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Produced by EcoVentures International for USAID's Leveraging Economic Opportunities (LEO) project



We don't know who the rural farmers are! They just pitch up at our trucks with their produce! We don't really connect with them much at all

AG PURCHASES

The tendency is for Buyers not to invest much in rural smallholder farmers who they buy crops from.

purchase;

date:

Farmer

Anyway ... smallholder farmers can't improve. They've been farming this way forever!

BUYER

And it would cost way too much for us to help them. We'd rather just buy what there is and HOPE FOR THE BEST!

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Challenges for farmers: Farmers tend to receive little or no technical support or market information from buyers.

We don't know what they will buy when, or why they prefer certain things on certain days ...

... we just HOPE FOR THE BEST! There tends to be no easy way for Buyers to identify which farmers are better and serious about farming.



Farmers and the buyers of their crops tend to simply haggle over prices ...

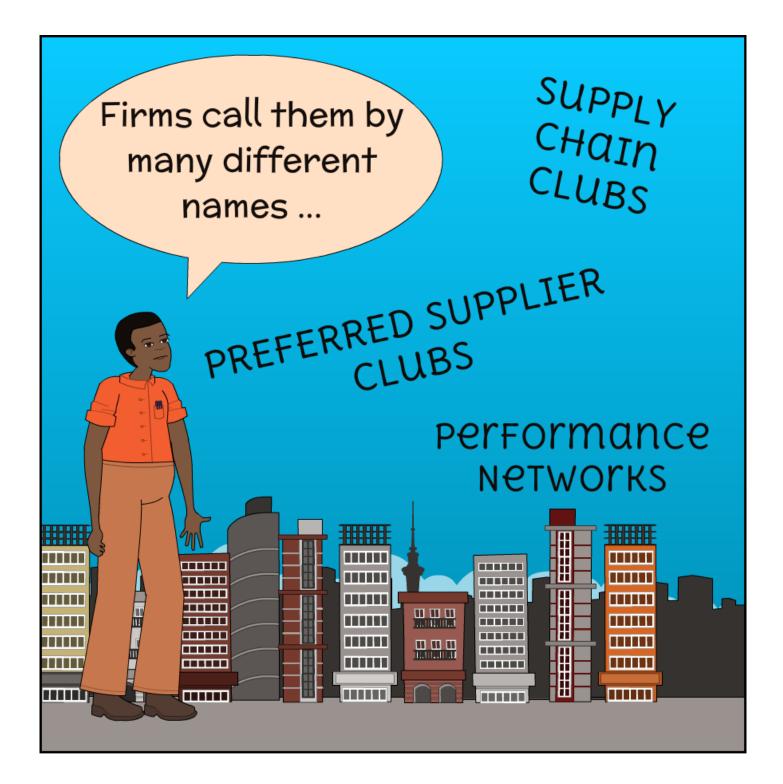


What market tactic could buyers use to improve the performance of farmers (and therefore of the system overall)? Hmm?

















Performance Clubs can be run by a firm that buys farmers' crops or processing firms. Their most efficient farmer suppliers can become members. The Buyer defines good performance standards and supports the farmers to achieve them. The farmers that excel join the Performance Club!

