, packaging…);
- The users' practices (especially operators downstream from production);
- And this, within the administrative and regulatory framework in force.

These infrastructures benefit a number of stakeholders, which implies a coordinated action and a consultation on the choices (types of infrastructures, setting-up, rehabilitation needs), the scaling of the works to be undertaken, its implementation and post-completion management.

Method

3 key steps are to be implemented:

1. STUDYING THE FEASIBILITY OF THE WORKS AND THE MANAGEMENT SCENARIOS
2. COORDINATING THE IMPLEMENTATION AND THE FOLLOW-UP OF THE WORK UNTIL COMPLETION
3. ENSURING THE MANAGEMENT CAPACITY FOR EFFICIENT INFRASTRUCTURES OVER TIME

1 STUDYING THE FEASIBILITY OF THE WORKS AND THE MANAGEMENT SCENARIOS

This first stage should allow to define the needs and validate or not the achievement of the building or rehabilitation works.

4 determining factors should be taken into account:

- **the technical feasibility**, which concerns the options proposed in terms of infrastructures to improve the sale of products;
- **the economic feasibility**, which concerns the necessary investments and the business model for post-completion infrastructure management;
- **the administrative feasibility**, related to the land status, the regulations on the marketing of farming products...;
- **and the socio-organizational feasibility** with analysis of the stakeholders' strategies and identification of the different possible infrastructure management modalities.

Building of a rural product collection center, DR Congo

	TECHNICAL FEASIBILITY
Key elements to analyze	- **Identification of the need** in infrastructure building or rehabilitation: collection center, storage area, packaging station, market… through a **value-chain analysis** enabling to spot the bottlenecks or improvement potentials for a better match between the offer and the demand and fluxing of exchanges (see Sheet "Focus: The farms and the value chains") - **Characterization of the offer** in farming products (localization of production areas, types of products, volumes, availability periods, perishability…) **and of the demand** (localization of consumption areas, volumes, seasonality…) to choose and determine the size of the infrastructures (and localize them in the case of new buildings) - Analysis of the **characteristics of the infrastructures' installation area**: physical characteristics (type of soil, topography…), remoteness / accessibility, connection to the water network, sanitation, electricity… to help setting the technical options - Analysis of **users' practices**: types of vehicles used, packaging, quantity of products to process, perishability… to favor accessibility and function of buildings and equipment - **Description of technical options**: types of work, diagrams, plans, recommended materials, equipment... **Additional information of interest:** - Geological analysis to prevent any natural hazards (landslide, flood, seismicity…) that may destabilize the structure - Knowledge of the sanitary rules regarding handling or storage of food (see administrative feasibility) to identify the necessary arrangements and equipment - In case of rehabilitation, analysis of the causes of malfunctions or degradation (on the technical level)

TO NOTE

The technical feasibility can be achieved by a project team, if the skills are available, or externalized.

In any case, the authorities and technical services in the area are mobilized, as well as the users to share the assessment of the situation and identification of the solutions.

Their involvement is necessary to guarantee the relevance of the choices to be made (thanks to the knowledge of the local stakeholders) and to facilitate afterwards appropriation of infrastructures and equipment.

Stall on the floor in a market, Senegal

	ECONOMIC FEASIBILITY
Key elements to analyze	- **Estimate of costs** of the proposed technical options: gear and materials for building or rehabilitation, equipment, transport, workforce, connection to water, sanitation, electricity… - **Cost calculation** for the operation of the infrastructures (including maintenance and possible equipment renewal), identification of the resources for charge coverage (= elaboration of the business model) - **Calculation of the economic impact** for users (farms and operators downstream of the production) - **Identification of the contributors:** listing of the different funding possibilities, amount of funds mobilized or to mobilize for the investments. **Additional key points:** - All costs should be taken into account in the investment estimates: material, material transport, rental of specific equipment at the time of the work, workforce, worksite installation and clearance… - The business model of the operation of the infrastructures should be achieved with the users (to help acceptance of the cost) and take potential taxes into account (see administrative feasibility) - Calculation of the economic impact is useful to negotiation of a budget if need be (cost-benefit ratio) and to justify payment of the service by the users

	ADMINISTRATIVE FEASIBILITY
Key elements to analyze	- Identification of the **institutional environment**, and notably the bodies having authority for allotment of land, the building of marketing infrastructures, the operating of the markets, etc. - Analysis of the **regulatory framework**: verification of land statuses, title deeds (to ensure land safety before any investment), analysis of the urban planning documents (development plans or zone management plans if they exist), identification of building permit requirements and sanitary demands for manipulation or storage of foodstuffs, etc.

	SOCIO-ORGANIZATIONAL FEASIBILITY
Key elements to analyze	- Analysis of the **users' practices**: strategies in terms of supply and sale of the products - **Social cohesion** of the users: stakeholders already organized or not, relationship of trust /distrust… existence or not of conflicts - Prefiguration of **scenarios**: discussion about the infrastructure management modes (responsibilities, functioning, rules, payment, etc.) **Additional key points:** - Elaboration of the management modes is achieved by the users - Difficulty in the implementation (and sustainability) of the infrastructures is just as technical as socio-organizational; this aspect should not be neglected - Particular attention should be paid to the choice of location for the infrastructure to ensure that general interest is guaranteed - In case of rehabilitation, an analysis of the causes of malfunction (on the socio-organizational plan) should be performed

This first stage consisting in a feasibility analysis has an operational purpose.

It can be simple, or more complex, according to the situations.

In any case, it allows, with all concerned stakeholders, to validate the needs in infrastructures and the feasibility of the works.

Following this stage, the following framing elements are established:

- on the technical plan: context analysis, identification of the needs, localization (mapping), work proposals (plans, charts…);
- on the economic plan: financial estimates of investments and contributions, business model (for the operation), economic impact expected for the various users;
- on the administrative plan: potential procedures to complete (such as legalization of title deeds if necessary); on the management plan: responsibilities and proposed functioning of the infrastructures, management modes…

Storage warehouse, Senegal

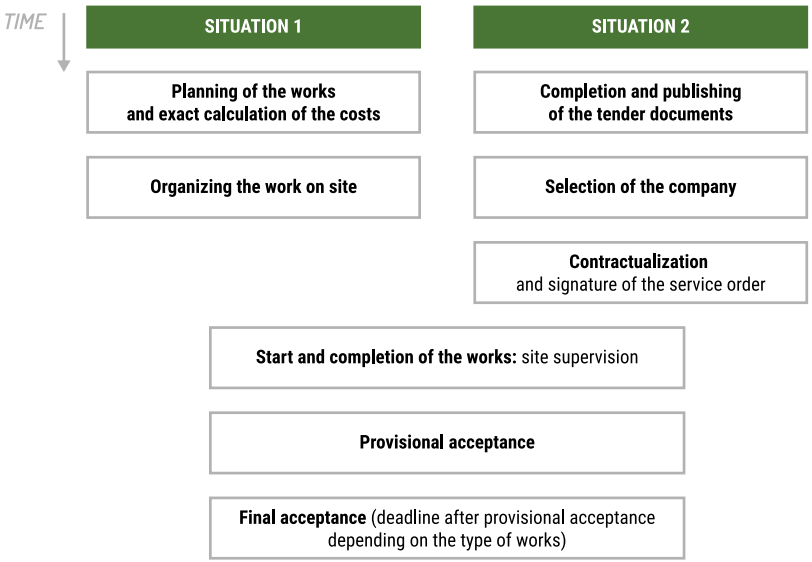
2 COORDINATING THE IMPLEMENTATION AND THE FOLLOW-UP OF THE WORK UNTIL COMPLETION

Once the feasibility has been validated, implementation and follow-up of the works should be coordinated.

There are two possible situations:

- the works are achievable by users with occasional recourse to specialized workers for specific tasks (case of works with low technicity level and costs); **SITUATION 1**
- the works require to resort to one or several companies for completion **SITUATION 2**

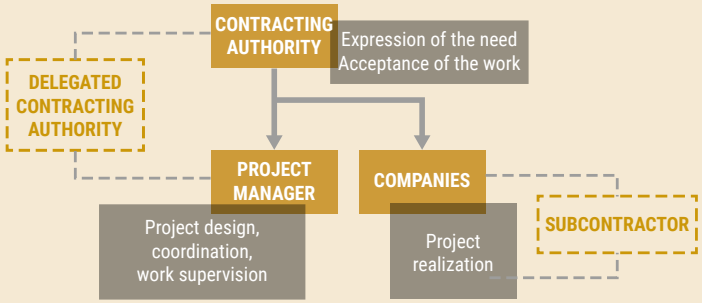
Therefore, the coordination and follow-up stages are the following:



The methods of implementation vary according to the context and the types of works. It is therefore important to collaborate with the relevant bodies and/or organizations which, preferably, have similar experience in the area.

The following elements can also provide insights.

SIMPLIFIED DIAGRAM OF ROLES AND RELATIONS FOR A CONSTRUCTION PROJECT



Contracting authority	Project initiator. *Expresses the need (without necessarily having the technical skills to carry out the works).*
Delegated contracting authority (or assistant to the contracting authority)	Representative of the contracting authority. *Supports the definition of the project initiator's needs interfacing with the project manager.* **To note:** he/she is no substitute for the contracting authority and has no contractual relations with the project manager.
Project manager	Developer and supervisor of the project realization on behalf of the contracting authority, as part of a contract. *Develops the project, coordinates the various job trades, follows up and controls the works.*
Companies / Specialized craftsmen	Implementers. *Perform the construction works.*
Providers or subcontractors	Implementers of part of the works on behalf of the company. **To note:** no relation with the contracting authority.

STEPS	WHAT YOU SHOULD THINK ABOUT…
Works programming and costing	- Implementation schedule, materials and/or specific equipment transport time, terms of payment of workforce (and contributions in kind)… - Accurate budgeting and validation of the contributions based on the estimates made during the feasibility analysis
Worksite organization	- Distribution of responsibilities, appointment of monitoring-control committees, transport / catering arrangements for workers
Tender documents*	- Context of intervention, plan or scheme, technical specifications, other specifications (works achievement requirements, social and environmental standards, indicative budget…), submission procedure (deadlines, file preparation with technical bid, financial bid, administrative record of the tendering company, its experience and qualifications, submission format…), selection modalities (transparency on selection criteria)…
Selection of the company	- Selection committee (gathering the users and technical services, and even the authorities depending on the context) - Selection of the "best bidder" (best value for money), rather than the "lowest bidder"**
Contractualization*	- Involving the technical services (as signatories or for advice) - According to the contexts, involvement of users through their representative (president of FO…) - Payment of initial advance
Construction site supervision	- Regularity of the visits to ensure compliance of the materials used or the proper implementation of some tasks (concrete batching, depth of foundations…) that cannot be checked once the works have been completed - Involvement of users, technical services (or even of the authorities according to the context) - In case of justified delay of the company (event of force majeure), a suspension of the service order can be considered to avoid potential penalties
Provisional acceptance*	- Distinction between equipment acceptance and buildings acceptance (and possible acceptance by stages of works) - Provisional acceptances enable to proceed to part payments, yet holdbacks are applied until final acceptance and validation of works conformity - Involvement of users, technical services (or even of the authorities)…in any case, it is the contracting authorities who takes delivery of the works - Payment of intermediate instalments
Final acceptance*	- Achievement after an operation period enabling to notice potential defects - Certificate of final acceptance and balance payment

** Refer to existing models and procurement rules, which vary according to local regulation and the donor's own procedures.*

*** For bids complying with procedural standards and bidders meeting administrative requirements, the technical bids are analyzed as a first step, and the best – the ones considered as acceptable (in compliance with the statement of works) – are kept. As a second step, the financial offers related to these acceptable bids are analyzed. Lastly, the best technical bid proposed at the best price is selected.*

Signpost for the building of a collection center for agricultural products, DR Congo

3 ENSURING THE MANAGEMENT CAPACITY FOR EFFICIENT INFRASTRUCTURES OVER TIME

For infrastructures that are operational and well-maintained over time, it is important to clarify the following points with the stakeholders concerned:

- the responsibilities;
- the operating rules (expenses, payment recovery methods, maintenance and repair of buildings and equipment, renewal of equipment);
- the potential needs in capacity building or management tools.

This work begins as from the feasibility study and the modalities are adjusted as discussions and trainings take place.

It is a matter of deciding collectively and ensuring that the conditions are met and that the tools are implemented to enhance the infrastructures over time.

TIME ↓	
FEASIBILITY	**Discussion on the management modalities**
WORKS	**Adjustment of the proposals, implementation of the tools** Training and workshops about: - governance (implementation of committees, organization of meetings…) - the rules (rights and duties, contributions…) - the tools (register of users, contributions follow-up notebook, maintenance work planning, cash book and margin calculation table…)
ACCEPTANCE	**Formalization** of the management proposals with documents signing: charter, regulation…
USE OF THE INFRASTRUCTURES	**Support and management advising…** …for a gradual takeover and an efficient service provided by the infrastructures: - follow-up of the governance bodies - support in achieving periodic evaluations

Validation work of management modalities of Andranonahoatra market, Madagascar

TO NOTE

Effective regulation of the markets is essential to guarantee that the infrastructure is operational over time by making sure that it adapts to users' practices.

