December 2013 30-31

Farming dynamics

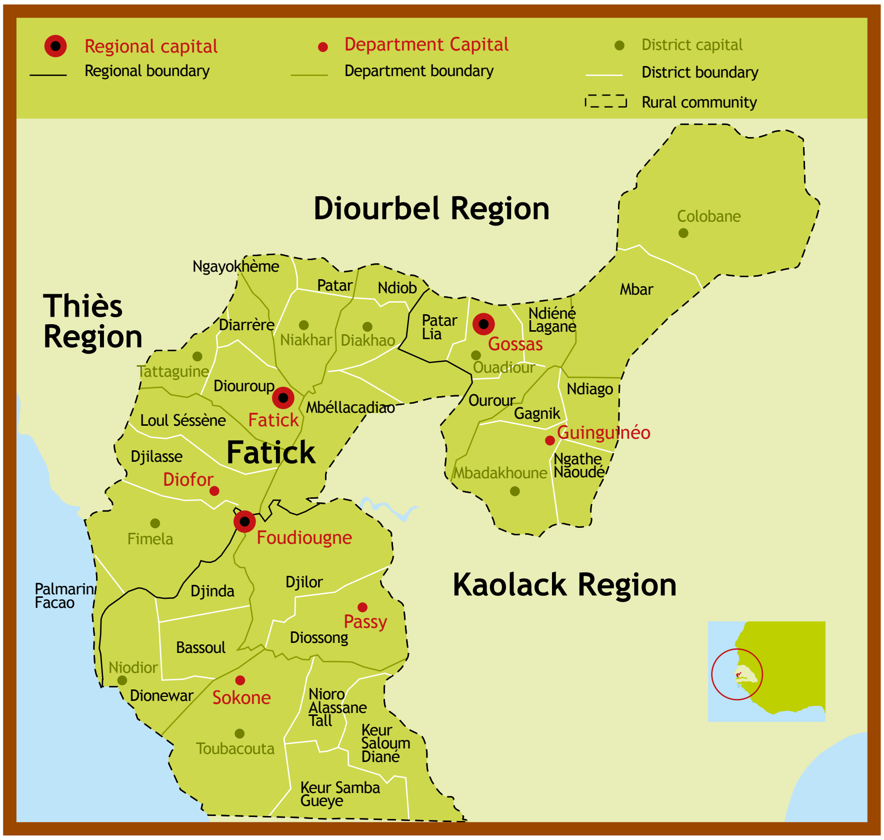
The Fatick integrated development programme (Senegal): capacity building in grass roots organisations

A strong regional presence for a regional development strategy

Opting for women

PDIF's main components

The process of developing the territory within the programme



Background

In the late 1990s, SOS FAIM launched a study in five regions of Senegal to identify farmer organizations with growth potential. The aim was to set up a local development programme working with these organizations. As a result of this study, Fatick region was chosen. Its 724,345 inhabitants live in one of the country's poorest regions[1]. The poverty rate (57.1%[2]) is well above the national average (35.6%).

1 Source: Agence Nationale de la Statistique et de la Démographie du Sénégal – August 2011 report.

2 Source: Senegalese News Agency - 20th June, 2013.

In addition, according to the Fatick regional planning scheme, the region also contends with:

- A lack of equipment as a result of the lack of support measures since the creation of the region in 1984;
- Being isolated due to a limited road network;
- High salinity levels (33.6% of the region);
- Little urbanization, even to date (13.1% according to ANSD figures from August 2011)
- An almost total absence of a services sector.
- Since its launch in 1999, there have been 4 phases to the Fatick's integrated development programme (French acronym, PDIF):
- A pilot phase, between 1999 and 2002, with limited and ad hoc support to 11 farmers' organizations;
- A first 5 year phase following this trial period (2003-2007), in which 3 aims were pursued:
  - Capacity-build in federations (particularly women's groups) and initiate the processes of organizing;
  - Support the economic activities of grass roots groups (through the provision of loans);
  - Support a set of regional actors and research synergies between them.
- A second shorter (3 years) phase, helped consolidate the achievements of the first phase; it also established a regional solidarity fund and targeted three of the region's promising value chains: cashew, salt and goat breeding.
- The third and current phase (2011-2013) is focussed on both supporting female entrepreneurship and developing the territory.

The programme has undergone several external evaluations and this document is largely inspired by these reports dating respectively from 2003, 2007 and 2013[3].

3 Evaluation de la phase pilote du programme d'appui aux organisations paysannes dynamiques de la région de Fatick – Mark Nieuwkerk – February 2003. Evaluation des apports en animation du territoire et soutien aux filières économiques de la phase 2003-2007 du PDIF – Simon Tomety and Fatoumata Bintou Drame – September 2007. Evaluation prospective du programme de développement intégré de Fatick – Mody Ba – April 2013.

A strong regional presence for a regional development strategy

The Fatick integrated development programme has the institutional backing of the Regional Council. As such, the programme is part both of the national strategy to address poverty and Fatick regional integrated development programme, which the same Regional Council is responsible for.

The aim is to overcome divisions and leadership issues between institutions in the region in order to be able to realise collective land development projects that enjoy broad support.

