

REGIONAL FAMILY FARMS OBSERVATORY  
(OFF/ROPPA)



2016 REPORT OF ROPPA'S REGIONAL  
OBSERVATORY OF FAMILY FARMS

BOOKLET 2



## OBSERVATION OF FARMERS CONSULTING SUPPORTS

*Inventory from 13 WEST AFRICAN COUNTRIES*

January 2017



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## RESUME SOMMAIRE DE L'ENSEMBLE DU RAPPORT :

The 1st Report of the ROPPA's FAMILY FARMS REGIONAL OBSERVATORY (OEF / ROPPA) addresses four issues which successively deliver (i) a farmer's interpretation of West African family farm features over the past two agricultural campaigns; (ii) a table of local consulting support received by these FFs; (iii) an analysis of the policies which these FFs and their central organizations had to face; and (iv) the FFO's perspectives. At the same time, ROPPA took advantage of the information generating process which documented this first report to analyze its current family farm monitoring practices. For convenience purposes, this report is divided into four BOOKLETS and one SUMMARY and CONCLUSION document.

The part of the report which deals with the family farm features' observation on the 2 agricultural campaigns constitute the core of this booklet (**BOOKLET 1: FAMILY FARMS OBSERVATION**). From this observation, it can be noticed from one year to another that, depending on climatic patterns, but also on the intensity of public support, family farms are able to make significant progress and thus improve the food security and sovereignty of the region. Thus, 8 countries in the West African region improved their yields for the 2015 - 2016 agricultural campaign, in comparison to the previous year. These include Niger, Mali, Senegal, Gambia, Guinea Bissau, Guinea, Sierra Leone and Liberia. For the majority of the 8 countries, food shortage was more efficiently dealt with this year, as family and community barns were well provisioned, yields from harvest / counter-season activities were substantial, markets were well supplied, and prices remained stable. In these 8 countries, the good rainfall in 2015 and favorable public policies (especially

on subsidies), coupled with family farm strategies and the action of FOs, generally favored these results. In some areas, natural disasters, civil insecurity and shortcomings in the implementation of public actions have limited the results of the agricultural campaign. On this point, the report concludes that, alongside natural factors, human action (FF strategies, Government's action) remains equally decisive. It also concludes that FOs should develop the monitoring of agricultural campaigns in order to improve their role in the setting and implementation of policies.

This part of the report also suggests an assessment of the yields from family farms per group of countries which share more or less the same eco-geographical and socio-cultural features. So in the Sudan-Sahel countries (Burkina Faso, Mali, Niger), FFs have been rather self-sufficient and often in surplus, as regards food production, with an increase in livestock production, a good marketing, an increase in revenues, and a contribution to the growing economies. The coastal countries of the west Atlantic seaboard (Gambia, Guinea Bissau, Senegal) have also had an increase in food and livestock production and improved marketing conditions, except in one country (Guinea Bissau). In the forest-dominated countries recently affected by the Ebola epidemic (Guinea, Liberia, Sierra Leone), there has been a distinct increase in food production but a slower increase in animal and fishery production and the supply hardly keeps pace with market demand. Finally, in the coastal countries of the south Atlantic seaboard (Benin, Côte d'Ivoire, Ghana, Togo), there is, on the contrary, a downward trend in food production even though food security is not threatened. However, livestock farming is in progress.

for the 4 groups of countries, the report identifies, the factors which favored or constrained the yields of FFs and provides information on the strategies implemented by the family farms in achieving the objectives which they pursue according to the opportunities and constraints that arise. Finally, the report concludes that section with an analysis of the FFs' sustainability in

West Africa, which will progressively depend on their ability to transform themselves in order to always be more attractive to young people and women. Several arguments allow to say that FFs should draw the governments interests regarding their substantial contribution to national economies and businesses.

**LeThe observations in this BOOKLET** (Booklet 2 OBSERVATION OF FARMERS CONSULTING SUPPORT TO FAMILY FARMS) **give an overview of the current services offered by FOs in terms of consulting support to family farms. Outcomes show that major farmer based support systems to FFs exist in 5 countries (Burkina Faso, Mali, Senegal, Guinea, and Benin), partially functional or under development farmer systems exist in 4 countries (Niger, Liberia, Côte d'Ivoire, Ghana), and that there are not yet farmer support systems to FFs in 4 countries (Gambia, Guinea Bissau, Sierra Leone, Togo). This booklet also describes and makes a comparative analysis of the practices and systems of farmer support, and an identification of the conditions under which farmer practices and support systems to FFs are developed. Eventually, after a first assessment of the outcomes of these farmer systems, the report suggests progress perspectives in this 2nd Booklet, especially the promotion of a national consulting support system to family farms (SNAAP / EF) in each country, based on the FO / State partnership, and making it possible to reinforce the adaptation and proximity of consulting services to family farms. It should be noted here that, in this view, 5 countries (Burkina Faso, Gambia, Guinea, Mali and Senegal) already have proposals jointly developed by the national farmer platform and the supervisory ministry in each country.**

BOOKLET 3 (PUBLIC POLICIES MONITORING WITH REGARDS TO FAMILY FARMS and EFFECTIVENESS OF FARMERS ACTIONS) gives the analysis and assessment by the farmer organizations of the main current public policies from the point of view of their impacts on the FFs. This analysis focuses on the main public policies known to FOs in each country. They are identified and the effects of their implementation are assessed per area. Six areas were identified: *the use of seeds and other inputs, building facilities and infrastructure, support for animal and fish production, support for marketing, access to finance and credit, and access to land*). The positive impacts of the recent policies on family farms in most countries are significant in terms of improved access to inputs; they are more mitigated as regards product

marketing; there are problems for small-scale family farmers, for women, for livestock farmers in several countries in terms of land security and access to equipped lands. The farmers' watch also highlights many policy implementation problems and analyzes the recent work of national platforms on policies and its main results.

The second part of this Booklet outlines the main regional policies which ROPPA is involved in, their tools and regional implementation programs (*regional food security stock, WAEMU's priority sectors development programs, PRAPS - Sahelian pastoralism PRIDEC - farming in coastal countries, GAFSP, Sahel irrigation, PAPROSEM, rice offensive*).

The political positioning of ROPPA is presented in collaboration with FOs networks and CSO partners and an assessment is made of the results obtained through their lobbying and their expected effects on family farms. Significant progress in the participation of POs in political dialogue is highlighted.

Based on the internal reflections of ROPPA prompted by the results of its policy watch at the time of the validation of its first report, this booklet highlights nine cross-cutting issues which ROPPA is and will remain particularly sensitive to: *(i) the trend to focus on industrial agriculture to the detriment of family farming; (ii) space management and land use planning; (iii) renewal of natural resources and anticipation of climate change; (iv) fisheries and aquaculture; ; (v) management of pastoralism in policies; (vi) inclusion of women in policies; (vii) inclusion of young people in policies; (viii) security in the rural world; (ix) the definition and implementation of policies.*

**BOOKLET 4 (MONITORING PRACTICES IN ROPPA FO MEMBERS )** shows the table of current monitoring practices in agricultural

campaigns, monitoring practice in family farm behaviors and results, consulting support practices and the political watch practices of ROPPA platforms which gathered the information used to produce the first ROPPA OEF report. This inventory, mainly for internal use, should serve as a basis for improving these practices in the process of progressive consolidation of the observatory.

Finally the **REPORT SUMMARY** shows the characteristics of this first report, summarizes the knowledge produced by farmer organizations on the dynamics of family farms, how to monitor and support them, and the assessments of farmer organizations on policies relating to family farms, as developed in all 4 Booklets, and outlines the prospects of the ROPPA family farm observatory, especially in terms of dissemination of the report (which, according to ROPPA is only the first of a series ), and in terms of the progressive improvement of its observation and consolidation mechanisms of the ROPPA Regional OEF.



## PRESENTATION :

*The FF' sustainability depend to a large extent on their results, which will be reinforced by the services offered to them, the market stimulation, and the framework conditions for the implementation of policies which are favorable to family farming.*

*Services provided to family farms by FOs are on the one hand economic services (inputs and equipment supply, credit, product processing, marketing organization, etc.) and on the other hand, qualifying services (training, Information, intermediation ...) among which the Council takes place. Nowadays these organizations have gained solid experience. They provide themselves these types of services directly to family farms, and sometimes create a specialized framework for providing economic services (often of the cooperative type as in the case of MFIs, or associations, as in the case of the Senegalese Association for Promotion of Local-based Development (SAPGD), or are focused in their accessibility when they can be provided by public or private non-farmers (technical services, offices, projects and programs, NGOs, private operators).*

*Knowing the practices of supporting family farms complements and clarifies the family farms behavior and appears as the objects of an observatory of family farms.*

*There arises a stage where synergies between farmer consulting and public devices must be built.*

*For this first report, ROPPA has chosen to concentrate the analysis on the issuance of a single type of qualifying service, the local consulting support which, although not the most widespread, is intended to be closer to the family farms realities, since it is based on an analysis of the farm and should enable the FF to improve their practices. Moreover, the survey conducted by ROPPA shows that the FOs which exercise it rely on the very concrete knowledge given to them by the council to family farms to better target the other services which they issue or to cooperate with the other devices of existing agricultural services. The consulting support provided by ROPPA Regional Observatory is therefore particularly promising in the perspective of the promotion of family farm.*

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*This booklet 2 (OBSERVATION OF FARMERS CONSULTING SUPPORTS INVENTORY FROM 13 WEST AFRICAN COUNTRIES) uses the contributions from the different ROPPA platforms to make the balance of the current farming practices of consultancy on the family arm and to compared them with other non-farmer practices.*

- *Chapter 1 gives an overview of the current farmer practices in terms of consultancy given for farming in different countries.*
- *Chapter 2 concludes by highlighting some of the main characteristics of these farmer practices and their articulation with non-farmer systems existing in different countries.*



**CURRENT OFFER OF FOS IN CONSULTING  
SUPPORT TO FAMILY FARMS**



**(1) In 5 countries, consulting services to family farms with large farmer governance are operational: BURKINA FASO, MALI, SENEGAL, GUINEA, BENIN,**

### 1. BURKINA FASO

- *An old story*

The National Federation of Naam Groups (NFNG), with the support of AFDI, introduced a management consultancy service in Burkina Faso in 1992; it started field activities in 1995, with 20 members. In 1993, a FO specifically dedicated to the management advisories was created (the Mouhoun Provincial Producers Union, which was to become the Center of support for the management of the family farm - CSMFF), and in 2002 an informal network allowing the FOs to exchange and pool their experiences in FFC (Family Farm Council) has been set up (Management Network, now called FFC "Network").

