IMPROVED POST-HARVEST HANDLING AND PROCESSING TECHNIQUES FOR VALUE ADDITION OF CASHEW NUTS AND COFFEE IN THE CHITTAGONG HILL TRACTS

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SDGs:

Countries: Bangladesh

Project Codes: TCP/BD/3609

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Despite the success of tree crops in upland areas, the perishable nature of the fruit produced makes it extremely difficult to cultivate in more remote locations. In an effort to support smallholder farmers in these areas, the Government of Bangladesh (GoB) has invested in the cultivation of cashew nuts and coffee. Their longer shelf life and high value-to-weight ratio make them more ideal crops than fruit for planting in these areas.

Cultivating cashew nuts and coffee in these areas does not come without challenges. A gap in local knowledge on processing and preserving these foods, as well as a lack of inputs, technology, and water for crop irrigation led to low yields and poor quality products. Issues brought about by the weather (especially during monsoon season) and bad road conditions, coupled with a low number of buyers and a poor marketing system compounded these problems further. Because of these issues, farmers reported significant post-harvest losses, which resulted in reduced financial returns.

The initial investments made on the part of the government in the cultivation of coffee and cashew nuts required follow-up training sessions on post-harvest handling, processing, packaging, marketing and small-enterprise management. This project was formulated to fill in these gaps in knowledge by providing farmers in rural areas of the CHTs with the skills, technology, and supporting network needed to produce, process and sell high-quality, marketable cashew nuts and coffee. This was to be done by improving processing and marketing practices, providing technology at village level and engaging with the private sector and other actors. A special emphasis was also placed on women and youth employment on coffee and cashew nut plantations, and on increasing women’s participation in producer groups by involving them in financial management and decision-making processes.

**IMPACT**

By introducing village-level coffee and cashew nut processing and marketing groups in the CHTs, increased levels of production and sales are expected, which will, in turn, lead to higher incomes for farmers and job creation. The project activities also have the potential to improve household food security owing to this increase in livelihoods, and to increase diversity in local diets.

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**BACKGROUND**

The remote and hilly Chittagong Hill Tracts (CHTs) of Bangladesh are geographically, topographically and ethno-culturally different from the country’s low-lying plains. They are home to approximately 1.7 million people from 12 different ethnic groups, with the majority of households being engaged in subsistence farming.

The agricultural potential for field crops in the area is low; however, fruit tree crops have been found to grow well in upland areas. These crops, including bananas, citrus fruits, jackfruit, lychees, mangoes and papayas, are gradually replacing jum, a traditional form of shifting cultivation that is carried out on very steep slopes. The income provided by fruit tree cultivation has improved the livelihoods of smallholder farmers by helping them generate income.

Investments have been made to expand fruit tree plantations in the CHTs, which are expected to increase production substantially in the near future.
ACHIEVEMENT OF RESULTS

The project contributed towards the achievement of SDGs 1 (No poverty), 2 (Zero hunger) and 5 (Gender equality) by contributing to the improvement of the livelihoods of farmers. The desired outcome of the project was to increase the number of functional village-level processing groups. The project also established 20 coffee and 10 cashew nut Collaborative Agribusiness Marketing Groups (CAMGs) for creating business and marketing linkages with the private sector.

The outputs of the project were delivered and implemented successfully. Output 1 focused on the identification and testing of coffee and cashew nut processing technologies that were suitable to the CHTs. The achievement of this output began with a Free Prior and Informed Consent (FPIC) session that included 79 participants, such as local and traditional leaders and members of civil society organizations. These interactive sessions were deemed to be effective by those in attendance. Two inception workshops were also held to inform local stakeholders of the project’s goals and activities. These too included staff from various government agencies and organizations, community leaders, private sector actors and civil society organizations, as well as coffee and cashew nut farmers.

Officials from the Bangladesh Agricultural Research Institution (BARI), the Department of Agricultural Extension (DAE) and the Chittagong Hill Tracts Development Board were involved in the identification and testing of the processing technologies introduced under this output. Ten coffee demonstration plantations were created in the Khagrachari and Rangamati districts, which allowed for the dissemination of these technologies through training sessions. The government is expected to take the initiative to disseminate these trainings in other regions of the CHTs.

