

Module 9: Farmer Organisational Development



WORKBOOK

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Module 9: Farmer organisational development

Pre-assessment

Answer the following questions without going through the learning content. This is to determine how much you already know about the subject. You will also be asked to complete a post-assessment after you have worked through the learning content. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

| | Question | Self-assessment | | | | |
|---|--|-----------------|---|---|------|---|
| | | Low | | | High | |
| 1 | I am familiar with the term farmer organisation. | 1 | 2 | 3 | 4 | 5 |
| 2 | I understand how farmer organisations are categorised and the different services they provide. | 1 | 2 | 3 | 4 | 5 |
| 3 | I can identify factors from within farmer organisations that will affect the operation of these organisations. | 1 | 2 | 3 | 4 | 5 |
| 4 | I can identify factors from the outside environments that will affect the success of farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 5 | I am able to provide possible solutions to address challenges faced by farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 6 | I can explain how farmer representation will influence organisational sustainability. | 1 | 2 | 3 | 4 | 5 |

| Question | | Self-assessment | | | | |
|----------|--|-----------------|---|---|------|---|
| | | Low | | | High | |
| 7 | I am aware of the importance of good corporate governance in farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 8 | I can discuss the importance of financial stability for farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 9 | I can describe the major functions that farmer organisations offer their members and the agricultural sector. | 1 | 2 | 3 | 4 | 5 |
| 10 | I am aware of the role farmer organisations play in facilitating access to agricultural research and technology. | 1 | 2 | 3 | 4 | 5 |

Study unit 1: Definition and differentiated mandate of farmer organisations

Session 1.1: What is a farmer organisation?

Activity 1.1 Individual activity: Characteristics of a typical farmer organisation

In your society, can you identify organisations that display traits of a typical farmer organisation? Discuss the characteristics you used to identify these organisations.

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Session 1.2: Different categories of farmer organisations

Activity 1.2 Individual activity: Different categories of farmer organisations

List all the farmer organisations in your community or region. Categorise them into the three categories above. Give reasons for your choice of category for each organisation.

[illegible]

[illegible]

Activity 1.3 Individual activity: Specialised services provided by different categories of farmer organisation

Study the following examples of services provided by farmer organisations and choose which category of FO performs the service by circling the correct answer. (5)

1. Representing farmers in lobbying and advocacy activities. (1)
 - a. General interest group
 - b. Cooperative
 - c. Commodity based organisation
 - d. All of the above
2. Aggregating farmer produce and purchases to take advantage of reduced prices. (1)
 - a. General interest group
 - b. Cooperative
 - c. Commodity based organisation
 - d. All of the above
3. Negotiating contracts or better market prices for members. (1)
 - a. General interest group
 - b. Cooperative
 - c. Commodity based organisation
 - d. All of the above
4. Facilitates networking and participation in national and international trade fairs. (1)
 - a. General interest group
 - b. Cooperative
 - c. Commodity based organisation
 - d. All of the above

5. Facilitates market research on commodities. (1)

- a. General interest group
- b. Cooperative
- c. Commodity based organisation
- d. All of the above

Answer: 1d, 2b, 3d, 4a, 5c

Total: 5 marks

Summative assessment

Answer the following questions in your own words. Write your answers in the spaces provided.

- 1. State whether the following statements are true or false. If a statement is false, give a reason for your answer. Write your answer in the space provided. (6)

1.1. All farmers in a community are required to join an FO. (2)

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1.2 One of the main goals of general agricultural interest groups is to represent farmers during the development and implementation of agricultural policies. (2)

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1.3 Members belonging to agricultural cooperatives receive profits based on their initial investment. (2)

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3. Briefly discuss two reasons why farmer organisations are important for small-scale farmers in today's agricultural environment. (4)

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4. Farmer organisations can generally be classified into three categories, namely general interest farmer groups, farmer cooperatives and commodity based organisations. (5)

- 4.1 Give two examples of services that can be provided by all three categories. (2)

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- 4.2 Give one example of a service specific to each of the three categories. You must give one example from each category. (3)