These include mainly three (03) Federation members of the Confederation of Agricultural Professionals of Burkina Faso (FEPA-B). It was initiated in 2007 and is currently seeking to extend it over all of its 37 (UGCPA / WB), and the National Union of Cotton Producers of Burkina Faso (UNPC-B), which is a member of the Mouhoun Union of Agricultural Marketing Groups, which joined the FFC since 2000.

- *Modalities, content and quantitative impact of advice given to FFs*

- Family farm management consultancy (FFC): awareness raising, consultancy services in agricultural technology, management consulting, decision support, FFs trainings

→ *Quantitative impact: 6510 FFs affected in 2015 (FNGN: 1600, UGCPA: 300, CAGEF: 260, FGPN: 150, FNZ: 1900, FEPAB: 2300):*

- Accounting management consulting (AMC): awareness raising, consulting

services in agricultural technology, management consulting, monitoring of unions and operators

→ *Quantitative impact: 350 000 FF (cotton areas):*

Pieces of advice were usually provided to groups of farmers, and in some cases can be extended into individualized consulting support at the level of literate farm managers. They are run by FO leaders, local facilitators, FO and CPF technicians, and government officials.

- *Assessment of the system by the platform*

The system is a local one and is not expensive. The principle of subsidiarity and accountability of FOs developed by the FCBF is part of sustainability. Lastly, the economic activities carried out by the FOs generated revenues to ensure their financial autonomy and thus contribute to sustainability. The development strategies of the system were developed through the vision of the FCBF and its action plan. The same applies to the FCBF member federations.

- *relations with other systems*

The FFC farmer systems, which are networked ("FFC network" including FNGN, FEPA-B, ANPHV, FGPN, UGCPA, CAGEF, FNZ), are the only ones that are fully functional in Burkina Faso. The NATIONAL AGRICULTURAL ADVOCACY AND CONSULTING SUPPORT SYSTEM (SNVACA) is not operational. However, government officials provide assistance to FFC farmers

### 2. MALI

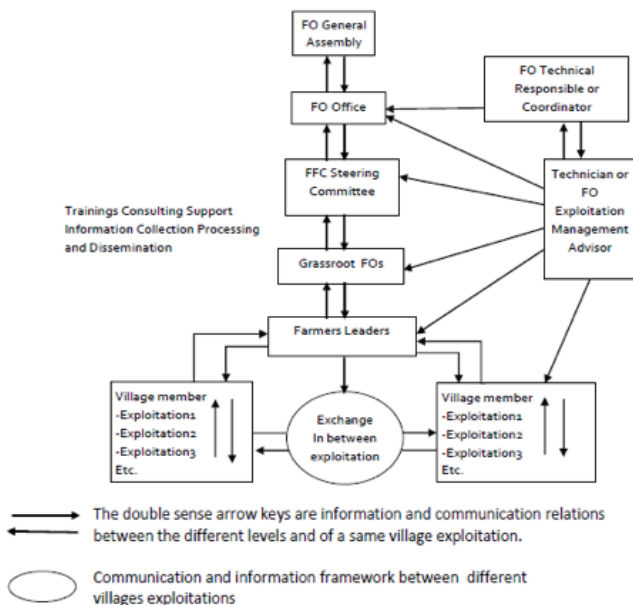
- A Farmer practice developed by the Farmers Professional Organizations Association (AOPP). In this country, where the management board was experimented in the 1980s by the

extension services of the CMDT with the support of research (EIR) and then extended to the rice-growing area of the Office

- of Niger (1995) The AOPP-Ségou has developed from 2009 in the extension of the studies of the CNOP on the family

farm (2004) a farmer model of advice to family farms with the aim of enabling them to better identify and know their family Heritage, to better control their work schedule, to better understand and control the expenses of the family Farm, and to learn how to calculate the economic profitability of their farm.

### FFC Practice Diagram (AOPP/MALI)



- *modalities, content and quantitative impact of the consulting support given to FF*  
 Consultations cover technical aspects relating to agriculture, livestock, logging; they provide management tools and are complemented by literacy and exchange workshops. They are given in two forms:
  - Individual consulting: the farmer moderator visits each family farm periodically for follow-up and consulting support (this consulting occupies 20% of the work time of the

farmer moderator).

- Group consulting: the farmer facilitator monitors and provides consulting support by bringing together the heads of farms (this consulting occupies the 80% of the work time of the farmer moderator

Periodic monitoring and in-service training of farmer moderator and farm managers is ensured, as required, by the consultant in charge of FFC.

→ The FFC is provided to the heads

*of member farms by 96 trained moderator farmers (including 2 women); 444 family farms are monitored in 7 of Mali's 8 regions (Segou, Kayes, Koulikoro, Sikasso, Ségou, Mopti, Timbuktu, Gao)*

- *assessment of the system by the platform*  
For CNOP Mali, the asset of this system is based on its professionalization. The platform has defined an action plan to improve this professionalization.

- *relations with other system*

At the Ministry of Rural Development, which includes a division of agricultural consulting board and extension, field staff of the Regional Departments of Agriculture and Offices is insufficient to ensure a sound agricultural consultancy: collaborations with farmers' systems are required thereby. In some cases, FOs are involved in the management of consulting systems created by projects (e.g service centers of the Faranfasi-so Federation, created in 2001 and which includes nearly 400 POs in the area of the Office of Niger)..

### 3. SÉNÉGAL

- *A system of farmer consulting built around the experience of the FONGS-Farmer Action*

Until recently, few Senegalese FOs practiced the FFC, with the exception of FONGS, which developed a consulting support approach (LEFA) from 1998 onwards, which gave it a good experience and made it possible, (ISRA/ BAME), three organizations in charge of the agricultural council ANCAR, SAED, SODEFITEX) as part of a national family farms observatory (EXFAM, 2004) project. On this basis, the CNCR

mandated it to develop the "family farm" component of the platform, and from 2012 onwards to build a national monitoring and a consulting system for farms. 12 federations are currently involved in this process.

- *modalities, content and quantitative impact of the consulting support given to the FF*

Here, the consultancy is based on the principle of proximity and on a global approach. The Family Assembly is the framework for analysis and decision-making. Facilitation is provided by an local moderator who helps the family make a "simplified assessment" to measure its ability to ensure its food security and to project itself on the future. This first report produced as a mirror for the FF who carried out his diagnosis and established his "family project". The following reports enable to carry out family monitoring and monitor the development of the farm. The role of the moderator is to provide information and to relate the family to: (i) upstream and downstream services (including those of the FO) available, (ii) farmer innovations, (iii) Deconcentrated technical services and (iv) local authorities, in particular on land issues and public programs. This work is used by the association or the company to rehabilitate its services and partnerships and guide its advocacy.

→ *2,300 family farms, pastoral and fishermen, spread over the 6 agro-ecological zones of the country are currently in this process; just over half of them have reached the consulting support stage of their family project.*

- *assessment of the system by the platform*

La durabilité et l'impact de ce système sont garantis par (i) l'engagement politique des OP par rapport à la promotion de l'exploitation familiale, (ii) l'existence d'animateurs et superviseurs endogènes, compétents pour assurer la pérennité de l'initiative, (iii) les possibilités de diffusion par les pairs à travers les échanges paysans (chaque bénéficiaire devient formateur pour de nouveaux bénéficiaires).

- *assessment of the system by the platform*  
The sustainability and the impact of this system are guaranteed by (i) the political commitment of the FOs in relation to the promotion of family farm, (ii) the existence of local moderator and supervisors competent to ensure the sustainability of the initiative, and (iii) opportunities for peer-to-peer exchange through farmer exchanges (each beneficiary becomes trainer for new beneficiaries).
  - The National Agricultural and Rural Council Agency (ANCAR, created in 1997) does not have sufficient staff to provide the FFC itself, but collaborates with Senegalese FOs; the CNCR is a member of this Board.
  - SAED (Delta Land Development and Equipment Company) has among her missions the task of providing agricultural advice. It collaborates with the Federation of self-managed perimeters of Senegal (FPA, member of the CNCR).
  - SODEFITEX (Development Company for Textile and Fibers) works with 1,800 groups of nearly 80,000 cotton growers in 40,000 family farms. It works with farmer technical relays in the fields of cotton production

(1,400) and management (1,200). It collaborates with the National Federation of Cotton Producers (FNPC, member of the CNCR).

- The Agricultural Development and Rural Entrepreneurship Support Program (PADAER) organized 11 workshops for self-assessment processed 582 family project sheets, and advised producers and oriented them towards decentralized financial systems (SFD) partners with WADB credit lines.