Three NGOs, namely The Association of Baptists (AOB), Gram Unnayan Sanghatan (GRAUS) and Boli Para Nari Kallayan Samity (BNKs), established 30 producer groups under Output 2. Each group was made up of 20 farmers. Training was provided to each group on the production and processing of coffee and cashew nuts. In addition to training, the producer groups received the equipment required to process coffee and cashew nuts in the form of eight coffee pulpers and one cashew-shelling machine. A total of 110 water tanks, with a capacity of 2,000 litres each, were also procured and distributed in order to mitigate water availability issues in the hilly areas. After seeing the positive impacts brought about by the creation of these groups, the MoA and the Chittagong Hill Tracts Development Board initiated the development of a related project with government funding.

Thirty CAMGs were also created within each producer group. The CAMGs were facilitated by local NGOs, who organized training and workshops for them. A baseline survey was conducted to determine the literacy level and skills of each member, and the results of the survey were utilized by national and international experts to create a training module on processing techniques. The activities of the CAMGs were monitored both by the NGOs, as well as by national and international experts. Aside from processing techniques, these groups also advised the members of the CAMGs on quality management. It is expected that the network created between the CAMGs, NGOs and other government actors will facilitate an increase in the production and marketing of coffee and cashew nuts.

Three government officials (one from the MoA, one from the Bandarban Hill District Council [BHDC] and one from BARI) and three coffee and cashew nut farmers also benefited from an 11 day study tour to Viet Nam. It was observed that those who participated in the tour shared the knowledge they gained at local level upon their return. It is expected that this new knowledge will improve farming practices in the project area.

The final output fostered the establishment of a network of farmers, processors and commercial buyers. This process began with a review of the existing coffee and cashew nut value chains, which was conducted by national and international experts. Owing to the fact that the project area is rural and has ecological constraints, there were challenges found along the value chain in the areas of production, quality management and communication. Thanks to integrated initiatives on the part of the national and local government and private sector actors that came about under this output, the coffee and cashew nut value chains are expected to develop and improve.

A needs assessment for transportation and logistics was conducted. An earlier improvement in the transportation system had led to an increase in the circulation of vehicles, which allowed for farmers to sell their products to buyers more easily. Capacity development on marketing was also conducted for value chain actors, including farmers, staff from partner NGOs, officials from the DAE of the GoB and members of the private sector. Participants had their awareness raised on the value chain, and specifically on marketing. As a result of this training, an effective communication channel between producers and buyers was established.
Buyers were identified and tested. One in particular, the North End Coffee Roaster Private Ltd., was identified for its potential to regularly purchase coffee produced in the CHTs. After receiving feedback from buyers, a review of processing and marketing took place in the CAMGs. This led to a discussion on priorities and an improvement in the quality of products.

Finally, a terminal workshop was held, where participants were asked to share their experiences and suggestions. This workshop provided the opportunity for discussion and a review of lessons learned, possibilities for replication and recommendations for the dissemination of project interventions through governmental departments, entrepreneurs and research institutes.

**IMPLEMENTATION OF WORK PLAN**

All of the project activities were implemented within the planned budget. The project was completed within the revised date of completion. Partner NGOs regularly monitored and delivered reports on the project activities. The risks faced by the project included natural disasters affecting the CHTs (flash floods, drought, pests, etc.), access to CHTs for international experts, the lack of support by project beneficiaries, unreliable market conditions and barriers, difficulties in engaging private sector and the subsequent lack of buyers, as well as political instability.

With regard to natural disasters, flash floods affected low-lying areas. The project’s coffee and cashew nut gardens, however, were located in the hills and on hilltops, with the result that the effects of flooding were not felt by project activities.

According to the security rules and procedures of the Government of Bangladesh, foreign nationals cannot travel to the hill tract areas without the prior permission of the Ministry of Foreign Affairs. When any problems materialized, project activities were reorganized at the nearest location to which the individuals in question could travel without facing restrictions.

The low economic status of project beneficiaries, who were from ethnic communities, meant that their investment capabilities were diminished. There was no scope within the project for full support for production. Efforts were therefore needed to motivate and encourage their capital investment in different production interventions.

