

---

# MANUAL

## Your farmer-inclusive agribusiness development case

This manual is linked to the guide 'Optimising the Performance of Producers and their Organisations'

Wageningen Centre for Development Innovation  
Wageningen, September 2020



# Your farmer-inclusive agribusiness development case

## About the tool

This tool helps to collect baseline information, which is needed for developing a farmer-inclusive agribusiness development case. It consists of this manual and separate work sheets. Guiding questions in the work sheets help to organise information on many different dimensions of the case. The tool is thus best used at the start of the OPPO process. The case description can be gradually updated. The systematic case description can provide input for a concept note and/or a programme or project proposal. Baseline information is furthermore relevant for planning, monitoring and evaluation.



This tool is potentially useful for a broad range of stakeholders:

- ❖ Farmer organisations: striving to improve revenues from farming, processing and marketing.
- ❖ Small and medium enterprises (SME's), companies, processors and/or traders: seeking to source agricultural products (crops, livestock, fish) from small farmers and involve them in value chain and market development.
- ❖ Other stakeholders (ministries, government agencies, universities, international and national NGO's, donor organisations): aiming to improve farmers' livelihoods, create employment for poor people and to involve women and youth in agribusiness development initiatives.

## Aims of the tool:

- ❖ **To select a practical case to work on.**
- ❖ **To review a range of questions for collecting and presenting basic information that touches upon different dimensions of the case.**
- ❖ **To build awareness about what information is not yet known or unavailable.**

## Introduction

Farmers' organisations can significantly support family farms to improve their socio-economic position. Organized farmers, through effective collective action of their organizations, can be important business partners for others in agricultural market systems: from sourcing companies, banks and micro-finance institutions and agro-input dealers, to public institutions like research and extension, policy makers and others.

A farmer-inclusive case is typically about:

- ❖ Farmers who strive to improve their revenues from farming, processing and marketing. This can be through the improvement of production and yields, better access to inputs and credit, creating added value by storage, transport or processing, sell primary or processed products to higher value markets (etc.).

- ❖ Companies, processors and/or traders, who seek to source agricultural products (field crops, horticultural crops, livestock, fish) from small farmers and involve them in the value chain and market development process.
- ❖ Other stakeholders giving specific attention to the involvement of small farmers, women and youth in agribusiness development and to employment creation.

Regardless of the starting point, farmer-inclusive agribusiness development always revolves around farming systems and commodities in a certain production zone and a particular farmer population seeking to improve their performance (agricultural practices, access to agro-inputs and agri-finance, post-harvest value creation, market relations, policy and business environment).

### Defining your case: Place-Producers-Product (3 P's)

Experience shows that practical and lasting change is best achieved by working on real-life cases focusing on a clearly defined production zone ('Place'), where certain groups of farmers ('Producers') operate, producing, processing and marketing certain commodities ('Products'). These are the three P's (Place-Producers-Products) of a farmer-inclusive agribusiness development case. We invite you to think of a practical case, defined according to these 3 P's:

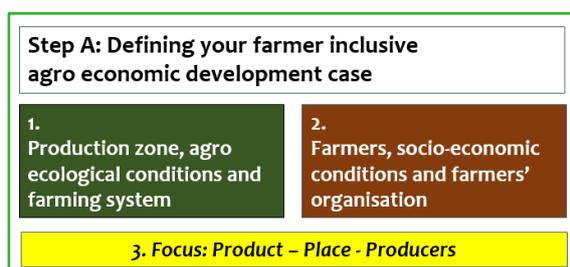
1. Place: geographical area (the production zone);
2. Producers: the farmer population or farmer groups that live in the production zone and produce, process and market the commodity you are focusing on and
3. Product: the commodity or commodities that is/are central to your case.

### What you need to do

Collect data and provide specific answers to the questions. A system of questions and answers will guide you through a step-by-step process leading to the description of your case according to 10 dimensions. The first steps concentrate on defining your case. After the scoping of your farmer-inclusive agribusiness development case, you are ready for the next steps helping to further develop information and orientations for your case. By going through all the steps and questions, you will define and 'get to grips' with your case and you will be well prepared for applying subsequent tools that are relevant for the further development of your case, such as profiling farmers, assessing farmers' organisations and mapping out value chains and stakeholder relations and interactions. You will thus have opportunities to further develop your case description.

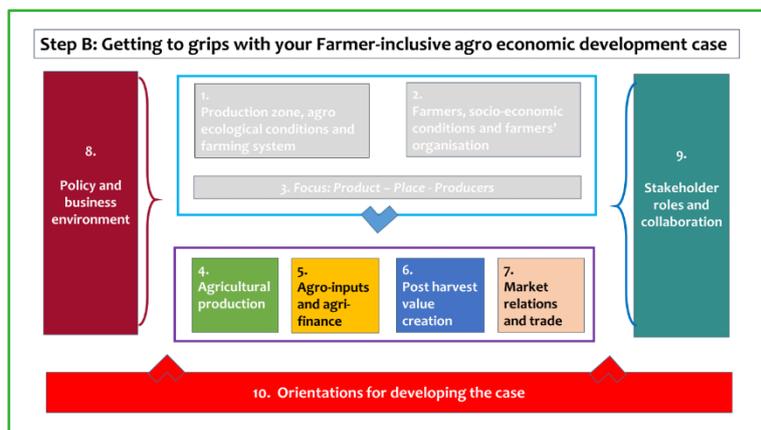
### Step A: defining your case

You will start with the production zone (1) and the farmers in the production zone (2). This will lead to the definition of the scope and focus of your case according to the three P's: Product-Place-Producers (3).