#### 4. GUINÉE

- *Advice to family farm was initially experimented and developed from 2004 in Mid-Guinea by the Fouta Djallon Farmer Federation (FPFD) with the support of the AFD. In 2011, according to guidance provided by the PNIASA, a National Agricultural Promotion and Advisory Agency (ANPROCA) replaced the National Rural Development and Extension Service (SNPRV) and deployed over 950 field staff. Currently, two member federations of the CNOP-G practise the agricultural consulting in co-operation with ANPROCA: the Fouta Djallon Farmer Federation (FPFD) and the Lower Guinea Farmer Federation Organizations (FOP-BG).*
- *modalities, content and quantitative impact of the given to the FF*

#### **System of the LOWER GUINEA FEDERATION**

- Technical advisory component: centered on rice, provided by the agricultural consultants of ANPROCA and relay farmers, with the support of the Agricultural Research Institute of Guinea (IRAG).
- Economic and social consulting:

with the advisers of a consortium of NGOs in the framework of the project of food security of Lower Guinea (SABG).

- 2 levels: (1) prefecture: FO members + zone advisers; (2) Region: FOP-BG + Regional Agricultural Research Center for Maritime Guinea. Completed by monitoring missions and stakeholder consultation meetings (in the Kindia region).

→ *361 family farms monitored under the SABG project*

**FOUTA DJALON FARMERS FEDERATION System:** management council (technico-economic) provided by advisers (technicians internal to the federation, agronomists ANPROCA made available by the Administration) and farmer-relays within the framework of "groups (Every two months); Supervision by a management consulting unit and a head of the agricultural board.

Consultation is provided through groupings. It is based on differences in levels and the approach is individualized per "category" of groups through which consulting is provided "to adapt services according to the level and needs of each grouping profile ". The council is supplemented by inter-group exchanges, and experimentation (farmer experiments) for leaders. Since 2006, the federation has been expanding the approach and is seeking to "co-relate literacy, technical advice, management consulting".

→ *Quantitative impact: 1062 family farms affected (779 women)*

- *assessment of the system by the platform*  
For the CNOP-G, the viability of these system depends on the degree of structuring of the takeover bids, the exis-

tence of networks of the relay farmers, the existence of technical units within the FOs, the insertion of the FFC in the planning of the takeover bid. From the point of view of their financing, their sustainability depends on the organization of group marketing (enabling sales to be taken ...), mobilization of internal resources (membership fees, and beneficiary's participation in the cost of advice).

- *Relations with other system*

These farmers' system benefit from inputs from the National Agricultural Promotion and Consulting Agency (ANPROCA), in particular in the form of the provision of technicians. ANPROCA also provides advisory services throughout the country and 109,660 family farms through 8,754 farmer groups

## 5. BÉNIN

- *A country where FFC reference experiments have been conducted*

Benin is, along with Mali, one of the first countries in West Africa where the FFC has been experimented (as early as 1995 as part of the PADSE project), and where (Livestock management consulting, under construction at ANOPER - National Association of Professional Organizations of Ruminant Breeders, member of PNOPPA). It is also the country which hosted two important exchanges on the experimentations of FFC in West Africa to which the POs of different countries took part: 2001 and 2012 Bohicon workshops . This is the FUPRO (Benin Producers' Union ), which has the longest practice of the FFC (from 2005, and developed within the framework of the Program of support to productive dynamics - PADYP from

2009, and of the program to improve cotton producer organizations - PRO-COTON, and the FFC is also supported by the " support facility to agricultural chains" program - FAFA). .

- *modalities, content and quantitative impact of the consultation provided to FF and FOs*  
The FUPRO system has two components:

- FAMILY FARM CONSULTING E

Aims to strengthen producers capacities and their families and help them rationalize their decisions by analyzing their condition, defining their needs, choosing their objectives at the farm and family level . Training in management tools, individual and group monitoring of activities and assessment of results support this approach.

20 advisers support the producers in the field and 2 coordinators coordinate the activities at the level of the apex. The operation of the system is financed by the contribution of marketing activities and the support of the AFD. FUPRO is examining the possibility of requesting membership fees (100F / session);

→ *Quantitative impact: 5,000 members through groupings:*

- FO MANAGEMENT BOARD

Focuses on the training of elected officials and FO technicians on governance, resource management, inputs management, production monitoring, marketing monitoring, and strategic management.

The approach is based on the conduct of a self-assessment to know the organizational and functional status of the FO through its strengths and weaknesses in the sub-domains of co-operative life. It is extended by trainings

→ *iQuantitative impact : 30 FOs beneficiaries*

- *Assessment of the system by the platform*  
The platform considers that the financing of the farmer devices constitutes their barrier. To compensate for this, in 2012 FUPRO launched the "specific fund for the sustainability of the council" and defined a "development plan for the FFC and the CDG" (PDCF) aimed in particular at guaranteeing the integration of the approaches in some key programs of organization umbrella and its divisions, the creation of FFC competences pool to continually reflect on tools and methods and coordinate consulting activities in the Regional Producer Unions (URP), Creation mechanism of setting up and replenishment of specific funds for board funding in 2014 .

- *relations with other system*

In 2008, Benin defined a National Agricultural Consulting Strategy (SNCA) and recruited extensives in 2011 to implement it. This strategy includes 4 dimensions (specialized technical consulting, management consulting, market access consulting, advice to the local planning organization). This strategy is mainly implemented through projects and programs, especially those in which the FOs are involved.

**(2) NIGER, LIBÉRIA, CÔTE D'IVOIRE, GHANA in 4 countries, farmer systems are partially functional or under construction: NIGER, LIBERIA, COTE D'IVOIRE, GHANA**

## 6. NIGER

- *A flourishing of highly diversified but uncoordinated initiatives*  
Until the end of the 1980s, Niger was marked by a strong public action of

agricultural supervision, until the withdrawal of the government. In the 2000s, a wide variety of services and farm consulting were developed without relations to each other, at different scales and approaches; some are still carried out by government actors (technical services of the various ministries, the National Office for Hydro-Agricultural Development, advice consulting service is paid for), others by national and international NGOs, others by private actors (veterinarians, Consulting services, consulting firms, firms and agro-suppliers). The most striking phenomenon is the growth of practices and consulting system initiated by FOs (farmer field fields, service delivery centers, farmer consulting groups, etc.) in this landscape.

- *The main farming systems*

**At the national level :** (FUGPN-Mooriben), around the Farmer School fields (25 to 30 people regularly meet in their own fields to learn how to solve their problems), that of The Nigerian Federation of Market Cooperatives (FCMN Niya, 123 cooperatives), the Federation of the Rice Producers' Unions Cooperatives (FUCOPRI), 37 member cooperatives, technical assistance to develop the analytical and management capacities of its members ), That of the National Association of Professionals of the Onion Chain (ANFO), that of the Association for the Revitalization of Livestock in Niger (AREN, advises its members in securing their pastoral activities and managing Conflicts), and that of the Association for the Promotion of Livestock in the Sahel and the Savannah (APESS, contributions of individualized advice on the basis of simplified assessments).

**At the regional level: The Maradi Producers' Unions Federation (FUMA Gaskiya), the Federation SA'A (Maradi, management consultancy around the warrantage activity), Inputs Boutiques Unions Federation (FUBI, Zinder).**

These various devices are frequently relayed through community radio stations and in some cases they are linked to decentralized financing systems. They can provide market information to FF. They rely on the human resources of the FOs (farmer relays at group level, moderators at the level of the Unions, consultative frameworks at the level of the federations), and if necessary the contribution of resource persons. They rely mainly on external funding.

The Chambers of Agriculture Network (RECA, 8 regional chambers) also develops agricultural advisory activities in support to FOs arrangements or in addition to them.

- *relations between the different system*  
*These are currently very weak.*

- *diagnostics and prospects*

We do not have specific data on qualitative impact of these different systems, but studies conducted by i3N indicate that they are suffering from their crumbling, have a low coverage rate and that there is a frequent inadequacy between the ' Supply and needs.

The i3N governmental initiative foresees the intensification of the system of support to exploitation (axis 1 of the i3N strategy) and a study on the development of a national agricultural advisory 2016.

The 2015/2018 Strategic Plan of the Niger Farmer Platform also foresees the strengthening of the capacities and support system of the FOs and opens up ways to improve their financing. The

Niger Farmer Platform , which has an Agro-Ecology Training Center, located in Winditan (about 90 km from Niamey), plans to build on the revitalization of the Center's activities through the support of research institutions, to strengthen the capacities of producers in terms of training and advisory support.

## 7. LIBÉRIA

- *Draft support and consulting systems for family farms (support / consultancy systems)*
- In Liberia, there are popularization practices related to family farm counseling through a number of programs and projects (such as the Rehabilitation of the Agricultural Sector Project/ASRP, Smallholder Agricultural Productivity Improvement Project and Marketing Framework/SAPEC, West Africa Agricultural Productivity Support Program/WAAPSP-PAAO, Food Program and Enterprise Development/FED). The involvement of the Liberia Farmers' Union (FUN) in one of these programs (ASRP) constitutes a farmer experience of consulting support which could lead to the emergence of a farmer system of advice to family farms.
- *Orientation of the network of the Liberia FOs towards the consulting support to family farm*  
On the one hand, the FUN has a weekly airtime on the national radio, which allows it to provide information and advice to farmers ("Voice of the Farmer" program). It provides technical services to family farms and FOs through 15 platforms in the 15 counties of the country and promotes exchanges between farmers. But it is more particularly in 4 counties that, as a technical agency of ASRP, FUN has been disseminating since 2013 through

a network of 280 farmers leading technical advice and provides support to family farms which accept the influence of the farmer-moderator, to introduce innovations on part of their plots ("school fields" - 1ha / farm). These farmer moderators were themselves identified and supported by 17 motorized extension agents recruited with the means of the project.