Actors in the cashew nut and coffee supply chains were very much limited. For coffee, there was only one bulk buyer, while for the cashew nut, six or seven individuals were involved in the bulk buying process. As a result, the scope for bargaining for farmers was highly limited. At times, farmers faced the barrier of syndication by the buyers. The project therefore needed to work with all actors in the supply chain to make the market reliable and favourable for producers.

As with other crops, producers of coffee and cashew nut are unable to access the end of the value chain, in particular because of the need for industrial intervention, which is beyond the ability of the producers. While buyers were very limited, further private sector initiatives are expected to change the scenario.

There was no political unrest within the implementation period of the project, which was implemented smoothly as a result.

**FOLLOW-UP FOR GOVERNMENT ATTENTION**

Thanks to improvements in the road and transportation system, vehicles were able to travel to local villages to get products, therefore allowing farmers to sell their products to buyers. Further interventions for the road and transport system by the government and the private sector would assist in improving this situation. The Ministry of Agriculture put forward the implementation of a development project on coffee and cashew nuts. The estimated cost of the project, which is in the process of government approval, is USD 20 million. CHTDB also initiated another project, at an estimated cost of USD 8 million.

The Government may carry out more research interventions through the BARI. These should be included in the priority list as high-value crops.
SUSTAINABILITY

1. Capacity development
The project helped the Government to identify coffee and cashew nuts as potential crops in the CHTs. For this reason, the MoA of the GoB developed a project proposal on coffee and cashew nut production and processing worth approximately USD 28 million for implementation in the CHTs.

The project’s activities were well designed and planned, which will contribute to the sustainability of the results achieved. In addition, the CAMGs were established and provided with necessary training on production, processing and marketing. They are eligible to receive support from the GoB and other agencies, such as the DAE, for coffee and cashew nut-related activities. Since the completion of the project, follow-up actions have been taken by the DAE. Training, demonstration and management advisory services have been included in their mainstream activities, while the implementation of a development project is in the process of being approved.

The project also established strong partnerships between the Government, private sector actors and other stakeholders. For example, beneficiaries and other actors partnered with the North End Coffee Roasters for marketing processes, while The CHTDB agreed to continue to support the farmers, specifically in the establishment of a local brand.

Finally, beneficiaries and other stakeholders gained knowledge and ideas, particularly during the study tour. The application of this new information is expected to contribute to the sustainability of the project.

2. Gender equality
Gender balance was taken into account throughout project implementation. One of the partner NGOs, namely BNKS, which is dedicated to women’s development, played a significant role in achieving this target.

Because women’s participation in the production process is important for value addition, particularly in the harvesting and processing of coffee and cashew nuts, it created employment opportunities for them. They were also involved in financial management and decision-making processes.

3. Environmental sustainability
The project has advantages that contribute to the prevention of environmental issues such as soil erosion, soil infertility, etc. Coffee and cashew nut are both deep-rooted crops that are generally cultivated on hill slopes where soil erosion is a common issue if there is no plantation. Coffee and cashew nut was previously cultivated using the terrace method to prevent soil erosion. Under the concept of sustainable land management, the cultivation of coffee and cashew nut has added positive value to environmental conservation in the mountain agriculture of Bangladesh.
4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work
The project engaged both men and women equally, irrespective of ethnic community, to promote inclusive and non-discriminatory participation. The farmers received training on coffee and cashew nut production and processing, as well as other services, which are expected to help them increase productivity and get a fair and reasonable price on the market. This has the potential to benefit them economically and contribute towards achieving food security, including access to nutritional food.
The project began with the formation of coffee and cashew nut producer groups, which had 410 cashew nut gardens and 400 coffee gardens. These gardening activities were disorganized, as a result of which the project introduced modern management practices and created employment opportunities for the rural youth and women. At a local level, a good number of coffee sapling nurseries were established during the project implementation. Some of the youth and women who did so, particularly in the Ruma Upazila area, have started to earn money by selling their saplings to other villagers.