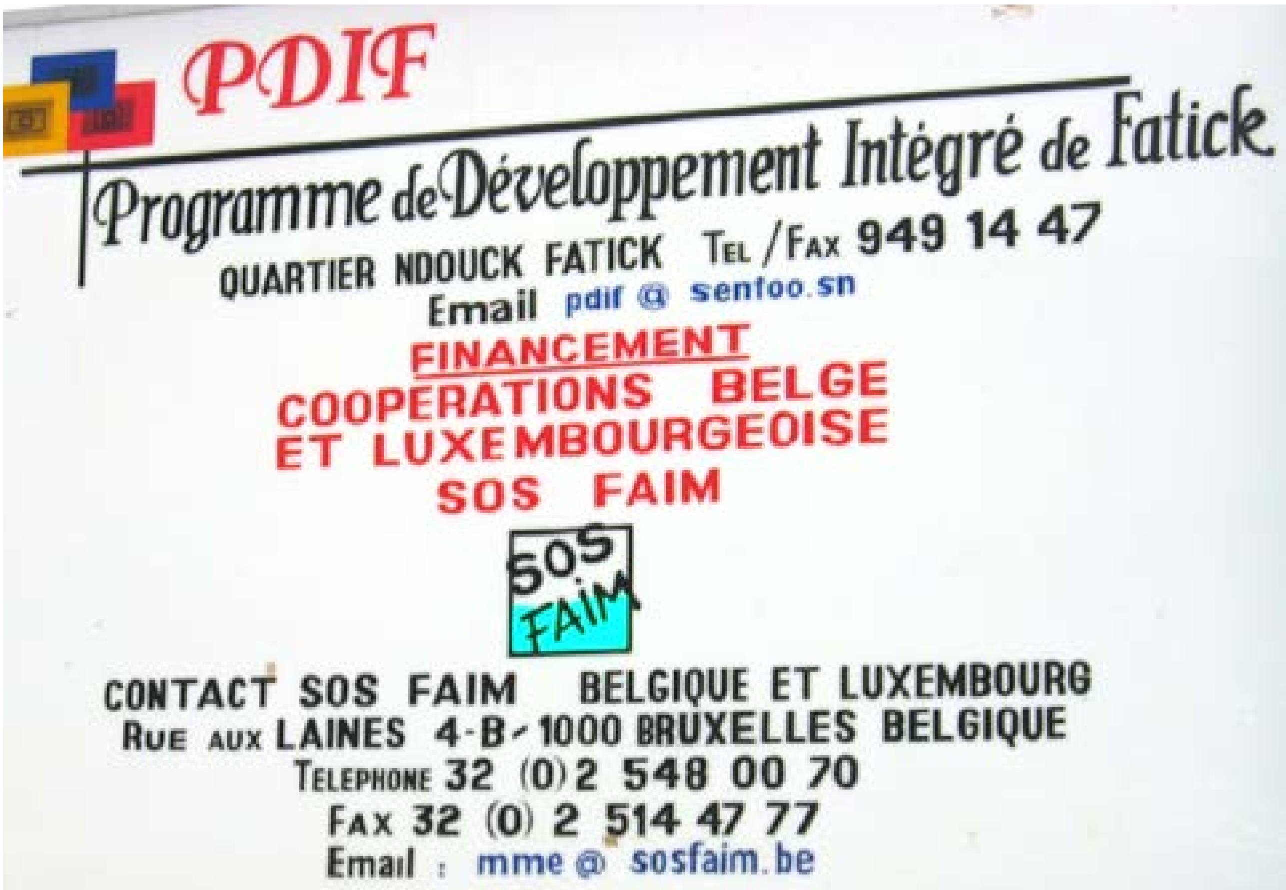
PDIF's intervention strategy favours creating or encouraging spaces in which state bodies, regional and local authorities and civil society may cooperate, and reinforcing the relationship between authorities at the different levels of government across the region (regional, county, district, rural community/town, village/neighbourhood). The aim is to overcome divisions and leadership issues between institutions in the region in order to be able to realise collective land development projects that enjoy broad support.

PDIF's guiding principles:

- Support existing processes, which means working with existing organizations following an evaluation to put together an appropriate package of support measures.
- Spread the programme's actions geographically to take account of decentralization and local development issues (respecting the 10 district and municipality boundaries);
- Support self-managed financial instruments to tackle poverty and limit recourse to usury; linking up farmer organizations and saving & loans houses;
- Promote a participatory approach.

Functional steering committee:

PDIF is supported by a steering committee of 29 members chaired by the governor and composed of representatives of regional communities (Regional Council), regional administrations (local government and prefecture), state extension services and of civil society beneficiaries of the programme.



The steering committee both plans activities and is responsible for assessments. Among the topics discussed at planning sessions are: (i) criteria for selecting which districts and farmer organizations will receive funding, (ii) tools for raising capital and how to implement these across the region (iii) sharing research on value chains, (iv) how to promote rural entrepreneurship as a means of tackling poverty, (v) the role of NGOs in the region, (vi) new geographic areas (districts and municipalities) and / or new subject areas (including new value chains.)

A small set up:

The PDIF team is small: a coordinator and two staff members are in charge of activities, rural development and micro-credit, along with several support staff. A methodological framework is provided by GERAD[4] who are PDIF's main sub-contractor. The NGO, SOS Faim, is involved both at the level of strategic thinking and funding.

This team relies on existing state extension services: CADL (Support Centre for Local Development) for on the ground support, especially the identification of upcoming Women's Promotion Groups (GPF), guidance in the choice of Income Generating Activities (IGA), the monitoring of these IGA. Thus, PDIF supported CADL by supplying it with IT hardware and consumables.

Regional departments of agriculture, livestock, water and forests, environment and trade are involved in regional development work in the programme.

4 Groupe d'Etude, de Recherche et d'Appui au Développement (Development Study, Research and Support Group).


©PCO – SOS Faim

Meeting a women's promotion group.

