Facilitating campus-wide dialogue on critical international development issues,
Pages 2-4

Supporting multi-disciplinary research, and
Pages 5-7

Partnering with developing country institutions
Pages 8-11

Since May 2014, CIIFAD has made exciting progress in all three areas. This report highlights our major accomplishments over the past year.
Student Multidisciplinary Applied Research Teams (SMART)

The Student Multidisciplinary Applied Research Teams (SMART) program brings together teams of students and faculty from across the university and pairs them with firms, organizations, or community groups located in developing countries. The teams work on well-defined assignments that challenge students to apply the knowledge and skills learned in the classroom to real world settings. SMART assignments vary from team to team. Teams work on location with the company or partner group for roughly two weeks during January, and summer SMART programs are currently being piloted in China. SMART is a unique program at Cornell University – and beyond – that explicitly fosters engagement with developing countries that provides service-learning experiences with private and public sector partners for undergraduates as well as graduate students. Since 2002, over 70 SMART teams, comprised of 275+ Cornell undergraduate and graduate students, have engaged with community, government, and business partners in 23 different countries across Africa, Asia, and the Americas. Participating students have represented 20+ degree programs housed in eight different colleges at Cornell. The SMART program has grown substantially in the last several years.

2015 SMART PROJECTS
In 2015, 12 SMART projects were led in 8 countries, involving 69 students representing 22 degree programs. The student response to SMART has been overwhelmingly positive. A recent participant said of the program: “I would describe my SMART experience as the ideal opportunity to take everything that our professors teach us and apply it to a real-world issue. With the help of your peers from an array of disciplines, the SMART program places you in the perfect position to contribute your expertise to a problem that will have an impact on the lives of others. In my opinion, the SMART program is an experiential, education model that all universities should look to.” A study of the SMART program over the past two years concluded that the SMART program successfully increased students’ preference for transformational leadership, their confidence as leaders, and their understanding of foreign cultures (Please see Appendix D for the list of participating students by degree program and Appendix E for the

**CIIFAD Seminar Series**

CIIFAD’s Wednesday seminar series, ‘Perspectives in International Development’ is one of the few seminar series on campus that consistently attracts students and faculty attendees from a broad range of disciplinary backgrounds. It has been able to achieve this by inviting speakers from across the globe to give intellectually stimulating, but layman-accessible, seminars on a broad range of critical topics in international development. During the 2014-2015 academic year, for example, the series included invited speakers who addressed such important development issues as: food security; agroecology; inequality; genetically modified organisms (GMOs); and inclusive economic development. The series continues to be very well received by the Cornell community with approximately 100 students and faculty in attendance per week (Please see Appendix A for the list of 2014-2015 CIIFAD Seminars).
In April 2015, CIIFAD convened its 6th international Symposium to initiate dialogue and reflection around the symposium theme: “Inclusive Value Chains and Economic Progress.” The symposium began with a panel discussion of the same title. The panel brought together the expertise of Kellee James, Founder and CEO of Mercaris, Siobhan Kelly, economist at the Food and Agriculture Organization of the UN, and Jan Low, principal scientist with the International Potato Center.

The panel discussion was followed by poster presentations by the twelve 2015 SMART teams. The session was introduced by Ambassador Mari Amano, Secretary General of the Asian Productivity Organization (APO).

The SMART poster presentations were judged and awards were presented to the three winning groups during the afternoon’s gala reception.

During the gala reception, Dr. Norman Uphoff was awarded the “Dr. Clifton Wharton, Jr. Emerging Markets Award”; this award is given annually to an individual who has made a profound impact on low-income communities through his/her work on public policy, private strategy, or philanthropic investments.
Food Systems and Poverty Reduction IGERT

Though CIIFAD’s National Science Foundation-funded Integrative Graduate Education and Research Traineeship (IGERT) program in Food Systems and Poverty Reduction officially ended on September 30, 2013, the program hosted a symposium at the Statler Hotel on October 30th, 2014. The symposium showcased the research highlights of the more than twenty PhD students, from across a diverse range of disciplines, who were trained in the program.