The uses initially determined in a concerted manner should be respected: commercial purpose (wholesale, retail, quality and origin of the products…), right of access depending on the categories of stakeholders, level of formalization of the activities (tolerance or not of informal actors), etc.

Building of a parking area and wholesale storage warehouse, DR Congo

Rehabilitation of a retail market in Antananarivo, Madagascar

KEY POINTS TO REMEMBER

Marketing infrastructures boost development of farming activities.

Yet, to play this role efficiently, the building or rehabilitation works should systematically be subject to a prior concerted analysis about the technical, economic, administrative and social aspects.

The sustainability of these infrastructures depends on the quality of the works and the management modalities implemented which guarantee the quality of services provided.

If these infrastructures are necessary, they generally are not enough to improve the flow of trade. It is important to carry out additional work to promote the supply chains.

TO GO FURTHER…

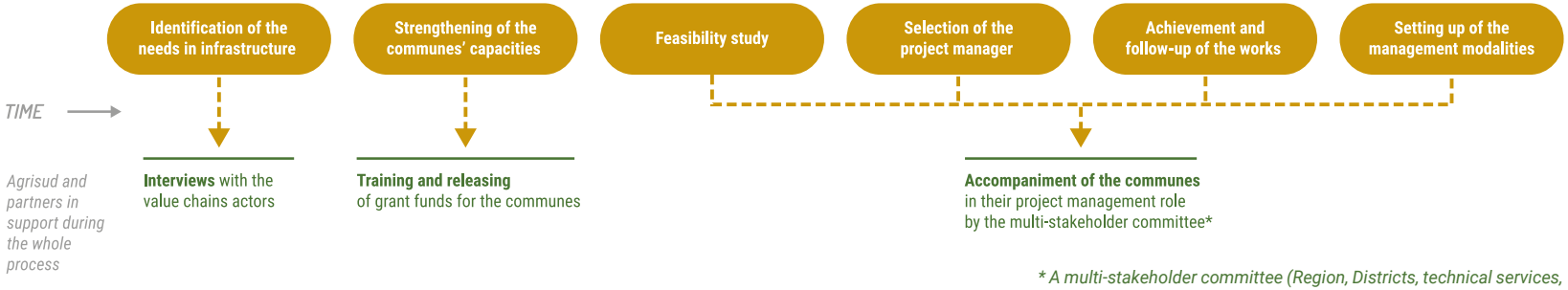
- Pages “Explanatory illustration” p.157-158
- Sheet “Focus: The farms and the value chains” p.67
- Sheet “Setting up processing units” p.161
- Sheet “Promoting exchanges between the stakeholders of the value chains” p.173

Rehabilitation of municipal markets
Madagascar

As part of a project to professionalize peri-urban agricultural value chains, Agrisud teams and their partners supported the communes of North Antananarivo to improve the marketing conditions, notably through rehabilitation of infrastructures.

The intervention strategy was based on strengthening the capacities of the communes and the contracting authorities, so that they are able to identify priority infrastructures, manage their rehabilitation and ensure maintenance. A support fund made it possible to apply capacities and to carry out works in warehouses, sale outlets, stalls, sanitary blocks…

Main steps of the process:



** A multi-stakeholder committee (Region, Districts, technical services, donors and project representatives) performed the evaluation of the communes' project proposals, the awarding of grants and accompaniment in the implementation of the projects.*

Visit of the market and works follow-up
by the multi-stakeholder committee, Madagascar

EXPLANATORY
ILLUSTRATION

Setting up of *Centre de Regroupements Ruraux* (CRR - Rural product collection Centers)
Democratic Republic of Congo

Within the framework of professionalization projects of agricultural value chains in the Kongo Central province, Agrisud teams and their partners have set up CRRs to improve collection and moving of agricultural products.

The primary purpose of CRRs is to group the products of a production area (supply basin) and to make the offer accessible to operators downstream of the production. Additional services are developed: agricultural inputs store, storage, etc.

CRRs are managed by the village committees.

Main steps of the process:

TIME →

Identification of the needs in infrastructure	Determination of installation sites	Election of committees	Achievement and follow-up of the works	Setting up of the management modalities
• **Diagnosis** of supply basins • **Interviews** with the value-chain stakeholders	**Consultation**	**"Steering" of the works**	**Villagers and local companies**	**Support to operating** rules decision and setting up of management modalities

Agrisud and partners in support during the whole process

Traditional ceremony at the inauguration of a rural product collection center, DR Congo

Setting up processing units

Processing includes activities of preparation (packaging, storage) or manufacturing of foodstuffs from raw agricultural products.

These activities represent an interest in terms of food security and value creation (employment, income).

In the case of the projects led by Agrisud, food processing facilities are set up or rehabilitated.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Having quality staple foods (flour, oil…) • Storing the products • Making the most of the excesses • Generating income	• Having products which are fit for consumption • Promoting a web of small sustainable economic activities

IMPLEMENTATION CONDITIONS

- Having identified a demand in processed products
- Mobilizing the technical services of the area
- Having technical skills (internal or external)
- Knowing the regulatory framework regarding processing and marketing of agricultural products

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Authorities
- Technical services
- Private support bodies
- FOs, farms
- Operators downstream of the production
- Works companies, craftsmen

Principle

Processing of agricultural products can be carried out on different scales (artisanal or agro-industrial), by different entities (individuals, FOs, companies) and according to various processes, from the simplest, such as drying for the preservation of products, to the most complex, like extracting essential oil.

In all cases, the establishment or rehabilitation of processing facilities depends on:

- the demand in processed products (local, regional, national or international);
- its ability to respond to it over time, in a sustainable manner, taking into account the existing regulatory framework.

This implies a coordinated action and a discussion on the choices (type of infrastructure, location, rehabilitation needs, processes, equipment), the scaling of the works to be undertaken, their implementation and post-acceptance management.

TO NOTE

The effective demand in processed products determines the viability of the processing activities. The reality of the demand is however sometimes overlooked given that processing units are established in order to avoid the loss of unsold products. These products, once processed, do not necessarily find a buyer… and their selling prices are not always competitive.

Method

3 key steps are to be implemented:

1. STUDYING THE FEASIBILITY AND FORESHADOWING THE MANAGEMENT MODALITIES
2. COORDINATING THE IMPLEMENTATION AND FOLLOW-UP OF THE WORKS UNTIL COMPLETION
3. SECURING THE MANAGEMENT CAPACITY FOR SUSTAINABLE ECONOMIC ACTIVITIES

1 STUDYING THE FEASIBILITY AND FORESHADOWING THE MANAGEMENT MODALITIES

This first stage should make it possible to specify the needs and validate or not the establishment of a processing unit.

4 determining factors should be taken into account:

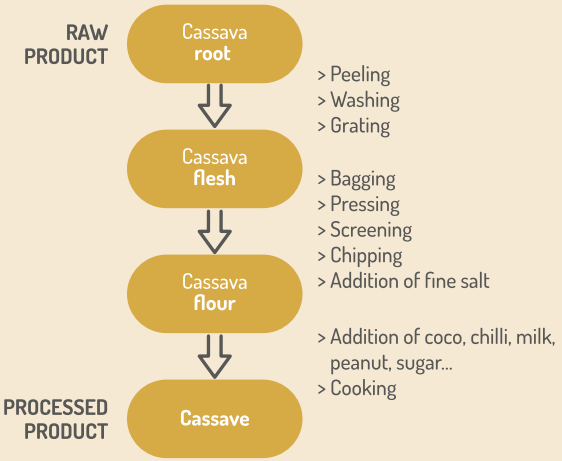
- **the technical feasibility,** which focuses on the processing options (process, installation, equipment, sizing, requirements of processed products…) and the location in the case of a new building;
- **the economic feasibility,** which focuses on the market study, the investments required and the business model for the management of the facility;
- **the administrative feasibility,** in connection with regulations on the processing and marketing of agricultural products, and on land;
- **and the socio-organizational feasibility,** with analysis of the profiles of the managing bodies, of the actors' strategies for the sale of their products and the foreshadowing of the management methods.

Turmeric drying unit, Cambodia

	TECHNICAL FEASIBILITY
Key elements to analyze	- **Identification of the need for intervention in the processing activity:** inadequacy of an existing unit with the offer or the demand (in quantity, quality or diversity), opportunity to relocate a stage of processing closer to the place of production, diversification of market outlets… - **Characterization of the offer** in farming products to be processed (localization of production areas, type of products, volumes, periods of availability, perishability…) **and of the demand** (localization of consumption areas, volumes, seasonality…) to choose the location / to size the unit - **Identification of the processing procedure:** processes (drying, pressing, crushing…) and stages to be carried out from the raw product to the finished product, necessary inputs, equipment and consumables (machines, tools, containers…), waste treatment… - **Identification of hygiene and safety rules** to be observed when setting up a production line (go-forward health principle…) to adapt facilities and equipment - Analysis of the **characteristics of the unit's location:** physical characteristics (type of soil, topography…), remoteness / accessibility, connection to the water network, sanitation, electricity… to help setting the technical options - **Description of technical options:** types of works, diagrams, plans, recommended materials, equipment... **Additional information of interest:** - Analysis of natural hazards (landslide, flood, seismicity…) that may destabilize the structure - In case of rehabilitation, analysis of the causes of malfunctions or degradation (on the technical plan) - Storage life of processed products with regards to the techniques chosen

EXAMPLE ► IDENTIFICATION OF THE KEY STAGES OF A CASSAVE PRODUCTION UNIT – HAITI

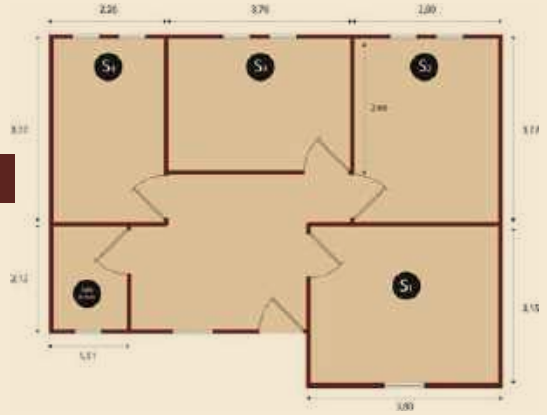
Cooking process of cassaves, Haiti

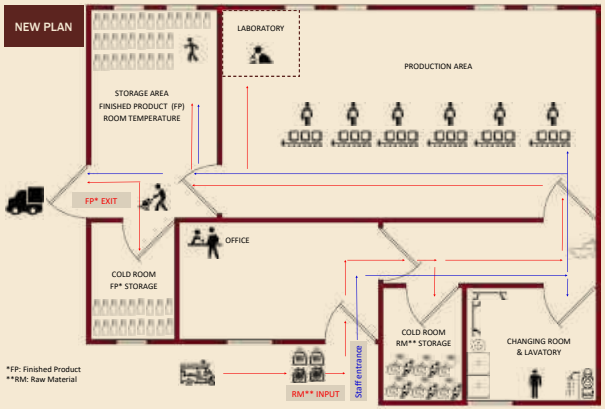


EXAMPLE ► SITE LAYOUT PLAN FOR A FEASIBILITY STUDY MOROCCO

Establishment of a unit for processing of vegetables into juice:

Building plan – Initial state





	ECONOMIC FEASIBILITY
Key elements to analyze	- **Market study:** types of products requested, consumers' specific requirements, volumes and periodicity, price … and analysis of the competition - **Realization of the investment budget** necessary for the works and equipment and analysis of the working capital requirements - **Elaboration of the business model:** **Cost calculation** for a given period Fixed costs: depreciation value (building, equipment), permanent paid employees… Variable costs: raw material, consumables (containers, labeling…), water and electricity costs (if not flat rate), communication and transport costs… taxes **Calculation of income** over the same period Volume x sale price by type of products (goods or services) **Calculation of gross and net margin** - **Identification of contributors:** list of different funding possibilities, amount of funds mobilized or to be mobilized for investments… **Additional key points:** - A processing facility can produce and sell a product (flour, oil, juice, soup…) and/or sell the processing service. In this second case, the users buy the service - The business model is generally developed with the manager and the users to facilitate the acceptance of costs, define the sale prices… - In some cases, approvals are required, foresee the costs of registration or services necessary for the assembly of the file - It is interesting to calculate the gross margin and the net margin to, among other things, take into account the depreciation costs of the investments made (and be able to renew them in due time)

EXAMPLE ► CALCULATION OF A JUICE PRODUCTION COST – CAMBODIA

ALOE VERA JUICE PRODUCTION COST
CALCULATION FOR 255 BOTTLES OF 350 ML

ELEMENTS		QUANTITY / 255 BOTTLES	UNIT	UNIT COST	TOTAL COST	COST PER BOTTLE (RIELS)	COST BY LITER ($)
Raw material	Fresh aloe vera	18	Kg	4,500	81,000	317.65	0.0794
	Pandanus leaves	5	Kg	2,000	10,000	39.22	0.0098
	Sugar	7	Kg	2,500	17,500	68.63	0.0172
Energy	Electricity (Refrigerator)	3	Kw	1,000	3,000	11.76	0.0029
	Gas	5	Kg	4,300	21,500	84.31	0.0211
Packaging	Plastic bottle	255	Unit	170	43,350	170	0.0425
Labelling	Sticker	255	Unit	270	68,850	270	0.0675
Transport	Raw material delivery	18	Kg	200	3,600	14.12	0.0035
	Ice	20	Kg	300	6,000	23.53	0.0059
Total					254,800	999.22	0.2498
Other	(Alcohol, soap, hairnet, facemask…)				12,740	49.57	0.0124
GRAND TOTAL					267,540	1048.79	0.2622

	ADMINISTRATIVE FEASIBILITY

Key elements to analyze	- Identification of the **institutional environment**, and in particular of the bodies empowered to allocate land, authorize the construction of the facility, obtain sanitary permits, etc.
	- **Analysis of the regulatory framework:**
	  - Verification of **property titles** (to ensure security of tenure before any investment)
	  - Analysis of the **urban planning documents** (development plans or area management plans if existing) to validate the planned constructions
	  - Identification of **works authorization** requirements
	  - Identification of any **health authorizations or approvals** and conditions for obtaining them
	  - Analysis of the possible **legal forms** for the management of the facility (association, cooperative, LLC, EIG…)
	  - Etc.
	
