

TERRITORIAL DEVELOPMENT

from theory to practice!



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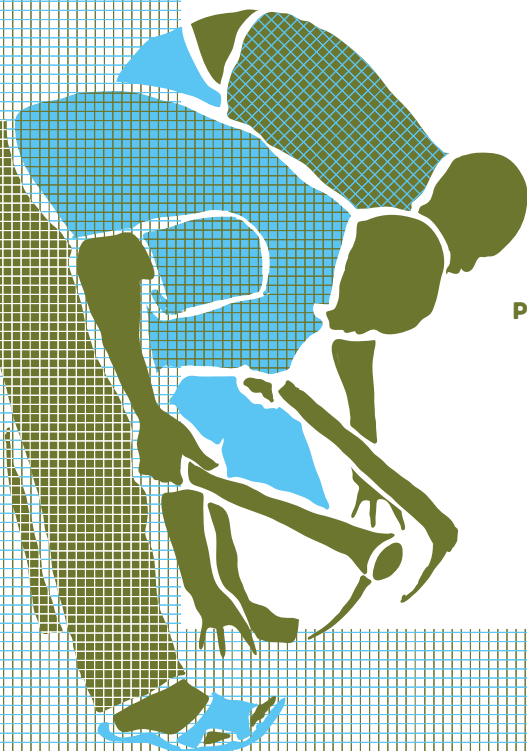
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**WHAT SOS FAIM IS BRINGING FORWARD
THROUGH ITS APPROACH**



**FOR 20 YEARS,
SOS FAIM HAS
BEEN SUPPORTING
TERRITORIAL
DEVELOPMENT
INITIATIVES,
PARTICULARLY IN
RURAL AREAS. WHY
IS THAT?**



Within a given territory, there is huge potential for a consolidation of the civil society, with the perspective of giving more power, opportunities and resources to citizens, by using socio-economic and political leverage. This is all the more relevant since, in rural areas, the fight against poverty and the strengthening of the capacities of family farmers, is a crucial issue.



These are areas where democratic challenges are very strong and that provide a dynamic space that fosters a balance of power.



This is an opportunity to draw some conclusions in an area where SOS Faim plays a supporting role in the process of social change.

IN THEORY?

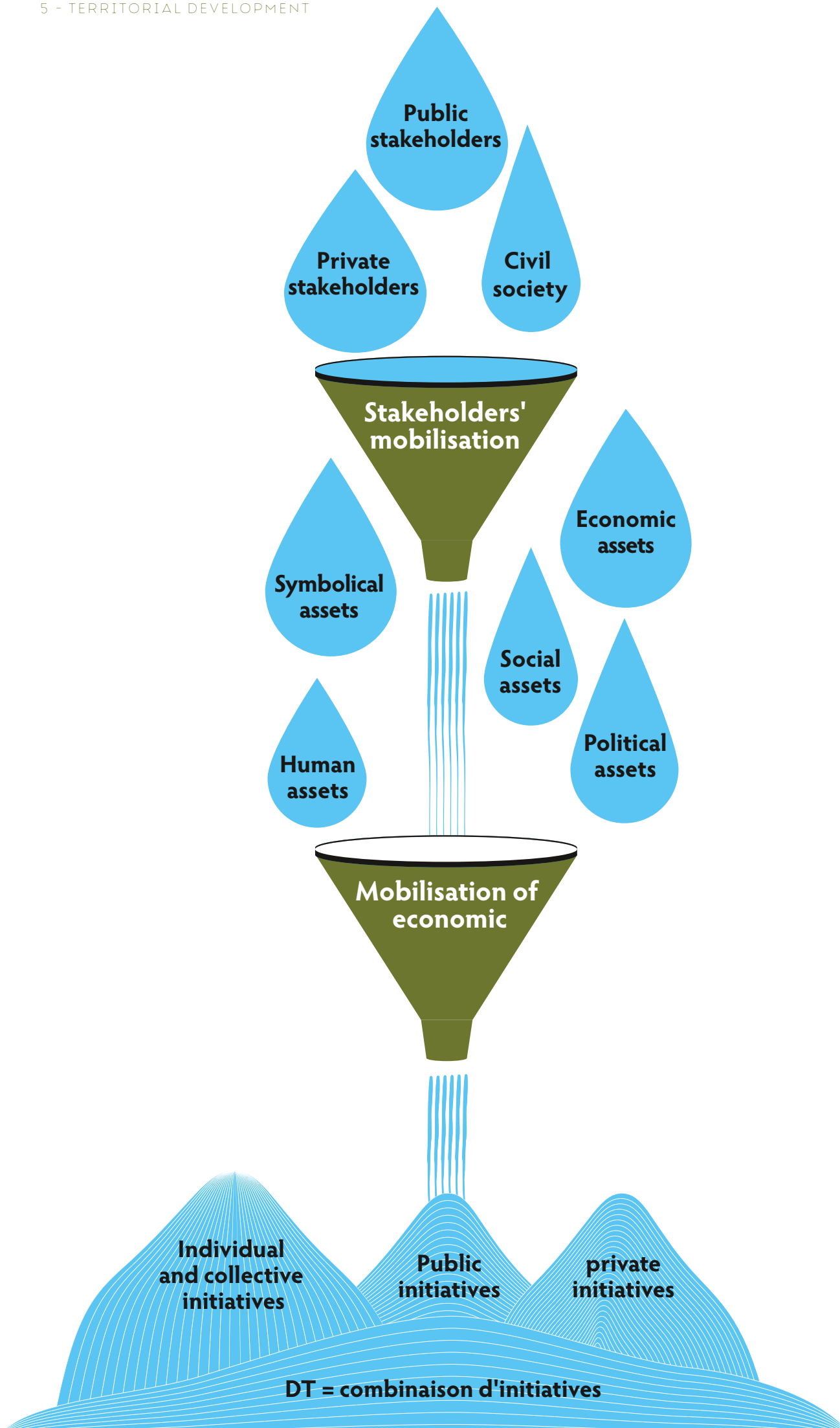
A BRIEF DEFINITION

The following definition, adapted from a paper by Schetjman and Berdegue (2003) does fits to the SOS Faim experience:

Territorial development is the transformation process of a given rural area in order to improve the life condition of its population. The reduction of rural poverty is a crucial objective. Territorial development is set up around two main axes: on the one hand, it fosters productive transformation, and, on the other hand, it propels institutional change.




