Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states

(EU Access)

Annual Report 2006
EU Access Annual Report 2006

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I. General

1. Programme number
   400-VI

2. Title
   Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states
   From institutional support to practical development

3. Abbreviation
   EU Access

4. Programme leader and organising institute
   A.P. Everaarts, Applied Plant Research (APR)

5. Participating institutes
   • Applied Plant Research (APR)
   • Wageningen International WI (formerly International Agricultural Centre)
   • Agricultural Economics Institute (LEI)
   • Research institutes, Universities, Governmental Organisations and other partners in the European Union pre-accession countries and in new member states

6. Abstract
   The EU Access programme was directed at the development of sustainable and competitive agricultural supply chains in European Union pre-accession countries and in the new member states, through capacity building on research, training, extensions and institutions. The programme focused on field vegetable and fruit production chains. Projects in 2006 were concerned with (i) the development of Producers Organisations, (ii) establishment of a platform for co-operation in organic field vegetable production and research, (iii) improving safe food production and product quality control, (iv) transfer of knowledge, and, (v) market orientation and chain management.

7. Duration of programme
   January 1 2003 – December 31 2006

8. Budget
   The original budget for 2006 was € 300,000.-

9. Type of programme
   Policy development and policy implementation

10. Relevant organisations and potential users of programme results
    The main objective of the programme was to support the general policy of the Dutch Government with respect to European Union accession, in particular on sustainable and competitive agricultural supply chains. Especially the Department International Affairs, the Department Agriculture and the Department Industry and Trade of the Ministry of Agriculture, Nature and Food Quality, have an interest in increasing agricultural sustainability, competitiveness, food quality and food safety in the pre-accession countries and in the new member states.
    Programme activities were directed at all key-players in the pre-accession countries and in the new member states involved in agricultural production chains, such as government
organisations, producers' organisations, product boards, distribution and retail organisations operating at a national or European Union level, private companies involved in agribusiness, local research institutes, extension service, certification organisations, local farmers' organisations and farmers. Presently the programme focuses on supply chains in field vegetables and fruit production.

11. **Programme board members of the Ministry of Agriculture, Nature and Food Quality (LNV) and contact person Department of Knowledge (DK)**
Chairman: Drs. S. Mohamed (Dept. International Affairs)
Secretary: Ir. P.P.L.M. Verhagen (Dept. Knowledge)
Members: Ir. J.A.F. van de Wijnboom (Dept. Agriculture) and Ir. A.M. Vroegop (Dept. Industry and Trade).
Contact person DK: Drs. J.P.L.M. Rijniers
II. Report on 2006

1. Relevance of the programme for the policy of the Ministry of Agriculture, Nature and Food Quality

In 2004 the European Union has been enlarged with ten countries and other countries are likely to join in later years. The European Union increased 34% in area and in particular the agricultural production potential increased considerably. Due to the enlargement the European Union population increased with approximately 105 million people. This considerable increase of the European Union common market will influence developments in all European Union countries, including The Netherlands. The objectives and results of EU Access programme are supportive to the policy of the Dutch Government with respect to the pre-accession countries and the new member states.

Specific questions and deliverables, as formulated in the workplan of the EU Access programme for 2006, are addressed in the sections on the projects executed in this year.

2. Co-operation with partners in Wageningen University and Research Centre and with partners in pre-accession countries and new member states

Three partners in Wageningen University and Research Centre are co-operating in the EU Access programme: (i) Applied Plant Research of the Plant Science Group, (ii) Wageningen International (formerly the International Agricultural Centre) and, (iii) the Agricultural Economics Institute of the Social Science Group.

During the early years of the programme, difficulties were met from time to time and in varying degrees, in finding the right and motivated partners in the pre-accession countries and in the new member states. In these countries funds for research, and time spend on research co-operation, usually are limited.

In 2006 in all projects well motivated co-operation with partners in European Union pre-accession countries and in new member states was realized. Fifteen organisations in Poland, Czech Republic, Slovak Republic, Hungary, Bulgaria, Romania, Turkey and Cyprus were formally participating in the projects. Next to the formal participation, there were informal professional contacts with many parties in various countries.

3. Communication

Programme board

One formal meeting was held with the Programme Board in 2006, to present the 2005 Annual Report of the programme. Especially the Chairman and the Secretary of the Board played an active role in advice and consultation for the programme. The Programme Board at the end of each quarter received a progress report, detailing the activities carried out in each project and a financial progress statement for each project.

Programme team

The programme team met three times in 2006. In May a meeting was held in order to prepare the international workshop in Turkey. At this meeting also programme aims and other matters were discussed with the Dutch participants. The second time was at the annual international workshop in June in Ankara, Turkey. At this meeting the programme and the different projects were presented to the Turkish participants of the workshop. In September a third meeting took place to evaluate the programme and make agreements on the final reporting. The programme leader en the project leaders frequently had contact to monitor progress. Monitoring of progress also took place by internal quarterly reports to evaluate activities and budget spend.

Workshop Ankara, Turkey

The 2006 annual meeting of the programme took place in Ankara, Turkey on June 13. The EU Access programme was presented at the Turkish Ministry of Agriculture and Rural Affairs, Ankara. The main aim of this meeting was: (i) to present results of the programme, with
emphasis on accession process experiences of new member states, and (ii) to explore opportunities for cooperation. The workshop was organized in cooperation with the Agricultural Counselor, Drs. C. Konsten, and her staff at the Embassy in Ankara. About 120 persons attended the meeting.

**International Symposium Antalya, Turkey**

On June 15, together with Akdeniz University, Antalya, Turkey, an International Symposium was organized in Antalya, on “Producer Organisations and supply chains for fresh fruits and vegetables in the EU and Turkey”. The aim of this symposium was: (i) to present an overview of the current situation in Turkey with regards to Producer Organisations and supply chains for fresh fruits and vegetables, (ii) to present activities and results of the EU Access programme and of VRIAN Consultancy, the Netherlands, on producer organisations, marketing and quality, with emphasis on the accession process and, (iii) to formulate recommendations and develop contacts for future co-operation. Around 110 persons were present at this meeting.

**Newsletters**

In 2006 two newsletters were published and distributed to more than 150 relevant contacts. The newsletter is intended to inform readers about upcoming events, project activities and progress of the projects and programme.

**Policy Briefs**

In 2006 two Policy Briefs were published. One Policy Brief dealt with “Transfer of Knowledge in new and candidate member states”. The second Policy Brief dealt with “Development and training of Producers’ Organisations in the European Union and in candidate member states”. A third Policy Brief, summarizing the results and “lessons learned” of the programme will become available early 2007.

**Kennisonline**

To ease the use of results of the programmes carried out by Wageningen University and Research Centre, a website “Kennisonline” ([www.kennisonline.wur.nl](http://www.kennisonline.wur.nl)) and a monthly periodical with the same name have been established. On the website the full text of the Programme and the projects, and products, can be found.

**Knowledge transfer**

Knowledge transfer was achieved through meetings, workshops and presentations with the respective partners in the pre-accession countries and in new member states and others, and by making reports available. Details are presented with the respective projects.

