

CATTLE BREEDERS' ASSOCIATION OF AMASYA
Technical assistance
TURQUIE



Mission of strategic development

Mission report
September 18th to 20th, 2012

Prepared by



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**TECHNICAL ASSISTANCE TO
THE CATTLE BREEDERS' ASSOCIATION
OF AMASYA**

**Mission
of strategic development support**

Sept. 18th - 20th 2012

Mission report

French Livestock Institute

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Prepared by BCTI

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CONTEXT AND OBJECTIVES OF THE MISSION

The objective of the assistance is to provide the CATTLE BREEDERS' ASSOCIATION OF AMASYA with all elements so a comprehensive project or program document can be drafted to support funding request to IPARD.

The mission was achieved by Jean-Noël Bonnet, senior specialist in international livestock development projects, from September 18th-20th, 2012.

Principally oriented towards the upstream elements (production), he can contribute to the strategic vision on livestock development projects of the CATTLE BREEDERS' ASSOCIATION OF AMASYA:

- Global diagnosis of the livestock projects of the CATTLE BREEDERS' ASSOCIATION OF AMASYA
- Detailed recommendations for genetic improvement, husbandry and good practices (quality)
- Training need assessment
- Further technical assistance need assessment
- Contribute to the outline of a sub-project (or project component) focusing on sustainable productivity enhancement and quality practices, training plan...

STRATEGIC ANALYSIS

BACKGROUND: MISSION OF THE ASSOCIATION

The CATTLE BREEDERS' ASSOCIATION OF AMASYA is accredited by the Ministry of Agriculture of Turkey in order to achieve some technical missions on the territory of Amasya province, on behalf of the Ministry of Agriculture, with the aim of fostering cattle genetic improvement. It includes: the following missions:

- Animal identification;
- Animal genealogy recording (date of birth, parentage...) within the national database (web based and direct recording in the national genealogy herd books ;
- Performances data recording and control (dairy recording,...) in the national database;
- Provision of official genealogy and performances certificates;
- Development of artificial insemination.

In addition to these missions, CATTLE BREEDERS' ASSOCIATION OF AMASYA's livestock farmer's representatives have developed in a very efficient and active way a wide range of socio-economic services dedicated to dairy livestock farmers and to women, including :

- Milk collecting and marketing (including installation of 55 collective milk tanks in districts and villages, milk picking up and gathering...);
- Semen purchasing of selected breeds, artificial insemination, veterinary services, trimming...
- Craft and farm processing;

- Products up-grading under the brand “Amesya” and a direct sale shop;
- Technical training;
- Common equipment organization (tractors, silo loader, manure spreader...).

The development of the association is a real success. It has become a reference from which livestock farmers expect the most... whatever for fostering milk valorization, milk productiveness, but also for representing them, bringing their claims towards public authorities and defend their interests.

The CATTLE BREEDERS' ASSOCIATION OF AMASYA has also become an enterprise employing and managing 65 staff.

PROBLEM ANALYSIS

The CATTLE BREEDERS' ASSOCIATION OF AMASYA is facing a double challenge:

- There is still a margin of improvement that should be addressed in both type of missions covered:
 - Those related to direct services to farmers (income generation, welfare, gender,...)
 - Those related to efficiency of existing state-delegated services (genetic improvement and development etc.),

which are key qualitative elements of the economic sustainability of the organization and its social acceptance (continuous appreciation of users and their financial contributions)

- The association is developing its activities within a triple way:
 - As a technical development organization
 - As an economical development organization (product marketing)
 - As livestock farmers' trade union,

with consequences on its working capacity and its management/governance needs, its socio-political acceptance (too broad perimeter of action?) and on its positioning at regional (basin) level.

Finally, one may ask “Can the CATTLE BREEDERS' ASSOCIATION OF AMASYA successfully develop livestock farming keeping the same governance organization (for services management and also for strategic steering decisions). What are the objectives for the coming years and what are the main lines of development?”