The reduction
of rural poverty
is a crucial
objective.



OF THE IMPORTANCE TO THINK IN “TERRITORIES” TERMS

There is not just one territory, but SEVERAL territories. These are ecosystems, living spaces full of representations and imagination.

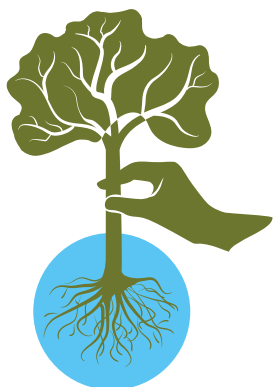
Territories are the proof of “an economic, ideological and political appropriation of space by groups of human beings who give a particular image of themselves, their history, their singularity” (Di Meo, 1998¹).



At the moment,
territories
are in the **middle**
of local, regional
(particularly
through rural and
urban interactions)
and global (the
world is indeed
interconnected)
challenges.

¹ Guy di Méo ; extracted from *Géographie sociale et territoire* ; 1998 ; Editions Nathan.

REPRESENTATION OF THE DIFFERENT DIMENSIONS OF THE TERRITORIES



RESOURCES

represent a potential for the development of the territories. The long-term valorisation of local resources is/should be the common objective for all stakeholders

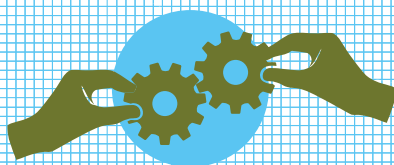
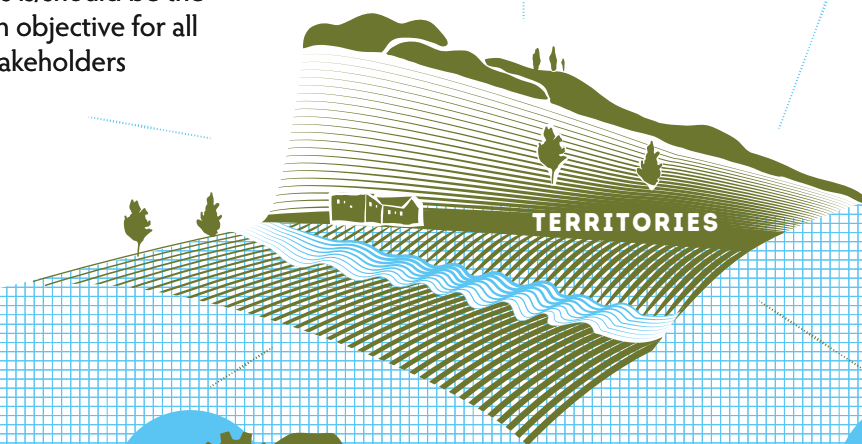


SOCIETY is made of social dynamics



TERRITORIAL GOVERNANCE

is based on decentralisation* and deconcentration** processes:
it's the ability to weigh upon decisions



INNOVATIONS

are the consequence of the ability to valorise resources



ECONOMIC ACTIVITIES

are often focussed on leading sectors

Source: Charlottee Navarro based on different references.

* Decentralisation is the transfer of power from a central State to specific legal persons, with the provision of autonomy (material, organic and functional) and a specific budget.

** Deconcentration is the organisational technique used by an administration which consists in distributing agents and competencies within the same legal person (the State for instance) from a central administration.

TD'S TIMELINE

Territorial Development (TD) is focussing on the dynamics that animate development by putting the territory back at the centre of analyses.

(based on observations in France and Western Africa)

EXPLANATION

As from the 1950's, territorial development is seen through a perspective characterised by the economic and industrial growth, following the Second World War.

In the 1970's and 1980's, the need to put more attention on the integration of the human factor becomes visible, with a multidimensional approach and the creation of concertation spaces.

As from the 1990's: one can notice, at the same time, a disengagement of the States and a liberal model of development supremacy, with the disappearance of protections, a decrease of regulations, aids and subsidies.

