

# **Capacity Development for Market Oriented Agricultural Advisory Services in Sub-Saharan Africa**

**An Innovative Approach to Rural Development**

**Proposal for a Partnership Programme**

## Table of Contents

Table of Contents .....	2
List of Abbreviations .....	3
0. Summary.....	4
1. Background .....	7
1.1 Rationale .....	7
1.2 Consultations to explore opportunities.....	9
2. Common understanding of AAS .....	10
2.1 Definition of AAS .....	11
2.2 Common vision for AAS .....	11
3. The Overall Programme .....	12
3.1 Goal and Objectives .....	12
3.2 Target groups.....	12
3.3 Approach.....	12
4. Programme components .....	13
4.1 Institutional and Human Resources Development in AAS .....	13
4.2 Capacity development of Farmer Organisations and other AAS organisations ...	15
4.3 Enhancement of an enabling environment through greater capacities for analysis and advocacy .....	16
4.4 Strengthening of AFAAS Country Chapters for national coordination .....	19
5. Implementation.....	20
5.1 Organisations involved .....	20
5.2 Respective Roles of the Involved Organisations and Methods of Collaboration..	21
5.3 Mechanisms for implementation .....	22
5.4 Duration of the Programme .....	24
5.5 Area/regions covered .....	24
6. Synergy with other programmes and proposals.....	24
6.1 Alliance for Green Revolution in Africa (AGRA) .....	25
6.2 Technology Uptake and Up-scaling Support Initiative (TUUSI).....	25
6.3 CIRAD.....	25
6.4 Regional Universities Forum (RUFORUM) .....	26
6.5 The Sub Saharan Africa Challenge Programme (SSA CP).....	26
6.6 Worldwide and Regional Studies on Agricultural Extension Indicators.....	27
7. Budget.....	27

## List of Abbreviations

AAS	Agricultural Advisory Service
AFAAS	African Forum for Agricultural Advisory Services
AGRA	Alliance for Green Revolution in Africa
ASARECA	Association for Strengthening Research in Eastern and Central Africa
ASP	Agricultural Support Programme
CAADP	Comprehensive Africa Agricultural Development Programme
CC	Country Chapter
CIRAD	Agricultural Research for Developing Countries
COMESA	Common Market of Eastern and Southern Africa
CV	Curriculum Vita
DAAS	Danish Agricultural Advisory Service
DAC	Development Assistance Committee
Danida	Danish International Development Agency
DFID	UK Department for International development
EAFF	Eastern African Farmers Federation
ECOWAS	Economic Community of West African States
EU	European Union
FAAP	Framework for Africa's Agricultural Productivity
FAO	Food and Agriculture Organisation
FARA	Forum for Agricultural Research in Africa
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HR	Human Resources
HRD	Human Resource Development
IFAD	International Fund for Agricultural Development
MOAAS	Market Oriented Agricultural Advisory Service
NAADS	National Agricultural Advisory Services
NEPAD	New Partnership for Africa's Development
NFO	National Farmer Organisation
NGO	Non Governmental Organisation
NI	Neuchatel Initiative
NRI	Natural resources Institute
OECD	Organisation for Economic Co-operation and Development
PROPAC	Platform of Peasant Organisations of Central Africa
REC	Regional Economic Communities
RFO	Regional Farmer Organisation
ROPPA	Reseau Des Organisations Paysannes er Producteurs Agricoles de L'Afrique de L'Ouest
RUFORUM	Regional Universities Forum
SACAU	Southern Africa Confederation of Agricultural Unions
SADC	Southern Africa Development Community
SC	Steering Committee
SDC	Swiss Development Cooperation
SSA	Sub-Saharan Africa
TOR	Terms of Reference
TUUSI	Technology Uptake and Up-scaling Support Initiative
UEMOA	West African Economic and Monetary Union
ZNFU	Zambia National Farmers' Union

## **0. Summary**

### **Background**

Market Oriented Agricultural Advisory Services (MOAAS) are an important instrument for addressing the challenges of insufficient access to knowledge and market in the agricultural sector in Africa and are therefore crucial to the realisation of the rural development targets set by NEPAD's Comprehensive Africa Agricultural Development Programme (CAADP) for the region. The Framework for Africa's Agricultural Productivity (FAAP) lays down the principles for implementing CAADP's pillar 4 which covers agricultural research, technology dissemination and adoption. African Forum for Agricultural Advisory Services (AFAAS) is a major recent institutional initiative aimed at advancing Agricultural Advisory Services (AAS) aligned to FAAP. Moreover CAADP's pillar 2 deals with increasing market access to farmers and has a component for strengthening farmer organisations which would be an instrument for demand- and market orientation of AAS.

### **The consultation process**

The process leading to the present proposal was a consultation initiated by the Neuchatel Initiative (NI), which was initially an international group of donor agencies and has created a strong dynamic network and convergence in thinking about MOAAS<sup>1</sup> since 1995. It now wishes to support efforts that will have greater impact on rural development policies and institutions, and on dissemination and practical application of new approaches in Africa. A consultation has therefore been carried out in 2008 with the participation of the African institutions: Forum for Agricultural Research in Africa (FARA), AFAAS, NEPAD and the four Regional Farmer Organisations (RFOs) in Sub Saharan Africa (SSA).

The proposed programme is based on needs and demands as formulated by the immediate target groups during the consultation process. The stakeholders in the five African countries (Ghana, Burkina Faso, Cameroon, Uganda and Malawi) as representative of stakeholders in Sub-Saharan Africa, formulated very explicit demands, which were all expressing the overall and overwhelming demand for more capacity at all levels particularly within the three areas:

- Competent institutions and human resources for delivery of MOAAS
- Capacity of farmer organisations to engage in MOAAS
- Collection of lessons learned from initiatives of AAS reforms and pilot projects in African countries

Moreover, the CAADP process has started with the formulation of National Compacts, which will be decisive for country strategies and prioritising investments in the agricultural sector at the national and regional levels. The inclusion of AAS into these will require the provision of professional expertise and this is therefore requested from the FAAP to be part of the programme.

### **Partnership Programme for Capacity Development**

The present document proposes a partnership programme for capacity development for MOAAS in SSA with AFAAS as lead and with FARA, the four RFOs and NI as partners. The programme thus aligns with CAADP's two pillars 2 and 4. The proposal presents a mechanism for collaboration, networking and pooling of competencies in MOAAS among stakeholder institutions throughout SSA and provision of the international expertise to support this.

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<sup>1</sup> See the website [www.neuchatelinitiative.net](http://www.neuchatelinitiative.net)

The overall goal of the programme is increased agricultural productivity and market access of African small scale farmers, thus contributing to the development goal of reduction of poverty and hunger.

The immediate objective of the programme is that institutions and organisations in Africa use their increased capacity to facilitate small scale farmers' access to effective demand led and market oriented agricultural advisory services.

The immediate target groups for the programme are:

- Institutions involved in MOAAS and their staff of advisers
- Private and cooperative enterprises involved in MOAAS and their staff of advisers
- Farmer organisations at regional and national level
- Policy makers in national governments and regional development programmes
- National and international research institutes and their networks

Demand drive, market orientation and pluralism in delivery of services are important principles in the common understanding and vision for development of AAS. Moreover the programme will apply a learning approach by basing developments on knowledge developed through experiences that are collected, analysed and shared.

