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Organizational Capacities, Access to Economic Services and Effectiveness of Farmers' Organizations in Supporting Rural Micro-Enterprises: An Empirical Study in the ITASY Region

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Abstract: Farmers' Organizations (FOs) are increasingly recognized as key institutional actors in rural development, particularly through their contribution to the creation, consolidation, and sustainability of rural micro-enterprises (RMEs). By facilitating collective action and connecting small-scale producers with essential resources and services, these organizations can significantly influence the economic opportunities available to rural communities. This study assesses the influence of organizational capacity and access to economic services on the effectiveness of FOs in supporting RMEs. A mixed-methods research design was employed to combine empirical measurement with an in-depth understanding of organizational practices. The study covered 100 Farmers' Organizations selected through proportional stratified sampling. Data were gathered using questionnaires, semi-structured interviews, and documentary analysis. Quantitative information was examined through descriptive statistics, Principal Component Analysis (PCA), Analysis of Variance (ANOVA), and multiple linear regression, while qualitative findings were used to enrich the interpretation of the quantitative results. The findings reveal a significant relationship between the organizational capacity of FOs, their access to economic services, and their effectiveness in supporting RMEs. Organizational capacity appears to be the most influential factor, particularly through leadership, governance, planning, financial management, human-resource development, and institutional coordination. Access to training, financial resources, technical assistance, and market information further strengthens the ability of FOs to provide relevant and sustainable support to rural enterprises. The study concludes that improving the sustainability of RMEs requires more than access to financial or technical resources alone. It calls for a complementary strategy that strengthens the institutional foundations of Farmers' Organizations while improving their access to appropriate economic services. This integrated approach can contribute to resilient enterprises, inclusive rural economies, and sustainable socioeconomic development.

Keywords: *Farmers' Organizations; Organizational Capacity; Economic Services; Organizational Effectiveness; Rural Micro-enterprises; Rural Development.*

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I. INTRODUCTION

In many developing countries, farmers' organizations (FOs) have become essential players in rural development strategies[1]. Faced with the limitations of public interventions and the increasing complexity of agricultural markets, they provide collective frameworks that enable producers to strengthen their technical, organizational, and economic capacities[2]. Through their multiple functions of representation, training, resource pooling, and facilitating market access, FOs contribute to improving the living conditions of rural populations and promoting local economic initiatives[3].

At the same time, rural micro-enterprises (RMEs) are playing an increasingly important role in local economic development[4]. They represent a means of diversifying rural household incomes, adding value to local resources, and creating jobs[5]. In a context marked by persistent rural poverty, insufficient salaried employment opportunities, and the vulnerability of family farms, the development of micro-enterprises appears as a key pathway to strengthening the economic resilience of rural populations[6].

Farmers' organizations are often considered structures capable of fostering the emergence and consolidation of these entrepreneurial initiatives[7]. Indeed, they facilitate their members' access to various economic services such as technical and entrepreneurial training, financing mechanisms, market information, productive equipment, and partnership networks[8]. They also play an important role in developing social capital, cooperation, and collective learning—elements recognized as crucial to the success of rural economic activities[9].

However, the effectiveness of farmers' organizations in supporting rural micro-enterprises remains highly variable[10]. While some organizations manage to sustainably support the economic initiatives of their members, others achieve more modest results despite sometimes comparable intervention conditions[11]. This diversity in performance raises the question of the factors that truly determine the capacity of farmers' organizations to contribute to the development of rural micro-enterprises.

Research on rural organizations shows that an organization's performance largely depends on its internal capacities[12]. The quality of leadership, the skill level of managers, the existence of effective management mechanisms, the capacity to mobilize resources, and the development of partnerships are essential factors in organizational performance[13]. Similarly, several studies emphasize that access to economic services is a determining factor for the development of rural entrepreneurship[14]. Producers with better access to training, financing, economic information, and technical support generally have better opportunities to develop and sustain their activities[15].

Despite the abundance of studies focusing separately on farmers' organizations and rural entrepreneurship, research dedicated to the joint analysis of the effect of organizational capacities and access to economic services on the effectiveness of farmers' organizations remains relatively limited, particularly in African contexts[16]. Existing studies often prioritize the analysis of the institutional structure of organizations or the evaluation of the impacts of support mechanisms, without thoroughly examining the internal mechanisms that explain the performance differences observed between organizations[17].

This lack of knowledge justifies the importance of the present research, which is part of a broader reflection on the organizational determinants of rural economic development.