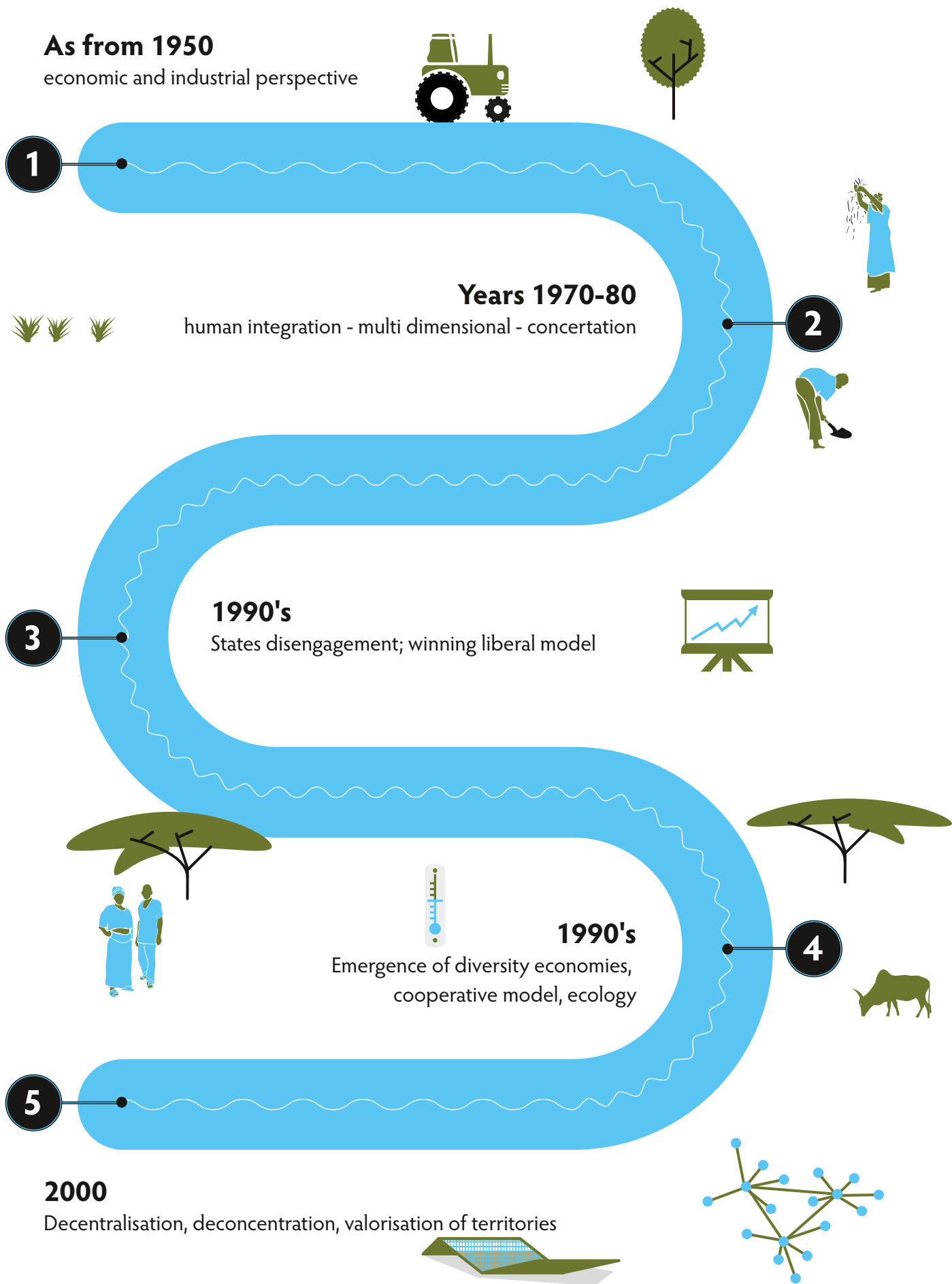
In reaction, this has led to the emergence of a diversity economy, with a participative and co-operative side and a first firm stand of ecology: approaches of integrated territorial development are arising which have strong ties with sustainable development.

As from 2000, there is a generalisation of decentralisation² and deconcentration³ policies, with, as a consequence, the revalorisation of territorial communities, a reclaim of local spaces and the revival of participation.

In the 1990's
integrated TD
approaches with
links to sustainable
development are
emerging

2 Decentralisation is the transfer of power from a central State to specific legal persons, with the provision of autonomy (material, organic and functional) and a specific budget.

3 Deconcentration is the organisational technique used by an administration which consists in distributing agents and competencies within the same legal person (the State for instance) from a central administration.



LOCAL GOVERNANCE⁴


Local Governance is altogether:

The local exercise of power by deconcentrated State services and the actions undertaken by local or territorial communities.

The participation of populations in the decision mechanisms through representative groups.

This implies a game of proximities: geographic proximity (related to space) and the organised proximity (related to the concept of belonging, network, value sharing). The combination of these two proximities leads to the definition of territorial proximity.

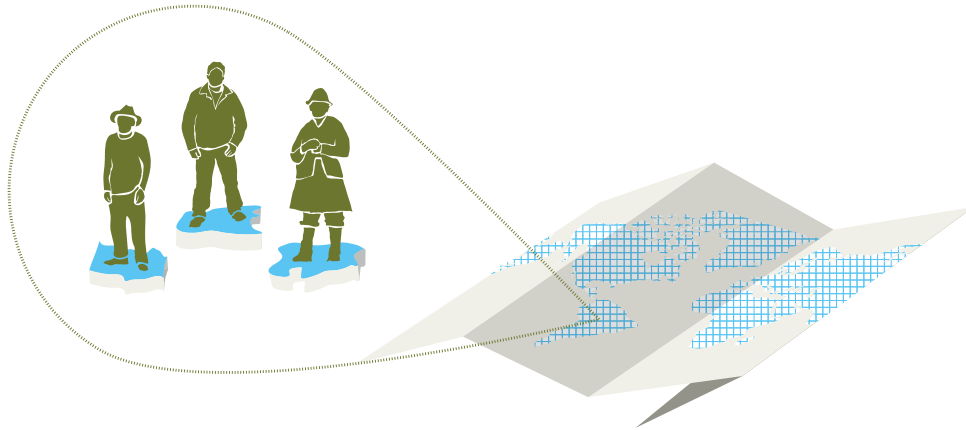
Attention! Governance is not only limited to an ideal concept of cooperation and common construction! The process of territorial development is also about negotiation and even about the management of conflicts and potentially diverging interests. The territory is very often a place of constant fighting; one can find in there legal and illegal players (such as trafficking, the forbidden exploitation of resources ...). It is thus a very dynamic space, which is always on the move, depending on power relations. Most of the time, the first step is taken by the civil society and the process of territorial development resembles more a conquest.



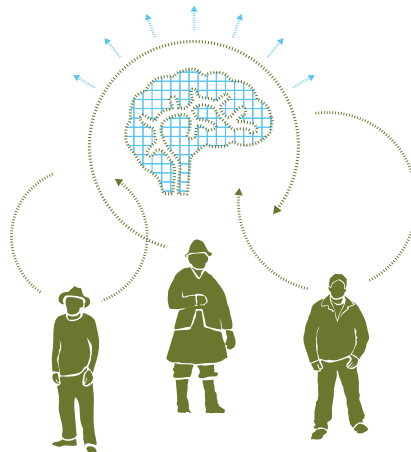
It is thus a
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on power
relations.

⁴ " Territorial Governance Processes. The input of proximities", 2011, André Torre.

TERRITORIAL PROXIMITY



GEOGRAPHIC PROXIMITY (related to space)



ORGANISED PROXIMITY (related to the concept of belonging, network, value sharing)



TERRITORIAL PROXIMITY

CONFIRMED LINKS BETWEEN TERRITORIAL DEVELOPMENT AND THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

Related to the evolution in time, the territorial approach seems to be one of the preferred paths to sustainable development (related to the 17 SDG by 2030).

