



PARTICIPATORY PROSPECTIVE ANALYSIS WORKSHOP REPORT ON PARTNERSHIP IN THE OIL PALM SECTOR



Ekondo Titi from 12th to 16th of May 2014 (CAMEROON)

By

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LIST OF ABBREVIATIONS AND ACRONYMS

CIFOR: Center for International Forestry Research

CIRAD: French Agricultural Research Centre for International Development

INRA:

IRD: French Institute for Development Research

GICAM: Cameroon Industrial Business Group

PAMOL: Pamol Plantations Limited

PPA: Participatory Prospective Analysis

SPOP:S

1. Introduction

1.1 Background

In West Africa, palm oil has a wide range of applications. It is employed in soups and sauces, for frying, and as an ingredient in doughs made from the various customary starch foods, such as cassava, rice, plantains, yams, or beans. It is also a condiment or flavoring for bland dishes such as *fufu* (cassava). A basic dish, "palm soup," employs the whole fruit. (Wonkyi Appiah, personal communication, 1993 cited by Kiple *et al*, 2000).

In the early nineteenth century, West African farmers began to supply a modest export trade, as well as producing palm oil for their own food needs. After 1900, European-run plantations were established in Central Africa and Southeast Asia, and the world trade in palm oil continued to grow slowly, reaching a level of 250,000 tonnes (metric tons) per annum by 1930(Kiple et al, 2000).

From 1919 due to the end of the First World War, German plantations in Cameroon were auctioned because of the change of guardianship, Cameroon becomes under French and British mandate. (Carrère, 2011). During this period, Unilever bought four plantations and obtained a concession of 10,000 ha in 1928 in the south-west to create PAMOL (Bakoume et al. 2002). After independence, the political will was to create smallholders farmers around industrial estates to contribute for poverty alleviation. Regarding PAMOL, she distributes seedlings across the neighboring villagers since 1968 to contribute directly to the development of village plantations, with a lightweight extension services (Bakoume et al. 2002).

In the early 90s, the Cameroon government decided to fix the price of Kg of FFB without perceptible reference and does not satisfy any category of actors (Hirsch, 2000). This measure contributes more to the disorganization of the sector, through the development of artisanal processing. In addition, new plantations are created by urban elites (civil servants, salaries, traders, etc...). They are motivated by regular and stable income generated by palm oil activity but also by land acquisition opportunities and the character placement considered (Hirsch, 2000).

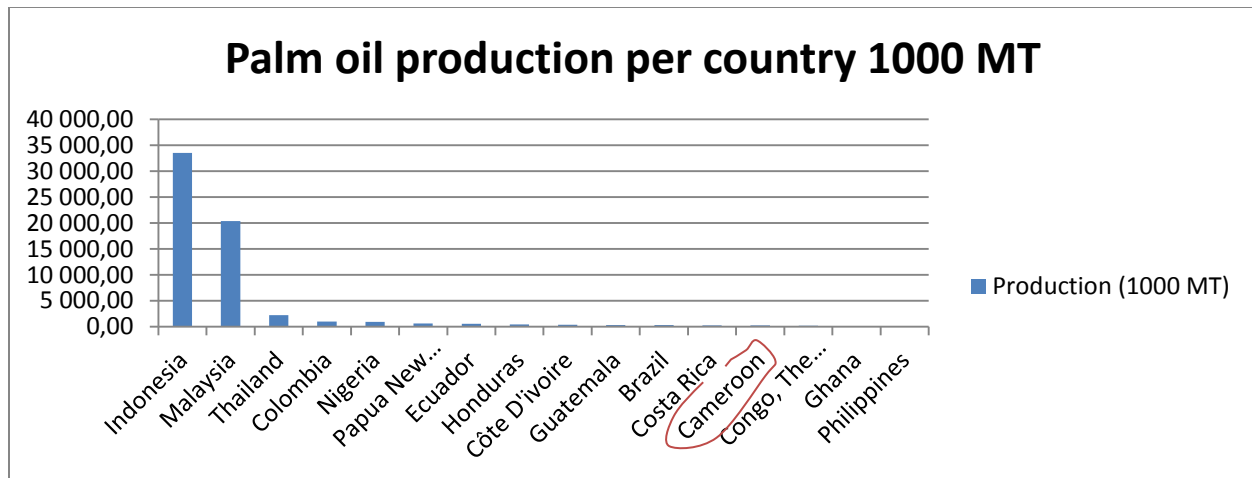


Figure1: palm oil production per country (source: indexmundi, 2014)

In 2010, Cameroon was occupying the 13th rank of crude palm oil production with about 270 000 tonnes (indexmundi, 2014). Nkongho et al (2014) distinguished keys actors in the production and processing of oil palm in Centre, littoral and south west region of Cameroon. In a social perspective, retired company workers, company workers, elites, natives' peoples and migrants are involved in the sector.

1.2 Problem statement

Through the Malaysian and Indonesian experience, oil palm can be seen as a catalyst of development (Rival and Levang, 2013). Malaysia, one of the largest palm oil producers in the world has 720,000 ha of palm and 112,635 landless families resettled by development programs (Ahmad Tarmizi 2009 cited by Teoh, 2010). In Cameroon, for an area of about 135,000 ha of oil palm and production of 215 000t of oil, the industry generates at least 65,000 of direct and indirect jobs with an annual turnover of 190 billion francs CFA. An annual increase of 10 000 ha of the area devoted to oil palm will permit the creation of approximately 5,000 jobs (Lebailly et al. 2009).

To fill the palm oil deficit projected at 200 000 tons by 2015, Cameroon government through the "Programme de Development des Palmeraies Villageoises (PDPV)", a program to foster smallholders plantations aims to increase the production of palm oil around 30 000 t per year (Ngom, 2010). However, environmental, social and economic controversies remain. In Cameroon, the forest covers about 41.7% of the land while permanent crops, pasture and arable land altogether occupy only 20.3% of the territory (FAOSTAT, 2014). This disparity between

forests and agricultural land suggests a strong pressure on forest ecosystems. Moreover, the lack of free and non-forested land in Southeast Asia fosters investors to prospect land in Africa (Feintrenie, 2012).

