

DIVERSE APPROACHES AND MODELS OF PROVIDING EXTENSION AND ADVISORY SERVICES

Examples Compiled for the MEAS Symposium, June 2013

Introduction

Farmers throughout the world benefit greatly from having access to extension and advisory services, EAS. There are many types of organizations that provide such services, and it certainly isn't only done through public extension services under the ministry of agriculture or similar. Rather, the EAS landscape in most countries is diverse and typically described as "pluralistic": not only are there many different types of providers (public sector, private for profit, NGOs and CSOs, farmer-based organizations , ...) but also different models and approaches are used (e.g., through lead farmers, through volunteers, "answer plots", ...). The type of advice provided differs. And there is pluralism also in regard to the underlying business models of service provision. In developing countries EAS are often provided in the context of broader rural and agricultural development, and as such often supported within the framework of foreign assistance and implemented by international for profit and not for profit organizations as well as local non-governmental organizations.

"Extension is defined broadly to include

- all systems that **facilitate access** of farmers, their organizations and other market actors to knowledge, information and technologies;
- **facilitate their interaction with partners** in research, education, agri-business, and other relevant institutions;
- and **assist** them to develop their own technical, organizational and management skills and practices."

Ian Christoplos, FAO, 2010 (emphasis added)

During the MEAS Symposium in Washington D.C. in June 2013¹ a number of invited organizations presented various approaches and models of how they provide EAS. Each presenter had prepared descriptions, which were handed out to all participants prior to the so-called "speed dating" sessions. Each presenter moved from group to group to talk them through the model and to respond to follow up questions. The handouts have now been compiled into this document to make them more readily available.

In considering different models and approaches we set out to better understand about each of them:

- What clientele is being served and how (i.e., who are the intended users/beneficiaries)?
- How well suited is the approach for different types of technologies or practices (in terms of the sophistication and risk of agronomic/animal husbandry practices, farm management options, integration into value chains, social capital formation, etc.)?
- How does the approach enhance farmer learning and the adoption of new technologies and practices as well as their adaptation in use?
- How is the model being financed (donor funded, government program, user fees, public-private partnership, ...)?
- How can the provision of this kind of service be sustained beyond what is most likely a defined project period? and
- How can the model be scaled up or applied in other contexts/countries?
- What are some of the, shortcomings/limitations of the approach?

The speed dating sessions were much appreciated by the participants as an effective form of learning and engagement. Through this publication we wish to make at least the handouts available to a wider audience and

¹ www.meas-extension.org/workshops/symposium-2013

welcome feedback as well as future submissions of additional models or approaches to providing EAS.

Farm Input Promotions, FIPS	Village Based Advisors, VBA ²
<p>Brief description of model or approach</p> <p>With support from development partners, Farm Input Promotions Africa has developed an innovative, and successful methodology to quickly and cost-effectively catalyze the adoption of the appropriate farm inputs for improved food security of small-holder farmers at scale.</p> <p>The approach has 5 important components which are closely related:</p> <p>Self-employed Village-based Advisors (VBAs) - VBAs are carefully recruited, often with the co-operation of the Ministry of Agriculture Extension Services, from within target villages to simultaneously promote a wide range of farm inputs. VBAs earn an income through promotion and sale of farm inputs, and associated advisory services to farmers within their Villages, motivating them to reach more farmers and can continue after the close of a project.</p> <p>Village approach - VBAs follow a Village approach targeting ALL farmers in a Village.</p> <p>Multi-technology approach - VBAs simultaneously promote a range of farm inputs (e.g. seeds and/or planting materials of improved crop varieties, fertilizers, Newcastle disease vaccines, tools) to address the diverse needs of farmers within the village.</p> <p>Small pack approach - VBAs disseminate farm inputs to ALL farmers in a Village using the small pack approach. Small packs (as little as a 25 g pack of seed) empower ALL farmers to Learn by Doing which is the most effective way of learning.</p> <p>Partnerships - FIPS-Africa actively seeks improved farm inputs from scientists at National and International Research Centers, and private sector companies that are appropriate to farmers' needs. FIPS-Africa has been able to convince private sector seed and fertilizer companies to repackage the inputs into small packs (< 1 kg) to enable ALL farmers to experiment with their use on their farms in an affordable low risk way. FIPS also works with the Ministry of Agriculture to identify, train, and license VBAs.</p>	
<p>What is the extension or advisory component in this model or approach?</p> <p>VBA approach: Advice is provided by self-employed VBAs. VBAs generate income from the provision of farm inputs and associated services. For example, they offer vaccination services to farmers to control the Newcastle disease of indigenous poultry. They also offer simple advice on good poultry management. The VBAs are linked to private sector companies so they can continue the work at the end of a project.</p>	
<p>What clientele is being served and how (i.e., who are the intended users/beneficiaries)?</p> <p>The ultimate beneficiaries are:</p> <ol style="list-style-type: none"> ALL Small-holder farmers in target villages. Farmers benefit from improved food security and income from adoption of improved inputs and management practices. Intermediate beneficiaries are Village-based Advisors (VBAs) who generate income whilst helping small-holder farmers. Private sector companies also benefit through the development of a market for their products amongst small-holder farmers. 	
<p>How is the model being financed?</p> <p>Our model has 3 levels of financing as discussed below:</p>	

² Prepared by David Wanjau, FIPS

Farm Input Promotions, FIPS	Village Based Advisors, VBA ²
<ul style="list-style-type: none"> • Donors – Donor funds are used to establish and train self-employed VBA networks and supply inputs not provided by private sector. • Private sector – Private sector donates inputs in small packs for demonstration/promotion and training VBAs where necessary. • User fees – Farmers pay for inputs and associated services from VBAs. 	
<p>What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?</p>	
<ul style="list-style-type: none"> • <u>Improved crop productivity</u> <ul style="list-style-type: none"> ○ Adoption of improved crop varieties (including maize, sorghum, millet, rice, beans, cowpeas, pigeon peas, green grams, soybean, sweet potatoes, cassava, potato, vegetables (e.g. onions, tomatoes), bananas) ○ Adoption of improved fertilizers e.g. multi-nutrient blends ○ Adoption of bio-fertilizers e.g. rhizobia (for soybean) ○ Adoption of improved crop management methods (seed spacing, plant population, weed control, select the best seeds of open and self-pollinated crops, pruning of tree crops e.g. cocoa) ○ Adoption of improved soil management methods (deep tillage, improved fertilizer placement and manure management) ○ Crop protection (weed, insect pest, and disease management) ○ Increased planting of trees for timber and woods ○ Improved tree crop management e.g. cocoa through pruning and phyto-sanitary disease control. • <u>Improved livestock production</u> <ul style="list-style-type: none"> ○ Improved livestock breeds (e.g. cow (Ayrshire/Jersey), goat (Galla), pig (Large white), chicken (indigenous), rabbits) ○ Improved livestock management practices ○ Control of predation (chicken penning, chick coloring) ○ Disease control (vaccination of chickens against Newcastle disease) ○ Improved food availability (termite harvesting for indigenous chickens) 	
<p>What are the challenges/shortcomings/limitations of the model?</p>	
<ul style="list-style-type: none"> • VBAs tend to specialize in activities that earn them income e.g. chicken vaccination and neglect activities which only add them social capital e.g. advice on deep tillage. • Lack of credit to supply inputs in large quantities • Limited availability of inputs (e.g. seeds and planting materials) which are not of interest to private sector (e.g. cassava, sweet potato, beans, cowpeas, pigeon peas) • Conflicting approaches of other development agencies which provide inputs and services free of charge • Struggle to implement in projects that are strictly working on a single-value chain projects (which are popular with donors) since VBA needs to supply several services in order to earn sufficient income throughout the year • Limited availability of donor funds to finance the approach • Short-term nature of donor-funded projects 	