Opting for women

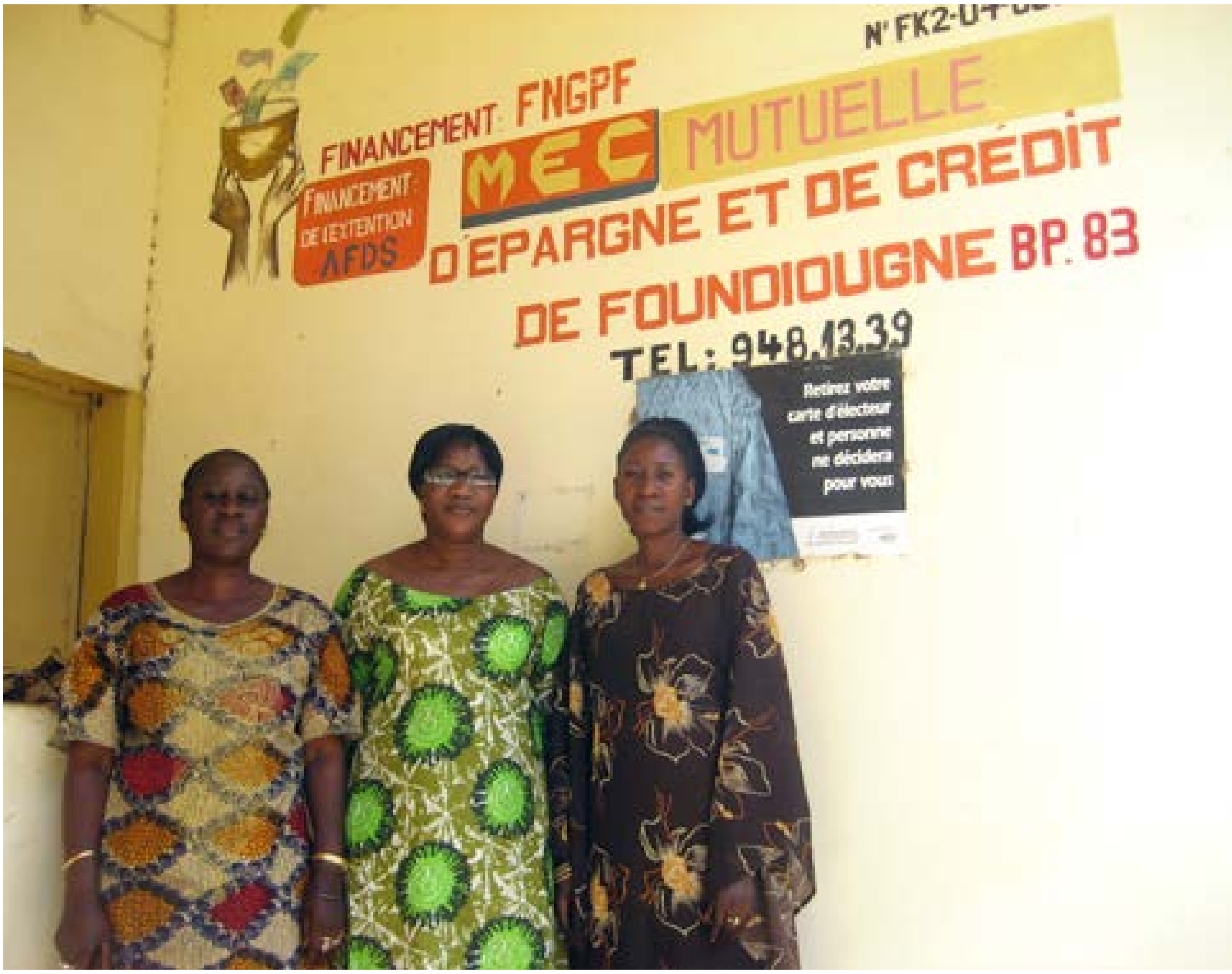
At the outset of the programme's first phase, a number of factors led PDIF to clearly favour working with organized women's groups, in order to reach the neediest in the population: women represent the majority of the population in rural areas (the rural exodus is largely a male exodus), they do 85% of the agricultural work and make up two thirds of the workforce in small businesses, they often work double shifts of between 12 to 15 hours, 75% are illiterate, and are under-represented in decision-making spheres.

PDIF's main components

There are three main components to the programme: support for women's economic activities, supporting promising sectors in the regional economy and developing the region.

Credit backed economic activities by women.

Historically, this was the programme's first major focus, with the women's promotion groups (GPF) and 3 Mutual Savings and Credit houses (MEC) created by the GPF. PDIF chose to support the consolidation of existing extension financing systems, initiated by the federations of women's promotion groups. Thus, ownership was assured in principle and stronger links between producer



©AKE – SOS Faim

Staff at the mutual credit house in Foundiougne.

organizations and existing rural finance institutions were fostered.

PDIF credit funds were thus domiciled in three mutual credit houses: Sine (Fatick) Sant Yalla (Gossas) and Dimbalante (Foundiougne). In addition, a tripartite agreement was signed between the programme, the MECs and the federative GPF structures. In this scheme, the MEC are financial services providers (financial intermediation) and the GPF control the credit: beneficiary selection and monitoring of credit and collections.

By the end of the first phase of the programme (2007) € 228,673.50[5] in loan funding had been made available, which is equivalent to € 15,244.90 per rural district and € 7,622.45 per municipality with an exception in the case of Fatick city, which was awarded a total of € 30,489,80.

5 150 million FCFA.

There were four credit cycles from March 2005 to July 2007. These four credit cycles helped to consolidate a collective repayment discipline, insofar as repayment performance was a trigger for a group's eligibility for the next cycle. There has been an effort at rigorous application of procedures and transparency in beneficiary selection.

During this phase, loans were issued at 10% interest per semester; 70% of the interest generated fed a regional solidarity fund. The other 30 percent compensated the MECs for their services (18%) and covered the operating costs of the unions of women's groups (12%).

Credit was controlled with outstandings peaking at 1.54% in 2007.

The evaluation carried out in 2007, however, highlighted one of the model's limitations:

"Despite this performance, we must recognize that the great majority of women mainly save in order to access credit. So that the compulsory savings of 20% prior to being awarded a loan is used to pay the final instalments of the loan. Therefore, only four-fifths of the credit is actually paid off and spending savings leads to a lack of savings. It follows that women must resort to other mechanisms to restore their savings in order to be eligible for further credit cycles. "

The situation end-2012 - the various funds available:

The initial GPF fund (€228,673.50 or 150 million FCFA) generated €61,368.30, or 40,255,000 FCFA in interest. The fund therefore grew to €290,041.80. The interest rate was revised downwards to a half-yearly 7% and a group type guarantee was requested.

In 2009, a second fund was created: **the Female Entrepreneurship Fund** (FEF) was endowed with €76,224.50 (50,000,000 FCFA). End-2012, it amounted to €79,273.5 following the capitalization of interest generated. The annual interest rate was 8%.

The Regional Solidarity Fund, formed from a portion of the interest earned on the two previous funds, amounted to €54,131.80 (35,507,503 FCFA).The use of this fund is the responsibility of ADIF (Fatick Association for Integrated Development), an umbrella for all PDIF women's unions. In future, this fund should be directed towards financing community projects (anti-salt dykes, cereal banks, production and sale of seeds, reforestation and so on) in the form of non-repayable support but with a contribution from beneficiaries of up to 25%.

Since the launch of PDIF, total loans granted have amounted to €2,170,393.80 (1,423,685,000 FCFA), as detailed below:

In terms of portfolio quality, portfolio at risk[6] (30 days) was 2.8%.

According to the evaluation report in 2013, the picture is more mixed regarding loans. Several factors contributed to a deterioration in the security of the credit:

> The lack of internal transparency at GPF regarding beneficiary selection with a hoarding of funds by the ruling family and their entourage (about 50%). Despite these governance problems, there has been an improvement in living conditions and the establishment of monetary savings (52.5% of cases) or physical savings (25%). This is a positive development since 2007.

