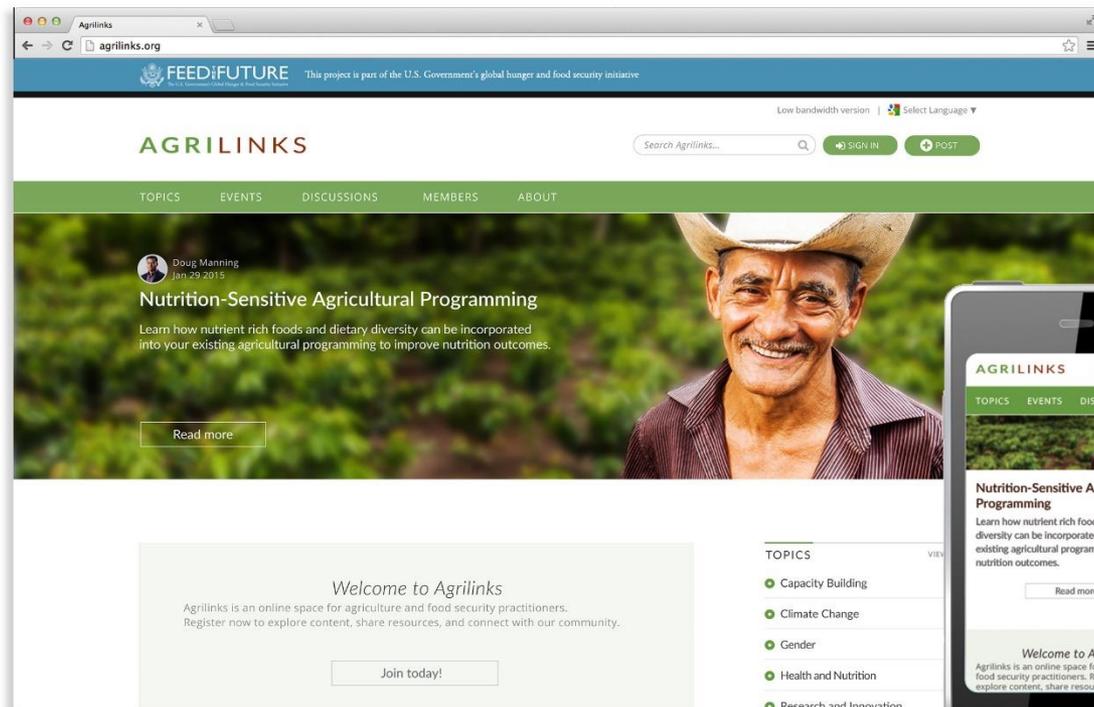
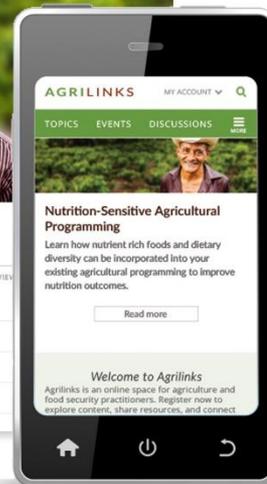


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The Next Generation of Civil Society Engagement: Boldly Going Where No NGO Has Gone Before

Speakers

Susan Pologruto, USAID Bureau for Food Security (DC)

Winston Buhohela, Africare (Tanzania)

Adam Keatts, Fintrac, Inc. (Virgin Islands)

Janeth Said, USAID (Tanzania)

Facilitator

Julie MacCartee, USAID Bureau for Food Security (DC)

October 28, 2015



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Agrilinks

October 21: Agrilinks “Ask Ag” chat on Engaging Civil Society



Ask Ag About...
Engaging Civil Society

Wed., October 21 | 12:00-1:00 PM EDT | Agrilinks.org

<http://agrilinks.org/events/ask-ag-about-engaging-civil-society>

1 hour
5 featured experts
96 comments
Rich discussion!



Kakhaber Bakhtadze wrote:

Thank you for the interesting topic, my country, Georgia is ex-soviet republic, where local agriculture knowledge and practice is lost as a result of soviet governance policy in the field. Young population of rural areas tries to initiate new projects but very often is not successful due to weak capacity. Can you suggest what could be good strategy/example to strengthen local capacity and support collaboration/networking?

posted 38 minutes ago • Delete • Edit • Reply



Walter Nunez-Rodriguez wrote:

First, we need to understand the needs of the organizations and there is the Organizational Capacity Assessment Tool that can be useful for identifying institutional and technical needs.

Second, organizations that have the will to be assisted, will respond to the OCAT, so one proxy to approach them, will be to initially work with the respondents.