Farm Input Promotions, FIPS	Village Based Advisors, VBA ²
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
<p>VBAs are locally based so continue to live in the village and are available and accessible to farmers who may request repeat advice or services.</p> <p>VBAs should be linked to the private sector and research institutions so they continue to access inputs after the end of the project.</p> <p>Wherever possible, farmers should pay for the services and inputs, because free things are rarely used effectively.</p> <p>VBAs continue to earn an income from their activities which motivates them to continue with their work.</p> <p>Once FIPS-Africa has assisted VBAs to create demand for the inputs, the private sector can continue to supply VBAs on a commercial basis, independently of FIPS.</p>	
How can this model/approach be scaled up or applied in other contexts/countries?	
<p>New networks of self-employed VBAs can be easily established.</p> <p>The model, initiated in Kenya, is now being implemented by FIPS-Africa in Tanzania and Mozambique.</p> <p>Private sector fertilizer and seed companies have developed their own VBA networks in Nigeria and Uganda, respectively.</p> <p>VBAs have started to recruit assistant/sub-VBAs in the neighboring villages which enable them to reach more farmers/customers.</p>	
Additional Resources and References	
FIPS Website:	www.fipsafrica.org
KIT independent impact assessment of DFID RIU Best Bets projects:	www.dfid.gov.uk/r4d/pdf/outputs/ResearchIntoUse/Leaning_from_RIU_in_Africa_book2.pdf .

Farm Input Promotions, FIPS	Village Based Advisors, VBA²
Flickr photos:	www.flickr.com/photos/usaidkenya/sets/72157631996012819/
2013 Presentation to World Bank meeting on Agriculture Innovation Systems	www.redinnovagro.in/pdfs/Part3.9_FIPS_Village_based_ag_advisors_Priest.pdf
Small Seed Packets Open Doors for African Farmers (AGRA)	www.partnership-africa.org/content/small-seed-packets-open-doors-african-farmers
RIU TV meets Benson Maniaji from FIPS-Africa	http://researchintouse.com/news/100922fips.html
UK parliamentarians impressed by FIPS work in western Kenya	http://researchintouse.com/news/100920parliamentarians.html
RIU stories (2010-2012):	
FIPS-Africa self-employed agricultural advisors build their careers and transform village agriculture	http://researchintouse.com/news/120629careers.html
FIPS-Africa soil management techniques successfully trialed in Western Kenya	http://researchintouse.com/news/110517FIPS.html
BBC World Television showcases FIPS-Africa and Shujaaz	http://researchintouse.com/news/110322bbc-news.html
FIPS-Africa establishes 240 cassava multiplication sites in Eastern Kenya	http://researchintouse.com/news/110223cassava.html
FIPS: women at heart of 1M interventions	http://researchintouse.com/news/101022interventions.html
FIPS-Africa - 1.5 million seed packets with advice to 180,000 farmers - Update: Andy Ward	http://riu.typepad.com/bestbets/2010/07/fipsafrica-15-million-seed-packets-with-advice-to-180000-farmers-.html
Improved crop varieties benefit smallholder farmers in Kenya	http://researchintouse.com/news/100709cropvarieties.html
YouTube Videos	
Termite story:	www.youtube.com/watch?v=pALcZ2QdLVE
FIPS Farmers:	www.youtube.com/watch?v=eoXhSYh-ScY
Guinea pigs story:	www.youtube.com/watch?v=00s1ZlbfQg
Other useful links:	
The World Bank (2003)	www.worldbank.org/html/extdr/fertilizeruse/document/pdf/FIPS_SmallPacks_Demos.pdf
Endorsement of ability to replicate FIPS model	www.cabi.org/ashc/default.aspx?site=231&page=4814
FIPS-Africa helps farmers in Makueni district improve their crop yields through promotion of improved seed, fertilizer and soil management (2007)	http://r4d.dfid.gov.uk/PDF/Outputs/cropprotection/project_update_makueni.pdf
A FIPS-Africa Village-based Advisor in Bungoma has reasons to smile again (DFID 2005)	www.fao.org/docs/eims/upload/agrotech/1988/Lesson1earning2FIPS.pdf

Land O'Lakes	ENGINE³
Brief description of model or approach	
<p>The Empowering New Generations to Improve Nutrition and Economic Opportunities (ENGINE) in Ethiopia is a five year integrated nutrition program aimed at reducing maternal, Newborn, and Child Mortality by improving the nutritional status of women and Children under five through sustainable, comprehensive, coordinated, and evidence-based interventions. ENGINE will address the major challenges and gaps in implementation of the National Nutrition Program (NNP) such as multi-sectoral coordination, capacity building at policy and implementation level and pre-service, innovative and large scale behavior change and communication for nutrition, linking nutrition, livelihoods and food security interventions; integrating health and nutrition and private-public partnership.</p> <p>ENGINE Strategic framework objective (SO) is improved nutritional status of women and young children through sustainable, comprehensive, coordinated, and evidence-based interventions.</p> <p>ENGINE's SO will be met through the achievement of its three IRs:</p> <ul style="list-style-type: none"> IR1. Capacity for and institutionalization of nutrition programs and policy strengthened IR2. Quality and delivery of nutrition and health care services improved IR3. Prevention of under-nutrition through community-based nutrition care and practices improved IR4. Rigorous and innovative learning agenda adopted 	
What is the extension or advisory component in this model or approach?	
<p>The Government of Ethiopia's Agriculture Growth Program (AGP) aims to improve the capacity of the Ministry of Agriculture's public extension systems for improved on-farm productivity and value chain development of target crops and livestock in 83 'high potential' woredas in Ethiopia's four highland regions (Tigray, Amhara, Oromiya, and SNNP). Project livelihood coordinators provide technical assistance to government of Ethiopia's Agricultural Extension Workers (AEW) who will be effective actors for ENGINE and will carry forward programming, planning and implementation.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
Ethiopia's smallholders and vulnerable populations bot subsistence farmers and small scale farmers	
What kind of technologies or practices are being adopted as a result of the extension services provided through this model	
<p>Focusing on improving nutrition through agriculture, ENGINE operates through existing agricultural extension programs' farmer training centers (FTCs) which have demonstration plots, and school gardens where they exist through parent teacher associations (PTAs). Through the learning-by-doing approach, farmers will adopt improved skills and to teach effective farming techniques promoted by the GOE for small scale food production. Extension workers will identify technical solutions in nutrition-focused agriculture to identify the most effective and efficient options, test and identify the most effective and efficient implementation approach for selected technical packages and behavior messages. These sub-grants will provide examples of "nutrition friendly" agriculture and economic development approaches that enhance household nutritional status, particularly for children – an outcome that is generally not emphasized by livelihoods programs. Furthermore, the learning points will add to the evidence base (through IR4)</p>	