> The amounts awarded and duration of group loans have not really allowed for the development of econom-

6 This ratio is calculated by dividing total outstanding loans 30 days in arrears by the total amount of all outstanding loans. The principle is that a loan in arrears indicates that other loan repayments could be delayed and that, eventually, the entire debt could be in danger.

At December 2012	GPF	EIG	Associations	Women entrepreneurs	Total
Number	2,005	178	76	-	2,259
People	20,657	1,842	701	271	23,471
Amounts FCFA	1,059,290,000	148,245,000	69,450,000	146,700,000	1,423,685,000
Amounts €	1,614,877.20	225,998.10	105,875.80	223,642.70	2,170,393.80

© Gaël Turine – SOS Faim

Maimouna Ndiaye, recipient of funds for female entrepreneurship.

ic activities. Thus, in 2012, 47.5% of women received a loan less than or equal to 50,000 FCFA (€ 76).

> The credit houses channel the funds but do not play an active role in selecting applicants and recovery.

The main constraints were:

> Inadequate supply both in volume and quality: short-term loans do not meet the financing needs of agricultural production and are principally geared towards business and fattening.

> Therefore, the supply of credit ignored all investment needs, and in so doing marginalised a great number of economic stakeholders that could contribute to regional development.

> The surety, received by the group at the time of signing for the credit, is a subject of internal controversy when a problem arises, and, generates conflicts between the programme and women's groups.

Stronger links between producer organizations and existing rural finance institutions were fostered.

The FEF, target adult women (90% are between 45 and 60 years), who are married (80%).Most are women retailers and more often than not officers of their GPF (where they encounter group loans).The short duration of the loans (1 year) is also seen as a problem, which causes repayment difficulties. The amounts are much more substantial (between 500,000 and 1,000,000 FCFA or € 762 and € 1524) but their duration excludes funding investment. It is essentially to shore up working capital.

In conclusion, measures will be taken to change the credit policy towards more ambitious practices including funding investments in promising activities such as processing agricultural products, shops selling seeds and inputs, rural handicrafts, and so forth.

The deployment of value chains

The evaluation carried out in 2007 had defined a set of structural elements needed to support a value chain:

The existence of realisable economic potential through production, gathering or services - such goat rearing, cashew farming, salt extraction, ecotourism - and that this be a concern shared by the Fatick regional authorities;

Vocational training for stakeholders on required standards and market access systems: technical standards (product or service protocols), economic standards (cost control, packaging), marketing standards (study of market segmentation, trade promotion), legal and ethical standards (elimination of children's labour) and tax obligations (contribution to national and local solidarity);

Organizing stakeholders according to profession, for example, professional unions (cashew, goats, salt, eco-tourism etc.);

The organization of inter-professional stakeholders on the basis of a contractual relationship of cooperation, specifying the rights and obligations of each party, resulting in the establishment of a framework for dialogue between the professions and a programme of activities: relevant producer unions, importers of factors of production, transporters, traders, processors and so forth;

The existence of a system of arbitration between the professions: the role could be exercised by the regional representative of the government department most relevant to the product or service, the chamber of commerce amongst others;

Value chain corollary services: technical support services, tax departments, advertising agencies, quality certification laboratories, bankers.

In the phase 1 programme review, the report noted that PDIF had worked hard on improving structural elements 1 and 3 through feasibility studies, technical support and capacity building of producer organizations, in particular the GPF. The assessment of these two elements was generally satisfactory and encouraging, the women's leadership has been bolstered by the positive effect that the drive to develop the GPF unions in organizational terms is having on MEC performance. However, efforts to capacity-build local expertise in technical support (knowledge of standards) required more work.

For the next phase, it was recommended that further vocational training be given to stakeholders on standards and market access systems on the one hand, and support for other structural elements of the value chain be increased, which had not yet been addressed specifically using performance indicators, namely the organization of inter-professional stakeholders, a system of arbitration between professions, and injecting momentum into and formalising relationships with value chain corollary services.

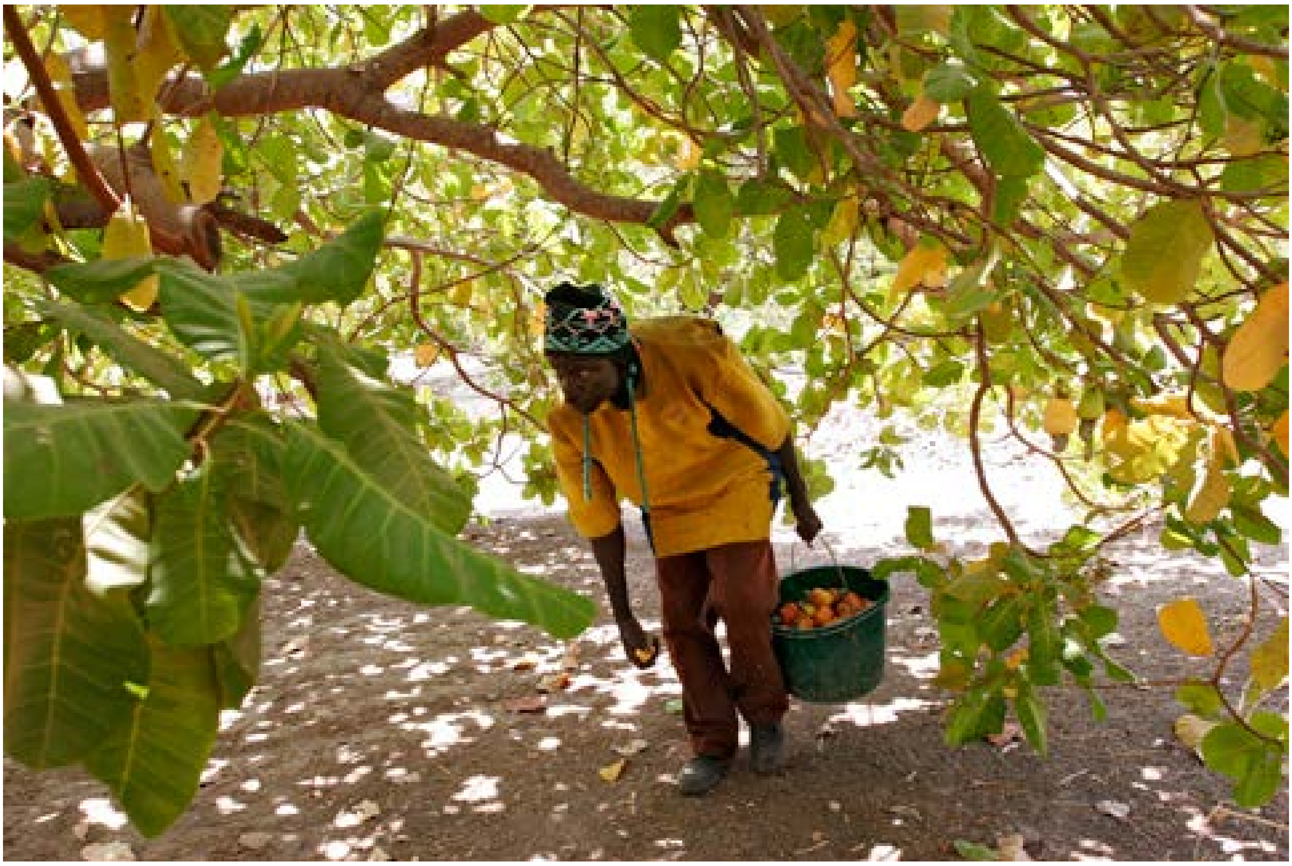
In summary, PDIF's approach according to the evaluation mission was more akin to assistance for a niche production or service than to a value chain approach.

