

## ***Rural Extension Revisited: Contracting facilitators for agricultural development***

*Sustainable Economic Development  
Royal Tropical Institute (KIT)*

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KIT is a knowledge Institute on Rural and Cultural Development

**Development, Policy and Practice** with working areas on health, gender and social development, gender and **Sustainable Economic Development (SED)**

**SED** focuses on three interrelated themes:

- Value Chain Development,
- Local Governance and
- Agricultural Development Services (context; process; capacity development)

## ***Some examples***

Two selected programmes are in particular relevant for the Neuchâtel Initiative network:

- **Outsourcing services** for enhancing rural innovation processes at the local level: Lessons learnt; Guidelines and potential input in programme design and capacity development.
- Programme on **Agricultural Innovation Coaching (AI-Coach)**: Lessons learnt; curriculum development; training of trainers on local facilitation for interactive learning and innovation.

## ***Outsourcing AAS: Background***

General trends in smallholder agricultural advisory service provision:

- ❑ Decentralization: District extension part of District Plan
- ❑ Deconcentration: District planning, implementation, M&E; Provincial consolidation; Central strategies
- ❑ Multiple Service Provider System (public and private)
- ❑ Producer empowerment, PME, service provision
- ❑ Partnership with all in AKIS and AIS
- ❑ Interactive learning facilitation, downward accountability
- ❑ Outsourcing at district level, based on comparative advantage, of public and private service providers

## Case studies

Case	Tanzania	Mozambique	Uganda	Mali
Status	Pilot	Pilot	National programme	Pilot
National enabling environment	Decentralization	Decentralization	Privatization and Valuechain Development	Decen-tralization
Supply of AAS	Large public sector, but also similar size private sector	Govt. extension 1/3; public (e.g. NGOs) 1/3; and private, 1/3	Declining public sector, taken over by private sector	Public sector, parastatals and non-profit sector
Demand for AAS	Farmer Fora at district level	District Consultative Councils	Farmer Fora and at sub-county level	Village FGs/FOs
Main financial support	ASDP (Government, WB, IFAD)	PROAGRI II (Government, IFAD, 7 bilateral donors)	NAADS (Government, WB and bilaterals)	PASAOP (Government, WB and bilateral donors)
Main trigger	Deconcentration of advisory services	NGO and private sector capacity	Private sector in chain development	Role of LGA and FOs

## Outsourcing AAS: Conclusion

Outsourcing services at the local level can contribute to:

- Local stakeholder empowerment (FGs, SMMEs, etc.)
- Public-private partnerships
- Introduction into the system of new skills (e.g. facilitation), and knowledge (business plan development, market knowledge), attitudes ( from production orientation to market orientation).

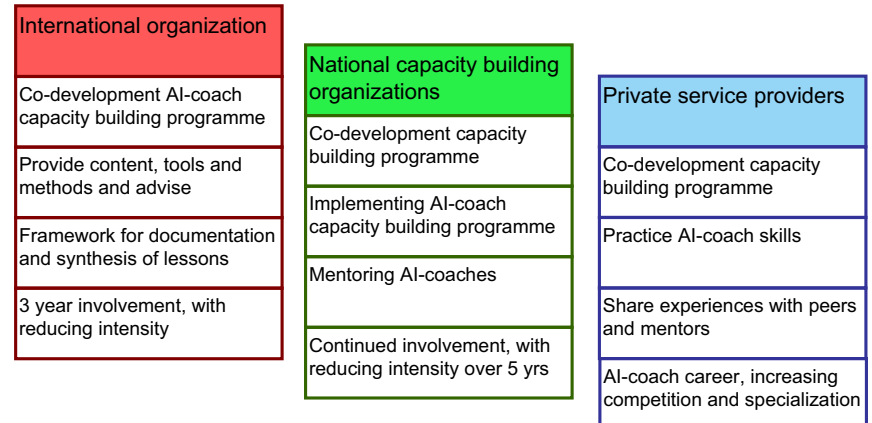
Provided that:

- Proper enabling environment is provided
- Capacity development programmes for public and private service providers is in place

## AI-coach Rationale

- Optimizing interaction between private agri-business, producers and agricultural service providers
- From transfer mode to facilitating local innovation dynamics
- Catalyzing through intermediation and action
- Development of innovation coaching professionals (in public and private sector)
- Development capacity building structure that can yield AI-coaches
- In-service capacity development for **AI-coaches**

## Capacity building structure



## Competences of an AI-Coach

**Roles:** Process facilitation; ensuring participation; motivation; communication; knowledge brokerage; networking; Leveraging resources; M&E for learning; and, advocacy and lobbying

**Knowledge:** Innovation systems; Adult learning; Coaching; Interpret technical and socio-economic data; Formal technical knowledge on the subject

**Skills:** Leadership; Facilitation of multi-stakeholder interaction; Trust building, team building; Conflict resolution; Communication and listening; Assessing and dealing with local system and power relations;;

**Attitude:** Openness; Facilitating understanding and trustbuilding between people with different backgrounds; optimist; seeking for solutions

## AI-coach activities and ambitions

### Achievements

- Documentation of cases 'de-facto AI-coaches' in workshop (December 2008, Amsterdam)
- Grounding AI-coach concept in development theory (paper)

### Planned

- Analysis existing training curricula (KIT and partners)
- Support and learn from facilitation of innovation cases (Agriprofocus country focus)
- Building collaboration with knowledge institutes (RUFORUM, WUR, ICRA)

### Ambitions

- Networking on AI-coaching: Pooling international expertise; Implementing on a significant scale; Learning from practice; Training programme development.
- Establish AI-coaching as a widely recognized profession; International network; Cost-effective nationally functioning capacity building structures
- Partnership development in this field

## Discussion

- Competences of an AI-coach? Existing?
- Employment of an AI-coach?
- Role of AI-coach: timing (start, exit); convening; participation; decision-making?
- Learning from the AI-coaching process?
- Involvement of private agri-business service providers and MOAAS?
- How can the need for coaching/facilitation be addressed through outsourcing and contracting out at various levels?

## KIT publications

KIT Publications:  
Hard copies on request

Soft copies downloadable:

<http://www.kitpublishers.nl/>

Some examples >>>>