Rural territories are fostering sustainable development via the opportunity they bring to integrate environmental, social and economic objectives and to strengthen the capacity of multiple players to coordinate themselves and define together the way to go.

Territories are in constant redefinition, with the development of communication and the increase of mobility. And all this, in a delicate context:

- | From a social point of view, an increasing demographic pressure and the increase of the migration phenomenon;
- | From the economic point of view, a big pressure on all the limited resources on a given territory (for instance, land, water...) and the often-unbalanced competition coming from national and international economic players of very different size.
- | From an environmental point of view, the negative effects of climate change.

With an increased interdependency between rural and urban areas.

According to CIRAD, territories appear to be places of coordination between players, where new forms of governance are being invented, which foster the development and the reinforcement of solidarities.

1

The
rehabilitation
of public
action



2

The
activation of
resources and
territorial
capacities



3

The management of shared
resources managed collectively
according to institutions and
rules established by the users
themselves (the "Common")
(Ostrom; 1990) and the
reinforcement of the link
between collective and public
actions. This will help reducing
imbalances, tensions and
incoherence between public,
collective and individual
initiatives



4

The integration
of networks' actions
within the territories



**With the perspective of
sustainable development
in mind, territories
and territorial
development have
to answer to 4 challenges**

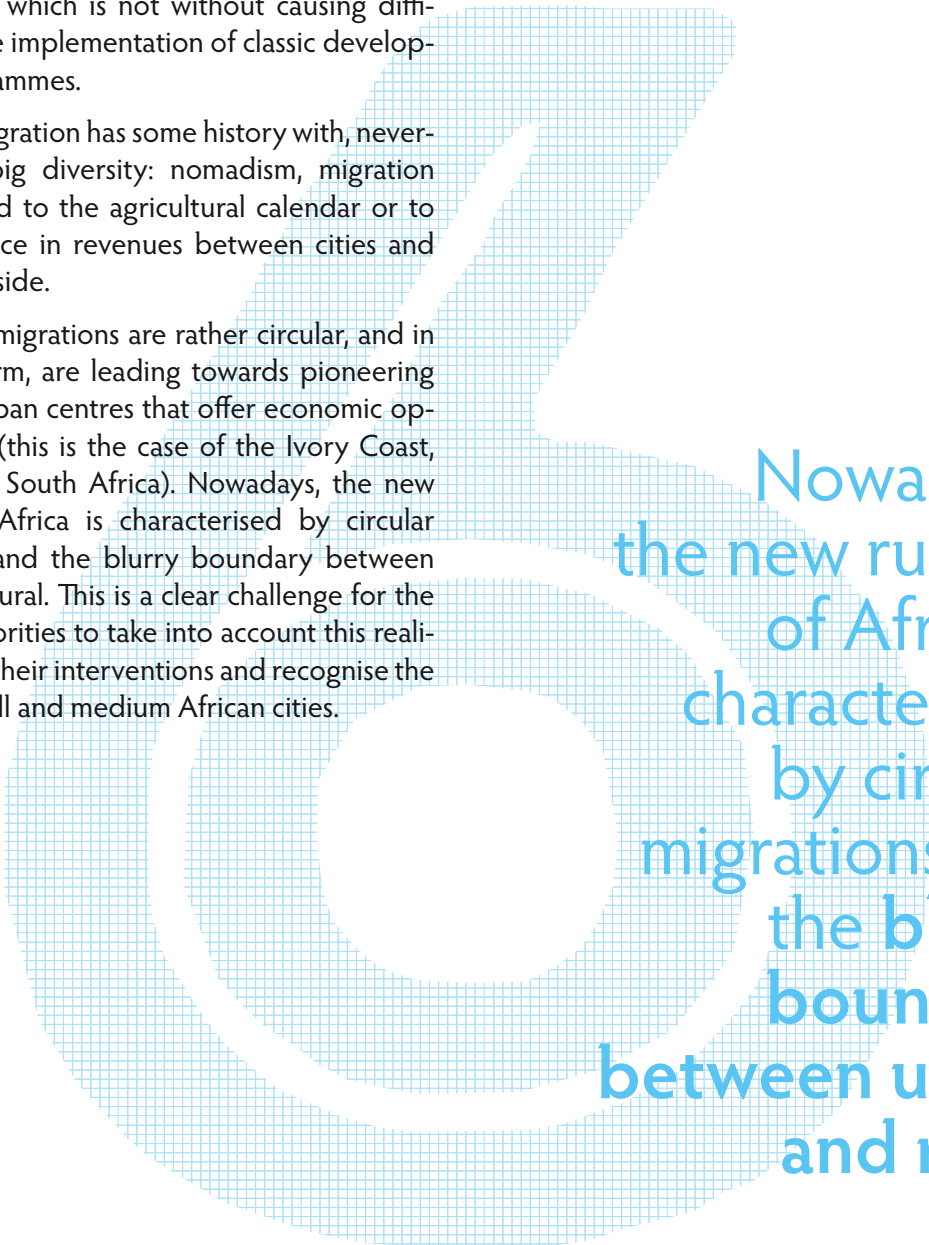


THE RURAL ISSUE - LINKS BETWEEN CITIES AND THE COUNTRYSIDE

In South America, the multi-activity characteristics of rural families is more and more important and leads to constant travel between the cities and the countryside. This is defined as the emergence of multi-placed territories, where families leave the countryside but come back to it, at least partly, which is not without causing difficulties in the implementation of classic development programmes.