[1]FAO, *Farmer Organizations and Collective Action: Enhancing Market Access and Promoting Rural Development*, Rome, 2017, p. 12.
[2] Elinor Ostrom, *Governing the Commons: The Evolution of Institutions for Collective Action*, Cambridge University Press, 1990, p. 58.
[3]IFAD, *Rural Development Report 2016: Fostering Inclusive Rural Transformation*, Rome, 2016, p. 45.
[4]World Bank, *World Development Report 2008: Agriculture for Development*, Washington DC, 2008, p. 115.
[5]Ian Scoones, " Sustainable Rural Livelihoods: A Framework for Analysis ", IDS Working Paper No. 72, 1998, p. 9.
[6]Robert Chambers and Gordon Conway, *Sustainable Rural Livelihoods : Practical Concepts for the 21st Century* , IDS Discussion Paper, 1992, p. 15
[7]FAO, *Agricultural Cooperatives and Farmer Organizations for Inclusive Agricultural Development*, Rome, 2012, p. 21.
[8]World Bank, *Enabling the Business of Agriculture 2021*, Washington DC, 2021, p. 67.
[9]Robert D. Putnam, *Making Democracy Work: Civic Traditions in Modern Italy*, Princeton University Press, 1993, p. 167.
[10]Anthony Bebbington, "Capitals and Capabilities: A Framework for Analyzing Peasant Viability, Rural Livelihoods and Poverty ", *World Development*, Vol. 27, No. 12, 1999, p. 2031.
[11]Michael Woolcock, "Social Capital and Economic Development: Toward a Theoretical Synthesis and Policy Framework", *Theory and Society*, Vol. 27, No. 2, 1998, p. 170.
[12]Jay B. Barney, " Firm Resources and Sustained Competitive Advantage ", *Journal of Management* , Vol. 17, No. 1, 1991, p. 101
[13]Robert S. Kaplan and David P. Norton, *The Balanced Scorecard : Translating Strategy into Action* , Harvard Business School Press , 1996, p. 28
[14]IFAD, *Rural Development Report 2016*, op. cit , p. 92.
[15]World Bank, *World Development Report 2008*, op. cit ., p. 138.
[16]FAO, *Farmer Organizations and Collective Action* , op. cit ., p. 37
[17]Douglass C. North, *Institutions, Institutional Change and Economic Performance*, Cambridge University Press, 1990, p. 83.

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It is based on the hypothesis that the effectiveness of farmers' organizations in supporting rural micro-enterprises depends both on their organizational capacities and on the quality of the economic services to which their members have access.

The central research question is formulated as follows: what are the organizational and functional factors that condition the effectiveness of peasant organizations in the development of rural micro-enterprises?

The overall objective of this study is to analyze the influence of organizational capacities and access to economic services on the effectiveness of farmers' organizations in supporting rural micro-enterprises. To provide some answers to this question, an empirical study was conducted with farmers' organizations located in the Itasy region, chosen as the observation site due to the importance of its rural organizational network and the diversity of economic initiatives developed there.

This research aims to contribute to a better understanding of the performance factors of farmers' organizations and to provide decision-making support for public actors and development partners involved in promoting rural entrepreneurship and local development.

II. MATERIALS AND METHODS

The study adopts a mixed-methods approach, combining quantitative and qualitative methods to analyze the organizational and functional factors that determine the effectiveness of Farmer Organizations (FOs) in supporting the development of rural micro-enterprises (RMEs) [18]. The materials used include a semi-structured questionnaire administered to FO leaders, an interview guide for members and managers of the organizations, an observation grid for organizational practices, and SPSS software for statistical data processing[19].

- *Sampling*

The target population consists of the farmers' organizations identified in the ITASY region. According to data collected from technical services and rural development support structures, 411 active farmers' organizations were identified in the three districts of the region, distributed as follows: 132 POs in the district of Arivonimamo, 100 POs in the district of Miarinarivo and 179 POs in the district of Soavinandriana.

Given the time and resource constraints, a representative sample of 100 farmers' organizations was selected. Proportional stratified sampling was chosen to ensure a balanced representation of the organizations according to their geographical distribution[20].

The size of each layer was determined using the formula: ni = (Ni × n) / N

Or :

ni represents the sample size in stratum i;
Ni represents the number of OPs in stratum i;
n represents the total sample size (100 OP);
N represents the total population (411 OP).

[18] Creswell, John W. & Plano Clark, Vicki L., *Designing and Conducting Mixed Methods Research*, 3rd ed., Sage Publications, 2018, p. 5-12.

[19] Bryman, Alan, *Social Research Methods*, 5th ed., Oxford University Press, 2016, p. 232.

[20] Cochran, William G., *Sampling Techniques*, 3rd ed., Wiley, 1977, p. 89.

