



FAF Development



**Capabilities and
Past Performance**

Introduction

FAF Development is an international development consultancy, providing a range of specialized services to increase our clients' competitive advantage throughout the world. FAF applies an integrated hands-on approach to global agricultural development that capitalizes on 120 years of successful management of its own farms and businesses around the world. What sets FAF apart is our in-depth knowledge of crop and livestock production; marketing, including value chain development; management and infrastructure. Our people bring this knowledge to every one of our international development projects.

Our mission is to help our clients achieve success with their projects through a straightforward process. FAF's services fall into two categories – consultant and implementation provider. As a consultant, FAF provides the knowledge, tools and skills necessary for decision-makers, managers and local stakeholders to manage development programs efficiently and effectively. In the role of implementation provider, we provide full service management of projects on behalf of the client.

We will achieve our mission by:

- Leveraging our in-depth agricultural know-how, industry experience, multi-lingual and multi-cultural team.
- Succeeding in difficult and remote locations.
- Being accountable to and collaborating with our clients.
- Delivering measurable and quantifiable results.

Over the years, FAF has carried out numerous assignments, ranging in scale and scope, for international agencies, multilateral and bilateral organizations and private enterprise. In delivering effective and efficient service, we rely on our team's experience and training as well as their shared vision and interest in providing superior-quality work.

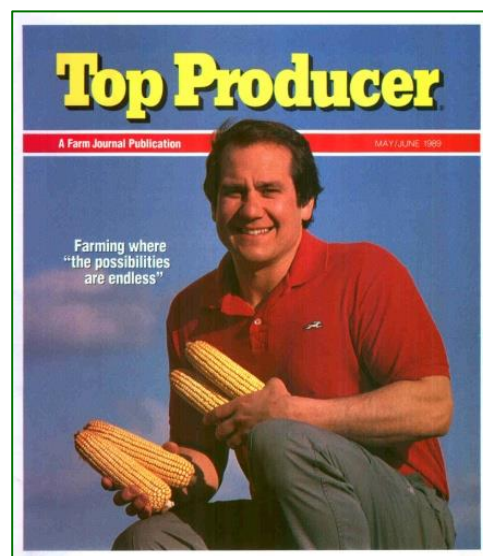


About Us

Brothers, Guy, Jay and Lynn Ewald formed FAF Development in 1982 as an international agricultural development company. Since its inception, FAF has grown into a well-respected consultancy and management firm with private, commercial and government clients. We have built up a reliable pool of contract employees with expertise in a wide variety of agribusiness areas. FAF's headquarters is located in San Antonio, Texas in the United States and has branch offices in Afghanistan, Argentina, Chile and Costa Rica. At FAF, we provide a flexible and value-added extension to clients' internal resources, with the benefits of specialist know-how, industry experience and a cross-cultural team.

Over the years, the partners of FAF have been written about in various trade journals; one of the most prestigious was being featured as the cover story of *Top Producer* magazine. The article titled, "Farming The World" highlights the beginnings of FAF's global expansion. Other publications include *El Diario*, financial newspaper/magazine, and the U.S. Congress, *Faces of Trade*.

FAF received an invitation from the Small Business Administration to speak at an event celebrating their 50th Anniversary. Other public speaking engagements include: the Asia-Pacific Chamber of Commerce; Minnesota Soybean Annual Convention; Corn-Soybean Day: University of Minnesota; Waseca Experimental Station; International Agriculture Business Seminar-Minnesota; Asgrow Corn Breeders World Convention-Michigan; National Soybean Association Convention-Wisconsin; Midwest Soybean Conference-Des Moines, Iowa; Afghan Embassy in Washington DC and most recently the Oil & Gas Security 2013 Summit-London.



Key Competencies

To be successful in international agriculture you must think globally and act locally. It is important to be sensitive to local culture, yet aware of what is happening in the rest of the world. FAF adapts best practices to fit local environments by leveraging its international network on a tailor-made basis for each project. We have a "get it done" mentality and are not afraid to roll up our sleeves to achieve the desired results.