It seems appropriate to consider the sustainable development strategies of the palm oil sector in Cameroon. While agro-industries have more yields in terms of fruit and high rate of oil palm extraction, family farming is better in terms of job creation, poverty reduction and social justice (Rival and Levang, 2013). A formula for a win-win partnership between agribusinesses and smallholders for the development of the sector isn't possible? If so, what are the prerequisites to achieve a type of win-win partnership?

A prospective workshop based on a participatory approach was conducted to try address this issue from 12th to 16th of May 2014, in Ekondo Titi By one SPOP research team with various stakeholders involved in the palm oil sector across the Ndian division. **The thematic was about partnership between a union of smallholders and an agro-industry in Ndian division for the next 30 years.** The purpose of this report is to present the results of this workshop. The structure of the report follows the following general plan:

1. Presentation of workshop objectives
2. A description of the methodology used,
3. Presentation of results.

2. Objectives of the workshop

1. Identify factors that influence the success of partnership between Agro-industries and Planters;
2. Explore different alternative of partnerships between Agro-industries and the union of smallholders ;
3. Propose course of actions to achieve a success partnership.

3. Methodology

Prospective according to De Jouvenel (2002) invites us to consider the future as to build rather than something that has been already decided and for us to unravel the mystery. He added that the futurist without being naive to think that everything is possible should explore the range of

possible futures. The tool for data collection in this study is an adaptation of the Participatory Prospective Analysis (PPA) method. It was developed by Bourgeois et al, (2004).

3.1 Presentation of the PPA method

PPA method, applied to future exploration aims to broaden the scope of decision making tools. It is an adaptation of several methods combined in a comprehensive and operational framework. The PPA method philosophy is to generate predictive knowledge in a relatively short period of time (Bourgeois et al, 2004).

PPA method aims to integrate the knowledge of stakeholders on the exploration of the future in a comprehensive framework. Collective thinking is designed for equal expression and consideration of views of each participant. Interaction between participants leads to results. These results, produced through a consecutive sequences where the results of a first sequence are the inputs of the following sequence ensures consistency and realism (Bourgeois et al, 2004). the major steps of the PPA methods are as follows:

- 1 . Definition of the system and its variables;
- 2 . Analysis of mutual influences;
3. Selection of key variables;
4. Definition of the state of variables
5. choice of three weft;
- 7 . Scenarios description ;
- 8 . course of actions to attain the desired scenario.

3.2 The system and its variables

Discussions are introduced to highlight the limitations related to the topic firstly and secondly the temporal and spatial boundaries are clearly defined. After the system definition, the variables that influences the constitution of the system are identified. This step results in a consensus on the set of variables to consider. Thereafter, discussions on the relevance of each of the selected

variables permit a final selection of variables, a precise and concise definition is attached to each variable and saved for future discussions (Bourgeois et al, 2004).

3.3 The relationships between variables

The variables identified above may entertain relations of influence or dependence between them which can be direct or indirect. The relation of direct influence describes induced causal link from a variable to another. The relationship of direct dependence reflects the subordination of a variable to another one. The indirect influence is a case of transitivity where variable A influences variable B and variable B affects variable C. To conclude, variable A influences indirectly variable C. The total influence is the matrix product of the direct and indirect influences, and total dependence is the matrix product of direct and indirect dependencies.

Analysis of the links between variables is done through a gradient from 0 to 3 as follows :

0: no influence/ no dependence (which means there is no link)

1: low influence / low dependence

2: medium influence / medium dependence

3 great influence / dependence

In a matrix in prepared by Bourgeois *et al*, (2004) in Microsoft Excel, the secretary has to insert the list of variables and the various values assessing the level of influence or dependence between the variables. Matrices of indirect and total influence / dependence are calculated automatically. The analysis of influence/ dependence links helps to understand the role of each variable in the system (to what extent the variable affects the system? To what extent the variable is affected by the system? What is the classification variables according to their level of influence?) through the following indicators:

- The global influence: measures the effects of one variables on others
- The global dependence: measures the effects of other variables on one specific variable
- The overall strength of each variable: is the value used for ranking of variables and comparison between direct and indirect influences for instance.

- The weighted overall strength of each variable: combined indicator developed to establish a ranking of the variables calculation made to centre the distribution of the variables on one as the average value.

The following figure is displaying the variables in four quadrant, realised in the Excel spreadsheet designed by Bourgeois et al. (2004):