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Table 1 Applying this Method Resulted in the Distribution

District	Total number of OPs	Number of OPs surveyed
Arivonimamo	132	32
Miarinarivo	100	24
Soavinandriana	179	44
Total	**411**	**100**

The selected farmers' organizations were then randomly chosen within each stratum in order to limit the risk of selection bias[21].

➢ *Data Collection*

Data collection took place over a period of five months. It relied on a combination of primary and secondary sources to enhance the reliability of the information gathered[22].

The primary data were obtained through semi-structured interviews conducted with the leaders of the selected farmers' organizations[23]. These interviews made it possible to collect information relating to the organizational capacities of the POs, including the level of qualification of the leaders, the existence of an activity plan or a strategic plan, internal management mechanisms, the capacity to mobilize financial resources as well as the partnerships developed by the organization.

In addition, information was collected regarding members' access to economic services such as entrepreneurial training, technical support services, financing mechanisms, market information and productive equipment.

The effectiveness of producer organizations (POs) in supporting rural micro-enterprises was also assessed through several indicators relating to the number of micro-enterprises supported, their level of sustainability, the degree of involvement of the organization in the economic projects of its members, and the satisfaction of beneficiaries with the services received.

To complement the quantitative data, in-depth interviews were conducted with some PO managers, beneficiary members, and technical partners. These discussions allowed for an exploration of the mechanisms explaining the observed performance[24].

Finally, a documentary analysis of the statutes, internal regulations, activity plans, financial reports and activity reports of the POs was carried out in order to verify and supplement the information declared during the interviews[25].

➢ *Data Processing and Analysis*

The collected data were coded, entered and processed using SPSS software. The analysis was conducted in several stages[26].

Initially, a descriptive analysis was carried out to characterize the surveyed farmers' organizations. This step consisted of calculating the frequencies, percentages, means and standard deviations of the different variables studied[27].

In a second step, three synthetic indices were constructed in order to measure the main dimensions of the study.

The first index corresponds to the organizational capabilities of the POs. It is constructed from five indicators: the level of qualification of the managers, the existence of a strategic plan, the capacity to mobilize internal resources, the existence of management mechanisms and the number of active partnerships.

The second index measures the level of access to economic services. It takes into account entrepreneurial training received, access to technical support, access to economic and market information, access to financing mechanisms, and access to productive infrastructure or equipment.

The third index assesses the effectiveness of farmers' organizations in supporting rural micro-enterprises. It incorporates the number of micro-enterprises supported, the success rate of these micro-enterprises, and the level of involvement of the farmers' organization in members' economic projects, member satisfaction, and the perceived economic usefulness of the organization.

Each indicator was rated on a standardized scale allowing an overall score to be calculated for each dimension studied.

A Principal Component Analysis (PCA) was then carried out to identify the most discriminating variables and to highlight the main factors explaining the effectiveness of

[21] Kish, Leslie, *Survey Sampling*, Wiley, 1965, p. 75.
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[23] Kvale, Steinar & Brinkmann, Svend, *InterViews: Learning the Craft of Qualitative Research Interviewing*, Sage, 2015, p. 45.
[24] Patton, Michael Quinn, *Qualitative Research and Evaluation Methods*, 4th ed., Sage, 2015, p. 426.
[25] Bowen, Glenn A., "Document Analysis as a Qualitative Research Method", *Qualitative Research Journal*, Vol. 9, No. 2, 2009, p. 29.
[26] Field, Andy, *Discovering Statistics Using IBM SPSS Statistics*, 5th ed., Sage, 2018, p. 32.
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farmers' organizations[28]. Furthermore, an analysis of variance (ANOVA) was used to compare the levels of efficiency observed according to the categories of POs presenting different levels of organizational capacity and access to economic services[29].

Finally, a multiple linear regression was used to assess the simultaneous influence of organizational capacities and access to economic services on the effectiveness of farmers' organizations[30]. The estimated model is expressed as follows: $EOP = \beta_0 + \beta_1 (CO) + \beta_2 (ASE) + \varepsilon$

Or :

EOP represents the efficiency index of the peasant organization;
CO represents the organizational capabilities index;
ASE represents the index of access to economic services;
β_0 represents the constant of the model ;
β_1 and β_2 represent the regression coefficients;
ε represents the error term.

The significance threshold used for all statistical analyses is set at 5% ($p < 0.05$).[31]

Finally, the qualitative data from the interviews were subjected to a thematic content analysis, allowing for a deeper interpretation of the quantitative results and the identification of the main factors promoting or limiting the effectiveness of farmers' organizations in the development of rural micro-enterprises[32].

III. RESULTS

The analyses carried out make it possible to identify the main organizational and functional factors that influence the effectiveness of farmers' organizations (FOs) in supporting the development of rural micro-enterprises (RMEs).