5. Technological sustainability
Appropriate technologies were identified and introduced to stakeholders in the CHTs. Considering their unique environment, suitable technology for better and higher-quality production was identified and introduced. This included mulching technology for coffee saplings, the production and use of compost fertilizer for coffee and cashew nut saplings, training on digging appropriately-sized pits for saplings, planting shade trees in coffee plantations, and other topics.
The project brought about many changes in the traditional practices of coffee and cashew nut production and processing, including storage management introduced by the international and national experts, which helps maintain the quality of the coffee and nuts.
After receiving training on these new technologies, beneficiaries and stakeholders gained technical knowledge on production and processing, group management, marketing, and other topics. This is expected to support them in continuing project-related activities without further technical assistance.

6. Economic sustainability
No additional financial resources had been allocated at the time of this report; however, as the government is aware of the project activities, they may undertake new projects in the CHTs.
The products and services developed by the project were mostly affordable to beneficiaries. They developed a strong partnership with the private sector, allowing them to access the market. The technical knowledge gained during the project included post-harvest processing management of coffee and cashew nuts, which is expected to help those involved maintain product quality and consequently earn a higher market price.

DOCUMENTS AND OUTREACH PRODUCTS
**Achievement of Results - Logical Framework**

<table>
<thead>
<tr>
<th>Expected Impact</th>
<th>Contribute in improving livelihoods in the CHTs through the establishment of village-level food processing and marketing groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Increased number of functional village-level processing groups</td>
</tr>
<tr>
<td>Indicator</td>
<td>- Increased volume of sales of coffee and cashew nuts by the end of the project.</td>
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<tr>
<td></td>
<td>- Number of producer groups established with business links for coffee and cashew nut marketing.</td>
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<td></td>
<td>- Strengthened participation of women in coffee and cashew nut production and processing groups.</td>
</tr>
<tr>
<td>Baseline</td>
<td>Baseline survey conducted in the project area (Thanchi and Ruma upazilas [sub-districts] of Bandarban district) and target achieved.</td>
</tr>
<tr>
<td>End Target</td>
<td>100 percent.</td>
</tr>
<tr>
<td>Comments and follow-up action to be taken</td>
<td>All activities were completed successfully and contributed to improving the livelihoods of project beneficiaries. Farmers remain in need of support for the selection of good varieties and for promoting small- to medium-scale processing industries for cashew nuts in the project area. A pulping machine with low water consumption was introduced for enhancing the wet processing of coffee. Gradually, the Robusta variety needs to be replaced by Arabica Varieties. The government is expected to design a large-scale project to further promote coffee and cashew nut production in the CHTs.</td>
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</tbody>
</table>
### Output 1

Coffee and cashew nuts processing technologies appropriate to CHT are identified and tested

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Small-scale coffee pulper introduced for wet processing.</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>– Semi-automated shelling machine introduced for cashew nuts.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Baseline

Prior to the project, dry processing was the common practice for coffee. Farmers were not aware of harvesting, pulping, fermentation and drying practices to get good-quality parchment and green beans. In the case of cashew nuts, farmers were not aware of storage, steaming and improved processing technologies, nor were they aware of varieties that produce large nuts.

### Comments

There were a number of trainings, motivational activities, exposure visits at home and abroad and consultations with government counterparts on coffee and cashew nut production, processing, marketing and value chain development. As a result, the MoA and Chittagong Hill Tracts Development Board came forward with government projects for the development of coffee and cashew nut production and processing in the CHTs.

### Activity 1.1

**Inception Workshop**

Two inception workshops were held, where the objectives and activities of the project were disseminated among stakeholders. One took place in Bandarban and another took place at the Ministry of Chittagong Hill Tracts Affairs. The Secretary of the Ministry, the honourable councillor of the BHDC, the deputy director of the DAE, the district marketing officer of the Department of Agriculture Marketing, the upazila chairmen of Ruma and Thanchi, the Union Parishad chairman and Union Parishad members, DAE personnel and farmers. The sessions were interactive and effective, based on the opinions of the participants. In future, similar activities should be conducted.

