



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

Sustainability

The ADVANCE II Project Experience

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What is sustainability?

There are several definitions, sometimes context specific.

- Sustainability is the process of **change**, in which the **exploitation of resources**, the direction of **investments**, the orientation of **technological development** and **institutional change** are all in harmony and enhance both **current and future** potential to meet human needs and aspirations (<https://en.wikipedia.org/wiki/Sustainability>)
- For sustainability, the goal is to achieve a **desired change** that is **maintained** to benefit both the present and future generations.

ADVANCE Project context

Country policy level

Stable economy, free market (*albeit over-liberalized?*), high cost of capital, generally good policies but weak implementation

Challenges to address

- Low productivity, Low investments, Poor market linkages, generally not competitive
- Poor soils, impact of climate change (erratic rainfall)
- Poor infrastructure (road network, warehouses, etc)

What has to change?

- Adopt environmentally sustainable technologies, and appropriate use of inputs to increase yields substantially
- Improve market access for smallholders by facilitating business linkages (relationships)
- Increase capacity of local organizations to influence change continuously

Creating change that lead to sustainable results

Project goal

The overall goal of ADVANCE II is to increase competitiveness of the maize, rice and soybean value chains.

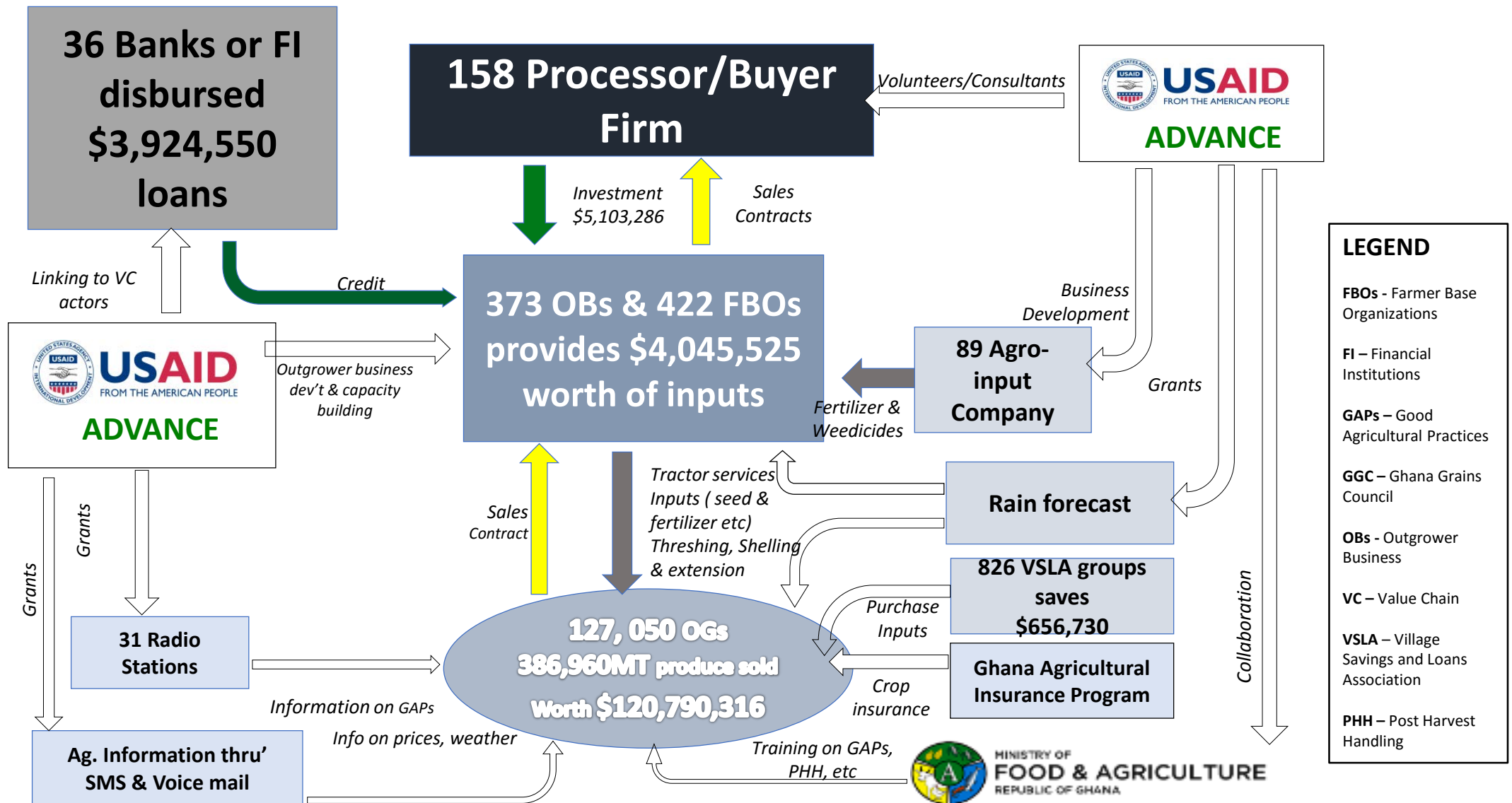
Approach

Go beyond improving the existing system that has produced the undesired condition that needs change, but rather, tackle systemic changes

Systemic change

Transformation in the structure or dynamics of a system that leads to impacts on large numbers of people, either in their material conditions or in their behavior” (Osorio-Cortes and Jenal 2013: 7).

The ADVANCE Outgrower Business Model



Specific Project approaches

Using the OB Model, we made fundamental changes to the existing value chain system in the way it operates by:

- Creating new and better business relationships among actors to improve trade and invest (VC financing)
- Redefining roles of actors (e.g. training farmers, aggregating produce)
- Learning and adapting to changes,
- Ensuring broad benefits to all actors
- Building on what already exists
- Reducing dependency (VSLAs)
- Working closely with government and non government agencies and private sector firms
- Empowering women through access to resources (VSLAs, numeracy training, land,

Strengths and Weaknesses

Strengths

- Based purely on business
- Commitment and buy-in from large buyers funding outgrower schemes
- OBs taking on extension/advisory services
- New relationships that are functioning well in a business manner

Weaknesses

- Relies heavily on OBs
 - Weak succession plans
- Lacking long term capital investments
- Intermittent shocks
 - Evolving policy environment
 - Several Actors and factors
- Need for constant review of strategies

Summary

Sustainability requires:

- That *systemic constraints are removed*, before large-scale change that is sustainable can be achieved
- *Changing the incentives* that the market system provides to Actors
- Changes in institutions like rules, laws, or social norms
 - Requires behavior change, which can be slow
- Markets and their contexts constantly change, and therefore sustainability depends on the capacity to adapt (resilience)
- Important to develop framework for measuring systemic changes and sustainability (going beyond project indicators)

Thank you