→ *Quantitative impact: 5,340 family farms supported*

- *Assessment of the support / consultancy systems experience by the platform*  
The model of knowledge transfer through farmer moderator is a success: Every farmer uses the improved practices advocated and encourage farmers to implement them in their own fields. However, the success of the model is very dependent on the means provided by the project (production tools, seeds, financial incentives of the moderator) and the farmers, who do not yet understand the economic interest of the improvements, need continuous assistance. It is therefore not clear that this model can be replicated outside of a project and that its effects continue when the project stops. In addition, the farmer's basic problems (access to land for the poorest, improved processing and sale of products) are not addressed in this system.  
The lessons learned from this experience will enrich the research carried out by the Liberia farmer platform from a consulting approach to adapted family farms.

## 8. CÔTE D'IVOIRE

- *There is a basis for feeding a national consulting service to family farms*



Through the regional studies and exchanges carried out in early 2000s, it was noted that farming consulting was a marginal activity in Côte d'Ivoire (some local management consulting experiences: Association of sheep and goat producers South-East - APROCASUDE, Northern Accounting and Management Service, ScGear/ Korhogo), but that it should experience a fresh awakening under the impetus of ANOPACI and the public authorities. The Farmer Platform did indeed contribute significantly to the designing of the Interprofessional Fund for Research and Agricultural Council (FIRCA) created in 2003 and intended to finance applied agricultural research, popularization, technical advice and management consulting to farms (Provided by ANADER) as well as training for the agricultural professions, and FOs capacity building .

- *The non-farmer wing vs. the farmer wing of the system*

The National Support Agency for Rural Development (ANADER), a mixed economy company transformed into a public limited company, has among its functions to offer a management consultancy to family farms in two forms:

- **Technical Consulting in Operational Management (ACTGE):** enabling the company to control and optimize its production costs so as to permanently identify the sales prices of the sector - to control the purchase prices of the inputs - to take into account at the accounting level, its financial and tax expenses.
- **Operational Management Training Workshops (AFGE):** improving the management capacities of the

operator. Search for financing (by editing files etc.).

The national agricultural platform (ANOPACI - National Association of Agricultural Professional Organizations of Côte d'Ivoire) has set up an action to modernize family farming, in addition to its mechanization, the development of the management board and the Development of the market information system to enable the operator to make sound business decisions to improve its income. Additional actions are also being carried out in the field of sustainable land management and training. The actions of FOs are highly dependent on the external funding

- *assessment by the platform*

The complementarity between the two systems, which from the point of view of ANOPACI should in principle not consist in difficulties, do not work well due to public initiatives which are not properly well implemented and monitored. The contribution of private actors, in particular ANOPACI, is low and hardly perceptible for lack of financial resources. The majority of technical, financial and institutional support of ANOPACI to family farms is currently done by member FOs in the form of contract agreements and pooling of services.

- *relations between public consulting support and the farming system n*

A platform for discussion between the various systems was established within the framework of the PNIA through the framework of consultation of the agricultural sector and civil society of Côte d'Ivoire, which is chaired by ANOPACI. However, this consultation framework is not currently working optimally.

- *Prospects*

The ANOPACI 2010/19 development plan provided for the creation of a support service for access and organization of the agricultural council (creation of management centers, consultants training). The difficulties encountered in establishing a consulting support system must be considered in light of the political upheavals which took place in the country and the reconstruction process in which it is involved. The Agricultural Guidance Act adopted in 2015 (LOA-CI), which recognizes a status for family farms, is an important tool of this reconstruction. It asserts the public interest in the agricultural council and devotes a large part of one of its chapters (Title V, Chapter 2) in which it opens the possibility for private law institutions (and thus for FOs) Ensure and announce the definition by regulatory means of an agricultural consulting policy.

## 9. GHANA

- *context*

In a context where government action favors the modernization of agriculture (regrouping plots, mechanization), but is based on a system of popularization that is less compact, support to small farmers is mainly provided by NGOs (such as the Ecumenical Association for Sustainable Agriculture and Rural Development - ECASARD), SNV, and FOs.

- *a start of farmer practice of the council to the FFC*

The FOs members of the platform have set up loan systems to help farmers increase their production and have invested in the development of irrigation. They organize farmer-to-farmer exchanges to learn best

practices and help each other in the land acquisition processes and applied technical training (fields of experimentation) as well as land rights. One Ghanaian Federation of Agricultural Producers (GFAP) has a family farming consulting system supported by a USAID project which supports extension workers at the grassroots level of the FO. However, this system is still very dysfunctional and suffers from handicap .

- *relations with public services*

The loan funds of FOs are abundant by the government. The technical services contribute to the training of local FO agents. The government support of the is provided by the District Offices of the Ministry of Agriculture

### **(3) In 4 countries, there are still no farmer consulting devices to FFs: GAMBIA, GUINEA BISSAU, SIERRA LEONE, TOGO**

## 10. GAMBIE

- *The option of the platform: in the absence of a support system, acting with little means on a crucial element for family farms.*

In a more favorable policy context to large-scale producers than to family-run farms and where there is no family farming advice, the National Coordinating Organization of Farmer Associations (NACOFAG) in the last few years, has chosen taking in account its limited resources to favor the creation of seed co-operatives to enable producers to have quality seeds, to train the leaders of these cooperatives and their cashiers, and to distribute seed across the country. The seed produced

is first-grade certified seed which will be further propagated to produce certified grade 2 seed before it is marketed.

→ *Under four seed cooperatives involving 119 producers, 34 tons of groundnut seed and 29 tons of maize were produced, treated with malathion, and packaged in a standardized manner during the 2015/2016 season*

NACOFAG also participated in a program to create vegetable gardens in 6 regions to supplement the incomes of the family farms of the members of the FOs

→ *454 gardens created for the benefit of 59,393 farmers, 56,655 women*

- *Prospects*

NACOFAG does not intend to develop a system of advisory to family farms as long as it has not improved its capacities as well as its institutional and human resources. It will immediately implement the sale of seeds produced to meet the future financial needs of the operation (set up through revenue from sales of a revolving fund to replenish), and then develop certified seed co-operatives. However, it wants to set up new pilot projects (over 2 years) in various fields related to family farming, monitor and evaluate their results, document and communicate them, analyze risks and replicate these pilot experiments ( for 5 years). It will at the same time specify its strategy for institutional improvement and financing, and define a budgetary plan.

## 11. GUINÉE BISSAU

- *collaboration of the FOs with structures that provide consulting support*

In the three agro-ecological zones there is no farmer support system. Support and advice are given by technicians

from the Ministry of Agriculture and Rural Development (DRA/MADR), the GTP and the Regional Veterinary Department or programs and projects through the field moderators, especially those of the FOs.

The weather service radio programs also provide advice (rice transplanting in mangrove areas, dyke height increases), which have proved particularly useful in avoiding the effects of flooding caused by Hurricane Fred in 2015 (In the areas affected by the hurricane, salt water flooded the rice fields of the family farms that did not comply with the advice.)

## 12. SIERRA LEONE

- *The FFC is not yet on the agenda, but various forms of support can reach the family farms*

In a context where humanitarian emergencies and action by bi/multilateral agencies, international and national NGOs predominate, until 2015 there was no agricultural policy built on family farms and the assistance (Food for work, seeds, fertilizers, micro-credits) is poorly coordinated and poorly monitored. As a result, there are duplications and communities left out.

- *FO initiatives facing difficulties for their assertion*

In addition to its advocacy work on behalf of farmers, the National Farmers' Association of Sierra Leone (NAFSL), based on assessment studies to identify the needs felt by family farms, provides technical support (especially through input delivery) and help them manage land disputes which affect them. For this purpose, NAFSL forges collaborative relationships with government

agencies such as MAFFS (Ministry of Agriculture, Forestry and Food Security), SLARI (Agricultural Research Institute of Sierra Leone), as well as with NGOs, CSO, and with the media.

However, it faces the fact that FOs are marginalized by public authorities and are less involved in their actions.

### 13. TOGO

- *Support consulting services mainly provided by non-farmer operators*

Au centre de la mise en œuvre des projets au centre de la mise en œuvre des projets de la National Investment and Food Security Program (PNIASA) projects, the Institute for Technical Support and Consultancy (ICAT) is the main tool created by the government to provide technical support to Farmers and their organizations through 32 decentralized agencies and a large number of specialized staff. In particular, it provides consulting to more than 53,000 FF beneficiaries of the distribution of input and seed kits of the Togo Agricultural Development Support Project (PADAT).

The non-governmental program ESOP (Service Company and producer organization) provides advisory support to 20,000 FF in the framework of economic production and marketing groups ("commercial system of group savings). The "Farmer business school", supported by the German cooperation in the framework of ProDRA (Rural and Agricultural Development Program) project, is developing an approach to the management of farm-oriented farming in the coffee sector business development to maximize profits (reaching 12,356 producers).

The Training, Techniques popularization and Professional Organizations department (DFDTOPA, Ministry of Agriculture, Livestock and Fisheries) provides advisory support to the structuring of FOs.

- *Positioning FOs*

In terms of strategy, the Togo Coordination of Farmers' Organizations and Agricultural Producers (CTOP) has on her Board of Directors some thinking committees, namely on services. It is within them that guidelines could be drawn up related to the construction of farmer arrangements for consulting to family farms.

According to the principle of subsidiarity applied by the CTOP, the services to be rendered to the members at the base are the responsibility of the federations. It is therefore to the latter, which for the most of the time have technicians deployed on the ground that the consulting provision services to family farms may return. -Through its decentralized institutional system (the Regional Farmers' Organizations Coordinations and Agricultural Producers - CROPPA) and its network of technicians, CTOP already provides support / advice / training to its members on various themes (governance, leadership, financial management FOs, work plan development, etc.).

### 14. THE TABLE ON THE FOLLOWING PAGES ENABLES TO COMPARE THE PRACTICES AND CONSULTING SUPPORT SYSTEMS TO FAMILY FARMS IN DIFFERENT COUNTRIES.