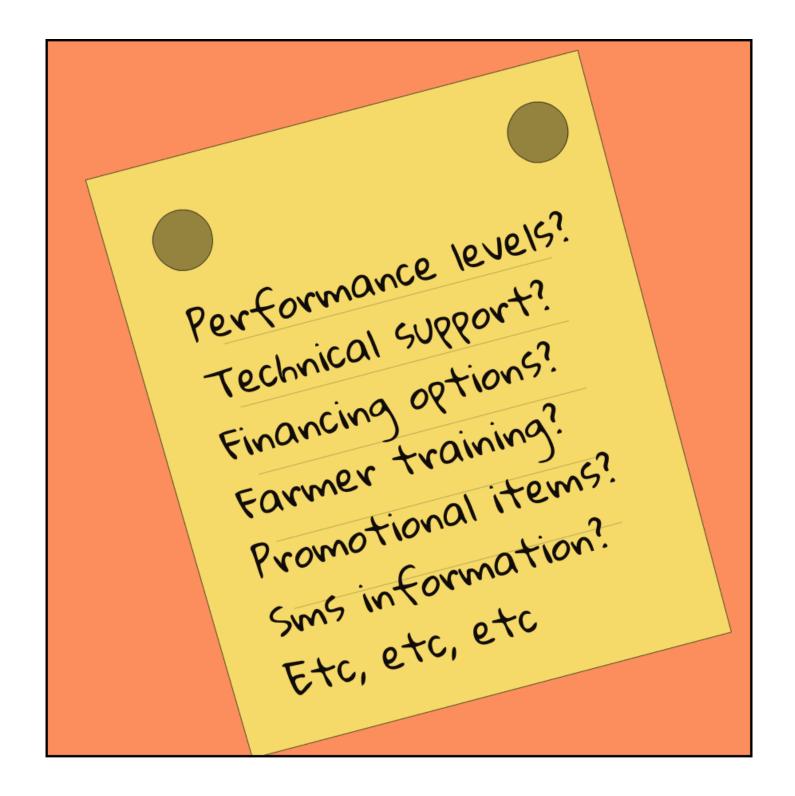


Ah ha!

Buyers need to manage their supply chain in some way to get more consistent volumes and quality!

> That's their incentive to see the rationale for setting up Performance Clubs!





Clubs could distinguish different farmer membership levels ... and offer attractive performance incentives at each level.





Firms managing the clubs can provide extra technical support to farmer members.



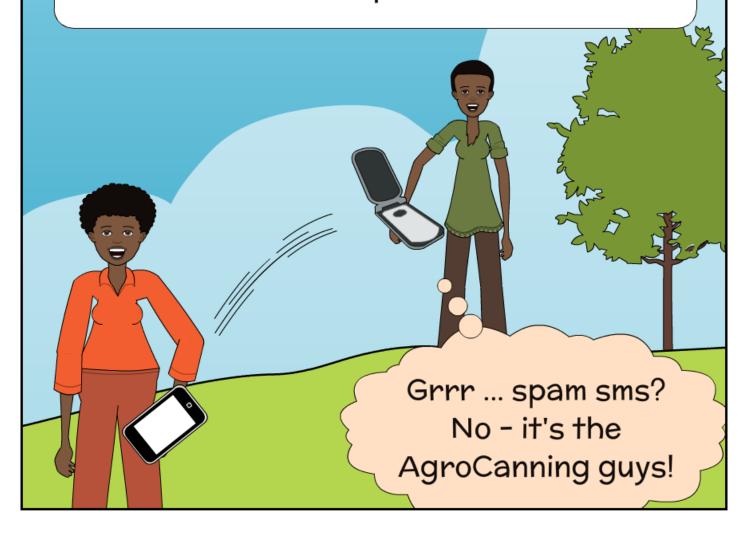
Firms managing the clubs can provide financing options to members.

YES!!

We could organize access to inputs on credit ... or pre-pay for crops when we know you better...



Firms managing clubs can communicate with farmers already loyal to them ... and who they know are better performers



From: AgroProducts Company Trader in your area on Friday. Need extra supply of green beans. Training course next Monday afternoon on new irrigation system.

Club members feel a close connection to the buyer. The buyer gives out promotional items to make them feel more affiliated.