4. **Organisation**

**Cluster international Co-operation**

All international programmes carried out by Wageningen University and Research Centre for the Ministry of Agriculture, Nature and Food Quality are part of the Cluster International Co-operation. A cluster leader co-ordinates activities and reporting to the Ministry of Agriculture, Nature and Food Quality.

5. **Highlights**

**Programme**

The EU Access annual meeting was held in Ankara and hosted by the Turkish Ministry of Agriculture and Rural Affairs (MARA). Opening speeches were given by Dr. V. Mirmahmutogullari (Undersecretary of MARA), Dr. H. Velioglu (Director General of Agricultural Production and Development of MARA) and Drs. C. Konsten (Agricultural Counsellor).
Presentations were especially given by project members of new member states, to illustrate the changes the new member states went through during the transition process.

At the international symposium on “Producer Organisations and supply chains for fresh fruits and vegetables in the EU and Turkey”, in Antalya, Prof. B. Özkan, Akdeniz University, Antalya, emphasised, that: “To increase export volumes all parties should cooperate” and also “Legislation should give a framework and not a prescription”

Projects

Overall, in 2006 a close collaboration between the different projects took place. For different workshops preparations were jointly done by the projects Producer, Market and Qualiman. Also the projects Transfer and Organics were involved in joint activities, like a workshop held in the Slovak Republic and a symposium held in Bulgaria.

**Development and training of Producers’ Organisations in pre-accession countries and new member states**

In 2006 emphasis was given to organisational aspects of Producer Organisations and what the added value of membership of a PO is to the individual member. Another aspect was an exchange of experiences and ideas between PO’s from different countries at a twinning meeting held in Poland. In 2006 the project was also active in Turkey. A project meeting was held in Ankara. The project contributed to the international symposium held on June 15 at the Akdeniz University, Antalya and contributed to a workshop held in December in Antalya.

**Platform for research and development of organic vegetable production in pre-accession countries and new member states**

In Turkey new relevant contacts were established during the annual meeting in June. In September a symposium was organised together with the Agrolink association in Sofia, Bulgaria. The symposium was sponsored by the Time foundation and the Bulgarian ministry of agriculture and forestry. During the symposium recommendations to stimulate organic farming were made to be presented to the officials of the Bulgarian Ministry of Agriculture and Forestry responsible for implementing legislation for organic farming.

**Development and testing of a protocol for safe food production and product quality management**

In 2006 a universal training manual on quality requirements was developed and published. Two workshops were organised to test the training manual in practice.

**Comparative study on extension and transfer of knowledge in pre-accession countries and new member states**

Together with the Organics project and the Research Station for Plant Production in Piestany a workshop on knowledge generation and circulation was organised. Main recommendations of this workshop were: set up an advisory system for organic farmers, with certified advisors whom the farmers trust, start with organising farmers meetings, ensure implementation and monitoring of the organic farming action plan at a ministry level. Public organisations and authorities should be more responsive to the organic sector.

**Improving market orientation and chain management for vegetables and fruit**

Together with the Mendel University of Agriculture four workshops were organised in Lednice, Czech Republic for Producers’ Organisations of both the Czech and Slovak Republic. In January a workshop on market chain analysis was held at which the competitive edge of the Czech Republic was analysed and simultaneously a quick scan on training needs was carried out. At a workshop in May experiences of a Dutch Producers’ organisation member were exchanged with Czech and Slovak participants of the workshop. The third workshop was dedicated to marketing strategies and Producers’ Organisation services to members. The last
workshop was used to draw conclusions and to practice writing marketing plans. One conclusion was that internal communication between staff and members is very important in order to achieve progress.

6. Programme information on CD
Besides information on the reporting year 2006 the CD contains also all the available information and products of the years 2003 till 2005

- Annual report EU Access 2006
- Report workshop Ankara
- Programme Newsletter nr. 5 and 6
- Programme Policy brief nr. 4 and 5
- Draft Programme Policy brief nr. 6

Vegetables and fruit at the Wholesales market in Ankara, Turkey.
III. Project Reports 2006

Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states
(EU Access)

1. Project title: Development and training of Producers' Organisations in pre-accession countries and new member states (PRODUCER)

2. Project number: APR 32.610.456.00

   E mail: marianne.groot@wur.nl

4. Executing agency: Applied Plant Research (APR)
   P.O. Box 200
   6670 AE Zetten
   The Netherlands
   Tel.: + 31 488 473712
   Fax: + 31 488 473717

5. Abstract: The need for training, support, advice and institutional strengthening of producer organisations in pre-accession countries and new member states is identified. Capacity building programmes to strengthen the formation and development of effective Producers' Organisations are developed in line with the identified needs and potentials.

6. Participating organisations
   • Wageningen International (F. Joosten and M. Sopov), Wageningen, The Netherlands.
   • Research Institute of Pomology and Floriculture (K. Zmarlicki), Skierniewice, Poland.
   • Mendel University of Agriculture and Forestry (R. Pokluda), Brno, Czech Republic.
   • Ministry of Agriculture, Veterinary and Food Administration (M. Pohankova), Bratislava, Slovak Republic.
   • Department of Agricultural Economics, University of Akdeniz (B. Özkan, C. Sayin), Antalya, Turkey.

7. Objectives
   Long-term objectives
   The project is expected to contribute to:
   • The institutionalisation of Producer Organisations (PO’s) in the new European Union member states, that meet the standards of the EU to undertake the roles and responsibilities in line with the changing market policy of the EU.
   • The development of sustainable market-oriented agriculture in the new EU member states.
   • The policy of the Dutch government with respect to pre-accession countries, as formulated in the strategic policy document “LNV & Pre-accessiesteun Midden Europa”.

   Short-term objectives
   In order to achieve the above mentioned objectives the project will produce the following results:
   • The prevailing needs for training, support, advise and institutional strengthening of (starting) producer organisations in pre-accession countries have been identified.
   • Capacity building programmes to strengthen the formation and development of effective...
Producers’ Organisations have been developed in line with the identified needs and potentials.

- The capacity building programmes are implemented and evaluated by the project partners.
- Network of PO’s, including selected PO’s from The Netherlands, are established to exchange information and experiences leading to a continued strengthening of the PO’s in the EU.

**Purpose**

By the end of the project the following will have been achieved:

- Partner organisations in the pre-accession states will have adequate capacity and experience to promote the formation and development of effective Producer Organisations in line with EU Directive 412/97.

8. **Results**

8.1. **Output and impact**

The year 2006 was the last year of the project. The activities in this year were:

**Growers meeting, Grojec, Poland**

In January 2006, attendance of a meeting at Grojec with growers was planned to give a presentation. Due to extreme climatic conditions (-30 °C.), the flight was cancelled. It was therefore not possible to be present at the meeting. However, the paper of the presentation is published in the proceedings of the Conference.

**Brussels**

A meeting about PO’s, organised by the EU was attended. Useful contacts, also for the Twinning meeting were made.

**Project meeting and international symposium Turkey**

In June 2006 the project workshop in Ankara was combined with the programme workshop at the Ministry of Agriculture. The Czech and Polish partner of the project gave presentations during the programme meeting in Ankara about their experiences with and evaluation of the Producers project. They expressed their thanks to the Dutch Ministry of Agriculture, Nature and Food Quality for the support of the project.