➢ *General Characteristics of the Surveyed Farmers' Organizations*

The descriptive analysis highlights a strong diversity among the peasant organizations studied.

- *Among the 100 Producer Organizations Surveyed:*

✓ 68% have at least one manager who has received training in management or organizational leadership;
✓ 61% have a formalized business plan;
✓ 57% keep regularly updated accounts;
✓ 72% maintain at least one active partnership with a support organization or financial institution;
✓ 49% manage to regularly mobilize internal financial resources through member contributions.

- *Regarding Economic Services:*

✓ 74% of the POs have benefited from entrepreneurial training in the last three years;
✓ 69% have access to technical support services;
✓ 63% have regular market information;
✓ 58% have access to financing mechanisms;
✓ 46% have shared production equipment or infrastructure.

These results show that producer organizations do not all have the same level of organizational capacity or the same degree of access to economic services.

➢ *Level of Organizational Capacities of the POs*

Based on the five selected indicators, a synthetic index of organizational capabilities was constructed on a scale of 0 to 10. The construction of a synthetic index makes it possible to group several observed dimensions in order to obtain a global measure of a complex organizational phenomenon[33].

[28] Hair, Joseph F. et al., *Multivariate Data Analysis*, 8th ed., Cengage Learning, 2019, p. 132-168.
[29] Montgomery, Douglas C, *Design and Analysis of Experiments*, Wiley, 2019, p. 87.
[30] Tabachnick, Barbara G. & Fidell, Linda S, *Using Multivariate Statistics*, 7th ed., Pearson, 2019, p. 120-185.
[31] Field, Andy, *Discovering Statistics Using IBM SPSS Statistics*, op. cit, p. 218.
[32] Bardin, Laurence, *Content Analysis*, PUF, 2013, p. 121. Rural micro-enterprises are small-scale economic activities developed in rural areas by individuals, households or local groups, with the aim of generating income, creating jobs and utilizing the resources available in the area.

[33] Jolliffe, I. T. (2005). Principal component analysis. *Wiley StatsRef*. The reference presents PCA as a dimensionality reduction method allowing multiple variables to be represented by a more limited number of components.

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Table 2 The Resulting Classification is Presented in the Table

Level of organizational capabilities	Number of OPs	Percentage
High (index ≥ 7)	31	31%
Average (index of 4 to 6)	48	48%
Low (index < 4)	21	21%
Total	**100**	**100%**

The overall average of the index is 5.94 out of 10.

