



Bringing Organisations & Network Development
to higher levels in the Farming sector in Europe



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programme under grant agreement N° 774208

SOURCE: FAO-UPADI GUIDE ON "ELABORATION D'UNE VISION COMMUNE POUR RENFORCER LA PERFORMANCE L'EQUITE ET LA GOUVERNANCE DE L'OP".

S 12: CONTINUOUS DIALOGUE BETWEEN/AMONG FARMER ORGANISATIONS AND GOVERNMENT CONCEPTS



Food and Agriculture Organization
of the United Nations

OBJECTIVES :

BY THE END OF THE SESSION PARTICIPANTS SHALL:

- **UNDERSTAND THE NATURE OF A CONSTRUCTIVE DIALOGUE**
- **IDENTIFY DIFFERENT FORMS OF DIALOGUE;**
- **REFLECT ON DETERMINANTS FOR SUCCESSFUL DIALOGUE**

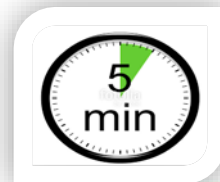
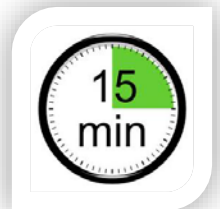
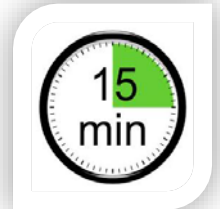
Exercise

- Form 4. groups and nominate a rapporteur
- Discuss within the group and respond to the following questions:

Q1: “What are the different ways Farmer Organizations dialogue among themselves and with the government?”

Q2: “What are the two criteria for recognizing good dialogue?”

- Summarize in a flipchart and be ready to share in plenary



WHAT IS DIALOGUE?

- A CONVERSATION OR A DISCUSSION BETWEEN TWO OR MORE PARTS, WHICH SHARE A COMMON WILL TO CHANGE A GIVEN SITUATION, AND IT LEADS TO AN AGREEMENT BETWEEN THE PARTIES.
- DIALOGUE IS AN OCCASION TO EXCHANGE INFORMATION, TO THINK ABOUT IMPORTANT MATTERS, TO ELABORATE A PROJECT OR A SERVICE TO PRODUCERS, ETC.



THE IMPORTANCE OF DIALOGUE BETWEEN FARMER ORGANISATIONS/ COOPS AND GOVERNMENT

JOINT CONSTRUCTION OF PUBLIC POLICIES

THIS SUPPOSES:

- A FAVOURABLE POLITICAL SYSTEM;
- THAT FARMER ORGANISATIONS HAVE LEGITIMACY; THIS DEPENDS ON THE WAY THEY REPRESENT THEIR MEMBERS;
- FARMER ORGANIZATIONS NEEDS CAPACITY TO PROPOSE SOLUTIONS, AND NOT ONLY TO POINT AT PROBLEMS.

WHO ARE THE PARTNERS FOR FARMER ORGANISATIONS?

- LOCAL, REGIONAL, NATIONAL OR INTERNATIONAL AUTHORITIES
- POLITICIANS AND OFFICERS

ASPECTS TO CONSIDER TO ELABORATE A DIALOGUE STRATEGY

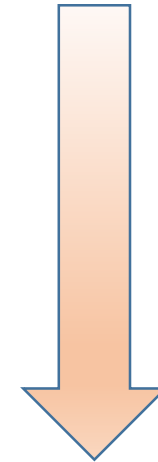


The social, political and economic context
Its political partners, allies and enemies
The internal context
The needs and interests of its members
Its vision and its mission

TYPOLOGIES OF DIALOGUE



Less
collaboration



More
collaboration

CLAIM/PROTEST

WHAT IT IS :

- THE DENUNCIATION OF A PROBLEM AND/OR THE CRITIC OF EXISTING PUBLIC POLICIES
- DEMANDS ARE POORLY STRUCTURED AND BASED ONLY ON THE INTERESTS OF MEMBERS
- NO PROOF THAT THE PROPOSITIONS ARE ACTUALLY FEASIBLE
- USE OF PRESSURE MEANS (DEMONSTRATION, PETITIONS, ETC.) AND OF COMMUNICATION STRATEGIES WHICH APPEAL TO EMOTIONS
- EXAMPLE OF THE HUMAN CHAIN...