After this meeting an international symposium in Antalya about producers’ organisation was attended. This symposium was organised by the new Turkish partners of the Producers project. During the symposium in Antalya a sharp debate followed, due to the fact that in Turkey the middlemen are against PO’s.

**Twinning meeting, Poland**

In November a meeting was organised in Skierniewice, Poland, for PO’s from different countries to meet each other. The business meeting was attended by about 25 participants from Poland, Czech Republic, Slovak Republic, Turkey and The Netherlands. Useful contacts were made between PO’s. Unfortunately the six Turkish PO-participants were not able to come at the last moment due to the flooding at their home areas, which caused a lot of damage to their farms. They were represented by the Turkish project partners.

**Workshop strategy development Turkey**

In December a workshop on strategy development in Antalya was facilitated.

8.2. **Training, technology transfer and knowledge exchange**

Knowledge transfer of the producers’ project was possible at the three meetings in Turkey and the two meetings in Poland. Minutes of the Twinning meeting are available. Handbooks of the pilot workshops are available.
8.3. Reports and publications


8.4. Presentations


9. Duration
The project was implemented from 2003 to 2006.

10. Information on CD

10.1. Documents
- EU-Access Minutes of meeting, 13 November, 2006. Skierniewice, Poland.

10.2. Presentations

- The Greenery B.V. In facts & figures. Presentation at Twinning meeting. 13 November 2006, Skierniewice, Poland.
- Sopov, M., 2006. Organizational strengthening of Producer Organizations in the fruit and vegetable sectors. Presentation at Twinning meeting. 13 November 2006, Skierniewice, Poland.
- Zmarlicki, K., 2006. Polish market; economical aspects of fruit production and marketing. Presentation at Twinning meeting. 13 November 2006, Skierniewice, Poland.

10.3. Publications

International symposium on Producers' Organisations at Akdeniz University. 15 June 2006, Antalya, Turkey.
Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states (EU Access)

1. Project title: Platform for research and development of organic field vegetable production in pre-accession countries and new member states (ORGANICS)

2. Project number: APR 32.530.087.00

Email: wijnand.sukkel@wur.nl

4. Executing agency: Applied Plant Research (APR)
P.O. Box 430
8200 AK Lelystad
The Netherlands
Tel.: +31 320 291375
Fax: +31 320 230479

5. Abstract: Institutions and persons involved in research, certification and knowledge transfer of organic vegetable farming in European Union pre-accession countries and new member states are identified. A platform for research and development of organic field vegetable production in pre-accession countries and new member states is established.

6. Participating organisations
- International Agricultural Centre (J.B. Schiere), Wageningen, The Netherlands.
- Research Institute of Vegetable Crops (A. Szafirowska and J. Babik), Skiermiewice, Poland.
- University of Prague, (P. Kuchtova), Prague, Czech Republic.
- Pro Bio Association (J. Urban), Prague, Czech Republic.
- Green Marketing (T. Vaclavik), Prague, Czech Republic.
- Research Institute of Plant Production (Z. Lehocká and M. Klimekova), Piestany, Slovak Republic.
- Technical University of Košice (G. Timcák), Košice, Slovak Republic.
- S. Baco (Freelance), Košice, Slovak Republic.
- Agricultural Research Institute (I. Papastylianou), Nicosia, Cyprus.
- Agrolink (S. Nikolova), Sofia, Bulgaria.
- Bioterra (A. Imre), Cluj, Romania.

7. Objectives
Long-term objectives
The objective of the Organics project is to contribute to:
- Improvement of research and knowledge transfer on organic vegetable farming in the participating countries.
- Improved quality production and sustainability of organic vegetable farming by an improved set of farming methods in the participating countries.
- Harmonisation of certification guidelines and quality demands for organic farming and its produce.
Short-term objectives
In order to achieve the long-term objectives the project will produce the following results:

- Identification of institutions and persons involved in research, certification and knowledge transfer of organic vegetable farming in the participating European Union pre-accession countries and new member states.
- Identification of state of the art of research, certification and knowledge transfer of organic vegetable farming in the participating countries.
- Identification of relevant knowledge sources within Europe on organic vegetable farming.
- Establishment of a working group of countries for regular and efficient exchange of information.
- Exchange of knowledge on organic vegetable production in general and more specific on research organisation, research methodology, certification and methodology of knowledge transfer.
- Initiation of project proposals on joint topics for research and development.

Purpose
Establishment of a platform for research and development of organic field vegetable production in pre-accession countries and new member states.

8. Results

8.1. Output and impact
Slovak conference
In cooperation with the TRANSFER project a conference was organised in the Slovak Republic on knowledge generation and circulation in the organic sector. The main reason for this conference was to bring all involved parties together to make a start with implementing an effective advisory system for organic farming. As a result parties are now coordinating their activities in the field of advisory services to the farmers.

Annual EU Access workshop in Ankara, Turkey
In the framework of the EU Access programme workshop held at Ankara on 13 June 2006 a workshop was organised jointly with TRANSFER. During the workshop and a meeting organised afterwards on 14 June 2006 for ORGANICS and TRANSFER participants only, the following conclusions could be drawn:
- Organic market is relatively small and it is necessary to establish an effective marketing organisation.
- Promotion of organic food is needed to increase national consumers’ awareness.
- Farmers lack technical information.
- Effective information and knowledge networks are needed.
- Information regarding EU legislation and possible EU funding is needed.

Sofia conference
By Agrolink a conference on Partnership in Organic farming and food quality was organised from 14 – 17 September 2006 in Sofia, Bulgaria. Co-organisers besides the ORGANICS and TRANSFER project were Time foundation and the Bulgarian Ministry of Agriculture and Forestry. The project assisted with the organisation and funding and speakers were invited. The project also contributed by giving a presentation and in assisting with moderating workshops that were held during the conference.
Main goal of the conference was to create a platform where all parties involved in the organic sector were present. As a result NGO’s, farmers and governmental bodies can coordinate their actions and efforts to improve the organic sector.

Deliverables
As a result of the workshop held in Slovakia a start was made with the coordination of a knowledge generation and circulation system for organic farming. A report of the workshop is available via the TRANSFER project.
During the workshops held in Ankara contacts were established with potential Turkish partners. A report of the workshops is included in the Report on EU Access workshop. At the international conference on partnership in organic farming and food quality a start was made with creating a national platform. Proceedings of this conference are in progress.

8.2. Training, technology transfer and knowledge exchange
- Workshop on knowledge generation and circulation in the organic sector. 6 – 7 April 2006, Piestany, Slovak Republic.

8.3. Reports and publications

8.4. Presentations
- Sukkel, W., 2006. Presentation on knowledge transfer in organic farming at Transfer workshop. 6 – 7 April 2006, Piestany, Slovak Republic.