OVERALL RECOMMENDATIONS

To strengthen existing technical improvements (i.e.: milk quality improvement...), we would recommend focusing on the following:

IMPROVING CORE MISSIONS

Services to farmers: improve dairy producer/families revenue and quality of life

According to the discussions that were held during the symposium, we assess this is the main expectation of the members of the CATTLE BREEDERS' ASSOCIATION OF AMASYA. This expectation goes beyond the initial mission of an Association fostering genetic improvement on behalf of the Ministry of Agriculture.

The CATTLE BREEDERS' ASSOCIATION OF AMASYA's initiative of women work valorization (craft, farm food production) brings a valuable identity, recognition and complementary revenue and deserves being supported and continued.

We would recommend to:

- **Lower production costs.**

In a context of high volatility and underlying increase of inputs costs (feed, etc.), we recommend for the CATTLE BREEDERS' ASSOCIATION OF AMASYA to foster and support the creation, in a few pilot farms, demonstrates and disseminates the concept of "autonomous, cost saving and sustainable livestock systems" based on forage (grass, maize, legume...) production to provide the most part of the necessary energy and protein for animal feeding. Such a system would be more resistant to costs variation than "soiless" systems, in which most of the feeding is purchased.

Lower the costs by developing grouping of purchase and use of equipment by developing CUMA in each district or close to each milk collecting center.

- **Modernize livestock installations to improve working conditions and motivate young farmers to create their own activity.**

We recommend that the Union works out with the Turkish public authorities and the EU delegation a joint launching of a plan to support investments in upgrading installations or investing in new installations such as livestock building upgrading and environmental and health compliance, milk parlors, as livestock farmers cannot afford such investments nor pay them off on their activity revenue. The applying farmers should receive from the CATTLE BREEDERS' ASSOCIATION OF AMASYA comprehensive information on the different types of building and milk parlors.

- **Add value to dairy cows livestock products**

- Through milk quality improvement (protein rate...), including relevant genetic advices;
- Through the involvement of the CATTLE BREEDERS' ASSOCIATION OF AMASYA in dairy processing, products marketing and return of part of this added value to the farmer.

We recommend that the CATTLE BREEDERS' ASSOCIATION OF AMASYA, helped by some external advisory services, designs some high value added products protected by a brand belonging to the livestock farmers (Amasya + Geographical Identification of origin?). In partnership with a dairy processing (industrial or small scale) unit the CATTLE BREEDERS' ASSOCIATION OF AMASYA could first experiment , and further ~~to~~ create a joint company (shared 50/50), the partner having the responsibility for operational management of this activity.

We draw the attention of the CATTLE BREEDERS' ASSOCIATION OF AMASYA to the fact that will need to start from a marketing approach. Starting with market needs to design the product or the product range that would fit upstream market segmentation and high selling price (with a high added value) on the Turkish market.

- Through the production of calves of a better beef value and better remunerated by fatteners, both by developing crossbred inseminations on lower yield dairy cows with beef breed bulls and by contracting sales of these crossbreed calves with fatteners union.

State support activities: fine tune and continue developing technical missions on behalf of the ministry of agriculture on genetic improvement

We recommend to fine tune and continue developing technical missions on behalf of the ministry of agriculture on genetic improvement in Amasya province.

In particular, we would recommend to:

- **Increase the penetration of artificial insemination with selected bull semen of breeds well adapted to local production systems and conditions.**

Continue developing Holstein and Montbéliarde breeds.

Obtain accreditation and support by the ministry of agriculture of Simmental cows insemination with Montbéliarde bulls in register the products (half blood and ¼ blood) in a pending section of the herd book of Montbéliarde breed.

- **Improve regularity of data exchanges with the national database.**

Induce more valorization and feed back of sophisticated data (genetic value index,...) so as to provide animal certificates and herd management support documents (for mating plans, culling decision, heifers renewing decision...) well documented in terms of performances results and animal genetic value.

- **Foster and support the creation of 2 or 3 beef breeds herds, that would serve as pure breed nucleus for breeding animals.**

Turkey livestock farming needs to develop a good quality beef cattle herd and Amasya province would benefit from seizing this opportunity to develop pure breeds nucleus of 2 or 3 different breeds to take advantage of its forest and pastoral areas and sell breeding animals to other provinces.

The CATTLE BREEDERS' ASSOCIATION OF AMASYA could thus contribute applying some sylvopastoral good practices existing in several countries to take advantage of semi-wooded areas.