CONTEXT :

- LOW INSTITUTIONAL CAPACITY
- EXASPERATION OF MEMBERS TOWARDS THE SITUATION
- STRONG MOBILISATION CAPACITY
- LOW HEARING FROM THE STATE
- NO ESTABLISHED DIALOGUE



ADVOCACY

WHAT IT IS :

- ANALYSIS OF THE PROBLEM AND OF ITS CAUSES.
- MORE PRECISE DEMANDS, BACKED BY STRONG ARGUMENTS.
- ATTEMPTS TO DEMONSTRATE THE FEASIBILITY OF THE PROPOSITIONS AND THEIR POSITIVE CONSEQUENCES FOR PUBLIC WELFARE. SEARCH FOR ALLIES.
- INCREASED USE OF THE OFFICIAL MEANS OF CONSULTATION OF THE CIVIL SOCIETY BY THE GOVERNMENT, WITHOUT EXCLUDING PRESSURE.
- COMMUNICATION STRATEGIES APPEALING TO RATIONALITY AND EMOTION.

CONTEXT :

- FARMER ORGANISATION HAVE THE NECESSARY HUMAN RESOURCES TO DEVELOP STRONG ARGUMENTS.
- FARMER ORGANISATIONS' LEADERS CAN CONTROL THEIR MEMBERS' ACTIONS.
- THE GOVERNMENT IS MORE OPEN TO DIALOGUE



NEGOTIATION

WHAT IT IS :

INTERACTION PROCESS BY WHICH **TWO OR MORE PARTIES IN A SITUATION OF TOTAL OR PARTIAL INTERDEPENDENCE**, SEEK TO **SOLVE** ONE OR MORE PROBLEMS, LEADING TO AN **AGREEMENT**

CONTEXT :

- SUPPOSES A NEGOTIATION POWER AND THUS THE RECOGNITION BY THE GOVERNMENT OF THE POLITICAL ROLE AND WEIGHT OF FARMER ORGANISATIONS.
- THIS POLITICAL WEIGHT DEPENDS ON FARMER ORGANISATIONS' REPRESENTATIVENESS, ON THEIR MOBILISING CAPACITY, ON THEIR CAPACITY TO INFLUENCE PUBLIC OPINION AND TO FORM ALLIANCES WITH OTHER ACTORS.
- THE GOVERNMENT IS OPEN TO NEGOTIATION.
- FARMER ORGANISATIONS HAVE A REAL CAPACITY TO PROPOSE SOLUTIONS
- FARMER ORGANISATIONS HAVE A CAPACITY TO EVALUATE COUNTER-PROPOSITIONS MADE BY THE GOVERNMENT
- FARMER ORGANISATIONS' MEMBERS TRUST THEIR LEADERS WHO NEGOTIATE IN THEIR NAME
- ENABLING POLICIES.



COOPERATION

WHAT IT IS :

- AN OPEN FORM OF DIALOGUE BETWEEN ONE OR MORE PARTIES, CENTRED ON COMMON MATTERS AND IMPLYING EXCHANGE OF INFORMATION.
- SOLUTIONS ARE ELABORATED JOINTLY IN SIGHT OF A CONSENSUAL AGREEMENT.
- PRINCIPLES AND MAIN RULES OF IMPLEMENTATION ARE ELABORATED JOINTLY.
- SOMETIMES IMPLEMENTATION MAY BE DONE JOINTLY.

CONTEXT :

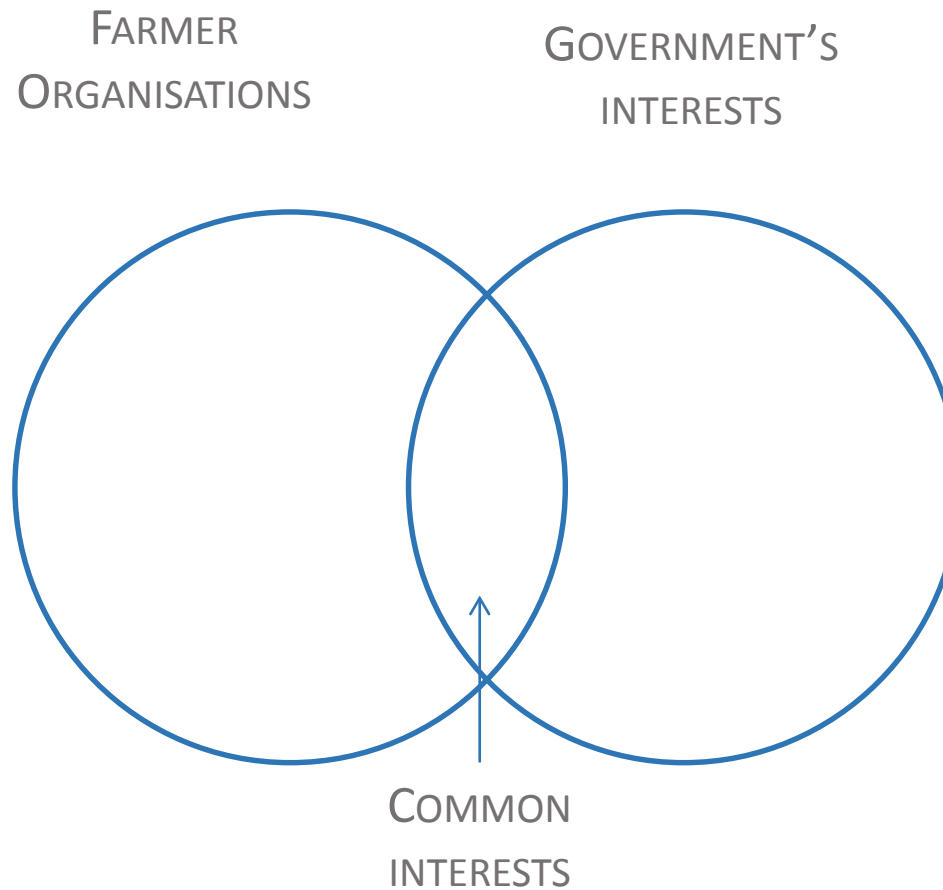
- SIMILAR TO NEGOTIATION BUT... MORE COMMON INTERESTS BETWEEN THE PARTIES, AT LEAST FOR THE CONCERNED MATTER,
- FARMER ORGANISATIONS AND THE GOVERNMENT TRUST EACH OTHER MORE.