8.5. Other deliverables
- Partnership for marketing: local or international? Mrs Zuzana Tomankova, Green Marketing, Czech Republic.
- Professional education on organic and biodynamic farming, Mr. Arjen Huese, Course carrier, Emerson College, United Kingdom.
- The Avalon network for sustainable agriculture and nature conservation in CEE, "learning by connecting", Mr. Martien Lankester, Avalon Foundation, The Netherlands.
• Partnership at EU level, role of IFOAM for lobbying and advocacy, Dr. Alessandro Triantafyllidis, Vice President of the International Federation of Organic Agriculture Movements (IFOAM), EU Group, Italy.
• Local organic system – lessons to be learned, Mr. Matthew Hayes, Director, Open Garden Foundation, Hungary.

9. Duration
The project was implemented from 2003 to 2006.

10. Information on CD

10.1. Documents
• Sukkel, W., 2006. From Technology Transfer to a Network Society.
• Report of EU Access meeting, Ankara, Turkey.

10.2. Presentations
• Sukkel, W., 2006. Presentation on knowledge transfer in organic farming at Transfer workshop. 6 – 7 April 2006, Piestany, Slovak Republic.

10.3. Publications

The rural area of Bulgaria is very suitable for organic farming.
Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states  
(EU Access)

1. Project title : Development and testing of a protocol for safe food production and product quality management  
(QUALIMAN)

2. Project number : APR 32.530.129.00

E mail: herman.schoorlemmer@wur.nl

4. Executing agency : Applied Plant Research (APR)  
P.O Box 430  
8200 AK Lelystad  
The Netherlands  
Tel. : + 31 320 291337  
Fax : + 31 320 230479

5. Abstract : Initiatives in control of food safety and product quality in pre-accession countries and new member states are identified and benchmarked. Improvement of some of the bottlenecks and issues will be achieved by development and testing of protocols to improve food safety and product quality.

6. Participating organisations
   • Research Institute of Pomology and Floriculture (K. Zmarlicki), Skierniewice, Poland.  
   • Research Institute of Vegetable Crops (F. Adamicki and M. Grzegorzewska), Skierniewice, Poland.  
   • Ministry of Agriculture, Veterinary and Food Administration (V. Baricicová and M. Dandar), Bratislava, Slovak Republic.  
   • Hungarian Fruit and Vegetable Board (C. Szabo), Budapest, Hungary.

7. Objectives
   Long-term objectives
   The project is expected to contribute to:
   • The control of product quality of vegetables and the control of food safety, which have become basic trade conditions in the European Union (EU).  
   • A change in quality behaviour and thinking by producers from production orientated to consumer orientated concepts.  
   • Improvement of harmonisation of certification guidelines and good agricultural practices.  
   • Improvement of research and knowledge transfer on quality management of vegetable farms in the participating countries.  
   • Full traceability which is demanded by the General Food Law of the European Union.

   Short-term objectives
   • Identification and benchmark of initiatives in control of food safety and product quality in the participating countries.  
   • Identification of bottlenecks and issues in quality management of chain participants in their general practice.  
   • Conceptual exploration or improvement of some of the bottlenecks and issues, for example by development and testing of protocols to improve food safety and/or product quality.
Network building, knowledge exchange and training about quality management between the participating countries.

Purpose
Identification of the current initiatives, bottlenecks and important issues about quality management and food safety in EU pre-accession countries and new member states. To explore, develop and test solutions for improvement. Establishment of a research network focussed at control of food safety and product quality at farm level.

8. Results

8.1. Output and impact
2006 was the final year for the three year project Qualiman. Based on a Quick Scan (2005) the project focussed in 2006 at two pilots, one on quality standards and one on quality management systems. Goal of the pilot on quality standards was to improve the knowledge of growers on quality requirements in the European Union. For this a universal manual for training on quality requirements was developed with information and exercises on the basic quality requirements and the relation of these requirements with international standards and EU legislation.

Workshop onion growers in Poland
In March 2006 the manual was tested during a workshop with Polish onion growers in Skierniewice with participation of the Polish Research Institute of Vegetable Crops and the Main Inspectorate of Agriculture and Food Quality The meeting consisted of three parts. First part was the general introduction in market developments of onions. Second part was the introduction to the quality standards. This second presentation informed the farmer on; where do quality standards come from and why is this important for Polish onion growers. Third and final part was to inform the onion growers on how the Polish Inspection Service works and how they control the onion quality. The evaluation results of the meeting were used to finalize the training manual on Quality Standards.

Workshop Slovak Republic
Goal of the second pilot was to develop and test a manual to improve awareness of growers towards the need to work with quality management systems. Based on a short survey an inventory was made about practical bottlenecks for implementation of EurepGAP in Slovak and Hungary. This inventory was used as a starting point for the development of the manual.
To test the manual in May 2006 a workshop was organised by the Slovak Inspection Service at Komarno, Slovakia. The meeting was attended by both Hungarian and Slovak farmers. The meeting consisted of four parts. First part was a presentation to introduce the farmers into the world of quality management systems. Second part of the meeting focussed on demands and possibilities for certification. The third focussed on results of the survey: farmers see the administration as quite complex, they have problems to find MRL-levels of target countries and have problems with the expensive residue analysis. Final and last part was the discussion on EurepGAP certification and the bottlenecks. The discussion resulted in a number of options to solve the bottlenecks. The results and bottlenecks were used to finalize the training manual on Quality Management Systems.

Presentations Ankara
Three presentations were given during the programme meeting in Ankara. Based on the presentations and discussions during and after the workshop some remarks could be made in relation to pre-accession of Turkey to EU:
- Experiences, successes and failures of former EU-pre-accession countries can be quite helpful to stimulate a successful integration of Turkey in the EU.
- Quality of products seems to be quite OK for export to the European market. Points of attention should be the approved control of the production process, tracking & tracing and implementation of EU-standards. These elements are now in the beginning stage.
- Changes in the supply chain because of the expected rise of the market share of supermarkets will emphasize the need of quality management systems at farm level in Turkey.
Awareness of the need to implement marketing standards of EU also for the domestic market must be improved. The manuals and workshops developed in the Qualiman project were very useful for this.

**Additional activities**
Beside the pilots and the workshop in Ankara some additional meetings were attended.
First additional activity was a training course of a group of 50 participants of the IAC-course on Transition to sustainable agriculture. The experiences and approach of the Qualiman project were discussed with participants.
Second additional activity was the presentation of the training manual on Quality Standards during the 11th International Training Course “Harmonisation of Fruit and Vegetables Quality Assessment” at Mojmirovce, Slovak Republic. The meeting was organised by the Central Europe Initiative (CEI) and sponsored by the United Nations Economic Commission on Europe (UN-ECE) and the OECD. The meeting brought together all different European Inspection Services. The participants were very interested in the training manual. The possible publication of the training manual on their websites was discussed with UN-ECE and OECD representatives. The publication on their websites must improve the availability of the training manual on Quality Standards. The Inspectors were very interested in the training manual, all available ‘concept’ training manuals were handed out.
Third additional activity was a presentation for a group of Latvian farmers. These farmers were invited by Aeqour at Ede, The Netherlands, as part of a joint project between Aeqour and the Latvian Farmers Organisation. The presentation informed the Latvian farmers on the Qualiman project and gave the project team insight in bottleneck in the Latvian agricultural supply chain. Besides the knowledge exchange, the presentation was to learn about possibilities for a continuation of the Qualiman project in 2007 and beyond.