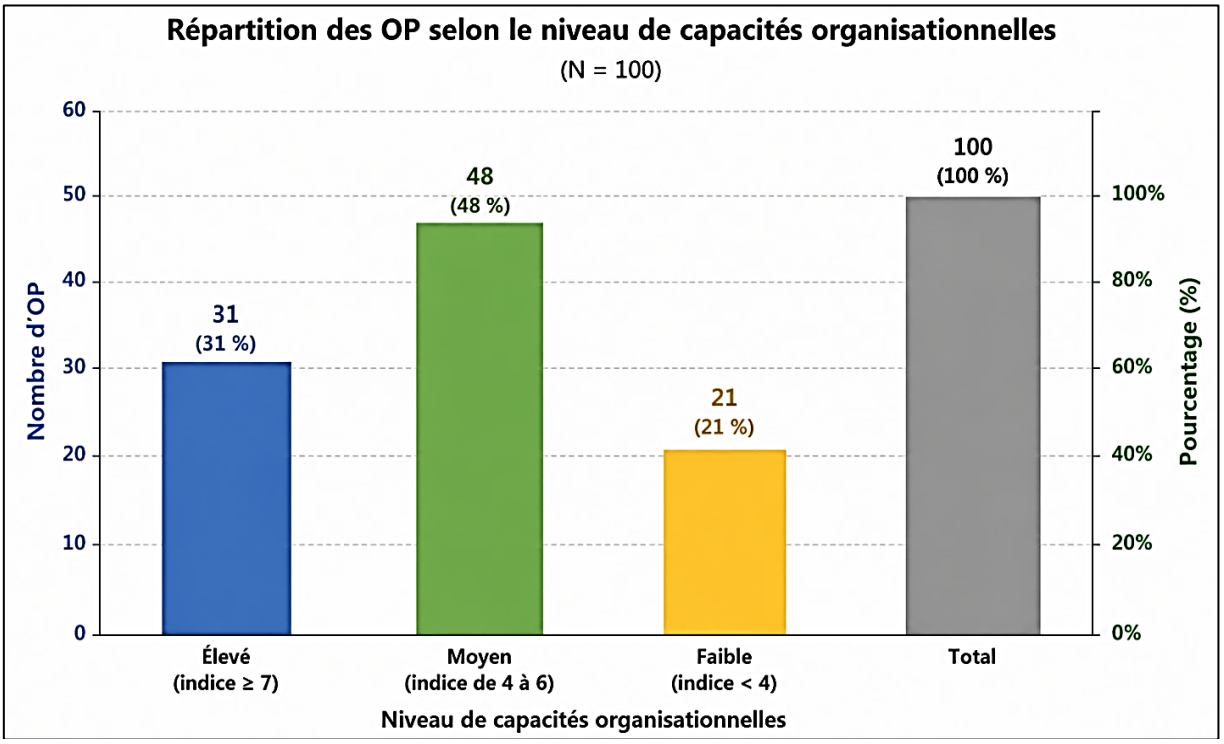

Fig 1 Distribution of Farmers' Organizations According to their Level of Organizational Capacity
Source: Author's Survey Data, 2026.

The highest-ranked POs are distinguished by the existence of formalized management mechanisms, better qualification of managers and a more developed network of partnerships.

➢ *Level of Access to Economic Services*

A second composite index was developed to measure members' level of access to economic services. Access to services is an important dimension of the development of rural organizations, particularly in terms of technical advice, information, financing, and market access[34].

Table 3 The Results Indicate

Level of access to economic services	Number of OPs	Percentage
High (index ≥ 7)	36	36%
Average (index of 4 to 6)	43	43%
Low (index < 4)	21	21%
Total	**100**	**100%**

The average score observed is 6.12 out of 10.

[34] Food and Agriculture Organization of the United Nations (FAO). (2024). *Rural Services*. FAO. The FAO places particular emphasis on small-scale producers' access to services, markets, and the capacities necessary for managing their economic activities.

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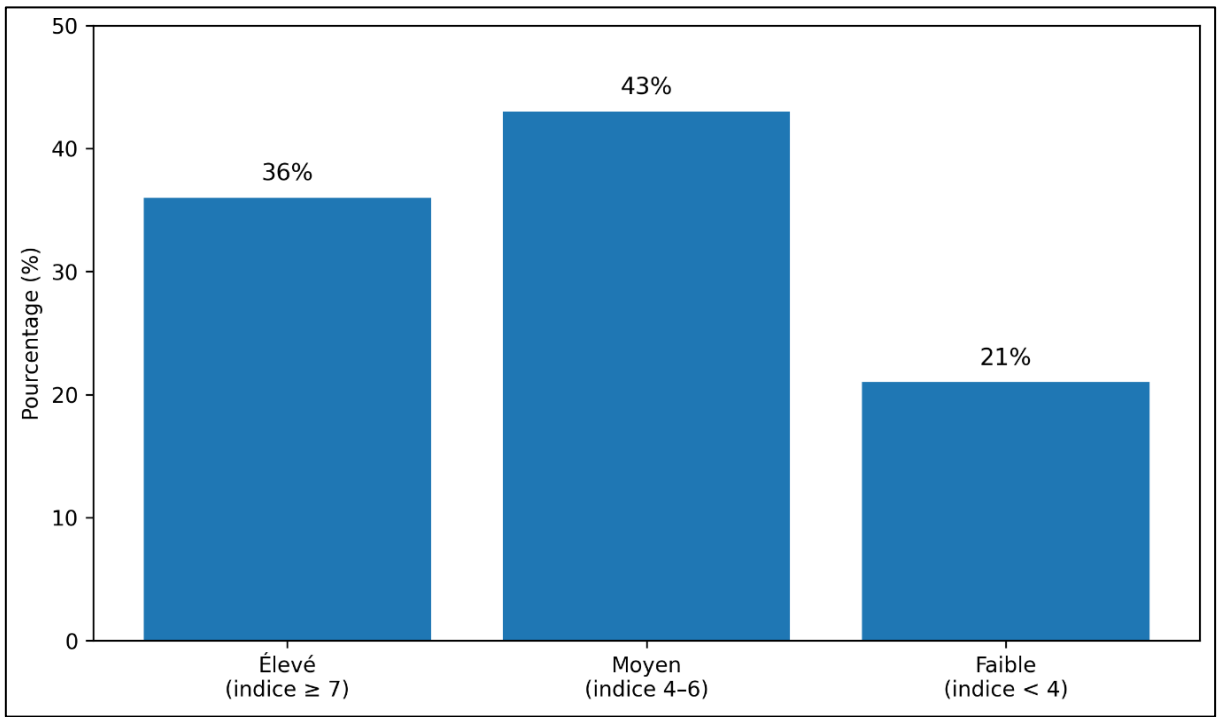

Fig 2 Level of Access to Economic Services of Producer Organizations

The most frequently accessible services relate to training and technical support, while access to financing and productive equipment remains relatively limited.

