



Food and Agriculture Organization
of the United Nations



Recommendations for Managing, Sustaining and Upscaling Contract Farming

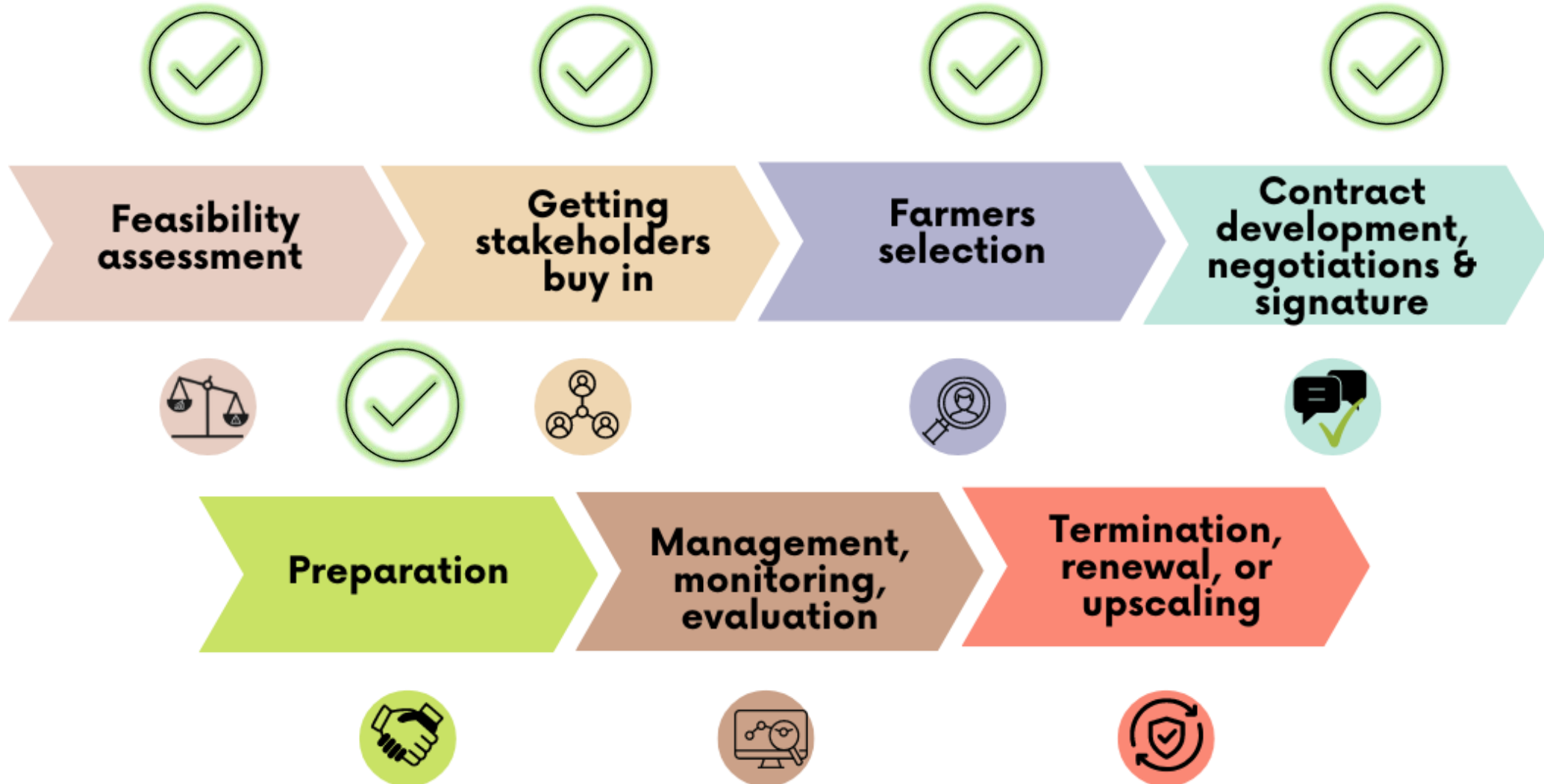
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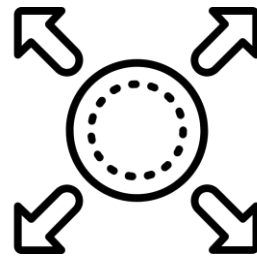
Contract farming general process



Content



- Recommendations for **managing and monitoring CF**
- Recommendations for **sustaining and upscaling CF**
- Recommendations for **the roles of producer organizations, public agencies and other facilitators**



Recommendations for managing and monitoring CF



- **Develop concrete and realizable work plans**
 - Use logical framework to guide the work plan for activities and outputs to achieve expected outcomes and impacts of the pilot CF;
 - Include, if relevant, production coordination, input provision, technology transfer, extension services, logistics, procurement, etc.;
 - Appraise human resources, hire as necessary committed professionals and/or engage lead farmers and producer organizations to manage CF;
 - Incorporate risk management: monitor and assess risks, adapt and adjust work plans as necessary, and evaluate outcomes.