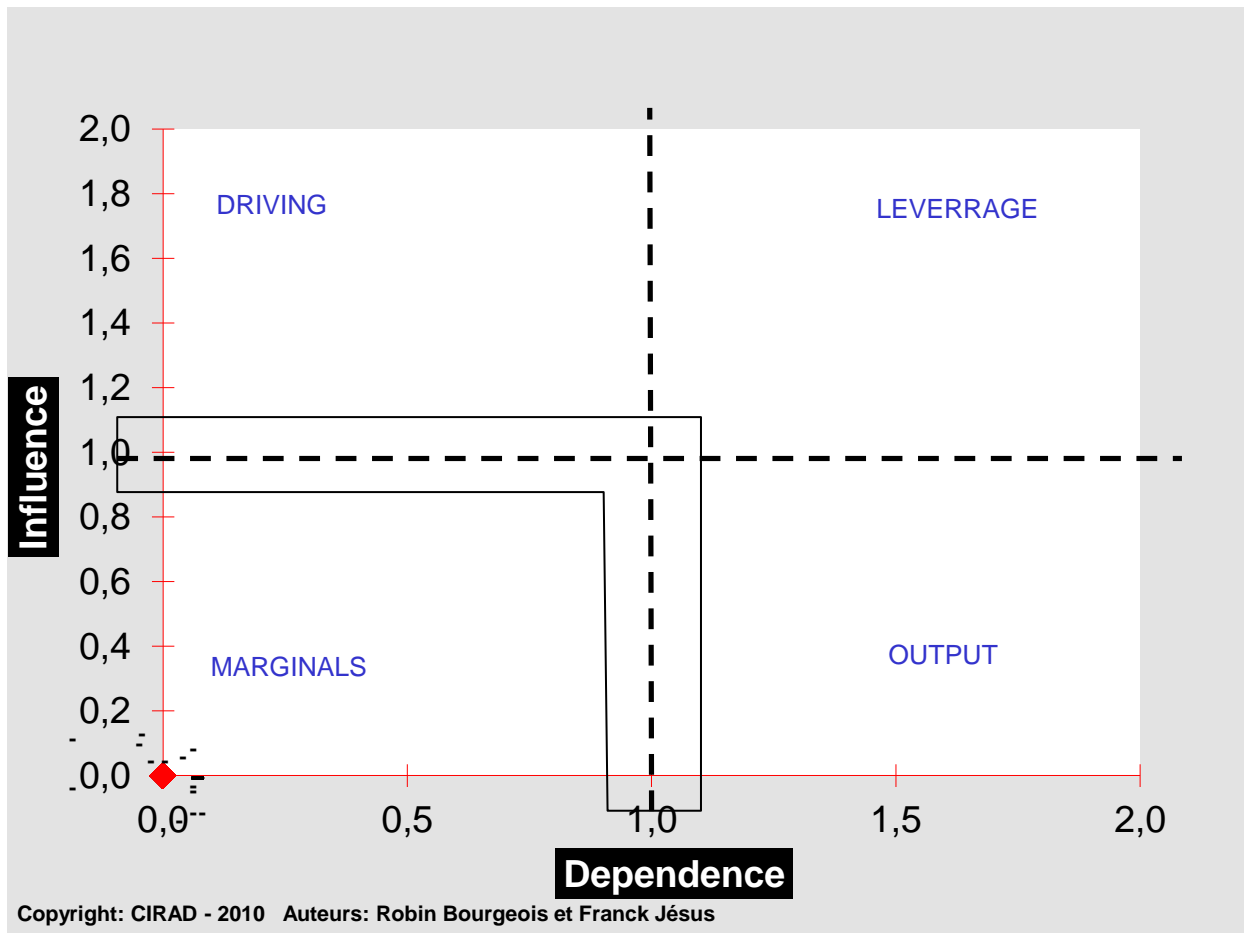


Figure 2: Overview of the importance of the variables direct and indirect influence

The graph of Figure 1 shows the distribution of variables into 4 groups: the driving variables, leverage variables, output variables and marginal. Driving variables have a strong influence and a weak dependence, thus, they are the key variables of the system. When the value of these variables changes, they changes several variables, the overall system. Leverage variables have a strong influence and a strong dependence hence are the centre of the system. They changes states or values when driving variables changes and system is changes. Product variables are highly dependent and slightly influential, they result from the actions of key variables. Finally, the

marginal variables are weakly influential and weakly dependent, their behavior can be dissociated from the system (independent).

3.4 The selection of key variables

The key variables are the driving variables. They are selected on the basis of their influence on other variables in the system and low dependence on other variables. The number of variable to select is between 3 to 8. The selection of many variables allows a thorough exploration of the future, but that would be cumbersome, while the selection of three variables does not allow wide exploration.

3.5 Definition of the variables state

The state of a variable is a value that the variable can take in the present time or in a possible future. It is not a measurement of a variable. It can be quantitative or qualitative. The following figure shows an example of the definition of the state of a variable:

variables	States of the variables		
A	A1	A2	A3
B	B1	B2	B3
C	C1	C2	C3

Figure 3: Presentation of possible states of the variables A, B and C (adapted from Bourgeois et al, 2004).

From the figure, the variable A may be in a state A1 or A2 as well as the variable C can be in a C1 or C3.

3.6 The deduction of scenarios

De Jouvenel (2002) considers a scenario as the progressive temporal exploration of a dynamic and changing situation of the horizon of study previously defined, and the image that follows. Regarding PPA method, a scenario is obtained after combining states of different variables. The black arrows indicate, for example the frame ideal scenario, while the red arrows indicate the frame scenario rejected.

variables	States of the variables		
A	A1	A2	A3
B	B1	B2	B3
C	C1	C2	C3
D	D1	D2	D3

Figure 4: construction of scenarios through a combination of variables state (adapted from Bourgeois et al, 2004).

Figures 4 and 5 highlight the statements of key variables used to construct frames of ideal and rejected scenarios.

variables	States of variables		
A	A1		
B		B2	
C		C2	
D			D3

Figure 4: Frame of ideal scenario obtained through the combination of states variables (adapted from Bourgeois et al, 2004).

variables	States of variables		
A	A1		
B	B1		
C			C3
D			D3

Figure 5: Frame of ideal scenario obtained through the combination of states variables (adapted from Bourgeois et al, 2004).

Propositions to achieve the desired scenario.