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Study unit 2: Prerequisites for successful farmer organisations

Session 2.1: Internal factors influencing the operations of farmer organisations

Activity 2.1 Individual activity: Internal factors affecting FOs

In Session 2.1, several internal factors that affect FOs along with possible solutions to address these challenges were discussed. Draw a line connecting the solution listed in column B to the internal factors listed in column A. (7)

| Column A | Column B |
|--|---|
| 1. Inadequate capacity to represent | a. Diversify sources of funding in order to avoid overdependence on a single sponsor. |
| 2. Limited understanding of the role of FOs by society | b. Provide accessible and relevant education and training programmes. |
| 3. Overdependence on external assistance | c. Facilitates communication among the members and subsystems of the organisation. |
| 4. High levels of illiteracy | d. Encourage team building between leadership, management and members of the organisation. |
| 5. Ineffective leadership and management | e. Ensure that FOs are involved during the planning phases of policy initiatives. |
| 6. Poor farmers' institutional structures | f. Develop structures that are supported strictly by the available resources within the organization. |
| 7. Inadequate understanding of policy issues | g. Involve the community members in establishing organisations and their goals. |

Total: 7 marks

Session 2.2: External factors that affect farmer organisations

Activity 2.2 Individual activity: External factors affecting FOs

Fill in the missing words. Write your answers in the spaces provided. (12)

Farmer organisations face several external challenges. Many farmer organisations struggle with governmental (a) _____ or political (b) _____ that (c) _____ affects their operation. Farmer organisations cannot necessarily change or avoid these policies and have to develop structures and mechanisms to (d) _____ such policies. Farmers also frequently face complicated and unclear (e) _____ and (f) _____ stipulations to establish and register FOs.

FOs are frequently composed of resource poor farmers and require external (g) _____ and (h) _____ in order to operate effectively. However FOs have to remember that they need clearly defined and (i) _____ rules that will specify the role of the external support systems in the running of the FO.

Furthermore FOs should develop partnerships with the (j) _____ (k) _____ in order to benefit from their investment and (l) _____.

Total: 12 marks

Activity 2.3 Individual activity: Factors affecting the successful operation of FOs

Do you know of any farmer organisations that operate in your community? Maybe you already belong to a farmer organisation. Can you think of possible internal and external challenges that FOs in your community will face?

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Summative assessment

Answer the following questions in your own words. Write your answers in the spaces provided.

1. Explain the following terms in relation to the study material. (2)

1.1 Private sector (1)

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1.2 Public sector (1)

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2. Various internal factors affect the successful operations of farmer organisation. List four possible internal factors that could affect the operation of farmer organisations. (4)

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3. Choose three of the internal factors you mentioned in question 2 and discuss possible solutions for each factor. (6)

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4. Discuss two possible ways farmer organisations can guard against unnecessary and negative governmental and political interference. (4)

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5. Explain how effective leadership and management affect the ability of farmer organisations to secure external support systems. (4)

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6. State whether the following statements are true or false. If the statement is false, give a reason for your answer. (4)

6.1 Farmer organisations don't really benefit from partnership with the private sector. (2)

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6.2 The lack of partnerships between FOs and the private sector often stems from mistrust of private sector service providers. (2)

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Total: 24 marks

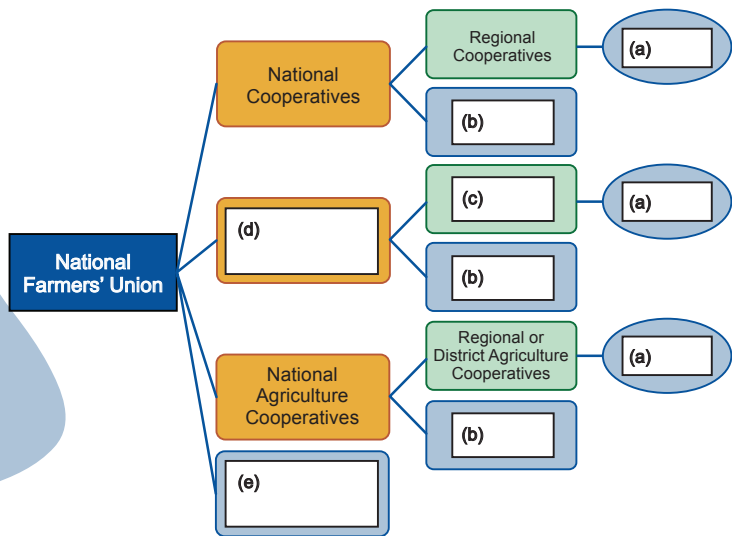
Study unit 3: Sustainability of farmer organisations