SUPPORT AND ADAPT THE ASSOCIATION'S GOVERNANCE

It is time for renewing the CATTLE BREEDERS' ASSOCIATION OF AMASYA's organization and management.

- **Set up livestock farmers governance in development steering decisions**

We recommend livestock farmers representatives involved in the CATTLE BREEDERS' ASSOCIATION OF AMASYA steering decisions and its development actions to take the necessary time to share context analysis and to proceed to the relevant adaptations. The CATTLE BREEDERS' ASSOCIATION OF AMASYA appears simultaneously strong and weak. It can rely on its representatives' dynamism and full support of a large number of livestock farmers. But it needs to manage a new phase in its development.

Can the CATTLE BREEDERS' ASSOCIATION OF AMASYA accomplish all the functions needed by the farmers? Including technical development, commercial development (marketing), trade union, etc?

The CATTLE BREEDERS' ASSOCIATION OF AMASYA' livestock farmers' representatives will undergo all kinds of demands from livestock farmers. Thus, they will need to design and communicate on the services and knowledge they want to develop within the association and the partnerships and complementary services they want to set up. That means initiating other professional organizations responsible for some of the farmer needs, sharing projects and involving the provincial direction of ministry of agriculture's, claim for more support from the national association, etc...).

Following several years of launching new development actions, the CATTLE BREEDERS' ASSOCIATION OF AMASYA now needs to manage them, despite some dissatisfaction among the members, while keeping enough strength and motivation to continue steering the development of livestock sector in the province of Amasya, initiate and encourage new actions benefiting to the farmers.

Livestock farmers representatives have to organize themselves to keep their steering role without interference from daily management. The CATTLE BREEDERS' ASSOCIATION OF AMASYA has to refurbish the complementarity between the team of livestock farmers' representatives, having a steering role, and the operational management of staff team, in charge of steering decisions implementation.

Then, the CATTLE BREEDERS' ASSOCIATION OF AMASYA can rely on the dynamism and unity of a small team of managers around an unopposed, highly involved, emblematic, hard working leader putting a lot of efforts into a general interest mission.

We invite the managing team to prepare protecting its leader in a management phase that will certainly be more complex, whatever within the association and outside, taking into account that

outside environment may sometimes feel disturbed by the dynamism of the CATTLE BREEDERS' ASSOCIATION OF AMASYA.

We recommend setting up a special training for the livestock farmers representatives of the board of directors committee, aiming at reinforcing their ability to take responsibility for new activities on behalf of the Chairman.

- **Reinforce operational management of services and permanent staff management**

To keep the necessary capacity to orientate the CATTLE BREEDERS' ASSOCIATION OF AMASYA, we suggest the Chairman to consolidate the partnership between Chairman and Chief Executive Officer and to set up a new steering, developing, monitoring, evaluation tool, in accordance with other livestock representatives chairing in the board of directors committee.

The CATTLE BREEDERS' ASSOCIATION OF AMASYA employs around 65 permanent staff. They need to be managed, coordinated and trained to provide the expected results. We recommend to set up a training and upgrading action for the staff of CATTLE BREEDERS' ASSOCIATION OF AMASYA's, including technical and practical knowledge reinforcement, development of advises to farmers know-how, etc.

ACTION PLAN PROPOSAL

MANDATE AND GOVERNANCE ISSUES

Organize an internal workshop with multiple objectives:

- Re-examine the missions of the Union and the limits of these missions
- Exchanges on the assessment of the training needs (reinforcement of technical know-how and practices, development of capacities/attitudes in advisory activities) for a long term improvement plan
- Communication plan towards partners and members.

A closing session would ideally involve the Regional Agriculture Director to trigger a reflexion on the type of partnership to be established with the Ministry to implement the defined objectives.

TECHNICAL STRENGTHENING

Technical mission 1 (in France): advisory activities in dairy production sector

The beneficiaries would be the Union managers and relevant technicians.

The objective is to demonstrate the French practice of advisory activities through the dairy performance recording system. It would focus on both the selection base herds and the herds outside the base. Then the activities as developed in Amasya would be analyzed and the French experts would assist in proposing an evolution of the practices and the content of the advisory activity in Amasya. As a sequel, the experts will also assist in defining the additional training needs.