Stimulating Agricultural and Rural Transformation (StART)

In 2012-13, the Stimulating Agricultural and Rural Transformation (StART) initiative supported four major projects, sponsored international and domestic visitors and conference travel, and provided support to instruction of the NSF-funded Food Systems and Poverty Reduction IGERT, field research travel by students in the IGERT program, and to related international agricultural and rural transformation initiatives across campus. These projects have resulted in multiple journal articles and manuscripts in preparation, at least $510K in external funding already obtained for Cornell as well as additional funds for Africa- and Australia-based partners, with other substantial external grant proposals presently under review, and support for at least two African graduate students, plus research experience for several other graduate and undergraduate students and post-docs.

A SMART team in Zambia in January 2012 worked with a micro asset enterprise to develop a more business-friendly catalogue for their products such as generators, refrigerators, irrigation pumps, and other pieces of equipment agribusiness owners might need. Photo taken by Christine Hadekel.
The African Seed Access Index (TASAI)

Timely availability of improved seeds at affordable prices is critical to increased productivity by smallholder farmers in Africa. Improved seeds can deliver state of the art technology to farmers including higher yields, disease and pest resistance, climate change adaptation, and improved nutrition. Over the last two decades, formal seed systems in Africa have been gradually liberalized resulting in increased participation of private seed enterprises (multinationals, regional and domestic companies).

It is against this background that CIIFAD has developed a new analytical tool: The African Seed Access Index (TASAI). The central objective of TASAI is to promote the creation and maintenance of enabling environments that will accelerate the development of local private sector-led seed systems serving smallholder farmers. It is this enabling environment that TASAI measures, tracks, and compares across African countries. The intended outcome of this index is improved access to locally adapted, affordable, and high-quality seed of improved varieties by smallholder farmers in Sub-Saharan Africa.

TASAI monitors 16 indicators that are essential to the development of a national seed sector. The index gives an annual scorecard on the vibrancy or competitiveness of a national seed sector and serves as a useful tool for government policy makers, development agencies, seed enterprises and ultimately farmers. In March 2015, TASAI released reports on four pilot countries (Kenya, Uganda, South Africa, and Zimbabwe) that revealed uneven—though in many places promising—progress towards competitive seed sectors that can supply farmers with a wider menu of seed options.
Genetically Modified Crops in Africa: Current State and Future Potential

In September 2014, CIIFAD completed a three-year research project funded by the John Templeton Foundation. The primary objective of this research was to develop a systematic understanding of the current state and future potential of GM crops in Africa in a way that informs public policy and private strategy. Below are the key findings from this project.

1. Africa’s Seed Sector is complex and dynamic: Formal seed sectors in sub-Saharan Africa countries are at different stages of development namely (1) Nascent, (2) Emerging, (3) Early Growth, (4) Late Growth, and (5) Mature. With some bias toward maize, one of the papers delineates the different stages and classifies most sub-Saharan Africa countries accordingly. This key finding allows policy makers and development practitioners to recognize the differences and similarities between seed systems across African countries and key crops.

2. Adoption of GM crops in South Africa has impacted wholesale prices: Another research paper shows that the adoption of GM maize in South Africa has had an impact on the dynamics of wholesale maize price growth rate in the country. Our findings indicate that prices become less volatile at certain levels of GMO adoption (given that GM and non-GM maize are not perfect substitutes).

3. The pathway to GM crop adoption is complex and influenced by many factors: There is wide variation in GM policy across African countries, largely driven by factors including governmental ministerial structures, peer country influence, stage of seed sector development, advocacy by key political figures, the media, activism, food security and technical capacity. Despite these deterrents, slow progress is being made in preparing the requisite enabling environment for biotechnology adoption.

4. Africa’s seed sector sees the potential in GM crops: One of the papers explored the attitudes towards GM Crops in Africa based on survey results from seed industry representatives (i.e., private seed companies, government agencies, research institutions, and non-governmental organizations involved in the research, production, regulation, and dissemination of seeds). The results show strong evidence of GM crop acceptance from seed sector experts across the African continent especially for non-food crops.