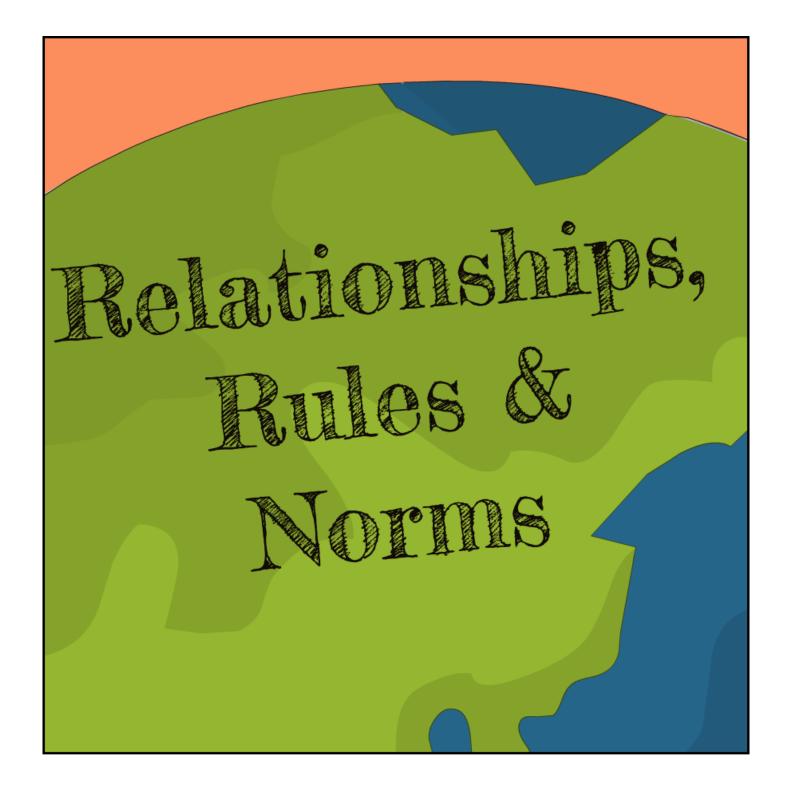




... but rather that under-performing farmers have a clear path, that they could decide to choose, to inspire them towards better farming practices.



I used to just hope for the best. But now ... I know exactly what I need to do. And what I'll get! Plus ... I get help along the way!



Performance Clubs ... allow farmers & their buyers to form close, collaborative relationships ...



Performance Clubs ... allow farmers & buyers to work out a joint response to opportunities and threats when they occur.

There is a prolonged dry spell,

a new crop pest, and a global

drop in price! Let's talk about

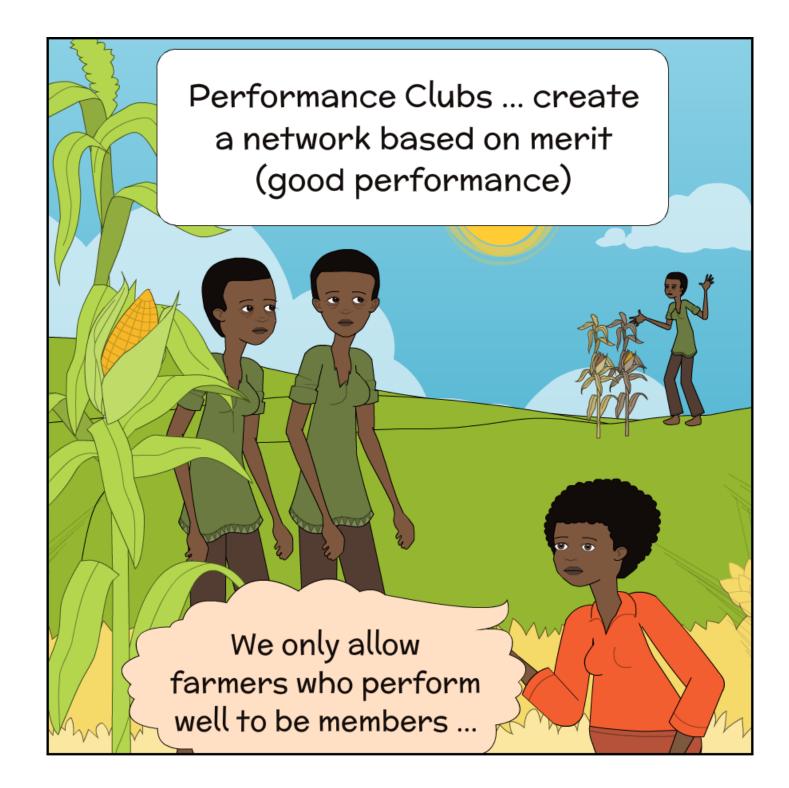
how we all manage this!