³ Prepared by Avril Armstrong

Land O'Lakes	ENGINE³
How is the model being financed?	Funded by USAID
What are the challenges/shortcomings/limitations of the model?	The progress of the program depends on the capacity of the government extension agents. Trainings on integrating nutrition into agriculture are limited.
How can this (kind of) service be sustained beyond what is most likely a defined project period?	The extension workers will continue to exist beyond the defined project period and will effectively ensure the sustainability of project service activities.
How can this model/approach be scaled up or applied in other contexts/countries?	This model can be scaled up with by working through the government of different countries in order to access extension workers in tandem and ensure the quality of capacity building is uniform.
Where to find more information?	http://ethiopia.usaid.gov/programs/global-health-initiative/projects/empowering-new-generations-improved-nutrition-and-economi

Small Farm Resource Center	Sustainable Agricultural Training Center, Myanmar ⁴
Brief description of model or approach	
<p>Historically, Small Farm Resource Centers (SFRCs) have evaluated and demonstrated <i>within the community</i> ideas that have been proven elsewhere. The most promising ideas are adapted to become the backbone of the agricultural outreach. This adaptive research forms a crucial link between the SFRC and local farmers. Successful SFRCs develop projects which: 1) involve little/no risk to local farmers, 2) present something farmers are not already doing, 3) make such an impact that farmers readily adopt the innovation, and 4) have a strong market link if the project involves the sale of a product, or local acceptance if it is to be used by the farmer him/herself. In the absence of more traditional extension and/or advisory services, SFRCs can have a substantial role in smallholder farmer education, particularly in reaching neglected or marginalized populations. The Sustainable Agriculture Training Center (SATC) in Hmawbi, Myanmar represents a good SFRC case study by showcasing the classic functions of a successful SFRC, while simultaneously embracing new approaches for dealing with Myanmar's unique constraints and opportunities.</p>	
What is the extension or advisory component in this model or approach?	
<p>The SATC develops on-farm crop, livestock and appropriate technology demonstrations. These serve as the basis for training at the Center, as well as outreach to target communities. The SATC produces and distributes a variety of agriculture and community development resource and training materials locally and within the Myanmar Baptist Convention's 18 Regional Language Conventions. SATC staffs have a presence within local smallholder farming communities, as well as an extended impact via training of regional and international development workers.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<p>The SATC seeks to widely disseminate pro-poor farming technologies and education. Initially, SATC focused resources on the local smallholder farmer community and local marginalized ethnic groups such as the Karen. While this emphasis on resource-poor farmers continues, SATC now actively engages the regional and international development community to provide a variety of training opportunities.</p>	
What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?	
<p>SATC has had significant local impact related to adoption of new/appropriate technologies and farming practices including: alternative energy technologies such as biogas and improved cook stoves, vermiculture, new crop introduction, sustainable farming techniques (i.e., organic crop production), and market development.</p>	
How is the model being financed?	
<p>The parent organization (Myanmar Baptist Convention) provided the majority of start-up costs, and continues to contribute less than half of yearly operating costs. The majority of operating costs now are generated via grant funding, income derived from SATC activities and income streams. SATC receives no government funding.</p>	
What are the challenges/shortcomings/limitations of the model?	
<p>By definition, SFRCs rely on a physical location/farm which serves as the basis for the research, education and training activities. It is expensive to resource such centers, and organizations tend to be hesitant to develop new SFRCs. While SATC demonstrates that SFRCs can generate income to cover a substantial portion of their</p>	

⁴ Prepared by Dr. Ricky Bates (Penn State University, rmb30@psu.edu) and Dr. Abram Bicksler (ECHO Asia, abicksler@echonet.org)

Small Farm Resource Center	Sustainable Agricultural Training Center, Myanmar ⁴
<p>expenses, many SFRCs are far less successful in this regard, and rely on support solely from a parent organization. This reality can be a barrier regarding ‘scale-up’ or duplicating SFRCs in other locations. Finding qualified staff to operate SFRCs can also be challenging as expertise is required in a range of disciplines including extension methods as well as farming practices.</p>	
<p>How can this (kind of) service be sustained beyond what is most likely a defined project period?</p>	
<p>To become sustainable, it is important for SFRCs to develop diverse funding mechanisms beyond sole support from the parent organization. The SATC in Myanmar has been successful in attracting competitive grant funding, developing income streams from products derived on their farm, and in recent years, offering fee-based on-site training programs to agriculture development workers.</p>	
<p>How can this model/approach be scaled up or applied in other contexts/countries?</p>	
<p>The assessment of (7) Small Farm Resource Centers in Southeast Asia revealed a range of attributes and activities which contribute to the success of this particular outreach model. To be effective, SFRCs should be sensitive to the local environment in which they operate, and reflect the particular needs of these local communities. Additionally, appropriate funding mechanisms need to be considered because one size does not fit all.</p>	
<p>Where to find more information?</p>	
<p>http://echonet.org/asia-impact-center</p>	

