Value Chain -Wide Capacity Building, Curriculum and Modules Development Portfolio

**CAPACITY DEVELOPMENT**

- Agri-Enterprise Incubation
- Practical On-Job /Enterprise Training
- Women in Trade & Interactive Learning
- Youth Enterprises & ICT for Agri-Trade
- Curriculum & Material Development
- e-Training (Visual & Audio Multi-Dialect)

**24 COUNTRIES**

- Farmers
- Farmer Organization
- Buyers
- Women
- Agri-enterprises
- Pastoralists
- Youth
Vision
To have commercialized smallholder Communities with increased incomes for improved, stabilized & sustainable livelihoods in Africa and beyond.

Mission
To build and implement innovative pro-poor market & business models that catalyze solutions for smallholder commercialization and competitiveness in value networks for household, economic growth and community empowerment in Africa and beyond.
Farm Concern International, FCI is an Africa-wide agri-market development agency specialized in value chain analysis, Profitable commercialization and market access. Our experimental journey spans over a decade, and has been rolled out in over 24 countries in Africa, impacting 17 million smallholder farmers and agro-pastoralists. FCI’s implementation approach for scale up is through The Commercial Village Model; an innovative mass marketing system designed for high impact among large numbers of smallholder farming households through a multi-value chain focus. As an African Organization, FCI provides direct implementing expertise with expanded strategic partnerships dedicated to consortiums, development partners & programmes, contractors, and International Agencies. Our extensive contextual expertise guarantees a fast-tracked implementation learning curve, accelerated impact and authoritative data for national and multi-country interventions. More importantly, we optimize local knowledge of value chains and markets to catalyze sustainable rural economic growth.

We are a unique hybrid organization that blends dual dimensions of selected industry best practice from the private sector and development world. This blended approach creates opportunity for beneficial partnership between two distinctly divergent systems. This results in innovative market bridges between the formalized private sector, traditional informal markets and subsistent smallholders.

**Over 50 commodities traded through the Commercial Village Model for smallholder market access, facilitated by FCI**

- Cereals
- Legumes
- Staples
- Roots & Tubers
- Livestock
- Dairy
- Fisheries
- Poultry
- Horticulture

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**FCI Core Competence & Strategic Pillars**

1. **Strategic Pillar 1: Value Chain Analysis**
   - Market Information & Impact Data
   - (The 1st Step for FCI Interventions)

2. **Strategic Pillar 2: Investment & Buyer Partnerships**
   - Demand Creation & Catalyze Investment
   - Nutrition Marketing to Drive Staples Demand

3. **Strategic Pillar 3: Traditional Informal Markets**
   - Digitization & Optimization (70-90% of farmgate is informal)

4. **Strategic Pillar 4: Commercial Villages Market Access**
   - Food Security & Aggregation (Monitoring Prices, volumes consumed & traded)

5. **Strategic Pillar 5: Women Enterprises & Youth Employment**
   - Commercial Villages Farmer Ratio: (Average: 40% Women & 60% Youth)

6. **Strategic Pillar 6: Capacity Building & eTraining**
   - Multi-Dialogue and Value Chain-wide
   - (Smallholders, Agri-entreprises & Informal Buyers)

7. **Strategic Pillar 7: Business Model Scale-Up**
   - Sustainable Strategic Partnership
   - (Model developed for 12 years for High Impact, Large Number of farmers and mass marketing)

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**Winning Markets for Farmers in Africa**

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Contents
1. Capacity Building Portfolio Introduction ................................................................................................... 3
2. FCI Target Clients ....................................................................................................................................... 3
3. FCI Curriculum Modules............................................................................................................................. 4
4. FCI Sample Capacity Building Assignment for other clients................................................................. 5
5. FCI Coverage ............................................................................................................................................. 6
6. FCI Innovations in Capacity Development ................................................................................................ 6
7. FCI Capacity Building Approaches for large target audience ........................................................... 7
   1. Integrated capacity building through strategic partnerships ............................................................. 7
   2. Commercialization and market access capacity building initiatives ................................................ 7
   3. Technology and innovations capacity building interventions .......................................................... 7
   4. Interactive & Practical training ......................................................................................................... 7
   5. Integrated Capacity building to enhance Food Security & Nutrition............................................... 7
8. Sample of FCI Capacity building Events & Forums.................................................................................... 8
9. Sample Photos on capacity building interventions................................................................................ 11
1. Capacity Building Portfolio Introduction

FCI Capacity Development department seeks to innovatively design, develop and disseminate capacity development materials and impact-oriented communication information packages based on an integrated delivery approach targeting an Africa-wide clientele and global audience. FCI tailor makes capacity building packages for Commercial Villages, Farmer Organizations, Agro-Enterprises, Private Sector Players and Partner to determine learning and training methodologies for farmers, partners and buyers as well as disseminating the information. The multi-leveled curriculum development and training approach has been customized to various target groups with a strong component on interactive learning and exposure visits. A series of Training materials have further been developed into Video and Audio Teaching Aids with a local dialect translation. The Capacity Building Materials are organic and are upgraded to ensure responsiveness to needs of target partners or clients.

