Innovation Platforms – can we learn from DONATA & OFSP-AIS projects?

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DONATA & OFSP AIS projects
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DONATA

Objectives:
• Enhanced uptake of OFSP technologies/innovations in Ethiopia, Kenya, Rwanda, Tanzania and Uganda
• Strengthened capacities for disseminating and scaling up OFSP innovations in the production to consumption continuum in ECA
• Enhanced availability of information on OFSP innovations and uptake approaches to stakeholders in ECA

7 major lead country partners with 5-6 other in-country partners

Innovation Platforms for Technology Adoption

• Organized around the value chain
• **Multiple stakeholders:** Farmer Associations, NARIs, NGOs, Private Sector, Universities
• Opportunity for sharing experiences, learning and interacting for innovation to address key constraints in promotion of OFSP

20 IPTAs evolved in different ways:
  – Complete VC
  – Segment: Seed system or marketing focus
  – Formation of new IPTAs
Enhanced uptake of OFSP technologies & innovations

- 12 OFSP varieties
  - PMS: 35 Ha
  - SMS: 240 Ha
  - TMS: 244 Ha

- Technologies related to:
  - seed system
  - agronomic practices for root production
  - Postharvest handling and processing
  - Product development
  - Marketing technologies

- 29,665 value chain actors applying technologies
Strengthened capacities for disseminating & scaling up OFSP innovations

- **1,108 ToTs & 388 VC stakeholders trained**
  - 25,024 farmers, 5 MSc students
- **10 participants on RAC SP course & cascaded:**
  - Tz (2); Kenya (1); Rw (1) with DONATA funding
- **Uptake pathways**
  - Ag. shows, field days, exhibitions, on-farm demonstrations, exhibitions,
  - FM radio stations, T.V. and drama groups.
  - bus shelters, market stalls,
  - schools, health clinics, hospitals, churches
- **Information and promotion products**
  - Training manuals, guides, leaflets, posters, fliers, brochures, radio, TV scripts.
  - Promotional materials produced included calendars, umbrellas, bags and aprons.
- **115,145 stakeholders reached directly + 515,000 indirectly through radio**
What can we learn: OFSP value chain

- Networks of seed multipliers at the SMS level who are linked to root producers & the PMS to obtain clean material, & new varieties
- Vine multiplication business models: mixed livelihood or social enterprise models
- Need additional support to improve food hygiene for processed products to be eligible for quality certification
What can we learn: innovation processes

- **Combination** of technical skills, technologies & “soft-skills” strengthened capacity of different types of VC actors & the IPTA

- **Dynamic and flexible** responding to changing needs in the value chain; managing shifting composition & membership.

- IPTA enables **sharing of resources** & eases access to **VC information** among actors
  - Face-to-face essential
  - The role of media
  - High transaction costs

FARA Board Visit to Rwanda Credit: A. McGraw
Scaling up OFSP using an Agriculture Innovation System approach

Key challenges identified in DONATA:

- Linkages to BDS
- Systematic communication for behaviour change strategies
- Developing private sector led demand

DONATA: limited success in linking into nodes of the value chain which work at the national level

Need to institutionalize chain facilitator/intermediary role

ASARECA & KARI adopted innovation platform approach

Sustainability of innovation platforms?
  - Formation of seed producers association
  - Cost recovery through provision of chain intermediary & training services

OFSP-AIS project:

- Sister project in 3 countries (Ke, Ug, Tz). LZARDI: lead
- Feb. 2012- Sept. 2013 (20 months)
- ASARECA MDTF: $ ~ 1 million
Scaling up OFSP using an Agriculture Innovation System approach

- Using the participatory market chain approach (PMCA) with adaptations:
  - Use of **gender based analytical tools**
  - Identified **business opportunities & linked to financial products**
  - Use of **communication for behaviour change strategies**

### Objective per Phase

- **Phase 1 (3-5 weeks)**
  - Understand market chain actors activities, interests, ideas, problems
  - Final Event 1

- **Phase 2 (3-5 months)**
  - Analyse joint market opportunities (create value at low cost)
  - Final Event 2

- **Phase 3 (4-6 months)**
  - Set in place innovations
    - new products
    - new technologies
    - new institutions
  - Closing Event

### Participants

- **Interest**
- **Trust**
- **Collaboration**

### R&D Organisation

- **Leadership**
- **Facilitation**
- **Backstopping**
OFSP-AIS: engendered business plans

Are women & youth losing out as OFSP becomes commercialized?