GrowCocoa (Blommer Chocolate Co. & Olam International) Agricultural Education/Training & Farmer Business School⁵
<p>Brief description of model or approach</p> <p>Components of GrowCocoa’s ongoing education and training components include:</p> <p>Cooperative Capacity Building: Proactive Child Labor verification including the establishment of committees/monitoring systems to ensure farm visits are carried out to educate/inform farmers; efficient budgeting and cost control systems; documentation and archiving; full traceability with GPS mapping, farmer survey, provision of identification cards and implementation of electronic transaction recording systems.</p> <p>Farmer Business School: Principles of farming as a business; basic nutrition and farm management for food and a balanced diet; economics of food and cash crops; income-oriented decision making based on cost-benefit analyses of different technologies; income diversification strategies; financial management; savings and credit; benefits from quality cocoa; benefits farmer-based organizations membership; planning investments in replanting of cocoa.</p> <p>Farmer Training / Farmer Field School: Good Agricultural Practices (GAP); Integrated Pest Management (IPM); rational use of pesticides; best labor practices (incl. child labor / gender equity). Implementation is a shared partnership among Olam’s Extension Team in partnership w/ GIZ and ANADER (in Côte d’Ivoire).</p>
<p>What is the extension or advisory component in this model or approach?</p> <p>In cooperation, the above-mentioned entities are in fact working with farmers to explore and understand key business principles, demonstration with farmers, and most importantly, working to follow-up so as to ensure proper application.</p> <p>General follow-up is conducted by regional managers within ANADER and Olam’s extension team. Furthermore, Olam is in the process of further developing a 6-month “refresher” course and expanding follow-up activities with formally trained farmers.</p>
<p>What clientele is being served and how (i.e., who are the intended users/beneficiaries)?</p> <p>The cocoa growers (smallholders) are the main beneficiaries. Additionally, Olam’s extension teams benefit as they take part in GIZ trainings (and TOT) when conducted as well, supplementing and rounding out key principles.</p>
<p>What kind of technologies or practices are being adopted as a result of the extension services provided through this model</p> <p>The programs are geared to enabling the farmers are equipped to apply sound agricultural and business principles and practices to and on their farms. Farmers are empowered and have come to appreciate the value of understanding what their capacity is, and how to optimize productivity, quality and yield.</p>
<p>What are the challenges/shortcomings/limitations of the model?</p> <ul style="list-style-type: none"> • Limitations: A fair percentage of farmers are illiterate. Concepts are understood, but only so much. Proper education is helpful in order to grasp the concepts and properly apply the taught programs. • Adoption and behavior change are difficult hurdles to overcome. With a totally new concept, farmers are slow to adopt the applied material unless concrete examples and successes can be verified.

⁵ Prepared by Kevin Wilkins

<p>GrowCocoa (Blommer Chocolate Co. & Olam International)</p> <p style="text-align: right;">Agricultural Education/Training & Farmer Business School⁵</p>
<ul style="list-style-type: none"> • Proper follow up is a very critical component to any training program, and something that continues to be a real focus of ours.
<p>How is the model being financed?</p> <p>All training programs are financed through Olam and Blommer investments.</p>
<p>How can this (kind of) service be sustained beyond what is most likely a defined project period?</p> <p>Olam works directly with the farmers and manages this as a critical part to farmer education. The relationship is key to our programs and approach, and Olam ensures that superior training and engagement remain to be key pillars of all GrowCocoa programs.</p>
<p>How can this model/approach be scaled up or applied in other contexts/countries?</p> <p>The key to scaling for these programs remains to be aggregating farmers. Working in groups or cooperatives, we recognize that there is a structure in place with internal controls. That being said, we are able to engage more farmers, cover more material, and focus on the quality of the material covered.</p>
<p>Where to find more information?</p> <p>www.GrowCocoa.com</p> <p>Olam International (Olam Livelihood Charter), http://olamonline.com/sustainability/olam-livelihood-charter</p> <p>Blommer Chocolate Co. (Sustainable Origins), www.blommer.com/csr_sustainability.html</p>

GrowCocoa (Blommer Chocolate Co. & Olam International)	Farmer Business Schools ⁶
Brief description of model or approach	
<p>The GrowCocoa (Blommer Chocolate Co. & Olam International) Farmer Business School program is essentially a 12 subject program conducted over a period of 5 days. FBS teaches farmers the basics:</p> <ul style="list-style-type: none"> • Principles of farming as a business, • Basics of human nutrition and farm management for enough food and a balanced diet • Economics of food and cash crops • Income-oriented decision making based on cost and benefit analyses of different technologies for cocoa and other crops • Strategies to diversify incomes • Financial management • Savings and credit • Benefits from quality cocoa • Benefits from membership in farmer-based organizations • Planning investments in replanting of cocoa <p>Implementation is a shared partnership among Olam’s Extension Team in partnership w/ GIZ and ANADER (in Côte d’Ivoire).</p>	
What is the extension or advisory component in this model or approach?	
<p>In cooperation, the above mentioned entities are in fact working with farmers to explore and understand key business principles, teaching the farmers, and most importantly, working to follow-up so as to ensure application.</p> <p>General follow-up is conducted by regional managers within ANADER and Olam extension officers. Furthermore, Olam is in the process of further developing a 6-month refresher course and expanding follow-up activities with formally trained farmers.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<p>The cocoa growers (smallholders) are the main beneficiaries. Additionally, Olam’s extension teams benefit as they take part in the trainings when conducted as well, supplementing and rounding out key principles.</p>	
What kind of technologies or practices are being adopted as a result of the extension services provided through this model	
<p>The programs are geared to enabling the farmers are equipped to apply sound business principles and practices to their farms. Farmers are empowered and have come to appreciate the value of understanding what their capacity is, and how to optimize productivity, quality and yield.</p>	
What are the challenges/shortcomings/limitations of the model?	
<ul style="list-style-type: none"> • Limitations: A fair percentage of farmers are illiterate. Concepts are understood, but only so much. Proper education is helpful in order to grasp the concepts and properly apply the taught programs. • Adoption and behavior change are difficult hurdles to overcome. With a totally new concept, farmers are slow to adopt the applied material unless concrete examples and successes can be verified. • Proper follow up is a very critical component to any training program, and something that continues to be a real focus of ours. 	

⁶ Prepared by Kevin Wilkins

GrowCocoa (Blommer Chocolate Co. & Olam International)	Farmer Business Schools⁶
How is the model being financed?	
FBS programs are financed through Olam and Blommer under GrowCocoa programs.	
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
Olam works directly with the farmers and manages this as a critical part to farmer education. The relationship is key to our programs and approach, and Olam ensures that FBS among other offerings remain to be key components to GrowCocoa's programs.	
How can this model/approach be scaled up or applied in other contexts/countries?	
The key to scaling for these programs remains to be aggregating farmers. Working in groups or cooperatives, we recognize that there is a structure in place with internal controls. That being said, we are able to engage more farmers, cover more material, and focus on the quality of the material covered.	
Where to find more information?	
www.GrowCocoa.com http://olamonline.com/sustainability/olam-livelihood-charter	

