



# Assessment of the Colombian National Federation of Coffee Growers (FNC) Extension Service

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# Presentation Overview

- Context and objectives of the study
- Methods and analysis
  - Field Study: a participatory action research approach
  - External Research: identify best practices for successful extension models.
- What we learned from «Best Practices» research
  - Privately-led and public models of extension
- Recommendations from the field study to the FNC





# Context

- Coffee contributes 17% of the agricultural GDP in Colombia and is its most traditional farming activity
- 900,000 Hectares under cultivation in 17 states
  - Average size of farm is 1.6 Hectares (3.5 acres)
- 563,000 coffee farmer families composed of 2.2 million people
  - 25% of rural population and 33% of rural employment
- FNC includes 540,000 members and their Extension Service employs 1,400 agents and administrators.

# Purpose and Objectives

- FNC requested that MEAS provide an external assessment of FNC Extension Service from the perspective of its coffee farmer members and FNC extension agents
- Develop a partnership with FNC administration, its extension agents and the coffee growers to assess, analyze and make recommendations to strengthen FNC Extension and its 540,000 membership and the Federation as an organization.
- Encourage dialogue and participatory activities to develop consensus decision-making related to best practices of successful international extension models in coffee and cocoa sectors.



# Assessment Methods

- Human Action Model- a survey to diagnose the organizational elements of FNC Extension.
  - Administered electronically to 225 FNC extension agents prior to field study
- Field study over 3 weeks in six states with Focused Small Group Discussions with 54 FNC extension agents and 301 coffee growers
- Meetings with FNC central administration and research center leaders
- In depth-review of global private/public extension models





# Extension Model Review

- Private (for-profit and not-for-profit) models
  - What do private (for profit and not for profit) models of extension look like? How do they function?
  - Primary interviews with 14 extension providers working in 16 countries
- Public models
  - How is public extension undertaken in major coffee producing countries?
  - Brazil, Vietnam, Indonesia, Peru, Mexico, Honduras, Guatemala, Kenya, and Ethiopia.