• Supplemented PMCA with gender based analytical tools:
  1. Gender based mapping of value chain:
     – Invisible actors
     – Where value & power are located in chain
     – Main blockages
  2. Gender based constraints analysis
     – Disaggregated profiles of actors
     – Identifies constraints that could limit participation in business opportunity & potential negative impact
     – Gender specific strategies to address constraints
  3. Gender based risk & benefits tool
     – Ex-ante assessment of risks & benefits
     – Identify strategies to mitigate risks
     – Selection of “best bet” business opportunity with most equitable benefits

Training in financial analysis. Kitgum, Uganda. Credit: J. Jagwe
Simple engendered business plans developed by VC actors

- Cash flow projections, NPV & IRR
- CBC based marketing strategies
- Used as tool to source credit & investment
- Advocacy with local government decision makers (e.g. in Uganda)
Commercialization of OFSP requires access to financial products & services

Women & youth marginalized:
- Land title
- Husband’s ID
- Active bank account for 3 months
- Minimum loan amount: Ksh 50,000 ($588)
- High interest rates & short repayment period
- Fear of financial institutions & debt

Siaya Supporting Enterprises for Economic Development (SEED) SACCO
OFSP-AIS: financial products

- **Specific OFSP loan product based on business plan**
  - **Asset based**: vines, fertilizer, processing equipment, ploughing
  - **Cash based**: minimum Ksh10,000 ($118)

- **Women & youth access loans**
  - SACCO accepts **group guarantee** for individual loans if group has been supported by UCRC (NGO)
  - **Reduced** registration fee
  - **Reduction** in saving period required: 21 days
  - SACCO provides training & facilitates market linkages
  - **Repayment** through SACCO account over longer time period: 12 months

- **Gem & Ugunja Sweetpotato Seed Association** (200 members)
  
  Quality vines for sale at field day, Ugunja, Kenya. S. Mayanja.
Successful OFSP root producer, sells to primary boarding school: “**Nutritious with Vitamin A**”

School children, teachers complained that they were “mushy” & demanded money back

Use of CBC strategy

Target audience: head-teacher & school cook

Additional message:

- “Save money & time: use less water & firewood when cooking OFSP”

Demonstrated different cooking methods with the cook & teachers
OFSP-AIS: communication for behaviour change

- Children are now happily eating OFSP
- Teachers have started to grow & sell OFSP, joined the PMCA thematic groups
- Other schools have started to copy
- Head-teacher purchases OFSP & reduced firewood consumption by half
OFSP-AIS: championing social enterprises

- Mr Kitone, growing OFSP in Muleba District, Tanzania since 2005, faced problems with marketing surplus root production
- Mr & Mrs Kitone participated in training on processing but the market was still limited
- Joining the PMCA group has:
  - Linked them to other value chain actors
  - Introduced them to FADECO FM radio (marketing support) quality assurance, certification support; and district policy makers
  - Enabled consumer feedback on their processed products, especially quality issues
  - Provided support to prepare a business plan; technical inputs for branding & packaging

Training women processors Bukoba, Tanzania. Credit: PMCA team

District decision makers enjoy OFSP processed products, Bukoba, Tanzania. Credit: PMCA team
OFSP-AIS: championing social enterprises

• The Kitones are entrepreneurial champions while at the same time supporting social enterprises & sharing market opportunities to bring benefits to their community:
  – Purchase of roots from female root producers for their processing unit
  – Training women’s groups in processing & lending equipment to help get them started