FAF provides a range of implementation and consulting services to our clients around the world, some of our key competencies include:

- **Agribusiness development.** FAF has been involved in a number of projects related to agricultural production, agribusiness development, agro-industry, postharvest systems and marketing in Afghanistan, Argentina, Chile, Costa Rica, Paraguay, Jamaica, Russia, Ukraine, much of Africa and the United States. Key staff of the company have led the preparation and implementation of agribusiness development projects of varying sizes.

- **Infrastructure development.** FAF has managed many turn-key projects, which include the design, engineering and construction of agri-processing facilities, houses, roads, bridges, check dams, and wells, from remote areas of Afghanistan to tourist areas of Costa Rica.
- **Market research and value chain analysis.** The focus of these studies is to gain an understanding of the structure, governance, and innovation strategies of value chain stakeholders and to find alternative solutions to the integration of smallholder farmers, small and medium enterprises with value chains. FAF staff has conducted a series of analysis studies for a variety of value chains including pomegranates, grapes, apples, apricots, melons, carrots, tomatoes, wheat, rice, dried fruit, nuts and livestock. The marketing systems linking producers to final consumers have been analyzed through interviews with producers, traders, wholesalers, retailers, exporters, processors, and importers.
- **Formulation of development and business strategies.** FAF has led the formulation of development and business strategies in agriculture, rural development and agribusiness in a number of countries.
- **Capacity building and training.** FAF staff has been involved in delivering a number of training courses to farmers, research organizations, and international organizations. These training courses include training staff in survey design, implementation and analysis techniques. More recently, FAF has delivered training in participatory methods and in agribusiness development.
- **Financial and economic analysis of investments.** FAF has undertaken investment analysis and sector investment feasibility studies to guide the decisions of private companies, development agencies, and government entities.
- **Field surveys and participatory research.** FAF has been involved in the design, preparation, training, implementation, data cleaning and analysis aspects of numerous surveys. These surveys have covered a wide variety of agriculture participants including households, producers, processors, traders, agribusinesses, retailers, exporters, and farmer groups. The surveys have been undertaken in urban and rural areas and in a broad range of agro-ecological regions.
- **Advising for private sector development.** FAF has advised numerous subject matter experts and large companies in defining their business development, product development and supply chain management strategies, and public/private partnership developments. Through feasibility studies and market research, the company has facilitated decision makers in the private sector with their investment plans and project preparation.
- **Trade promotion services.** FAF has organized trade missions to promote exports of products from developing countries to richer countries. The organization of trade missions included product development, market research, logistics, and establishment of linkages between enterprises.
- **Organization of workshops and conferences.** FAF has organized many workshops, seminars, participatory meetings, conferences and symposia.

Services

The challenge for organizations today is to capitalize on domestic and international opportunities with limited risk and internal resources. FAF enables its clients to penetrate international markets quickly and effectively - our results speak for themselves.

Our mission is to help your project succeed. Our proven process is to investigate, create, develop, expand and add value to your organization acting as an integral part of your team using knowledge and contacts, and insights and operational business experience as a result of acumen developed over several years in the business internationally.

Our extensive domain knowledge includes agriculture (livestock, grains & oilseeds, fruit & vegetables, wine production, forestry and flowers), real estate (engineering, construction, property development and management), hospitality (hotels, casual dining and quick service restaurants), and education (vocational & technical) sectors. The functions we cover are:

Services provided by FAF include:

- Market Intelligence: market access, field surveys, economic analysis, project viability, feasibility study and technical assistance.
- Project Development: opportunity identification, business partnering, business strategies/plan creation, financial structuring, architectural/engineering/construction, capacity building/training and project implementation.
- Marketing: value chain development and trade promotion. Product development is done by building a marketing strategy around products, place, price and promotion.
- Management: work activities where managers engage as they plan, organize, lead and control. This specially includes day-to-day hands-on operational administration of the project.
- Project Monitoring: strategic planning, legal and ethical accountability, financial oversight, monitoring operations, etc.