McKnight Collaborative Crop Research Program

The Collaborative Crop Research Program (CCRP) supports clusters of research and development projects in twelve countries in sub-Saharan Africa and the Andes region of South America. Individual projects within these regions form a Communities of Practice and contribute to regional research and development strategies for intensifying cropping system productivity based on agroecological principles and by combining scientific knowledge with local peoples’ context specific knowledge. CIIFAD Assistant Director, Dr. Beth Medvecky serves as CCRP’s Liaison Scientist for the Eastern Africa region (Ethiopia, Kenya and Uganda). http://www.ccrp.org/east-africa. In this capacity she helps to identify promising research partners, as well as support capacity strengthening activities for the wide range of grantees funded by the CCRP program, including national scientists, professors at national universities, people working for non-governmental organizations and, often, post graduate students attached to the collaborative research projects. Grantmaking highlights for 2014 included (i) grants to local GIS experts to support enhancing grantees’ spatial thinking and pattern recognition, (ii) establishment of farmer research networks and (iii) linking farmers and breeders knowledge of legume agrobiodiversity to enhance crop improvement. Capacity strengthening highlights included integrating research design and adaptive learning and action components in project inception meetings and training on digital data collection.
Training Smallholder Apple Farmers in China for Sustainable Production and Domestic Market Access

The “Training Smallholder Apple Farmers in China for Sustainable Production and Domestic Market Access” project is a 3-year grant provided by the Walmart Foundation to Cornell International Institute for Food, Agriculture and Development (CIIFAD) and UC Davis, in partnership with the National Apple Research System in China, Shandong Agricultural University, Northwest A&F University, and the Provincial Agricultural Extension Bureaus of Shandong and Shaanxi Provinces, China. The project has the goal of improving the wellbeing of rural smallholder apple farmers, particularly women, in the largest apple producing regions in China: Shandong and Shaanxi Provinces. Over the course of the project, faculty from Cornell University will travel to China to conduct 12 "Master Pomologist Courses". By implementing the “train the trainer” model, provincial extension agents will learn new techniques from the MPC’s and will teach these new techniques to the smallholder farmers they work with.

By the conclusion of the 3 year project, at least 2,000 Chinese extension agents will be trained, who will in turn train at least 200,000 smallholder apple farmers, at least half of whom will be women. In the first half of the project, more than 1,000 Chinese extension agents have been trained and the project is expected to more than meet its goals by the conclusion of the final year.

Since the project began in January 2013, three Master Pomologist courses have taken place in March 2013, March 2014 and March 2015 as well as an initial follow-up evaluation in August 2013 and In-Service Training Workshops in November 2013 and November 2014. Cornell University has hosted collaborative project meetings with Chinese partners on 3 occasions.
The Tang Scholars program

The Tang Cornell-China Scholars Program was established in 2000 through the generosity of the Jack C. Tang Family Fund. The goal of the program is to enhance scientific and technological collaboration throughout the world by developing cooperative relationships between the best scholars at the threshold of their careers in China and established research and education leaders at Cornell University. The Program selects and supports the most promising scholars from China who are early in their careers in agricultural and biological sciences and biological engineering to spend a full year at Cornell University undertaking research and education in their field of specialty. The Tang Scholars will have opportunities to build lasting research relationships with Cornell colleagues, to develop leadership skills to enhance research and technology developments and to advance their home institutions in China to the highest research and educational levels.

In 2014, the three Tang Scholars 2013 completed their research and study at Cornell and returned to their home institutions. When at Cornell, the Tang Scholars participated in research, teaching and student advising, learned and studied classroom teaching at Cornell, established connections and collaborations with Cornell faculty, and built and expanded their professional networks. The Cornell experience was very fruitful for the scholars. The scholars all appreciated very much the opportunity that the Tang Cornell-China Scholars Program provided and believed that the Cornell experience will have a significant impact on their research, teaching and professional careers in China.

