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Enabling poor rural people  
to overcome poverty

## **President's report on a proposed grant under the global/regional grants window to a non- CGIAR-supported international centre**

### **Note to Executive Board representatives**

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**For: Approval**

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## Abbreviations and acronyms

AAS	agricultural advisory services
AFAAS	African Forum for Agricultural Advisory Services
CAADP	Comprehensive Africa Agricultural Development Programme
CGIAR	Consultative Group on International Agricultural Research
CIKM	Communication, information and knowledge management
M&E	monitoring and evaluation
NSC	national steering committee

## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for a grant under the global/regional grants window to a non-CGIAR-supported international centre as contained in paragraph 7.

## **President's report on proposed grants under the global/regional grants window to non-CGIAR-supported international centres**

I submit the following report and recommendation on a proposed grant for capacity-building for agricultural development to a non-Consultative Group on International Agricultural Research (CGIAR)-supported international organization in the amount of US\$1.0 million.

### **Part I – Introduction**

1. This report recommends the provision of IFAD support to capacity-building programmes of the following non-CGIAR-supported international organization: the African Forum for Agricultural Advisory Services (AFAAS).
2. The document of the grant for approval by the Executive Board is contained in the annex to this report:
  - (i) African Forum for Agricultural Advisory Services (AFAAS): Strengthening Country-level Agricultural Advisory Services. Target countries: Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda
3. The objectives and content of this applied research programme are in line with the evolving strategic objectives of IFAD and the Revised IFAD Policy for Grant Financing.
4. The overarching strategic goal that drives IFAD's revised grant policy, approved by the Executive Board in December 2009, is to promote successful and/or innovative approaches and technologies, together with enabling policies and institutions, that will support agricultural and rural development, empowering poor rural women and men in developing countries to achieve higher incomes and improved food security.
5. The policy aims to achieve the following outputs: (i) innovative activities promoted and innovative technologies and approaches developed in support of IFAD's target group; (ii) awareness, advocacy and policy dialogue on issues of importance to poor rural people promoted by, and on behalf of, this target group; (iii) capacity of partner institutions strengthened to deliver a range of services in support of poor rural people; and (iv) lesson learning, knowledge management and dissemination of information on issues related to rural poverty reduction promoted among stakeholders within and across regions.
6. The proposed grant is also relevant to all the outputs of IFAD's revised grant policy. It will enable AFAAS to strengthen the capacity of agriculture advisory services (AAS) stakeholders at country level to lead advisory service development, to mobilize advisory service provision within an agricultural innovation system framework, and to reflect on and learn about how to improve service provision while supporting the implementation of country programmes relevant to AAS under the Comprehensive Africa Agricultural Development Programme. In particular, the grant will: (i) enhance the capacity of country-level AAS to determine the priorities and strategies for improving delivery of demand-driven AAS; (ii) support a multistakeholder platform for policy dialogue and advocacy on AAS; (iii) catalyse

dissemination and sharing of lessons learned and good practices across regions thereby establishing an AAS knowledge management system in Africa; and (iv) generate information on AAS innovations that can be scaled out and up across countries.

## **Part II – Recommendation**

7. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, Strengthening Country-level Agricultural Advisory Services in the target countries of Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda, shall make a grant not exceeding one million United States dollars (US\$1,000,000) to the African Forum for Agricultural Advisory Services for a two-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Kanayo F. Nwanze  
President

# **African Forum for Agricultural Advisory Services (AFAAS): Strengthening Country-level Agricultural Advisory Services. Target countries: Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda**

## **I. Background**

1. The African Union, under the New Partnership for African Development, adopted the Comprehensive Africa Agriculture Development Programme (CAADP) as the framework strategy for agricultural development at national, regional and continental levels. Pillar IV of CAADP deals with agricultural research, technology dissemination and adoption; its implementation is guided by the Framework for African Agricultural Productivity. AFAAS was established upon demand by agricultural advisory services (AAS) actors in 2004 to address Pillar IV's aspirations, particularly in technology dissemination and adoption. It enables AAS stakeholders to have a common voice and a platform for sharing experiences and information contributing to the creation of efficient, effective and synergistic linkages and partnerships within, and between AAS actors of, member countries.
2. Recognizing the key role of AAS in achieving the results of CAADP's Pillar IV, the Forum for Agricultural Research in Africa has mandated AFAAS to be the lead agency in spearheading the AAS aspects of this pillar. AFAAS has therefore been leading a broad programme for the short-to-medium term (5 to 10 years), which aims to: ensure the availability and accessibility of appropriate and up-to-date knowledge on advisory services; strengthen the capacity of country-level advisory service stakeholders; and build partnerships at national, regional and international levels between AAS and other institutions.
3. Phase 1 of the programme was implemented with support from the European Union (2009 and 2011) and continued with a sub-grant from the Forum for Agricultural Research in Africa. It addressed the institutional and organizational capacity of AFAAS, the governance structures and management systems, and the establishment of country forums in pilot countries. Phase 2, which this grant would contribute to in addition to the support expected from the European Union, will focus on rolling out country forums to all African countries, consolidating the governance and management systems of the AAS secretariat, developing a knowledge management strategy and mechanisms, and integrating the AAS agenda in CAADP planning and implementation.