Performance Clubs .... allow farmers & buyers to have multiple, repeat interactions that continue to be valuable to both.

The more we interact the more we learn and adapt to each others' interests, needs, and perspectives ... as well as build trust. Performance Clubs ... help buyers to manage the performance of the farmers that supply to them

... to align with Global Gap or other certification or trade requirements

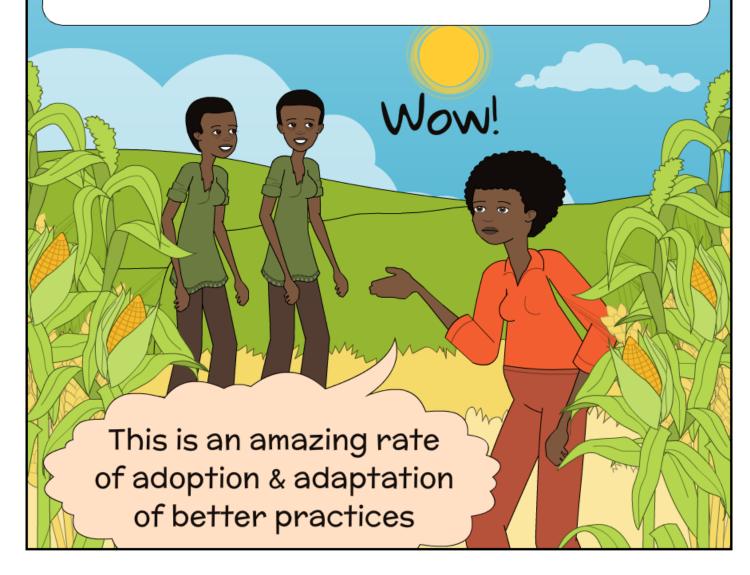
Wow! We can actually help influence and build farmer suppliers!



Performance Clubs ... stimulate healthy COMPETITIVE relationships between farmers

We love competing to see who can do better and get to a higher level in the club!

It encourages us all to perform better! Performance Clubs ... encourage farmers & buyers to be constantly investing in improvements (upgrading)