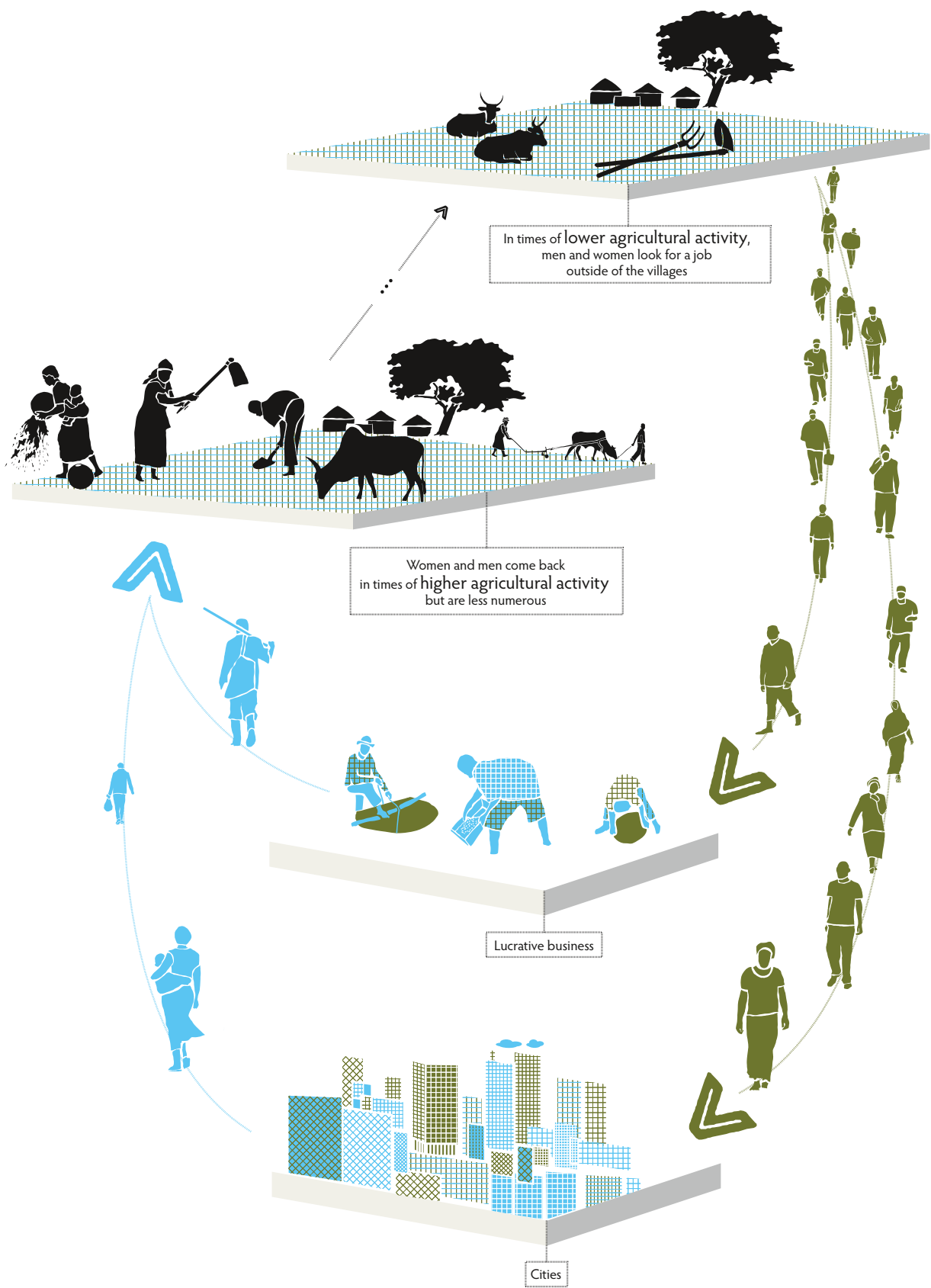
In Africa, migration has some history with, nevertheless, a big diversity: nomadism, migration flows related to the agricultural calendar or to the difference in revenues between cities and the countryside.

Short term migrations are rather circular, and in the long term, are leading towards pioneering fronts or urban centres that offer economic opportunities (this is the case of the Ivory Coast, Gabon and South Africa). Nowadays, the new rurality of Africa is characterised by circular migrations and the blurry boundary between urban and rural. This is a clear challenge for the public authorities to take into account this reality to adapt their interventions and recognise the roles of small and medium African cities.



Nowadays,
the new rurality
of Africa is
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by circular
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the blurry
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between urban
and rural.

CIRCULAR MIGRATION



THE TERRITORIAL APPROACH OF SECTORS

The approach towards Territorial Development, taken by sectors, enables the work on, at the same time, horizontal relationships between stakeholders of the same kind that get organised in order to produce better or to better transform together (cooperatives, producers' clusters, SME) as well as on vertical relations between stakeholders who have to negotiate together, and at the same time, personal and collective interests related to the development of the sector.

Reinforcing several sectors that are already well organised between themselves, certainly is an asset in a territorial development logic in comparison with the approach of a unique sector. A classic example is the combination of breeding to produce the organic manure necessary for market gardening activities, or agritourism focussing on a leading product such as Beaufort cheese in the Beaufort region.

This being said, this interesting territory approach by way of sectors, has certain limits.

On the one hand, the important risk of too much interest or the coalescence of several players to the same promising sector can lead to an overproduction which can create an imbalance on the market, as well as a lack of interest of these players for other activities that are less promising but are still necessary for farmers' families.

On the other hand, this approach is very often related to the support to development hubs with a recurring choice to support "dependent" sectors. This is in particular, the case of agropoles⁵.

⁵ Agricultural growth centres in areas with a high potential (irrigation), with a concentration of public and private investments and infrastructures for the production, transformation and commercialisation of agricultural raw materials.



Reinforcing several sectors that are already well organised between themselves, certainly is an asset in a territorial development logic.

VERTICAL RELATIONS

between stakeholders who have to negotiate together, and at the same time, personal and collective interests related to the development of the sector

COMMERCIALISATION

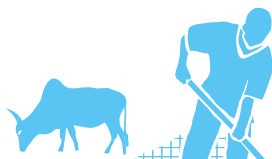


COOPERATIVE, CLUSTERS, INFORMAL NETWORKS, ETC.



COORDINATION

COOPERATIVE, CLUSTERS, INFORMAL NETWORKS, ETC.



COOPERATION

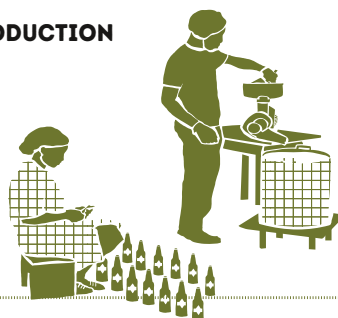
HORIZONTAL RELATIONSHIPS
between stakeholders of the same kind that get organised in order to produce better or to better transform together (cooperatives, producers' clusters, SME)



SECTORIAL APPROACH



PRODUCTION



IN PRACTICE?