COMPARATIVE TABLE A: PRACTICAL PRACTICES OF PROXIMITY SUPPORT-COUNCIL

Countries of the Sahelo-Sudanian belt			
	NIGER	BURKINA FASO	MALI
<b>Existence of FFC</b>	YES	YES (large scale farmers' system)	YES (large scale farmers' system)
<b>Main Federation (s)</b>	Non-coordinated initiative	UNPC-B (cotton sector) as of 2000), FEPA-B (multi-sector, 37 provinces, since 2007), UGPCA / BM (marketing) Initiated by FNGN in 1995	AOPP (association nationale d'OP; multisectorielle), initié en zone cotonnière (AOPP-Ségou, à partir de 2004).
<b>dominant orientation</b>	Technical Council	Management consulting (Management of FF, accounting management)	global consulting (technical, management tools, family expenditure
<b>Forms of the consulting support, tools</b>	Collective applied (field-school), Farmer exchanges Community radio	group counseling (agricultural techniques, management, decision making)	mixed: in groups and individualized at FF level - thematic exchange workshops - literacy
<b>Actors Advisers</b>	leaders, Farmer community sensitizer, Farmer-relays, Technicians, resource persons	leaders FO, endogenous leaders, technicians CPF, agents of technical service	FO Technicians piloting committee, (management consultant FF), 96 farmer moderators
<b>funding</b>	Leaders Dominant public funds TFP + FO resources <i>Research funding formula</i>	TFP / public funds, FO capital, economic activities of FOs, MFIs	TFP / public funds; profits from economic activities of OP; weak, collection in kind of the beneficiaries aim to initiate financial collection.
<b>Quantitative impact</b>	low coverage rate	(6-510 FF	444 FF
<b>Role played by the platform</b>	To be increased (including its new strategic plan)	Subsidiarity. Orientation and coherence (vision), support to federations (action plan)	initiated first studies of EF (2004); Defined a plan of action to professionalize the FFC
<b>National consulting policy</b>	national strategy being defined currently (axis 1 13N strategy)	Existence of national system of popularization and agricultural consultancy (SNVACA, 2010), but not operational	assigns to the research, a mission of advisory support to the agricultural consultants. (Agricultural Policy, 2013)
<b>relations between OP system / public systems (or other)</b>	currently weak	targets and tools similarity, government agents' intervention in FO system and use of farmer moderators by State services, but with poor consultation	Same targets and technical themes but different approaches (centering logic And farmers' knowledge for FO / centering technical subjects for technicians)

COMPARATIVE TABLE A: PRACTICAL PRACTICES OF PROXIMITY SUPPORT-COUNCIL

		coastal countries of the western Atlantic seaboard	
	SENEGAL	GAMBIA	GUINEA BISSAU
<b>Existence of FFC</b>	YES (large scale farmers' system)	NO FFC CEP - but community-based experimentation and extension	NO- not existing yet
<b>Main Federation (s)</b>	FONGS (national federation of multi-sectoral farmer associations, from 1998)	AFET (Association of farmers educators and traders)	/
<b>dominant orientation</b>	Global advice	technical advice	technical advice, extension (by state agents)
<b>Forms of the consulting support, tools</b>	. Individualized level of FF	experimentation in farmers' fields	use of radio
<b>Actors Advisers</b>	Farmer moderator, Orientation of FF to technical services when necessary.	1 coordinator, trainers community sensitizer	non-farmer
<b>funding</b>	TFP / public funds, contribution in kind of OPs; some federation contribute financially through (MFIs)	Catholic Relief service	/
<b>Quantitative impact</b>	2.300 FF	about 120 FF (moderator) in Foni zone	not informed
<b>Role played by the platform</b>	harmonization and methodological support to the federations by committee of follow-up of the FF of the CNCR	No defined strategy in advice to the family farms	No defined strategy in advice to the family farms
<b>National consulting policy</b>	existence of a National Agency for Agricultural and Rural Councils (ANCAR, 1997). Orientations of LOASP (2004) and PRACAS (2014)	decentralization of the extension system (2006). Multidisciplinary teams facilitation (NGO / OP / extension agents of the State)	Linked to major public programs
<b>relations between OP system / public systems (or other)</b>	CNCR member of the ANCAR Board; Cooperation with non-farmers' organizations of development companies (SAED, SODEFITEX), research (ISRA) and technical services.		Platform consulted by public authorities (privileged partner)

COMPARATIVE TABLE A: PRACTICAL PRACTICES OF PROXIMITY SUPPORT-COUNCIL

		Forest-dominated countries (affected by Ebola fever)		
	GUINEA	SIERRA LEONE	LIBERIA	
<b>Existence of FFC</b>	YES (large scale farmers' system)	NO - does not exist yet	Improving but not yet effective	
<b>Main Federation (s)</b>	FPFD, as of 2004	/	FUN (2013)	
<b>dominant orientation</b>	management board	Popularization?	Technical consultancy	
<b>Forms of the consulting support, tools</b>	In "consulting groups" + application; community radios relay, Literacy programs	Radio, Field visits	Popularization	
<b>Actors Advisers</b>	Management consulting, responsible Agronomists, Farmers Agronomists, Farmers relay, Research, NGOs Advisers	Non-Farmers	Farmers' fields of experimentation	
<b>funding</b>	Members' volunteering contribution to Farmers take over program project	/	17 extension agents, 280 farmer relay	
<b>Quantitative impact</b>	1,423 EF (779 affected women)	4,550 beneficiaries SNAP / USAID	Project	
<b>Role played by the platform</b>	The CNOP-G is the political interlocutor of ANPROCA	Construction ongoing	5,340 EF	
<b>National consulting policy</b>	PNDA (2007) recommends that the FOs should act as agricultural and rural consultants. Creation of National Agency for the Promotion and Agricultural consulting (ANPROCA, 2011)	<i>not defined</i>	<i>not defined</i>	
<b>relations between OP system / public systems (or other)</b>	Close (avail to FO technicians ANPROCA; relations with research - IRAG-GUINEA - and programs).	Weak communication with public authorities	poor communication with public authorities / FO	



TABLEAU COMPARATIF C : PRATIQUES PAYSANNES D'APPUI-CONSEIL DE PROXIMITÉ

Coastal countries of South Atlantic				
	CÔTE D'IVOIRE	GHANA	TOGO	BENIN
<b>Existence of FFC</b>	YES (revitalization ongoing)	YES	EXISTING, BUT NON-FARMERS	YES (large scale farming system)
<b>Main federations</b>	ANOPACI, from 2003	GFAP	/	FUPRO, from 2005
<b>dominant orientation</b>	management consultancy	technical consultancy	technical consulting to the FF; Advice to FO	management consultancy (FF and FO)
<b>forms of consulting support, tools</b>	not described	exchange visits, experimental fields, training (techniques, credit, land)	around the use of input kits or commercial collection	FF component trainings: Individual and group follow-up FO component: training of elected officials and technicians
<b>shareholders of the board</b>	not described for FOs; Technical consulting support in EF management and training workshops for ANADER farmers	Umbrella Organization officers	non-farmers	2 coordinators, 20 advisers network of farmers take over moderator
<b>Finance</b>	Project, national	educated farmers	Mainly TFP (BM, FIDA, GAFSP) and public funds	AFD; incomes from FOs' commercial activities; Creative project. Fund, consulting
<b>quantitative impact</b>	fund FIRCA	80% TFP, State (indirect) Inputs from groupings if management of activities allows.	not informed for FOs	5,000 members 30 FO
<b>Role played by the platform</b>	low visibility	not informed	Subsidiarity: the CTOP thinks about the strategy (commission) and seeks resources, the federations. Provide services	Subsidiarity (political action, does not intervene directly in the consultancy)
<b>National Policy Council</b>	Involvement in FIRCA definition; Subsidiarity by FO (contractual, mutualization). Project service. Support to Agricultural consultancy.	Funding Research	There is a Technical Advisory and Technical Support Institute (ICAT, 1997) in charge of supervising producers and Farmers' organizations	National agricultural advisory strategy (SNCA, 2008) Based on contractualization. Technical advice, management consultancy, market access, local planning. Currently implemented by / projects program
<b>relations FO system/public systems (or other).</b>	National Agency of Support for rural development (ANADER, 1993); inter-branch organization funds for Research and the Agricultural Council (FIRCA, 2003) Agricultural advisory policy announced in LOA-CI (2015)	Extension service (minimum, paid in-kind by farmers); Will develop integrated farming and mechanization (AMSEC service centers)	through the Training Department of the Ministry of Agriculture (DFDTOPA) and the ICAT	Complementarity. Articulated on national programs
	Through PAIP discussion platform (chaired by ANOPACI)	support of technical services for farmers training		