At this stage participants are asked to make proposals to achieve the ideal scenario and avoid the negative one. It is for them to find options to take, analyze the strategies to be adopted, the advantages and disadvantages of each proposal. They are required to clearly state how does a proposal could be implemented. (Bourgeois et al, 2004).

this part of prospective analysis as the moment for stakeholders to take to find options to take, analyze the strategies to be adopted, the advantages and disadvantages.(Bourgeois et al, 2004)

3.7 Choice of the participants

Ekondo Titi site was selected for holding the workshop as the continuation of SPOP research project. Through the research project, previous studies were conducted by Nkongho et al from 2012 on diagnosis of the palm oil industry. The diagnostic studies provided information on the type of private farmers, production constraints, the incentives for small-scale transformation and also agro-industrial companies. The survey areas were selected according to the intervention of FONADER through agribusiness companies since the 70s (Nkongho et al (2014). The information collected in the diagnosis helped to have a picture of the sector. Organizing a participatory workshop with different categories of actors is a continuation in the research project. To facilitate the invitation of participants, an exploratory field work during the month of april 2014 permits to invites 12 participants as indicated in the PPA method. A concern for representativeness led us to invite members of producer organizations, actors involved in industrial and artisanal processing, planters and agricultural state civil servant as summarized in table 1 below:

Type of actor	Function in oil palm sector	Males participants	Female participant
opportunistic Planters, cope with market laws	Production of FFB and marketing or Production of FFB, processing of oil and marketing	2	
Planters more engaged in artisanal milling	Production of FFB, processing of oil and marketing	2	1
Planters exclusively dealing with PAMOL	Production of FFB and marketing	2	
Intermédiaires	Artisanal milling		1
Representative of the Cameroon government	Subdivisional delegate for N dian division or his/her representative		1
Representative of PAMOL	Production of FFB on 9000 hectares, buying FFB to planters, industrial processing and marketing	3	
Total		9	3

A set of criteria were used to select participants based on the objectives of our study. The unit of analysis used was "the owners of oil palm plantations." Other criteria were chosen to invite participants:

1. The planting surface with representation of different categories of farmers (urban investors, family farmers, rural investors)
2. Consideration of gender issues (male and female participants),
3. Planters who owns artisanal mills and those who do not have,
4. Representation of viable producers organizations,
5. origins of participants
- 6 The professional status. retired agribusiness companies Staff. This criterion allows both to have the opinions of people who worked as an executive in the company and currently own plantations and face the difficulties of family plantations.

In addition to farmers, the State was represented by the subdivisional Delegate for MINADER Representatives of PAMOL were also invited.

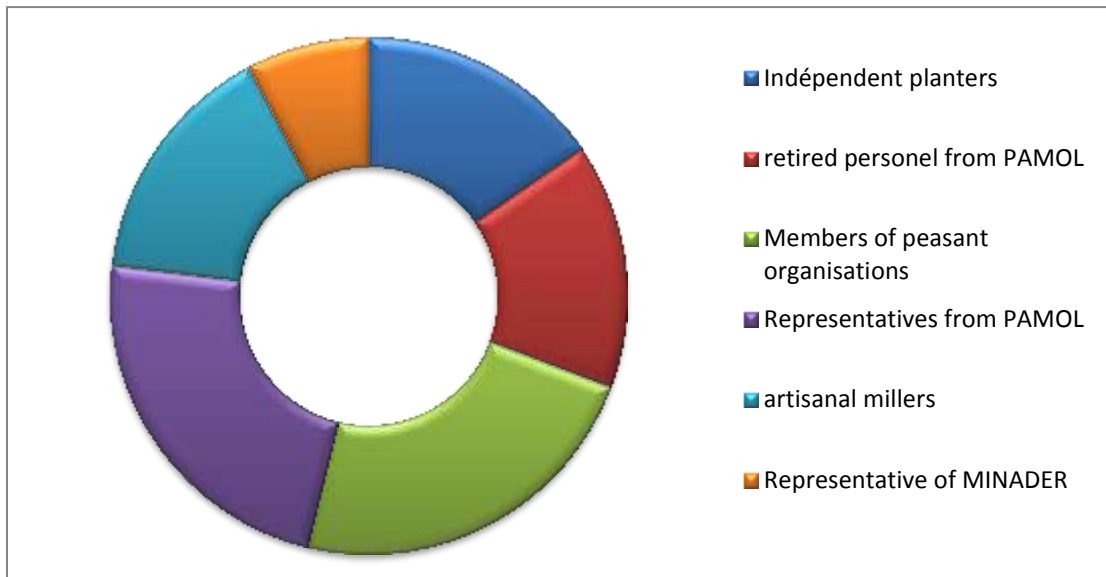


Figure 5: differentiation of stakeholders invited for the workshop

4. Results

4.1 System defined

The system is partnership between a union of smallholders and an agro-industry in Ndian division (Ekondo Titi and Mundemba subdivisions are represented) for the next 30 years.

4.2 Variables identified and their definition

Through an individual brainstorming, the participants were asked to specify what they think will weakening or strengthening the partnership between the union of smallholder and an agro-industrial company. Therefore, 35 variables were listed and after discussion and synthesis, the following variables were considered. Another session of discussion helps to clearly define the sense of each variable.



Table1: variables retained and their consensual definition

1. Trust	the level of confidence between the two partners
2. Access to technical capacity building	Management and maintenance of the plantation, training on plantation practices/ production.
3. Access to managerial capacity building	Training on financial management, business management, human resources, cooperative dynamism...
4. Access to good quality seedlings	high quality seedlings(with high yield potentials, resistance) of true quality for smallholders,
5. Access to farm inputs	Fertilizers, pesticides, herbicides, equipment, etc. / availability, affordability and knowledge are some barriers from farmers to access to farm inputs.
6. Access to credit	short term loans for maintenance and long term loans for investment/ loans conditions from benefit a loan
7. FFB transportation modalities	from farm to mill, by who, the cost per Km, per tons of FFB, the nature of transport, vehicles, frequency
8. Quality of the Road	roads from main road to farms, bridges
9. Density of the road network	Connection of farm roads to main roads building near (near plantations) and bridges.
10. Mill Location	location in regard to smallholder plantations
11. Mill capacity	Maximum tonnage of FFB processed per day, per hour
12. Modalities of FFB price setting	Negotiations of the price of FFB at mill gate (does not include transportation costs).
13. Teft control	theft of FFB's smallholders and PAMOL plantations
14. Monitoring and evaluation of the partnership	control that the terms of the contracts are respected by both parties
15. Terms of the contract (contracts, legalisations)	details and understanding of the obligations of each party by each partners
16. Transparency	communication and access to data regarding smallholder's activity explanations on decisions regarding smallholders activities
17. Shareholding involvement (company, cooperatives, etc...) /	open access to company shares to cooperatives /the union being a share holder of the agroindustry, / (shares within the cooperative)

shareholding of the company	
18. Public policy on land acquisition	land allocation to oil palm plantations , priority given to marginalized groups(women, young and poor peoples)
19. Labor force Availability	Number of workers to work in smallholders and industry plantations. (Due to other some opportunities for self-employment bike, call box, etc...) Perspectives....mechanization but very difficult.