Third, the OCA is not sufficient, so projects must engage with the leadership of the organizations to seek their commitment and engagement. When visiting the organizations, if the leadership is there to greet you, then that is an indication of a good deal of political commitment.

Fourth, be honest with them and do not ever promise more than what the project is able to deliver

Fifth, keep a close watch on their activities and be ready to provide them with additional technical support; this way you are making sure that common objectives will be met effectively and timely

posted 5 minutes ago • Delete • Edit • Reply



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Civil Society Engagement: Learning from the past to inform the future

- Definition provides parameters in prioritizing engagement
- Capacity building needs to be dictated by demand
- Overall, engaging civil society needs to be purposeful



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Pushing Ahead: The Feed the Future Civil Society Action Plan

Development does not occur to a society — it is something that must be believed in and supported by the members of that society.



mwanzo bora
nutrition program

Nutrition is MY responsibility

ENGAGING CSOs IN DEVELOPMENT

A case of Africare/ Mwanzo Bora Nutrition Program, Tanzania

Webinar Presentation: 28th October 2015



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Presentation Outline

- ▶ Introduction-Mwanzo Bora Nutrition Program
- ▶ Engagement at National Level
- ▶ Engagement at District and Community level
- ▶ Skills recommended for next generation
- ▶ Actionable Tips



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Introduction to Mwanzo Bora Nutrition Program

Program overview

- ▶ A seven-year (2011-2018) \$34.9 (USD) USAID funded nutrition program under the U.S. Government's Feed the Future initiative
- ▶ Main Program focus on reduction of maternal anemia and childhood stunting by 20% through implementation of evidence-based nutrition SBCC interventions



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Introduction to Mwanzo Bora Nutrition Program

Program overview cont'd

- ▶ Implemented by Africare-led consortium including COUNSENUTH, Manoff, and Deloitte with distinct division of roles
- ▶ Covers 33 Councils with a population of 9,682,704 people (4,724,002 male and 4,958,702 female) in 8 Regions of Tanzania Mainland and Zanzibar



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The Challenge

Childhood Stunting: Tanzania Mainland

National – 42%

- **Dodoma – 56%**
- **Manyara – 46%**
- **Morogoro – 44%**
- **Iringa – 52%**
- **Mbeya – 50%**

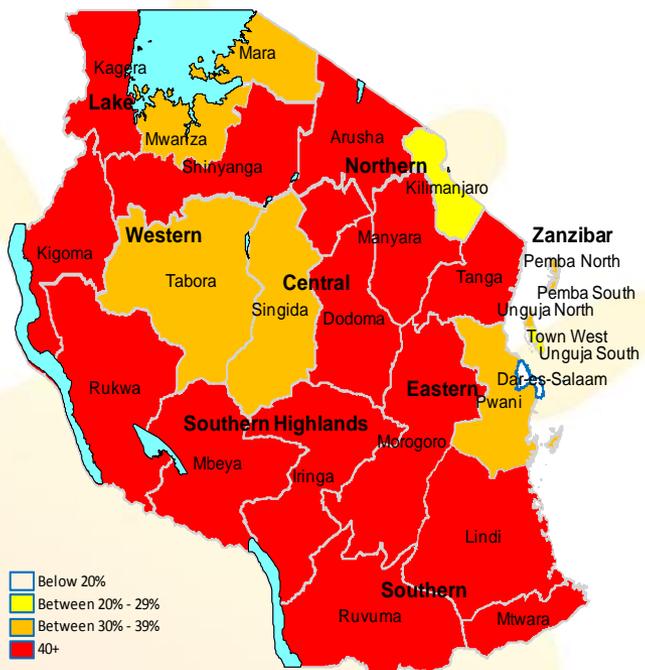
Maternal Anemia: Tanzania Mainland

National – 53%

- **Dodoma – 28%**
- **Manyara – 27%**
- **Morogoro – 45%**
- **Iringa – 28%**
- **Mbeya – 32%**

Effects of Childhood Stunting:

- **Increased likelihood to develop chronic diseases and overweight**
- **Reduced learning capacities**
- **Reduced income earning opportunities when adult**



16 Regions in Tz Mainland have Stunting rates above 40% (in red)

Source: TDHS - 2010



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MBNP Engagement with CSOs at National Level

How did we engage with COUNSENUTH?

- MBNP engages COUNSENUTH, a national level-based local CSO with specialization in Nutrition double fronts as: A consortium member/ nutrition technical partner and an institutional capacity strengthening beneficiary.
- Interventions in both fronts meant to complement each other in enhancing COUNSENUTH's graduation to a national CSO with systems to manage big programs.



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MBNP Engagement with CSOs at National Level

How did we build COUNSENUTH's capacity?