CHAPTER

# 02

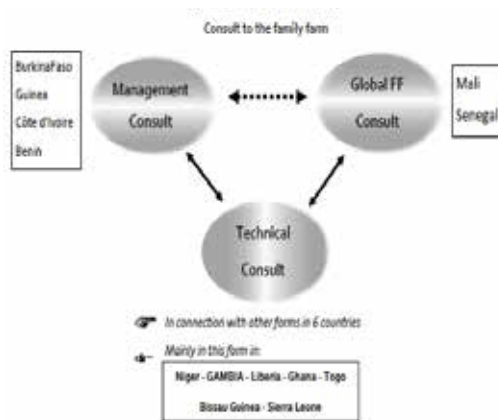


## FIRST ACHIEVEMENTS AND PROSPECTS

#### (4) Assets of farmer practices of local consulting support to FF

##### 15. FOs practices Dominant characteristics in terms of proximity to the FF consulting support

- Schematic illustrating, these practices go in three directions



- *Technical consulting* for the improvement of agricultural practices or the introduction of innovations is brought more or less formalized by ALL FOs, either through farmer-to-farmer exchanges (NIGER, BURKINA FASO, MALI, SENEGAL, GUINEA, LIBERIA, GHANA), or in the frameworks organized by the FO (such as "field schools" in NIGER, GAMBIA, LIBERIA), but mainly through farmer leaders present in the majority of FOs and in certain cases Specialized technicians who supervise farmer leaders. This first form of consultation, closer to popularization, is generally directly linked to the provision of material support (improved seeds, inputs, equipment) enabling the FF to implement the recommended improvements. It is often done in cooperation with the government popularization services or the technical assistance of projects, sometimes with the support of research.
- *The management consulting*, which aimed at assisting decision-makers in farm management, is carried out in similar ways (in "consulting groups" which can be supplemented by individualized follow-up) by FOs in 4 countries (BURKINA FASO, GUINEA, CÔTE D'IVOIRE, BENIN). These FOs provide farmers with characterization tools their farms and management tools (ledger keeping for each farming season the expenditures and the revenues of the farm products) and, together with their farmers' community sensitizer, monitor the farming season plan of the farm. The consultation given was generally of a technical nature (choice of production, timing management, stock management...) around a limited

number of products, but in all the FOs they evolved under the pressure of the demand of the farmers towards expanding the range of products and providing economic support (marketing, spending management, investment), and thus tending to move closer to global consulting on family farms. The Gambian platform provides management advice to seed cooperatives (training and monitoring of managers and cashiers), but it is not intended for family farms.

- *The global council on family farming*, which accompanies the involvement of the whole family in the different dimensions of the life of the farm (technical, economic, and social) to carry out her project of evolution. It is intended to the family and not only to the manager, is not standardized and orientates itself in a different way according to the specificities updated by the assisted self-analysis that the family of its exploitation. The most advanced FOs committed to this end are those of SENEGAL (using the "simplified assessment" and provide individual advice to families) and MALI (according to a mix of group exchanges and individualized follow-up of family farms).

*The Legal counseling for family farms* begins developing, in particular regarding aspects concerning the land tenure security of family farms (SENEGAL, LIBERIA, GHANA)

Therefore, It appears through the descriptions made by the FOs of their practices in counseling to family farm that the latter evolve through experience and farmer demand. The trend is to diversify the services provided.

- **Approaches and tools** used are closely linked to the dominant counseling orientation (more particularly influenced

by models introduced by partners or development companies - especially cotton - for the management board) and the farmer experience of the FOs: there is thus methodological hybridization.

- **Farmers' contribution** privileges orality (field visits, and the use of radio in NIGER, GUINEA BISSAU, GUINEA, LIBERIA, SIERRA LEONE) the practice ("field-school" formula in NIGER or experimental plots in GUINEA in LIBERIA and GHANA). The question of language is not a problem since the advisory is given by farmer community sensitizers from the community.
- **Contributions from external stakeholders** have introduced written tools (cards, checklists, accounts, etc.), which are problematic for illiterate farmers. Several FOs compensate for this handicap by offering a literacy program (MALI, GUINEA) alongside the advisory. In other cases (e.g, simplified assessment in SENEGAL) the interview is oral and the notes are taken by the farmer leader and read for the family by an educated child or a literate member.

Adaptation of approaches and tools benefits from the knowledge that FOs have of their environment.

- **Actors of the farmer advisory:**

- At the grassroots level: endogenous leaders or farmer relays, often FO moderator, provide advice to the FF (NIGER, BURKINA FASO, MALI, SENEGAL, GUINEA, LIBERIA, GHANA, BENIN) and the adaptation of the council to the farmer realities.
- In support to the farmers' moderators or put in contact with them by the families: technicians who can be those of the FO (NIGER, MALI, GUINEA, BENIN) and / or public technical services, NGO advisers, resource persons the countries).

- A piloting system which provides supervision and coordination as well as assessment of the board and the follow-up / training of advisers. It can be provided by a technical unit (GUINEA, BENIN) or a joint piloting committee (elected officials / technicians: MALI, SENEGAL).
- Technical support to farmer advisory support system: Agricultural research (MALI, SENEGAL, GUINEA, CÔTE D'IVOIRE, potentially in SIERRA LEONE and TOGO); In some countries there are public structures for "support to FOs", but they are not always functional (SNAVACA in Mali, ANCAR in Senegal, ANPROCA in Guinea, ANADER in Côte d'Ivoire, DFDTOPA and ICAT in Togo).
- There are four types of **financing** for the Farmer advisory :
  - Contribution of technical and financial partners: in all cases, this type of financing dominates. The flows of bilateral and multilateral public aid go through public funds, and NGOs have a private origin. Such financing may be provided specifically to the farmer advisory system, or through projects or programs with other components.
  - *Contribution from the FO*: from the commercial activities of the FO, the MFIs (BURKINA FASO, MALI, SENEGAL, GHANA, BENIN), but also through the in-kind contribution of the voluntary work of local moderators and leaders.
  - *Beneficiaries contribution*: in kind (MALI, and informally in most systems), or through contributions (GUINEA, under study in MALI and BENIN).
  - *Government contribution*: it is already made directly or indirectly through the provision of technical personnel (for example in Guinea), or support related to advice (inputs, equipment, GHANA credit funds). They are provided for under the Agricultural Guidance

Legislation of the countries that have adopted it (National Fund for Agro-Sylvo-Pastoral Development in the Senegalese LOASP, the National Fund for Agricultural Development in the MALI LOA, Agricultural development in the LOA-CI of Côte d'Ivoire where FIRCA already exists, dedicated to agricultural research and advice.

Several platforms are considering the creation of specific funds to streamline the financing of the advisory family farm (NIGER, BENIN).

### 16. Results of family farm consulting

Feedback from the platforms shows that the impact, in terms of the number of farms directly affected, is very variable but overall quite low. The effects of distribution from farmer to farmer through spontaneous or organized exchanges by FOs amplify this impact when the farmer advisory support is not structured within the framework of a project but falls within the fabric and permanence the action of the FO and the volunteer service of its members; the observations of the LIBERIA platform on the limitations of its experience of support/consultancy systems in the context of a project are from this point of view very illuminating (See above, point 7).

The targeted observations made by the FOs highlight four types of results to which the advisory contributes, and which are obtained thanks to the proximity of the family farm that the farmer advisory allows:

- ***The results of operations are improving significantly***

In Guinea, the average duration of supply has increased from 2 - 7 months to 1 - 4 months. Yields have improved significantly, resulting in good harvests.

**EXAMPLES OF INCREASES IN OBSERVED YIELDS BURKINA FASO:**

**BURKINA FASO:** cereal yields + 3.35% compared to the 2014/2015 season

**Guinea**

- Mangrove rice; Average increase from (420 - 2100kg) to (500-2600Kg);
- Hills Rice; Average increase from (280-1800 Kg) to (460-2100 kg);
- Lowland rice; Average increase (400-2,200kg) to (520-2600Kg);
- Rice plain average increase (350-2000 kg) to (380 - 2500 Kg);
- Peanut average increase (150- 580 kg) to (320 – 820 Kg)
- Market gardening average increase of (20,000 to 700,000 FG) to (130,000-2,500,000 Fg).

Income of FF increased, food crises decreased (MALI)

- ***The technical and management practices of the FF change, which explains the improvement of the results***

Les compétences se développent. Compétences are developing (MALI). Technical processes are better monitored, and inputs are better used (GUINÉE). A better knowledge of crop profitability makes it possible to operate more reasoned (MALI), innovations are adopted by FFs (BENIN : manufacture of livestock foods from local ingredients, salt licks). Farmers exchanges stimulate their dissemination (GUINÉE).

Stocks are better managed and the products marketing are better controlled (reduction in production selling off, good bargaining capacities in sales- MALI, GHANA); new trade initiatives are undertaken (nut butter in GHANA). Family consumption is better managed (GUINÉE, MALI).

- ***The ways of reasoning and the systems of relations are transformed***

Two decisive elements of the advisory favor a "change of mentality" among the producers who benefit from the FFC (MALI): the fact that the advisory has benchmarks and the fact that the council addresses to the family (MALI, SENEGAL, and GUINEA).

On the one hand, the forecasting capacity increases (stock and consumption management, work schedule and workforce management, anticipation of difficulties - MALI, GUINEA).

On the other hand, resources are better managed (maintenance of operating accounts - GUINEA, control of the treasury of the FF - MALI).

Finally, decision-making is better shared: it takes place at the family level because of the participation of all members on the advisory (GUINEA, SENEGAL). Revenues are managed in a participatory manner (MALI). Family cohesion strengthens (MALI).

- ***Benefits derived by FOs from this practice***

FOs acquire a more detailed understanding of the operations of their own members. They can better articulate their different actions around the FFC (other support, training). Adherents and members of the FO are more motivated. Finally, through the assessment and the capitalization of their practice, the FOs develop their own advisory support capacities (MALI).

## CONSULTING SUPPORT: GETTING TO KNOW FF BETTER TO HELP THEM TRANSFORM THEMSELVES AND KNOW HOW TO DEFEND THEM

In Senegal, farmer support system for family farms produce effects at the family level: reorientation of production or consumption patterns, introduction of new decision-making and management systems, etc. Out of 1811 beneficiary family farms of this consulting support between 2011 and 2013 at the FONGS level, 73% have improved their results, and 27% have regressed or stagnated.

Beyond the progress made by the 73% likely due to several other factors (rainfall, etc.), the farmer support system helps to understand the factors that prevented the 27% who did not progress. All these factors. For the latter, it appeared that they were: 1) Under-

equipped FFs forced to borrow material from their neighbors after use and thus had delays in the cropping calendar; (2) FF who have less diversified their crops by insufficient land, labor, or equipment; Or which incorporate little agricultural and livestock resources; 3) or FF who had a bad market (commercialization failed on a market).