Session 3.1 Farmer representation as a factor for sustainability

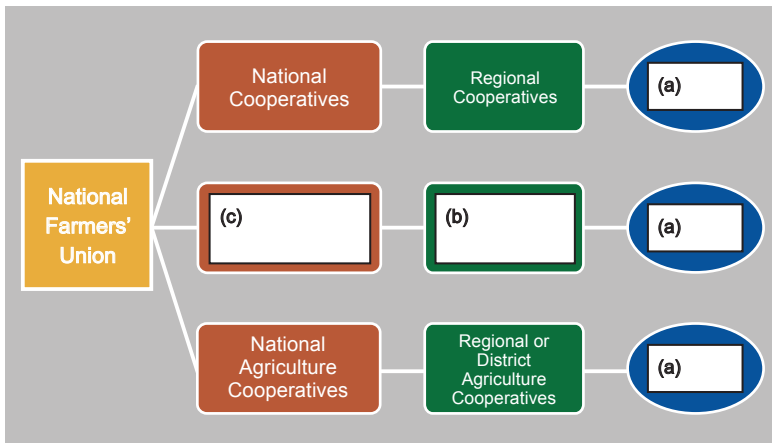
Activity 3.1 Individual activity: Factors influencing farmer representation

Study the figures below and fill in the missing labels in the spaces provided.

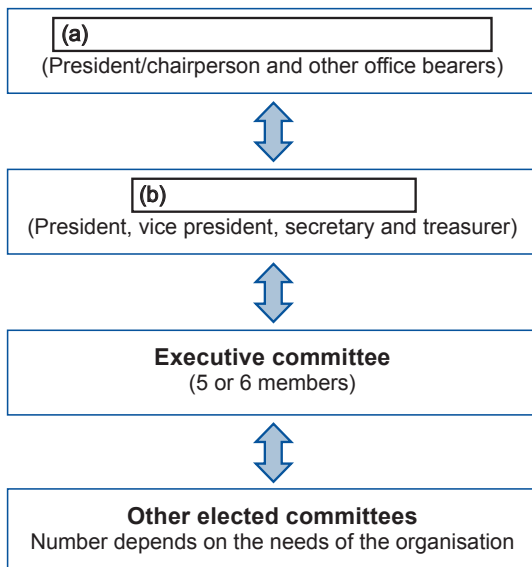
- 1. An example of a national farmer organisation with a multiple line membership structure. (5)