### Activity 1.2

**Comments**

The FPIC sessions were conducted among ethnic groups in the Thanchi and Ruma upazilas at the beginning of project implementation to inform the beneficiaries and local stakeholders (traditional and local leaders, civil society organization members and others) about the project activities. During the FPIC sessions, a total of 79 participants from different villages (20 from Bolipara, 20 from Headman Para, 20 from Happy Hill Para, and 19 from Boga Lake Para) in the Thanchi and Ruma upazilas of Bandarban District attended the event. The sessions were attended by local groups, including the Headman, Karbari, the Union Parishad chairman and Union Parishad members, DAE personnel and farmers. The sessions were interactive and effective, based on the opinions of the participants. In future, similar activities should be conducted.

### Activity 1.3

**Develop appropriate village-level food processing technologies for coffee and cashew nut**

Coffee and cashew nut processing technologies were promoted through hands-on training sessions at home and abroad. Small-scale coffee pulping machines were supplied to the producer groups. Awareness raising was provided for all the producer groups on the use of coffee pulping and fermentation machines with low water consumption for the future development process of coffee parchment at farm level. A small-scale cashew nut shelling machine and other technologies were disseminated among the producer groups. It is expected that the government will extend these initiatives in the CHTs.

### Activity 1.4

**Testing identified technologies**

Appropriate technologies were identified and tested by national and international experts. Officials from the BARI, the DAE and the Chittagong Hill Tracts Development Board were engaged in the process. For dissemination of the improved production technologies, ten coffee demonstration gardens were established in the Khagrachari and Rangamati districts. These gardens are expected to play a significant role in the process of expanding coffee cultivation in the Khagrachari and Rangamati districts.
<table>
<thead>
<tr>
<th>Output 2</th>
<th>Training sessions for selected farmers/processors rolled out and functional food/coffee processing groups established</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicators</td>
<td>Target</td>
</tr>
<tr>
<td>Coffee processing group established</td>
<td>20</td>
</tr>
</tbody>
</table>

**Baseline**

At the beginning of the project, there were no producer groups for coffee and cashew nuts in the project area. Farmers were not aware of or trained on modern production and processing technologies for coffee or cashew nuts.

**Comments**

At the end of the project, there were 30 producer groups. Each group was comprised of 20 farmers who were well-trained on the production and processing of coffee and cashew nuts. Thanks to the linkages established and the organization of regular training sessions and workshops. All the groups were linked with local government organizations, NGOs and value chain actors at the local and national level. This network is expected to serve as a driving force to promote the production and marketing of coffee and cashew nuts.

### Activity 2.1

**Create collaborative farmer agribusiness marketing groups (CAMG)**

- **Achieved**: Yes

**Comments**

Under the project, 30 CAMGs were established as per project criteria. Each CAMG was comprised of 20 farmers. Local NGOs facilitated the CAMGs to monitor their activities, such as group meetings and the organization of regular training sessions and workshops. All the groups were linked with local government organizations, NGOs and value chain actors at the local and national level. This network is expected to continue for local development.

### Activity 2.2

**Purchase of necessary equipment to process coffee and cashew nuts**

- **Achieved**: Yes

**Comments**

As advised by the international and national experts, eight coffee pulpers from China and one coffee-shelling machine from Sri Lanka were procured. These machines were used in training sessions and then distributed to the producer groups. As a result, awareness was raised among local entrepreneurs and farmers on how to use these improved machines. In the dry season, the availability of water for irrigation is a problem in the hilly areas. To solve this problem, 110 water tanks (each with a 2000-litre capacity) were delivered to the groups for harvesting rainwater to be utilized in the dry period in their gardens. The success of this initiative is expected to encourage farmers to expand on the utilization of these newly introduced technologies.

### Activity 2.3

**Train established CAMGs in improved processing techniques and food quality**

- **Achieved**: Yes

**Comments**

Members of CAMGs were assessed on their literacy and skills through a baseline survey and a training module was developed by national and international experts. The beneficiaries were trained on improved processing techniques. Trainings were conducted by international coffee and cashew nut experts.

### Activity 2.4

**NGO to train groups in organizational and enterprise management skills**

- **Achieved**: Yes

**Comments**

Three NGOs engaged in the formation of producer groups: The AOB, GRAUS and BNKS. They provided skills development training for group members. Thanks to the linkages established between the producer groups and NGOs, this initiative is expected to continue for local development.