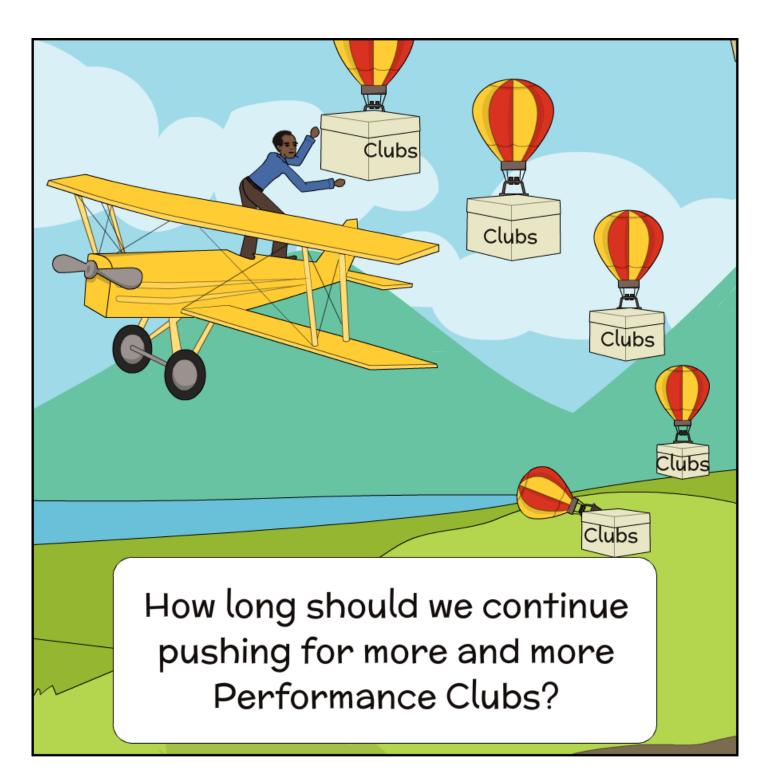


Performance Clubs .... create the environment for committed farmers to grow over time

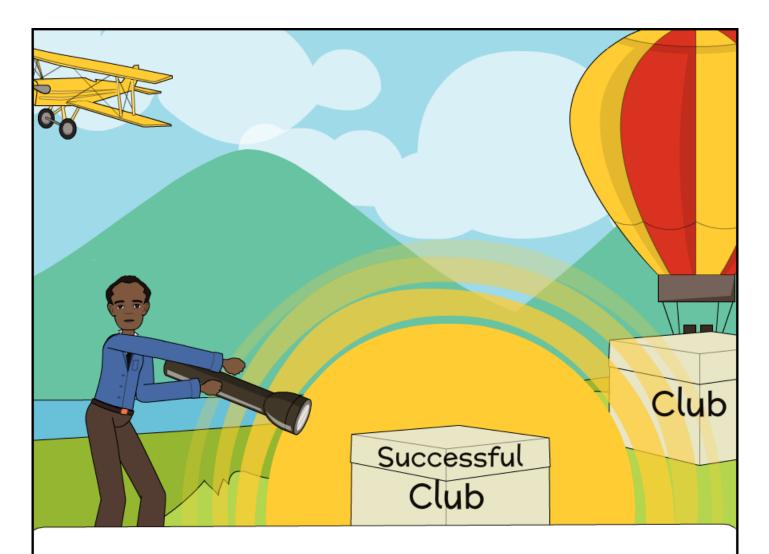
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The better you do, the higher Club level you move to and the more rewards you get.