Technical mission 2 (in Turkey): reviewing the dairy production model

The most frequently targeted model is a “soiless” type. In such conditions, the scarcity of fodder crops leads to heavy purchases of fodder (external sourcing). The model is unlikely to be sustainable in the present international environment.

The idea is to have an expert mission to assist in designing and characterizing a “Low Input Farm” model (with autonomous fodder production) that can be used as a pilot to disseminate the required techniques. If the idea is accepted, the Union may identify 1 or 2 farms to develop into such pilots. The French Livestock Institute can initially facilitate development through yearly backstopping missions during 2 or 3 years.

Study tour in France on performance recording and information system

The idea is to organize a one-week tour for 2 persons (executive level, one from the Union and one from the national database management personnel). The focus would be as follows:

- Processing and exploitation of the farm data
- Information flow through the National Genetic Improvement System (NGIS) towards advisory groups/organizations
- Information flow towards commercial genetic organizations (which documentation attached to pedigrees?)
- Information flow towards breeders

Study tour in France to explore the conditions of creating a beef breed base in Amasya

The tour will concern the President of the Union along with 4 or 5 potentially interested breeders. The tour would encompass:

- Gaining knowledge about French beef breeds (Aubrac, Salers, Gasconne, Limousine,...)
- Study of the development of agro-pastoral forestry areas (in areas similar as those available in Amasya)

Study tour in France to explore the conditions of creating and operating a “CUMA”

The Union is planning for the development of mechanization sharing cooperatives (CUMA), basically centered on the dairy collecting centers locations. Among the topics to be explored: which degree of centralization can be traded off against more equipment to be made available.

The tour would concern 4 to 5 decision makers of the Union.

RATIONALE FOR TECHNICAL ASSISTANCE FROM THE FRENCH LIVESTOCK INSTITUTE

The French Livestock Institute is the French national technical reference and normative body in livestock farming systems. It is managed by livestock farmer’s federations and trade unions. Its activities

encompass applied research, technical assistance and technology transfer in cattle, sheep, goats and horses husbandry sciences.

The core of the activities resides in innovation development and technical support towards livestock professionals (farmers, breeders, industrialists) and their organizations. Hence, the French Livestock Institute:

- continuously monitors the economic and technical environment of livestock sector and value chains;
- generates relevant information and technical documentation for farmers engineers and technicians;
- ensures training (comprehensive standard programs and tailored courses) and technology transfer to livestock farmers, breeders, and related industries;
- contributes to know-how transfer through an active involvement in European and international cooperation projects;
- promotes local development and emergence of local expertise.

In addition, the French Livestock Institute offers permanent institutional and technical support to the French Ministry of Agriculture in livestock policy making and organization of national level through public service delegation. As such, on behalf of the French Ministry of Agriculture, the French Livestock Institute:

- manages livestock farming, genetic improvement data engineering and information systems for cattle, sheep and goats at national level,
- generates references for sustainable livestock husbandry: economic optimization of livestock farming systems and technical strategies for quality and environment-friendly products, incorporating animal welfare principles and contributing to territorial management,

The French Livestock Institute has a good knowledge of the prevailing situation of the dairy sector in Turkey. It has built-up strong binds with the CATTLE BREEDERS' ASSOCIATION OF AMASYA over the last 3 years and has already paid a preliminary investigation in 2009 to understand and better delineate the development objectives of the CATTLE BREEDERS' ASSOCIATION OF AMASYA. Several visits in France (study tours in November 2009, visit to SIA in February 2012, tour in April 2012) also allowed to strengthen this understanding and to approach the question of funding through IPARD.

The CATTLE BREEDERS' ASSOCIATION OF AMASYA recognizes also, beyond the relevance of the capacity of the French Livestock Institute to support its development plans, the comparative advantages offered by France notably in terms of genetics, husbandry techniques innovations and quality approaches. Furthermore, the status and position of the French Livestock Institute within the livestock organization France pave the way to facilitation of partnerships and establishment of commercial contacts with third parties.



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