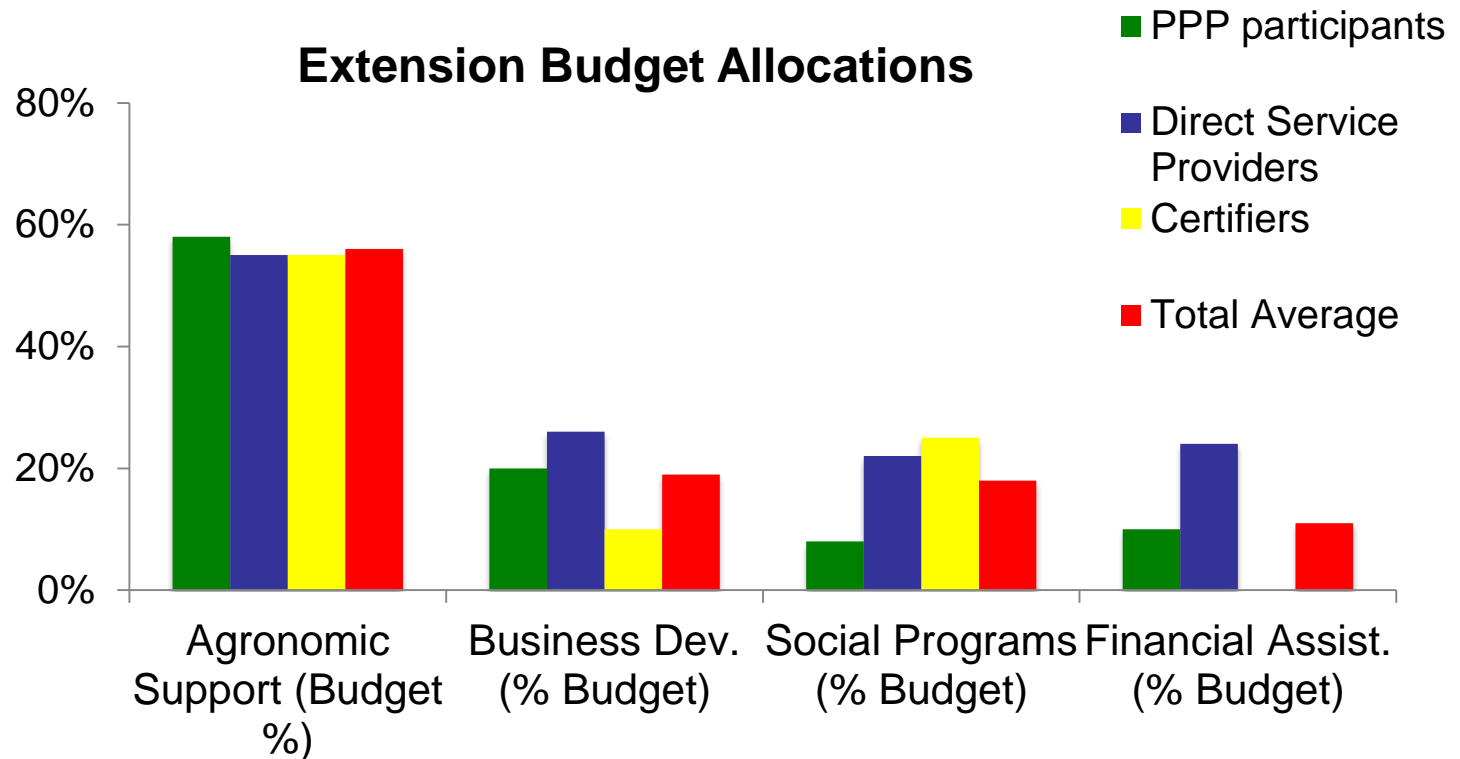


# 3 Generalized Models Pursued by Private Entities

	DIRECT EXTENSION	INDIRECT EXTENSION
TRADITIONAL APPROACH	<p><b>TYPE 1</b></p> <ul style="list-style-type: none"> <li>• Extension agents work daily with individual farmers and farmer groups -they are members of the organizational staff.</li> <li>• Extension agents directly train farmer groups.</li> <li>• Extension agents are primary points of contact for agronomy/business services</li> </ul>	<p><b>TYPE 3</b></p> <ul style="list-style-type: none"> <li>• Contract or work directly with direct extension providers (either TYPE 1 or TYPE 2) to implement most extension activities.</li> <li>• If the organization has extension staff, they are specialized, usually experts in a particular area or certification system who work together with traditional extension agent partners.</li> <li>• Integrate project/certification specific curriculum into farmer trainings.</li> </ul>
LEAD FARMER/TRAINER APPROACH	<p><b>TYPE 2</b></p> <ul style="list-style-type: none"> <li>• Extension agents focus on training individual farmer-leaders within the community. These individuals then take on responsibility to train specific farmer groups and organizations according to specific extension principles.</li> </ul> <p>These include:</p> <ul style="list-style-type: none"> <li>• Lead farmers</li> <li>• Farmer-trainers</li> <li>• Farmer-field school facilitators</li> <li>• Trained coop. agronomists</li> </ul>	



# Privately Led Models: Allocation of Extension Budgets



Greater organizational effort than budget in every case...