The concept of the economic value chain is an intrinsic part of developing the region, which results from co-ordinating in and promoting the region, whereby the challenge is to find synergies to create links among all levels of local government and among professional bodies.

However, the link PDIF made between coordinating in the region and promoting the value chain seemed of obvious methodological consistency. "We cannot engender economic, social, technological vitality in a region without having stakeholders organized by sector and between sectors around unifying regional projects."

The last evaluation done in early 2013 confirmed the importance of the strategy of supporting promising regional value chains while noting that certain biases reported in 2007 have not really been addressed.

"PDIF set out with the idea that developing promising sectors would enable value chains to establish which were capable of creating wealth for family farms. If the principle is sound and laudable, this approach has shown its limitation: the value chain plan was in practice a sectoral plan and a silo effect led to partial or ad hoc solutions. The development of salt production and


© Gaël Turine – SOS Faim

Collecting cashew nuts.

its little tested environmental consequences serve as an illustration. Support provided to the Federation of salt producers (FREPAS) contributed to an increase in the price paid to salt producers and therefore the development of salt production and acreage there. However, no periodic environmental audit has been carried out."

Progress in the three supported value chains.

Anacardium occidentale - Cashews

Cashew has become a complementary crop that grew in popularity in Senegal as of the 1990s, with the arrival of Indian exporters. They buy the harvest of cashew nuts, 95% of which in its raw state. Production is estimated at 13,000 to 15,000 tonnes per year, of which around 10% comes from PDIF's area. Fatick has the highest quality crop (greater number of large nuts per kilo).

These four credit cycles helped to consolidate a collective repayment discipline.

Two federations coexist in this value chain:
The FPPA, Federation of Cashew Planters and Producers, was created in 2001 and includes 19 Economic Interest Groups (EIG) and 1,542 members. The Federation has become the main interlocutor between producers and financial partners.

To enable producers to benefit from a form of regulated prices, the FPPA received a sum of 37,900,000 FCFA (€ 57,778) from PDIF. By late 2012, the fund had shrunk to 36,457,000 FCFA (€ 55,578), a loss of around 3.8%. Various lessons can be learnt from this experience:

> The FPPA has not really succeeded in influencing prices offered to producers by others with this fund, (prices, which, meanwhile have risen in recent years to around 550 CFA francs per kilo € 0.84);

> The FPPA took too small a margin which resulted in the fund losing capital;

> End-2012, most of this money had not been used and was therefore blocked on deposit (73%).

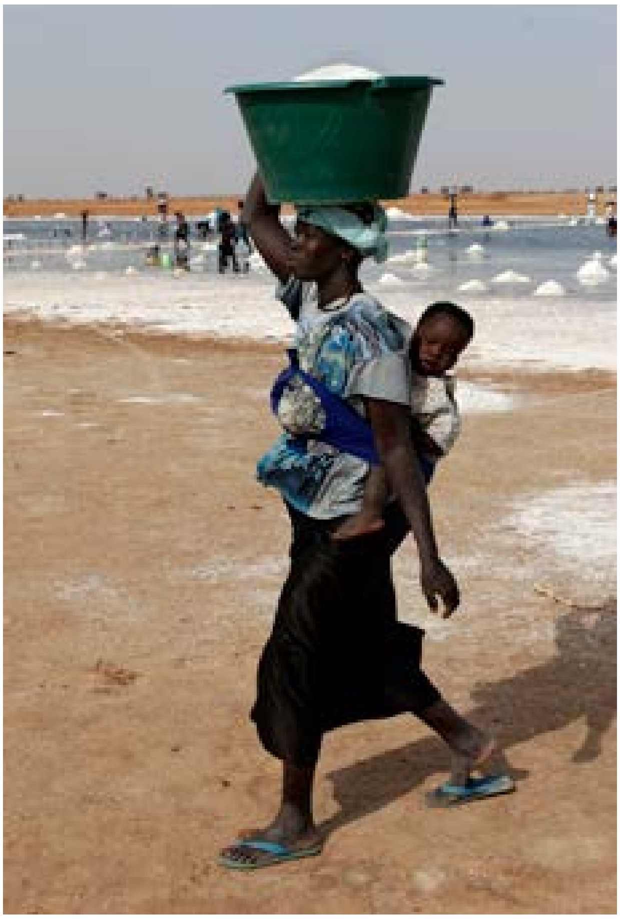
The FRGTA, Regional Federation of Cashew Processor Women's Groups, was created in 2008 and includes 28 EIGs spread across four zones, with more than 3,700 members.

It also received working capital from PDIF of 8,000,000 FCFA (€ 12,196).

This fund was distributed among the EIG across four zones with very different results: while two zones performed correctly (100% recovery and 97%), the other two zones produced problematic results (around 60% recovery). The funds were therefore blocked to all EIGs up to July 2013, which has led to substantial internal tensions. In July 2013, the fund was distributed on the principle that the base EIG would be accountable for the funds.