Experience

For more than 120 years, Fair Acres Stock Farms, Inc. and its related company FAF Development have owned and operated cattle and crop farms in the USA as well as overseas. Its staff of energetic entrepreneurs includes farm and project managers; agronomists and irrigation technicians; marketing, finance and legal specialists; architects, civil and industrial engineers; and the necessary support personnel.

Since 1892, Fair Acres Stock Farm has been operating in the United States. Over the years the farm has grown to its present size and status. The enterprises include corn, soybeans, wheat, oats, and alfalfa, registered purebred beef cattle (Shorthorns, Herefords and Angus). The farm has received national and international

recognition in crop yield contests and championships with the cattle. FAF has been published in many trade journals.

The hands-on operation of these farming concerns has provided FAF with experience in the latest agricultural technology in crop production (precision farming [GPS]; effective fertilizer regimes, proper genetic selection, minimum and no-tillage programs; insect, weed and disease control; irrigation systems; etc.) and livestock production (efficient nutritional and preventive medical programs; advanced reproductive technologies – superior genetics, artificial insemination, embryo transplanting, heat synchronization; performance programs - estimated progeny differences, \$values, frame score, weight measurements, ultrasound; certified beef programs; source programs - identification and traceability systems; E-marketing-online catalogs, brochures, cattle sales; etc.).

FAF has successfully adapted these advanced technologies to the farms in the United States and abroad. Using the experience gained in the United States, FAF expanded its operations to include the international market in 1982.

Since the founding of FAF Development, the company has done business in North and South America, the Middle East, Central Asia, Africa and Europe. Our clients, private, public and military, include the IFC (World Bank), USAID (United States Government), OPEC (Overseas Private Investment Corporation), CIDA (Canadian International Development Agency) and several NGOs (Non-Government Organizations).

We continue to investigate and analyze the market looking for new projects to enter as a manager and/or principal.



Village Stabilization Afghanistan



Mission

FAF's mission is to be the most effective enabling tool for clients in remote, austere, and challenging environments around the world. We operate with a light footprint stabilization capability using agriculture to achieve sustainable results with our high level of operational experience.

Approach

FAF uses a full spectrum of "boots on the ground" activities to promote stability and economic recovery, mitigate conflict, and bridge the gap between relief and development. Our approach incorporates nimbleness and flexibility to deliver an integrated system of people and resources that facilitate understanding of conflict dynamics in crisis environments.

Working across sectors such as agriculture, infrastructure, development, and natural resource management, FAF can implement projects to build strong sustainable systems and reduce conflict.

Achieving Goals

We help our clients achieve their mission goals by gaining trust and respect of the impacted community with effective and custom-made solutions for each challenge. FAF will make a positive difference in the lives of people we work alongside, and on behalf of, in every environment in which we operate.



Project Dates: 2009-2012

Specialties:

- Post-Conflict Recovery and Reconstruction
- Disaster Preparedness and Mitigation
- Alternative Livelihoods

Solid Waste Management Project Kandahar, Afghanistan



Project Overview

FAF Development managed over 1,300 laborers who cleared streets, parking areas, pedestrian walkways, ditches, and canals that had been completely blocked by decades of garbage overflow. A fleet of trucks was used to transport more than 15,000 cubic feet of solid waste and debris per day to the municipal dump outside the city; there, potential recyclable items such as wood, cloth, plastic, metal, glass, and soil were sorted out. Optimally, these items will become a 'green' revenue source for the municipality.

Result

FAF successfully provided continuous and reliable trash removal service in downtown Kandahar City. The project provided a visible example of the municipal government providing services and increased their legitimacy in the eyes of community residents.

We received positive feedback from citizens and shop owners residing and working in the affected area who have a renewed pride in their city. Additionally, those hired to work on the project became permanent municipal staff within the waste management department at the project end. Providing long-term employment has given these individuals an alternative source of income to the illicit activities chosen out of necessity.

Recycling efforts have already paid off; in just over one week, the sale of composted organic waste raised 20,600 Afghani for the Kandahar City municipal government.