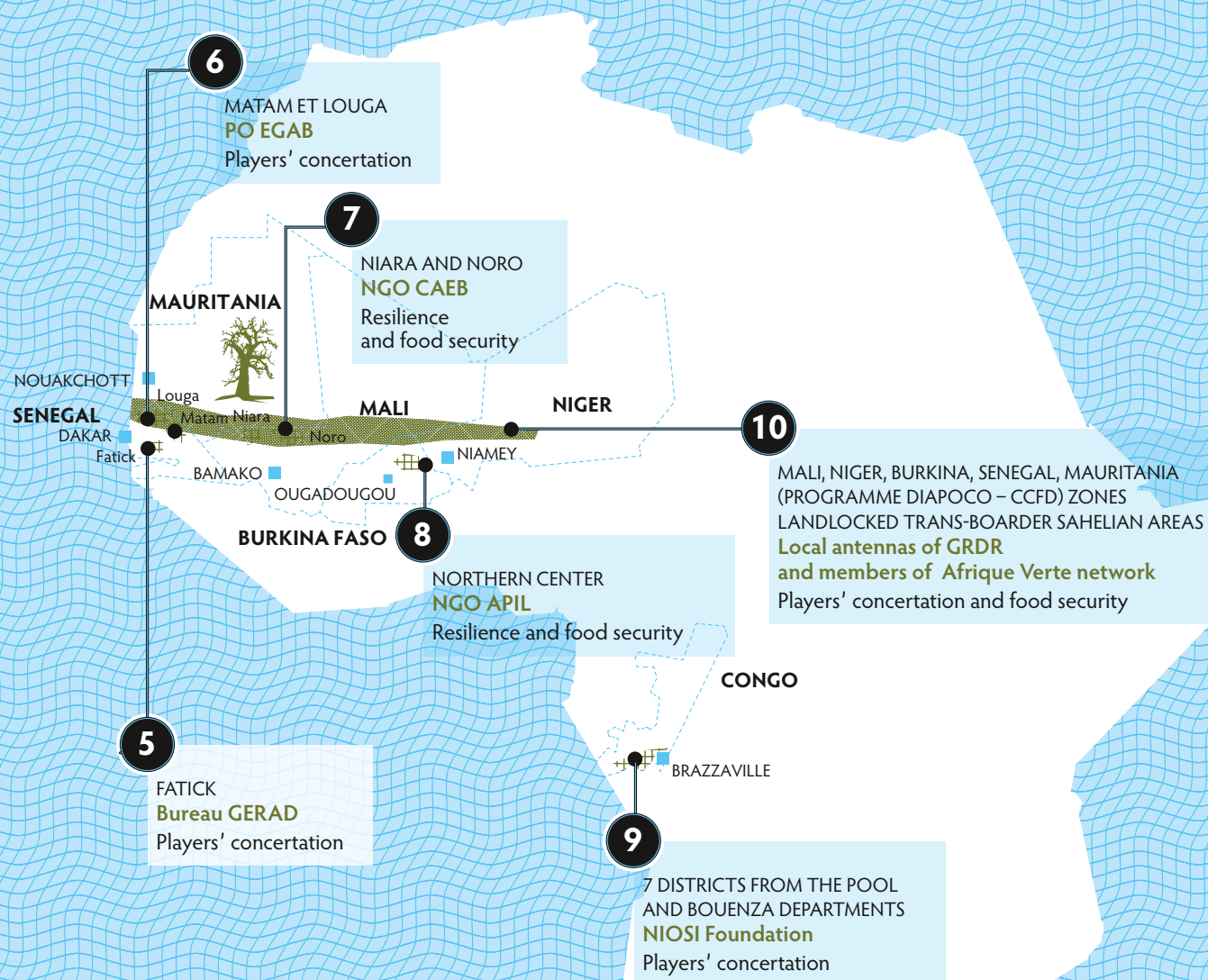
10 concrete cases of territorial development have been reviewed.

THE APPROACH

In 7 cases out of 10, what defines the approach to be taken and influences actions, is the concertation between players. There is a participational vision: the bet is that decentralisation fosters the deepening of democracy, hence, actions have more impact.

In other cases, the approach is based more on resilience and food security, but the reinforcing of the capacities of the players is clearly the underlying goal of the approach.





THE PLAYERS

One of the key factors of success is to have a refined diagnostic of the relevant players and of the relationship between them, of the power relations and of the existing games. Territory is a permanent construction, that moves. Hence the importance, not only of a precise diagnostic, but also of the follow-up of the evolution of the power relations between players.

In all the analysed cases, there is one key player: most of the time, it is a support organisation such as an NGO. It is local and plays a facilitation and territorial animation role. This structure needs to have a strong local anchorage in order to entrench its legitimacy as the engine of the process. In the analysed sample, some of Civil Society's key players are quite politically engaged; others have more of a technical-economic approach.

In any case, these players need to be flexible in order to adapt to the territorial dynamic.

However,
having a key
player is a
necessary factor,
but not enough
to ensure a
successful
approach!

Formal local authorities are also systematically involved, whether at regional, departmental or municipal level, depending on the scope of action. It is also important to consider the coordination of these different scopes, which can be a complex process that leads to the implementation of different committees: process steering, technical aspects, management...

Other types of "authorities" that exist on the territory should also be taken into account: such as customary authorities in Africa or communitarian and social authorities such as Unions in South America.

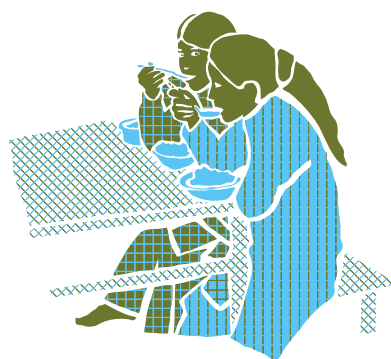
EXAMPLE OF DIFFERENT DYNAMICS IN TWO NEIGHBOURING TERRITORIES

IN THE COCHABAMBA DEPARTMENT IN BOLIVIA



➤ **THE CIUDADANIA NGO** supports a territorial development process in Sacabamba. One of the specificities of this municipality is the strong dynamism of the syndicated farmers' structures, organised in communities. It is within this context that the choice was made to give priority to the economic reinforcement of women with the implementation of a big development Programme for aviculture.