**Training manuals**
The training manuals will be available at the end of 2006 and will be translated into Polish, Hungarian and Slovak. The two English versions of the training manuals, will be made available on short notice by Applied Plant Research. The translated Polish, Hungarian and Slovak versions will be distributed by the project partners.

**8.2. Training, technology transfer and knowledge exchange**
- Workshop pilot 1: Quality Standards at Skiermiewice, Poland. The workshop was to test and learn about the applicability of the training manual in practice.
- Workshop pilot 2: Quality management systems / EurepGAP at Komarno, Slovak Republic. The meeting was to test and learn about the applicability of the training manual in practice.
- Programme meeting at Turkey.
- During the IAC-course on Transition to sustainable agriculture, 50 participants learned on quality management in horticulture.
- National quality inspectors were informed on the training manual and Qualiman project during the 11th International Training Course “Harmonisation of Fruit and Vegetables Quality Assessment” at Mojmirovce, Slovak Republic.
- During a meeting organized by Aeqour at Ede (The Netherlands) for the Latvian Farmers Organisation the project was presented.

**8.3. Reports and publications**
8.4. Presentations

**Pilot 1: Quality standards**

**Pilot 2: Quality management systems / EurepGAP**

**EU-Access workshop Ankara**

**Other presentations**

9. Duration
The research project was implemented from 2004 to 2006.
10. Information on CD

10.1. Documents

10.2. Presentations
Quality of Turkish products is perfect
Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states (EU Access)

1. Project title: Comparative study on extension and transfer of knowledge in pre-accession countries and new member states (TRANSFER)

2. Project number: WI 236.320.11

E mail: dieuwke.klaver@wur.nl

4. Executing agency: Wageningen International (WI)
P.O. Box 88
6700 AB Wageningen
The Netherlands
Tel.: +31 317 495240
Fax: +31 317 495395

5. Abstract: An analysis is made of previous extension projects and experiences on transfer of knowledge in the pre-accession countries and new member states, together with a description of the present situation with regards to extension and the co-operation between researchers, extension service and end-users of knowledge in the participating countries. Recommendations for improvement of the present situation will be formulated.

6. Participating organisations
The following list gives an overview of organisations who participated in Transfer activities in 2006. We did not make a distinction between national coordinators and other members of the network, because members of the network contribute in a very diverse way to the success of Transfer.

- Wageningen International, Social and Economic Department, Wageningen, the Netherlands.
- Ministries of Agriculture, Department of Research, Education and Extension, Czech Republic and Bulgaria.
- Research and education institutes in charge of capacity building for advisory services, Czech Republic, Hungary, Poland and Slovak Republic.
- Research Institutes for Agriculture, Czech Republic and Slovak Republic.
- National Agricultural Advisory Centres, Poland and Bulgaria.
- Institutes for Agriculture and Food Information, Czech Republic and Slovak Republic.
- Non-Governmental not-for-profit organisations, Poland, Slovak Republic, Bulgaria and Hungary.
- Private organisations, Poland, Austria and Georgia.
- FAO in Budapest and the IPM- Farmer Field School of the FAO in Rome.

7. Objectives
Long-term objectives
- Establishment of a sound model for the foundation of an effective extension service.
- Pilot experiments in which recommendations are tested.

Short-term objectives
- Analysis of previous extension projects and experiences on transfer of knowledge in the participating countries.
- Study of past country / case experiences.
• Analysis of the present situation with regards to extension and the co-operation between researchers, extension service and end-users in the participating countries.
• Formulation of recommendations on the improvement of the present situation with respect to efficient transfer of knowledge and effective extension services.

Purpose
To establish and test a framework of alternative models for improving extension effectiveness in European Union pre-accession countries and new member states.

8. Results
8.1. Output and impact
8.1.1 Follow-up of the Budapest workshop
In December 2005 a workshop was organised with FAO in Budapest (Hungary) in order to explore participatory and multi-stakeholder approaches for knowledge generation. The workshop was hosted by the FAO Sub-regional Office for Central and Eastern Europe (FAO SEUR) and co-moderated by WI and FAO. Participants represented research and information institutes, advisory services, policy makers, private entrepreneurs, farmer and consumer organisations working in the conventional and the organic agricultural sector. The approximately 35 participants were coming from 12 different countries and their travel costs and accommodation were financed by the FAO Regional Programme on Farmer Field Schools, UNDP/GEF, the Dutch EU accession programme, ORGANICS and TRANSFER, except for self paying participants.

Outputs and impacts
The most tangible output is the website hosted by FAO that gives the workshop proceedings (http://www.fao.org/regional/seur/events/transfer/transfer_en.htm). Another output is the CD-rom that has been produced.
Other outcomes are the pilot project in Slovak Republic (see 8.1.2) and the AGROLINK workshops on partnerships, held in Sophia (see 8.1.4).

8.1.2 Pilot project in Slovak Republic
This was a pilot project on knowledge generation and circulation in the organic sector in Slovak Republic. The workshop was prepared with Slovak Association for Sustainable Development, in collaboration with Applied Plant Research, EU Access Organics project, Agro inštitút Nitra, Slovak Centre of Agricultural Research Nitra, Research Institute of Plant Production Piešťany, FAO SEUR Budapešť and CEA Trencín.

The idea was to organise a first meeting in March with representatives of small organic farmers in fruit and vegetable sector in the Slovak Republic - 50%, Research Institute (Pieštany), associations for sustainable development and others, Agro inštitút Nitra, UVTP, Slovak Agriculture University, private advisors interested in organic farming and the Slovak Ministry of Agriculture including regional offices - 50 %, to establish an effective dialogue.

Outputs
In the first semester of 2006, a pilot project has been implemented in Slovak Republic. The aim of the pilot project was to improve communication between relevant actors in the organic sector in Slovak Republic. Major steps that have taken place in order to improve this communication were:
• The set-up of a multi-stakeholder preparatory committee in charge of organising activities in Slovak Republic. This committee counted one person from Agro inštitút, one person from the Slovak Association for Sustainable Agriculture, representatives of EKOtrend and an organic farmer working for FAO in Budapest.
• Organisation of two meetings with organic farmers to make an inventory of information needs for organic farming and the best methodologies to reach farmers. The results from the discussions with the organic farmers do highlight the general lack of good Slovak information sources, lack of qualified advisors for organic farming, the willingness of farmers to share their experiences with other farmers and to cooperate with advisors and researchers under the condition that the
information remains semi-confidential and an inventory of the most important steps to be taken for
improved communication and information services.
• Conduct a two day workshop with all relevant stakeholders to prepare an action plan for improved
communication. SASA succeeded in organising about 25-30 persons representing farmers, policy
makers, the control and certification institute, researchers, advisors – private, and the support
system for advisory (Agroinstitut). The result was an action plan that gives details about who will
be doing what until the end of 2006.
• To write a policy letter for improved advisory services for organic farming. The direct actors
involved are waiting for the appropriate moment to present this policy letter, because there have
been elections in 2006. This activity was to be discussed in the subsequent months.
• To produce a CD-rom with practical information for organic farmers in Slovak Republic. In
November 2006 a CD-rom was prepared containing 45 scientific presentations with technical,
scientific information for organic farmers, the results from the pilot project, a list with
supplementary information about all participants and companies and the evaluation of the action
plan. A total of 400 CD’s has been produced.