The programme will establish a collaboration platform that can:

- Connect stakeholders and institutions for experience sharing, learning from experience and pooling of competencies for strengthening MOAAS
- Deliver services in the form of technical assistance, facilitation of strategy development, methodological advice and analytical studies to the target groups based on their demand and request
- Facilitate knowledge development that can support national policy formation development both directly through involving policy makers and through strengthening stakeholders' capacity for lobbying and advocacy

The programme applies the OECD DAC guidelines for good practices in capacity development and involves all the three aspects:

- Knowledge and skills of institutions and individuals
- Capacity and quality of organisations
- Enabling environment

It proposes working in three components, which directly respond to demands formulated in the consultation process, plus a fourth component which will facilitate AFAAS establishment and strengthening of Country Chapters:

1. Institutional and Human Resources Development
2. Capacity development of Farmer Organisations and other AAS organisations
3. Enhancement of an enabling environment through greater capacities for analysis and advocacy
4. Strengthening of AFAAS Country Chapters for national coordination

### **Component 1**

The objective of the first component is: *AAS institutions and organisations at the national level and private AAS providers have strategies for HRD and successfully implement these for increased know-how and skills of advisers regarding market led and market oriented AAS, and are able to rapidly adapt to changes and dynamics in the demand.*

The programme will provide opportunities for:

- Facilitation of the strategic planning processes for Institutional and Human Resource Development (HRD) in their country and/or their organisations
- Facilitation of institutional change processes and institution building activities
- Methodological advice to assess the needs for HRD
- Advice in developing the corresponding educational programme
  - Development of module programmes, mentoring systems and curriculum for MOAAS advisers and teams of advisers at different levels depending on the strategy and needs assessments
- Facilitation of regional linkages between HRD programmes and institutions in interested countries with the aim of eventually interlinking the programmes

### **Component 2**

The objective of the second component is: *Farmer organisations and other AAS organisations are successfully lobbying and advocating for MOAAS and have developed strategies and corresponding action plans for provision of MOAAS to different categories of clients.*

The programme will support RFOs in:

- Stock taking of experiences in NFOs regarding provision of MOAAS
- Development of overall strategic frameworks for RFOs to engage in MOAAS
- Development of capacity in RFOs for developing policy positions regarding MOAAS and dissemination of this to member organisations

### **Component 3**

The objective of the third component is: *Stakeholders in MOAAS and CAADP have sufficient knowledge regarding the practical application and implementation of best practise and which policies are required for MOAAS within the specific context to effectively contribute to increased productivity and market access for small scale farmers and to contribute to reduction of poverty and hunger. This knowledge is reflected in policies and investment priorities.*

Apart from responding to immediate demand regarding knowledge development and lessons learning from ongoing projects and programmes, the programme will furthermore provide opportunities to support a dialogue on new innovations to inspire the future MOAAS in Africa.

The programme may support for example the four areas:

- Development of monitoring and evaluation systems for MOAAS that can ensure continuous learning
- Collection and documentation of practical MOAAS models through joint evaluation and collection of lessons learned
- Research to support adaptation of AAS to the changing environment in terms of food security, climate change and globalisation of markets
- Expertise to develop MOAAS as part of the CAADP National Compacts

### **Component 4**

The objective of the fourth component is: *The continental network of AFAAS is strengthened and Country Chapters of AFAAS are functional in Francophone, Anglophone and eventually in Lusophone countries of SSA.*

The activities will be:

- AFAAS will in collaboration with the RFOs develop a strategy for selecting suitable countries and establishing and/or strengthening of CCs

- Assessment of existing CCs and their strength and functioning
- Selection of suitable and interested countries
- Sensitisation of countries, which have not yet joined the AFAAS network
- Promotion and facilitation of establishment of CCs in the countries, which are interested
- Facilitation of the elaboration of work plans for the newly established CCs
- Advise to the establishment of monitoring systems regarding the activities and development of the CCs at national level

## **Implementation**

Under the umbrella of FARA, AFAAS will take the lead in implementation of the programme. NI and the key RFO of Africa (EAFF, ROPPA, SACAU and PROPAC) will collaborate as partners in implementation.

At the country level, the programme will work through the AFAAS Country Chapters, which constitute all the stakeholders at country level involved in MOAAS. The programme will work through the four RFOs for the necessary coordination at regional level.

The programme will be governed by a Steering Committee (SC) with representatives from FARA, AFAAS, the four RFOs, and the donors involved in financing the programme. A NI contact point will be an ex officio member of the SC.

The AFAAS Secretariat will provide management and administrative services to the programme and also establish and maintain a website as a virtual network including all the interested stakeholders in SSA. The virtual network will have 2 hubs – one for Anglophone countries and one for Francophone and provide facilities for sharing experiences, contacts and news about relevant events. Arrangements will be made to work with Lusophone countries as well. Upon demand by the CCs and the RFOs, the programme will provide expertise and services corresponding to the elaborated programme. An established NI Contact Point will coordinate the provision of the NI expertise required in the programme.

The programme will focus on Sub-Saharan Africa and will consist of two phases of three years each. Phase one will be from June 2009 to May 2011, phase two will be from June 2011 to June 2014. The virtual network will cover all the countries interested while it is assumed that in the range of 4 to 6 countries can be reached effectively with services on the ground during the first phase of the programme. Depending on the outcome of a midterm evaluation after phase one, the programme may be up-scaled to 10 more countries.

## **1. Background**

### **1.1 Rationale**

The current world food crisis is particularly evident in Africa. 75% of the population in Sub-Saharan Africa lives in rural areas and the major part of these depends on agricultural production for their livelihoods. However, studies show that most of these farmers do not produce sufficient food for their own consumption. Despite the fact that many mostly produce for subsistence, they still have to purchase 40% of the food in average for their families. Whilst during the last 40 years global food production per person has increased by 25%, in Africa food production has decreased by 7% per person. Productivity of most crops is extremely low – the gap between the potential yield given the available technologies and the actual yields is substantial. The present proposal represents a contribution to the ongoing search for practical ways of creating new dynamics and accelerating rural development in Sub-Saharan Africa.

Africa has several potential opportunities for increasing food production, such as for example relatively abundant land available in many places. Many African smallholders and poor farmers should get the opportunities to benefit from increasing prices for increasing their own production and to get access to high value markets for agricultural products, but they face substantial challenges to do so. One important challenge is the insufficient access to knowledge and markets. Market Oriented Agricultural Advisory Services (MOAAS) are therefore an important instrument in the development of the agricultural sector in Africa and to increase productivity and production of food and to finally contribute to reduction of poverty and hunger. Box 1 provides an example of the results that MOAAS can show in a relatively short time.

**Box 1. Agricultural Support Programme (ASP) in Zambia**

Particularly intensive advice and training were the most important parts of the programme. This was combined with several interventions and tools to increase market access for the participating farming families. The ASP reached 44,000 farm based families with intensive market oriented advisory service in a six year period. A cost benefit analysis of the results found that the participating households in this period increased their income 35% more than the non-participating households. Moreover, 62% of these households produced, after participating, more grain than what they consumed, while only 49% of the non-participating households did the same. The cost benefit analysis found a return rate of almost 40% to the investment from both Sida and the Zambian government, when the result was calculated as the increased income of the farm families and the food aid saved on the national budget<sup>2</sup>.

The NEPAD's Comprehensive Africa Agricultural Development Programme (CAADP) strongly supports the view of advisory services as crucial to the realisation of the chosen rural development targets for the region, which is demonstrated by the prominence of advisory services in CAADP and in the Framework for Africa's Agricultural Productivity (FAAP)<sup>3</sup> that was developed by the Forum for Agricultural Research in Africa (FARA). The FAAP lays down the principles for implementing CAADP's pillar 4 which covers agricultural research, technology dissemination and adoption. The interest in advisory services centres on the search for appropriate practical solutions of providing rural advisory services, with a particular focus on the institutional structures and policies.

The creation of the African Forum for Agricultural Advisory Services (AFAAS) spearheaded by the National Agricultural Advisory Services (NAADS) in Uganda and now being joined by many institutions in Africa dealing with Agricultural Advisory Services (AAS) is one of the major institutional initiatives aimed at advancing AAS in Africa. AFAAS aims at advocating for AAS in the African development agenda, aligned to FAAP principles<sup>4</sup>. It also seeks to facilitate alignment and harmonisation of AAS at continental level, and to enhance the sharing of AAS information and interaction among AAS actors.