This more advanced knowledge of the obstacles to improving the results of family farms allows the basic FOs and the umbrella organizations to adapt their services to their members. It also allows them, as well as their platform and ROPPA, to nurture their advocacy.

### (5) The construction of farmer support systems for local councils (genesis and dynamics of systems)

*The inputs from the platforms provide valuable insights into how a specific farmer expertise has gradually emerged in the field of local advisory for family farms in the overall landscape of the West African Agricultural Advisory. ROPPA will build on this experience to support the evolution of current or emerging systems.*

#### 17. The birth and governance of farming system

- The development of Support consulting practices in FOs is one of the consequences of structural adjustments and disengagement of States. In the most advanced cases, the **initiative came from "leading" federations**, which developed a pioneering practice at the grassroots level and then played a leading role in

the development of larger-scale system. This was particularly the case in MALI with AOPP, in SENEGAL with FONGS, in GUINEA with FPF, in GHANA with GFAP and in BENIN with FUPRO, or in BURKINA FASO from the concomitant experiences of several federations. This process of empirical construction, based on concrete experiences at the local level, makes it possible to step down approaches and tools to develop practices and seems to be promising.

- **The governance of farmers' system and the intervention of national platforms are ruled by the principle of subsidiarity.**
  - The federations have their own system for piloting their advisory system, which is under the authority of the governing bodies of the FO (Executive Board, Board of Directors, General Assembly). The control of the

- orientation and the operationalization of the council is therefore farmer: it is the main criterion that makes it possible to distinguish the systems of farmer advisories from the non-farmer systems (which can use farmer community sensitizer, but whose Governance is ensured by the State or by the programs, projects or NGOs which initiated them).
- National farmers' platforms are currently involved differently in different countries in the process of building farmer support systems for FF.
    - 4 platforms have not been involved yet in family farm consulting: NACOFAG of GAMBIA, QNCOCPA of GUINEA BISSAU, NAFSL of SIERRA LEONE, and CTOP of TOGO
    - 4 platforms play an essentially political role (negotiation with the State) or financial intermediation for the FOs. This is the case in Guinea (where the CNOP-G is the political interlocutor of ANPROCA), in CÔTE D'IVOIRE (where ANOPACI has strongly invested itself politically in the construction of FIRCA), GHANA (where FONG negotiates funding for its members), and in BENIN (where PNOPPA will have to defend the interests of farmers in the definition and implementation of national guidelines for agricultural advice, particularly in the next LOA, but does not intervene in the FFC).
  - 3 platforms include in their strategic plans the implementation of common orientations for FOs in terms of consultation on operations and some support to FOs to strengthen their systems: the PFPN of NIGER, the CPF of BURKINA FASO, and the CNOP of MALI.
  - 1 Platform has set up a system of facilitation and methodological support for the member federations which are undertaking the advice of the family farm: the CNCR of SENEGAL.
  - 1 platform is directly operator in consulting to the farms, but in the experimental and limited framework of a project (FUN in LIBERIA)
- In 2016, we have a diversified landscape of farmer farming systems based on field experiments and gradually strengthening through the consolidation of FOs arrangements. This landscape builds in a very flexible way its coherence in the framework of consultation and joint action that constitute the national platforms.
- At the regional level, ROPPA offers platforms a framework for exchange and stimulation that will be strengthened with the further construction of the regional FFO of family farms. It is possible to identify the milestones of his interventions: they begin by raising awareness of the knowledge of family farms so as to progressively approach the advisory support to the FF.



## SOME ROPPA MOTIVATIONAL ACTIONS VIS-À-VIS PLATFORMS

2000: since her creation, ROPPA has adopted as the first regional priority the elaboration of a rural identity card and the carrying out of studies for a better understanding of current developments in relation to family farms (the Cotonou Convention)

2001: As part of the preparation of the UEMOA agricultural policy negotiations, each platform carries out a national study, including an analysis of family farming.

2004: first exchange between platforms for observation of family farms' Practices (1st Workshop on establishing an observatory FF, Mbour, Senegal)

2011/

2013: Re-launching of the observatory project (Bamako Convention, 2011: state of inventory of national system) - exchange of experiences of national plat-

forms and surveys (ACCRA 2012, Grand Bassam 2013)

2014: exchanges, capitalization and communication of experiences of 4 federations in advisory support of family farms (FNGN/Burkina, SEXAGON-AOPP/Mali, FPF/D/Guinée, FONGS/Sénégal - international colloquium in Brussel)

2015: Cotonou workshop and declaration on national systems of support and proximity support to family farms - launching of the project to support the modernization of family farms (PAMEF), aiming at the promotion and development of national systems of Support and proximity support to FF - SNAAP/EF - based on the collaboration between FOs and public institutions) with the platforms of Burkina Faso, Gambia, Guinea, Mali, Senegal



### **18. Interpenetration of farmer systems and strategies with other systems and strategies**

The farmer practices and systems of consulting Support on which the FFO seeks to shed special light are part of a wide range of practices and consulting systems for farms delivered by government departments, programs and projects, and the private sector: national and international NGOs, engineering firms, input suppliers, etc.

The contributions of the platforms show strong interpenetration between these different systems. They can be analyzed from three points of view:

- **Impact in approaches and tools**

The first practices of management consulting appeared in the framework of the development companies and programs of the cotton sector. Their tools were then taken up and improved by all the operators, some of which have appropriated them by adapting them

- **The pooling of human resources**

Most of the project and program system

that deliver advisory through farmer moderators or farmer relays use the networks of FO moderators. In most cases, farmers' system use state technicians or projects/programs to strengthen advice on technical or economic aspects (NIGER, BURKINA FASO, SENEGAL, CÔTE D'IVOIRE, BENIN, etc.) in GUINEA The ANPROCA, permanently makes available to farmers' systems of agronomists).

- **Identification of strategic and political Orientation**

Not all countries have defined a specific agricultural advisory strategy as part of their national policy (it does not exist in this form in Anglophone countries nor in Guinea Bissau). Such a strategy is announced in CÔTE D'IVOIRE (in the LOA-CI), being redefined in NIGER (As part of the implementation of the i3N government initiative) and defined in 6 other countries. 4 of them have set up a national agency dedicated to agricultural advisory.



**Table B: National Agricultural Council Agencies and Strategies**

	National strategy	National agency
<b>NIGER</b>	being defined in 2016 (I3N strategy)	under review (a national agricultural advisory agency was planned in the 1998 PRSAA but was not in place)
<b>BURKINA FASO</b>	National Agricultural Extension and Advisory System (SNVACA, 2010)	
<b>MALI</b>	component of the Agricultural Development Policy (2013, under the LOA 2006)	
<b>SENEGAL</b>	Component of the Program for Accelerating the Rate of Senegalese Agriculture (PRACAS, 2014, based on LOASP 2004)	National Agency of Agricultural Council (ANCAR, 1997)
<b>GUINEA</b>	component of the National Agricultural Development Program (PNDA, 2007)	National Agency for Agricultural Promotion and Consultancy (ANADER, 2011)
<b>CÔTE D'IVOIRE</b>	announced in the LOA-CI (2015), but still undefined	National Agency for Rural Development Support (ANADER, 1993)
<b>TOGO</b>	component of the Agricultural Production Revitalization Strategy (SRPA, 2008)	Institute for Technical Consulting and Support (ICAT, 1997)
<b>BENIN</b>	National Agricultural Council Strategy (SNCA, 2008)	

In most of these countries, national farmers' platforms have been very active in the policy frameworks that have prepared these national policies or strategies and have advanced the idea of taking family farms into account. These official texts generally assert that FOs must participate in the decisions and direction of the advisory and in some cases provide that they should be progressively fully covered by them. In addition, FOs participate in the governance of some in Niger).

Moreover, the FOs participate in the governance of certain National agencies (for example in SENEGAL) or in the framework of project systems (MALI, in the Office du Niger area).

There is no then compartmentalization of principle between farmer system or strategies and state or other strategies. But in practice

the relations do not present themselves in the same way according to the situations and remain to be constructed.

## **(6) Synergies to be built**

The evidence highlighted by the observations of farmers' organizations shows clearly that farmer and non-farmer consulting systems need to rely on one another and cannot act effectively in isolation.

- On the one hand, FOs have a close relationship with farmers and have developed a know-how that gives them a comparative advantage, compared to non-farmers. But farmers' system does not have the capacity to provide an individualized consulting service to a large number of family farms (a few thousand affected EFs, less in MALI).

- Apart from GUINEA, CÔTE D'IVOIRE and TOGO where national agencies have a large field staff, public technical services do not have enough human resources to reach family farms and cannot implement their strategy (SNVACA in BURKINA FASO) or go through non-government actors (MALI PDA) or programs and projects (BENIN SNCA) to do so.
- For these reasons, ROPPA has been working since 2015 within the framework of PAMEF project to develop national support and proximity support systems for FF based on collaboration between FOs and public institutions.