➤ **THE AGRECOL NGO** is active in the municipality of Totorá. It has succeeded in putting in place a public private partnership between the Autonomous Municipal Government and the ecological association of agricultural producers of Totorá (APRAE – T). Since 2017, the deal is to provide all the schools in the municipality with breakfast. This impacts more or less 3500 students. The turnover generated by this action is of about 123.500 € a year. The children's diet is provided for and diversified (peanuts, pasta, lentils, multi-cereal cakes ...) and it offers a market where local products are being sold.



PENDING ISSUES: GENDER AND YOUNG PEOPLE

Why pending?

On the one hand because, the issue of young people is still insufficiently treated even though the migratory balance is negative everywhere .

➤ **In Peru, however, the ARARIWA NGO** is leading a territorial development approach in the Sacred Valley, in the Cusco region. In this context, a particular place is given to the coaching of young people in view of creating jobs.

The Urubamba training centre has developed three trainings: gastronomy and culinary arts, hotel and tourism administration and management of agricultural enterprises. These trainings are completed with English classes. 175 students are currently attending these courses each year and most of them find a job or create one themselves. A restaurant managed by the NGO allows the students to put in practice what they have learned in gastronomy and administration.

In Calca, in the same region, this initiative from ARARIWA is completed by the training of young peasant leaders who are coming from rural communities. This Programme is jointly led by CONVEAGRO, an umbrella structure that gathers most of the Peruvian agricultural world's players.

On the other hand, despite the attention brought to the participation of women in these processes, they still remain under-represented, particularly in Africa.

➤ **This being said, Fatick's (Senegal) Integrated Development Programme** is an exception with an important space left for women's organisations within its mechanism.

This concerns in particular three lines of work: access to loans, support to "female" sectors and raising the municipalities' awareness about gender issues.

In regards to financing, 3668 women got access to loans in the past 10 years (business, aviculture, employment, crafts) via groups of female promotion. The women umbrella organisation at the level of Fatick is now a stakeholder in the conception and the management of a territorial development fund aiming at financing economic initiatives of rural development in three municipalities.

In terms of sectors, the economic federation of female cashew nuts transformers is composed of 3780 women: they first got support via the implementation of a working capital for the purchase of raw material. Since 2017, the mechanism has been improved with trainings on transformation techniques and on the management of transformation units. Finally, they are being accompanied in the integration of the inter-branch of cashew nut producers, which is currently being built. Similar work is being performed in the goat sector.

Finally, the support brought to municipal dynamics through Development Plans (CDP) in three municipalities, includes methodologies that involve women in the process, allowing them to be represented at the territory level and thus to express particular needs, such as property and farm inputs access.

These two themes refer to the important challenge of territorial development processes: the notion of equality in relation to a social and supportive approach of the economy.

THE FATICK'S (SENEGAL) INTEGRATED DEVELOPMENT PROGRAMME



ACCESS TO LOANS

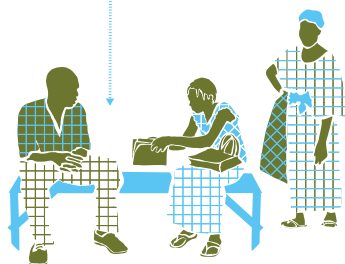
3.668 women got access to loans in the past 10 years (business, aviculture, employment, crafts)

3 LINES OF WORK



SUPPORT TO "FEMALE" SECTORS

3.780 women first got support via the implementation of a working capital for the purchase of raw material. Since 2017, the mechanism has been improved with trainings on transformation techniques and on the management of transformation units



RAISING THE COMMUNES' AWARENESS ABOUT GENDER ISSUES

3 municipalities include methodologies that involve women in the process

THE KEY CONDITIONS FOR SUCCESS

The analysis of these different concrete cases is showing a certain number of elements to be taken into account during a TD intervention.

Performing a diagnostic of the local governance which includes the mapping of the different players and an analysis of the power relations between them, taking into account the fact that some of them are not always physically present on the territory (international firms, diaspora, transhumant farmers ...)

Respect the legal and strategic frameworks: depending on the situation, it can be the laws of decentralisation, popular participation, matching the local agenda as well as the existing regional and national development strategies.

Formalise: contracts between stakeholders are definitely a key factor in the implication of the players, the harmonisation of the strategic orientations and of the implementation activities.

Foster participation at all stages in the Programme (See right-hand page) ✚

Reinforce the capacities of all the players: private players but also public ones (decentralised and deconcentrated authorities)

Combine the following domains of competencies reinforcement:

- | The legal framework: citizenship, participation;
- | The analysis of power relations, negotiation capabilities, contracting and networking, advocacy;
- | Technical aspects related to TD: diagnostic and planification methods, follow-up and evaluation, development and follow-up of budgets, sustainable management of local resources;

| Technical aspects related to economic players: organisations management; technical capacities at the level of production, transformation and communication.

The reinforcement of capacities also needs to allow the reduction of asymmetries between players so that everyone's interest is taken into account.

Articulate promising sectors with the market and value the comparative advantages of the territory: these are two important factors to be taken into account. As previously mentioned, the main entrance is concertation between players: could structuring promising sectors be a way to make this articulation more concrete? In any case, it is noticeable that a lot of players choose the economic development of promising sectors on the relevant territory, as an entrance: these sectors are relatively numerous: potatoes, corn, grenadilla, cashew nuts, pork, goat, guinea pigs breeding... we can observe systems of labelling or protected geographic indication that help bridge the gap between a sectorial and a territorial approach.

The challenge of the longevity of TD actions is also an important element: the actions undertaken need to be part of the existing policies to allow for a better adoption by the different stakeholders and for more guarantees that commitments will be respected.