AFAAS is supported by EU within the framework of the Food Security Thematic Programme to develop its institutional and net working capacities. The EU-project supports AFAAS with €1.5 million to establish an autonomous, functional and lean secretariat and to recruit staff for building the network. This support is highly complementary to the programme which is presented in the following as it will finally enable AFAAS to effectively manage the proposed programme.

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<sup>2</sup> ASP Cost benefit Analysis, Main report 2007

<sup>3</sup> Framework for African Agricultural productivity; Forum for Agricultural Research in Africa; 2006

<sup>4</sup> Project Document for Food Security Thematic Programme, AFAAS; 2008

Pillar 2 of the same programme deals with the market aspects and also development of agribusinesses, and as part of emphasis on increasing market access for farmers, it has a strong component on strengthening farmer organisations, which could be an important instrument also for strengthening demand- and market orientation of agricultural advisory services. The Regional Farmer Organisations (RFOs) play a crucial role in this context in terms of advocacy for public policies addressing issues of access to markets. But they all lack resources and capacities to address AAS issues, to efficiently assist their members - the National Farmers Organisations (NFOs) - in this field and to negotiate with other stakeholders.

## **1.2 Consultations to explore opportunities**

### **1.2.1 The Consultation Process**

The consultation process was initiated by the Neuchâtel Initiative (NI), which is an international group, consisting of donor agencies, public and private organisations and NGOs interested in AAS, which has been credited with creating a strong dynamic network and convergence in thinking about market oriented agricultural advisory services<sup>5</sup>. It now wishes to build on this success by supporting efforts that will have greater impact on rural development policies and institutions, and on dissemination and practical application of new approaches, particularly in Africa. During the past year it has therefore explored specific opportunities to make practical use of its experiences in order to strengthen regional and sub-regional networks and organisations engaged in supporting and promoting rural advisory services in Sub-Saharan Africa.

The present proposal has been developed in a consultation process by NI, AFAAS, FARA and the four RFOs<sup>6</sup> with stakeholders involved in AAS in five African countries: Ghana, Burkina Faso, Cameroon, Uganda and Malawi. These consultations have aimed at:

- Exploring the possibilities and interest by African AAS stakeholders in elaborating a needs- and demand-based proposal for future collaboration between NI and African AAS actors
- Identifying how such collaboration can contribute to the revitalisation and improved performance of MOAAS in Africa
- Identifying potential collaboration partners and ensuring that the proposal is integrated with ongoing regional processes such as CAADP, FAAP and regional agricultural productivity programmes

The first part of the consultation took place in Accra, Ghana, with participating representatives of FARA, AFAAS, NEPAD and the four African Regional Farmer Organisations (ROPPA, PROPAC, EAFF and SACAU). This meeting confirmed the strong interest from the partners to develop a proposal for collaboration and designed the rest of the consultation process in Africa and tested it with a group of Ghana stakeholders involved in AAS. After this, specific country consultations were carried out in Malawi, Uganda, Burkina Faso and Cameroon in order to fine tune the needs and demands of the RFOs, NFOs and all the various stakeholders involved in AAS<sup>7</sup>. Based on the Consultation Reports a synthesis was made during a partner meeting in Frankfurt<sup>8</sup>.

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<sup>5</sup> See the website [www.neuchatelinitiative.net](http://www.neuchatelinitiative.net)

<sup>6</sup> There are four RFOs in Africa: Platform of Peasant Organisations of Central Africa (PROPAC), Réseau Des Organisations Paysannes et Producteurs Agricoles de L'Afrique de L'Ouest (ROPPA), Eastern African Farmers Federation (EAFF) and Southern Africa Confederation of Agricultural Unions (SACAU)

<sup>7</sup> The Consultation Reports from the countries can be found on the website [www.neuchatelinitiative.net](http://www.neuchatelinitiative.net)

<sup>8</sup> 30<sup>th</sup> September to 1<sup>st</sup> October, 2008

### **1.2.2 The Main Conclusions of the Consultation**

The conclusion of the country consultations is that the demand and need for MOAAS is extremely high from several categories of farmers and that appropriate initiatives and pilot programmes in this area always trigger strong response from clients in form of interest and resulting increases in production and income. However, the capacities for delivering MOAAS are very low. In most countries, due to inadequate institutional structures for delivery of services combined with limited number of competent staff, MOAAS institutions reach together between 10 to 13% of farmers with some kind of training or extension, which is far below the actual requirement.

The consultations also document that the actual demand from farmers in recent years, in terms of knowledge and advice, has changed dramatically due to the changed dynamics in the rural markets, and is now strongly oriented towards markets and business and value chain development. The service providers are, however, largely unable to respond to these types of demands from farmers due to the lack of competent agricultural advisers in these areas.

The policy makers that have been consulted both in national government and regional and national farmer organisations all report that they need access to documented knowledge about how to strengthen MOAAS, both in terms of institutional setup and methodologies for demand formulation. There are successful examples of strengthening AAS systems, but they are rarely documented and shared with others to learn from.

The present proposal therefore suggests a programme that utilises the experiences and expertise developed in NI together with the networking facilities currently being developed by AFAAS to develop capacities among the relevant stakeholders for advocacy, development and provision of MOAAS. The proposal presents a mechanism for collaboration, networking and pooling of competencies in MOAAS among stakeholder institutions throughout SSA and provision of the international expertise to support this.

The consultation process provides a solid ground for formulating the programme based on needs and demands as formulated by the immediate target groups during the process. The stakeholders in the five African countries (Ghana, Burkina Faso, Cameroon, Uganda and Malawi) as representative of stakeholders in Sub-Saharan Africa, formulated very explicit demands, which were all focused around the overall and overwhelming demand for more capacity at all levels particularly within the three areas:

- Competent human resources for delivery of MOAAS
- Capacity of farmer organisations to engage in MOAAS
- Collection of lessons learned from initiatives of AAS reforms and pilot projects in African countries

Moreover, the CAADP process is beginning with the formulation of National Compacts, which will be decisive for country strategies and prioritising investments in the agricultural sector at the national and regional levels. The inclusion of AAS into these would require the provision of professional expertise and this is therefore requested from the FAAP.

## **2. Common understanding of AAS**

During the first phases of the consultation a common understanding of AAS was developed among the partners as a basis for the continued consultation, as well as for the formulation of the programme itself.

## 2.1 Definition of AAS

AAS is understood broadly as services that make new knowledge available to farmers, their organisations and other actors involved in the value chains and assist them to develop their technical and management skills and practices. AAS may include services such as:

- Dissemination of information
- Training and advice for individual farmers, groups of farmers, farmer organisations and other agribusinesses
- Testing and practical adaptation of new technologies on-farm
- Development and dissemination of business management tools for farmers and local entrepreneurs
- Facilitation of linkages to market actors (financial and non-financial inputs, market channels, etc.)
- Facilitation of linkages with the public sector and government
- Support to institution building processes (development of informal and formal farmer organisations at different levels)
- Legal advice

## 2.2 Common vision for AAS

The common vision for AAS in Sub-Saharan Africa for the future is that it will be: Farmer- or end-user-driven with a clientele of empowered and enlightened farmers; well organised and with the capacity to meet the demands of the growing agricultural sector and networked from local to continental level where learning is effectively taken into improved practises.

It is envisaged that the following are the key AAS actors and their activities in the future will include:

- **Farmers**  
It is expected that farmers in the future increasingly will be organised around commodity or value chains. It is also expected that they will play a crucial role in determining the kinds of advisory services to be provided and the technology options to be developed by research
- **Farmer (business and commodity) organisations acting at different levels**  
These are expected to provide and facilitate access to services, economies of scale, increasing bargaining power of their members, avenues for mobilising and pooling finances, linkages and partnerships with other actors, capacity strengthening and representation of interest and advocacy for their constituents
- **Research institutes**  
These are expected to provide relevant available technologies and information. They will therefore have to orient their research to: (a) respond to demands expressed by farmers and (b) address anticipated future demand and challenges
- **Training institutions**  
These are expected to a) train future advisers and b) provide in-service-training and mentoring to agricultural advisers
- **Governments**  
These are expected to establish and maintain conducive policy environments, and make investments in the necessary infrastructure, institutions and research (basic and applied)
- **Private enterprises**  
These are expected to increase their role in the provision of AAS especially financial services, promotion of production, post-harvest and processing technologies, quality assurance, transportation, skills development and networking
- **Non-governmental organisations (NGOs)**  
As the role of the private sector in providing AAS increases, the role of NGOs in this

arena is expected to diminish. AAS services provided by NGOs are expected to become confined to humanitarian purposes only

### **3. The Overall Programme**

#### **3.1 Goal and Objectives**

The overall goal of the programme is increased agricultural productivity and market access of African small scale farmers, thus contributing to the development goal of reduction of poverty and hunger.