2. An example of a national farmer organisation with a single line membership structure. (3)



3. An example of a hierarchal decision making structure. (2)

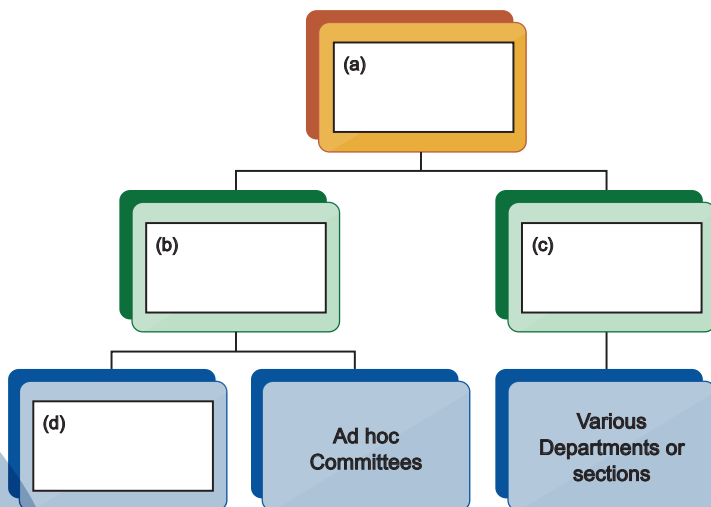


Total: 10 marks

Session 3.2 Importance of good cooperative governance in farmer organisations

Activity 3.2 Individual activity: A basic governance structure

Study the figure of the basic governance structure below and fill in the missing labels in the spaces provided. (4)



Total: 4 marks

Session 3.3 Importance of financial sustainability in farmer organisations

Activity 3.3 Individual activity: Financial sustainability

Are there any FOs that operate in your community or perhaps you already belong to an FO? Think of possible financial factors that could affect the sustainability of FOs and answer the following questions.

- 1. What are some of the factors within your community that you think could affect the financial stability of FOs?
- 2. What are some of the ways that you will help an FO to expand its financial base?

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Summative assessment

Answer the following questions in your own words. Write your answers in the spaces provided.

1. State whether the following statements are true or false. If the statement is false, give a reason for your answer.

1.1 The leadership of a farmer organisation does not play a very big role when it comes to farmer representation. (2)

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2. Explain the difference between multiple line and single line membership structures. (4)

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3. Briefly discuss one advantage and one disadvantage of a multiple line membership structure. (4)

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4. Briefly explain a basic model of a hierarchical decision making structure. (4)

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5. What is meant by the term networking, and how does it benefit farmer representation? (4)

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6. Briefly explain why good governance structures are important for the sustainability of farmer organisations. (4)

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9. List three factors that can potentially influence the financial sustainability of a farmer organisation. (3)

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Total: 33 marks

Study unit 4: Functions of farmer organisations

Session 4.1 Economic functions of farmer organisations

Activity 4.1 Individual activity: Economic benefits of farmer organisations

Using the clues provided below solve the crossword puzzle. (5)

Across

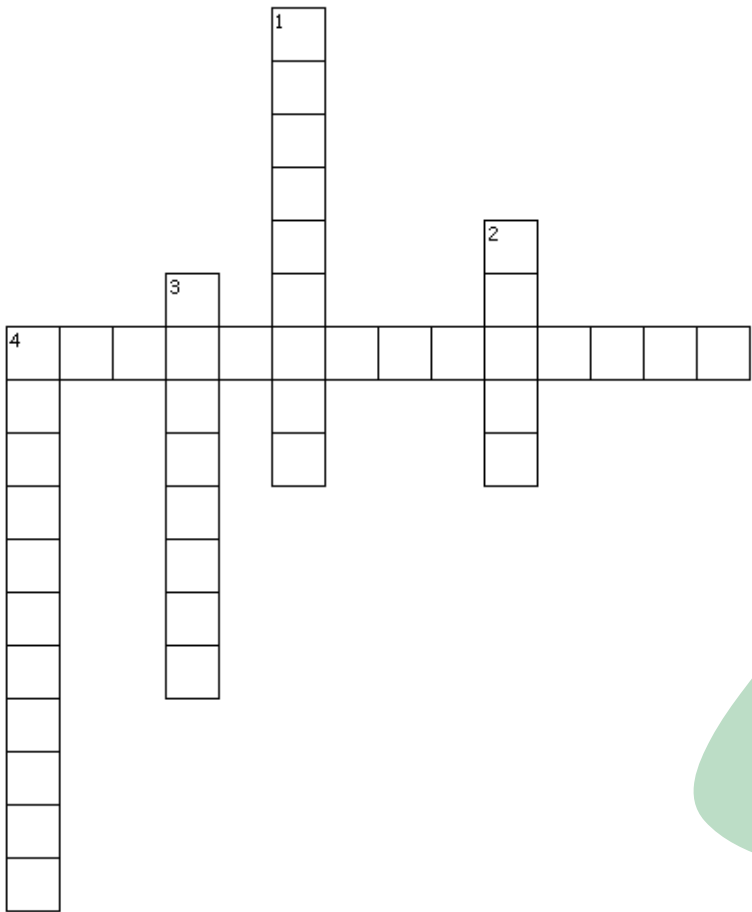
4. Service providers that that work with farmer organisations are able to reduce _____ costs (14 letters).