4.3 Mutual influence / dependence analysis

After the brainstorming on the variables, an assessment of the mutual influence/ dependence analysis has been done. It consists of making two columns of the variables separated by a blank paper on the conference room wall. The facilitator by moderating the discussion process materializes an influence or dependence relation if it exists between a variable in the first column and the set of variables in the other column. After some discussions within the participants, the influence/dependence link is valued according to the strength of this link as shown in the picture below:



**Picture: mutual influence / dependence analysis of variables
(Source: picture Feintrenie, 2014)**



The whole process of influence and dependence analysis results on the distribution of the variables among four categories as shown in figure 8 below:

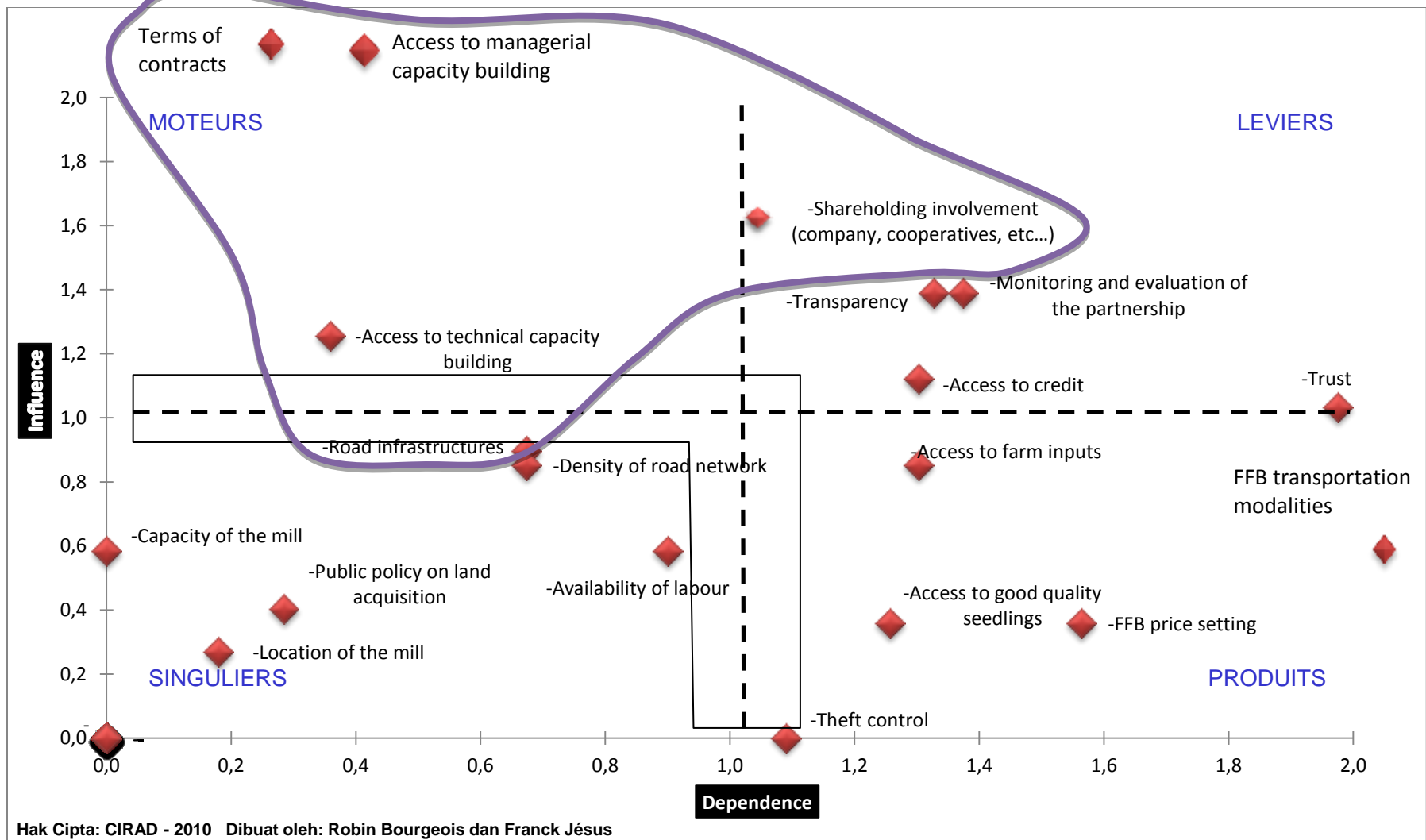


Figure 8: overview of the Importance of the different variables (direct and indirect influences)

The figure 8 is showing the function of each variable within the system. This distribution is depending on the system previously defined. Such a variable like availability of labour force could be a driving variable in a system concerning rural exodus for example. According to this graph, the key variables are (see the highlighted area):

1. Terms of the contract;
2. Access to managerial capacity building;
3. Access to technical capacity building;
4. Road quality;
5. Condition of shareholding.

The leverage variables:

1. Access to credit;
2. Transparency;
3. Trust;
4. Monitoring and evaluation of the partnership;

The output variables are:

1. Access to farm inputs;
2. Theft control;
3. Access to good quality seedlings;
4. FFB transportation modalities;
5. Modalities of FFB price setting.

The marginal variables are:

1. Mill location;
2. Mill capacity;
3. Labor force availability;
4. Public policy on land acquisition;
5. Density of road network.