The immediate objective of the programme is that institutions and organisations in Africa use their increased capacity to facilitate small scale farmers' access to effective demand led and market oriented agricultural advisory services.

The specific objectives are:

- Increased knowledge on best practices and consequences of choices of delivery systems and methodologies for MOAAS in Africa
- Strengthened capacity to advocate and demand effective MOAAS
- Strengthened capacity to effectively respond to MOAAS demands
- Increased attention to and investments in appropriate MOAAS in Africa

#### **3.2 Target groups**

The end users of the programme are small scale farmers and agribusinesses with potential for increased commercialisation. However, the immediate target groups for the programme are:

1. Institutions involved in MOAAS and their staff of advisers
2. Private and cooperative enterprises involved in MOAAS and their staff of advisers
3. Farmer organisations at regional and national level
4. Policy makers in national governments and regional development programmes
5. National and international research institutes and their networks

#### **3.3 Approach**

The present proposal integrates an approach of developing capacity among AAS stakeholders at national level with an approach of strengthening collaboration and pooling of competencies at regional as well as international level. Stakeholders will within the framework of this programme obtain access to expertise and support for their capacity development at national level and at the same time get access to information and network at the international level.

The common understanding of AAS and future vision for development of this is defined in section 2 and will form a basis for the overall approach in the present proposal. Demand drive, market orientation and pluralism in delivery of services are important principles in the common understanding and vision for development of AAS for the programme. Moreover the programme will apply a learning approach by basing developments on knowledge developed through experiences that are collected, analysed and shared.

This capacity development programme will therefore establish a collaboration platform that can:

- Connect stakeholders, institutions and private MOASS actors for experience sharing, learning from experience and pooling of competencies for strengthening MOAAS
- Deliver services in the form of technical assistance, facilitation of strategy development, methodological advice and analytical studies to the target groups based on their demand and request

- Facilitate regional knowledge development that can support national policy formation development both directly through involving policy makers and through strengthening stakeholders' capacity for lobbying and advocacy

It is important to ensure that the capacity development interventions fit into and support the ongoing local processes of capacity development, as well as have solid ownership at country level. The programme will therefore work according to demand formulated mainly by functioning AFAAS country chapters, which represent all stakeholders involved in AAS in the country, including the national farmer organisations. The RFOs will be important actors in the processes and as such sources of information for selection and strengthening of country chapters.

The OECD DAC guidelines for good practices in capacity development from 2006<sup>9</sup> emphasise that real and sustainable capacity development involves three aspects:

- Knowledge and skills of individuals
- Capacity and quality of organisations
- Enabling environment

The present programme will align with this approach to capacity development and therefore proposes working in three components, which directly respond to the demands identified through the consultation process. Moreover a fourth component supports AFAAS in establishing and strengthening its Country Chapters.

1. Institutional and Human Resources Development through development of HRD strategies and corresponding strengthening of educational programmes in AAS
2. Capacity development of Farmer Organisations and other AAS organisations
3. Enhancement of an enabling environment through greater capacities for analysis and advocacy
4. Strengthening of AFAAS Country Chapters for national coordination

## **4. Programme components**

### **4.1 Institutional and Human Resources Development in AAS**

#### **4.1.1 Introduction**

The challenges in the transition of extension services to becoming demand- and market oriented advisory services are great and diverse and involve building the competencies of the institutions and the advisers/extension staff to meet the new challenges. The institutions and staff involved will often find themselves in new roles. Apart from improving their technical capabilities, they will have to improve their facilitative and communicative skills so that they will be able to catalyse the process of transition and ensure that the results produced actually match the demands of the farmers. The institutional structures and the extension staff members in the present governmental services have traditionally been strongly technically oriented, whereas today's farmers often have greater demands in areas of marketing and business related advisory services in which most extension staff's capacity is weak.

Successful transition of governmental extension services to demand driven MOAAS therefore requires reorientation of many institutions involved and also of the professional staff. In some African countries there are already ongoing institutional reform processes, but the staff members have had few options for building their capabilities to meet the new challenges. In all the countries consulted, the stakeholders emphasised the strong gaps of capacity and competencies of AAS providers at all levels. Particularly in Uganda and Malawi, which are

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<sup>9</sup> The Challenge of Capacity development: Working Towards Good Practice; OECD 2006

undergoing reform processes, the gaps of capacity both in terms of number of staff and the competencies of these are becoming evident and represent huge challenges and probably also a major obstacle to successful implementation of the reforms. In some of the countries there are small isolated teams of educators for extension, but their capacities are clearly inadequate to solve the problem alone.

#### **4.1.2 Component objective**

AAS institutions, enterprises and organisations at national level have strategies for institutional and HR development and successfully implement these for increased know-how and skills of advisers regarding demand led and market oriented AAS, and are able to rapidly adapt to changes and dynamics in the demand.

#### **4.1.3 Activities**

The proposed programme will contribute to the development of institutional structures and human resources in MOAAS provision through facilitating development of HRD strategies with the AAS institutions, enterprises and organisations. The programme will at the same time facilitate regional networking and collaboration in educational programmes among educational institutions in the different countries in order to pool competencies and provide advice to the development of module educational programmes and mentoring systems for agricultural advisers and teams of advisers, which corresponds the requirements of the HRD strategies of the “customers” – the AAS institutions.

Upon request from AFAAS Country Chapters the programme will support the stakeholders by:

- Facilitation of the strategic planning process for Institutional and Human Resource Development (HRD) in their country and/or their organisations
- Facilitation of institutional change processes and institution building activities
- Methodological advice to assess the needs for HRD
- Advice in developing the corresponding educational programme
  - Development of module programmes, mentoring systems and curriculum for MOAAS advisers and teams of advisers at different levels depending on the strategy and needs assessments
- Facilitation of regional linkages between HRD programmes and institutions in interested countries with the aim of eventually interlinking the programmes

#### **4.1.4 Results**

The most direct results will be:

- AAS institutions and their staff are competent to operate more effectively in demand driven and market oriented advisory systems and respond effectively to the changing clients' demands
- The HR expertise for AAS are strengthened in the countries and can therefore provide more appropriate training and education programmes for advisers

It is moreover expected that the strengthened competencies and expertise in education for MOAAS will facilitate and attract increased funds from national governments and development programmes to invest in HRD for MOAAS so that educational opportunities including mentoring systems will be available for agricultural advisers – for both field staff and managers.

Increased investment in this area will make it possible to increase both the outreach and effectiveness of MOAAS institutions and therefore increase access of the farmers to effective MOAAS.

## **4.2 Capacity development of Farmer Organisations and other AAS organisations**

### **4.2.1 Introduction**

Increasing investment in and strengthening of the demand orientation of AAS require lobbying and advocacy from organisations that can represent farmers' interests effectively towards national governments, AAS providers and donors. Small scale and poor farmers are generally weakly organised in Africa, but in recent years there has been an upswing of national farmers' organisations and regional federations with certain mandates for lobbying and advocacy roles towards governments and development programmes, such as the NEPAD/CAADP.