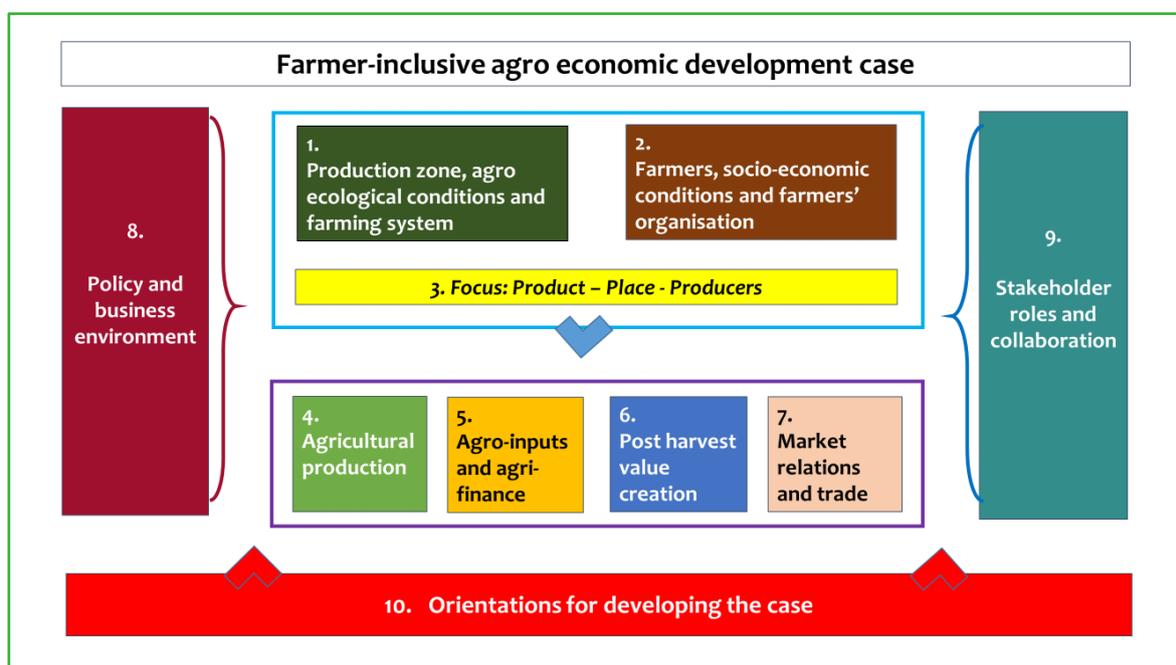
### Step B: getting to grips with your case

The next chapters provide basic information about agricultural production (4); agro-inputs and agri-finance (5); post-harvest value creation (6) and market relations and trade (7). These 4 chapters concentrate on the commodity/ commodities that is/are central to your case. Specific attention is given to the policy and business environment (8) and stakeholder roles and collaboration (9).



### Your farmer-inclusive agro-economic development case

Steps A and B thus lead to a systematic description of your case. This is input for identifying orientations for developing the case (10).



### Describing your case - using the format

To facilitate the description of your case, we developed a format of 10 chapters, corresponding with the 10 dimensions described above. The first part (step A) has three chapters and the second part (step B) has 7 chapters.

Each chapter is composed of several paragraphs. Each paragraph has a box with guiding questions (**in red**) for you to answer. You develop your case by answering these guiding questions with the objective of providing specific information about your case. Write down your answers (**in black**) under the boxes with the guiding questions. In this way, you develop the description of your case. The texts do not need to be long; we have indicated the maximum number of words that we think are definitely enough. For quite some paragraphs we suggest tables to be filled out.

We advise you to first explore the required content by carefully reading all the questions. You probably do not have all the information and you may need to actively collect information. This may imply that you need get into contact with farmers, companies, government organisations, financial institutions and other stakeholders, and that you need to search for information in documents and online. Please try to answer all questions. Don't worry if you don't have the answer to all questions: being aware of

---

what we don't know is important as well to focus our effort and is a good preparation for the course. If some questions are not relevant to your case, please explain why. If you do not have information: please indicate so.

### Attractive title

We invite you to develop the title for your case at the end of part A (chapter 3). An attractive title gives the first impression to your reader and it is important for attracting the interest and attention of your audience, for instance a bank, a processor, a ministry or a development organisation. The title should convey what your case is all about.

### Worksheets

We advise you to use the worksheets. These contain (our) explanations and questions **(in red)** and provide space for providing the answers **(in black)**. This is most convenient for developing and checking the content of your case, as well as for searching for additional information. The working document can be reviewed by others. We advise you to get feedback from colleagues.

### Finalizing the case description

At a later stage, after adding feedback and missing information, you can finalize the case description by taking out all the boxes with explanations and questions (e.g. the red texts). At this stage you may also wish to edit your text. To check if your text is clear, you may ask a colleague to read it. The finalized text would be a good start for further developing your case. It can serve as input for preparing the baseline information, a concept note and/or a programme or project proposal.

### Pictures

Photos are very important to illustrate your case and to explain it better to others, including partners and decision makers. We advise you to collect pictures that illustrate your case well. If you do not have pictures yet, you can try to get pictures by visiting farmers, the production zone and value chain activities. You may also ask colleagues / acquaintances to provide pictures. We advise you to add the pictures in the final text.