Another way to present the role of the variables within the system is by showing the interactions that is occurring between the variables as in figure below:

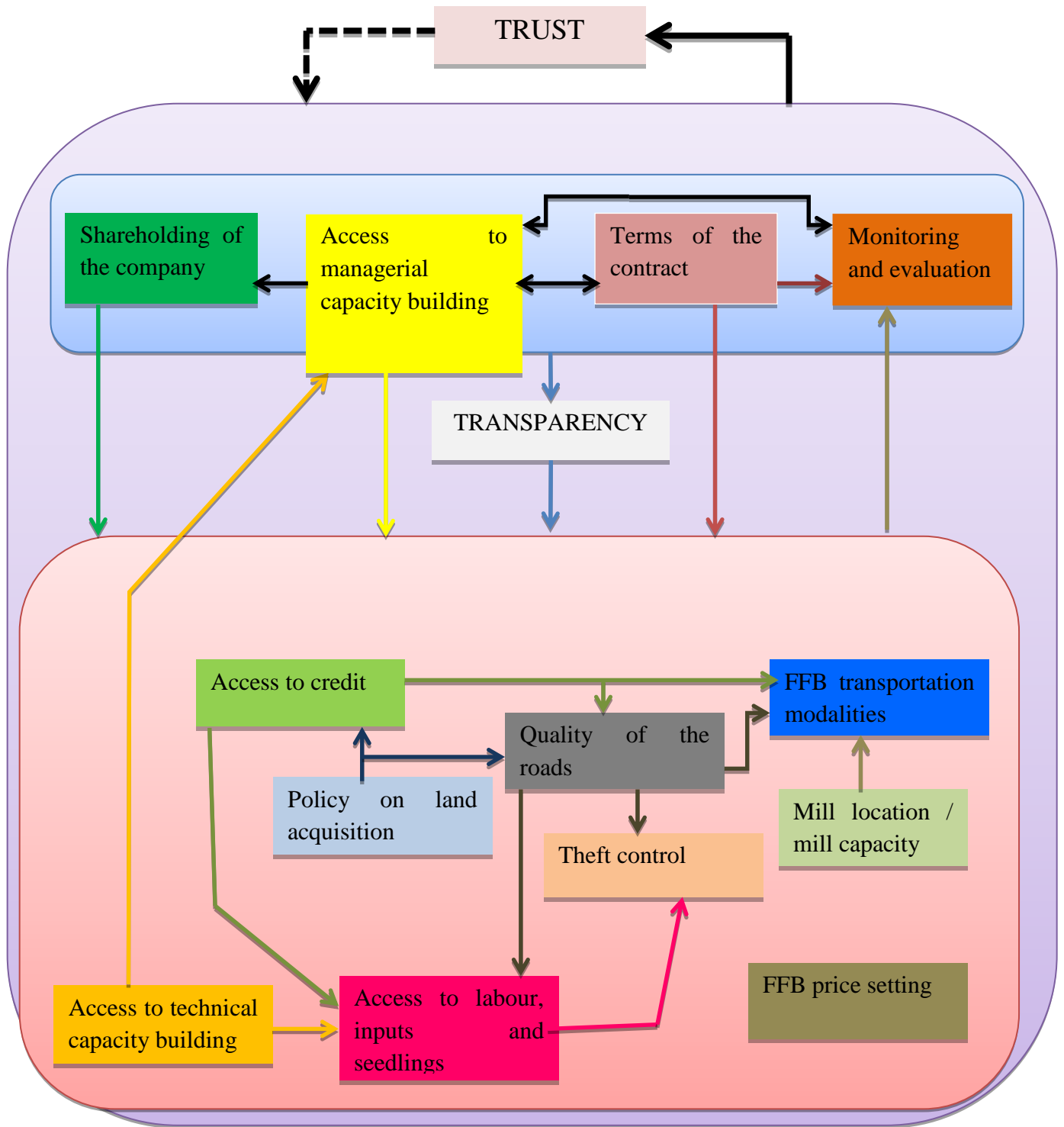


Figure 9: Links between variables constituting the system

Figure 9 shows interactions between variables. It is constituted of whole system and sub-systems. Some key variables (shareholding of the company, terms of the contract, access to managerial capacity building, transparency) influences the set of variables represented in another square which most of them appear in the figure in the output variables quadrant. The variable trust is highly dependent of the whole set of variables and may influence the system. Access to technical capacity building indirectly has a great influence because of its influence on access to managerial capacity building.

4.5 States of the key variables

The different states of the key variables have been identified through individual propositions by writing the states of the variables on cards. After this, these states have been summarized during group discussions as follows:

Table 2: key variables's states

Variables	State of the variable			
Road quality	No extension, low maintenance.	Extension, good maintenance, upgrading of farm roads.	No extension, no improvement, but maintenance by communities.	Partial maintenance by smallholders and the industry, shared costs
Access to managerial capacity building.	Good access o managerial capacity building with support of the company and others (NGOs, MINADER, etc.)	No support for managerial capacity building	Partial access to managerial capacity building once in a while	Managerial capacity building provided by the oil palm industry
Access to technical capacity building	Partial access to technical capacity building once in a while	Full access to technical capacity building with strong support from the company	No support for technical capacity building, no training	Partial access to technical capacity building, poor support of the company
Terms of the contract.	Partnership between an agro-industry and the union of smallholders based on a contract with partial information on the obligation of each party	Partnership between an agro-industry and the union of smallholders based on terms of contracts defined by the company, unilateral	Partnership between an agro-industry and the union of smallholders based on a detailed contract, obligation of each party clearly stated and agreed upon	No contract
Condition of	Unlimited shares	Unlimited shares	No possibility of	Limited

shareholding involvement	of the company are made available to cooperatives of smallholders	by smallholders on individuals	shareholding of the company by smallholders	shareholding of the company is accessible to the cooperatives of smallholders
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4.6 Combining states