Impact
As stated in the action plan adopted in the April (2006) workshop and part of it was implemented:
• UVTIP, in charge of the maintenance of the agro website on behalf of the Ministry created an e-mail
conference (including representatives of Ministry of Agriculture). UVTIP also set up the agro
consulting / agro portal – the section of bio or eco agriculture and links to other web pages.
• Ekotrend organised the days of Organic farming in October with funding by the Ministry and
organised an exhibition at the Agro complex in Nitra.
• SK Naturalis improved existing web pages on bio inspection, bio certification, and other organic
production issues.
• SASA collected short annotations about activities of all participants and actors in the organic sector
and put it on a website. This list was sent to UVTIP.
• The department of Agro ecology, Research Institute of Plant Production in Piestany (SASA) applied
for the continuation of a project on organic farming and science results in the area of organic, low
input, integrated farming and this was approved for 2007 – 2009.
• In this sense the pilot project enabled people in the organic sector to get to know each other and to
centralise information on organic farming on one website.
It is expected that the CD-rom will contribute to the transfer of information on organic production
technologies amongst organic farmers and those who want to convert to organic farming.

8.1.3 Annual EU Access workshop in Ankara, Turkey
During the annual meeting of the EU Access programme, Transfer and Organics joint forces. Two
persons from the TRANSFER network joint the annual meeting.
The common workshop resulted in the following conclusions with regard to collaboration with Turkey.
They need:
• Stronger marketing and promotion
• Assistance in adjusting agriculture to EU standards
• Assistance in development during transitional period
Turkish representatives from the public sector seemed very interested in the organisation of good
advisory services, whereas representatives directly working in the agricultural sector are probably
more interested in production and marketing information and advice.

Lessons learned for the TRANSFER project
• To focus the TRANSFER project on one particular sector such as organic farming in order to
become more concrete. This would create a nice follow-up for previous activities. The first step
would then again focus on the advisory systems in place and than orient on pilot projects on
specific groups of farmers.
• To review the synthesis document on advisory and extension systems and include
recommendations for improved advisory systems.
It is important to attract future partners (candidate countries) by presenting how the transfer of knowledge can help them to:

- Prepare producers organizations / farmers / others to accession and work on EU market.
- Organize stakeholders/create platforms with the aim to obtain strong position of Turkey on EU market.
- Recognize difficult areas during transitional period and find ways how to solve problems via communication / transfer of knowledge / new effective channels of communication.

8.1.4 International Conference on Partnership in Organic Farming and Food Quality.
In September 2006 the International Conference on Partnership in Organic Farming and Food Quality was organised. The goal of the Conference was to build capacity for partnership in organic farming and to discuss and analyse governmental, NGO’s and private strategies and action programmes for food quality and safety in organic farming. The main idea is that farmers, researchers, policy makers, environmentalists, advisory services of the organic sector work together to improve cooperation in organic production systems through exchange and active communication of experience. The Conference was organised in the context of the ORGANICS project TIME Foundation, the project on the “Promotion of the National Organic Action Plan” in Bulgaria. The major contribution of the Transfer project consisted of supporting AGROLINK with the preparation of the conference in terms of workshop moderation plans and didactical approaches and of the moderation of a workshop on Science – Education – Practice.

Unfortunately the conference was attended by only one other member of the Transfer Network coming from Slovak Republic. Other Transfer members had other obligations at that time. But this conference enabled us to discuss together with the Bulgarian Agency for Agricultural Extension, institutional problems, such as:

- How should subsidies from EU for advisory services flow to advisors? Should the funding flow go from advisors to farmers of vice-versa?
- How much money for advisory services should come from EU and how much from the national government?
- Who will pay for what services for the new advisory system?
- And if the funding comes from the public sector, should the implementation than be done by the public sector or can it be out sourced?

8.2. Training, technology transfer and knowledge exchange
Slovak Republic:
- Coaching of the set-up of a multi-stakeholder and participatory process by e-mail.
- Preparation of workshop methodology and plan with SASA.
- Preparation of national facilitator of the workshop.

Turkey:
- Preparation of Transfer – Organics workshop.

Bulgaria:
- Preparation of workshop methodology and plan with AGROLINK.

8.3. Reports and publications
- Draft policy letter for Slovak Republic.

8.4. Presentations
- Presentation in Transylvania: in progress.
9. Duration
The project was implemented from 2004 to 2006.

10. Information on CD

10.1. Documents
- IAC Wageningen and FAO. Knowledge circulation and generation: innovative advisory approaches for small farmers in EU countries.

10.2. Presentations

10.3. Publications

10.4. Information from the workshop held at Nitra from 6 – 7 April, Slovak republic.
- Pictures of the workshop in Slovakia