There are currently several opportunities for FOs to engage. Both the Regional Farmer Organisations (RFOs) and the National Farmer Organisations (NFOs) are participating in the roundtable discussions in the CAADP process and have jointly endorsed the CAADP as a common framework for priority setting. They have also supported COMESA, SADC, UEMOA and ECOWAS to drive the process.<sup>10</sup> Moreover, governments in several countries have established consultative forums where policies concerning the agricultural sector are discussed. The NFOs are members of these.

All this has opened a political space for the organisations to become more proactive in the discussions and probably also for initiating new agendas within the CAADP framework. There are therefore obvious and very timely opportunities to lobby for both increased resources to training and advice and enabling policies for effective MOAAS.

There are also opportunities for FOs to engage more in the implementation of MOAAS since many NFOs already have experiences both in direct service provision<sup>11</sup> and more indirectly through engaging in partnerships with public and private institutions<sup>12</sup>. There are at the moment some interesting and sustainable experiences such as the UNPCB<sup>13</sup> in Burkina Faso, but these generally consist of scattered pilot projects depending on donor funding.

The established Farmer Organisations (RFOs and NFOs) realise that farmers in their regions have strong interests in getting increased access to effective training and advisory services. Their long-term vision is that the members will have better access to market driven and independent advisory services and information, and that the farmers participate in the whole cycle of implementation.

The organisations, however, all stress that they are presently unable to utilise their position to give greater priority to MOAAS and moreover they are unable to effectively engage in policy dialogue on the issues because they lack capacity and knowledge regarding the core issues related to MOAAS.

### **4.2.2 Objective**

Farmer organisations and other AAS organisations are successfully lobbying and advocating for MOAAS and have developed strategies and corresponding action plans for provision of MOAAS to different categories of clients.

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<sup>10</sup> E.g. Kenya, Zambia and Malawi

<sup>11</sup> E.g. ZNFU, MWIWATA and KENFAP

<sup>12</sup> E.g. UNFFE

<sup>13</sup> See the Country Report from Burkina Faso

### **4.2.3 Activities**

The programme will make services available upon demand to develop capacity within farmer organisations and other AAS organisations to engage in lobby and advocacy activities for MOAAS as well as to build strategies for development of their own delivery mechanisms for certain MOAAS functions.

The Programme will make it possible to support the RFOs in the following activities:

- Stock taking of experiences in NFOs regarding provision of MOAAS
- Development of overall strategic frameworks for RFOs to engage in MOAAS. This will include a strategy for how to engage in capacity development with member organisations and clarify roles and responsibilities among them and other actors in AAS
- Development of capacity in RFOs for developing policy positions regarding MOAAS and dissemination of this to the member organisations

Upon demand by RFOs, the programme will provide the expertise to support efforts to facilitate development of strategies for capacity development in the NFOs. This may be linked with the activities proposed in 4.3.3 to develop MOAAS as part of CAADP National Compacts.

### **4.2.4 Results**

It is expected that this will lead to organisational experiences and learning that will enable the organisations to enter into competent dialogue concerning MOAAS in different forums such as national consultative forums.

The RFOs, NFOs and other AAS organisations will thus be able to lobby and advocate for increased resource allocation to advisory services, including increased public investment and moreover they will be able to bring forward the right policy messages to decision makers in terms of content, method and delivery mechanisms. This is expected to eventually result in institutional reforms towards strengthened demand drive being implemented in some of the countries in focus.

Moreover, farmer based organisations will be able to engage actively in MOAAS provision according to their strategies.

## **4.3 Enhancement of an enabling environment through greater capacities for analysis and advocacy**

### **4.3.1 Introduction**

Enhancement of an enabling environment for MOAAS connects to addressing issues of knowledge and evidence of impact that can be used for lobbying and advocacy as well as harmonisation of efforts in MOAAS.

The stakeholders in the consultation expressed strong needs in terms of increasing the general knowledge of MOAAS in Africa. They need knowledge regarding good practices and policies in Africa and their practical application and implementation in order to support the ongoing reform processes and drive upcoming policy and institutional reforms. In order to more effectively lobby and advocate for investments and policies the stakeholders therefore need effective monitoring and evaluation systems, which will provide evidence of the impact of good MOAAS.

The nature of this policy formation process suggests that the programme must also create a strong network to support harmonisation of the efforts in MOAAS. This was also forcefully emphasised by the stakeholders. To support this, the programme must link its policy analysis

work and advocacy to the processes of CAADP, which is the most elaborate and comprehensive agricultural reform effort so far seen in Africa and is likely to guide all major development effort during the next decade.

CAADP has a continental scope but the common framework is implemented by both the Regional Economic Communities (RECs) and their individual member countries where it is transformed into country strategies and investment programs through the Country CAADP roundtable meetings.

The primary outcomes of the roundtables are the Country CAADP Compacts between the governments and their development partners of what is needed for the country to achieve the CAADP goals and objectives. The CAADP Compacts guide the implementation of CAADP and provide the basis for submission of specific financing proposals to government and development partners. Some countries have completed and others are still in the process of developing the National Compacts. There is, however, a need to support the participating stakeholders with expertise to include MOAAS as a priority area within the National Compacts and other initiatives dealing with AAS policies.

#### **4.3.2 Objective**

Stakeholders in MOAAS and CAADP have sufficient knowledge regarding the practical application and implementation of best practises and which policies are required for MOAAS within the specific context to effectively contribute to increased productivity and market access for small scale farmers and to contribute to reduction of poverty and hunger. This knowledge is reflected in policies and investment priorities.

#### **4.3.3 Activities**

The programme will enhance the enabling environment for MOAAS, primarily through building the awareness and knowledge upon which capacity can be developed at all levels by practitioners, policy makers and investors, and also through linking with and providing services in decision making processes.

The activities in this component will respond to immediate demand regarding knowledge development and lessons learning from ongoing projects and programmes. It will furthermore provide opportunities to think more “out of the box” and support a dialogue on new innovations to inspire the future MOAAS in Africa. This is essential if the programme is to support the ability of AAS to respond to the changing environment and new dynamics in rural development.

The programme may support the following four areas of awareness and knowledge building:

- *Development of monitoring and evaluation systems for MOAAS that can ensure continuous learning, integration and practical application of these into the AAS related institutions:* In order to be able to systematically build knowledge regarding MOAAS systems the first thing to address is the need for a consistent and validated methodology for monitoring and evaluation of MOAAS. Advisory services have proven notoriously difficult to monitor and evaluate for two reasons. Firstly, it is not possible to directly attribute ‘impacts’ to advisory service activities given the range of other factors involved in farming decisions, productivity and profitability. Secondly, the poor sustainability of advisory service investments points to weaknesses in capacity development, which is an objective that has often not been sufficiently reflected in past monitoring and evaluation systems. One activity that is relevant for this area would be to assess the relevance of outcome mapping as an evaluation method for MOAAS.

**Outcome mapping as a method for assessing advisory service capacity development**

The new approach of 'outcome mapping' is specifically focused on monitoring and evaluation of outcomes as reflected in the capacities of a range of partners, and explicitly stresses the outside factors affecting outcomes. It thus shows promise for analysing capacity development in a pluralistic environment. It is therefore suggested that opportunities be pursued to pilot the use of outcome mapping in advisory service planning, monitoring and evaluation and that a study be undertaken to critically assess the relevance of this methodology.

- *Collection and documentation of practical MOAAS models through joint evaluation and collection of lessons learned from pilot projects and ongoing reform processes:* Up to now there are several cases of interesting projects and pilots, and NI has used some of them as a basis for the studies underlying the NI Common Frameworks. But apart from that no systematic collection of experiences has taken place in recent years and lessons learned are therefore mostly lost at the end of projects and programmes. Combining the activity mentioned above regarding monitoring and evaluation systems for AAS with a more systematic collection of experiences in African countries and sharing it with other countries in the region will tremendously increase the knowledge of how and which models of AAS work and contribute to agricultural development, and how these can be developed for future up-scaling.

It is important that this kind of studies and work on monitoring and evaluation link up with the initiative to develop Worldwide and Regional Studies on Agricultural Extension Indicators currently being prepared by FAO in collaboration with IFPRI (see section 6.6 for description of the initiative and the potential synergies with the here proposed programme).