Start Date: May 2011
End Date: August 2011
Assignment Duration: 4 mo.
Total Staff Months: 1250
Client: USAID's Regional Afghan Municipalities Program for Urban Populations (RAMP UP) Kandahar, AF
Senior Professional Staff: Tim Seeley, Stuart MacFarlane, Bob Duncan

Afghanistan Stabilization Initiative – South (ASI-S) / Pomegranate Value Chain Assistance Phase II

Kandahar, Afghanistan



Project Overview

The primary goal of this project was to improve the quality and quantity of pomegranate production in Kandahar Province, specifically Arghandab District. Additionally, our project team was to address any critical issues that would inhibit the year's pomegranate crop from reaching its final market. Training, logistical support and monitoring services were also provided.

Result

FAF Development completed the project achieving all goals and expectations set forth.

Senior Professional Staff

Guy Ewald, Project Director; Harry Spies; Bob Duncan; Jay Ewald; Peer Muhammad, Marketing; Adriaan Niemand; Stuart MacFarlane Training; Tim Seeley; Jill Ewald, Exporting; MaryEllen Miller, Finance Manager.

Start Date: September 2010

End Date: February 2011

Assignment Duration: 4 mo.

Total Staff Months: 40

Client: Chemonics

International, Inc.
(USAID ASI Contract)
1717 H St. NW
Washington D.C.
20006-3900

Afghanistan Stabilization Initiative – South (ASI-S) / Pomegranate Value Chain Assistance Phase I

Kandahar, Afghanistan



Project Overview

This project was designed to improve the quality and quantity of pomegranate production in Kandahar Province, specifically Arghandab District, as well as to address any critical issues that would inhibit this year's pomegranate crop from reaching its final market. Throughout the project our team supported farmers and traders in adopting export standards and facilitate access to new and existing domestic and international markets.

Result

FAF Development completed Phase I of the project successfully, achieving all goals and meeting expectations.

Senior Professional Staff

Guy Ewald, Project Director; Harry Spies, Operations/Extension; Bob Duncan, Field/ Security; Peer Muhammad, Marketing; Adriaan Niemand, Reporting Manager; MaryEllen Miller, Finance Manager.

Start Date: June 2010
End Date: September 2010
Assignment Duration: 3 mo.
Total Staff Months: 21
Client: Chemonics
International, Inc.
(USAID ASI Contract)
1717 H St. NW
Washington D.C.
20006-3900

Realities in Nakhoney, Salevat and Mohajerin – Panjwai District Kandahar, Afghanistan



Project Overview

The purpose of this project was to provide baseline information needed for informed and appropriate decision-making regarding long-term economic activities in the villages of Nakhoney, Salevat and Mohajerin. Our focus was to assess economic activities related to existing and potential agriculture-based value chains, equipment and farming techniques, production diversity, canal and irrigation mapping, existing marketing systems and the availability of agricultural credit. We also gathered information on the main economic, political and ethnic grievances of the population causing violence in the area.

Result

FAF Development produced a well-received report, containing a number of practical recommendations to be considered for implementation.

Senior Professional Staff

Adriaan Niemand, Project Manager; Ralph Schweizer, Consultant.

Start Date: March 2010

End Date: June 2010

Assignment Duration: 3 mo.

Total Staff Months: 4.5

Client: Canadian International
Development Agency
(CIDA)
CIDA, KPRT, Kandahar

Afghanistan Stabilization Initiative

Kandahar, Afghanistan



Project Overview

The project was designed to build confidence and trust between the Government of Afghanistan and communities through the identification and implementation of small community improvement projects in unstable areas of Afghanistan.

Result

FAF Development established a flexible quick response mechanism capable of mobilizing relevant Government of Afghanistan representatives and communities in consultative decision-making processes.

Senior Professional Staff

Guy Ewald, Director; Harry Spies, Project Director; Bob Duncan, Operations/Security; Ken Stewart, Security & Logistics Manager; Jill Ewald, Data Manager; MaryEllen Miller, Finance Manager.

