

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

Funding: \$1.59m. AfDB/FARA/ASARECA (KMUS)

June 2008 – March 2013.



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



- **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



Key challenges identified in DONATA:

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

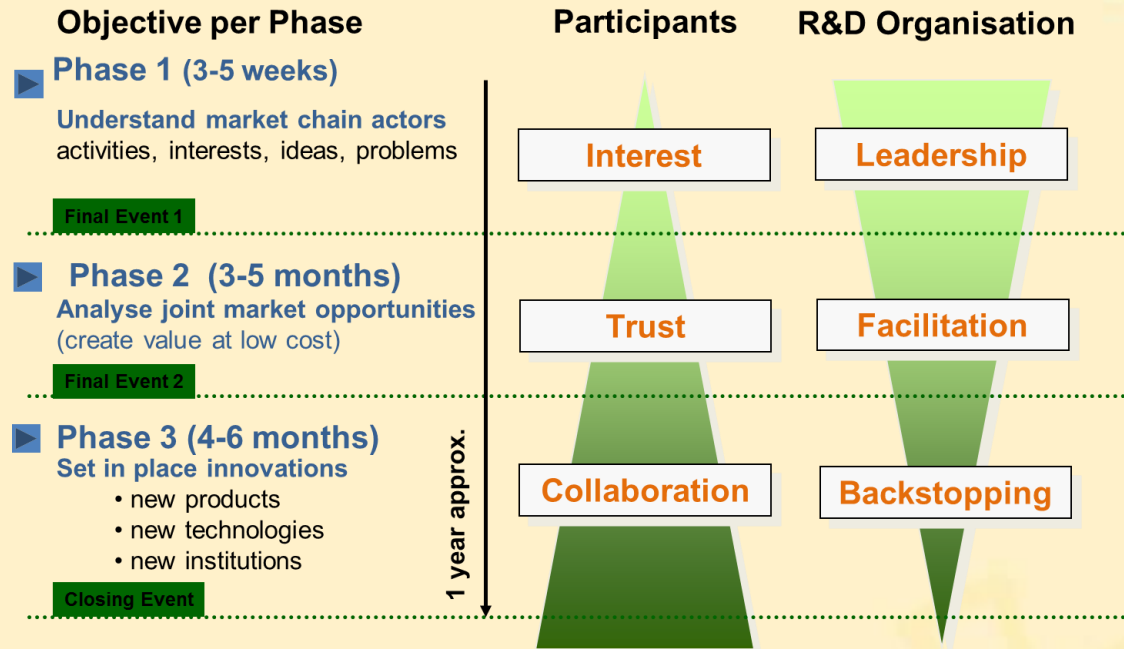
OFSP-AIS project:

- 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**



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:**

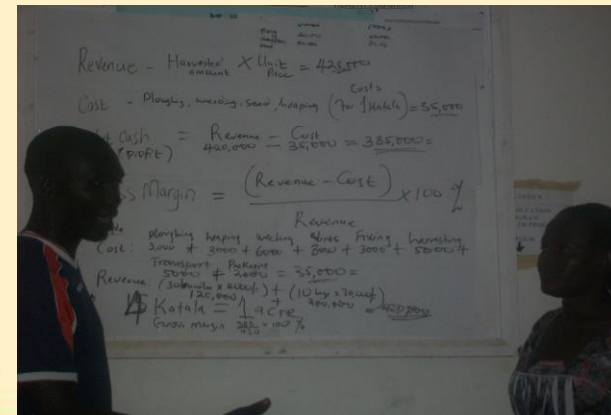
- Invisible actors
- Where value & power are located in chain
- Main blockages

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

OFSP-AIS: engendered business plans



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)



Men & women value chain actors prepare business plan. Kitgum, Uganda. Credit: J.Jagwe



Quality vines for sale: Ugunya, Kenya. Credit: S. Mayanja



Displaying OFSP processed products. Kitgum, Uganda. Credit: J.Jagwe

OFSP-AIS: financial products



- **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**



Yie Gi Tim women's group learn about financial products during table banking, Ugunja, Kenya.
Credit: C. Ogada

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.

OFSP-AIS: communication for behaviour change



N. Uganda (Kitgum/Pader)

- 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



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

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, espec. 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.



RESEARCH
PROGRAM ON
Roots, Tubers
and Bananas

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 integré; **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**