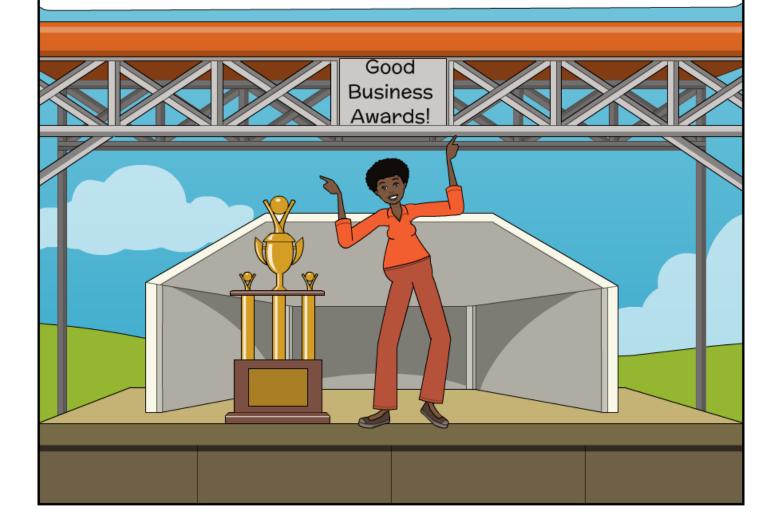




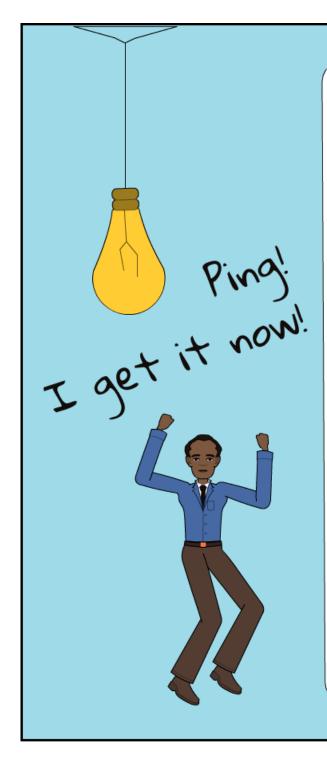


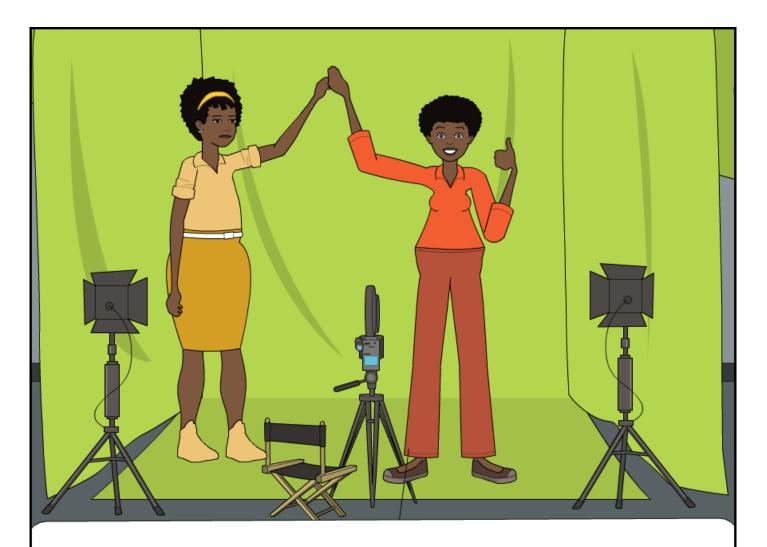


The roles a project plays might change ... from pushing Performance Clubs .... to rather doing things that highlight the firms using Clubs successfully ! Firms implementing successful Performance Clubs could be showcased through Local Awards, Public Relations, Certifications, Media!

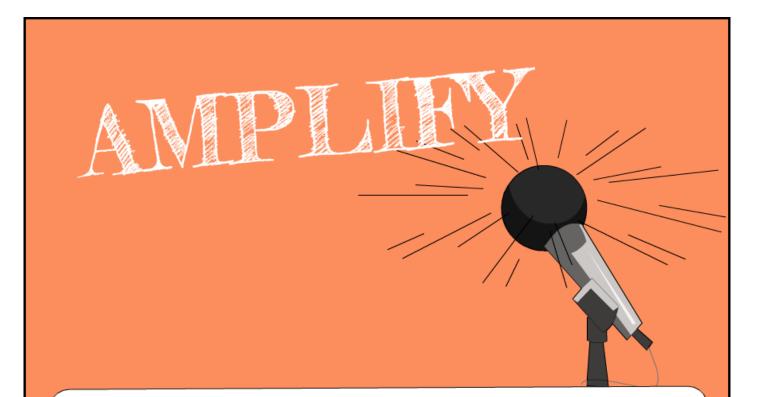


These type of ongoing messages in the market (to showcase the successful firms) can motivate other firms to start copying and adapting the model themselves without the project being needed!