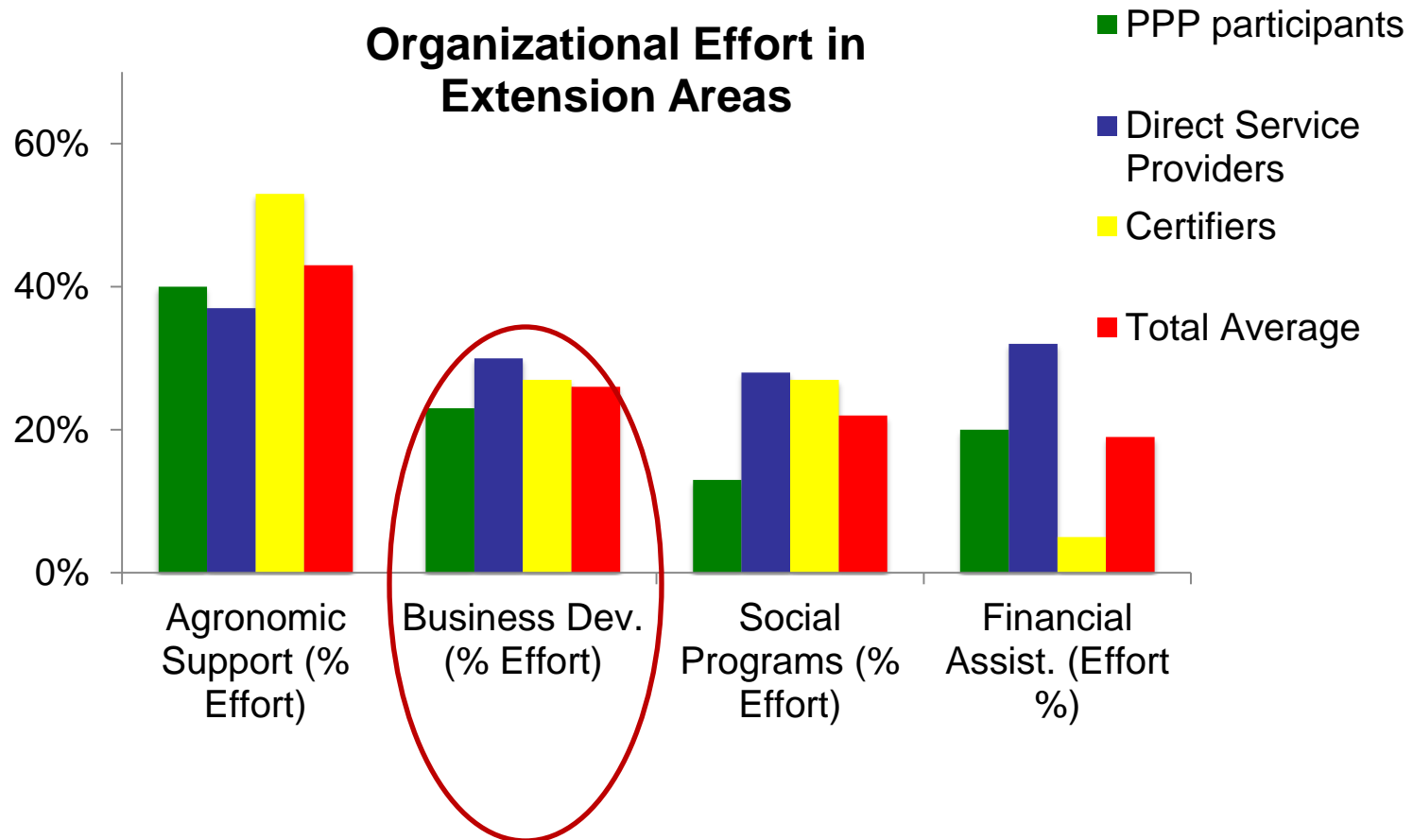
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# Privately Led Models: Allocation of Extension Effort



# Publically-led models: Key Findings

- 1) Government efforts make coffee an attractive and important research area and career path- depends on integration with research institutes and country universities.
  - Brazil, Indonesia
- 2) Countries are differentiating coffee production by targeting niche and specialty markets.
  - Peru , Honduras
- 3) Government support and reliance on private sector investment is happening globally.
  - Ethiopia, Kenya, Vietnam





# Key Lessons

- 1) Organizations are moving towards decentralized extension models.
- 2) Decentralized extension models are underpinned by strong monitoring and evaluation frameworks.
- 3) See it to believe it with your peer group: extension agencies report positive results from hands-on, group methods (farmer-field schools / demonstration plots).
- 4) Organizations are expanding coverage to include business development trainings in addition to agronomic assistance.



# Key Lessons (con't)

- 5) Organizations succeed when they align extension goals with end-markets and educate buyers about extension realities.
- 6) Flexible extension models are being created to better adapt to local context – strong breaking away from blind standardization across countries.
- 7) Everyone is racing towards technological advancement.
- 8) Partnerships with research organizations, universities, and other specialized service providers are growing in popularity and importance.



# Field Study Recommendations

- Flatten the administration toward a more decentralized FNC model in decision making
- Use more train the trainer, peer learning and certification programs to create expertise among community leaders and coffee farmers
- Develop specialized FNC extension agent teams and use the circuit rider approach of small multidisciplinary educator teams
- Encourage partnerships that target older owners of unproductive farms and coffee farmers without land.



# Field Study Recommendations cont.

- Strengthen the contribution of external funders and private multinational market partners that lead to sustainability
  - Resources to expand on its holistic approach to working with indigenous and post conflict relocated families
  - Continued expansion and support of greater participation of women and youth as producers and in FNC leadership roles (49% of producers are women)



# Field Study Recommendations cont.

- Greater use and expansion of mass media education and mobile technology tools
- Create more FNC/university partnerships related to extension graduate programs





THANK YOU FOR  
PARTICIPATING!  
Comments? Questions?

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