In this stage, the group of participants was invited to imagine three situations of the partnership in the future. The discussions lead to the selection of these following scenarios:

“The worst situation scenario”

Table 3: variable’s states in “The worst situation scenario”

Variables	State of the variable			
Road quality	No extension, low maintenance.	.		
Access to managerial capacity building.		No support for managerial capacity building		
Access to technical capacity building			No support for technical capacity building, no training	
Terms of the contract.		Partnership between an agro-industry and the union of smallholders based on terms of contracts defined by the company, unilateral		
Condition of shareholding involvement			No possibility of shareholding of the company by smallholders	

“Business as usual scenario”

Table 3: variable’s states in “Business as usual scenario”

Variables	State of the variable
------------------	------------------------------

Road quality				Partial maintenance by smallholders and the industry, shared costs
Access to managerial capacity building.			Partial access to managerial capacity building once in a while	
Access to technical capacity building				Partial access to technical capacity building, poor support of the company
Terms of the contract.	Partnership between an agro-industry and the union of smallholders based on a contract with partial information on the obligation of each party			
Condition of shareholding involvement	Unlimited shares of the company are made available to cooperatives of smallholders			

“All is well scenario”

Table 4: variable’s states in “All is well scenario”

Variables	State of the variable			
Road quality		Extension, good maintenance, upgrading of farm roads.		
Access to managerial capacity building.	Good access o managerial capacity building with support of the company and others (NGOs, MINADER, etc.)			
Access to technical capacity		Full access to technical capacity building with		

building		strong support from the company		
Terms of the contract.			Partnership between an agro-industry and the union of smallholders based on a detailed contract, obligation of each party clearly stated and agreed upon	
Condition of shareholding involvement				Limited shareholding of the company is accessible to the cooperatives of smallholders

4.7 Scenarios description

The process of scenario description has been done by dividing participants into three groups. Each group presented a scenario followed by group discussions.



“The worst situation scenario”

In the short run, the terms of the contracts defined by the company will lead to favour the company in terms of modalities of FFB transportation, payments, price setting, etc. this situation coupled with no possibility of shareholding of the company foster the diversion of cooperatives toward artisanal mills, therefore the industrial mill loose possible supply of FFB and a climate of competition will prevail. The lack of managerial capacity building is weakening cooperatives; as a consequence they are poor managed with no mastery of book keeping. In the same perspective, no support for technical capacity building results in bad adoption of good agronomic practices, waste in input usage as fertilizers. The waste of FFB bunches is partly due to low maintenance of road network with no extension. Low maintenance of quality network yields in higher cost of transport, poor supply of FFB to the industrial mill.

In the medium term, lack of transparency is the main impact of the unilateral definition of the terms of the contracts. In addition, as collateral of the competition between industrial and artisanal mills, support for the company to access credit become scarce. Smallholders withdraw themselves from cooperatives characterized by no transparency and no trust. Poor technical assistance justifies the low yield of the plantations and the drop of financial return. FFB Theft generalizes to all plantations and reduces plantation's revenue.

In the long term, mistrust and eventual collapse of the partnership occurs. Oil palm cultivation becomes difficult and no partnership exists between agro-industry and smallholders and even among smallholders themselves. Smallholders, without finance for replanting their plantations are looking for other business ventures, abandoning their plantations. Some social crisis occur such as the over generalization of theft.

“Business as usual scenario”

In the short run, (from 0 to 5 years) difficulties of FFB transportation increases theft and the deterioration of their quality. Inadequate management skills, poor record keeping, lack of transparency is a driver for the withdrawal of cooperative members. Lack of technical assistance results in low yield per hectare. FFB theft is increasing while artisanal milling development occurs.

In the medium term, some unions of smallholders exist on papers, but are not viable. There is no understanding and poor communication between agro-industry and cooperatives, the supply of

FFB to the industrial mill is low. Cases of Theft are increasing, while yield per hectare is dropping. Progressively, farms are abandoned.

In the long term, the relationship between the agro-industry and the scattered unions of smallholders is not more a friendly partnership but a conflicting one, where transparency and trust are lost. The abandonment of plantations leads to the underutilization of oil palm mills.

“All is well scenario”

In the short run, access to shareholding of the company guarantees the supply of FFB by smallholders and purchase by agro-industry at a negotiated price. Regular monitoring and evaluation sustain the partnership. Progressively, the improvement in the density of road network and its maintenance assure access to smallholders farms. The strength of the partnership facilitates access of smallholders to fertilizers, good planting material and other inputs.

In the medium term, regular monitoring and evaluation increases the level of transparency between all the stakeholders and promote trust instalment. Good access to managerial capacity building may improve on cooperative records keeping and may have a positive outcome in their partnership with agro-industries. Decision making process is done jointly by the union of smallholders and the agri-business company.

In the long term, farmers will benefit from increased income, which will lead to extension of their plantations and a shift in land acquisition policy of the state to favour the easy access to land. It will further encourage trust among partners since company and agro)industries will benefit from steadily and guaranteed supply of FFB in a relationship that can be considered a win-win affair.

4.8 Strategic actions for policy



The cooperative that seek to work with the agro-industry must be duly registered in accordance with the laws of the state, should have a registered office and well located. The cooperative should have several years of existence (at least 5) and must have a good reputation within the area of its activities. To ensure a good relationship between the agro-industry and the cooperatives, and to ensure the effective payment of dividend to members who own shares in the company, some internal actions should be taken within the cooperative. These are:

1. Members must abide to the rules and regulations of the cooperative;
2. Members should pay their cooperative dues;
3. Acquisition of additional shares within the cooperative by its members (which is not compulsory) to enable the realization of projects by the cooperative;
4. Keeping of record should be assigned to executive members (general secretary, treasurer, auditors, financial secretary) and they should let the record accessible to all cooperative members;
5. The executive committee should provide financial reports round year and they should be assisted in their task by an elected supervisory committee;
6. External auditors should be hired to investigate the functioning of the cooperative;
7. Monitoring and execution of cooperative activities should be done by zonal coordinators;
8. The key actors of the cooperative should be available in event of any emergency that may arise.