➢ *Level of Effectiveness of OPs in Supporting MERs*

The effectiveness index was calculated from the five selected indicators: number of MERs supported, MER success rate, level of involvement of the PO, member satisfaction and perception of economic utility.

Table 4 The Results Show

Level of efficiency	Number of OPs	Percentage
High (index ≥ 7)	34	34%
Average (index of 4 to 6)	45	45%
Low (index < 4)	21	21%
Total	**100**	**100%**

The best performing POs support an average of 5.1 rural micro-enterprises, compared to only 1.2 for the least performing POs.

These results suggest that an organization with greater human, institutional, and relational resources is better able to provide economic support to its members. The literature on producer organizations indeed highlights their potential role in access to services, collective organization, improved market access, and the development of rural economic activities[35].

The best performing POs support an average of 5.1 rural micro-enterprises compared to only 1.2 for the least performing POs.

➢ *Principal Component Analysis (PCA)*

Principal Component Analysis (PCA) was performed on all organizational and functional variables. PCA is a multivariate analysis method that reduces a set of correlated variables to a smaller number of components while retaining a significant portion of the initial information[36].

The first two factorial axes explain 69.4% of the total inertia.

[35] International Fund for Agricultural Development (IFAD). (2016). *Rural Development Report 2016: Fostering inclusive rural transformation*. Chapter 10, "Collective action and empowerment". IFAD. This publication examines the role of collective action and rural organizations in inclusive economic transformation.

[36] Jolliffe, IT, & Cadima, J. (2016). Principal component analysis: A review and recent developments. *Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences, 374* (2065), 20150202. https://doi.org/10.1098/rsta.2015.0202 .

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- *The First Axis (43.7% of the Inertia) is Primarily Associated with:*

✓ To the qualification of managers;
✓ To management mechanisms;
✓ To active partnerships;
✓ To access to financing mechanisms.

- *The Second Axis (25.7% of the Inertia) is Mainly Related to:*

✓ To entrepreneurial training;
✓ To access to economic information;
✓ To provide technical support.

Factor projection reveals that the most effective POs cluster around variables related to high organizational capabilities and significant access to economic services.

Conversely, poorly performing OPs are located at the opposite end of these variables.

➢ *Comparison of Efficiency Levels According to Organizational Capabilities (ANOVA)*

The analysis of variance highlights significant differences between the OP groups.

Table 5 Comparison of Efficiency Levels According to Organizational Capabilities (ANOVA)

Level of organizational capabilities	Average efficiency
Weak	3.1
AVERAGE	5.8
Pupil	8.2

The ANOVA test indicates a statistically significant difference between the groups ($F = 24.63$; $p < 0.001$). These results show that the effectiveness of organizational programs increases with the level of organizational capabilities.

The observed difference between the three groups indicates a statistically significant relationship between the level of organizational capacity and measured effectiveness. This interpretation is consistent with research that emphasizes capacity building in producer organizations as a prerequisite for their ability to provide services and support the economic activities of their members.[37]

➢ *Comparison of Efficiency Levels According to Access to Economic Services (ANOVA)*

The analysis also reveals significant differences depending on the level of access to economic services.

Table 6 Comparison of Efficiency Levels According to Access to Economic Services (ANOVA)

Level of access to economic services	Average efficiency
Weak	3.4
AVERAGE	5.9
Pupil	8

The ANOVA test confirms the existence of a significant difference between the groups ($F = 21.87$; $p < 0.001$). Producer organizations offering more cost-effective services exhibit a significantly higher level of efficiency.

➢ *Multiple Linear Regression*

In order to assess the simultaneous influence of organizational capacities and access to economic services on the effectiveness of peasant organizations, a multiple linear regression was carried out.

The resulting model is as follows: $EOP = 0.84 + 0.47(CO) + 0.39(ASE)$

With:

$R^2 = 0.68$

Adjusted $R^2 = 0.67$

$F = 103.42$

$p < 0.001$

The standardized coefficients show that:

[37] Food and Agriculture Organization of the United Nations (FAO). (2007). *Rural organizations and rural development: Strengthening the organizational and business capacities of small farmer / rural producer organizations*.

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Table 7 The Standardized Coefficients

Explanatory variable	Coefficient β	Significance
Organizational capabilities	0.47	$p < 0.001$
Access to economic services	0.39	$p < 0.001$

The model explains 68% of the observed variation in the level of effectiveness of farmers' organizations.