PDIF also installed three community semi-industrial cashew-processing units, which have helped improve work conditions for the women.

The evaluation carried out in 2013 noted that the coexistence of two federations in the sector has resulted in conflicts of interest between sellers (FFPA) and buyers (FRGTA) and does not allow for economies of scale. In addition, many financial resources available are tied up at the value chain level. The possibility of the two inter-profession federations joining together is currently under study.



© Gaël Turine – SOS Faim

Salt collection.

Salt

More than a third of the region is salty land called "tannes". The region has an estimated average annual production of 127,000 tons of salt. Creeping salinization is pushing back cultivation of cereals, especially rice.

There are a number of different constraints in this value chain:

> An artisanal technique of iodization, which does not allow for uniform batch processing.

> A market that expanded significantly before experiencing a contraction due to the Ivory Coast and Mali crises, resulting in a collapse in prices.

In 2008, a single federation of salt producers (FREPAS) was created thanks to a big push from PDIF. It currently has 35 producer EIGs (80% women), continues to take on new members and manages to ensure a representative system of governance. There are practically no conflicts and the bodies meet regularly.

Measures will be taken to change the credit policy towards more ambitious practices including funding investments in promising activities.

With PDIF's help, FREPAS has established a store and three storage areas. Even though the infrastructure is not yet fully being used, it and the working capital fund have improved the federation's performance. A working capital fund of 29 million FCFA (€ 44,210) was made available to the federation. End-2012, a large portion of this fund was held in the form of stock; salt was purchased at an average price of 12,500 FCFA (€ 19) per tonne, while the selling price collapsed from 25,000 FCFA (€ 38) to 8,000 FCFA (€ 12) following the contraction in demand in Mali and Ivory Coast.

Breeding goats

Fatick Regional Association of Goat Farmers (ARECAF) was founded in 2010 and is made up of 42 grassroots organizations.

ARECAF supports its members through training in best practice in management of livestock, improved breeds,

© PCO – SOS Faim

Goat breeding pen.

fodder cultivation, development of livestock products, veterinary care and installation of village pharmacies.

Under PDIF, 11 village goat sheds were set up (purchase of animals, enclosures, initial stock of veterinary products and animal feed). End-2012, results showed a relatively modest improvement, total headcount rose from 259 at the start (2010) to 287 (end-2012).In some cases, there had been high mortality but also theft. These data raise the question of the suitability of the community breeding systems of the Regional Council's development programme.

The link PDIF made between coordinating in the region and promoting the value chain seemed of obvious methodological consistency.

A General Assessment of Value Chains

The various federations of producers clearly have valuable knowledge, especially on the technical side, which should not mask their institutional weaknesses. These organizations have doubtless received too much from PDIF without also contributing themselves (with the exception of the FREPAS). This approach has generated an excessive dependence vis-à-vis the programme, engendering a form of wait-and-see from the organizations' leaders.

The programme has certainly allowed producers to understand market drivers, but the various working capital funds set up to protect producers against price speculation have not enabled them to influence the market themselves. This is true for cashew and salt due to current production capacity being too small and the quality of production being too poor. In addition, the federations lack the political and trade union clout they require. An alliance with the National Council for Rural Consultation and Cooperation of Senegal (CNCR) could help in this regard.

For goat breeders, the pricing issue arises mainly for products such as yoghurt and cheese (distribution outlets, packaging, labelling). For the marketing of goats, milk and meat, the sales circuits are better set up.

Finally, PDIF has without any doubt helped develop the value chains it selected but has not yet managed to tie the supply (it is helping develop) to the demand that is increasingly exacting in terms of quality standards.

The process of developing the territory within the programme

This involves building the capacity of the region's stakeholders. The 2003-2007 phase focused on GPF and CADL and targeted four priority areas: administration and financial management, female entrepreneurship, microfinance and information technology. 135 trainees (10 CADL executives and 125 GPF leaders) took 9 sessions. The idea was to train trainers to relay knowledge to a wider public. By choosing to build capacity within civil society, PDIF assumed a significant educational role of helping to build a dialogue within society through its representative organizations and governing class about regional or sectoral policies.

This approach lead to several significant gains over the span of the 2003-2007 programme:

PDIF has without any doubt helped develop the value chains it selected but has not yet managed to tie the supply to the demand.

- **The inclusion of support** in the development initiatives of regional policy, defined by the national government and regional authorities; PDIF's strategy was mindful of Senegalese legislation on devolution of powers and is based on the national strategy for addressing poverty as well as the Fatick integrated development programme led by the Regional Council.

- **Mobilization and the development** of local expertise and leveraging local knowledge to provide a local planning base covering a maximum number of sectors of the economic and social life of the regions.

- **The organization of the region's active population**, in other words, mobilising, structuring and capacity building in civil society from the micro level (village, hamlet) up to the regional level by establishing an organized framework for dialogue with the political and administrative authorities on strategies for regional development. Capacity building measures for local and regional unions, support for networking microfinance institutions and priming the corollary services in the structuring of the value chains (cashew, goats, salt and ecotourism) fall within this category. PDIF has contributed to the entrenchment of local democracy because with decentralization, it is important to make sure that state centralization is not replaced by regional or departmental centralization.

- **A financial instrument** to support wealth creation, monetary circulation and give impetus to the local economy, supplemented by various funding sources that was able to renew itself to ensure the sustainability of the development it was funding. The Regional Solidarity Fund was just such an example, which will require additional budgetary support from the Regional Council, municipal councils and rural councils and other technical and financial partners. Moreover, the local authorities' code requires rural councils to identify budgetary resources each year to support activities promoting women. The Solidarity Fund received an initial endowment from PDIF and receives a standing portion of the interest generated through GPF loan repayments. The Solidarity Fund is a perfect answer to income poverty and low productive investment in rural women.

- **Results-based management** (RBM) through contractual commitments, transparency and accountability at all stakeholder levels regardless of hierarchical relationships to create and maintain spaces for dialogue, empower target groups and engage all stakeholders in the region in a learning system that enriches based on the experiences and concerns of stakeholders. This principle is crucial to real ownership of the region by its inhabitants. The systematic practice of bi-and tripartite contracts has promoted a culture of results-based management and enhanced mutual learning, which is a positive aspect of PDIF. In some cases, these agreements have made valuable contributions to management procedures including specifying deadlines for processing loan applications and setting up credit.