Catholic Relief Services	Private Service Providers ⁷
PSP model for delivering financial and other related skills to vulnerable members of rural communities	
Brief description of model or approach	
<p>The fee-for-service ‘private service provider’ (PSP) approach aims to establish local entrepreneurial capacity for sustaining the spread of CRS’ savings-group model (known as Savings and Internal Lending Communities – SILC) beyond the funding period of short-to medium-term projects. The Field Agents (FA) responsible for forming and supporting SILC groups are recruited and paid by a project for up to one year. The FAs then undergo an examination process to become certified as Private Service Providers (PSP). The PSP then offer their SILC services to communities on a long-term, fee-for-service basis, with no further project funding. Currently, there are over 400,000 savings group members, mostly rural villagers, being served by PSP across 13 countries in Africa and Latin America.</p>	
What is the extension or advisory component in this model or approach?	
<p>A PSP provides financial advisory and training services for the establishment and consolidation of ‘savings and internal lending community’ groups. As the PSP gains experience in delivering these services and SILC group members grow their savings, the opportunity arises for the PSP to upgrade his or her skills to provide other services, such as training and advice on managing household finances, selecting and planning individual or group enterprises, among others. The PSP also serve as liaison for other service providers in cross-sectoral partnerships. For example, they have helped government agriculture extension agents disseminate their services to SILC groups.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<p>Members of savings and internal lending groups are generally the rural poor, of which a large proportion is women. In a pilot project in Kenya, Tanzania and Uganda, 67% of group members in Tanzania fell below the \$1.25/day poverty line, as did 30-40 percent of members in Uganda and Kenya. The majority of the members of SILC are engaged in agricultural activities.</p>	
What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?	
<p>Through SILC, members are able to build their savings and use them to invest in productive activities. Purchase of seed or other inputs, payment for labor and the acquisition of small livestock are common uses for savings. SILC members have used their savings to establish drip irrigated production of vegetables as group enterprises, or for collective marketing of products such as honey and other higher value products.</p> <p>A rigorous randomized comparison between SILC groups served by a project-paid FA and SILC groups served by a PSP revealed that:</p> <ul style="list-style-type: none"> • PSP households showed more active entrepreneurship, with deeper investment in enterprise, including some higher-risk ventures. FA households seemed to favor a more conservative route, with greater emphasis on subsistence cultivation. • PSP households took on significantly higher levels of credit, and showed greater likelihood to engage effectively with formal/semi-formal finance for both credit and savings, as compared to FA households. • PSP households were more likely to have both savings and credit linked to business activity. 	

⁷ Prepared by Rupert Best and Michael Ferguson, Senior Technical Advisors for Agriculture and Microfinance, respectively, Catholic Relief Services, Baltimore MD, USA

Catholic Relief Services	Private Service Providers ⁷
How is the model being financed?	
<p>PSP programs to date have relied on a combination of private and governmental funding. In all cases, it is important to note that during the first year, while the PSP are being trained and mentored, they receive a stipend from a development project. Once certified as a PSP, they no longer receive a stipend and their earnings depend on their ability to sell services to potential clients—hence the potential to sustain SILC and other services long after program funding has phased out.</p>	
What are the challenges/shortcomings/limitations of the model?	
<p>Results have shown relatively high variance in PSP productivity and earnings—meaning that some PSPs have been highly successful with the model, while others have struggled. Revised agent selection protocols are being tested to achieve more uniform results.</p> <p>Also, without any specific targeting by CRS, most PSP to date have been men. Attention needs to be paid to gender aspects related to the selection of PSP that provide equality of opportunity to both men and women.</p> <p>Finally, the long-term success of the model requires the emergence of an agent network to provide key functions such as consumer protection and new agent certification after the initial oversight is phased out. Results to date suggest uneven efficacy of these networks. More uniform structures and protocols are needed.</p>	
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
<p>As noted above, certified PSPs can and do continue creating and supporting groups indefinitely—long after the direct involvement of CRS and its partners has phased out. The degree of sustainability beyond a defined project period tends to be a function of the demand for the services that the PSP is offering in his or her community and in neighboring communities, and the quality of the technical and marketing skills possessed by the PSP themselves. Where demand is weak or the quality of skills is poor, the service will not survive. The acquisition by PSP of additional skills that are in demand from SILC members will be another way of ensuring the permanence of the PSP.</p>	
How can this model/approach be scaled up or applied in other contexts/countries?	
<p>The PSP model is a relatively low-cost intervention. It can be readily scaled up, either as a stand-alone program or as an integrated component of the multi-sector program. CRS is presently scaling the model up via its global network in over a dozen countries, with many more in the planning stage.</p>	
Where to find more information?	
<p>Follow link http://www.crsprogramquality.org/publications/tag/savings-led-microfinance to five research briefs on the Private Service Provider model.</p>	

Land O'Lakes	AnswerPlots® for Africa ⁸
<p>AnswerPlots® for Africa – applying Land O'Lakes, Inc., successful model (used by WinField Solutions, LLC in 40 states, Canada and Mexico) in Kenya (JibuPlot®), Malawi (YankhoPlot™) and Zambia.</p> <ol style="list-style-type: none"> 1. Impartial agronomic advisor from Land O'Lakes is assigned to each site; 2. Partner with private sector input suppliers to demonstrate new hybrid seed varieties, soil testing, fertility treatments, crop protection products and IPM; 3. Partner with public sector research and extension services to demonstrate new technology, such as seeds (e.g. HarvestPlus and Vitamin enriched orange maize in Zambia); 4. Introduce and demonstrate sound agronomic practices, including no till and minimum till agriculture; 5. Compare and contrast traditional farming practices and technology results with a mix of improved farm management practices and new technology results within the same farm, in adjoining blocks. 6. Convene Farmer Field Day at critical junctures during the farming season (“Don’t tell me – show me.” “Seeing is believing.”); 7. Invite local agro-vet retailers in order to facilitate market linkages with farmers and with wholesale suppliers of new technology; and 8. Teach “farming as a business,” instead of a way of life (e.g. book-keeping and accounts for family households). 	
<p>What is the extension or advisory component in this model or approach?</p> <p>An impartial Land O'Lakes agronomic advisor who manages the AnswerPlot® but who then facilitates the demonstration of sound farm management practices and introduction of new technology in the community. (Lead farmers are also identified and trained to be community-based Trainers of other community farmers' groups.)</p>	
<p>What clientele is being served and how (i.e., who are the intended users/beneficiaries)?</p> <p>Primary: Male and female smallholder farmers (i.e., those farming 5 hectares or less). Secondary: local retail AgroVet dealers.</p>	
<p>What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?</p> <ol style="list-style-type: none"> 1. Hybrid seeds; 2. Soil testing services; 3. Chemical fertilizers; 4. Crop Protection Products (incl. but not limited to pre-emergent and post-emergent herbicides) and IPM; 5. No till and minimum till agriculture; 6. Sound crop rotation practices (e.g. maize and legumes); 7. Seed and fertilizer placement practices; 8. Plant and Row spacing practices; and 9. Discourage burning of crop residues in the fields. 	