### Activity 2.5

**Study tour to Vietnam**

- **Achieved**: Yes

**Comments**

An international study tour was organized by the project. Three government officials (one from the MoA, one from the Bandarban Hill District Council and one from the BARI) and three representatives from coffee and cashew nut farms visited Vietnam for an 11-day study tour. Farmers who participated in the study tour utilized their learning experiences practically in their fieldwork and shared their new knowledge at community level. This is expected to improve the practices of farmers in the project area.

### Activity 2.6

**Monitoring visits to refine and improve quality**

- **Achieved**: Yes

**Comments**

National and international experts and partner NGOs monitored and visited CAMGs regularly. During monitoring visits, the members of the CAMGs were advised on the application and adaptation of improved processing techniques and quality management of the products. This applied knowledge is expected to be utilized in the future activities of the CAMGs.
Output 3: Establishment of effective partnership between farmers/processors and commercial buyers

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership established for coffee producer groups and buyers</td>
<td>1 partnership</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Baseline: Coffee production and marketing were previously not common issues in the agriculture of Bangladesh. The production and marketing chain was very short and limited. Only one buyer worked with producers.

Comments: After the implementation of the project activities, the engagement between farmers and buyers strengthened considerably. Project activities drew the attention of government counterparts and all actors in the value chain extended their initiatives and quality activities. The government counterpart may take the lead in promoting the production and marketing of the coffee at national level.

Activity 3.1: Review of prior work in value chains in the CHT for coffee and cashew nuts

Achieved: Yes

Comments: Prior to the project intervention, there was no value chain-based initiative for coffee and cashew nuts. The existing value chain was reviewed by international and national value chain consultants under the project. These crops grow in an ecologically constrained region of the country. Production practices were disorganized and communication in rural areas was lacking. Quality management and marketing were also not at a high enough standard. As a result of the integration of project interventions and initiatives of the local and national government and the private sector, it is expected that a potential value chain will be developed.

Activity 3.2: Capacity needs assessment for transportation and logistics improvements

Achieved: Yes

Comments: Although the project location was situated in a remote, hilly area, farmers were able to use local transport, owing to the fact that the road and transportation systems were improved, thanks to the CHTDB. Local vehicles and transport were able to travel up to farm gate/village level to collect products. Therefore, farmers were able to sell their products to buyers at a reasonable price. Sustained interventions on the part of the government and private sector could improve the situation to a greater degree.

Activity 3.3: Capacity development for value chain actors for effective handling and marketing of commodities

Achieved: Yes

Comments: As part of a marketing course, an exposure-visit-cum-training-session was organized for value chain actors, where farmers, staff from partner NGOs, the private sector and officials from the DAE of the GoB participated and engaged with market intermediaries along the chain, including actors from the private sector (North End Private Ltd.). After the training, the participants became aware of the value chain and marketing of the commodities. As result, an effective communication channel was established among the producers and buyers. It is expected that government attention will further contribute to the capacity development of the value chain actors.

Activity 3.4: Buyers identification and test deliveries/marketing

Achieved: Yes

Comments: Buyers were identified and tested, and subsequently enhanced the procurement of coffee and cashew nuts from the farmer’s location through the establishment of a vibrant network of communication and a better level of understanding between buyers and producers. North End Coffee Roasters was identified as one of the potential buyers for the marketing of products from the CHTs. The North End Roaster became a reliable buyer for the farmers, as they promised to buy all the coffee produced in the CHTs. More attention needs to be paid to the production of quality parchment for the buyers.

Activity 3.5: Review of processing and marketing

Achieved: Yes

Comments: The CAMGs refined their products after receiving feedback from buyers and they were made aware of better processing techniques and marketing. The farmers met to discuss their priorities and the improvement of the quality of the products. The use of improved machines for pulping is essential for producing quality parchment.

Activity 3.6: Terminal workshop

Achieved: Yes

Comments: A terminal workshop was held. During the workshop, all project activities were reviewed and discussions were held on lessons learned, the scope for replication and recommendations for the dissemination of project interventions through relevant line departments, entrepreneurs and research institutions. During workshop development, partners were invited to share their experiences and suggestions. Government initiatives were appreciated.
Outreach, Marketing and Reporting Unit (PSRR)
Business Development and Resource Mobilization Division (PSR)

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