Start Date: November 2009
End Date: May 2010
Assignment Duration: 6 mo.
Total Staff Months: 63
Client: Chemonics
International, Inc.
(USAID Contract)
1717 H St. NW
Washington D.C.
20006-3900

Afghanistan Fruit Input Supply & By-Product Feasibilities Studies

Afghanistan (Country-wide)



Project Overview

The Fruit Import Supply Feasibility Study evaluated the feasibility of utilizing FSC (Farm Service Centers) versus multiple other locations as collection points for farmers' fruits. Specifically, this study looked at the financial ramification of utilizing the FSCs. The fruit collected was supply for the Kabul Fruit Juice Factory.

The By-Product Feasibility Study identified and evaluated alternative uses of fruit by-products (fruit skin, seeds, etc.), which occur when processing fresh fruits into fruit juice and fruit juice concentrate. This study explored benefits and determined value of the fruit by-products.

Result

FAF Development created a detailed fruit and vegetable value chain, which serves as a model for the country. Our findings were reported in such a manner that results are easily used throughout the decision-making process of factory owners (Bahar) when looking to select the most viable alternatives to sourcing of fruit and selling/marketing by-products.

Senior Professional Staff

Jay Ewald, Project Director; MaryEllen Miller, Accounting Consultant; Guy Ewald, Advisor.



Start Date: August 2009
End Date: November 2009
Assignment Duration: 3 mo.
Total Staff Months: 3
Client: CNFA (USAID contract)
 1828 L. Street NW
 Washington D. C. 20036

Kandahar Orchard Program

Kandahar, Afghanistan



Project Overview

The project contributed to the economic reconstruction of Afghanistan objective, in Kandahar province, by providing technical assistance to producers and traders in good post-harvest practices, product handling, logistics, and marketing of the commodities for which the Kandahar province has a tradition and potential significant competitive advantage: dried and fresh fruits, nuts, and cumin. This project increased the capacity of Kandahar producers and traders to make better business decisions and meet product specifications demanded by buyers.

Result

FAF Development fomented the capacity of Kandahar-based traders and growers enabling them to expand their penetration and increase sales in international markets quickly and effectively through customized, targeted solutions, which met their specific needs and responded to buyer opportunities. As a result of the technical and marketing assistance provided to Kandahar-based traders and growers, the principal results included accelerated business growth of Kandahar-based fresh fruit, dried fruit, and nut producers and traders, as measured by sales growth, market penetration, expansion of local sourcing and volumes traded.

Senior Professional Staff

Guy Ewald, Project Director; MaryEllen Miller, Accounting Consultant; Jill Ewald, Deputy Project Director; Mohammad Gul, Marketing Director; Jay Ewald, International Trade Advisor; Katherine Bacigalupo, International



Start Date: June 2008
End Date: March 2009
Assignment Duration: 12 mo.
Total Staff Months: 98
Client: Chemonics
 International, Inc.
 (USAID Contract)
 1717 H St. NW
 Washington D.C.
 20006-3900

Between 2004-2006, FAF, through its principle Guy Ewald, developed and lead the GRAPE Project efforts to market Afghan grapes, raisins and other produce on behalf of and in partnership with various marketing and grower associations associated with the project around the world. A grape and raisin market system designed, implemented and standardized the manner in which grapes and raisins were processed and packed in Afghanistan. Many “firsts” for Afghanistan were obtained in this project:

- First commercial shipment of Afghan grapes to Jeddah and Riyadh, Saudi Arabia; Moscow, Russia; Kuwait City, Kuwait; Kiev, Ukraine; Frankfurt, Germany;
- First shipment of Afghan fruits to Washington, DC;
- First commercial shipment of refrigerated grapes to Delhi via land;
- First sale and shipment of Afghan sun-dried raisins “European Quality” to Ukraine and Russia (1,000 tons);
- First commercial test shipment of Pomegranates to London;
- First alternative marketing opportunity for Kandahar; International sales increased prices 25-40% during peak season; First use of a pre-cooler in Afghanistan to market grapes; First government-to-government meetings in 30 years in Kuwait;
- First government-to-government meetings in Moscow in 25 years;
- First government-to-government meetings in Ukraine, with talks of setting up an Embassy in Kabul and direct flights from Kiev to Kabul; opening an Afghan Trade Office was also discussed.