However, two points were more mixed:

Mobilization and synergies within the public and private regional planning system to provide coherent support to the population particularly in terms of local economic development and citizen education. This principle requires knowledge of what each can contribute, cooperation between the support structures in terms of harmonizing their approach to intervention at the same location, the same target group and also concerted actions, better still actions formalized through a partnership agreement and a programme of activities with joint reviews. Establishing synergies was an aspect that was very little developed during the 2003-2007 programme. There were no joint programmes with the devolved administrations or other NGOs, no joint reviews around the PRDI (Regional Programme of Integrated Development) to establish each partner's contribution to its completion, no cooperation between the technical and financial partners who provide the MEC with credit lines (PDIF, Action Aid, FNGPF, Centre de Prestation de Services, Agence du Fonds de Développement Social ...).PDIF's steering committee is only mandated to discuss PDIF activities in terms of defining guidelines and monitoring (discussing forecasts and assessments of PDIF activities). It is not a instrument for developing the region creating links between the different programmes and projects in the region but it is a valuable information sharing tool which raises the profile of all that PDIF does.

A system for spreading information, strategic communication and promoting the region and the national languages. All the above principles need to be supported by a means of rapidly producing and circulating information. Citizen awareness and engagement are necessary for promoting the region and for generating a collective sense of belonging to it. Regional information aims to break down barriers between regional levels, to facilitate reconciliation between stakeholders within the same sector and between sectors and most importantly, to facilitate dialogue between governments and populations on public policy. Apart from the steering committee, awareness workshops, PDIF's work in the districts and the use of local languages in supporting people which are very important aspects of the programme, it must be recognized there was no formal communication plan that was implemented, or relationship with local media (local radio, literacy centres, griot(s) etc.).The only attempt revolved around a series of broadcasts on one-off themes.

PDIF has contributed to the entrenchment of local democracy.

The evaluation carried out in 2013 pointed out that certain weaknesses identified in 2007 persisted and constructive suggestions were made for future action.

Indeed, while the PDIF steering committee is one of the few executive bodies to work regularly in the region, the desired synergy between PDIF activities and other programmes is still low. PDIF does not take advantage of the complementarity which binds it to PAPIL (project to support small local irrigation) and PROMER (rural micro-enterprises project), or UNICEF's or WFP's nutrition programmes[7], etc. The desired cross-referencing of programmes should be cultivated in the Regional Committee for development.

To ensure proper management of programmes in the region, to cultivate synergies between the programmes, there are plans to provide the Regional Council with a forum to foster dialogue between all the projects and programmes that are active in the region. In addition, PDIF's current steering committee could be cut and the remit given to the Regional Council. This would enable better coordination between PDIF, PRDI and the local development plans and projects under the supervision of the Regional Council.

In addition, the district level, which is the most appropriate level at which to plan and organize PDIF activities, lacks a forum for consultation. CLCOPs (Local Coordination Committees of Farmer Organizations) whose mission is to facilitate this coordination do not always function. This is why as of 2012 PDIF started setting up CLD (Local Development Committees) in each of the region's districts. Chaired by the administrative authority and bringing together all the players in the programme, the CLD should in future be a place for discussion and guidance on programme activities between beneficiaries, institutional stakeholders, and, administrative and customary authorities. The results of the first CLD meetings are encouraging, affirming the need to maintain and strengthen such fora, which may serve as an extension of PDIF's steering committee across districts.

7 World Food Programme (United Nations)

© MLEF – SOS Faim

In conclusion

The initial idea was to install a small management team and outsource part of the support work by contracting with CADL and the Regional Directorate for Rural Development. Technical services have not always met PDIF expectations and its regional development component could not always compensate for the shortfall.

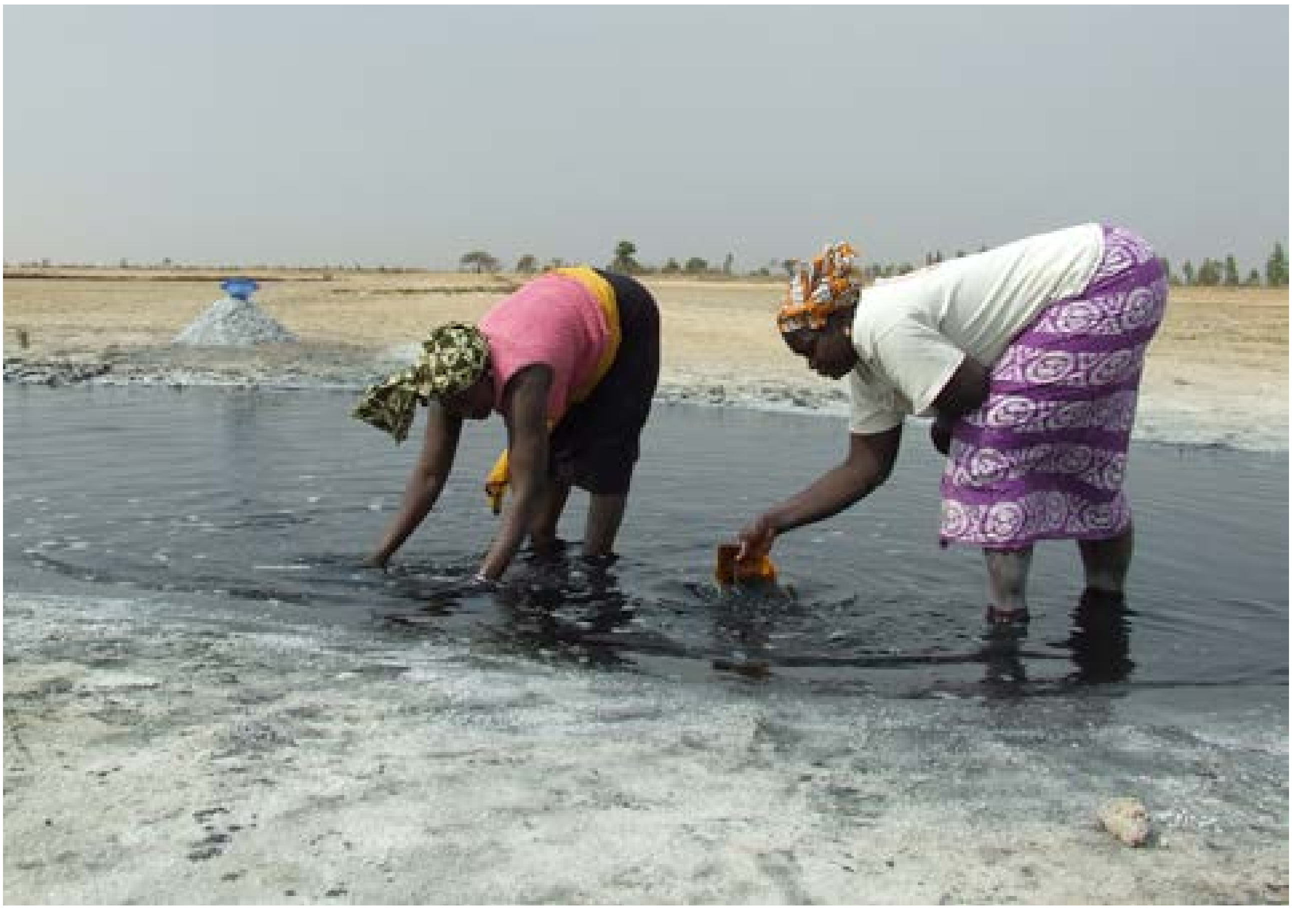
CADL have mainly focused their efforts on the loans by helping the women's groups to set up the loans. Increasingly, CADL are also involved in value chain activities through organizational support and advice and credit recovery (cashew industry). Logistical and financial difficulties have contributed significantly to weakening the impact of the programme. Revitalising this programme requires increasing and adapting the support afforded CADL by PDIF.