Recommendations for managing and monitoring CF



- **Maintain transparency, regular communication, and close engagement**
 - Communicate regularly between parties to reduce misunderstanding and conflicts, build trust and effectively manage CF
 - Keep clear documentation and records by both parties
 - Report any issues in a timely manner
 - Focus on participatory and multistakeholder approach, engage communities, community leaders, and facilitators and promoters of CF

Recommendations for managing and monitoring CF

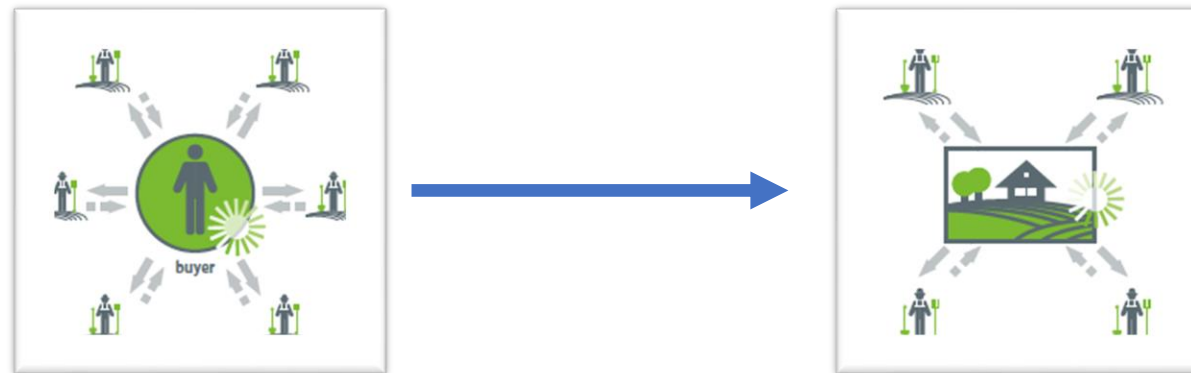


- **Get farmers organized and form farmers working groups for more efficient management of CF**
 - Farmers have collective power to negotiate and deal with issues and disputes;
 - Farmers can share information, knowledge and best practices, pool resources, skills and talents, and acquire productive resources collectively (e.g. bulk purchase of inputs, group lending);
 - It can be more efficient to communicate and manage CF with groups, easier to deliver training and technical support and provide inputs, and more effective to have lead farmers mentoring and training others.

Recommendations for sustaining and upscaling CF



- **Retain trained producers and collaborate with lead farmers**
 - Retain producers who have gained capacities through pilot CF, will require less guidance, and can share experience; avoid high turnover;
 - Work with lead farmers, encourage more to become lead farmers who can coordinate CF, train other farmers, and play a role in the nuclear estate model if relevant.



Recommendations for sustaining and upscaling CF



- **Devise and carry out evaluation and improve CF based on feedback and outcomes**
 - Evaluation is integral to CF management, needs to be incorporated from the beginning and throughout implementation, including data collection, reporting, feedback loop, etc.
 - Both process evaluation (e.g. activities, outputs, risks, feedback) and outcome/impact evaluation (e.g. profits, productivity, income) are recommended.
 - Evaluation helps better understand performance of the pilot, for buyers improve CF in the next phase including operational structures and management systems, and for farmers improve their capacities.

Recommendations for sustaining and upscaling CF



- **Multistakeholder engagement and collaboration is important for successful CF and building capacities for CF**
 - Identify and engage stakeholders (e.g. producer organizations, public and private service providers, government and development agencies) to support and promote CF (e.g. provide training, technical assistance, operational, financial, and legal services);
 - Share knowledge, experience, successes, lessons learned and best practices through multistakeholder platforms to build capacities for CF.

Recommendations for the roles of producer organizations, public agencies and other facilitators



- (More recommendations can be found in Preparation for CF pilot)
- Facilitators can help build capacities and linkages, support and promote CF;
- Facilitators, esp. the government can help create enabling environment for CF and play an important role in promoting inclusive and sustainable CF;
- Public agencies can support and strengthen producer organizations; as discussed, producer organizations can contribute to CF.

Recommendations for the roles of producer organizations, public agencies and other facilitators



- Facilitators may support CF implementation in, e.g. communication and engagement, training, extension services, dispute resolution, mediation, witnessing contract fulfillment esp. for informal agreements;
- Facilitators can promote sharing of experience, knowledge, skills, information, and resources;
- A clear exit strategy is important to avoid over-dependence on facilitators;
- Facilitators can support engagement and capacity development for a multitude of stakeholders for CF.



THANK YOU !

FAO Contract Farming Resource Center

Please visit CFRC for more information and resources on contract farming

www.fao.org/in-action/contract-farming

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