Down

Economic benefits of joining farmer organisations arise from the principle of 1. _____ (9 letters) of 2. _____ (5 letters).

3. Groups of farmer can negotiate better for _____ on goods and services. (8 letters)

4. This allows farmers in farmer organisations to come up with the necessary quantities of produce demanded by markets. (11 letters)



Total: 5 marks

Session 4.2 Political functions of farmer organisations

Activity 4.2 Individual activity: Political benefits of farmer organisations

Using the clues provided, look for the words hidden in the block. Circle them when you find them. (5)

1. An important political function provided by farmer organisations.
2. The act of publicly pleading for or supporting a cause or proposal.
3. The process of attempting to influence the actions, policies, or decisions of officials in a government.
4. Farmer organisations can help farmers to get _____ involved in influencing the formulation of agricultural programmes and policies.
5. Well managed farmer organisations can improve the _____ of governmental policymakers.

K O F H R S V Z I C P R T B R
K F N G C Z W X T J K W P O C
V G I O T P K I S D F E W B E
P L P E J N G V E G J U D Q O
K V L G A T W R C Q N O E N B
I Q O R H I J N R S T O J P Q
B A C C O U N T A B I L I T Y
A J J L F P K W V P M S H F L
E J N U H B K W X Z M G Z O W
R P R O A C T I V E L Y X W D
Q P I D Y X J R Q J P E Q P Z
N Y X Y O A Y I X C C M K E T
C E D H V V L O B B Y I N G Y
H R E P R E S E N T A T I O N
Z A D V O C A C Y K X N Z I F

Total: 5 marks

Session 4.3 Social functions of farmer organisations

Activity 4.3 Individual activity: Social benefits of farmer organisations

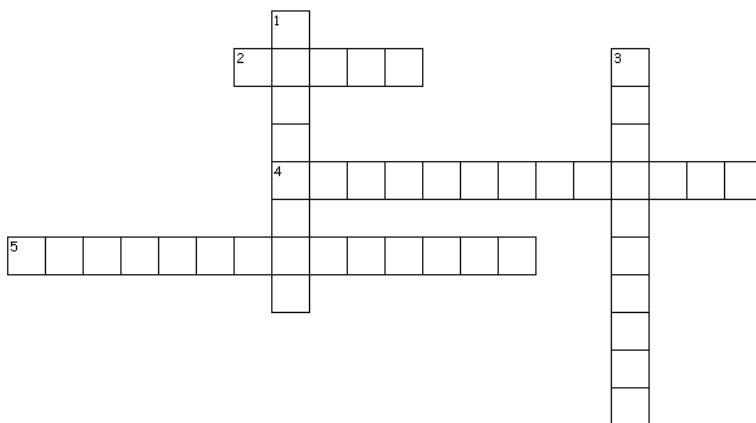
Using the clues provided below solve the crossword puzzle. (5)

Down

1. In societies with wide socioeconomic gaps, FOs can promote social _____ (8 letters)
3. The networks and relationships among people who live and work in a society that allows that society to function effectively. (10 letters)

Across

2. Marginalised members of the society. (5 letters)
4. The unity of a group of people based on common interests, objectives, and standards. (13 letters)
5. The ability to rise from a lower to a higher socioeconomic class or status. (14 letters)



Answer: (1 down) cohesion, (3 down) solidarity, (2 across) women, (4 across) social capital, (5 across) upward mobility.

