Community of Practice meeting

Johan te Velde, Double Loop

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Workshop Food and Business Knowledge Platform

Outcomes ABC

- ABC and other assignments: SPARK, Cordaid, Woord en Daad, Red een Kind, Working Group employment for stability

- FOOD SECURITY PROGRAMMING AND STABILITY, Exploring conflict sensitivity in Dutch FNS (food and nutrition security programming), Rojan Bolling & Yannicke Goris January 2018

SPARK: Value chain development in fragile states

- With hindsight: **Too time-consuming value chain analyses** at the start: South Sudan (ground nuts, horticulture), Burundi (sorghum, fruits) and Yemen (honey, strawberry, vegetables and dairy).
- Conflicts led to: Change of intervention areas, new partners, reduced scale, shorter implementation time per activity (**mini-value chains**)
- Brarudi Heineken relatively successful (Burundi) and Sunflower seeds in South Sudan (was successful for a while)
- Value of symbolic projects

ABC: cooperation SPARK and Heineken in Burundi

How are agri-business and agricultural value chain interventions effectively implemented in fragile settings?

- What do we do to interest market parties in agri-business and agricultural value chain interventions? And when do we approach them?

- What do we do when a multi-national cooperation implements an agri-business (in an agricultural value chain) and takes centre stage? - ref to concepts as resilience, pro-poor growth, gender-transformative strategies, peace-building

How are agri-business and agricultural value chain interventions effectively implemented in fragile settings?

- Mistrust, war of words, uprootedness leads to other communication strategies
  - Actively counter rumours and false information, a joint communication plan; beyond knowledge transfer
  - tone of the communication in the value chain is determined at MSP

- Timing of introduction of market parties?
  - Manufacturing industry takes centre stage!
  - Risk of skills training and handing out of loans in an overall unclear market context.

Burundi

Plan what to do after conflict

- Peace dividend, post-conflict are a bit a false term: based on **rosy assumptions** that the social-economic situation will continuously improve ….. More realistic is a continuum **emergency aid – early recovery – structural development**
- From the start have **fallback options**: realise that intervention areas might change, that partners might change, that offices might need to move
- Make explicit **do-no-harm considerations** in fragile settings e.g..:
    - South Sudan cooperatives after Dec 2013 in Northern Bahr Al Ghazal, South Sudan
    - Effects of collaboration with Brarudi as major player in Burundi (political links, dependency on white sorghum monopoly)

When in crisis: impact of projects is beyond original outputs (jobs created):
- symbols, last resort (Yemen), status (white sorghum Burundi)
- people not depended on humanitarian aid
- examples of early recovery
- Production for local sourcing of food aid (South Sudan)

Cooperative Burundi

- internal discussion (in a cooperative), which should contribute to a **trust-building** between the different groups in the cooperatives and beyond

- The cooperative management should be convinced that an **inclusive approach** is the best approach.

- What is the **role** of the chair and the management committee in allocating the quota and the credits

- It should not be taken for granted that training of trainers will automatically lead to a **diffusion of skills and knowledge**

- capacity-building is a process and there should **be follow-up** from one training to the next

- Capacity-building should include the **legal and fiscal aspects** of cooperatives (taxes)

Recommendations Yemen

- Small project as sparks of Hope: symbolic outcomes are as important in the fragile context of Taiz

- Local differences in effects of conflict on business possibilities

- indirect consequences of conflict (lack of trust, soaring prices of inputs and diesel/electricity, reduced access to markets and a atomised society in which provincial centres serve a Hinterland disconnected from the wider world)

- Humanitarian aid, early recovery and development

- Trainings/small grants have lead to successful projects. Key elements are contextualisation and tailor made support.

- success stories are to be documented and shared.

- Adaptive programming avant la letttre