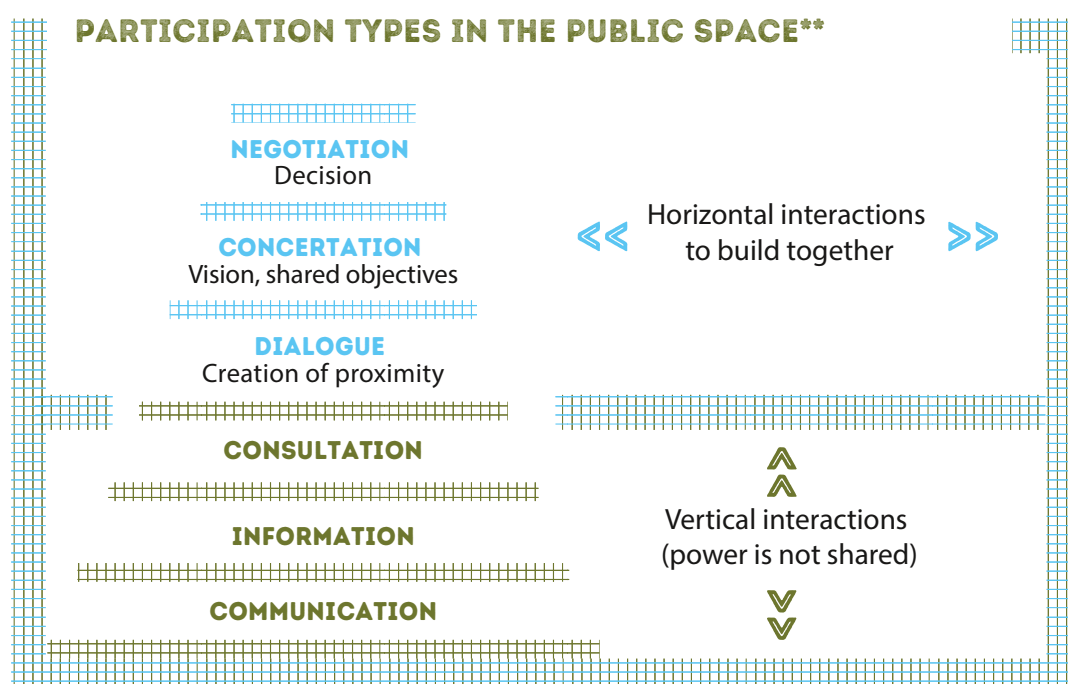


FOSTER PARTICIPATION AT ALL STAGES IN THE PROGRAMME

Participative and shared diagnostic: through workshops, surveys ...the process helps to take into consideration the different perceptions of the territory by the populations that practice it (information, consultation).

Concertation spaces: these can have different shapes and have different intensities, from communication (to make people adhere) to negotiation (for a shared decision).

Setting priorities: this is the result of concertation and/or negotiation. It helps formulate a development and/or strategic orientation plan on the concerned territory.



Reinforce the plan with the adequate funding, in relation to the defined priorities.

Setting up a social control space for the regular follow-up and the evaluation of actions and commitments: it is relevant to give as much importance to this space as to dialogue and concertation.

** Adapted from Beuret and al. The Evolution of concertation processes; RELIEF, the French Documentation; 2006 in D. Pesche and M. Hrabanski; the implication of POs in public Programmes: capitalisation of experiences and intensification; Montpellier University, 2018.

WHAT SOS FAIM IS BRINGING FORWARD THROUGH ITS APPROACH

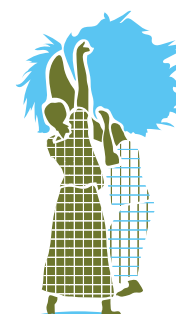
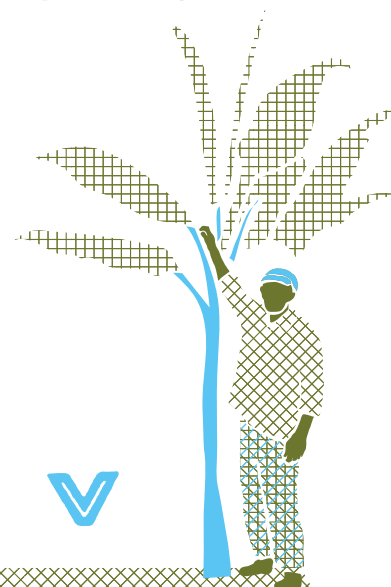
Making sure that there is a balanced financial plan

that involves both the public sector via decentralised budgets (municipalities, regions) and the private sector (producers' organisations and their members). It is also important to mobilise the decentralised financial institutions that are active and present on the territory.

Give priority to the social and supportive economy players

, especially by supporting the economic initiatives of producers' organisations, with links to credit and loans cooperatives which members are also land owners.

Identify specialised local players able to play the role of leader and facilitator in TD processes.






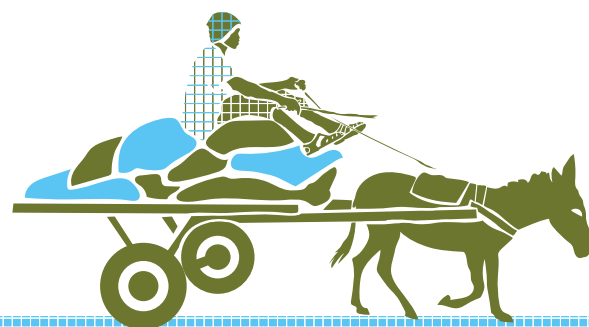
Integrate an agroecological dimension in the analysis and the support to TD actions: have a real land development plan, aiming at longevity and natural resources preservation.



Create social links between the promotion of TD processes and the reinforcement of local family farming.



Accompany these local players during TD processes; play a leading role, connecting players inside and outside the territory in order to facilitate inter-learning.



This issue of *Farming Dynamics* has been prepared by Charlotte Navarro and Marc Mees (knowledge management department of SOS Faim Belgium) with the support of Claire Stoeckel, Dominique Morel and Laurent Biot.

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Graphic design
www.marmelade.be
Farming Dynamics is printed
on recycled paper

Farming Dynamics is published with funding from the Belgian Directorate General for International Cooperation.

The authors alone are responsible for the opinions expressed in this publication.



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