Organizational capabilities appear to be the most important explanatory factor, followed by access to economic services.

➢ *Qualitative Results*

Interviews conducted with managers and members of the POs help to complement the statistical results.

The highest-performing organizations are generally characterized by:

- Leadership recognized by the members;
- Rigorous administrative and financial management;
- Strong involvement of leaders in the search for partnerships;
- An ability to quickly mobilize members around economic projects.

Conversely, less successful producer organizations often face governance challenges, weak mobilization of internal resources, and limited access to economic services.

➢ *Summary of Results*

Descriptive, multivariate and qualitative analyses converge on the same finding: organizational capacities and access to economic services are two determining factors in the effectiveness of farmers' organizations in supporting rural micro-enterprises.

The hypothesis that the quality of access to economic services and the organizational capacities of producer organizations determine their effectiveness in supporting micro-enterprises is thus broadly confirmed[38].

IV. DISCUSSION

The results highlight the importance of organizational capacity and access to economic services for the effectiveness of Farmers' Organizations (FOs) in supporting the development of rural micro-enterprises (RMEs). The various analyses conducted show that the most successful FOs are generally those with robust organizational mechanisms and that offer their members better access to the economic resources necessary for developing their productive activities.

These results confirm the initial hypothesis that the effectiveness of peasant organizations depends not only on their existence or level of structuring, but also on their ability to mobilize their internal resources and facilitate their members' access to various economic services [39].

➢ *Organizational Capabilities as the Foundation of the Effectiveness of Producer Organizations*

The results of this study show that organizational capacity is the main factor explaining the effectiveness of farmers' organizations. POs with high levels of leadership skills, functional management mechanisms, strategic planning, and active partnerships achieve the best results in supporting rural micro-enterprises.

These observations align with the foundations of the resource-based approach. (View), according to which an organization's performance depends primarily on the quality of the resources and skills it is able to mobilize. Organizational capabilities enable the coordination of collective actions, reduce uncertainties, and facilitate decision-making in an economic environment often characterized by numerous constraints[40].

The results also corroborate the work of several authors who consider farmers' organizations as structures whose effectiveness depends primarily on the quality of their internal governance. An organization with effective administrative and financial mechanisms generally has a better capacity to plan its activities, mobilize its members, and monitor the economic initiatives it supports.

Thus, the observed performance does not appear to depend solely on available financial resources, but rather on the organization's ability to effectively utilize the human, material, and institutional resources at its disposal.

➢ *The Crucial Role of Economic Services in the Development of Marine Economic Areas*

The results also show that access to economic services is a major factor in the success of rural micro-enterprises supported by farmers' organizations.

Entrepreneurial training, technical support, economic information, financing mechanisms, and access to productive equipment appear to be essential resources for strengthening the capacities of rural entrepreneurs. Producer organizations that offer these services regularly achieve

[38] Food and Agriculture Organization of the United Nations (FAO). (2017). *Guidelines for designing Capacity -building programs for farmers ' organizations.* FAO/AVSF. Strengthening skills, leadership and organizational capacity is a central focus of the development of producer organizations.

[39] Food and Agriculture Organization of the United Nations (FAO). (2024). *Rural Services*. FAO.

[40] Barney, JB (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17* (1), 99–120. https://doi.org/10.1177/014920639101700108 .

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significantly higher levels of efficiency than those whose service offerings remain limited[41].

These results align with analyses developed in research on rural business development services. Several studies have demonstrated that constraints in access to information, financing, and entrepreneurial skills are among the main obstacles to the development of rural economic activities. In this context, farmers' organizations play a particularly important intermediary role by connecting producers with the resources necessary for the creation and consolidation of their businesses.

The results also suggest that economic services only have their full effect when integrated into a coherent organizational framework. The mere availability of a service does not automatically guarantee its effectiveness. The capacity of the producer organization (PO) to organize, coordinate, and promote these services appears to be an essential condition for their impact on rural micro-enterprises.

- *Complementarity Between Organizational Capacities and Access to Economic Services*

One of the main lessons of this study lies in the complementarity observed between organizational capacities and access to economic services[42].

Multiple regression analysis shows that these two dimensions simultaneously exert a significant influence on the effectiveness of farmers' organizations. The most successful farmers' organizations are generally those that combine a high level of organizational capacity with significant access to economic services.

This observation suggests that economic services and organizational capabilities should not be viewed as independent factors, but rather as interdependent elements of the same organizational performance system.

Organizational capabilities enable the organization to effectively manage available resources, while economic services constitute the operational tools through which the organization supports the entrepreneurial initiatives of its members. The absence of either of these dimensions significantly limits the organization's ability to produce sustainable results.