⁸ Prepared by Dr. Thomas J. Herlehy Practice Area Manager for Agricultural Productivity & Competitiveness, Land O'Lakes, Inc., International Development; e-mail: tjherlehy@landolakes.com; office: 202-370-1625.

Land O'Lakes	AnswerPlots® for Africa ⁸
How is the model being financed?	
<p>Initially funded by Land O'Lakes, Inc., from our division's own overhead as a pilot in Kenya (2010-2011), and from our seed division (WinField Solutions, LLC) in 2011.</p> <p>Funded by USAID OFDA (Zambia) and by USDA (Malawi).</p>	
What are the challenges/shortcomings/limitations of the model?	
<p>We need to test models for sustainability. Among the potential models of sustainability are:</p> <p>(1) A cooperative manages an AnswerPlot® as a means to drive sales of new technology to their members and non-members;</p> <p>(2) A local AgroVet retailer manages an AnswerPlot®, perhaps with a lead farmer as the embedded agronomic advisor, to help drive technology adoption and sales; or</p> <p>(3) Several wholesale suppliers cooperate on the management of several AnswerPlots® in areas where use of new technology may be low or non-existent, in order to increase adoption of new technology and drive sales of the technologies.</p>	
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
Good question!!! See above box.	
How can this model/approach be scaled up or applied in other contexts/countries?	
We are applying it in other agricultural projects/programs funded by USAID or USDA in other countries in sub-Saharan Africa.	
Where to find more information (web links, etc.)?	
<p>www.idd.landolakes.com/ECMP2-0159108.aspx</p> <p>www.landolakesinc.com/utility/news/company/ECMP2-0152614</p> <p>www.landolakesinc.com/company/corporateresponsibility/foundation/CommunityGardens/default.aspx</p> <p>Mr. Joy Harawa, Land O'Lakes – Malawi, USDA-funded Food for Progress project; e-mail: joy.harawa@idd.landolakes.com;</p> <p>Dr. Johns Nyirongo, Land O'Lakes – Zambia, USAID OFDA Fodder Pilot Project. johns.nyirongo@landolakes.com.</p>	

World Vision	Farmer Field and Business Schools ⁹
Brief description of model or approach	
Results-driven Farmer Field and Business Schools drawing on the expanding evidence base of national, regional and international best practice. Sometimes FFS and FBS are separate, sometimes combined, depending on context. They are often value chain oriented, prioritizing access to value chain opportunities by the very poor.	
What is the extension or advisory component in this model or approach?	
Emphasis on 1) experiential discovery and learning, 2) combining local and external science-based knowledge, and 3) farmer-to-farm diffusion, mediated by local experts (lead farmers) for credibility and sustainability	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<ul style="list-style-type: none"> • Marginal and small scale farmers, herders, fish farmers, including women, men and youth. • Landless rural farm workers • Farmers' groups, associations, cooperatives; marketing associations; value chain stakeholder groups. 	
What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?	
Conservation Agriculture practices; Farmer Managed Natural Regeneration; enhanced agribusiness and marketing skills; improved cooperative and farmer association management skills, integrated pest and nutrient management practices; post-harvest handling and processing technologies and practices; testing and dissemination of improved crop varieties and agronomic management.	
How is the model being financed?	
Public grants (bilateral, multilateral), private foundations, WV's own private funding, some PPP	
What are the challenges/shortcomings/limitations of the model?	
When project or program based, linking to and handing over to public or private extension and advisory service providers while maintaining quality and levels of service.	
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
Continual monitoring of costs and management requirements, and continual comparison with the expected ability of those taking over the services to continue to provide them with their own expected levels of resources. This is particularly problematic for public providers. For private providers (either specialists, agro-dealers or farmers' associations) the key is growing and sustained profitability, which will permit financing of service in the long term.	
How can this model/approach be scaled up or applied in other contexts/countries?	
It is already a widely practiced model/approach globally, which WV believes has many characteristics of good development practice. WV's focus is on continually improving implementation quality and being consistent about what it means by FF&BS (to avoid "label creep"). WV scales up intra-model innovations from individual projects/programs to its own national-level WV-funded programs (in its long-term Area Development Programs) as well as into its global models and strategies. It also facilitates adoption and scaling up of intra-model innovations and best practices by public and private sector partners.	
Where to find more information?	
www.guardian.co.uk/global-development/poverty-matters/2013/jan/29/congo-drc-farmers-school-techniques www.wvi.org/honduras/article/mother-farmer-field-school-grad http://africayoungvoices.com/2012/04/page-project-partner-world-vision-boosts-farmers-in-kono/	

⁹ Prepared by John T.P. Russell

CNFA	Commercial Input Supply and Farm Service Enterprises ¹⁰
<p>One of CNFA's oldest and best-known core capabilities is the development of commercial input supply and farm service enterprises. CNFA concentrates on building a commercially-sustainable portfolio of products and services, including input supply, machinery services, training and information, access to credit, and output marketing. www.cnfa.org, http://agrilinks.org/blog/january-ag-sector-council-seminar-private-sector-input-supply-systems</p>	
<p>What is the extension or advisory component in this model or approach?</p> <p>For CNFA input and farm service retailers, the delivery of training and information to farmers is a core business component. Extension services provided by CNFA retailers include:</p> <ul style="list-style-type: none"> - in-store consultations on product selection and use - in-field pest diagnosis, soil testing and fertilizer/plant protection recommendations - seminar-style training, as well as field days and demonstrations 	
<p>What clientele is being served and how (i.e., who are the intended users/beneficiaries)?</p> <p>Though the size and nature of CNFA-supported retail farm service businesses varies according to the operating environment, across all countries and programs they share the goal of demonstrating the sustainability and business potential of serving smallholders.</p>	
<p>What kinds of technologies or practices are being adopted as a result of the extension services provided through this model?</p> <p>Increased smallholder adoption of improved inputs, implementation of good agricultural practices, IPM, post-harvest handling, crop diversification for income generation and improved nutrition.</p>	
<p>How is the model being financed?</p> <p>CNFA's input retailer programs have been donor-funded but rely on a mixture of grants, combined with private sector matching investment and coupled with training, certification and trade credit from industry partners (manufacturers and distributors).</p>	
<p>What are the challenges/shortcomings/limitations of the model?</p> <p>As a purely private sector model for delivery of training and information to farmers, CNFA retailers do not provide the kind of "classic" extension services that link academic research to independent ("objective") extension agents in the field. Such an independent research and extension system is almost always a public investment few developing countries can afford.</p>	
<p>How can this (kind of) service be sustained beyond what is most likely a defined project period?</p> <p>In all cases, these services are provided not as a project-driven charitable activity, nor as a direct income stream from fees. Instead, they are "service with the sale" and are retailers' most effective means of marketing. The idea behind this practice is that a well-educated farmer, who selects the right product, uses it properly and gets a good harvest, becomes a repeat customer year after year.</p>	
<p>How can this model/approach be scaled up or applied in other contexts/countries?</p> <p>Since 2000, CNFA has established input supply and farm service networks in 12 countries worldwide, including nearly 7,500 retailers and selling almost \$200 million in goods and services to 3.5 million smallholders annually. This demonstrates both the development need and business opportunity to expand the model to new countries and contexts.</p>	