	Additional information of interest:
	- Waste management and environmental standards of buildings and/or equipment
	- In case of export, specific authorizations or accreditations are required

	SOCIO-ORGANIZATIONAL FEASIBILITY
Key elements to analyze	- **Characterization of the project initiating entity** in the case of an existing facility which allows, among other things, to determine support needs and support conditions - Identification of the most appropriate **legal form** for the project (depending on its purpose), the context and the project entity… Management of the processing facility can be carried out by an individual or a group, under the form of a company or an association… - Pre-configuration of **management modalities** to determine in a concerted manner the responsibilities, the conditions of collaboration, the operation… **Additional key points:** - In case of rehabilitation, an analysis of the causes of dysfunction (on the socio-organizational level) - **Risk analysis** (social acceptability…)

TO NOTE

Administrative procedures can be complex for land security, works authorizations, health approvals… and require to be well advised.

Contacting organizations with similar experience in the area could be very useful.

This first step of feasibility analysis has an operational purpose.

It can be simple, or more complex, depending on the situations.

In all cases, it allows, with all stakeholders concerned, to validate the needs for setting-up or rehabilitating a processing facility and its feasibility.

At the end of this stage, the following framing elements are determined:

- on the technical level: context analysis, identification of needs, description of the processing method, works proposals;
- on the economic level: investment needs, business model, expected economic repercussions for the manager and the users of the facility;
- on the administrative level: procedures to complete if necessary (such as the request for authorization to sell processed products);
- on the management level: identification of the responsibilities and operating modes.

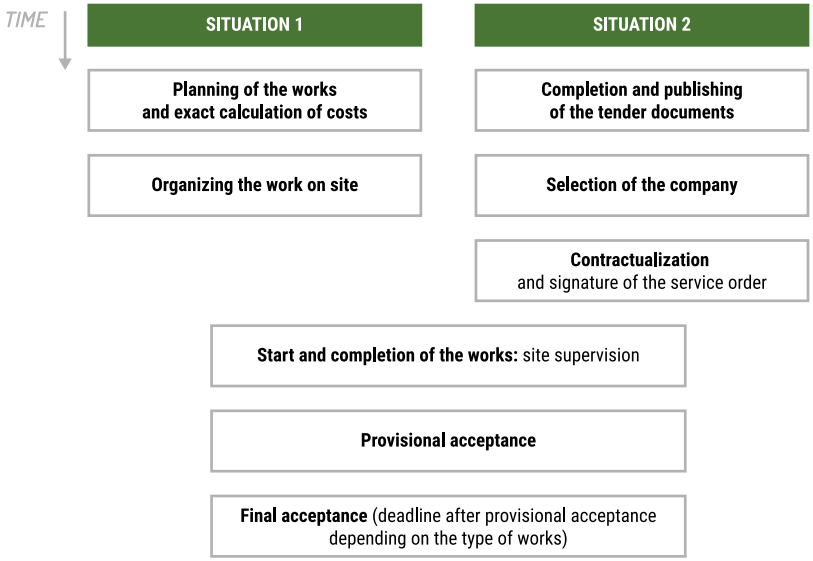
2 COORDINATING THE IMPLEMENTATION AND FOLLOW-UP OF THE WORKS UNTIL COMPLETION

Once the feasibility has been validated, implementation and follow-up of the works should be coordinated.

There are two possible situations:

- the works are achievable by users with occasional recourse to specialized workers for specific tasks (case of works with low technicity level and costs); **SITUATION 1**
- the works require to resort to one or several companies for completion. **SITUATION 2**

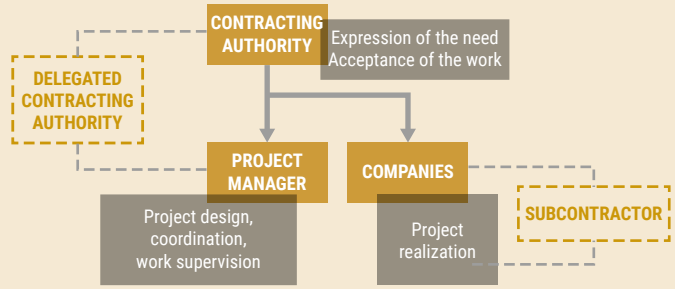
Therefore, the coordination and follow-up steps are the following:



The methods of implementation vary according to the context and the types of works. It is therefore important to collaborate with the relevant bodies and/or organizations which, preferably, have similar experience in the area.

The following elements can also provide insights.

SIMPLIFIED DIAGRAM OF ROLES AND RELATIONS FOR A CONSTRUCTION PROJECT



Contracting authority	Project initiator. *Expresses the need (without necessarily having the technical skills to carry out the works).*
Delegated contracting authority (or assistant to the contracting authority)	Representative of the contracting authority. *Supports the definition of the project initiator's needs interfacing with the project manager.* **To note:** he/she is no substitute for the contracting authority and has no contractual relations with the project manager.
Project manager	Developer and supervisor of the project realization on behalf of the contracting authority, as part of a contract. *Develops the project, coordinates the various job trades, follows up and controls the works.*
Companies / Specialized craftsmen	Implementers. *Perform the construction works.*
Providers or subcontractors	Implementers of part of the works on behalf of the company. **To note:** no relation with the contracting authority.

STAGES	WHAT YOU SHOULD THINK ABOUT…
Works programming and costing	- Implementation schedule, materials and/or specific equipment transport time, terms of payment of workforce (and contributions in kind)… - Accurate budgeting and validation of the contributions based on the estimates made during the feasibility analysis
Worksite organization	- Distribution of responsibilities, appointment of monitoring-control committees, transport / catering arrangements for workers…
Tender documents*	- Context of intervention, plan or scheme, technical specifications, other specifications (works achievement requirements, social and environmental standards, indicative budget…), submission procedure (deadlines, file preparation with technical bid, financial bid, administrative record of the tendering company, its experience and qualifications, submission format…), selection modalities (transparency on selection criteria)…
Selection of the company	- Selection committee (gathering the users and technical services, and even the authorities depending on the context) - Selection of the "best bidder" (best value for money), rather than the "lowest bidder"**
Contractualization*	- Involving the technical services (as signatories or for advice) - According to the contexts, involvement of users through their representative (president of FO…) - Payment of initial advance

** Refer to existing models and procurement rules, which vary according to local regulation and the donor's own procedures.*

*** For bids complying with procedural standards and bidders meeting administrative requirements, the technical bids are analyzed as a first step, and the best – the ones considered as acceptable (in compliance with the statement of works) – are kept. As a second step, the financial offers related to these acceptable bids are analyzed. Lastly, the best technical bid proposed at the best price is selected.*

STAGES	WHAT YOU SHOULD THINK ABOUT…
Construction site supervision	- Regularity of the visits to ensure compliance of the materials used or the proper implementation of some tasks (concrete batching, depth of foundations…) that cannot be checked once the works have been completed - Involvement of users, technical services (or even of the authorities according to the context) - In case of justified delay of the company (event of force majeure), a suspension of the service order can be considered to avoid potential penalties
Provisional acceptance*	- Equipment / buildings acceptance (possible acceptance by stages of works) - Provisional acceptances enable to proceed to part payments, yet holdbacks are applied until final acceptance and validation of works conformity - Involvement of users, technical services (or even of the authorities) - Certificate of provisional acceptance and signature of service termination in case of acknowledgement of the works' completion and conformity - Payment of intermediate instalments - Inauguration (optional)
Final acceptance*	- Achievement after an operation period enabling to notice potential defects - Certificate of final acceptance and balance payment

TO NOTE

In case of development of food processing units, it is important to check the food compatibility certificates of the surfaces, equipment, etc.

In case sanitary authorizations require a procedure manual to be developed, the work is initiated during the works stage to launch the activities as from acceptance.

3 SECURING THE MANAGEMENT CAPACITY FOR SUSTAINABLE ECONOMIC ACTIVITIES

The capacity of a processing unit to be effective over time depends on a proper design (see stages 1 and 2) and its management. The latter should take into account:

- **the technical aspect of the activity**
- **the economic aspect of the unit (with particular attention to development of business relationships)**
- **the organizational aspect**

TO NOTE

In line with the initial skills of the unit managers, the capacities required by the activity and the context, an adapted "professionalization" course is implemented to ensure the progressive mastery of the knowledge and know-how necessary for the implementation and development of the activity.

The course is more or less complex depending on the situations, but in all cases, the 3 aspects must be checked.

► Technical mastery of the processing activity

It relies on 3 key elements:

- the processing activity itself (management of products flows, stages in the process, handling of equipment, protocol of potential analyses to be carried out…);
- the risk management (HACCP method – Hazard Analysis Critical Control Point – for controlling chemical, physical and biological hazards);
- the traceability, which is the capacity to follow the route of a food product at all stages of production and processing (and even distribution as appropriate). It guarantees the origin of a product (and its quality) or identifies the root cause of a problem; traceability is based on a monitoring system and batch record sheets, etc.

The transfer is gradual. It breaks down into training times, implementation of tools (technical sheets, displays…) and advisory support for adjustments based on achievements.

EXAMPLE ► SUPPORT TO DEVELOPMENT OF A PROCEDURES MANUAL MOROCCO

Olives pulping, El Mohammedia Cooperative, Morocco

The manual drawn up with the El Mohammedia olive oil production cooperative describes the following elements:

- technical sheet of the processing unit;
- infrastructure and installations;
- control of operations (manufacturing diagram, missions and responsibilities);
- procedures > cleaning / disinfection, hygiene and health of personnel, pest control, withdrawal, identification / traceability of products, control of non-conforming products, control of documents and records, internal and external communication, staff training, calibration, waste management;
- recordings linked to the procedures > document or form templates to be filled in (control sheet filled in by the operator…) which ensure the smooth running of the procedure.

► Economic management of the unit

It is based on:

- the mastery of basic economic concepts (definition of a production activity, understanding of a production system, identification of performance indicators in relation to the initial objectives of setting up or rehabilitating the unit);
- the mastery of tools for implementing the activity or measuring performance;
- the ability to develop business relationships.

The transfer of knowledge and know-how is also gradual (training times, implementation of tools and advisory support for adjustments).

Example of key points to be addressed:

ENTREPRENEURSHIP	- Definition of the production activities - Entrepreneurial spirit - Different legal forms for entities that lead production activities (LLC, EIG, cooperative…) - Regulation applying to the activity (taxation, statements…)

TECHNICAL AND ECONOMIC MANAGEMENT OF THE UNIT	- Programming of activities (harvesting and delivery calendar, processing periods, daily volume to be processed…)
	- Basics of management of an economic activity (production systems, calculation of production, yields and margin)
	- Cost calculation and fixing of selling prices
	- Monitoring tools:
	  - Staff management (entry and exit sheets…)
	  - Management of product inflow and outflow (delivery notes, logbook of raw products received and finished products)
	  - Traceability (tracking sheets, product labels…)
	  - Cash book, margin calculation tables, depreciation table, cash flow statement…
	  - Order management: quotation, invoice, packing list…

Cassava sticks, Gabon

COMMUNICATION	- Definition of communication and its goals - Different forms of communication - Communication tools: visual identity applied to containers, car wrapping, business cards, premise signs…
TRADE RELATIONSHIPS MANAGEMENT	- Key principles in customer relation management (customer loyalty…) - Customer canvassing - Determinants to convince a client - Key stages of a negotiation…

TO NOTE

Analysis of the activity's performance on the technical plan and on the economic plan, based on the performance indicators identified beforehand is achieved by period and shared with all stakeholders.

► The organizational aspects

They mainly concern:

- governance (responsibilities, statutes and regulations…);
- administrative procedures: this involves supporting formalization procedures (drafting and filing of statutes, registration with the tax authorities, approval files…) or procedures for the procurment of equipment / financing for the development of the activity…;
- staff management (documented recruitment, potential statements…).

Work on these aspects is initiated from the feasibility study and the modalities are adapted as the discussions and trainings progress.

It is a question of deciding collectively and ensuring that the conditions are met and that the tools are in place to develop the facility over time.

Organization around a processing unit, Gabon

Production of turmeric powder, Cambodia

KEY POINTS TO REMEMBER

The processing units make it possible to enhance the value of agricultural products and stimulate the development of economic activities in the territory if, and only if, the demand in processed products is verified.

To set up a unit, feasibility must be carefully analyzed. An organizational model should be built in consultation with stakeholders.