Three Tang Scholars 2015 were selected in 2014 from the pool of highly competitive nominees from major universities and national research institutions in China. The new Tang Scholars will come to Cornell in 2015.
In November and December 2014, CIIFAD hosted the fourth cohort of agricultural professionals from South Africa. The Agricultural Professional Fellows Program (APFP) – South Africa is a capacity building initiative coordinated by Market Matters Inc., in partnership with CIIFAD, the National Agricultural Marketing Council, the Western Cape Department of Agriculture, the KZN Agricultural Development Agency, and the Agricultural Economics Association of South Africa (AEASA). The program selects an annual cohort of early-to-mid career agricultural professionals (Fellows), who participate in a year-long capacity building program, including a ten-day study-tour of academic, research, and government institutions in the United States. The overall goal of the program is to enrich the skillset of South African agricultural professionals, who in turn will use their experience and connections to the international agricultural economics profession to enhance the agriculture and agribusiness sectors of South Africa. The 2014 cohort was comprised of the following nine fellows: Ms. Bernadette Abrahams, Ms. Vanessa Barends, Mr. Zakhele Msimango, Mr. Gareth Williams, Mr. Johannes Links, Ms. Pavarni Naidoo (Jorgensen), Mr. Jan Greyling, Mr. Ndumiso Mazibuko, Ms. Hildah Lefophane, and Mr. Bonani Nyhodo.

Led by Ed Mabaya, the group toured Cornell University campus and had meetings with various Cornell faculty and several graduate students. After Cornell, the group went to Tuskegee University to attend the 72nd Annual Professional Agricultural Workers Conference (PAWC) where they presented nine papers. From Tuskegee University, they stopped over at nearby Auburn University in Alabama and visited the Department of Agricultural Economics and Rural Sociology. Lastly, the group spent five days in Washington, DC where they had meetings at the World Bank, the International Food Policy Research Institute (IFPRI), and the Economic Research Services (ERS). The delegation concluded their visit with a tour of the White House.
In July 2014, Ralph Christy and Margaret Lynch traveled to Bangkok, Thailand for the Cornell University and Asian Productivity Organization (APO) Asian Executive Agribusiness Management Program.

The Asian Executive Agribusiness Management Program shares a set of strategies that enhance the competitiveness of Asian businesses and expand employment and income-generating opportunities in rural communities, thus promoting greater economic independence across Asia. To achieve this goal, the program is designed to equip small-scale and medium-scale entrepreneurs with the fundamental skills necessary to excel in business. Specifically, the program provides access to business development services and networking in Asian enterprises, by drawing from the technical expertise of research, educational and commercial institutions in the US and Asia. We are especially committed to working with rising entrepreneurs and women entrepreneurs, who may have ideas and access to capital, but often lack information, expertise and networking opportunities that could provide them with the knowledge to sustain and grow their businesses.

The Asian Executive Agribusiness Management Program has three primary objectives:
1. Enhance the business management capacity of SMEs and regional agribusinesses;
2. Facilitate strategic thinking and alliances;
3. Improve entrepreneurs’ access to capital and product markets.
Appendix A. CIIFAD 2014-2015 Seminar Series, Perspectives in International Development

**Fall 2014**

**September 10** Robin Emmons, Founder and Executive Director, Sow Much Good
The Intersection of Race and Class in the Organic Farming Movement

**September 17** George Norton, Professor, Department of Agricultural and Applied Economics, Virginia Tech
Hunger and Hope: Pain and Progress in Developing Countries

**September 24** Jeffrey Ried, Program Officer, The Bill and Melinda Gates Foundation
The Challenge of Bringing Transformational Development to a Linear World

**October 1** Susan Wyche, Professor, Department of Media and Information, Michigan State University,
Understanding Barriers to Mobile Phone Use in Rural Africa

**October 8** Wylin Wilson, Professor, National Center for Bioethics in Research and Health Care, Tuskegee University,
Science and Ethics: The Case of the U.S. Public Health Service Syphilis Study