9. A memorandum of understanding is the framework to formulate the obligation of members, obligation of managers, organization and monitoring and also the common vision, the objectives.

The terms of the contract should specify the duration of the contract, name of partners, purpose of the contract and considered clauses, obligation of both parties and joint decision as follows:

Table: Example of obligations of a union of smallholders and an agri-business company in a contract

Obligation of parties	
Union of smallholders	Agro-industrial company
1. Compulsory supply of FFB to the mill	1. Purchase of FFB on agreed price
2. Meet production target	2. Make weekly payment
3. Keep record on production, finance, marketing and inputs	3. Transport smallholding harvest
4. Agree to send members for capacity building programs	4. Agree to support training of smallholders
5. Compulsory dissemination of information to its members	5. Supply of inputs
6. Report on harvesting days of individual tonnage	6. Support road maintenance programs

Joint decision between of a union of smallholders and an agri-business company in a case of a contract:

Penalties should be payed by both parties in case of non-respect of the terms of the contracts, such as the supply of low quality FFB by the union of smallholders;

Zonal quarterly and annual general joint meeting organization

Review, monitoring and evaluation of the partnership through exchange of monthly and quarterly progress report so as to enable both parties to understand their problems and act on them appropriately.

Some cooperative leaders must be involved in the agro-industry and a liaison officer from the union of smallholder should assist to the board of directors meeting and the agro-industry should have also a liaison officer within the union of smallholders.

Conflict management has to be done progressively before to reach the law court; arbitration of the partnership is done by the GICAM

5. Conclusion

A formula for win-win partnership between agribusiness and family farms for the development of the oil palm sector would not it be fostered? This was the concern of this report. Terms of the contract were the most influential variable for the system. Shareholding involvement of the company appears as a catalyst of strengthening the partnership while transparency influences trust. A positive state of the variable “trust” appears as a precondition for a model of win-win partnership. Effective mechanisms for monitoring and evaluation of such a partnership would allow for expansion of the sector in the Ndian division.

Participants appreciated the participatory and interactive process, each of them testifies that they could express themselves sufficiently and their views were considered. They felt the theme treated matched to the needs of the hour. Nevertheless, 17 % of participants estimated the variable’s state definition and combination sequence doesn’t match their expectations.

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ANNEX

List of participants

INVITED PARTICIPANTS	FUNCTION	CONTACTS
1. Ms Lobe Ziporah	Extension worker for Minader Ekondo Titi sub-division	79 67 27 84
3. Ms Judith BI DJAM	Independant planter, manages plantations, and an artisanal mill	73 22 78 33
4. Ms Bibiana	Independent planter and member of a cooperative for palm oil commercialization	70 03 36 33
5. Mr AGBORTOKO BAIYE	Plantations Field Manager, PAMOL	77 94 27 60
6. Mr ASONG Patrick	Lobe Estate Manager, PAMOL	78 59 08 11
7. Mr OJONG ENOW Elvis	Smallholding overseer	74 22 84 75
8. Mr N'DOMBE Arthur	Senior Supervisor	78 05 33 52
9. Mr METUGE MESUMGBE Alfred	Independent planter, member of peasant organization, and retired smallholder manager for Pamol	76 56 04 68 / 90 86 42 74
10. Mr OFFIONG AYUK	Independant planter, owns an artisanal mill, and retired estate manager for Pamol	77 26 49 96
11. Mr MASSANGO Gabriel	President of CAMPERS CIG in Mundemba, independent planter, and retired smallholder oversear with Pamol	94 49 15 46
12. Mr MOSAMAI Roger	President/Secretary general of SEKEKE cooperative in Mundemba, independent planter	77 13 23 82 / 77 20 66 65
13. Mr TABE Thaddeus. Ashu	Independent planter and member of a cooperative for the commercialization of palm oil	72 62 41 44

Participants' identification PPA workshop

All informations that you will provide in this questionnaire will remain confidential and will only be used in the case of this study

Research site:..... N°

A. IDENTIFICATION

1. Participant Name.....Phone Num:.....
2. Gender: Male Female
3. Age.....
4. Level of study :
Primary Secondary University Other (practical learning or other).....
5. Marital status married Single widow (er) divorced (e)
6. Employment status (active , retired, farmer)
7. Main activity..... Secondary activity.....
8. Are you from this area? Yes No
9. Did you work for PAMOL? Yes No
10. If so what position?
11. Do you belong to a peasant organization? Yes No
12. If yes, Year founded..... Entering year.....
13. Number of members.....
14. What kind of organization is it?
15. (Specify):
16. What are the activities of the group?

PALM OIL CULTIVATION

1. Rank the following activities in order of importance (1, 2, 3)
Production transformation marketing
2. Variety used and origin
3. Local.....
4. Selected.....
5. Surface of your plantation(s) (if multiple specify).....
6. Do you use fertilizers? Yes No occasionally
7. Do you receive any support? (Even if payable).....
8. Do you possess an artisanal mill? Yes No
9. If so what is its magnitude (in terms of volume of treatment, size of machinery, etc.)?
 Small Middle large

EVALUATION OF THE WORKSHOP

1. How do you appreciate the quality of introductory presentations?
2. Could you express yourself sufficiently? Yes No
3. Throughout the workshop, have your views been taken into account? Yes No
4. If not why?
5. The duration of the workshop was too short adequate too long
6. Do the results match your expectations?
 - a) Variables identification Yes No
 - b) Mutual influence analysis Yes No
 - c) States of variables differentiation yes No
 - d) Combining states Yes No
 - e) Scenario description Yes No
 - f) Strategic actions for policy Yes No
7. Did you enjoy the workshop? Yes No
8. Other comments