The sustainability of the unit's activity then depends on its technical, economic and organizational management.

Additional work to promote the value-chains can be carried out to ensure the sustainability of links with suppliers (farms) and buyers (downstream operators).

TO GO FURTHER…

- Page "Explanatory illustration…" p.171
- Sheet "Developing an offer in agricultural services" p.139
- Sheet "Setting up or rehabilitating marketing infrastructures" p.149
- Sheet "Promoting exchanges between the stakeholders of the value chains" p.173

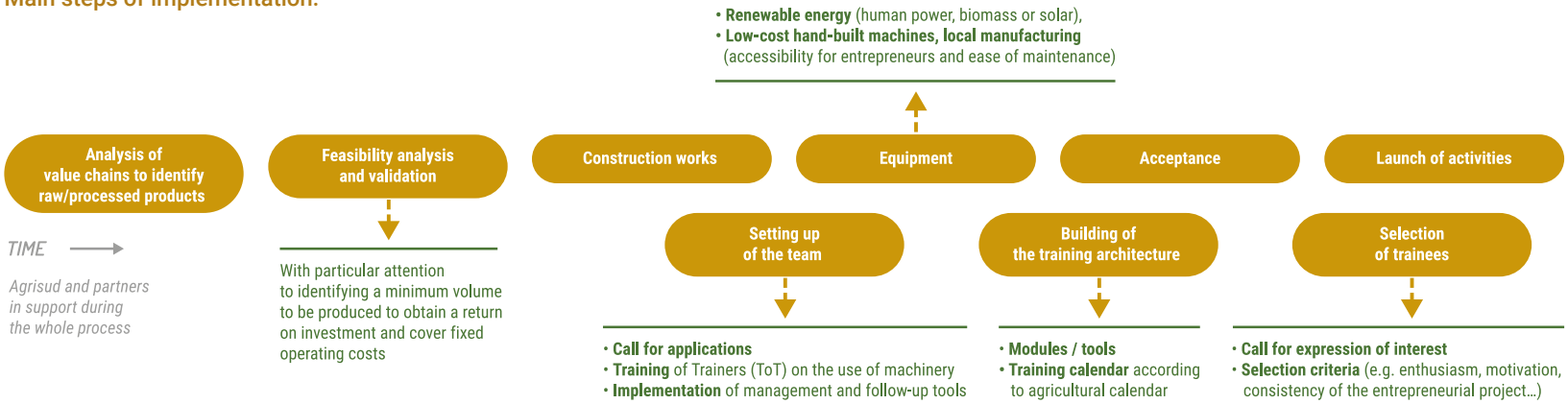
EXPLANATORY
ILLUSTRATION

Creation of business incubator in agro-processing
Madagascar

In Madagascar, a business incubator has been implemented to make artisanal agro-processing accessible and to create added value in the territory, especially in favor of farms.

The structure offers two services: a follow-up-advising training programme and rental of agro-processing equipment.

Main steps of implementation:



Organization of the business incubator:

- A manager-trainer, in charge of the operational and financial monitoring of the incubator and trainings on management of a processing unit
- A trainer-technician for maintenance and use of the machines and trainings in hygiene and quality standards and processes
- Support from the management team of the CRFPA (Agricultural Professional Training Regional Center: incubator's host structure) and occasional use of teachers to cover specific topics.

Financial sustainability:

- Contribution of future entrepreneurs to training costs
- Daily rental of machinery
- Sale of processed products from practical trainings within the framework of the incubator.

Promoting exchanges between the stakeholders of the value chains

Agricultural value chains have to face many social, economic and environmental challenges: food security for populations, fair distribution of value, agro-ecological transition… and all this in rapidly changing contexts.

To help value chains cope with these challenges and support their development, it is often necessary to support structuring. Among other things, this means fostering exchanges between stakeholders.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Benefiting from an exchange framework conducive to the development of activities	• Improving the functioning of value chains to meet the challenges of food security and employment in particular

IMPLEMENTATION CONDITIONS

- Having identified the problems of structuring the value-chain
- Knowing the institutional framework of agricultural value chains

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- Suppliers upstream of the production
- Downstream service operators
- Inter-branch organizations
- Technical services
- Consumers

Principle

Value chains are chains of activities which contribute to produce, process, distribute and consume a product (see Sheet “Focus: The farms and the value chains” p.67).

They must respond to many challenges, and yet they often struggle to be effective due to a lack of structure: fragmentation of production, weakness of the processing sector, shipping problems between production zones and consumption zones, mistrust between the links in the chain…

Fostering exchanges between stakeholders and bringing them together around strategies defined collectively, in line with everyone’s interests, contributes to improving structuring.

It involves mobilizing the farms, upstream suppliers, downstream operators, the consumers… and developing a coherent approach to meet market needs, in a fair and secure exchange framework (securing farm outlets and stabilization of supplies for processors, distributors, consumers).

To be effective, this approach should be based on the operators’ mutual commitments (formalized commitments) and be operational (broken down into shared action plans).

TO NOTE

Fostering exchanges between stakeholders is necessary but not sufficient to structure value chains. Depending on the contexts, different complementary actions can be carried out: upgrading of infrastructures (marketing, processing…), setting up of information systems on the markets, etc.

Method

3 key steps are to be implemented:

1. IDENTIFYING AND MOBILIZING STAKEHOLDERS
2. ORGANIZING EXCHANGES
3. FORMALIZING AND FOLLOWING UP THE COMMITMENTS

1 IDENTIFYING AND MOBILIZING STAKEHOLDERS

Value chains are composed of 4 major sectors:

PRODUCTION | PROCESSING | MARKETING | CONSUMPTION

These groups can be made up of sub-sectors. For example, inside production, the supply of inputs or materials is separate from production itself. In marketing, transportation is often distinct from commerce, etc.

The sectors and sub-sectors are organized differently according to the value chains and involve a more or less significant number of stakeholders (see Sheet "Focus: The farms and the value chains" p.67).

In the context of setting up a dynamic of exchanges to strengthen the structuring of value chains, it is above all important to identify the key stakeholders to be involved.

Several configurations are possible:

- work on a territorial scale to answer a global need for connection between farms and markets (to limit a fall in sales or facilitate supplies); in this situation, production and the other sub-sectors (distribution, consumption) are generally fragmented;
- work in response to the specific demand of a consumer or a sector (such as the food industry); in this situation, production can be fragmented or concentrated (depending on the types of products and the professional organization of the farms) and the processing and consumption sectors are concentrated;
- work in response to a professional organization's sales problem; in this situation, production is concentrated and the other sectors can be more or less heterogeneous and/or concentrated;
- Etc.

The examples above are far from being exhaustive. It is therefore important to carefully define the perimeter of the value chains to target the relevant stakeholders to be involved.

TO NOTE

Work can be made on existing value chains or on the creation of new value chains.

EXAMPLE ► MULTI-STAKEHOLDER EXCHANGES – SENEGAL

Multi-stakeholder meeting, Senegal

Within the framework of agricultural development projects in Senegal, Agrisud and its partners set up multi-stakeholder exchange forums to facilitate the sale of vegetable products.

The main stakeholders involved are:

- farms' representatives (appointed or managers of FOs) by ensuring the representativity of the diversity of farms' situations at geographic (different production sites) and technical (types of products, cropping systems in place) levels;
- representatives of the operators downstream of the production (carriers, collectors, wholesalers, resellers and processors);
- consumers with a representation by category (restaurants, hotels, individuals);

And occasionally:

- representatives of upstream suppliers;
- the authorities and the technical services for work sessions on constraints linked to infrastructures or regulation;
- CSOs for exchanges of experiences.

When identifying stakeholders, it is important to pay particular attention to:

- the balance of relationships in discussions and negotiations; indeed all stakeholders do not have the same "weight" or the same ease to exchange depending on their situation (within a strong or isolated organization), their access or not to information and their professional history (accustomed or no to consultations, etc.);
- the consistency of the representation from one exchange session to another so as not to spoil the dynamics with unstable representatives and the loss of information;
- the motivation of the stakeholders to participate in the discussions; it might be interesting to prepare an argument in advance to raise the interest of the people approached (e.g.: securing outlets for farms, organizing or stabilizing of product supply for the stakeholders downstream of the production, adapting the offer to the new requirements of consumers…).

2 ORGANIZING EXCHANGES

The dynamics of exchange between the stakeholders of the value chains should make it possible to initiate cooperation mechanisms which, in the long term, will improve the performance of the value chains. To do so, it is important to work on the real problems experienced by the stakeholders.

These problems may relate to:

- gaps between offer and demand for products (in terms of diversity, quantity, seasonality, quality, price);
- functional constraints within a sub-sector (limited access to inputs which impacts negatively the production, state of transport equipment which make the sale of products less competitive…), a sector (disorganization of markets…) or between sectors (non-transparency on transactions…);
- administrative or regulatory constraints (taxes…).

The stakeholders must agree on priority issues to analyze and identify the "bottlenecks" on which they can propose actions.

EXAMPLE ► THE DYNAMICS OF INTERPROFESSIONAL WORKSHOPS MADAGASCAR

Launch of workshops, Madagascar

In Madagascar, Agrisud teams and their partners run workshops to:

1. Enable dialogue between stakeholders in value chains
2. Overcome the constraints by focusing on co-construction of solutions
3. Propose monitoring tools to update data on the state of value chains

The first workshop allowed to:

- introduce the stakeholders;
- familiarize all participants with the concepts of value chain and inter-profession;
- build an assessment of the situation of value chains to share findings;
- identify the priority bottlenecks and discuss the problems they cause for each stakeholder;
- propose concrete actions to improve the situation (by distinguishing short, medium- and long-term actions).

The following workshops focused on:

- the assessment of the actions implemented and the adjustment of the action plan;
- the updating of knowledge on the state of the value chain and identifying new priority bottlenecks;
- the analysis of bottlenecks and the identification of corrective actions;
- the programming of the following steps.

TO NOTE

For efficient sharing workshops, it is important to make sure that the stakeholders have a good understanding of the issues and expectations.

The first meetings generally allow an upgrade of knowledge.

Besides, there are often many information asymmetries… However, stakeholders must be able to base discussion on objective information. Preparation for workshops is important for having reliable data.

3 FORMALIZING AND FOLLOWING UP THE COMMITMENTS

To be effective, the multi-stakeholder approach initiated should be based on the operators' commitments.

These commitments can be formalized in different ways: memorandums of understanding, contracts, agreements… depending on the issues addressed (gaps between offer and demand, functional constraints of the value chain or administrative or regulatory constraints).

GAPS OFFER / DEMAND	Memorandum of understanding (bipartite or tripartite), contract (generally bipartite)… established through a balanced negotiation process. These agreements determine the goals, the commitments of each party to reach the defined objectives, the procedures for implementing transactions, the mechanism for monitoring transactions and the duration of the commitment (see examples opposite).
FUNCTIONAL CONSTRAINTS	Multiparty agreement or contract (depending on the bottleneck and the solutions proposed) established after a feasibility study. E.g.: upgrading of a track, construction of a collection point… These agreements determine who does what, where and how, with what budget…
ADMINISTRATIVE CONSTRAINTS	Commitments in general on participation in the negotiation process and in advocacy actions. See Sheet "Implementing advocacy actions" p.103.

EXAMPLE ► POSSIBILITIES OF COMMITMENTS TO DIFFERENT LINKS IN THE CONTEXT OF TRADE RELATIONS

PRODUCTION
(farms or FOs)

Types of possible commitments:

- Type of products
- Volumes and seasonality
- Production modes
- Traceability
- Delivery schedule
- Terms of delivery
- Prices
- Payment methods
- Communication modes
- Responsiveness in the event of a problem
- Compliance with social standards
- Etc.

PROCESSING
(FOs or individual operator)

Types of possible commitments:

- Type of products and quality
- Volume and seasonality
- Traceability
- Modalities of transactions
- Prices
- Communication modes
- Etc.

MARKETING
(FOs or individual operator)

Types of possible commitments:

- Type of products and quality
- Volume and seasonality
- Modalities of transactions
- Prices
- Communication modes
- Etc.

CONSUMPTION
(restaurant, individuals…)

Types of possible commitments:

- Type of products and quality (purchasing preferences)
- Volume and seasonality
- Modalities of transactions
- Prices
- Communication modes
- Cost and margin transparency
- Etc.

Commitments are formalized within bipartite or multipartite relationships: production-processing / production-consumption / production-marketing-consumption / production-processing-consumption / processing-consumption, etc.

EXAMPLE ► BIPARTITE AGREEMENTS FOR THE SALE OF VEGETABLES – MOROCCO

Self-employed for purchase-resale and farmer, Morocco

In order to facilitate the sale of their vegetables on local markets, groups of a few dozens farms each have an agreement with a person who creates a self-enterprise for purchase/resale of farm products.

The trade partnerships (group of farms / self-employed) are formalized within the framework of memoranda of understanding defining the modalities of collaboration and the commitments.

- **Modalities of collaboration:** day of order, day of collection of prepared goods, product availability grid, packaging mode, pricing, payment methods…
- **Commitments** in terms of compliance with collaboration modalities, information, maintaining tools for transparency, participation to debriefing meetings and creation of new seasonal grids…

These agreements are established by agricultural season.