- Conducted institutional and technical capacity assessments, established capacity gaps, and prioritized on nutrition SBCC, governance, financial and grants management.
- Supported in improving and/or developing governance, finance and grants systems
- Aailed opportunity to lead technical implementation of nutrition SBCC interventions



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MBNP Engagement with CSOs at National Level

What have we achieved through this tie?

- ▶ Through COUNSENUTH-led nutrition technical team, 1,744,841 women and 1,630,603 children have been reached by Nutrition SBCC services
- ▶ A total of 33,531 people have been trained, oriented or made aware of the content and process of Nutrition SBCC as a way of strengthening the existing service delivery systems and structures in the zone of influence



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MBNP Engagement with CSOs at National Level

How has it benefited COUNSENUTH?

- ▶ Its membership and partnership in MBNP Consortium has boosted the CSO profile and radiated confidence in organizational competence to handle funds and program
- ▶ The CSO has been entrusted with funds (estimated \$10.5 million USD) to implement programming for three international donors outside USAID between 2014 and 2018



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MBNP Engagement with CSOs at National Level

How has it benefited COUNSENUTH? Cont'd

- ▶ The CSO is using skills, tools, and experience developed/gained in MBNP to implement other donor-funded programs
- ▶ The CSO has expanded its staff members and managed to open and operate a sub-national field office to be able to effectively manage the sub-granted mandate/responsibility



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MBNP Engagement with CSOs at District and Community Level

How did we procure, recruit, and engage?

- ▶ Awarded the existing/operational CSOs based on transparent and competitive institutional capacity assessment, technical capacity marking, due diligence exercise results, and reference on past performance.
- ▶ Experience in implementing and managing grants/ programs for Africare or other organizations (whether funded by USAID or another entity) increased competitiveness.



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MBNP Engagement with CSOs at District and Community Level

How did we procure, recruit, and engage? Cont'd

▶ Provided sub-agreements with 14 local CSOs to implement evidence based nutrition SBCC interventions to reach 2,979,903 men and women at communities in 2,301 villages in 20 Councils of Program coverage area.

The entire process of procurement and awarding:

▶ Exposed CSOs to transparency, competition, quality, accountability, timely delivery, and discipline



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MBNP Engagement with CSOs at District and Community Level

How did we build their capacity?

- ▶ Oriented on the program content, working tools and introduced/linked to government institutions and structures with mandate to support program interventions
- ▶ Introduced to community-based volunteer service providers and program services for final beneficiaries



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MBNP Engagement with CSOs at District and Community Level

How did we build their capacity? Cont'd

- ▶ Moderated to prepare plan and budget for implementation of community program activities and administration costs
- ▶ Mentored to conduct awareness sessions for local leaders at village/hamlet levels and orient community-based volunteer service providers
- ▶ Coached and mentored to form community-based beneficiaries' peer support groups to promote peer discussion around recommended nutrition behaviors



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MBNP Engagement with CSOs at District and Community Level

How did we build their capacity? Cont'd

- ▶ Gave sub-grant funds and opportunity to manage implementation, expenditure, and reporting
- ▶ Coached and mentored to effectively coordinate and facilitate peer support groups' behavior-changing discussion using provided Nutrition SBCC kits
- ▶ Coached and mentored to effectively facilitate farmer field days and demonstration plots to improve availability and accessibility to diverse diet



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MBNP Engagement with CSOs at District and Community Level

How did we instill ownership, belonging, and sustainability?

Sustainability promoted through mentoring and coaching to position CSOs to involve and work within and with the existing government system, institutions, and structures at sub-national level e.g.

- ▶ CSOs linked and supported to work with relevant technical personnel at District level and extension workers at ward and village levels
- ▶ CSOs linked and supported to participate in government-planned nutrition interventions at District and community levels



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MBNP Engagement with CSOs at District and Community Level

How did we instill ownership, belonging, and sustainability?
Cont'd

- ▶ CSOs encouraged and supported to be part of nutrition coordination and decision-making bodies/structures at District, ward, and village levels
- ▶ CSOs coached and mentored to request information from and provide feedback to normal government database and reporting systems



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MBNP Engagement with CSOs at District and Community Level

Improvement noted

- ▶ Observed CSOs progressive performance improvement in quantity and quality of service delivery through their regular monthly and quarterly reports
- ▶ Noted comparatively improved performance in their level of interaction with and support to beneficiaries through review meetings, on-site mentoring, and supportive supervision visits



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Skills recommended for next generation of CSOs

- ▶ Basic organization and management skills, i.e. entity choice, planning, budgeting, decision-making, negotiation, effective supportive supervision, asset management
- ▶ Procurement, grants, and financial management
- ▶ Resource mobilization skills, advocacy, lobbying, strategic positioning
- ▶ Self-assessment, starting and managing income generating activities



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Actionable tips for effective CSOs engagement

- ▶ Start and build partnership on existing strength and will-power to deliver
- ▶ Appreciate existence of systemic and administrative or operational capacity gaps and identify relevant/critical capacity gaps to be addressed on preference
- ▶ Mainstream capacity strengthening initiatives, program activity plans, and budget to marry theory and practice
- ▶ Integrate planned actions within the existing structures and systems to promote sense of belonging and continuity



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Asante sana!