10.4.1. Documents (mostly in Slovak language)
- Galvánková, M., M. Klimeková, Z. Lehocká and D. Klaver. Akčný plán prijatý v rámci workshopu TRANSFER „Zlepšenie procesu prenosu informácií a poradenského systému v oblasti ekologického pestovania“.
- Klimeková, M. and Z. Lehocká. Ako sa žije pásavke zemiakovej?
- Žák, Š, M. Benková and M. Babulicová. Weed infestation rate and weed species richnese in spring barley stand in ecological and low input farming system.
- Kováč, K., Z. Lehocká and S. Žák. Dynamika zmien agrochemických vlastností pôdy v ekologickom a integratovanom systéme.
- Kováč, K.and S. Žák. Ekologické a technologicko-ekonomické aspekty rôznych systémov pestovania cukrovej repy.
- Bukovská, E. Ekologické poľnohospodárstvo spoločnosti AGRO Gajary s.r.o.
- Drimal, J. Ekologické prípravky na ochranu vegetatívnych orgánov pol’nohospodárskych plodín proti obligatným patogénom.
- Klimeková, M. and Z. Lehocká. Kvalita v ekologickom poľnohospodárstve - mýtus alebo realita?
- Karkulin, D. Možnosti regulácie zaburinenosti v ekologickom poľnohospodárstve.
• Lehocká, Z. and M. Klimeková. Obzretie sa na IV. Medzinárodnou konferenciou ekologického polnôhospodárstva a rozvoja vidieka EKOMIT 04.
• Klimeková, M. & Z. Lehocká. Pestovanie špeciálnych plodín v ekologickom polnôhospodárstve.
• Plnenie Akčného plánu prijatého v rámci workshopu TRANSFER „Zlepšenie procesu prenosu informácií a poradenského systému v oblasti ekologického pestovania“.
• Profil vybraných domácných účastníkov workshopu „Zlepšenie procesu prenosu informácií a poradenského systému v oblasti ekologického pestovania zeleniny a ovocia„, konaného 6.-7.4. 2006 na Agroinštitúte Nitra.
• Žák, S. and Z. Lehocká. The comparison of effects of different growing systems and nitrogen fertilization on the yield and selected indicators of winter wheat (Triticum aestivum L.) variety Astella.
• Lehocká, Z. and M. Klimeková. Porovnanie úrodu a vybraných kvalitatívnych vlastností odrôd pšenice letnej formy ozimnej (Triticum aestivum L.) v ekologickom systéme hospodárenia.
• Lehocká, Z. and S. Žák. Comparison of productivity of the different farming systems.
• Kováč, K., S. Žák and Z. Lehocká. Primárna rastlinná produkcia v ekologickom a integrovanom systéme ako produkčnú indikátor udržateľnosti poľnohospodarstva Vážení priateľov, Slovenské Združenie pre trvalo udržateľné poľnohospodárstvo Slovak Association for Sustainable Agriculture „SASA“: IAC Wageningen UR Holandsko.
• Lehocká, Z., S. Bielkova and S. Žák. Yield and quality of winter wheat (Triticum aestivum L.) growing in ecological and low-input farming systems.
• Klimeková, M. and Z. Lehocká. Veda a výskum v ekologickom polnôhospodárstve.
• Kováč, K., S. Žák and Z. Lehocká. Vplyv dlhodobého špolis obhospodarovania na druhovú diverzitu burín.
• Kováč, K. and Š. Žák. The effect of ecological growing of sugar beet on its production and quality.
• Klimeková M. and Z. Lehocká. Vplyv pozberových zvyškov na úrodu a kvalitatívne parametre zrna pšenice ozimnej.
• Žák, Š., K. Kováč, M. Babulicová and M. Klimeková. The effect of different sugar beet cultivation intensity on yield and its quality.
• Kováč, K., S. Žák and J. Surovčík. Effect of different farming systems on weed species density.
• Žák, Š., Z. Lehocká and M. Klimeková. The effect of farming systems on grain yield, straw yield and thousand grain weight of peas.
• Lehocká, Z., K. Kováč and S. Žák. The influence of system of cultivation and varieties on crop and quality of sugar beet.
• Žák, Š. Výsledky Výskumu Ekologického Pestovania Rastlín Na Vúrv Piešťany
• Zoznam učastníkov workshopu.
10.4.2. Presentations (in Slovak language)
- Slovak Association for Sustainable Agriculture „SASA”, IAC, Wageningen UR, Holandsko. Workshop “Zlepšenie procesu prenosu informácií a poradenského systému v oblasti ekologického pestovania zeleniny a ovocia”.
Knowledge transfer in practice at the workshop Knowledge generation and transfer for organic farming in Slovak Republic.
Sustainable and competitive agricultural supply chains in European Union pre-accession countries and new member states
(EU Access)

1. Project title: Improving market orientation and chain management for vegetables and fruit (MARKET)

2. Project number: 4031200

3. Project leader: O.M.C. van der Valk, Agricultural Economics Research Institute, The Netherlands
E mail: olga.vandervalk@wur.nl

4. Executing agency: Agricultural Economics Research Institute (LEI)
P.O. Box 29703
2502 LS The Hague
The Netherlands
Tel.: + 31 70 335 8154
Fax: + 31 70 361 5624

5. Abstract: A training module will be developed that contains methodologies on market chain analysis, development of marketing strategies and methodologies for marketing support by Producers Organisations.

6. Participating organisations
   • Agricultural Economics Research Institute (O.M.C. van der Valk), The Hague, the Netherlands.
   • Mendel University of Agriculture and Forestry, Faculty of Horticulture (R. Pokluda), Lednice, Czech Republic.

7. Objectives
   Long-term objectives
   The project is expected to contribute to:
   • Improvement of the integration in market chains of Producers’ Organisations (PO’s) of participating countries.
   • Develop capacity of PO’s staff and researchers in participating countries to implement market chain analysis and marketing support to PO’s.
   • The capacity of PO’s to develop suitable marketing strategies and integrate in overall action plans of organisation and quality management.

   Short-term objectives
   To achieve the above-mentioned objectives the training concentrated on the following results:
   • Participating Producer Organizations in the pilot projects having formulated marketing strategies.
   • Local researchers having worked with a pilot trainings module on marketing for Producers’ Organisations in line with the identified needs and potentials.
   • Analysis of one specific supply chain with the results integrated in marketing plans by the participating PO’s.

   Purpose
   By the end of the project the following will have been achieved:
• A training module will have been developed, containing methodologies on market chain analysis, development of marketing strategies and methodologies for marketing producer support by local PO partners.

8. Results
In line with the above mentioned objectives, the project was expected to lead to the following outputs:
• Report on quick scan on market chain and potential market partners.
• Workshops with the Producers’ Organizations on internal and external factors of importance for the development of a marketing strategy.
• Elaboration of training programme. The exact contents of the programme will depend on the needs of the pilot PO’s.
• Action plans for producers derived from elaborated marketing plan.
• Training manual.

8.1. Output
8.1.1. Identification of the potential partners in the participating countries
The project was implemented in close coordination with the Mendel University of Agriculture and Forestry, Faculty of Horticulture in Lednice, Czech Republic, in particular through the valuable contributions in time and efforts by Robert Pokluda. After having decided to focus on the supply chain of apples, R. Pokluda coordinated the participation of the three PO’s (CZ Fruit from the Czech Republic, SK Fruit and Bonum from the Slovak Republic) as well as all logistic arrangements for the workshops in Lednice.

The three fruit PO’s all had previously participated in the PRODUCER project. Though in one of the organizations, internal changes in internal staff changes took place during the implementation of the workshops, representatives of the PO’s participated in all organized events. This fact was very good for the continuity.

8.1.2. Market chain analysis
A market chain analysis for apples was included as preparation and input for the first workshop in January 2006. It included an analysis of the worldwide production of apples, the supply and demand in the European Union; the competitive position of the Czech Republic in comparison with Poland and Hungary, and the main characteristics of the supply chains (retail sector) in the Czech Republic itself. Supporting statistics were handed out to the workshop participants.

The project had planned an active involvement of the local researchers in the supply chain analysis. Nevertheless, a local supply chain analysis was not conducted for reasons mentioned below; so the contribution of the counterpart was limited to discussing the analysis during the workshop.

8.1.3. Quick scan of training needs
The first workshop in January also served for a quick scan of the training needs and expectations regarding the participating PO’s. From this quick scan the programme for the following (three) workshops resulted, focussing on marketing options and how to link PO members to marketing strategies. Furthermore a link was made between the PRODUCER programme on organizational performance, the planning cycle and implementation of marketing strategies. Due to this focus on more internal elements of marketing, the project did not work at potential strategic alliances between PO’s and market partners (wholesale or retail).

8.1.4. Series of workshops with pilot PO’s for elaboration of marketing plan
During 2006 a total of four workshops were held in Lednice, Czech Republic. The first workshop, held in January during two days, described the supply chain analysis. A short introduction was given on different marketing strategies, and a SWOT analysis made for the identification of (joint) strategies.
The agenda for the second workshop in June was determined by the interaction between a Dutch apple grower and the participating PO’s during the first day. On the second day, two Slovak PO’s were visited.

