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**December 11, 2013**

## **Olives, Tractors, and Healthy Birds: The Farmer-to-Farmer Program**

### **Speakers**

**Gary Alex**, *USAID Bureau for Food Security*

**DeAnn McGrew**, *Winrock International*

**Patrick Norrell**, *CNFA*

**Malina Dumas**, *VEGA*

### **Facilitator**

**Julie MacCartee**, *USAID Bureau for Food Security*



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# Seeds of Change: Leveraging Community Videos for Agriculture & Nutrition Behavior Change in South Asia & Sub-Saharan Africa

December 17, 2013 | 9am EST | [www.spring-nutrition.org](http://www.spring-nutrition.org)



## **Gary Alex**

USAID Bureau for Food Security

Gary Alex is the Program Manager for the Farmer-to-Farmer Program in the USAID Bureau for Food Security. He has about 40 years experience with agricultural development work. He has worked in Asia, Latin America and Africa, mainly focusing on institutional and program development in agricultural research, extension, and education.



## **DeAnn McGrew**

Winrock International

DeAnn McGrew, Senior Program Officer with Winrock International, has 13 years of experience designing and implementing the Farmer-to-Farmer (F2F) Program and other USAID-funded projects in agriculture, enterprise development, food security, and democracy and governance in more than 20 countries. DeAnn has supported over \$90 million in USAID-funded programs in East Africa since 2005, including the Partnership for Safe Poultry Program in Kenya. DeAnn currently manages Winrock's F2F for Agriculture Education and Training Program in West Africa.



## **Patrick Norrell**

CNFA

Patrick Norrell currently serves as CNFA's Vice President for Program Development and as CNFA's Input Supply Practice Lead. Previously he was CNFA's Country Director for Georgia where he built and managed programs including the USAID Farmer To Farmer (F2F) and Access to Mechanization (AMP) Programs. Prior to joining CNFA, Mr. Norrell began his career with East West Management Institute of the Soros Foundation, working on collective farm privatization and debt restructuring in Moldova, after completing his Peace Corps service in that country.



## **Malina Dumas**

VEGA

Malina Dumas is part of the program management team at VEGA, where she coordinated VEGA's Farmer-to-Farmer pilot project in Morocco. She previously worked for the Migration Policy Institute and as the Outreach and Communications Coordinator for the International diaspora Engagement Alliance (IdEA). She earned her BA in Russian from Wellesley College and MA in Eurasian, Russian, and East European Studies at Georgetown University's School of Foreign Service, where she also received a Certificate in Refugee and Humanitarian Emergencies.



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# **Innovative Uses of Voluntary Technical Assistance**

**Ag Sector Council Seminar  
December 11, 2013**



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## USAID & Volunteerism

- Long history of support to and use of private and voluntary agencies and of “citizen's diplomacy”
- Cost effective technical services that put a true face to “From the American People”
- Farmer-to-Farmer Program – a major on-going volunteer program with core funding from the US Farm Bill that fields about 600 volunteers a year



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## Current Farmer-to-Farmer Programs

- **ACDI/VOCA** F2F Programs with core countries in West Africa: Ghana, Liberia, Senegal, DRC; and in Europe, Caucasus and Central Asia (ECCA): Tajikistan, Kyrgyzstan, Georgia, Armenia
- **Catholic Relief Services (CRS)** F2F Program with core countries in East Africa: Ethiopia, Kenya, Tanzania, Uganda
- **CNFA** F2F Program with core countries in Southern Africa: Malawi, Mozambique, Angola
- **Land O'Lakes** F2F Program with core countries in Middle East & North Africa (MENA): Egypt, Lebanon
- **Partners of the Americas** F2F Program with core countries in the Caribbean Basin: Haiti, Guatemala, Dominican Republic, Nicaragua
- **Winrock International** F2F Programs with core countries in Asia: Bangladesh, Burma, Nepal; and in Agricultural Education & Training (West Africa): Guinea, Nigeria, Senegal
- **Volunteers for Economic Growth Alliance (VEGA)** Special Program Support Project (SPSP)



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## **Presenters – Innovative Mission-funded Farmer-to-Farmer activities:**

- DeAnn McGrew – Winrock – Partnership for Safe Poultry in Kenya
- Patrick Norrell – CNFA – Georgia Access to Mechanization Project
- Malina Dumas – VEGA – Morocco Engaging Venture Capital to Strengthen Agricultural Value Chains