¹⁰ Prepared by Patrick Norrell

Fintrac, Inc.	Integrated Crop Management ¹¹
<p>Brief description of model or approach</p> <p>Integrated Crop Management – the integration of Good Agricultural Practices with sustainable technologies to improve smallholder production quality, volumes and consistency. This system has enabled hundreds of thousands of smallholder producers to participate in commercial value chains, decreasing net production costs while earning higher incomes. It has also increased the outreach and availability of improved inputs and technologies in rural production areas.</p>	
<p>What is the extension or advisory component in this model or approach?</p> <p>Fintrac technicians train extensionists from partner organizations in the technical aspects of the ICM system. These extensionists in turn provide regular (weekly or bi-weekly) technical assistance visits to growers in the targeted geographic zone. Monthly training days are also held for large groups of farmers in the extensionists' assigned areas. Extensionists take growers through each stage in crop cycle, with technical guidance provided during each regular visit, observations on the progress of the crop to date, and recommendations for the next visit.</p>	
<p>What clientele is being served and how (i.e., who are the intended users/beneficiaries)?</p> <p>Clients are typically small-scale producers ranging from the very poor (staple crop producers) to smallholders with up to several hectares of land under cultivation.</p>	
<p>What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?</p> <p>Technologies and practices introduced under Integrated Crop Management include seedling production, use of improved planting material, raised beds, drip irrigation, starter solution, weed control, live crop barriers, Integrated Pest Management and low-cost greenhouse production.</p>	
<p>How is the model being financed?</p> <p>Project funds are typically used to “jumpstart” a number of commercial demo plots for clients in the target regions, usually members of local producer associations or other entrepreneurial farmers. The funds are provided in the form of a small in-kind grant (\$2,000-\$3,000) that is used to upgrade one acre, or hectare, with the Integrated Crop Management practices and technologies.</p> <p>We typically begin with a short-cycle crop if possible so that results are observed within 6 months by the grower and other members of the target community. The grant agreement with the smallholder also states that additional inputs, technologies and labor will be purchased by him/her with earnings from the initial crop in order to finance an expansion onto a second hectare.</p> <p>This leads to increased production quality, consistency, volumes, income for the family and the application of sustainable practices over a larger area of land. It also results in a replication effect whereby other farmers see the benefits of the system and begin applying the principles on their own farms.</p> <p>We also invite local Banks and Micro Finance Institutions (MFIs) to our trainings and demonstrations so they can see the commercial benefits (and cash flow potential) of the modern farming system, and begin to offer credit to other farmers in the community wishing to apply Integrated Crop Management on their own land.</p>	
<p>What are the challenges/shortcomings/limitations of the model?</p> <p>Financing, availability of qualified local technicians, availability of inputs and technologies, inability of government extension agencies to implement the model due to lack of resources (vehicles, fuel budget, equipment).</p>	

¹¹ Prepared by Jay Kaufman

Fintrac, Inc.	Integrated Crop Management ¹¹
How can this (kind of) service be sustained beyond what is most likely a defined project period?	
<p>Sustainability of farmer behavior – in our experience farmers seldom revert back to subsistence practice once they have successfully adopted commercial approaches. Fintrac is presently planning for several post-project evaluation surveys to document this impact.</p> <p>Sustainability of service provision – there are other models such as embedding extension within the activities of produce buyers and exporters. There are many examples of this on projects managed by Fintrac and others.</p>	
How can this model/approach be scaled up or applied in other contexts/countries?	
<p>Fintrac has applied this approach to date in Honduras, El Salvador, Jamaica, Uganda, Kenya, Ethiopia, Tanzania, Zimbabwe, Nepal and Cambodia. Applying this approach requires buy-in from funders with a keen understanding of the market requirements for agricultural produce on the part of commercial buyers – local, regional and global, which is the starting point for adapting this approach in country.</p>	
Where to find more information?	
<p>www.fintrac.com</p>	

One Acre Fund	Bundled Services ¹²
Brief description of model or approach	
<p>Founded in 2006, One Acre Fund has developed a new solution for helping Africa’s small-scale farmers. Our complete “bundle” of services brings technology, knowledge, and support directly to rural smallholders, and includes: 1) high-quality seed and fertilizer, 2) financing, 3) weekly farm education, and 4) post-harvest and market support. The results are powerful. Within one season, our farmers double their farm profits on every planted acre.</p>	
What is the extension or advisory component in this model or approach?	
<p>One Acre Fund delivers extension <i>and</i> advisory services through our complete “bundle” of services. Instead of providing technologies or training individually, we “bundle” technology distribution together with in-depth farm training, post-harvest support, and financing. By providing these multiple services <i>together</i>, we add tremendous value for our clients. In deeply rural areas with little infrastructure, this unique combination of services provides farmers with a complete value chain.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<p>One Acre Fund works solely with rural, small-scale farm families. Our average client is a female smallholder farmer with five children. She farms between zero and three acres of land and her family cannot meet their most basic human need – food. They suffer an annual three to six month “hunger season” of meal-skipping and meal-substitution, causing nearly 10% of children to not survive until age one. They live in absolute poverty – on less than 50 cents a day.</p>	
What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?	
<p>One Acre Fund delivers high-quality seed and fertilizer directly to our farm families at the beginning of each planting season. In addition, we provide weekly farm education on the following: land preparation, seed spacing, fertilizer dosing, weeding, top-dressing, harvesting, post-harvest drying, post-harvest processing, post-harvest storage, and composting.</p> <p>By providing inputs and training <i>together</i>, we enable our farmers to permanently adopt new technologies and modern farming techniques.</p>	
How is the model being financed?	
<p>Although One Acre Fund is an NGO, farmers pay for our services. We distribute seed and fertilizer <i>on credit</i>, and facilitate flexible repayment throughout the season. In 2012, loan repayments covered 84% of field expenses, and over the next five years, we expect to achieve 100% breakeven in one of our two largest countries of operation – Kenya and Rwanda.</p> <p>Field expenses not covered through loan repayment and non-field expenses (R&D, M&E, admin, etc.) are covered by a broad pool of donor funding, including foundations, individuals, corporations, and bilaterals. One Acre Fund is fortunate to have a strong and growing base of private and public support.</p>	
What are the challenges/shortcomings/limitations of the model?	
<p>There are many challenges inherent to working with farmers. In fact, farmers make up less than 15% of MFI portfolios because of these challenges and risks. These include drought, excess rainfall, and crop disease, and they pose significant threats to impact, technology adoption, and loan repayment.</p>	