The systematic practice of bi-and tripartite contracts has promoted a culture of results-based management and enhanced mutual learning.

The evaluation carried out in 2013 notably concluded, "there is a clear imbalance between the human and financial resources allocated to support operations and amount of work to be done."

It also notes the contradiction between a vision of "integrated regional development" which was the starting point for PDIF and implementation based mostly around agricultural sectors.

The economic conditions that prevailed at the launch of the programme might have justified a development strategy based on the cashew and salt value chains, two promising sectors not subject to climate constraints such as grains and peanuts; salt and nuts are two sectors that were enjoying growing markets.



Salt industry.

PDIF needed to first professionalize and empower producers of nuts and salt, the women and their federations, and then insert them as economic operators in a production-marketing-market value chain.

In contrast to the above, the value chain process was sector-based, with the following limitation: the stakeholders, namely PDIF, the federations and the producers have not been able to master all the parameters that are involved in making a value chain function properly. Exogenous factors intervened to dislocate and disrupt the product market, pull the rug from under the production effort and plunge families into deep poverty. This was the case with salt where there has been a collapse in prices in contrast with a sharp increase in the cost of staples such as rice, oil and sugar.

Nevertheless, PDIF's significant achievements in popular governance are noteworthy. They relate, in the first instance, to learning about and even introducing good governance practices: consultation and participation, transparency, information dissemination and sharing, responsibility, fairness, accountability. To accomplish all this, PDIF funded multiple training sessions; these sessions have had a very significant impact on associations and grass roots organizations. Moreover, the achievements also relate to the development of a culture of collegial management, developing specific expertise by mastering the setting up and implementation of micro projects, improving production practices and processing, more successful cohabitation between men and women, and the ability to interact with and reflect the interests and concerns of the poorest groups.

This issue of Farming Dynamics was written by Marc Mees, head of knowledge management in SOS Faim, with the support of Mody Attmane Diop (GERAD) based on various assessments during the implementation of the "Fatick Integrated Development Programme":

> Evaluation de la phase pilote du programme d'appui aux organisations paysannes dynamiques de la région de Fatick – Mark Nieuwkerk – February 2003.

> Evaluation des apports en animation du territoire et soutien aux filières économiques de la phase 2003-2007 du PDIF – Simon Tomety and Fatoumata Bintou Drame – September 2007.

> Evaluation prospective du programme de développement intégré de Fatick – Mody Ba – April 2013.

SOS Faim and the farmers' organizations

For several years, SOS Faim has supported different farmers' organizations in Africa and Latin America. SOS Faim publishes *Farming Dynamics* which deals with the development challenges faced by agricultural producers' and farmers' organizations.
This publication is available for download in French, English and Spanish on SOS Faim's website: *www.sosfaim.org.*

Apart from *Farming Dynamics*, SOS Faim publishes ***Zoom microfinance*** as with all development tools, we have to analyse the aims, models and implementation conditions of aid to microfinance institutions. It is with this purpose in mind that Sos Faim publishes *Zoom microfinance*.

This publication is also available for download in French, English and Spanish on SOS Faim's website: www.sosfaim.org.

SOS Faim – Agir avec le Sud

Rue aux Laines, 4
B-1000 Brussels - Belgium
Phone: 32-(0)2 511 22 38 **Fax:** 32-(0)2 514 47 77
E-mail: info.be@sosfaim.org

SOS Faim – Action pour le développement

88, rue Victor Hugo
L-4141 Esch-sur-Alzette - Luxembourg
Phone: 352-49 09 96 **Fax:** 352-49 09 96 28
E-mail: info-luxembourg@sosfaim.org

Editor: Freddy Destrait, rue aux Laines 4, B-1000 Brussels (Belgium).
Coordinator: Marine Lefebvre
Graphic design: www.marmelade.be
Farming Dynamics is printed on recycled paper

Web site **www.sosfaim.org**

Farming Dynamics is published with funding from the Belgian Directorate General for International Co-operation and the Ministry of Foreign Affairs of the Grand Duchy of Luxembourg, Department of Development Cooperation. The authors alone are responsible for the opinions expressed in this publication.

LA COOPÉRATION BELGE AU DÉVELOPPEMENT .be

The most recent issues of "Farming Dynamics" have dealt with the following topics:

n° 29
Family farming organizations and their quest to influence policy – the Andean countries

n° 28
When strengthening women's rights also helps tackle poverty: successful experiences in the Andean countries

n° 27
"Sharing the financial burden of land development: a new ambition for rice farmers in Office du Niger in Mali"

n° 26
West African farmers' platforms and international solidarity organisations from the North come together to influence ACP-EU Joint Parliamentary Assembly policies

n° 25
FUCOPRI : a Nigerien farmers' organisation that pioneered access to banking services

n° 24
How can family farms feed senegal?