Following the experiences of the Dutch visitor, the third workshop (2 days) in October was dedicated to the options of differentiating marketing strategies and customizing PO services for PO members. Profiling exercises were done, both on the PO and its members. The workshop concluded with references to organizational performance and planning cycle.

The fourth workshop was a one-day wrap-up. The planning cycle was discussed in more detail, and in the afternoon the participants were asked to write a marketing plan together for a fictitious joint venture.

8.2. Impact
8.2.1. PO level
From the beginning of the pilot project, all three PO’s fully participated with the marketing staff present at every workshop. On the other hand there was unfortunately a limited participation of PO members at the workshops. The one PO with board members present during (all) workshops; was also the only one where it was possible to have a joint meeting with PO members during the field visit.

The limited possibilities to work jointly with both staff and PO members (board) on marketing strategies, limited the impact of the whole programme.

The participating PO’s were diversified in their characteristics. It became apparent that size and coverage of the PO has a decisive impact on the (informal) organization culture. The origins of each PO also influence its daily operation and adherence of members to PO policies.

Internally, the legally defined responsibilities of the different entities in the organizational chart (assembly, board of directors) of a PO do not seem to be clearly reflected in the daily operations and definition of liabilities and ownership. This is not a specific trait for the PO’s in this pilot project, but a phenomenon that can be found in PO’s worldwide.

The profiling of PO members helped to identify divergent interests among members. In the larger PO’s, large members tend to depend less on the PO for marketing purposes, seeking the PO for the efficient use of processing facilities and diversification of individual marketing strategies. In those cases, success of the chosen marketing strategies seems to be regarded as the responsibility of marketing staff, more than with the collective membership.

For that same reason, project management gave priority to the training of marketing staff in improving daily operations by means of the planning cycle, as well as identifying and discussing the possibilities to be(come) an internal change manager.

From both the discussions on member profiling and the visit by the Dutch grower, it became apparent that the internal communication in the PO, also between staff and members, is very important.

PO objectives and strategies in general are formulated in broad terms. During the last workshop we worked at systemizing PO daily operations by linking these to the planning, monitoring and evaluation cycle. A lot of progress can still be made on this aspect; nevertheless, to do it properly, the active participation of the board of members is essential.

8.2.2. Evaluation of the programme by participants.
During the last workshop, four evaluation questions were put to the participants.

1. **What have you used or will you use from what you have learned from the workshops?**
   - The PO has two kinds of customers: members and customers (buyers).
   - Not to plan only: also to look at budget, people, time (prioritizing).
   - The overall view on the situation of PO’s in the Netherlands.
   - Complex view on marketing: mutual relationships and role of members, PO management and board.
2. How can a marketing manager be a “change manager”?  
   • By preparing alternatives / possibilities for the future.  
   • By managing a team of colleagues to prepare and find figures from the company from internal documents (customer portfolio, turnover etc.) and by preparing a SWOT analysis.  
   • According to this information prepare a good platform for the discussion with members and hear the members opinion, and then formulate a strategy.  
   • Not directly, just through marketing plan, which will have an effect on members.

3. Has there been an impact of the programme for the PO? If so, how / what? 
   • To know (learn) new approach of planning in PO.  
   • Direct visit and discussion with members lead to “opining windows” and the start of “new things”.  
   • Impulse to reorganize the system of the PO.  
   • There is a big impact on the present staff, but not on the PO (matter of time).

4. Tips for the implementation of the programme in other countries.  
   • First to have 1 or 2 days time directly in the PO to speak, see, read lots of info at the place: to know reality, specific problems, do a SWOT, etc..  
   • Work with a group of 5 to 10 PO’s (also from different areas (meat, tomatoes).  
   • It is necessary to have board members and farmers in the workshops.  
   • Adapt to the country’s specification and customs.  
   • Add “psychological tools” for help in discussion and negotiations between management and board (members).

8.2.3. Viewpoint of project team on impact of the programme  
The project succeeded in having the management of each PO focus towards the social capital of the PO and to realize that, in order to have a marketing strategy succeed, you can use and integrate the ambitions of the PO members. They obviously also became convinced of the convenience and necessity of having members participate in the programme as well.

At the PO level, the impact was highest in the most open-minded PO’s, where the programme has lead to new discussions on both direction and operation of the PO.

The ambiance during the workshops changed considerably during the year of implementation. While already during the first workshop the participants remarked that it was good to sit together and jointly discuss problems with the other PO’s, there was some concern about the confidentiality of the information about each PO. With each workshop, participants more freely expressed daily concerns and asked for opinions with their peers present.

It is clear that an open or closed organizational culture not only has an impact on the participation in a training programme, but also on its general functioning. Transparency will help eradicate arbitrariness in operations and support efficiency of transactions. Though the programme has undoubtedly had an impact on the PO’s through their staff, no true improvement of the integration of PO members into supply chains is possible without their active participation in the training programme itself.

8.3. Presentations  
   • Approach: Internal analysis, External analysis, Marketing strategy. Presentation at workshop on supply chain analysis. 12 and 13 January 2006, Lednice, Czech Republic.  
   • Branding. Assignment for LEI. Points of departure. Presentation at workshop on supply chain analysis. 12 and 13 January 2006, Lednice, Czech Republic.  
   • From planning to operation. Presentation at workshop on supply chain analysis. 12 and 13 January 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Strategic planning. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Positioning the Producer Organization. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Introduction: Lessons learned previous sessions. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Profiling PO membership. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Defining marketing strategies. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
- Valk, O. van der, 2006. Wrapping-up the workshop. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.

8.4. Documents
- Action plan model presented at workshop on improving market orientation and chain management for vegetables and fruit (MARKET). Workshop with apple producer organizations. 12 and 13 January 2006, Lednice, Czech Republic.
- Spreadsheets presented at workshop on improving market orientation and chain management for vegetables and fruit (MARKET). Workshop with apple producer organizations. 12 and 13 January 2006, Lednice, Czech Republic.

9. Duration
The project was implemented from 2004 to 2006.

10. Information on CD

10.1. Documents
- Action plan model presented at workshop on improving market orientation and chain management for vegetables and fruit (MARKET). Workshop with apple producer organizations. 12 and 13 January 2006, Lednice, Czech Republic.
- Spreadsheets presented at workshop on improving market orientation and chain management for vegetables and fruit (MARKET). Workshop with apple producer organizations. 12 and 13 January 2006, Lednice, Czech Republic.

10.2. Presentations
- From planning to operation. Presentation at workshop on supply chain analysis. 12 and 13 January 2006, Lednice, Czech Republic.
• Ravensbergen, P. and O. van der Valk, 2006. Marketing strategy training for Apple Producers’ Associations in the Czech Republic. Presentation at workshop on supply chain analysis. 12 and 13 January 2006, Lednice, Czech Republic.
• Valk, O. van der, 2006. Strategic planning. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
• Valk, O. van der, 2006. Positioning the Producer Organization. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
• Valk, O. van der, 2006. Introduction: Lessons learned previous sessions. Presentation at workshop on of differentiating marketing strategies and customizing PO services for PO members. 12 October 2006, Lednice, Czech Republic.
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**Presentations (from CD Rom by SASA 2006: containing articles on organic farming in Slovak language).**

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