In 2007-09, under the leadership of FAF Development, the Kandahar Orchard Program (KOP) contributed to the economic renovation of Afghanistan. The objective in Kandahar province by providing technical assistance to marketing of the commodities for which the Kandahar province has a tradition and significant competitive advantage: dried and fresh fruits and nuts. This project further increased the capacity of Kandahar producers in agricultural marketing and allowed the Farmers, Traders, UFFGK (Union of Fresh Fruit Growers of Kandahar) and DFEAK (Dry Fruit Exporters Association of Kandahar) to develop institutionally and expand their markets.

Kandahari pomegranates, in addition to other products grown in Afghanistan, are now in demand! From Dubai to Delhi, from London to Singapore, importers, wholesalers, retailers and final customers are looking for high quality pomegranates. Many of these markets had never seen products from Afghanistan. In the several markets visited this past year, there was high interest and enthusiasm around the displays of pomegranates from Afghanistan. In many of the countries in the Middle East, the consumption of pomegranates is for cultural and religious purposes, whereas in Singapore, a health conscious society, consumers eat pomegranates for the benefits of anti-oxidants. Finally in India, grandparents can now enjoy the tastes of what they have been telling their families for years.

The results of the KOP were absolutely stunning. All target quantities were met and exceeded substantially. The first World Pomegranate Fair in Afghanistan was held, the country's first participation of an international trade show and new markets channels were opened, such as Giant in Singapore and Carrefour in Dubai, Oman and Qatar. The success of the project was cited on prime time TV and in many news articles as well as a letter from Ambassador Wood, the U.S. Ambassador to Afghanistan.

Most importantly, these results were achieved in the correct manner – these outcomes were obtained, not by short-term sell-outs, but by establishing long-term relationships with buyers in several countries for the long haul. This was done by a concerted effort of the KOP. Personnel of FAF Development visited India, Dubai, Singapore, Hong Kong, Thailand, Malaysia, Indonesia, Qatar, Netherlands, Argentina and the UK to meet face-to-face and to work arm-in-arm with importers to create a strong relationship, which can flourish over the next several years, thus, positioning the growers in Afghanistan to seize this opportunity.

In 2009-11, FAF Development implemented projects of the Afghanistan Stabilization Initiative program in the southern region (ASI-S). This program is an important step in bringing stability to violence-prone areas of Afghanistan, and is an important step in a much longer-term effort. In this project, FAF is establishing flexible quick-response mechanism capable of mobilizing relevant government representatives and communities in consultative decision-making processes. This project was designed to provide direct assistance to pomegranate producers and pomegranate value chain operators such as traders, processors, distributors, wholesalers and/or exporters to improve the quality and quantity of the 2010 pomegranate harvest and to see the crop safely and profitably to its final market. The scope of work envisioned a multifaceted approach designed to garner the greatest value for the farmers and traders for the pomegranates produced, specifically focusing on the Arghandab District within Kandahar Province. The objective was to provide support to the pomegranate harvest and technical assistance so that producers and small and medium size traders could improve their livelihoods through product differentiation and access to new and existing domestic and international markets. FAF Development has been performing various services in the difficult areas of Kandahar province. The services performed range from field activities to processing through produce reaching export markets. The following activities have been performed in the last few years:

- Rehabilitation of horticulture orchards in war affected districts in Kandahar province which include providing of plantation material for grape vines.
- Conducted on the job and in the field training for farmers and introduced new cultivation techniques for better yields.
- Adoption of improved methods for horticulture produce by introducing trellising for grape vines, rehabilitation of irrigation systems, sorting, grading, and packing for farmers, traders and exporters.
- Formation of a strong liaison bond with the fresh and dried fruit growers and traders associations in Kandahar province. Assistance to traders / farmers of association to visit and understand markets abroad and obtain information on markets and market requirements.
- Capacity building with implementing partners made efforts to build capacity in adopting new management techniques.
- Commercial exports to International markets.
- Planted approximately 440,000 new pomegranate trees.



For more information check out our website at:

www.fafdevelopments.com

Or

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