**October 22** Molly Brown, Research Scientist, National Aeronautics and Space Administration (NASA),
Food Security, Food Prices and Climate Variability

**October 29** Carl Pray, Professor, Department of Agricultural, Food, and Resource Economics, Rutgers University,
The Political Economy of GM Food Policy in China, India, and East Africa

**November 5** Tom Hirshli, Cornell Professor, Department of Sociology, Chasing the American Dream: Smithian Versus Marxian Interpretations

**November 12** Ed Mabaya, Research Associate in the Dyson School of Applied Economics and Management and
CIIFAD Associate Director, The African Seed Access Index (TASAI): Towards Competitive Seed Systems Serving Smallholder Farmers

**November 19** Andy Novakovic, Cornell Professor, Dyson School of Applied Economics and Management, 2014 Farm Bill Coalitions: Fractured, Diminished, or Enduring Forces that will Shape US Food and Farm Policies

**Spring 2015**

**February 4** Lailiang Cheng and Chris Wien, Cornell Professors, Horticulture Section, School of Integrative Plant Science and Ralph Christy, Cornell Professor, Dyson School of Applied Economics and Management,
Silk Road Eastbound: Training Smallholder Apple Farmers in China

**February 11** Rebecca Nelson, Cornell Professor, Plant Pathology and Plant-Microbe Biology Section, School of Integrative Plant Science, The Fight Against Anti-nutrition: Managing Mycotoxins on African Maize

**February 25** Beth Medvecky, CIIFAD Assistant Director and Liaison Scientist, McKnight Collaborative Crop Research Program, Strategies for Supporting Agroecologically-oriented Research and Development for Smallholder Farmers in East Africa

**March 4** Syed Rizvi, Cornell Professor, Department of Food Science, Food Security Through Process Innovations

**March 11** Peter Hobbs, Cornell Professor, Crop and Soil Sciences Section, School of Integrated Plant Science, The Role of Conservation Agriculture in Meeting the Global Food Security Challenge

**March 18** Norbert Wilson, Professor, Department of Agricultural Economics, Auburn University, Food Security in America

**March 25** Parfait Eloundou-Enyegue, Cornell Professor, Department of Development Sociology, Inequality in Africa

**April 8** Ralph Christy, Miguel Gomez, Ed Mabaya, Cornell Professors, Dyson School of Applied Economics and Management and Norbert Wilson, Department of Agricultural Economics, Auburn University, Panel on Inclusive Economic Development

**April 15** CIIFAD Symposium: Inclusive Value Chains and Economic Progress
Appendix B. CIIFAD 2014-2015 Visiting Scholars

- Jan Low, Principal Scientist with the International Potato Center in their Sub-Saharan Africa (SSA) regional office in Nairobi, Kenya
- Wylin Wilson, Professor, National Center for Bioethics in Research and Health Care, Tuskegee University
- Krisztina Tihanyi, Visiting Fellow

*Appendix C. IGERT (Fields of study and numbers of PhD students who have been accepted into the Food Systems and Poverty Reduction (FSPR) program as Trainees and Associates as of May 2013)

<table>
<thead>
<tr>
<th>Graduate Field</th>
<th>Trainees</th>
<th>Associates</th>
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<tr>
<td>Animal Science</td>
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<tr>
<td>Applied Economics and Management</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Biological and Environmental Engineering</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Civil and Environmental Engineering</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Crop and Soil Science</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Development Sociology</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Ecology and Evolutionary Biology</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Food Science</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Plant Breeding</td>
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<td>0</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Nutrition</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>4</strong></td>
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</table>
Appendix D. 2014-2015 SMART Participants by Department