Total: 5 marks

Session 4.4 Facilitating access to technology

Activity 4.4 Individual activity: Technological benefits of farmer organisations

Using the clues provided look for the words hidden in the block below. (5)

1. Farmer organisations are a reliable source of information on new technologies and _____ .
2. Farmer organisations to create partnerships between farmers and _____ .
3. Farmer organisations can provide farmers with the latest information and _____ technologies.
4. Technology can help small scale farmers to improve their _____ .
5. Farmer organisations are able to influence research _____ .

L J K M K R J D W Y T A G Z G
G J X R G T E W Z G P H C I C
M E B K I S V Y U V Q I M B W
U D X O K M W E F Y V V T T G
I L K I Z W Z V V Z R B I R X
T K R E S E A R C H E R S A N
W F P R O D U C T I V I T Y A
R B P K D C E T A G E N D A S
K Y U W I J L L S K N X T M J
W U H H Z J L N W U L U N L Q
A L I N N O V A T I O N S G B
R I F K E H E O A A U V K I H
A I C O M M U N I C A T I O N
X X P F H T D U L G N M Y W R
W E M M I N E Q N R K M B H V

Total: 5 marks

Activity 4.5 Individual activity: Functions of farmer organisations

Are there any FOs that operate within your area or do you feel there is a need for an FO in your community? If you did belong to an FO, think about what functions that organisation would need to fill within your community and answer the following questions.

- 1. What are some of the most important economic functions you feel that a farmer based organisation should provide its members?

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- 2. Discuss some of the ways you feel that farmer based organisations should participate in policy formation.

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3. Which social functions do you think farmer based organisation should provide their members and do you think that FOs are better positioned to perform these functions as opposed to other organisations or institutions (for example, NGOs)?

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4. How do you think farmer based organisations can help farmers to access agricultural innovations?

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Summative assessment

Answer the following questions in your own words. Write your answers in the spaces provided.

1. Define the following terms in relation to the study material. (4)

1.1 Social capital (2)

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1.2 Upward mobility (2)

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2. State whether the following statements are true or false. If the statement is false, give a reason for your answer. (4)

2.1 FOs gather and consolidate the opinions and concerns of scattered individual farmers and present them to agricultural policy makers (2)

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2.2 Farmer organisations do not have any influence in the direction of research agendas. (2)

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3. Explain what is meant by the term economies of scale. (2)

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4. Farmer organisations provide economic benefits to both farmers and service providers. Briefly discuss one economic benefit for farmers joining farmer organisations. (2)

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5. Briefly discuss one economic benefit for service providers working with farmer organisations. (2)

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6. Explain how FOs can potentially influence agricultural policy development. (4)

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7. In your own words, explain why it is better for FOs to be proactively involved in agricultural policy development initiatives. (3)

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8. Briefly discuss how FOs can empower women in the agricultural sector. (4)

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9. Briefly explain how FOs can help facilitate access to new agricultural technologies. (3)

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Total: 28 marks

Post-assessment

The Post-assessment is to be done once you have read through the module and completed all the activities. Compare your answers to those in the pre-assessment to identify where knowledge has been gained and where improvements can be made. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

| | Question | Self-assessment | | | | |
|---|--|-----------------|---|---|------|---|
| | | Low | | | High | |
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| 4 | I can identify factors from the outside environments that will affect the success of farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 5 | I am able to provide possible solutions to address challenges faced by farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 6 | I can explain how farmer representation will influence organisational sustainability. | 1 | 2 | 3 | 4 | 5 |
| 7 | I am aware of the importance of good corporate governance in farmer organisations. | 1 | 2 | 3 | 4 | 5 |

| Question | | Self-assessment | | | | |
|----------|--|-----------------|---|---|------|---|
| | | Low | | | High | |
| 8 | I can discuss the importance of financial stability for farmer organisations. | 1 | 2 | 3 | 4 | 5 |
| 9 | I can describe the major functions that farmer organisations offer their members and the agricultural sector. | 1 | 2 | 3 | 4 | 5 |
| 10 | I am aware of the role farmer organisations play in facilitating access to agricultural research and technology. | 1 | 2 | 3 | 4 | 5 |