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# Partnership for Safe Poultry in Kenya (PSPK)

Approach, Accomplishments, & Lessons Learned





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## PSPK: Overview

- March 2009-August 2011
- Total funding: \$1.1M
- Active in 9 districts across Kenya; value chain analyses conducted in Kenya, Uganda, Tanzania, & Ethiopia
- PSPK leveraged the time & expertise of 45 international and East African regional volunteers, and 6 paid consultants to provide technical assistance to poultry sector stakeholders
- \$33,000 in-kind grants





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## Program Objectives:

- Promote improved biosecurity practices to reduce the threat of HPAI and other poultry diseases
- Increase the competitiveness of Kenyan eggs and poultry meat
- Increase income for Kenyan rural smallholder poultry producers





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## The PSPK Approach & Activities

- Brought together poultry sector stakeholders for collaboration, information sharing, and outreach
- Conducted analyses to identify stakeholders, constraints, and opportunities across the region
- Strengthened local capacity
- Introduced simple, low-cost biosecurity measures
- Created linkages
- Leveraged volunteers





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## Regional Expansion

- Value Chain Assessments in Ethiopia, Tanzania, and Uganda
  - Framework for data collection developed to ensure consistency
  - Draft regional executive summary produced
  - Reports submitted to respective Mission offices
- Regional Workshop/Tour
  - 27 participants (representing all value chain actors)
  - Share PSPK experience and materials, field tours to demo farms, and discussion of value chain findings and application of the PSPK model in each country



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## Key Accomplishments & Impacts

- 3,185 individuals trained and 12,000+ households benefitted
- ~\$1.1M in investment leveraged for the poultry sector, including funding from GoK, private sector investment, and donor funding
- Food insecure families increased incomes and diversified diets through poultry production
- Women empowered as farmers, entrepreneurs, group leaders and business people within the poultry sector; 57% of individuals trained were women
- Farmers' and investors' perceptions of poultry as a profitable business changed by demonstrating economic incentives to adopting improvements and by applying an innovative financial model to provide a simple profit/cost analysis



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## Key Accomplishments & Impacts

- Facilitated the development of a Kenya National Poultry Improvement Program, in collaboration with the Ministry of Livestock Development, providing the framework for a long-term plan to support the ongoing development of the sector.
- Increased access to safe poultry products, by investing in the development and marketing of indigenous poultry brands.
- Facilitated stakeholder dialog and contributed to building a body of knowledge on the poultry value chain –both within Kenya and the East Africa region.
- Supported lasting improvements in the feed industry, primarily by assisting AKEFEMA to improve feed quality and develop a certification program for feed manufacturers.



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## Key Accomplishments & Impacts

- Strengthened the capacity of associations and service providers supporting Kenyan smallholder poultry farmers. Assistance to KEPOFA resulted in a 110% increase in the number of household members benefitting from the organization's services.
- Promoted efforts to produce high quality feeds at affordable prices. Great Lakes University of Kisumu is now using improved feed formulations and introduced a new poultry science degree to enable further research on poultry feeds.
- Increased production of safe poultry products, primarily through the development of and support to 11 biosecurity demo farms and dissemination of biosecurity info via brochures, newspaper articles targeted to smallholder farmers, and a web-based information portal.



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## Best Practices & Lessons Learned

- The dual focus on smallholder production and measures to address biosecurity threats was key to increasing competitiveness and incomes
- Addressing market and market information increased smallholder interest and ability to move towards higher volumes of production
- The financial model was an essential tool for promoting commercialization and increased production
- Deliberate efforts to target women would have been strengthened if the project had been directly involved in group formation and recruitment



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## Best Practices & Lessons Learned

- Utilizing expert volunteers was a cost effective and efficient approach to supporting value chain actors
- Pairing US and local volunteers on joint assignments built capacity of the host as well as the local volunteers
- Project's focus on a single value chain contributed to impact and enabled the use of specialized technical experts as field staff
- The combination of targeted, high quality technical assistance and grants enabled PSPK to make a deeper impact



# Access to Mechanization Program: Georgia



# Program Objectives

- Georgia AMP was a 30-month (October 2009 – November 2012), \$5.1 Million cooperative agreement awarded through the global Farmer-to-Farmer Leader with Associates Mechanism
- AMP's objective was to address Georgia's shortage of agricultural machinery by developing market-oriented Machinery Service Centers (MSCs)
- MSCs aimed to increase small farmer incomes by improving their access to machinery services
- AMP used a combination of matching grants, leveraged commercial finance, and business extension training in order to ensure that MSCs become sustainable.



