

## **Operational strategy**

Beginning of 1980s, French grain growers organizations entrusted Fert with the mission of cooperating with farmers in developing countries who are seeking to organize themselves to become actors of their own development process, convinced that, whatever the country or level of development, farmers are first and foremost entrepreneurs responsible for their choices, and that they can only face certain challenges within the framework of organizations they created themselves.

According to the initial spirit, the Board of directors reasserted in 2013 that Fert's mission is to support farmers who are seeking to organize themselves to solve any difficulties they may face: Fert's role is to think with them to find solutions and them to implement these accompany solutions. Farmers expressing their needs in view of getting support from the French agricultural sector is therefore the distinctive requirement for the agri-agency to make strategic and operational choices. The effectiveness of Fert's action is measured on the basis of the results reached by the development and strengthening of farmer organizations.

The Board of Directors has therefore set the following orientations for the coming years:

## Regarding Fert's partners in developing countries

Decisions to support farmer organizations - whether they are able to be created or already exist - are taken when establishing in a new country and/or launching a new project.

Fert is attentive to the needs raised by farmers themselves (supply of inputs, technical improvements, training, advice, credit, marketing, etc.). Fert accompanies the evolution of these needs, for example towards marketing and product quality issues. Accordingly, Fert refrains from responding to requests from countries or donors that would see it as an "operator" in an approach that would not give priority to supporting farmer organizations, according to farmers' own expression of their needs.

When Fert is led during a project to support local development actions or public financing structures in the rural sector, it does so in collaboration with and in support of local farmer organizations.

Fert will focus its interventions in Africa mainly on the Mediterranean area, sub-Saharan Africa and Madagascar. Fert will be open to activities carried out in other regions, especially if there is an opportunity for partnership with French farmer organizations or companies.

## Regarding the French agricultural world

Fert finds within the Céréaliers de France group its origin and its raison d'être, as well as its means of autonomy.

Fert's approach is based on the values, experience and know-how of the French agricultural sector: mutualism, solidarity and cooperation. Fert mobilizes the know-how and experience acquired within French farmer organizations through elected and former elected members, employees and former employees. Synergies exist and will be further developed with Afdi, whose approach is complementary.

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Fert is very attentive to companies' requests. Actions can be considered if the respective approaches of both company and Fert meet. Anyway, Fert positions itself as a defender of the farmers' interests by guaranteeing an ethical approach.

Development education, particularly in French agricultural education institutions, is fully part of Fert's mission.