PRINCIPLES FOR SUCCESSFUL DIALOGUE

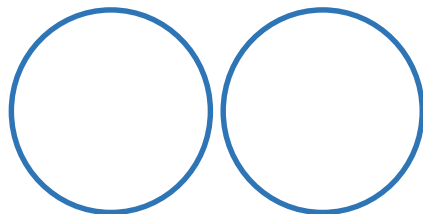
- MAKE CONCRETE PROPOSITIONS, NOT ONLY CRITICS;
- UNDERSTAND WHAT IS POSSIBLE AND ADJUST THE STRATEGY ACCORDINGLY;
- KNOW THE OBJECTIVES OF PUBLIC POLICIES AND WORK TOWARDS THEM;
- UNDERSTAND THE DECISION-MAKING PROCESS AND INTERVENE AS EARLY AS POSSIBLE
- KNOW WELL YOUR AUDIENCE, YOUR ALLIES AND YOUR ENEMIES.
- SACRIFICE, IF NEEDED, SHORT TERM INTEREST FOR LONG-TERM INTERESTS

NO DIALOGUE WITHOUT A COMMON GOAL

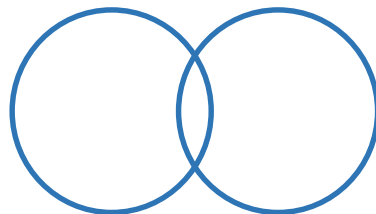


CHOICES OF DIFFERENT TYPES OF DIALOGUE

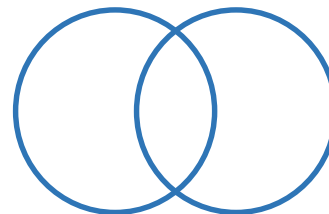
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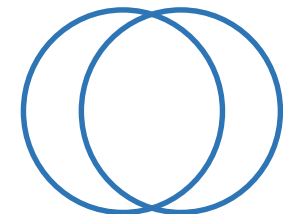
ADVOCATE



NEGOTIATE



COOPERATION



MECHANISMS ALLOWING A CONTINUOUS DIALOGUE BETWEEN FOS AND GOVERNMENT

- ❖ DISCUSSION TABLES GATHERING ALL THE ACTORS OF AGRICULTURE AND OF THE AGRO-INDUSTRY:
 - BY SECTOR
 - BY REGION
 - BY THEME OR MATTER

- ❖ TWO-PARTIES COMMITTEES GOVERNMENT-FO TO ADVANCE ON PRECISE SUBJECTS (FOR INSTANCE: MAPAQ-UPA COMITY ON COUNSELLING SERVICES IN QUEBEC)

- ❖ CONSULTATIVE MECHANISMS BEFORE THE ADOPTION OF LAWS OR POLICIES CONCERNING AGRICULTURE

- ❖ JOINT MANAGEMENT OF AGRICULTURAL SERVICES
EXAMPLE OF THE FINANCIÈRE AGRICOLE WHICH FINANCES AND PROVIDES AGRICULTURAL INSURANCE TO PRODUCERS.

DIFFERENT TYPES OF DIALOGUE CAN CO-EXIST

SINCE REALITY IS COMPLEX AND CANNOT ALWAYS ADAPT TO ONE OF THESE FOUR PURE MODELS IT EXISTS SEVERAL SLIGHTLY DIFFERENT VARIATIONS OF THESE FOUR TYPES.

DEPENDING ON WHAT IS AT STAKE, THE SAME FARMER ORGANISATION CAN BE AT THE SAME TIME IN AN ADVOCACY PROCESS AND IN A COOPERATION PROCESS WITH THE GOVERNMENT OR WITH OTHER ACTORS.



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