<table>
<thead>
<tr>
<th>Department/Field</th>
<th>Degree</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Sciences</td>
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</tr>
<tr>
<td>Animal Science</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Applied Economics and Management</td>
<td>BS</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>MPS</td>
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</tr>
<tr>
<td></td>
<td>MS</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>PhD</td>
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</tr>
<tr>
<td>Biology and Society</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Business Administration</td>
<td>MBA</td>
<td>1</td>
</tr>
<tr>
<td>Chemical Engineering</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Chemistry and Chemical Biology</td>
<td>BA</td>
<td>1</td>
</tr>
<tr>
<td>City and Regional Planning</td>
<td>MRP</td>
<td>1</td>
</tr>
<tr>
<td>Cornell Insitute for Public Affairs</td>
<td>MPA</td>
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</tr>
<tr>
<td>Economics</td>
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</tr>
<tr>
<td>Environmental Engineering</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Food Science</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Industrial and Labor Relations</td>
<td>MILR</td>
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<tr>
<td>International Agriculture and Rural Development</td>
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<td>1</td>
</tr>
<tr>
<td>International Development</td>
<td>MPS</td>
<td>1</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>BS</td>
<td>12</td>
</tr>
<tr>
<td>Operations Research Engineering</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Policy Analysis and Management</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td>Plant Science</td>
<td>BS</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>69</strong></td>
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</table>
## Appendix E. 2015 SMART Projects

### 2015 SMART Projects

<table>
<thead>
<tr>
<th>Country</th>
<th>Emerging Market Partner</th>
<th>What SMART did</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>The Essential Electronic Agriculture Library (TEEAL), a digital library project of Cornell University’s Albert R. Mann Library in cooperation with over 50 major scientific publishers, societies, and index providers.</td>
<td>The SMART team assisted TEEAL’s director to develop a prototype countrywide outreach and marketing plan for Bangladesh. The team also assisted in the development of an outreach plan that can be implemented by institutions that obtain TEEAL.</td>
</tr>
<tr>
<td>China</td>
<td>Shaanxi Fruit Bureau, a provincial level affiliate of the Shaanxi Agricultural Department of the Shaanxi People’s Government that market sand promotes fruit from Shaanxi Province both domestically in China and internationally.</td>
<td>The Shaanxi Fruit Bureau was in need of diagnostic-prescriptive assessment of their marketing strategy that includes a new logo and branding strategy for fruits grown in their province—the #1 fruit-producing province in China. A major part of their business plan is the future rollout as of 3000 fruit franchised stores linking their high-quality fruit to major urban centers across China. The team created a detailed benchmark analysis of selected geographic branding cases of produce, and a modified marketing audit of their strategy.</td>
</tr>
<tr>
<td>Colombia</td>
<td>Cooperativa de Caficultores de Andes, a cooperative of coffee growers located in the Department of Antioquia with over 4000 associates</td>
<td>The team completed an Organizational Analysis of a set of coffee cooperatives to better align key management positions and board of trustees on common goals; Developed an organizational and financial risk management score card and commodity market simulator (depending on resources); and Developed evaluation criteria for proposed Price Risk Management project between a major private company and non-profit coffee supply chain development organization.</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Jabon Kendal Tree Farm and Nursery, a tree farm and nursery business based in Kendal Regency, Central Java.</td>
<td>The SMART team worked with the Jabon Kendal team to find innovative ways for the nursery to increase sales of seeds, seedlings and saplings. A case study of the nursery is expected.</td>
</tr>
<tr>
<td>Lesotho</td>
<td>Iksetse Microenterprise Development Company, established through the Ministry of Trade in Lesotho as a for profit social enterprise. Its profits are used to reduce poverty by three connected activities: teaching sustainable agriculture, beekeeping, and small-scale manufacturing of farm tools and bee supplies.</td>
<td>The SMART team assisted the management of Iksetse Microenterprise Development Company to create improved business and marketing plans. The students will also author a publishable case study.</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Organic vegetable farmers in Tanah Rata, Cameron Highlands, Malaysia.</td>
<td>The SMART team visited small organic farmers in the Cameron Highlands as well as large organic cooperatives and organic buyers in Malaysia. After reviewing the organic vegetable supply chain for the country, the team provided feedback to the community on how to meet the increasing demand for organic produce while staying mindful of the environmental impacts of farming in the Cameron Highlands.</td>
</tr>
<tr>
<td>Country</td>
<td>Emerging Market Partner</td>
<td>What SMART did</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>South Africa</td>
<td><strong>DeFynne Nursery</strong>, a producer of native fynbos plant varieties, located in Western Cape, South Africa</td>
<td>The SMART team performed a benchmark analysis of competitors, developed a marketing strategy, evaluated growth strategies, and helped develop the company website. The team is also writing an updated case study that may be published in the International Food &amp; Agribusiness Management Review.</td>
</tr>
<tr>
<td>South Africa</td>
<td><strong>The South Africa Global Business Trip</strong> ’s goal is to offer students a unique international learning experience focused on business in this crucial emerging market</td>
<td>The project team is drafting a case study exploring how companies are influenced by race in post-apartheid South Africa.</td>
</tr>
<tr>
<td>South Africa</td>
<td><strong>Swayimane Zulu Community</strong>, a primarily agriculture-based village in KwaZulu Natal province, South Africa</td>
<td>In the third year of the ongoing partnership between SMART and the University of KwaZulu-Natal, students from the two universities will work collaboratively to develop best practice workshops for improved horticulture crop production.</td>
</tr>
<tr>
<td>Thailand</td>
<td><strong>Charoen Pokphand (CP) Intertrade</strong>, manages the award winning rice products under the brand name “Royal Umbrella”</td>
<td>The SMART team imbedded in the CP Intertrade office in Bangkok. The team will work with CP InterTrade Co’s North America team and marketing division to help the company find a strategy to increase brand recognition of their award winning rice “Royal Umbrella” globally, particularly North America.</td>
</tr>
<tr>
<td>Thailand</td>
<td><strong>Global Citizenship and Sustainability</strong>, a learning experience, offered by the Dept. of Natural Resources at Cornell University in partnership with Mahidol University in Thailand, is centered on water management and flooding along the Chao Phraya River and the surrounding communities that depend on this rich water resource.</td>
<td>The SMART team partnered with Thai university students, conducted site visits, interviewed people affected by flooding, and prepared a final research product on community-based water management and community flooding resilience.</td>
</tr>
<tr>
<td>Thailand</td>
<td><strong>River PRO Pulp and Paper Company</strong>, with Taparak Mill in Samutprakarn Province and Nongkae Mill in Saraburi Province is the pioneer of a fiber recovery plant that produces good quality tissue paper from recycle office paper</td>
<td>The SMART team assisted the company with building new marketing strategies for maintaining its share in the low-end market, and expanding the market for a new product (brown tissue roll) as well as to change consumer perception under their advertising budget limit.</td>
</tr>
</tbody>
</table>
Appendix F