- *Research to support adaptation of AAS to the changing environment in terms of food security, climate change and globalisation of markets:* The environment surrounding MOAAS has been rapidly changing in recent years, but the responses to the changes are mainly reactive and not really systematically pro-active. In a number of cases inappropriate responses have been initiated, which are likely to undermine more sustainable efforts to develop the agricultural sector. This area of activity will carry out studies of relevance to future responses to changes in climate, food security or markets. See the two examples below.

**What is the role of advisory services in response to the 'food crises'?**

Currently there are massive new investments being made in advisory services in Africa and elsewhere in the world in response to the 'food crises. These investments often include a focus on using advisory services as an auxiliary to expanded seed and other inputs systems. Financing, planning and organisational structures for these programmes tend to reflect emergency/humanitarian modalities rather than development/market driven structures. The proposed study would consist of a meta-evaluation of the organisational and institutional outcomes of 'food crisis' programming on advisory services, including issues of sustainability, demand-drive and broader impact on recent efforts toward pluralistic advisory service reform.

**Advisory services and climate change adaptation**

New demands are being placed on advisory services as part of efforts to help farmers adapt to climate uncertainty. This involves the need for new skills and to access new types of information. Traditional fixed packages will need to be replaced by methods to help farmers make decisions based on consideration of a range of risks. Advisory services are also likely to become more involved in new activities related to disaster response and even contract farming for local production of food to be used as food aid. The proposed scoping study would look at these new challenges and help FARA/AFAAS stakeholders to consider the implications of climate change adaptation efforts for their work.

- *Expertise to develop MOAAS as part of the CAADP National Compacts:* The activities will be
  - Regional meetings to promote awareness about the implementation of CAADP pillar 4 and MOAAS in particular. The meetings will identify roles and responsibilities of key agents in developing the national compacts and explore various opportunities for accessing funding
  - Expertise will be provided for the development of MOAAS as part of national compacts in the countries where this is in demand

This will be linked to the activities of building capacity in RFOs and NFOs on MOAAS.

A communication strategy will be developed for dissemination of the results. Among others, all results and experiences will be shared through a virtual network in the form of an interactive website with two language hubs: English and French as well as a Newsletter on MOAAS development. The sharing will furthermore be facilitated through regional conferences and national workshops where the experiences and lessons learned can be disseminated and shared.

The communication strategy will take into consideration that there are often other obstacles to application of lessons learned than knowledge, such as for example political will toward reforms. Lobby and advocacy based on use of the results will therefore be an important part of the strategy. Moreover, the required capacities for adaptation and practical application of the lessons learned in different contexts are often not sufficient at the level of the individual actors; hence complementary support and advice may be needed in some cases.

#### **4.3.4 Results**

The results of the third component will be increased knowledge on adaptation, practical application and implementation of the best practices and policies for MOAAS and the potential of MOAAS to contribute to the achievements of agricultural development goals. This will lead to increased capacity and knowledge to advocate and lobby for increased funding and effective policies for development of MOAAS.

The outcome of the interventions into the development of the CAADP National Compacts will provide the necessary platform for investments and for harmonisation of development efforts in terms of MOAAS.

## **4.4 Strengthening of AFAAS Country Chapters for national coordination**

### **4.4.1 Introduction**

AFAAS is a continental network for stakeholders involved in AAS, with a small secretariat in Uganda and governed by a board. The grass root base for the network is the AFAAS Country Chapters, which constitute national forums for coordination of AAS stakeholders. Strong and functional Country Chapters are therefore a precondition for a strengthened AFAAS network.

In the countries consulted where the CCs are established (Uganda and Malawi), the expectations are high that the CC will enable coordination of national activities, provide a forum for shared learning, lobbying and advocacy as well as connect the stakeholders beyond the national level to other organisations on the continent.

So far only a few Country Chapters have been established and are fully functional. These are mainly found in Eastern and Southern Africa, whereas none of the countries in West Africa have established a functional CC. As the present proposed programme intends to use the CCs

for coordinating the demand for the programmes services it is necessary to support AFAAS to promote the establishment of more CCs particularly in West and Central Africa, as well as strengthening the still weak CCs. In relation to the Programme, it is the role of the CCs to ensure participation, coordination and networking with key actors, institutions, organisations and private enterprises involved in AAS. Other aspects are networking with research institutions and participation in policy dialogue.

#### **4.4.2 Objective**

The continental network of AFAAS is strengthened and Country Chapters of AFAAS are functional in francophone, Anglophone and eventually in Lusophone countries of SSA.

#### **4.4.3 Activities**

The fourth component will provide assistance to establishment and strengthening of AFAAS's grass root structure. As the provision of expertise is supposed to be requested through the already working AFAAS Country Chapters and as there are only very few Country Chapters established in West Africa, the programme will therefore support the promotion and establishment of Country Chapters in a way that ensures the participation of West African countries.

The main activities will be:

- The AFAAS secretariat will in collaboration with the RFOs develop a strategy for selecting suitable countries and establishing and/or strengthening of CCs (definition of selection criteria, needed information and sources/methods for collecting the required information, elaboration of method for collaboration)
- Assessment of existing CCs and their strength and functioning
- Selection of suitable and interested countries
- Sensitisation of countries which have not yet joined the AFAAS network
- Promotion of the AFAAS network and facilitation of the establishment in the countries which are interested
- Facilitation of the elaboration of work plans for the newly established CCs
- Advice the establishment of monitoring systems regarding the activities and development of the CCs at national level

Important aspects for selection of countries will among others be:

- A political environment which is conducive to pluralistic, demand driven and innovative development of AAS
- A relatively high level of networking among AAS stakeholders already existing
- A national leadership with interest and willingness to share experiences

#### **4.4.4 Results**

The outcomes of this activity will be strengthened AFAAS Country Chapters, which contribute to the functioning of the AFAAS network at grass root level and improved coordination in the countries. In this way, the overall capacity development for MOAAS at country level will be increased.

## **5. Implementation**

### **5.1 Organisations involved**

The programme will be implemented under the umbrella of FARA. AFAAS will take the lead in the implementation and NI and the key RFO of Africa (EAFF, ROPPA, SACAU and PROPAC) will collaborate as partners in implementation.

At the country level, the programme will work through the AFAAS Country Chapters, which constitute all the stakeholders at country level involved in MOAAS: Public extension institutions, agricultural research institutions, farmer based organisations, private sector organisations, trusts and NGOs involved in MOAAS and agricultural education institutions. The programme will work through the four RFOs for the necessary coordination at regional level.

## **5.2 Respective Roles of the Involved Organisations and Methods of Collaboration**

### **FARA**

FARA is the continental platform for coordination of agricultural research in Africa. It moreover has the mandate from NEPAD/CAADP to lead the implementation of the CAADP's fourth pillar FAAP, which is an important pillar for development of MOAAS. FARA will therefore have the role of functioning as a continental umbrella and provide the linkages to agricultural research and also the legal entrance to the CAADP processes.

### **AFAAS**

AFAAS is emerging as continental platform for discussion, capitalisation of experiences and capacity building in the field of advisory services. It is organised with a secretariat currently hosted by NAADS in Uganda, but will soon have its own autonomous secretariat and it operates through Country Chapters in members countries. AFAAS thus has a network of AAS related stakeholders with Country Chapters in fourteen African countries, though few of them are currently functional. AFAAS has the mandate from FARA to provide support to the dissemination of know-how related to agricultural innovation included in the FAAP. AFAAS will be supported for the start up phase<sup>14</sup> by the European Commission and other donors.

This means that AFAAS is an up and coming African continental network with the potential to become the primary coordination node and resource centre regarding development of MOAAS in Africa. AFAAS will therefore take the role of leading the implementation of the present programme through its secretariat and the Country Chapters. The AFAAS secretariat will provide the management of the programme and facilitate the provision of expertise, mainly from NI as well as from local and regional partners.