EXAMPLE ► MULTIPARTITE CHARTER FOR SUPPLYING MARKETS MADAGASCAR

Point of sale, Madagascar

To supply the capital city of Madagascar with agro-ecological products, family farms, collectors and distributors have agreed on a traceability system, formalized via a multipartite charter.

The objective of this charter, established in a concerted manner, is to guarantee the agro-ecological quality of products for the end consumer.

It is signed by multi-stakeholder groups, each consisting of:

- a dozen **farms** committing to respect the principles of agroecology, accepting the controls*, supplying the volumes determined collectively according to the established calendars;
- a **village collector** who undertakes to apply the purchase preference criterion for agro-ecological products in his supplies, to check the origin of the products, to regularly supply the points of sale in town…;
- a **distributor** (manager of the point of sale or home deliverer) who commits to sell exclusively agro-ecological products, inform consumers about the origin and quality of the products, be transparent about the prices charged…

** a certification and control committee was formed with two representatives of each multi-stakeholder group. It is an internal control method inspired by Participatory Guarantee Systems (PGS).*

Supporting stakeholders in the fulfilment of their commitments is based on 2 types of actions:

- the implementation of programming tools and a regular monitoring system to collect data relating to commitments.

  Example: within the framework of a memorandum of understanding for the supply of agro-ecological products between a client and an agricultural cooperative, programming tools define at the start of the season the objectives to be achieved (table of offer presenting the products, the weekly available quantities, the prices) and the monitoring tools make it possible to record during the seasons the technical and economic data useful to carry out an assessment at the end of the season (production follow-up logbook, quotation and order registry table, table for delivery follow-up, logbook of purchasing prices from farms and selling prices, cash journal of marketing expenses, table of total consumption by customers…).

- organization of data sharing times between the stakeholders concerned by the commitments, at key moments (end of season, end of year, end of contract…). These periodic meetings allow to assess the commitments and the results of the actions undertaken. It is an opportunity to adjust the commitments made and plan new actions.

Sharing of an assessment during an interprofessional workshop, Gabon

Seasonal assessment, Senegal

KEY POINTS TO REMEMBER

Facilitating exchanges between stakeholders can play a decisive role in the structuring of value chains. However, this intervention strategy must be carried out with the aim of supporting stakeholders towards a coherent partnership approach to meet the needs of the markets in a fair and secured exchange framework for all.

The formalization of reciprocal commitments is a key step. It is followed by support in their applications to adjust collaboration modalities, assess results, and plan new actions in order to gradually improve the performance of value chains.

TO GO FURTHER…

- Page “Explanatory illustration” p.179
- Page “Stakeholder testimonial” p.180
- Sheet “Developing an offer in agricultural services” p.139
- Sheet “Setting up or rehabilitating marketing infrastructures” p.149
- Sheet “Setting up processing units” p.161
- Sheet “Implementing advocacy actions” p.103

EXPLANATORY
ILLUSTRATION

Development of responsible value chains to supply the tourism industry
Brazil

In the State of Rio, in the metropolitan area of Sao Paulo, Agrisud and its partners support the stakeholders of the value chains to set up new value chains based on the “win-win” principle and having a positive impact on the territory.

Main stages of the process:

- **Characterization of value chains based on demand from hotel operators (Club Med holidays villages)**
- **Building of the trade relationship on the development of an agro-ecological offer in response to demand**
- **Alignment of operating modes**
- **Delivery tests and adjustments of modes**
- **Implementation and seasonal assessments for a gradual increase in volumes**

Agrisud and partners in support during the whole process ---------- *TIME*

The “win-win” principle translates into:

- Family farms which increase their income by improving their production in terms of quantity, diversity, regularity, quality and diversification of markets;
- hotels that benefit from quality agro-ecological products, traceability and an improved positive image with their customers.

The impact on the territory is reflected in:

- agro-ecological production modes (preservation of natural resources);
- an improvement in the offer on local markets in terms of product diversity, quantity, regularity and quality (food, nutritional and health security);
- relocated purchasing methods (wealth creation and fair redistribution, reduction of the ecological / carbon footprint);
- enhancement of production modes and local products;
- synergies between stakeholders.

L'Oréal, Olvea and El Mohammedia cooperative work meeting, Morocco

CONTEXTUAL ELEMENTS

In Morocco, the El Mohammedia olive oil cooperative (palm grove of Skoura) is supported by Agrisud and its partners, the Norsys Foundation and the ORMVAO.

In 2016, a dialogue was opened with L'Oréal and Olvea (supplier of L'Oréal) to set up a supply chain for agro-ecological quality olive oil.

Since 2018, the partners have formalized their relationships in a multiannual agreement which sets the objectives and commitments for each, and annual contracts which set the delivery modalities for each cropping season (volume, price…).

This collaboration is part of L'Oréal's ambition to sustainably source its ingredients of plant origin.

Consumer

Stakeholder testimonial

Mrs Marine Elise CLAVET
Sustainable Sourcing of Raw Materials – L'Oréal
France

We provide an outlet for the cooperative that produces **olive oil that meets our standards** and that we purchase at a **fair price**.

Securing this market by L'Oréal has given the cooperative the boost it needed to **remobilize its members and stabilize itself**.

We are an important buyer, yet the goal is not to be the only one. Olive oil is an important commodity for the inhabitants of the palm grove, and we ensure that the local market is supplied first by the cooperative to strengthen its anchorage and local impact.

When talking about private actors and export, it is difficult to establish a link with the territory. However, we see here that the intervention of an external stakeholder can initiate a dynamic in favor of the development of the territory.

Expanding knowledge in the territories 3.4

In response to the lack of access to training – and to agricultural services in more general terms – some solutions based on the peer-learning principle can be considered with the farms.

As part of the projects led by Agrisud, "Master-Farmers" (MFs) networks are set up as a lever for dissemination and professionalization.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Facilitating access to knowledge and skills to develop the activities • Generating additional income (for MFs)	• Having a network for the dissemination of knowledge and know-how • Developing services

IMPLEMENTATION CONDITIONS

- Having identified the needs in dissemination of agricultural knowledge and know-how
- Acting in agreement with the authorities and technical services
- Knowing the institutional framework of professional training

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- Technical services
- Agricultural training institutions
- Authorities

Principle

Farms are often isolated or disconnected from their professional environment due to insufficient **territorial coverage** of the competent bodies.

In these contexts, it is interesting to set up local expertise networks, based on the farms themselves, and acting in complementarity with the agricultural technical services or the existing extension-training systems.

These networks are made up of women and men, the "Master-Farmers" (MFs), who have the capacity to **ensure a transfer of knowledge and know-how** to their peers, to carry out qualified working or deliver technical expertise.

Interventions are carried out in a service-provision approach to sustain MFs' activities, but also to generate incomes in addition to the production activities of farms.

TO NOTE

The establishment of a network of Master-Farmers in a territory responds to a need to improve access to "agricultural knowledge". During implementation, the MFs often develop other services such as the sale of inputs (see Sheet "Developing an offer in agricultural services").

Method

4 key steps are to be implemented

1. IDENTIFYING THE MASTER-FARMERS
2. DEVELOPING THEIR OFFER
3. SUPPORTING THE IMPLEMENTATION OF ACTIVITIES
4. SUPPORTING NETWORKING

1 IDENTIFYING THE MASTER-FARMERS

The MFs are identified among the farms supported within the framework of the agricultural projects implemented.

It consists in detecting a potential in people, paying particular attention to the territory's balances when choosing these people.

Certain selection criteria are generally determined in consultation with the authorities, technical services, farm representatives and, depending on the context, the CSOs present in the intervention area.

EXAMPLE OF CRITERIA RELATED TO INDIVIDUAL POTENTIAL	EXAMPLE OF CRITERIA RELATED TO BALANCE IN A TERRITORY
- Adoption of agro-ecological practices - Dynamism in achievements - Motivation to transfer knowledge - Availability to follow trainings - Social acceptance within the community And, depending on the context: - Literacy for the use of training and monitoring tools	- Geographic distribution within the territory - Representativeness of the population (age, gender, ethnic group…) - Complementarity with the training organizations present within the territory and/or the deconcentrated structures of the technical services

TO NOTE

The establishment of a local expertise network is based on the principle of peer-to-peer learning.

Social acceptance of this principle must be validated from the outset to avoid implementing an intervention strategy that could have limited long-term effects.

This first identification step can only be implemented after having worked with the actors involved on the definition of a Master-Farmers network, its role, its missions, in order to allow them to identify relevant criteria for selection.

First discussions about the setting-up of MFs, Laos

Moreover, even if the establishment of a local expertise network is identified as a strategy that may be interesting within a territory, it is important to clearly specify the offer of services (see stage 2).

2 DEVELOPING THEIR OFFER

Specifying the offer requires to choose (1) the types of service, (2) the fields, and (3) the intervention methods.

The MF offer is initially developed by identifying a need for territorial coverage to facilitate access to "agricultural knowledge" in order to disseminate good practices.

Therefore, it is based on 2 types of service:

- training and technical advice;
- carrying out specialized agricultural work (fruit tree pruning, contour line tracing, veterinary procedures…).

Custom work seeding, Cambodia

In some cases, these services are complemented by other activities such as the supply of inputs (seedlings, fertilizers…) to facilitate the applications of new practices.

However, the basis of MFs' intervention remains the transfer of skills and knowledge.

Determination of the field and intervention methods is closely linked to the situation of the farms of the prospective MFs.

Several elements should be taken into account, whatever the type of service intended, training-advising or works carry-out:

ELEMENTS TO ANALYZE	
	- **Production units** of the farm of the prospective MF (rice-growing, fruit tree growing, vegetable gardening, livestock breeding…) to identify the intervention field(s) - **Practices** implemented and MF's level of technical expertise to identify training topics (production of organic fertilizers, contour line tracing, veterinary care…) or the types of works (fruit tree pruning, veterinary procedures…) - **Location** of the farm to determine the geographic coverage and the number of people who could potentially benefit from the services - **Organization** of the farm (period of high work intensity / of availability, means of transport…) to determine the terms of implementation of the services (training venues, period…) - MF activity **economic model** (costs and recovery possibilities: payment by beneficiaries, works carried out in return by the beneficiaries in the MF's farm, support for the provision of services by existing training-extension systems…) to verify economic viability - **Regulatory framework** in force for the legalization of MFs' activities (facilitating payment) or to verify the need to obtain approval for the carry out of specific operations such as veterinary procedures

A MF can perform only one type of service (e.g. training-advising) or two (training-advising and works carry-out) in one field (e.g. rice growing) or more (e.g. rice growing, poultry farming, etc.).

In all cases, the offer must be designed according to:

- the individual situations of the MFs to identify the achievable services in balance with the production activities of the farm;
- the prospect of networking for territorial coverage and the sustainability of the services (avoiding competition between services);
- the existing agricultural training-extension systems for the complementarity of the offers.

Discussions about MFs' services, Senegal

TO NOTE

Economic viability is a key determinant in the sustainability of a local network of expertise: a compensation system (in kind or remunerated), adapted to the willingness to pay peers, must be put in place from the start.

In case the peers reluctantly accept such a compensating system, it could be covered by existing training organizations or by the technical services. There then arises the need to legalize the activity (outside of the project).

3 SUPPORTING THE IMPLEMENTATION OF ACTIVITIES

After having identified the MFs and working with them on their offer, they must be supported in the implementation of the services.

This is achieved through a tailor-made training and monitoring-advising program, determined according to:

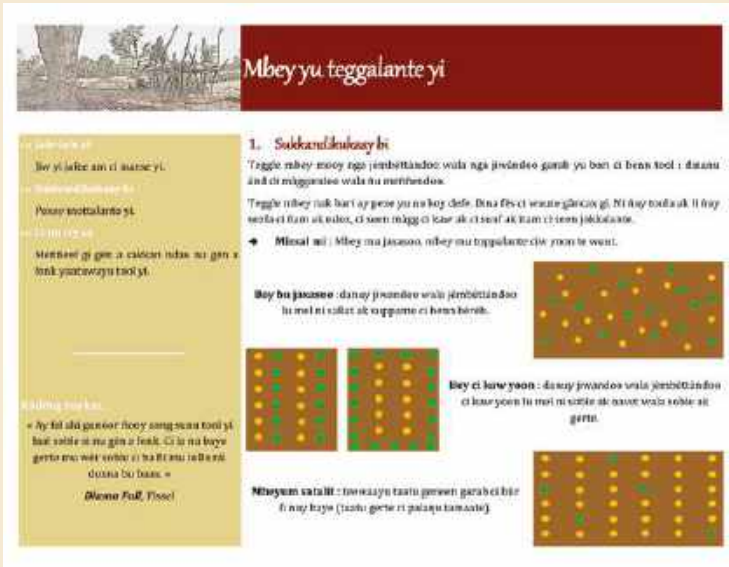
- the types of services;
- MFs' profiles (age, level of education, experience…).