ICT Solutions for Capacity Building and Market Information Systems is a critical avenue for massive-distribution of information and training which FCI is testing and upgrading systems consistently based on feedback from Smallholder Communities, Private Sector players, Stakeholders and Commercial Villages. FCI is further in partnership with various private and public players for a synergy in delivery methodologies that complements and keeps it cost effective.

2. FCI Target Clients

- **Smallholder Farmers**
- **Women & Girls**
- **Youth**
- **Traditional informal buyers**
- **Farmer organizations FOs**
- **Development partners**
- **Agro-enterprises**
- **Professionals investing in Agriculture**
- **Impact investors**
- **Private sector companies**
- **Learning Institutions**
- **Financial Institutions**
## 3. FCI Curriculum Modules

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Business &amp; Buyer Partnerships Approach</td>
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<td>2. Business &amp; action planning and reporting</td>
<td></td>
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<tr>
<td>3. Market opportunity identification and profiling</td>
<td></td>
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<td>4. Technology Marketing, awareness creation &amp; demand expansion for adoption</td>
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<td>5. Household dream for income use</td>
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<td>6. Agri-nutrition &amp; Food Diversification campaigns</td>
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<td>7. Nutritional marketing, consumer education and recipes</td>
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<td>8. Private Sector Service Providers/ Commercial Village Networking Forums</td>
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<td>9. Village Processing, Value addition &amp; Post- harvest technologies dissemination</td>
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<td>10. Supply chain &amp; Aggregation planning, logistics management and distribution systems</td>
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<td>11. Profitability Analysis and Value Chain Prioritization for Commercialization</td>
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<td>12. Financial Accountability, Leadership &amp; Governance and Collective Action</td>
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<td>14. Animal management practices for Livestock, Dairy, Poultry and Fisheries</td>
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<td>15. Market-led Production and Commercialization training</td>
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<td>16. Women Agri-enterprise Incubation</td>
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<td>17. Business enterprise Incubation(startup process, networking, business planning, financing and graduation)</td>
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<td>18. Youth in Agri-ICT, Trade and Commercial village Enterprises</td>
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<td>19. Trade Fairs and Business Linkages Forums</td>
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<td>20. Exchange Visits and Market &amp; Trade exposure</td>
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<td>21. Commercial Villages Savings, Investment and Financial inclusion</td>
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<td>22. Quality standards, control processes for quality management and assurance</td>
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<td>23. Natural Resource Management for Climate Change Adaptation</td>
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<td>24. Record keeping, adoption incentives and progress measurement</td>
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4. FCI Sample Capacity Building Assignment for other clients

Farm Concern International, FCI has tailor made capacity building manuals, modules and audio-visual materials for a number of partners based on the capacity needs assessment conducted jointly with the development partner or consortium of partners. Some of the Key assignments undertaken include:

1. Design and development of East African maize standards manual and videos in Kenya translated in English and Swahili this was in partnership with USAID Compete in partnership with Ministry of Agriculture
2. National Nutritional Training manual developed for Ministry of Health in Kenya in partnership with USAID- KHCP
3. 11 Modules were designed and developed for FAO- Somalia Programme funded by EU with 5 of those modules being translated in local Somali dialect.
4. Community Commercialization Manual developed for World Vision USA to train 10 West Africa countries
5. Child protection Manual on Child Labour policy designed for International Labour Organization (ILO)
6. Gender National Policy Manual designed and developed by FCI jointly with USAID- KHCP
7. 3 Modules developed for FAO Malawi on Cassava Commercialization
8. Smallholder Commercialization, Market Access and Value Chain Analysis Modules developed for Tearfund UK in Kenya
9. Cassava crop establishment and husbandry handbook a trainers manual was developed for AGRA
10. Tropical pulses, production, post-harvest and storage developed and designed for USAID Compete
5. FCI Coverage

Our Coverage

24 Countries
17 Million
Beneficiaries Smallholder Farmers & Agro-Pastoralists in Africa

Key:
- Capacity building, agri-enterprise incubation, curriculum and modules development (16 countries + 8 countries = 24 countries)
- Value chain analysis, multi-value chain profitability assessment & market research, by FCI Market Research Division (8 countries)
- Direct implementation of development programmes for multi-value chain smallholder commercialization, food & nutrition security, aggregation & market access (8 countries)
- Partners’ programme staff training, action planning and learning platforms (8 countries)

Winning Markets for Farmers in Africa

6. FCI Innovations in Capacity Development

FCI capacity innovations are meant to strengthen the capacity of whatever target group the materials have been designed for. Various actors in Agricultural value chains need to be influenced through information resulting to increased multi-sector dialogue among the actors. FCI has developed the following dissemination channels of the materials:

1. **E-training Manuals** customized in local dialects to suite country specifics.