### **NI**

The Neuchatel Initiative (NI) was established in 1995 as an informal discussion forum, primarily for donors involved in agricultural development. NI is now a recognised and respected platform and network. Among the "affiliates" are the major international donors such as Sida, GTZ, DANIDA, SDC, the French Cooperation Agency, DFID, the Austrian Development Agency, EU, World Bank, IFAD, FAO, and other important international (research) organisations such as NRI and CIRAD. Until now there has been no formal membership in NI and no formal secretariat. At the NI annual meeting in Montpellier in November 2007 the future of NI was discussed at length and it was decided that:

- *NI shall remain as a thematic network (for sharing, learning and exchanging)*
- *The NI network can offer expertise in an organised way*
- *There is a vacuum on extension / agricultural advisory services (in policies and programs); NI could fill this vacuum*
- *New forms of collaboration should be discussed (i.e. is the network offering consultation services and becomes an 'NI Ltd', or should it rather foster exchange and learning and remain a platform / loose network?)*

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<sup>14</sup> Institutional Threshold Development

NI is thus currently undergoing a transition from being a primarily donor-based network to instead acting more as a multi-stakeholder group providing services with a focus on African AAS institutions.

In the present proposal, NI will mainly provide expertise as technical backstopping and facilitation through resource persons and also facilitate access to the international networks on AAS. Corresponding to the concept of the programme, AFAAS will approach NI for requesting the expertise as demanded from the AFAAS Country Chapters. In order to respond in an effective and efficient manner, NI will be reorganised as presented in the 5.3.2.2.

### **PROPAC, ROPPA, SACAU and EAAF**

The RFOs will facilitate regional cooperation between the Country Chapters and the NFOs, when it is required for the programme. RFOs will particularly be instrumental in facilitating the implementation of the second component on organisational development and also provide the linkage to the CAADP pillar 2 on market aspects and strengthening farmer organisation. In collaboration with the AFAAS secretariat, the RFOs will be important actors in the developed strategies for establishment and promotion of CCs, in supporting the AAS related organisations in their respective regions and building up the network.

## **5.3 Mechanisms for implementation**

### **5.3.1 Governance**

A Steering Committee (SC) will be established with representatives from FARA, AFAAS, the four RFOs, and the donors involved in financing the programme. A NI contact point will be an ex officio member of the SC.

The SC will be responsible for:

- Resource mobilisation
- Overseeing that the programme is progressing in accordance with its aims and objectives
- Setting the guidelines for priority setting and the use of corresponding assessment criteria for consideration of the requests for services
- Approval of the annual plan of activities and corresponding budgets
- Approval of the financial reports
- Facilitating an independent midterm evaluation of the programme
- Facilitating the annual meeting of the SC where the results of the year will be shared

The SC will meet twice a year and an annual meeting will be conducted for all stakeholders, where the results of the year will be shared.

### **5.3.2 Management**

#### **5.3.2.1 The AFAAS Secretariat**

The AFAAS Secretariat will provide management and administrative services to the programme and also establish and maintain a website as a virtual network including all the interested stakeholders in SSA. The virtual network will have 2 hubs – one for Anglophone countries and one for Francophone. It will provide facilities for sharing experiences, contacts and news about relevant events. Arrangements will be made to work with Lusophone countries as well.

The AFAAS Secretariat will promote the establishment of CCs and make a particular effort to do so in West Africa in collaboration with the RFOs. It will moreover sensitise the Country

Chapters concerning the opportunities provided by the programme regarding capacity development.

Corresponding to the elaborated concept of the programme, the CCs are then expected to forward their requests for capacity development services to the AFAAS secretariat. For the organisational capacity development of RFOs and NFOs, the requests will also come from RFOs to the AFAAS secretariat. The AFAAS secretariat will screen and approve the requests according to a structure for priority setting determined by the SC. They will prepare TOR according to a standard format for the services based on the requests and provide the funds required for local activities through the CCs and for regional activities through the RFOs.

It is assumed that in the range of 4 to 6 countries can be reached effectively with services during the first phase of the programme. If the requests are much beyond that, the programme will apply a transparent structure for priority setting and use corresponding assessment criteria for consideration of the request.

Activities within the third component of the programme will not necessarily all be in direct response to requests from the national level, but will rather emerge from needs identified by AFAAS, FARA and donor agencies, especially regarding monitoring and evaluation activities. These activities will be designed with support from NI. The modalities for design and funding of this component will be flexible and reflect the range of stakeholders that wish to explore given areas of future relevance for MOAAS.

AFAAS has three options for accessing best advice and support for the programme activities:

- Collaboration with the NI-consortium
- Bilateral collaboration with international (donor) agencies, programs and NGOs
- Collaboration with other local, regional or international service providers.

In view of giving the AFAAS CCs, RFOs and collaborating national AAS-organisations opportunity to access the overall NI expertise, the AFAAS Secretariat can approach a NI-contact point in the cases where NI-expertise is required. The NI contact point will select CVs of appropriate experts and send these CVs to the AFAAS secretariat, which will present them to the concerned CCs or RFOs.

Where direct bilateral donor funding and collaboration for the activities is envisaged this will be done corresponding to the specific rules and regulations of the concerned donor. AFAAS will then carry out the final selection of the expert together with the concerned CC or RFO. Since the AFAAS country chapters will work in different Francophone, Anglophone and Lusophone African countries, the request and following discussions for concretising the TORs etc. will be carried out in French, English or Portuguese as required.

### **5.3.2.2 The NI Contact Point**

A NI-consortium will be formed consisting of maximum 10 organisations; the consortium will be a service provider group to AFAAS and others. NI as a wider network of expertise on AAS will continue to exist and function as an informal network. The affiliates will remain the backbone of NI. It will function as a reference group for the NI consortium and consist of donors, public and private organisations and NGOs interested in agricultural advisory services, including affiliates from the south.

The NI consortium assures an up to date roster of organisations and persons with AAS expertise and links the best suited service provider (consultant, organisation, network) with AFAAS and other interested actors.

Furthermore, the NI-consortium will establish a NI contact point for AFAAS and other interested actors in relation to the implementation of the program. The NI Contact Point will have mainly the following tasks: administration services, NI-website, organisation and implementation of the annual meeting of the NI-affiliates, administration of the NI-network; the contact point will have legal status to make contracts with AFAAS, the NI-consortium and the NI-affiliates.

The NI-consortium organises services based on demand from AFAAS and related to the implementation of the program. AFAAS has the opportunity but no obligation to engage with the NI-consortium. According to the rules of procurement for some of the donors, the NI contact point will in some cases naturally be in competition with other institutions with the required expertise.

### **5.3.3 Financing procedure and accountability**

The elaborated programme proposal will be used to attract funding and donors will finance the programme through FARA to the AFAAS secretariat. The AFAAS Secretariat will act as a fund manager and provide financial report as requested to the SC and the particular donors according to their requirements for financial reporting.

It is hoped that most of the financing for the programme may be provided as a block grant either by a single donor or by several donors through a basket funding mechanism. If this is not possible, different donors may want to fund different parts of the programme, flexible mechanisms for tendering and procurement will be applied as well as for financial reporting, whereby the different donor requirements can be adapted to specific parts of the programme.

## **5.4 Duration of the Programme**

The programme is proposed to consist of two phases of three years each. In the end of the first phase there will be a mid-term evaluation in order to review the progress, assess the outcomes and impact of the programme and make recommendations to the implementation of the programme for the second phase.

Phase one will be from June 2009 to May 2011 and will provide capacity development services to 4 to 6 countries depending on the demand

Phase two will be from June 2011 to June 2014. Depending on the outcome of the mid-term evaluation, the programme design will be adjusted and the efforts of the first phase will continue and be up-scaled to 10 more countries.

## **5.5 Area/regions covered**

The programme will focus on Sub-Saharan Africa. The virtual network will cover all the countries interested. "On the ground" activities will strive to cover countries in all 4 regions: Western, Central, Eastern and Southern Africa. However, since the programme will run based on demand from CCs and RFOs, the geographical spread could turn out differently.