Prototype crates for OFSP. PMCA final event Bukoba, Tanzania. Credit: G. Nyeho
OFSP-AIS: what are we learning

- PMCA can be strengthened with specific gender based tools
- The PMCA takes time, but builds trust & produces viable business plans to guide implementation of profitable business opportunities
- The business plans are also advocacy and investment tools, which are showed-cased at “final events”
- Product, process & system innovations have occurred
- A cadre of PMCA/VC facilitators trained who can work on other crops
- Monitoring up-scaling requires different metrics:
  - Use impact pathway to identify intermediate outcomes
  - Recognise that there will be multiple benefits
  - Need to use mixed methods

Credit: J. Terrillon.
Thank you

Capturing lessons through role play,
Entebbe Uganda Credit: M. McEwan

OFSP-AIS: LZARDI (Lead) & KOLPING Tanzania; KARI & Ugunja Community Resource Centre, Kenya, BRAC & Gulu University, Uganda. Resource people for gender and value chains (Jacqueline Terrillon) and business planning (John Jagwe). Miles Bredin (WTS) for making the data dance. CRP-PIM, ASARECA-MDTF.
Thank you

DONATA: ASARECA, FARA: Forum for Agricultural Research in Africa; AfDB, AFFSN: Aboke Farmer Field School Network; AFSRT : Agency for Sustainable Rural Transformation; NAAPE: Nen Anyim Agro Processor Entrepreneur NEHCIP: Nabwabini Environmental Health Care Intervention Project (Kenya); NFFSN: Ngetta Farmer Field School Network ; RAB: Rwanda Agricultural Bureau; RUCEC Rural Community Empowerment Center; SARI: Southern Agricultural Research Institute; SIDO: Small Industry Development Organization; UDI: Union pour le developement intégré; Alebtong District Farmers Association (ALDFA); Alebtong District Local Government; Atek Quality OFSP Vines; Camkwoki Grass root Initiative for Development (CGIFD); Development Training & Research Centre (DETREC); Gulu University; Kole District Farmers Association (KODFA); Kole District Local Government; Lango Cultural Foundation (LCF); Lira District Farmers’ Association (LIDFA); Lira District Local Government; Micro Small & Medium Enterprise Consult (MSME); Mid-North Private Sector Development Co Ltd (Mid-North); National Crop Resources Research Institute (NaCRRI); Ngetta Zonal Agricultural Research & Development Institute (NgeZARDI); PATO Telecast; Uganda Red Cross Society, Lira (URCSL); Unity FM Radio; Voice Of Lango FM Radio; Kenya Agricultural Research Institute; Rural Energy Food Security Organization; Farm Concern International; Appropriate Rural Development Agricultural Programme; Community Research in Environment and Development Initiatives (CREADIS); Majeso Human Development (MAHUDE); Anglican Church of Kenya, Western Region Christian Community Services (ACKWRCCS); Rural Community Empowerment Centre (RUCEC); Nabwabini Environmental Health care intervention project (NEHCIP); Kholera kick-hunger (CBO); Munami brothers youth group.(CBO); Siwongo Irrigation and Drainage Farmer Group; LZARDI (Ukiriguru and Maruku), TAHEA, KOLPING, Local Government, BDS Sengerema, BDS Missungwi, SLEM Missungwi, SIDO. GOAL Ethiopia, GOAL - Ethiopia, Sidama program office, Hawassa Agricultural Research Center; Tula Woreda agricultural office; Areka Agricultural Research Center; Boricha Woreda agriculture office; EZIRA Sweet Potato Multiplying Company plc. Muluneh Boru Sweet Potato Multiplying Company plc. Rwanda: JMV, SINA, Africare, CRS, WVI. Gulu University, Laroo Division NAADS, URCS, FFH, Virtuous Springs Limited, Mega FM, Care International Uganda