► Training

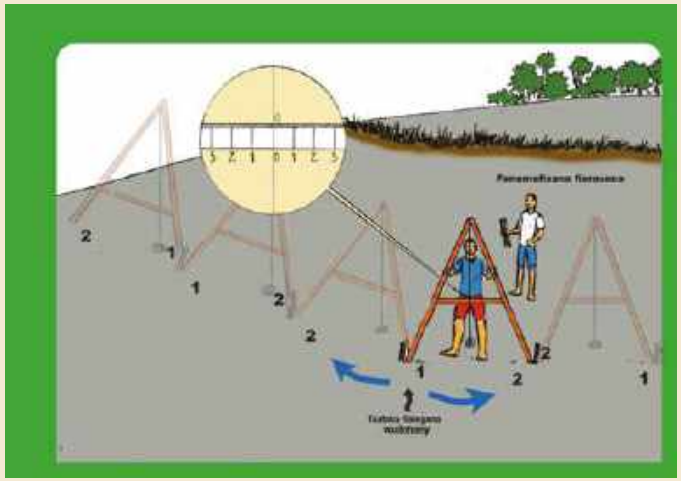
It allows the transfer of knowledge and skills necessary to carry out activities. It is generally broken down into three parts:

PEDAGOGY	- Transfer of **methods** to structure a training: definition of pedagogical objectives, organization of messages, performance of evaluations… - Transfer of **facilitation** techniques: friendly atmosphere creation, group management, explanation of messages… - Provision of **educational tools**: technical descriptions (descriptive sheets of agro-ecological practices) and illustrated media to facilitate training
TECHNIQUE	- Transfer of capacities on **agro-ecological practices** in a logic of training of trainers Example: production and use of biofertilizers, use of a "A triangle" to draw contour lines… the practices are adapted according to the offer selected.
MANAGEMENT	- Transfer of capacities on **tools used** (training attendance sheets, expenditure and income records linked to the implementation of activities…) to periodically carry out assessments - Transfer of **communication** techniques to make the offer known and retain the peers… - In case of carrying out specific operations (e.g. veterinary procedures), transfer of knowledge on the **regulation** of procedures (under the regulatory framework in force)

EXAMPLE ► MFS' TRAINING MATERIAL – SENEGAL



EXAMPLE ► ILLUSTRATED MEDIUM TO FACILITATE TRAININGS MADAGASCAR



► Monitoring/advising

A monitoring/advising process allows to take charge and gradually master the activity.

AT THE START OF THE ACTIVITY	**Objective: ensuring that the activity is properly taken care of.** - **Accompaniment in setting up or using the tools transferred throughout the training:** technical sheets, illustrated media to facilitate training, training attendance sheets, expenses and income records related to the implementation of activities… - **Support for carrying out the first activities** in the presence of technicians or facilitators of the project's team - **Support in carrying out the first assessments** (number of activities carried out, number of participants or beneficiaries depending on the activity, peer satisfaction, adoption rate, recovery of expenses…) - **Accompaniment in the formalization and upgrading** to standards of specific activities such as veterinary practices (vaccination, deworming, castration…) according to the regulations in force

TO NOTE

At the start of the activity, depending on the needs, MFs can be provided with small equipment or inputs necessary for carrying out the first activities. Subsequently, these costs are covered by the charging of the service rendered.

IN THE COURSE OF IMPLEMENTATION	**Objective: ensuring that the activity is properly mastered.** - **Analysis of the activity on the technical level:** most requested training topics, evolution of the number of participants, evolution of the number of customers and the volume of activity… - **Analysis on the economic level:** costs incurred (travel, inputs to carry out practical demonstrations, veterinary products…) and products (number of services provided x selling price or value) for the calculation of the result Carrying out these analyzes with the MFs allows to **adjust the pricing of services** in view of the costs of implementation

Training on the tracing of contour lines, Madagascar

TO NOTE

The legitimacy of MFs is based on the recognition of their skills not only by their peers, but also by the other stakeholders in the territory: the exemplary nature of their farm, the quality of the services provided (on technical and relational levels).

4 SUPPORTING NETWORKING

The objectives of MF networking are as follows:

- to increase their legitimacy with their peers (improvement of territorial coverage, pooling of skills, quality control of services…) and with other stakeholders (information on achievements to technical services, representation in the consultation bodies at local level);
- to strengthen the economic viability (harmonization of tariffs, pooling of resources…);
- to improve visibility (representation in agricultural sector events, common communication strategy…).

TO NOTE

Visibility is just as essential for the sustainability of a network of local expertise as the economic viability of the services and the legitimacy of MFs. It is important to put in place an appropriate strategy to make the network known and promote its services: awards of certificates at the end of trainings, organization of visits, regular information on assessments to key stakeholders, raising the awareness of farms about the offer, advocacy for recognition of services rendered and funding to be allocated…

Formalization of a MFs year group, Madagascar

Networking of MFs is being built up gradually, by associating different stakeholders.

The first step consists in validating with the MFs the relevance of the networking by reflecting on the objectives and missions of the network.

In some contexts, networking is necessary to legalize the activity of MF (administrative portage of services). In other contexts, where the MF activity can be legalized in other ways (via the status of independent contractor or commercial license for example), the network can be considered as a network of professionals who pool and exchange on their practices…

The situations are diverse but once the relevance has been validated, it is important to work on the operational feasibility by:

- identifying the functioning of the network > legal form (cooperative, company, association, EIG…), governance, management, etc.;
- establishing a work plan > planning of network and organizational activities for their implementation (taking into account the proposed governance);
- establishing a business plan > identification of incomes (contributions, profits from commercial activities…) and expenses linked to the implementation of the work plan, in order to monitor the financial balance of the network, asses its investment capacities and its financial needs.

This work is carried out through exchange visits and workshops:

- between MFs from the same territory, to encourage exchanges and promote cooperation;
- between MFs from different territories, to discuss the practices and operating modes of a network;
- with professional agricultural organizations, to discover various experiences in structuring networks (statutes, mode of governance, activities implemented…);
- with territorial support structures (CSOs, public institutions, technical services, training centers…), to promote the institutional anchoring of the network in the territory and initiate partnerships that support its sustainability.

Subsequently, the implementation of decisions taken during the operational set-up requires support:

- for the formalization of the network > preparation of founding documents (statutes, internal regulations…), registration with the relevant authorities, opening of a bank account…;
- for the implementation of the governance bodies > election of bureau officers, establishment of committees…;
- for setting up and using tools for managing and monitoring network activities (cash books, bank statements…);
- for a transfer of capacity to the members of the bureau > leadership, administrative and financial management, writing and archiving of reports, keeping of registers...;
- for a transfer of capacity to committees and/or managers in the implementation of network activities;
- for an effective communication strategy > calendar of participation in agricultural events, consolidation of the results of MF activities for dissemination to technical services and authorities, establishment of a visual identity…

MFs' logo, Madagascar

Exchange workshop for a network of expertise, Laos

KEY POINTS TO REMEMBER

The establishment of a local network of expertise allows the dissemination of agricultural knowledge in the territories where the territorial coverage is lacking if, and only if, social acceptance of training by the peers is verified.

The sustainability of the network then depends on the economic viability of the activities, the legitimacy of the MFs and their visibility.

TO GO FURTHER…

- Page "Explanatory illustration" p.193
- Page "Stakeholder testimonial" p.194
- Sheet "Capacitiy-building of stakeholders in support of the agricultural sector" p.197
- Sheet "Implementing awareness-raising actions" p.205

Setting-up of a local expertise network in Itasy Region
Madagascar

In the Itasy Region, the creation of a network of MFs was initiated in 2011 to disseminate agro-ecological practices and promote sustainable use of resources in a context of restrained access to training and agricultural services.

Main steps of the process:

Awareness-raising and identification
- **Training in agro-ecology**
- **Identification** of MFs

TIME →
Agrisud and partners in support during the whole process

Training of trainers
- **Skills transfer training**
- In-depth **technical training**
- **Cross-cutting trainings** (land security, computer science)

Accompaniment
- **Follow-up on application**
- **Technical and economic monitoring**
- **Material support:** handbooks…

Formalization
- **Granting of certificates**
- **Presentation to the authorities**

After 1 year of accompaniment and validation of skills

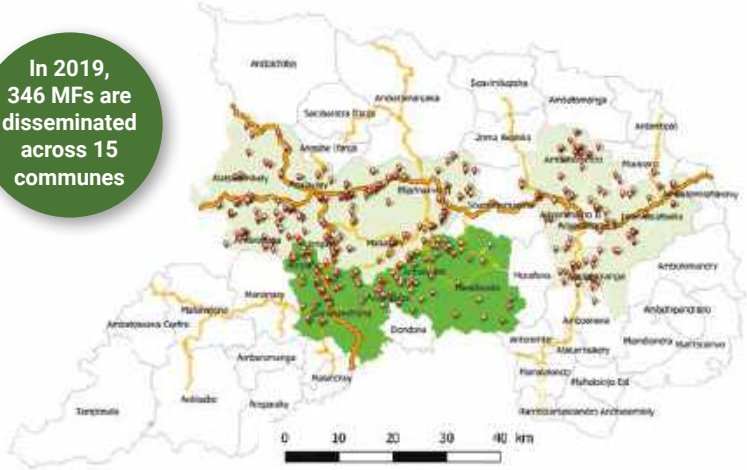
Network structuring
- **Exchange visits and networking workshops**
- **Creation of 7 cooperatives and 3 associations**

Territorial anchorage
- **Partnerships with the FDAR** (tool of the MAE)
- **Representation of MFs within CRFAR**

To empower the MFs network, the identification and training of new MFs, as well as the leading of the network are gradually transferred to other actors of the territory: the technical services of the Ministère de l'Agriculture et de l'Elevage (MAE – Ministry of Agriculture and Livestock), the Comité Régional de Formation Agricole et Rurale (CRFAR – Regional Committee of Agricultural and Rural Education), the Centre de Formation Professionnelle Agricole (CRFPA – Professional Agricultural Training Center).

FOUR TYPES OF SERVICES	SIX AREAS OF EXPERTISE
- **Training** - **Production of** quality agricultural **inputs** (seeds, seedlings, biofertilizers, biopesticides, fry) - **Performance of qualified works** (tree planting, pruning, grafting, vaccination and castration) - **Provision of** technical **expertise** services: development of plots, follow-up / management of a production workshop…	- **Fertilization:** compost and liquid biofertilizer - **Land development** of plots: contour lines, agricultural terrace and planting of hedgerows - **Irrigated rice production**: SRI and SRA - **Food crops:** DMC, cassava grafting, enhanced vegetable gardening - **Agroforestry and forestry:** tree nurseries, planting, pruning and tending - **Short-cycle livestock farming:** poultry farming, hog farming and fish farming

In 2019, 346 MFs are disseminated across 15 communes



Conduct of a practical training by a MF, Madagascar

CONTEXTUAL ELEMENTS

In the Itasy Region in Madagascar, since 2011, Agrisud International has been training Master-Farmers (MFs) in agro-ecological practices and skills transfer.

In 2019, 346 MFs are disseminated across 15 communes of Itasy. They provide training, advising and technical expertise, perform specialized works…

Operating as a network, MFs are a lever for agriculture expansion and professionalization in the region.

Their capacities are now recognized by actors in the agricultural development sector in the region who seek their expertise.

Agricultural technical service

Stakeholder testimonial

Mr. Serge ANDRIAMIARINERA HAJANIRINA
Agriculture and Livestock Regional Director
Itasy Region, Madagascar

"There is a complementarity between the network of MFs and the State services. MFs participate in the implementation of the general policy of the State as regards to agriculture, in particular to achieve the objective of food self-sufficiency. Faced with a lack of training facilities, they help improve practices and, consequently, productivity in the territory.

Regarding the projects of the Ministry of Agriculture and Livestock in the Itasy Region, we decided to work with them because they are capable of raising awareness and disseminating effective agricultural techniques for the benefit of many producers.

In a longer-term perspective, the *Fonds de Développement Agricole Régional* (FDAR – Regional Agricultural Development Fund) could finance some trainings provided by MFs, as well as the production of seeds deemed useful for agroecology."

Capacity-building of stakeholders in support of the agricultural sector

The stakeholders supporting the agricultural sector are diverse: FOs, technical services, private support organizations, CSOs… Each one has methods and tools to intervene, developed with regard to their mandate, their experience, the constraints which they face…

In order to strengthen these interventions, Agrisud implements learning cycles for sustainable agriculture.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Being accompanied by actors reinforced in their intervention capacities	• Sharing methods and tools for sustainable agriculture

IMPLEMENTATION CONDITIONS

- Having identified the stakeholders involved in supporting the agricultural sector, interested in capacity transfers and available to attend the sessions
- Having previous training experience
- Knowing the intervention framework of the stakeholders to work on the contents

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- FOs
- Technical services
- Agricultural training institutions
- Private support organizations
- CSOs

Principle

The learning cycles are based on **knowledge acquired through experience, capitalized and formalized**, on the premise that the knowledge of some can be useful to others.

They are organized in sessions, alternating theoretical time and practical applications to allow a better understanding of the methods and an adaptation of the tools to the situations of the participants.

Three "levels" are considered in the learning cycles for sustainable agriculture:

- the farm's production workshops > for the implementation of agro-ecological practices in plots, orchards, livestock buildings…;
- the farm > for the analysis of the technical and economic results of the production activities and the adjustment of strategies (management advising);
- the territories of the farms > to act on elements external to the farms (political, geographical, economic) but which have an impact on the development of agricultural activities (e.g. presence or absence of marketing infrastructures, etc.).