2. **Illustration manuals** - visual aids play a critical role in adult learning since they ensure easy conceptualization of processes and interventions.

3. **Audio Visual Materials** (case studies, documentaries). The availability of multi-country experiences across FCI work enables

4. **Step wise process guidelines** – these allow for easy comprehension and application.

5. **Kijiji-e-Training Kit** an off grid kit that is solar charged and used in the villages for over 8 hours.
7. FCI Capacity Building Approaches for large target audience

1. Integrated capacity building through strategic partnerships
   - Trade fairs
   - Input fairs
   - Exchange visits

2. Commercialization and market access capacity building initiatives
   - Business forums
   - Buyer village forums
   - Business service provision forums

3. Technology and innovations capacity building interventions
   - Demo plots
   - Kitchen gardens
   - Equipment and technology dissemination
   - Participatory Technology testing

4. Interactive & Practical training
   - Roll modeling
   - Focused group discussion
   - Participatory training process e.g. joint cost benefit analysis
   - Joint action planning

5. Integrated Capacity building to enhance Food Security & Nutrition
   - Dietary diversification - multi value chain approach to food
   - Demonstration Food processing technologies
   - Consumer messaging through cooking demonstration, social and mass media approaches
   - Nutritional marketing for urban consumers
8. Sample of FCI Capacity building Events & Forums

1. **Commercialization and Market Access Institutional assessment** for 13 organizations under USAID-KHCP in Kenya
2. West Africa capacity building for partners in **10 West Africa Countries** funded by World Vision USA
3. Ministry of Agriculture training for **Government of Kenya across the 8 provinces in 2012**
4. **Farmer Business Schools/Farmer Field Schools** capacity building in Togdhdeer, Maroodijeex and Awdal regions of Somaliland with FAO- Somalia.
5. **10 Consortium partners** training for FAO-Somalia in 2013-2014 Hargeysa Somaliland
6. Capacity development for **FCI 9 subgarantees in Ethiopia, Tanzania and Uganda** under the Seed Farmer and Markets Programme Funded by Bill and Melinda Gates
7. Commercialization, market development, **gender mainstreaming and Nutrition awareness**
9. **Ethiopia Food security and Economic growth (FSEG) Programme** 7 Strategic partners capacity development in Assosa – Belshangumuz Region.
10. **7 COMESA countries (Uganda, Seychelles, Burundi, Kenya, Rwanda, Zambia and Tanzania)** capacity building initiatives for Cassava Value Chain Development
11. Private sector partners **capacity building initiatives with over 30 SMEs** in fruit and vegetables, cereals, oils and meat processing in partnership with FAO- ABSS.
12. Market-led Community commercialization capacity building for **World vision Tanzania consortium partners**
13. **Institutional Commercialization and Market access Capacity Assessment** for 3 sub grantees in Ethiopia.
14. **Value Chain Analysis Validation workshops** conducted in Marsabit, Kwale and Kilifi counties in Kenya
15. **Climate Change Resilience in for Commercialization Forum** for Ethiopia Technical Vocational Education and Training
16. **The Ginny Business Model Upgrading capacity enhancement forum** In Eastern and Western Regions of Kenya
17. **Commercial Villages and stakeholders learning forum** conducted in Musanze district Malawi
18. **Field exposure visits** a practical learning forum for Banana value chain conducted for smallholder farmers in Western Uganda
19. **Market exchange visits** to enhance market linkages for Sweet potato smallholder farmers conducted in SNNPR region of Ethiopia
20. **Village business buyer forum** conducted in Ethiopia for Sesame, honey and groundnuts
21. **Nutritional campaigns to scale** the adoption of orange fleshed sweet potato variety conducted in Western Region in Kenya
22. **Capacity development for USAID – KHCP Partners** on commercialization and market access initiatives
23. The Regional Integration Support Programme **Capacity building of Cassava Clusters** in Rwanda and Burundi
24. **Commodity Management training workshop** held in Dedza for potato traders
25. **District Agriculture Trade Fairs** held in Dedza district and Mchinji districts of Malawi to train on use of agricultural inputs for commercialization gains.
26. **Seed Entrepreneurs Training in Ethiopia** for FCI sub grantees from Wolaita, Gamogofa and Sidama zones.
27. **Experiential Capacity development for FSEG** (Food Security & Economic Growth project) Development Assistants-rural extension system
28. **Regional Feedback capacity building forum** on use of Market Information system for dissemination of price trends in Somalia with FAO- Somalia
29. **Learning and Feedback forum for ASAL Value chains** commercialization conducted in Kenya involving 60 development partners
30. **Capacity development forums for Agro- SMEs** conducted in Eastern Kenya to improve business and market linkages between small and medium agro-enterprises (SMAEs) and their customers and suppliers.
31. **Value Chain Development for Agricultural Commodities** capacity building forum with Microfinance institutions in Kenya
32. **Capacity development on Smallholder Market-led Commercialization approaches** through the Commercial Village Model across FCI implementation countries of Kenya, Malawi, Uganda, Tanzania, Rwanda, Somalia, Ethiopia and Burundi.
33. **Input fair experiential farmer learning forum conducted in Somalia** to enhance commercialization of Banana, Tomatoes, onions and Sesame.
34. **Practical Nutritional education forums** conducted to using cooking demonstrations and value addition for Traditional African vegetables and Sweet potatoes.
35. **Livestock market access learning forum** held in Isiolo, County Kenya
36. **Rural Commercialization lesson sharing forum** conducted in Burao- Toghdeer Region Somaliland with Ministry of Agriculture and FAO-Somalia
37. **Regional Agri-markets learning forum (RAMAC)** hosted by FCI in Kenya for development partners in Africa.
38. **Rwanda Smallholders exchange visit to Mt Kenya Region** a lesson sharing initiative reaching over 50 participants from Commercial Villages in Western Rwanda
39. **Somaliland Export market learning forum** held in United Arab Emirates-Dubai attracting over 500 export companies and 35 Somali Farmer Organizations representatives.
40. **Value chain-wide Cassava Learning symposium** held in FCI Africa office mobilizing 40 development partners to share lessons on scaling up cassava for commercialization.
9. Sample Photos on capacity building interventions