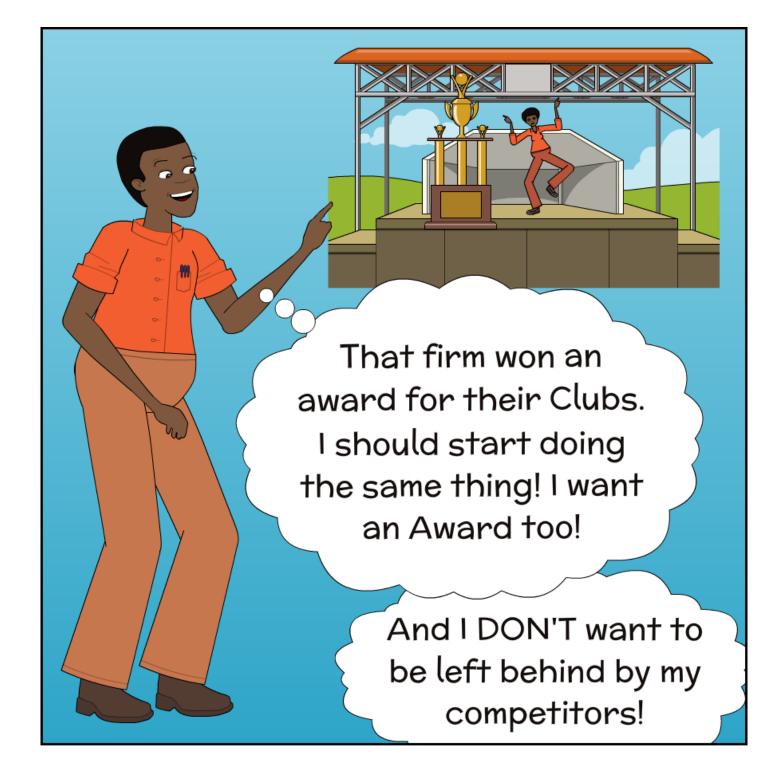




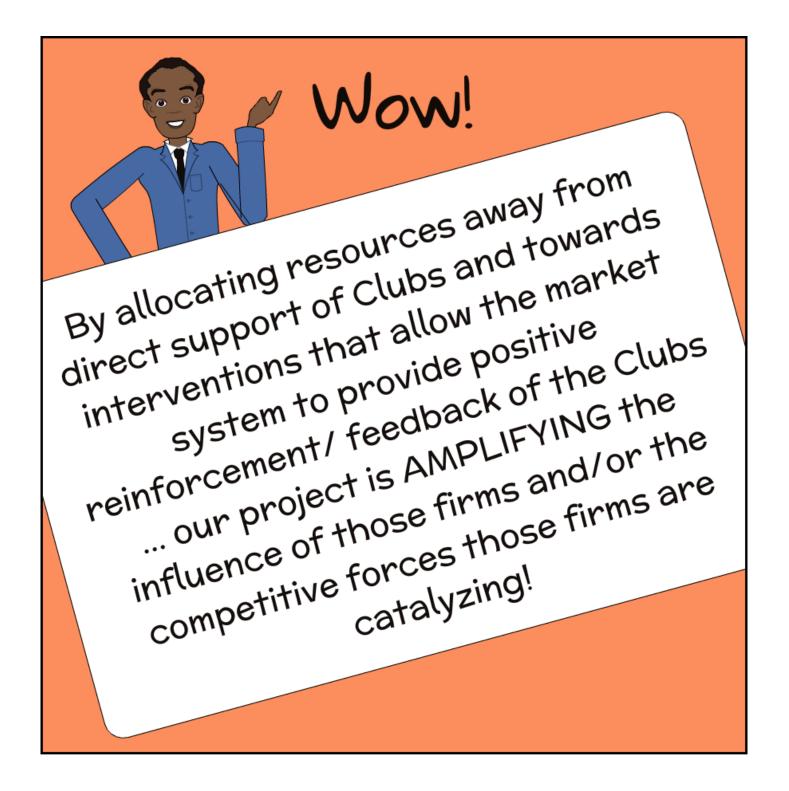
The project could help in facilitating other market actors to put things in place such as the Local Awards, Certifications & Media exposure!



This is called to 'AMPLIFY' the success of the Performannce Clubs ... in ways where the market provides positive reinforcement and pressure rather than the project just replicating more Clubs.



Those firms were interviewed on Radio about their Performance Clubs. I better get some started too!



Don't forget, Performance Clubs are just a tactic to use to get to a bigger change that you are working towards!

> Don't lose sight of that! They are not a silver bullet ... but a means to a bigger end...