Presentations:

Executive Training:

**Ralph D. Christy:**


Master Pomologist Course Workshops, Yantai, Shandong Province, China, March 9-12, 2015 and in Yangling, Shaanxi Province, China on March 15-17, 2015.


**Margaret K. Lynch:**


**Ed Mabaya:**


Seminars and Paper Presentations:

**Ralph D. Christy:**


Walmart Women Economic Empowerment Milestone, Bentonville, AR. September 7-9, 2014.

Professional Agricultural Workers Conference (PAWG), Tuskegee University, Tuskegee, AL. December 7-9, 2014.

Silk Road Eastbound: Training Smallholder Apple Farmers in China, Perspectives in International Development seminar, Cornell University, Ithaca, NY. February 4, 2015

Smallholder apple farmers in China: From the Silk road to the information highway, Food and Agriculture Organization of the United Nations, Rome, Italy. March 6, 2015.


**Juliana Fulton:**


**Ed Mabaya:**


**Beth Medvecky:**

Farmer research networks in CCRP, Meeting of NGOs, Kisumu, Kenya, 1 July 18, 2014.


Regional analysis and support plan for Eastern Africa. CCRP Leadership Team meeting, Seville Spain, March 15, 2015.

Soil health pathways to change. CCRP Leadership Team meeting, Seville Spain, March 16, 2015.

**Books and Book Chapters:**

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