- MSCs provide fee-based, machinery services to smallholder farmers to help them with their productivity and increase their incomes



# Program Support and Funding

30-month, \$5.1 million project funded by USAID:

- Cooperative agreement
  - Associate award through F2F Europe, the Caucasus, and Central Asia LWA
- 
- Concept note developed in collaboration with USAID/Georgia, at the request of the Government of Georgia
  - Concept submitted by USAID/Georgia and approved by F2F AOR in Washington
  - Full proposal then developed by CNFA and approved by USAID/Georgia and F2F AOR



# Technical Assistance: Use of F2F Volunteers

- F2F volunteers involved in AMP worked to provide technical assistance and expertise to MSCs established during the course of the project
- Fielded 25 volunteers of LOP

## Type of technical assistance:

- Financial recordkeeping training for AMP clients (farmers)
- Developing a unified marketing strategy for MSCs to provide owners with a clear picture of what kinds of services to offer, how to market those services, how to set prices, and how to meet client needs
- Provide extensive agricultural lending training for experts in AMP's partner lending institutions
- Training of trainers in Good Agricultural Practices (GAP), which are not typically well-known or utilized in Georgia





# Innovative Use of Volunteers

## **Agricultural Lending Training**

- Two training sessions on agricultural lending were conducted
- Attended by 24 lending personnel from seven banks and one micro lending institution
- Volunteer led lectures to introduce topics such as farmers as bank borrowers, loan pricing to risk, interest rates, financial support for agriculture, and more.

## **Training of Trainers for Ministry of Agriculture**

- Three assignments were fielded to organize training of trainer sessions for agricultural staff on:
  - Food safety and good agricultural practices (GAP)
  - Modern agricultural technologies of land cultivation
  - Development of operational training materials for MSCs

## **Training in Conservation Tillage**

- Volunteer trained MSC owners and local extension providers on how to protect land from erosion and degradation, improving soil fertility, and no-till equipment



# Program Results

- 21 Machinery Service Centers officially opened and fully operational
- 194 new jobs created, earning \$377,000 in new wages
- \$1.78 million in sales of machinery services to more than 16,000 smallholders
- 2,245 farmers received extension trainings
- Farmers surveyed reported income increases of 68%, or \$5.3 million, as a result of receiving access to timely custom machinery services



Cultivating  
Entrepreneurship



# Volunteers for Economic Growth Alliance:

## Engaging Venture Capital to Strengthen Agricultural Value Chains in Morocco



December 11, 2013  
Ag Sector Council Seminar  
Malina Dumas, VEGA

# 23 Members of VEGA



Aid to Artisans



International Senior Lawyers Project  
*Serving the World Community*



# Morocco F2F Partners



- Farmer-to-Farmer SPSP 1-year pilot project
- Collaborated with non-F2F VEGA members
- New partnership with AMIC to work alongside venture capital
- William Fellows, Program Advisor in Morocco



# Role of VC Firms

- Identify and invest in high-potential, innovative agribusinesses
- Constraints: management structure and lack of industry expertise
- Gauge demand and screen applications for TA
- Develop scope of work
- Provide cost share and oversight



# Volunteer Impact Highlights

- Drafted developmental plan for a saffron agribusiness through 2015.
- Provided insight and resources around FDA regulations and HACCP certification.
- Redesigned a prune production facility to be 30% more energy efficient.
- Established a CRM system for a mid-size firm focused on table olive production.
- Conducted an industrial efficiency audit accompanied by environmental recommendations.



Former Senior VP of McCormick Spice visits with saffron producers

# Lessons Learned

- Strong demand for **American expertise** in Morocco
- Desire for **longer term** assignments (6+ months or repeat visits)
- Impact of **seasonality** on project activities
- Need for translation
- Positive and negative impact of **Moroccan government focus** on agriculture
- There are **misconceptions** about U.S. vs. European regulations that can easily be overcome
- Volunteers would like more info from hosts prior to the assignment and opportunities to **follow up after 6-12 months**



Jennifer Wang, MBAs Without Borders Advisor

# THANK YOU

*For more information contact Malina Dumas  
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### Upcoming Events

#AskAg Twitter Chat  
Video for Ag dev't  
December 17

January Ag Sector  
Council | tbd