¹² Prepared by Matthew Forti

One Acre Fund	Bundled Services ¹²
<p>One Acre Fund continues to innovate ways to mitigate these risks. For example, over the past year, we have extended crop insurance to every one of our Kenyan farm families. We are working to do the same in Rwanda. Crop insurance protects our clients and our organization, and adds an additional and powerful component to our complete “bundle” of services.</p>	
<p>How can this (kind of) service be sustained beyond what is most likely a defined project period?</p> <p>One Acre Fund designed our model to be long-term sustainable. We build multi-year relationships with our farm families and establish <i>permanent</i> infrastructure in the districts where we work.</p> <p>Importantly (as mentioned above), within the next five years, we expect to achieve financial breakeven in one of our two largest countries of operation – Kenya and Rwanda. Reaching this landmark will mean that field operations within that country will be 100% self-sustaining, into perpetuity, without further donor funding.</p>	
<p>How can this model/approach be scaled up or applied in other contexts/countries?</p> <p>One Acre Fund designed our model for scale. We began by serving 125 farmers in rural Kenya, and over the past six years, we have grown to serve 135,000 farm families across Kenya, Rwanda, and Burundi, achieving similarly strong results across three very different country contexts. We are growing 30%+ each year, and expect to serve at least 1 million families within the decade.</p> <p>We are confident that our model is applicable for smallholder farmers across Sub-Saharan Africa. Seventy-five percent of Africa’s poor depend on farming for their livelihood, and across the continent, they face a remarkably similar set of challenges. Despite the efforts of many good organizations, the vast majority of poor farmers still do not have access to seed and fertilizer, modern farm training, and financing. We believe our “bundle” of services is transferable to helping any smallholder grow her way out of hunger and poverty.</p> <p>We are currently conducting exploratory “scouting” efforts across the continent to fully understand the broad-scale applicability of our model. Through these efforts, we are finding our model is transferrable to myriad new environmental contexts and vastly different populations. As a result, we expect to launch our services in 2-3 new countries over the next five years.</p>	
<p>Where to find more information?</p> <p>www.OneAcreFund.org</p>	

National Federation of Coffee Growers	Colombia¹³
Brief description of model or approach	
<p>The National Federation of Coffee Growers in Colombia (FNC) is a private/public partnership with over 540,000 coffee farmers who are members supported by 1,400 Extension agents in 17 states, central headquarters in Bogota and a research center near Manizales, Colombia. The FNC extension agents visit each farm annually, but also organize a variety of educational and technical assistance group activities. The Federation is a private sector membership organization where coffee farmers are guaranteed sale of their coffee production and receive support for loans, technology equipment such as tablets, and have access to mass media and web-based content. The FNC has a strong research center that conducts primarily coffee production related activities but was instrumental in developing new varieties coffee resistant to recent plagues and diseases.</p>	
What is the extension or advisory component in this model or approach?	
<p>There are 1,000 Extension agents in the field that provide technical assistance in all phases of coffee production. In addition the FNC Extension provides education and training in a variety of appropriate formats. FNC Extension assists with organizational issues for its members and provides assistance in obtaining loans for renovation of their coffee farms. Extension also works on social and community issues related to relocated families in the post conflict stage of civil strife in Colombia as well as a variety of intergenerational issues and special needs presented by their growers including indigenous communities.</p>	
What clientele is being served and how (i.e., who are the intended users/beneficiaries)?	
<p>Coffee growers form the membership of the Federation. The average size of their coffee farms is 1.6 hectares which is less than 4 acres. FNC Extension provides technical assistance in cultivation and post-harvest of coffee. The FNC purchases their members' coffee harvest with \$.96 on the dollar returned to the growers. Additional services are described in the previous question.</p>	
What kinds of technologies or practices are being adopted as a result of the extension services provided through this model (i.e., what kind of changes farmers and other actors along the value chain are making)?	
<p>There are a variety of technology innovations being used. Extension agents enroll in virtual learning distance learning courses. Extensive website information is available from a website hosted by their research center, CENICAFE. Recently coffee producers have purchased tablets with 60% discounts and more tablets will be distributed. Extension agents will be receiving a more substantial version of the tablets in the near future to use in their field visits and to work offline. FNC has a large data base that tracks all the farms in their system of over 500,000 farms. The FNC coffee growers use a smart id card that can be used for a variety of functions related to credits, purchase of supplies and sales. An upgraded mobile phone is also being introduced to provide more advanced functions for the growers especially related to banking transactions. All of these technologies serve to put the growers better in touch with the technical assistance they need to combat diseases and to access credit and track sales.</p>	
How is the model being financed?	
<p>The model is a public-private partnership where the national government provides a fund that is used to guarantee sales of the coffee harvest and in some cases to provide a subsidy to the growers when prices are lower. Private sector multi-nationals are also partners with FNC in the production of café especial or gourmet coffee. Special projects for the relocated growers, indigenous growers and women's groups are also financed by external funders.</p>	

¹³ Prepared by Ben Mueller

National Federation of Coffee Growers	Colombia ¹³
<p>What are the challenges/shortcomings/limitations of the model?</p>	
<p>There are challenges to flatten the administrative aspects so that decision-making and operations planning by the central administration is informed by the participation of growers across 17 states. With the drop in coffee prices and rising production costs there are challenges to provide adequate coverage. The ratio of extension agents to coffee farmers is 1 agent for 500 growers.</p>	
<p>How can this (kind of) service be sustained beyond what is most likely a defined project period?</p>	
<p>The FNC has been in existence since 1927. It continues to evolve and will very likely continue to be the one of the strongest extension programs in the coffee sector internationally if not the strongest.</p>	
<p>How can this model/approach be scaled up or applied in other contexts/countries?</p>	
<p>This model can be applied to other countries where there is a commitment from the central government to support small growers and there exists attractive enough conditions to draw external buyers and funders.</p>	
<p>Where to find more information?</p>	
<p>The 100% Colombian Coffee Program - www.juanvaldez.com, www.juanvaldez.net Specialty Coffees Of Colombia - www.askjuan.com The National Federation of Coffee Growers - www.cafedecolombia.com, www.federaciondecafeteros.org For 100% Colombian Freeze Dried Coffee - www.buendiacoffe.com</p>	

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Designed to be Shared



Prepared by Andrea Bohn

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