TO NOTE

The learning cycles are intended for stakeholders supporting the agricultural sector. They are complementary to actions carried out with farms and population for a shared vision of sustainable agriculture in a territory (see Sheets "Setting up a local expertise network" p.185 and "Implementing awareness-raising actions" p.205).

Method

3 key steps are to be implemented:

1. INSTRUCTIONAL DESIGN OF THE TRAINING
2. IMPLEMENTING LEARNING CYCLES
3. MAINTAINING POST-CYCLE EXCHANGES BETWEEN LEARNING ACTORS

1 INSTRUCTIONAL DESIGN OF THE TRAINING

Learning cycles are designed to allow the integration of new knowledge and know-how into the practices.

For this purpose, it is important to structure the action through instructional design that facilitates exchanges and transfer.

Three key elements must be taken into account in the instructional design of the training:

- the relevant themes and topics, namely the knowledge and/or know-how on which to exchange during the learning cycles (diagnosis, implementation or dissemination of agro-ecological practices, technical-economic management advising…);
- the methods of implementing the learning cycles (definition of the objectives and of the learning progression, breakdown into sessions, modules and sequences, organization in time of the different sessions and practical application times…);
- the tools (development of presentation materials, exercises, evaluation system…).

Session of a learning cycle in agroecology, Guinea-Bissau

	WHAT YOU SHOULD THINK ABOUT…
Themes and topics	- **Formulation of the main challenges** of sustainable agriculture and findings of levers and impediments in the field - **Identification of the participants' intervention contexts** (geographically, politically and socio-economically) - **Recordings of participants' experiences**: projects in which they operate, objectives, methodology… This means being able to specify one or more themes to be developed, which are relevant and topical to raise the interest of stakeholders
Implementation terms	**On the pedagogical level** - Definition of the general objective of a learning cycle (= goal) and of its pedagogical objectives (= set of knowledge and/or skills to be acquired during the cycle to reach the goal; the achievement of pedagogical objectives is measured during a cycle and at the end) - Breakdown of pedagogical objectives into sessions, modules and sequences, and organization of progression so that transfer is achieved without blockage - Determination of facilitating techniques (role-play exercises, presentations, group assignments…) - Identification of a template program (to be adapted afterwards depending on the situation) **On the operational level** - Identification of practical modalities: duration, learning places (in the classroom, in the field or periodic training), calendar related to agricultural seasons and stakeholders' availability…

TO NOTE

The implementation modalities are determined beforehand to lead to a "model" organization. However, they are taken up and adjusted then for each cycle to take into account the specificity of the contexts.

EXAMPLE ► PEDAGOGICAL PROGRESSION OF THE LEARNING CYCLE IN AGROECOLOGY

Goal: Improve the capacity of participants to implement and disseminate agro-ecological practices adapted to their context of intervention.

Pedagogical progression:

1. The prerequisites for the dissemination of practices

- Understanding what an agro-system is and the interest of agroecology
- Being able to identify the agro-ecological principles of management of the various elements composing an agro-system (soil, water, plant and animal)
- Understanding that the elements of an agro-system interact and that all agro-ecological principles of management of the different elements make it possible to maintain balances (complementarity)
- Knowing the economic and social dimensions of agroecology and understanding that it is a sustainable agricultural model

2. Identification of practices to be promoted and their dissemination

- Knowing the elements necessary to characterize agricultural production systems to identify the constraints faced by the farms
- Knowing how to identify the practices in response to the constraints identified during characterization and validating their feasibility
- Knowing the technical elements necessary for the transfer of agro-ecological practices
- Understanding the method of the pedagogical objectives and knowing the tools to facilitate the transfer of know-how on agro-ecological practices

To note: the cycle aims to improve the capacity of participants to disseminate agro-ecological practices, and not just to strength technical knowledge or know-how. Two aspects are thus taken into account: the technical aspect and the methodological aspect.

	WHAT YOU SHOULD THINK ABOUT…
Tools	- **Development of media** (sheets, PowerPoint, films, photos…) for each of the determined facilitation techniques and for each time period (plenary sessions and group assignments) - **Preparation of materials to hand over to participants** (guides, technical sheets…) - **Elaboration of pedagogical aid** for the facilitator (manual of procedures for the implementation of a cycle describing the objectives of each session, module and sequence, duration, facilitation techniques, etc.) - **Determination of an evaluation system** In a process of transferring skills and knowledge, evaluations generally focus on 2 levels: - the "reaction" level, which measures the satisfaction of the participants; - the "acquisition" level, which identifies the knowledge acquired during the training in accordance with the pedagogical objectives. Satisfaction can be assessed using different criteria: interest of the cycle within the framework of the participant's professional activities, relevance of the contents, quality of session conduct… Acquisition is based on an assessment of the initial abilities and an evaluation of the skills acquired at the end of the cycle in terms of knowledge ("knowledge" and "understanding" learning levels).

TO NOTE

The "application" learning level, which measures the change in participants' practices with the integration of new knowledge, cannot be assessed at the end of the transfer process.

It requires the implementation of post-cycle monitoring.

EXAMPLE ► THE "PCA" TOOL AS PEDAGOGICAL AID FOR THE FACILITATOR

The PCA – Prepare, Conduct, Assess – is a pedagogical aid for the facilitator. It helps to frame each sequence of a learning cycle.

The PCA tool is structured around the following elements:

- **Title** of the sequence to frame the work and avoid digressions
- **Learning level** (1 = knowledge, 2 = comprehension or 3 = application, even if the latter will only be assessed during follow-up)
- **Pedagogical objectives** to specify the information necessary to be transferred during the sequence
- **Material and media**
- **Duration** for time management
- **Assessment** to ensure that the pedagogical objectives are met

2 IMPLEMENTING LEARNING CYCLES

The implementation of a learning cycle consists of 2 types of key periods:

- preparation and follow-up times, a few weeks before the start of the first session and during intersessions;
- session conduct periods.

A few weeks before the start	**Session 1**	*Intersession*	**Session 2**	*Intersession*	**Session 3 and end of cycle***
Adaptation of the general program and that of session 1	**Session conduct** (evaluation included)	*Follow-up and adaptation of the program of session 2*	**Session conduct** (evaluation included)	*Follow-up and adaptation of the program of session 3*	**Session conduct** (evaluation included)

TIME

** the number of sessions here is only illustrative. It depends on the elaborated training program.*

► Periods of preparation and follow-up

Even if the training program is developed beforehand, it is important to adapt the general program to each new cycle, taking into account:

- the context of intervention to adjust the objectives;
- the profiles of the participants and their expectations to adjust the contents;
- the time constraints to reprogram the duration and timetable for the implementation of the different sessions.

The presentation media need to be reworked accordingly.

Following the first session, the program of session 2 initially defined can be revised according to the progress of session 1.

During intersessions, the participants apply the knowledge or know-how worked on during the previous session to build on their experience in the following sessions.

The follow-up focuses on the intersession exercises.

Learning cycle in management advising, Mozambique

► The periods of session conduct

The logistical modalities are just as important as the pedagogical modalities to carry out a session successfully.

From a logistical point of view, it is important to pay particular attention to:

- the training venue, bright yet allowing for good visibility in case of screening, easily accessible and with an open space for taking breaks outside of the work room, designed to facilitate different room configurations during a session (and break the monotony)…
- hours, to avoid excessive workload between training times and day-to-day business;
- regular breaks (every two hours, taking care not to hamper pedagogical progress);
- the rules (telephone, leaving the room, etc.).

From a pedagogical point of view, without neglecting the presentation times which are important for framing the topics and having common theoretical bases, it is important to encourage practical simulations for participants.

This makes it possible to test the methods and tools and subsequently facilitate their integration into the practices.

Participants placed in a training situation, Haiti

It is also important to comply with key learning laws:

- Law of small steps: which implies delivering knowledge bit by bit (importance of step-by-step progression)
- An active learner is better than a passive learner: which implies the use of the discovery technique by the participant
- We retain 80% of what we see and 20% of what we hear: which implies an important work on the visuals: diagrams, drawings, photos… various and adapted to each context

Building knowledge with the participants, Cambodia

3 MAINTAINING POST-CYCLE EXCHANGES BETWEEN LEARNING ACTORS

Following the learning cycles, the actors have strengthened their knowledge and understanding, and are ready thanks to practical simulations.

However, the integration of methods and tools into practices often requires post-cycle exchanges between the participants and the trainers or between participants.

The modalities of these exchanges are diverse: organization of discussion workshops on feedback, successes or potential difficulties encountered; organization of periodic results evaluation meetings; exchange visits between projects; creation of discussion groups; informal meetings focusing on agroecology topics and/or management advising for example…

The idea is, by the end of the trainings, to form groups linked to each other by actions and having the same objectives in terms of support to the agricultural sector (e.g. skills centers, dissemination networks…).

Guinea-Bissau/Senegal visits focusing on agroecology

Working group, DR Congo

KEY POINTS TO REMEMBER

Learning cycles for sustainable agriculture allow to share methods and tools between actors working in the same territory.

In addition to strengthening each other's capacities, they promote greater consistency between actions.

The contents are mainly based on knowledge acquired from experiences, capitalized and formalized, for the sake of relevance to the intervention contexts, but also to have a common basis of understanding for effective exchanges.

TO GO FURTHER…

- Page “Stakeholder testimonial” p.203
- Sheet “Setting up a local expertise network” p.185
- Sheet “Implementing awareness-raising actions” p.205

Exchange meeting between the Network and Agrisud teams, Fatick, Senegal

CONTEXTUAL ELEMENTS

The Network of agro-ecologists of the Fatick region is a Senegalese association created in 2013. Its objective is to promote agroecology through training and support-advising to its 95 members, in the fields of vegetable gardening and small livestock farming.

In May 2017, a learning cycle on management advising for sustainable agriculture was organized by Agrisud in Fatick. This Network participated in it, with other NGOs (ARECAF, AVSF), as well as the technical services of the State (DRDR of Fatick, SDDR of the districts of Mbacké, Diourbel, Bambey and Fatick).

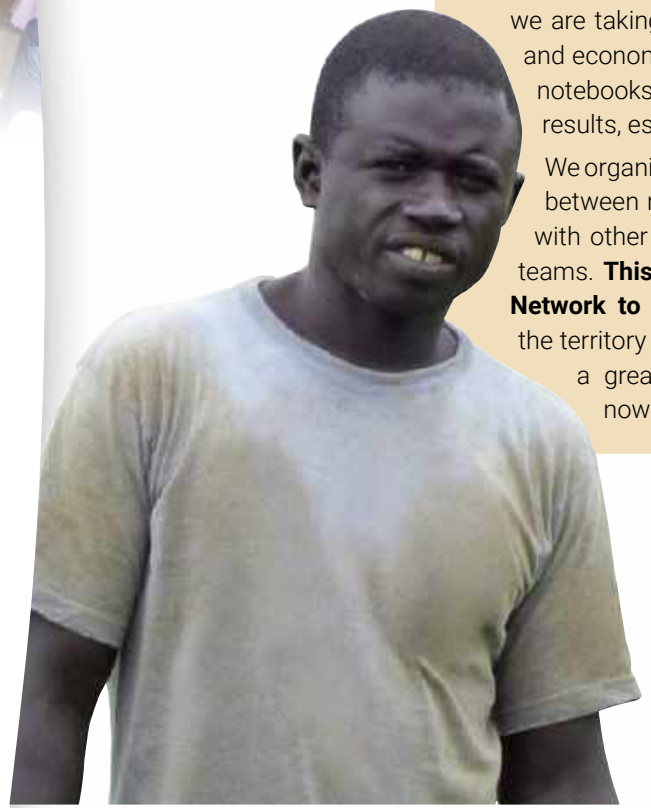
Since the first session, collaborations have multiplied with participants: exchanges on practices, monitoring tools…

Agrisud and the Network have also decided to establish a partnership to formalize these exchanges.

Civil Society Organization (CSO)

Stakeholder testimonial

Mr. Wagane NDIAYE
Chairman of Fatick Network of Agro-Ecologists
Senegal



> Since the organization of the learning cycle, we are taking greater account of the technical and economic results of agroecology. We use notebooks to record useful data to calculate results, especially yield and margin.
>
> We organize gatherings and visits to the plots between members of the Network, but also with other participants, in particular Agrisud teams. **This collaboration has motivated the Network to disseminate agroecology** across the territory of Fatick… and I have even noticed a greater motivation of members who now attend meetings more!

Implementing awareness-raising actions

Sustainable agriculture is not solely the concern of the stakeholders in the agricultural sector.

Raising awareness about the challenges of maintaining and developing responsible production modes from an ecological and socio-economic point of view is also necessary to achieve an "enabling" environment.

In the case of projects led by Agrisud, awareness actions are implemented with a variety of audiences, young people or adults.

GOALS FOR THE FARMS	GOALS FOR THE TERRITORY
• Having the support of populations who can have an influencing role (economic, social or political)	• Awareness and evolution of behaviors favorable to the development of sustainable agriculture

IMPLEMENTATION CONDITIONS

- Having a good knowledge of the local agricultural issues in a territory
- Having a prior experience in facilitation

KEY STAKEHOLDERS MOBILIZED ACCORDING TO CONTEXT

- Farms and FOs
- CSOs
- Educational institutions
- Consumers
- ...

Principle

An awareness-raising action sends a strong and clear message, which stays in people's minds and leads to **awareness** and **behavior change**.