Migori County Trade Fair hosted 1260 Farmers and 54 partners exhibiting various Agricultural Technologies Conducted by FCI supported USAID/KAVEs : Photo Courtesy of FCI

Kijiji Biashiara Trade Fair held in FCI Arusha offices during the launch of Seed Farmer and Market Access Programme attracting over 400 participants that included Farmers, Bill and Melinda Gates Foundation officials, Buyers and Stakeholders
FCI Somalia staff Abdikarim Ahmed conducts a focused Group Discussion (FGD) in local dialect in Burao-Somaliland focusing on commercialization and Market Access Approaches.

Farmer demonstrates FCI developed e-learning platform for a partner organisation in Rwanda that provides agronomic information in English and local dialect: Photo courtesy of FCI
Agri-investment forum organized by Farm Concern International in FCI Moshi office attended by over 540 stakeholders and 35 agri-enterprises exhibitors from across Tanzania.

Meru County Technology and Innovations fair organized by Farm Concern International. FCI facilitates partnerships between private sector service providers and Commercial villages e.g. solar solutions demonstrated.
FCI Direct Implementation Approach:
Experiential expertise, high number of farmers & evidence-based impact data reporting

Implementation Approach: The Commercial Village Model
A 12-Year tested, implemented and upgraded innovative business Model for value chain analysis smallholder commercialization, food security, aggregation & market access. The model, developed and upgraded by FCI over more than a decade, is a multi-value chain innovative smallholder commercialization and aggregation business model for market access. The implementation approach also includes a socioeconomic concept that delivers to the last mile. The model has experientially been applied in 8 Countries with 132 partners. It is currently being rolled out across Africa for scale-up in multiple impact investment and development initiatives. The model has further generated statistical evidence on smallholder commercialization and market access proving its efficacy for high impact; its capacity to transform high numbers of smallholders; deliver enterprise profitability and stabilize incomes.

Ongoing interventions in Commercial Villages
Plug in for accelerated smallholder impact across diverse thematic areas;

- Farmer digitization & information dissemination
- Capacity building & collective marketing
- Savings after sales for farmer investments
- Bulking & Virtual aggregation
- Women enterprises, food security & agri-nutrition
- Leadership & accountability
- Youth in Agri-ICT & value chain wide Employment
- Leadership & accountability
- Savings after sales for farmer investments
- Bulking & Virtual aggregation

FCI hybrid business model 2030 strategy
Commercial Village Model scale up in Africa through strategic partnerships
By 2030, catalyzed scale up of the Commercial Village Model targets to reach 100 million smallholder farmers and agro pastoralists in Africa for sustainable agricultural development through profitable commercialization and market access. To accomplish this goal, FCI seeks to expand partnerships with social investors, governments, private sector, farmer organizations and development agencies focused on driving inclusive growth in Africa.

Farm Concern International, FCI Strategic Social Investment Partners

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62
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