This complementarity helps to explain why some farmers' organizations benefiting from significant external support achieve relatively modest results when their internal capacities remain insufficient[43].

- *Theoretical Contributions of the Study*

The results obtained make several contributions to the understanding of the development mechanisms of rural micro-enterprises.

Firstly, they reinforce theoretical approaches that consider collective organizations as essential actors in local economic development. The performance of rural micro-enterprises appears closely linked to the institutional capacities of the structures that support them[44].

Secondly, this study highlights the importance of organizational factors in the analysis of rural development policies. Support programs focused exclusively on financing or infrastructure risk producing limited results when the organizational capacities of the beneficiary structures are not sufficiently developed.

Third, the results confirm the relevance of an integrated approach combining organizational strengthening and improved access to economic services. This approach allows for a more comprehensive understanding of the determinants of the effectiveness of farmers' organizations.

- *Implications for Public Policies and Development Programs*

The results of this research highlight the need to move beyond traditional approaches focused exclusively on material or financial support for peasant organizations.

Interventions aimed at promoting the development of rural micro-enterprises would benefit from paying particular attention to strengthening the organizational capacities of producer organizations (POs). Training for managers, improving management mechanisms, developing partnerships, and strengthening internal governance appear to be strategic investments likely to sustainably improve the effectiveness of these organizations[45].

At the same time, improving access to economic services remains essential to enable rural producers to develop their activities under favorable conditions. Public policies should therefore encourage the implementation of mechanisms that facilitate access to entrepreneurial training,

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technical support services, economic information, and financing mechanisms adapted to the realities of rural areas.

The effectiveness of peasant organizations thus seems to be based on a balanced combination of organizational capacities and economic services, two dimensions which appear complementary in the promotion of local development.

➢ *Limitations of the Study*

Despite the interest of the results obtained, certain limitations must be highlighted. The study relies primarily on the perceptions of leaders of farmers' organizations and on data collected at a specific point in time. A longitudinal analysis would allow for a better understanding of the evolution of organizational capacities and their influence on the performance of rural micro-enterprises over time.

Furthermore, other factors likely to influence the effectiveness of farmers' organizations have not been integrated into the model, including the socio-economic characteristics of members, conditions of access to markets, or the local institutional environment[46].

These limitations open up interesting perspectives for future research devoted to the mechanisms of rural economic development and the role of collective organizations in rural territories.

V. CONCLUSION

This research aimed to analyze the influence of organizational capacities and access to economic services on the effectiveness of Farmers' Organizations (FOs) in supporting the development of rural micro-enterprises (RMEs). Given the increasing importance of collective organizations in rural development strategies, it seemed necessary to identify the main factors likely to explain the performance differences observed between FOs.

The results show that organizational capacity and access to economic services are two major determinants of the effectiveness of farmers' organizations. Descriptive analyses reveal that farmers' organizations with qualified leaders, structured management mechanisms, resource mobilization capacity, and active partnerships generally achieve better results in supporting rural entrepreneurial initiatives.

Furthermore, the study highlights the importance of economic services in the development of rural micro-enterprises. Entrepreneurial training, technical support, access to economic information, financing mechanisms, and productive equipment appear as essential levers for strengthening the economic capacities of members and promoting the success of their activities.

The results of Principal Component Analysis and multiple linear regression confirm the existence of a positive and significant relationship between organizational capacities, access to economic services, and the effectiveness of farmers' organizations. Organizational capacities appear to be the most important explanatory factor, while economic services play a crucial complementary role in improving organizational performance.

Thus, the hypothesis that "the quality of access to economic services and the organizational capacities of peasant organizations determine their effectiveness in supporting the development of rural micro-enterprises" is validated by the results of the study.

From a theoretical standpoint, this research contributes to enriching our understanding of the performance factors of farmers' organizations by highlighting the importance of the link between organizational resources and economic services. It confirms that the development of rural micro-enterprises depends not only on the financial resources mobilized, but also on the organizations' capacity to effectively structure their actions and provide long-term support to their members.

Operationally, the results call on public decision-makers, technical and financial partners, and rural development actors to pay particular attention to strengthening the organizational capacities of producer organizations (POs). Future interventions should prioritize an integrated approach combining improved internal governance, skills development for leaders, strengthened partnerships, and enhanced access to economic services.

Finally, this study opens up avenues for research focusing on the analysis of other factors likely to influence the effectiveness of farmers' organizations, including social capital, the institutional environment, territorial dynamics, and the integration of digital innovations into support services for rural producers. A comparative approach between different regions or a longitudinal analysis would also allow for a deeper understanding of the mechanisms that promote the contribution of farmers' organizations to the sustainable development of rural areas.

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