Conducted within the framework of agricultural development projects, this type of action has several advantages:

- generating interest in agricultural careers;
- encouraging the population to subscribe to the proposed alternative models (agroecology);
- promoting a shared vision of the agricultural development of a territory;
- contributing to behavior change in favor of sustainable agriculture (e.g. consumption of agro-ecological products, reduction of polluting waste discharges in the natural environment, etc.).

To be effective, awareness-raising actions must be implemented using a structured approach.

TO NOTE

Although awareness and understanding of the challenges are measurable in a project, it is not always possible to assess behavior change because it can only be appreciated over time.

Method

3 key stages are to be implemented:

1. DELIMITING THE SCOPE OF AWARENESS-RAISING ACTIONS ACCORDING TO THE PUBLIC
2. PLANNING THE ACTIONS (messages, tools, means and calendar)
3. IMPLEMENTING ACTIONS AND ASSESSING UNDERSTANDING OF THE MESSAGES

1 DELIMITING THE SCOPE OF AWARENESS-RAISING ACTIONS ACCORDING TO THE PUBLIC

This step is essential: it determines the definition and conduct of the awareness-raising actions.

It is carried out by:

- defining the objectives;
- analyzing the behavior of the targeted audience (with regard to the objectives);
- identifying the desired changes;
- listing the potential awareness-raising actions already implemented with this public.

EXAMPLE ► AWARENESS-RAISING ACTIONS IN HOTEL ESTABLISHMENTS – MOROCCO

Objective

- Sensitization of those responsible for supply services and chefs about the consumption of agro-ecological products.

Behavior analysis

- Example of questions asked: what are the preferred criteria in the choice of products? Why are these criteria preferred? Are they satisfactory? If not, what would be the new criteria to consider? What stands in the way of change? Etc.

Identification of desired changes

- Taking account of the criteria of geographical and social proximities (short supply channels), the seasonality of products and the cultivation methods (agro-ecological).

Awareness-raising actions already implemented

- Example of questions asked: what stakeholders implement awareness-raising actions (associations, private companies, educational institutions…) with this public? What are the themes? What are the expected outcomes and the tools? What is the perception of these actions? What are the results? Etc.

The information gathered at this stage delimits the scope of awareness-raising actions.

Subsequently, to be effective, it is important to pursue a project approach by:

- programming (formulation of messages, identification of tools and resources, development of the implementation calendar);
- ensuring the implementation of the planned actions;
- assessing the understanding of the issues.

Raising awareness among hotel management schools students, Morocco

TO NOTE

The evaluation of awareness-raising actions can focus on (1) understanding the messages, (2) awareness regarding the objective or (3) behavior change.

2 PLANNING THE ACTIONS (messages, tools, means and calendar)

► The messages

Popularizing the messages is a necessary step to allow:

- awareness;
- adherence to the issues presented;
- motivation to adopt the desired behavior.

Depending on the audience, young or adult, the contents, levels of details and tones must be adapted.

TO NOTE

There are different possible tones to raise awareness: rational or emotional, humorous or serious, with an open or final conclusion, appealing to the collective or the individual…

► The tools

Various complementary tools can be combined to deliver the messages:

- campaigns (with prints, posters, radio programs or television spots…);
- organization of events (exhibitions, commented visits of agricultural plots, conferences…);
- exchange workshops conducted with different media (prints, guidebooks, games, practical applications in an educational garden, sensory courses on farms…);
- documentaries or motion design;
- theatrical representations…

A combination of one-off tools (e.g. conferences, commented visits) with tools that are used over a longer period (e.g. displays, repetition of a television spot) is often necessary to raise awareness.

EXAMPLE ► AWARENESS-RAISING ACTIONS IN SCHOOLS – LAOS

Inventory of biodiversity in a primary school, Laos

To raise awareness to the young audience about the preservation of natural resource in their daily or professional (farming) behaviors, Agrisud works in primary and secondary schools of Viengkham District in Laos.

Several actions are undertaken:

- development and use of environmental education manuals throughout the school year;
- setting up of microprojects, such as school excursions to make an inventory of the biodiversity in the village, installation of a medicinal garden within the schools, etc.;
- organization of an environmental fair at the end of the school year to present the projects and works carried out by the pupils to the parents.

EXAMPLE ► AWARENESS-RAISING ACTIONS WITH SCHOOLS – GABON

Farming holidays, Gabon

In order to make young people aware of the agricultural professions, the *Institut Gabonais d'Appui au Développement* (IGAD – Gabonese Institute for Development Support) organizes "farming holidays".

Young students participate in field work and work on agro-ecological principles for:

- soil management;
- water management;
- preservation of agro-biodoversity.

► The means and the calendar

For each awareness-raising action, a scoping sheet is drawn up to reiterate the objective, specify the messages, define the modalities for implementation of the action, detail the human and material resources and indicate the financial means to be mobilized.

A timetable for the implementation of the various actions is also established, which takes into account:

- the preparation times for actions which can sometimes be long,
- the most suitable periods according to the target audience (school period or not, etc.).

Template for an awareness-raising action scoping sheet:

Date: XX / XX / XXXX	**Action title:** ……	
Audience:	…	
Objectives:	- … - …	
Key ideas:	*(messages)*	
Implementation period:	Starting date: XX / XX/ XXXX	Scheduled end date: XX / XX/ XXXX
Completion calendar:	*Insertion of a chronogram*	
Description:	Narrative: - Number of beneficiaries - Quantified data on the expected outcomes…	Illustrations: - Photos - Drawings - Diagrams
Means:	*Material*	*Budget*
Human resources:	*Person in charge of implementation*	*Partners*

3 IMPLEMENTING ACTIONS AND ASSESSING UNDERSTANDING OF THE MESSAGES

The desired changes in the target audience behavior can be long or diffuse.

However, it is important to be able to measure:

- that the target people have been reached (e.g. participation rate in an event) – possible in the short term;
- that the target people have understood the key messages (via an evaluation questionnaire for example) – possible in the short term;
- that the objective has been achieved – possible in the medium and long terms.

To this end, a monitoring and evaluation system should be put in place, based on monitoring indicators and evaluation questions.

EXAMPLES OF MONITORING INDICATORS	- Number of planned / achieved tools - Number of completed workshops or events - Event participation rate - Number of beneficiaries of the actions (by type of action and by audience) - Etc.
EXAMPLES OF EVALUATION QUESTIONS	**In the short term:** - Rate of understanding of key messages - Adherence rate for the proposed alternatives - Satisfaction rate with respect to the awareness tool used - Etc. **In the medium and long terms:** - Adoption rate of new practices - Satisfaction rate with respect to new behaviors - Etc.

EXAMPLE ► EVALUATION OF KEY MESSAGES – MOROCCO

Communication to professionals – Hotel management schools

Awareness-raising workshops:

Responsible purchasing & cuisine

Evaluation sheet

School:.....

Participant: .....

What is responsible purchasing? *Tick only one answer*.

❑ Purchase from an environment-friendly production.

❑ Purchase from small family farms.

❑ Purchase that takes into account 3 components: respect for the environment in production methods, fair distribution of economic value and social impact.

Responsible cuisine is a choice.....? *Tick two answers*.

❑ which forces the chef to use only organic products.

❑ which allows the chef to meet his/her needs while respecting the environment, man and his/her economic constraints.

❑ which is trendy and adopted by chefs in response to customer demands.

❑ which is mandatory and imposed by the relevant services.

Responsible production? *Tick only one answer*

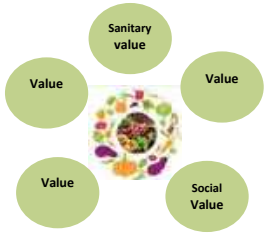
❑ Environment friendly, supportive of the economy (notably local), good for health, but also positive for the society.

❑ Respectful of human rights.

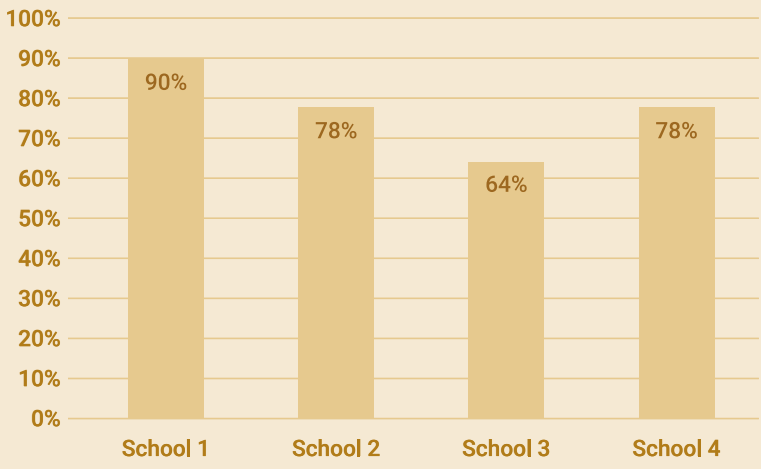
❑ CO_2 emission-free.

The values promoted by the palm grove's agro-ecological products.....?

Fill in.



Rate of understanding measured with the questionnaire:



Presentation by a farmer in a hotel management school, Morocco

Visit of farms, Cambodia

KEY POINTS TO REMEMBER

Awareness-raising actions aims at expanding people's consciousness about the challenges of developing sustainable agriculture and to bring about behavior changes.

To generate interest, ease the understanding of messages and gain people's support, it is necessary to properly plan these actions and to take the time to evaluate them. They can also be supplemented by communication actions, in particular advocacy actions.

TO GO FURTHER...

- Sheet "Implementing advocacy actions" p.103

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In 2019:
more than **70,000 V**ery **S**mall family farming **E**nterprises supported in **26** countries since **1992**

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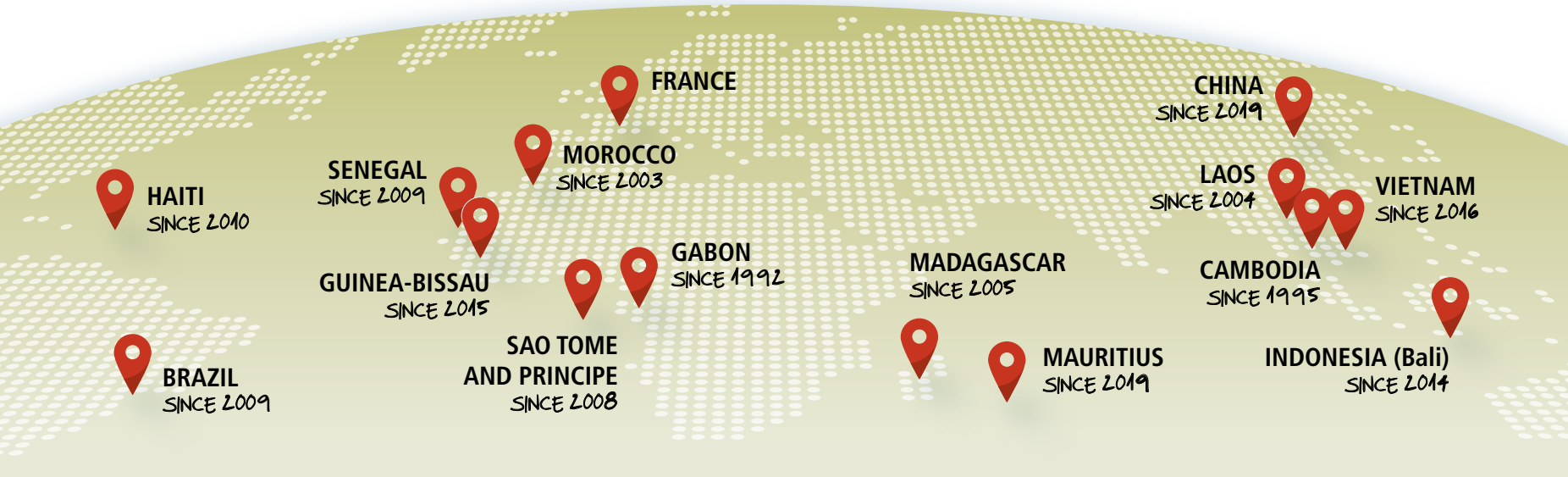

Since 1992, Agrisud has been committed to the promotion of the family farming VSE and agroecology as levers in the fight against poverty, food insecurity and climate change. This experience acquired in 26 countries allows us today to offer pragmatic methods and contents to equip the stakeholders in the field with the tools to implement a territorial approach and to provide guidance for decision-makers.

This guide is added to the guides “Agroecology, best practices” (2010 and 2020 Editions) and “Management advising to very small family farming enterprises” (2019 Edition), to form a trilogy offering methods and tools to support family farms taking into account the interactions with their environment.

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Agrisud manifesto

A small NGO for a great cause: empower communities in developing countries to achieve a decent living on their land and from their land, through entrepreneurship.

This could be called autonomy, we would rather call it dignity.

Agrisud is a field-based operator who is committed to a long-term purpose alongside its partners.

We work in direct contact with the local communities. We train them on the principles of agroecology. We support them in the implementation of good practices and for the economic management of their production.

We pay attention to both the human being and the local development within the territories. We mobilize both local know-how and innovation.

As down-to-earth as our action may be, our ambition is high: make it possible for people to become entrepreneurs, in order to build their own destiny. This is our way to embody solidarity.

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