Thank you!



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Cambodia HARVEST Engaging Civil Society: *A Case Study on Commercial Horticulture Producer Groups*

Agriculture Sector Council Seminar

October 28, 2015

Adam Keatts

Intro to Cambodia HARVEST Program

5½ year food security program as part of the US government's Feed the Future and Global Climate Change initiatives.

Components:

1. Agribusiness value chains: horticulture, rice, aquaculture
2. Capacity Building & Social Inclusion: gender, youth, nutrition
3. NRM & Biodiversity: climate change mitigation & adaptation
4. Enabling Environment: policy reform for agriculture, food security, NRM

Impacts:

- >96,000 households, 280,000 individuals supported
- >\$23M in on-farm and >\$13M in off-farm incremental sales in target VCs
- 1.2M ha of land brought under improved management
- Wasting has decreased by 31% in children <5

What is Civil Society?

The USAID Civil Society Organization Sustainability Index defines CSOs broadly as:

“Any organization, whether formal or **informal**, that are not part of the apparatus of government, that do not distribute profits to their directors or operators, that are **self-governing**, and in which participation is a matter of **free choice**.”



The Cambodian Context

Local systemic realities must be understood throughout design & implementation



The Legal/Regulatory Environment:

Less established, less mature, than other regions (e.g. Latin America)

- Reluctant acceptance, and formal restraint

The Historical Influence:

Khmer Rouge shaped perceptions, norms about collective action

- Distrust of neighbors
- Wariness about “cooperative” activities

Cambodia HARVEST engagement with civil society

Civil Society Type	#
NGOs (implementing partners)	21
Community Forestry (CF)	30
Community Fisheries (CFi)	15
Commercial Horticulture groups	73
Fingerling Hatchery Groups	14
Cage Culture Producer Groups	18
Women's Fish Processing Groups	25
Rice Producer Associations	8
Water User Association	7
Women's Savings Groups	146
NTFP Women's Producers Groups	89
TOTAL	446



Commercial horticulture producer groups

What do they look like?

Scope/Function

- Shared commercial interest: production and marketing of horticulture products

Form/Leadership

- 12 members/group on average
- Informal, village-level (e.g. proximity for aggregation)
- Elected president, VP, marketing rep



Scale 73 groups representing 870 farmers and \$1.1M of new horticulture sales

Commercial horticulture producer groups

How do they operate?

Facilitate input market access:

- Bulk buying of inputs

Facilitate financial market access:

- Peer guarantee lending opportunities

Facilitate output market access:

- Program buyer preferences into planting decisions
- Organize logistics with buyers



Commercial horticulture producer groups

What do they need to succeed?



Market knowledge

- Market windows (calendarization) and specs

Agronomic, and postharvest practices

- GAPs & technologies: Capacity to meet quality, quantity, consistency requirements



Farm administration

- Record keeping to track expenses & revenues, make projections, access credit, and improve operations from season to season.

Commercial horticulture producer groups

How are they formed and supported?

Our role as external facilitators:

- Target area selection
- Group members are self-selected (10-15)
- Leadership candidates short-listed (6)
- Group elects President, VP, Marketing Rep
- 18 months (~4 cycles) of technical support



Commercial horticulture producer groups

What supports their sustainability?

Market-driven

Organized around a shared commercial interest

Self-selected

Willing and interested in collective action

Unburdened

Limited organizational bureaucracy and external operational demands

Flexible

Characteristics driven by group preference and local context



Engaging Civil Society

A few Lessons learned for Cambodia and beyond

No single CSO model is a silver bullet for all contexts

- Informal producer groups ARE a component of civil society

The group is not the goal.... the group is a vehicle.

- Transfer of market-driven knowledge & skills
- Facilitate access to markets through critical mass of supply/demand

External facilitators must be technically and socially adept

- Regular, repeated interactions to demonstrate on-farm success
- Understanding of local context, and commitment to inclusion

Thank you

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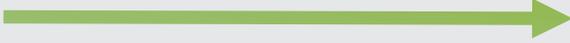
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