## **6. Synergy with other programmes and proposals**

It is important for the programme to align and cooperate with other initiatives, regional networks and programs within the same area of the CAADP framework in order to ensure

optimal synergy effects. Some of them are presented below. When implementing the program they will be contacted for the establishment of the required working relations. Additional important players and actors will be identified and contacted.

### **6.1 Alliance for Green Revolution in Africa (AGRA)**

Similar to the programme proposed here, AGRA is also an African-led partnership working across the continent. Its objectives are to alleviate poverty and hunger for small-scale farmers and their families. AGRA programmes develop practical solutions to boost farm productivity and incomes for the poor, while safeguarding the environment. AGRA moreover advocates for policies that support its work across the African agricultural “value chain” - from seeds, soil health, and water to markets and agricultural education. AGRA is intended as a multi-donor initiative but has its initial support from the Rockefeller Foundation and the Bill & Melinda Gates Foundation. It has offices in Kenya and Ghana.

AGRA thus also works in the field of technology innovation, farmer education and adaption of low-cost technology. In 2009, AGRA plans to address issues of markets, including improvements of crop storage, finance systems, market information and transport systems. AGRA will furthermore advocate for policies that promote rural development and environmental sustainability, and that address trade and tariffs.

The here proposed programme has a similar geographic scope and overall objectives as AGRA. Therefore it has the potential to boost the impacts of AGRA programmes by strengthening the capacities of stakeholders to deliver AGRA programmes for technology adoption and also for addressing market issues.

### **6.2 Technology Uptake and Up-scaling Support Initiative (TUUSI)**

TUUSI was established in 2006 by Association for Strengthening Research in Eastern and Central Africa (ASARECA) with the aim of providing research stakeholders in Eastern and Central Africa with best practices, innovative approaches in extension and agricultural advisory services, farmer empowerment, as well as advice and guidance to encourage up-scaling of agricultural innovations.

It works with three strategic themes:

- Research on extension systems, dissemination and up-scaling issues
- Platform for sharing best practice, knowledge and experience sharing
- Strengthening capacity in technology dissemination and up-scaling

TUUSI will thus provide opportunities for studies of extension systems and learning on best practices of up-scaling technology innovations and disseminate experiences through an internet based platform and also provide training and learning events.

Relating this to the present proposed programme, TUUSI has a narrower mandate to work with technology adaptation, whereas the programme proposed here has a broader focus on MOAAS (see section 3). TUUSI's focus area is Central and Eastern Africa, while the proposed programme here will eventually expand to the whole of SSA. The proposed programme will link with TUUSI's programme on studies and experience sharing of innovative approaches in order to ensure coordination and synergy of the activities.

### **6.3 CIRAD**

For several years CIRAD has been engaged in research activities related to development of AAS and has important competencies in this regard.

CIRAD is currently developing a Concept Note for Bill and Melinda Gates Foundation: “Supporting rural and producer organisations to lead technical and organisational innovation processes”.

This project aims at integrating organisations as strong partners into innovation systems, through joint-experimentation activities, leader training, and creation of collective monitoring processes in West Africa. It is expected to focus on capacity building at the farmers’ level for innovation and up-take of technologies. The concept note has links with the present proposal, particularly on the second pillar for development of capacity with farmer organisations and the potential synergies should therefore be explored. Since CIRAD is also partaking in developing the present proposal, it will be ensured that the two proposals are aligned and appropriately linked.

#### **6.4 Regional Universities Forum (RUFORUM)**

RUFORUM is a consortium of agricultural universities in Eastern and Southern Africa which work together on capacity building in agricultural development areas across the regions. It is therefore a very relevant partner that could be brought in as a collaboration partner to the first pillar on HRD, particularly regarding HRD for the academic staff of the AAS stakeholder institutions.

#### **6.5 The Sub Saharan Africa Challenge Programme (SSA CP)**

SSA CP is a programme for research collaboration hosted by FARA. The purpose is to address the most significant constraints to reviving agriculture in Africa such as failures of agricultural markets, inappropriate policies and natural degradation through what is called: *Integrated Agricultural Research for Development (IAR4D)*.

The objectives are to:

- Develop technologies for sustainably intensifying subsistence oriented farming systems
- Develop smallholder production systems that are compatible with sound natural resource management
- Improve the accessibility and efficiency of markets for smallholder and pastoral products
- Catalyse the formulation and adoption of policies that will encourage innovation to improve the livelihoods of smallholders and pastoralists

IAR4D works through the following three main areas:

- A set of principles to address the complexity and heterogeneity of farming systems
- A new research agenda with an integrated approach to addressing interactions between natural resource management, production systems and agricultural markets and policies
- Institutional change to forge new partnerships to involve all stakeholders, especially smallholders and pastoralists, women as well as men

SSA CP is thus a programme that pursues breaking new ground for market orientation of agricultural research. The present proposal and SSA CP can therefore be seen as parallel initiatives in terms of fostering a new agenda on knowledge systems in African agriculture, where SSA CP has the potential to foster the new technologies required for MOAAS to be effective in the sense of having market relevant technology options to offer to the farmers. Whereas the here elaborated programme will strengthen the part of the knowledge system dealing with putting the new technologies into use.

It is therefore important that the experiences in the SSA CP and the programme here elaborated are linked, which will be ensured through the implementation structure, where FARA is hosting SSA CP and a major partner in the here proposed programme.

## 6.6 Worldwide and Regional Studies on Agricultural Extension Indicators

A Concept Note has been prepared by FAO in collaboration with IFPRI in order to address the need for reliable data to guide future investments for strengthening agricultural extension. The primary goal is to provide reliable information on key agricultural extension indicators to enable policy makers, extension managers, donor agencies, international organisations, other non-profit organisations, agri-business and the private sector, researchers, and other stakeholders, about the capacity, quality, constraints and performance of different agricultural extension service providers. It is expected that this information will facilitate the assessment of the performance of different agricultural extension organisations within selected countries and thereby will lead to more informed decision-making about how to strengthen agricultural extension and agricultural service systems and its providers.

There is thus a clear connection between the purpose of this initiative and the objective of the third component of the present proposed programme (see 4.3.2). Component 2 of the above studies on extension indicators is an in depth assessment of agricultural extension and advisory systems in SSA and South Asia. A collaboration has been established with AFAAS with respect to the extension indicator studies and AFAAS will be partner in those SSA countries which are member of AFAAS. When this is well coordinated with the present programme and implemented in collaboration with AFAAS, the two initiatives will be able to complement each other well in the sense that the studies on indicators can provide valuable data to studies of the proposed programme, which will apply the resulting data and information when analysing the practical applications and improving the effectiveness of the different advisory service systems.

## 7. Budget

As the programme will be implemented according to demands from the partner organisations along the elaborated content of this proposal, the budget is here connected with the four components and the flexibility is placed within these.

Component	Activity	First phase - Euro	Second phase – Euro
1. Human Resource Development	Development of strategies and programmes in 4 countries	<b>100.000</b>	<b>200.000</b>
2. Organisational Capacity Development	Stocktaking of experiences	40.000	
	Development of strategies and capacities	100.000	
	Regional seminars	40.000	
		<b>180.000</b>	<b>180.000</b>
3. Enabling Environment	Analysis and studies	200.000	
	Expertise to CAADP Compacts	150.000	
		<b>350.000</b>	<b>250.000</b>
4. Support to AFAAS CC strengthening	Establishment of 6 CCs	<b>180.000</b>	<b>180.000</b>

Management	Establishment and administration of Virtual Centre	75.000	
	Meetings (SC and Annual)	90.000	
	Fund administration, procurement and planning	75.000	
		<b>240.000</b>	<b>240.000</b>
Evaluations		<b>40.000</b>	<b>40.000</b>
<b>Total funds required</b>		<b>1.090.000</b>	<b>1.090.000</b>