### ***ROPPA and its members' commitment for the construction of "National Support and Proximity Support Systems to Family Farms" (SNAAP - FF)***

*For many years, FOs have experimented and developed internal system to provide their members with the information, knowledge and advice they needed to improve their results. The International Year of Family Farming was an opportunity for 4 federations mandated and accompanied by their platforms and ROPPA to share their experiences and practices in close proximity to the transformations of family farms and to invite States **to Build with them synergies and partnerships that would make advisory support to the family farm more comprehensive and more accessible, with FOs in the front line.***

*It is in this perspective that the successive declarations of the FOs and ROPPA, in Brussel, Dakar in addition to the one of Cotonou, Benin recommended:*

- *the extension and development of farmer approaches to better support the changes in family farms based on their achievement and experience;*
  - *the establishment of sustainable and effective national agricultural and rural advisory systems based on the partnership FO / States / Research / Private Sector;*
  - *support for the establishment of system for sustainable financing of the agricultural council according to a principle of public-private partnership*
  - *the establishment of a regional and international framework for cooperation and exchanges between actors on knowledge capitalized on the characteristics and transformations of the various types of family farms.*
- Countries are at different levels of progress in implementing these recommendations.*

## List of acronyms and Abbreviations

<b>A</b>	
<b>ABC</b>	Agricultural Business Center
<b>ACTGE</b>	Technical ConsultingSupport in Farm Management
<b>AFD</b>	French Development Agency
<b>AFDI</b>	French Farmers And International Development
<b>AFET</b>	Association Of Farmers, Educators And Traders
<b>AFGE</b>	Farm Management Training Workshop
<b>AG</b>	General Assembly
<b>AGRIFEF</b>	Farmers Access To Financial Services
<b>AIAF</b>	International Year Of Family Faming
<b>AMSEC</b>	Agriculture Mechanization enterprises centers programme
<b>ANADER</b>	National Agency for support to Rural Development
<b>ANCAR</b>	National Agricultural And Rural Council Agency
<b>ANOPACI</b>	National Association Of Professional Agricultural Organizations In Côte d'Ivoire.
<b>ANOPER</b>	National Association Of Professional Organizations Of Breeders Of Domestic Ruminants
<b>ANPHV</b>	Green-Beans Producers Association
<b>ANPROCA</b>	National Agency Of Promotion And of Agricultural Consult
<b>AOPP</b>	Association Of Professional Farmers Organization
<b>APES</b>	Association for Breeding Promotion In The Sahel And The Savannah
<b>APROCASUDE</b>	Association of Producers Of Sheep And Goats in South-East
<b>AREN</b>	Association For The Revitalization Of Farming In Niger
<b>ASPRODEB</b>	Senegalese-Association For The Promotion of local-based Development
<b>ASRP</b>	AgriculturalSector Rehabilitation Project
<b>B</b>	
<b>BAME</b>	Office of macroeconomic analyzes
<b>BE</b>	Executive Office (Board)
<b>BM</b>	World Bank
<b>BOAD</b>	West African Development Bank
<b>C</b>	
<b>CA</b>	Board of Directors
<b>CAGEF</b>	Center of support to the management of the family farm
<b>CEF</b>	Family Farmers' Council
<b>CMDT</b>	Malian Company for Textile Development
<b>CNCR</b>	Senegal National rural Council of cooperation
<b>CNOP-G</b>	National confederation of Farmers Organizations of Guinea
<b>CNOP-M</b>	National Coordination of Farmers Organizations of Mali
<b>COGES</b>	Accounting Management Council
<b>CPF</b>	Farmers Confederation of Burkina-Faso
<b>CRA</b>	Regional Chamber of agriculture
<b>CROPPA</b>	Regional Farmers' Organizations And Agricultural Producers Coordination
<b>CTOP</b>	Coordination of Togo producers and farmers' organizations
<b>D</b>	
<b>DFDTOPA</b>	Training Branch, dissemination of technical and professional organizations, Ministry of Agriculture, Livestock and Fisheries

<b>E</b>	
<b>ECASARD</b>	Ecumenical association for sustainable agriculture and rural development
<b>ECOWAP</b>	West Africa Regional Agricultural Policy
<b>EF</b>	Family Farm
<b>ESOP</b>	Entreprise de service et d'organisation de producteurs
<b>EXFAM</b>	Family Farm Project
<b>F</b>	
<b>FAFA</b>	Agricultural Chain Support Facilities
<b>FBS</b>	Farmer business school
<b>FCMN Niya</b>	Vegetable cooperatives Federation of Niger
<b>FED</b>	Food and enterprise development program
<b>FEPAB</b>	Federation of Agricultural Professionals of Burkina
<b>FGPN</b>	Federation of Nayala producer groups unions
<b>FIDA</b>	International Fund for Agricultural Development
<b>FIRCA</b>	Interprofessional Fund for Agricultural Research and Consulting
<b>FNGN</b>	National Federation of Naam groupings
<b>FNPC</b>	National Federation of Cotton producers
<b>FNZ</b>	Federation of Nian Zwé
<b>FONG</b>	Farmers organization network in Ghana
<b>FONGS</b>	Federation of NGOs of Senegal
<b>FOP-BG</b>	Federation of Farmer Organizations of Lower Guinea
<b>FPA</b>	Federation of self-managed areas of Senegal
<b>FPFD</b>	Fouta Djallon Farmers' Federation
<b>FUBI Zinder</b>	Farming input shops Federation.
<b>FUCPOPRI</b>	Federation of Niger rice Producers Cooperatives Union.
<b>FUGPN-Moori-ben</b>	farmer groupings Federation unions in Niger
<b>FUMA Gaskiya</b>	Federation of producer unions of Maradi in Niger
<b>FUN</b>	Liberia Farmers union network
<b>FUPRO</b>	Benin Producers Federation Unions
<b>FUPSN-SA'A</b>	Niger souchet Producers Federation
<b>G</b>	
<b>GAFFSP</b>	Global agricultural food security program
<b>GFAP</b>	Ghanaian federation of agricultural producers
<b>GIE</b>	Economic Interest grouping
<b>I</b>	
<b>i3N</b>	Niger people's self-feeding Initiative.
<b>ICAT</b>	Institute for advisory and technical support
<b>IER</b>	Institute of Rural Economy
<b>IMF</b>	Institute of microfinance
<b>IRAG</b>	Institute of Agricultural Research in Guinea
<b>ISRA</b>	Senegal Agricultural Research Institute
<b>L</b>	
<b>LOA</b>	Agricultural Orientation Law
<b>LOASP</b>	Agro-forestry-pastoral orientation Act
<b>M</b>	
<b>MADR</b>	Ministry of Agriculture and Rural Development
<b>MAFFS</b>	Ministry of Agriculture, Forestry and Food Security
<b>N</b>	
<b>NACOFAG</b>	Gambia National farmer associations coordinating organization
<b>NAFSL</b>	Sierra Leone National farmers association

**O**

<b>OEF</b>	Family Farmers observatory
<b>OP</b>	Famers Organization
<b>OSC</b>	Organization of Civil Society

**P**

<b>PADAER</b>	Support program for agricultural development and rural entrepreneurship
<b>PADAT</b>	Project to Support Agricultural Development in Togo
<b>PADSE</b>	Project to improve and diversify operating systems
<b>PADYP</b>	Support program for supporting productive dynamism
<b>PAMEF</b>	Support program for the modernization of Family farms
<b>PAPROSEM</b>	Project to support production and sustainable distribution of certified seeds in West Africa
<b>PDA</b>	Agricultural development Policy
<b>PDAI</b>	Agricultural Development and Infrastructure Program
<b>PF</b>	platform
<b>PFPN</b>	Niger Farmers platform
<b>PNDA</b>	National Agricultural Development Policy
<b>PNIA</b>	National Agricultural Investment Program
<b>PNIASA</b>	National Agricultural Investment Program and Food Security
<b>PNOPPA-B</b>	Benin National Platform of Farmer Organizations and Agricultural Producers
<b>PPAAO-WAAPP</b>	West Africa Agricultural Productivity Program
<b>PRACAS</b>	Acceleration Program of Senegalese agriculture rate
<b>PRAPS</b>	Regional support Program for pastoralism in the Sahel
<b>PRIDEC</b>	Regional investment for livestock farming in coastal countries
<b>PROCOTON</b>	Strengthening Program for cotton producer organizations
<b>PRODRA</b>	Rural and Agricultural Development Program
<b>PTF</b>	Technical and financial Partner

**Q**

<b>QNCOCPA-GB</b>	National Consultation Framework of farmer Organizations and Agricultural Producers in Guinea Bissau
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**R**

<b>RECA</b>	Network Chambers of Agriculture
<b>ROPPA</b>	Farmer and agricultural producers Network Organizations in West Africa

**S**

<b>SABG</b>	Lower Guinea Food security
<b>SAED</b>	Delta Company management and land equipment
<b>SAPEC</b>	Smallholder Agricultural Productivity Enhancement and Commercialization Project
<b>SE</b>	Executive Secretariat
<b>SEXAGON</b>	Agricultural Famers Union in the Office of Niger
<b>SFD</b>	Decentralized financial systems
<b>SLARI</b>	Sierra Leone agricultural research institute
<b>SNAAP-EF</b>	National System and of Accompanying local support and for family farm
<b>SNAP</b>	Sustainable nutrition and agriculture promotion
<b>SNCA</b>	National Strategy for Agricultural Consulting
<b>SODEFITEX</b>	Development Corporation of textile and fibers
<b>SOGUIPAH</b>	Guinea palm oil and rubber company
<b>SONAGESS</b>	National security for stocks Management Corporation
<b>SONAPRA</b>	National Company for agricultural Promotion

**U**

<b>UEMOA</b>	West African Economic and Monetary Union
<b>UGCPA/BM</b>	Union of groups for the marketing of Mouhoun agricultural products
<b>UNPCB</b>	National Union of Cotton Producers of Burkina Faso
<b>UPPM</b>	Mouhoun Provincial Union of Producers
<b>URP</b>	Regional unions of producers
<b>USAID</b>	United States Agency for International Development



**ROPPA**  
*Afrique Nourricière*

Rue Kanti Zoobré,  
09 BP 884 Ouagadougou 09  
Burkina Faso  
Tel : 00226 25 36 08 25  
Email: roppa2000@yahoo.fr  
Email: secretariat@roppa-afrique.org  
Facebook : roppawestafrica  
Twitter : roppainfo  
**www.roppa-afrique.org**