## **II. Rationale and relevance to IFAD**

4. Increasing agricultural productivity is essential for enhancing food security, especially in the context of limited access to natural resources, primarily land. Provision of effective AAS is one of the main instruments that could enable smallholder farmers to improve productivity and shift to a more market-oriented agriculture. Reforms in AAS delivery have focused on improving accountability to clients, putting in place demand- and market-driven service provision systems, decentralizing service delivery, and promoting increased participation of the private sector to enhance the likelihood of sustainability.
5. AAS play a crucial role in linking research, farmers and all the other actors in the agricultural innovation system. In order for AAS to play their role in agricultural development effectively and efficiently, the enormous challenges facing AAS organizations and providers, as identified by AAS stakeholders, need to be holistically addressed. These include: (i) weak capacities and voice of AAS in various relevant forums; (ii) poor access to and use of relevant information and knowledge; (iii) inadequate organization and capacity of AAS providers and

- stakeholders; (iv) weak linkages to and partnerships with other relevant players; and (v) insufficient coordination at the continental level for purposes of networking.
6. The IFAD grant will contribute to improving the delivery of demand-driven agricultural services to farmers and actors in agricultural commodity value chains. In particular, it will strengthen the capacity and voice of AFAAS by establishing AAS forums at country levels, facilitating linkages/networking, and enhancing knowledge management and information-sharing mechanisms. It will support a consultative process of formation of country forums and definition of their operational and strategic plans, and it will facilitate consultative processes in various forms that will result in partnership-building, including with the private sector. In line with the Revised IFAD Policy for Grant Financing, it will contribute to enhancing partnership with a range of AAS that work at country, regional and global levels.

### III. The proposed programme

7. The overall goal of the programme is to increase use of improved knowledge and technologies by agricultural value chain actors. The programme's objectives are to: (i) strengthen the capacity of country-level advisory service stakeholders in determining their own priorities and in improving their advisory service systems. This will be done by facilitating the establishment of AAS country forums and developing their capacity to manage the information and knowledge that AAS providers need from national, regional and international sources to respond to farmers' demands and to develop innovative ways of responding to these demands; and (ii) facilitate the availability and accessibility of appropriate and up-to-date knowledge on advisory services from a range of sources in Africa and worldwide. This will be done by facilitating access to and use of new knowledge and insights on how to effectively develop networks of AAS providers at national, regional and international levels.
8. The target group consists of AAS providers (including farmer/producer organizations and private-sector entities that provide AAS) in the target countries, namely Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda. The AAS providers will have enhanced capacity, access to information, partnership and networking, and a common voice. IFAD-funded projects in the selected countries will benefit from establishing linkages with and using AAS providers that have enhanced capacities to provide demand-driven AAS services to the target communities. An indirect target group will comprise research institutions, training centres, policymakers and the private sector. AFAAS will collaborate with other CAADP implementing institutions at all levels, thus benefiting from having a forum through which they can address AAS and related issues in the agricultural sector. At the global level, through AFAAS, the target countries will be linked to organizations such as the Global Forum for Rural Advisory Services. The countries will benefit from lessons learned, information-sharing, best-fit practices, tools and approaches across continents.
9. The programme will be of a two-year duration and will comprise two main components:
  - (a) **Establishing country forums in five countries.** Under component 1, the grant will support the establishment of country forums, which will bring together a wide range of actors involved in or benefiting from AAS in the member countries. The country forum embraces all the actors involved in agricultural value chains including farmers, policymakers, agricultural input providers, agroprocessors and consumers. In the country forum, stakeholders will focus on how to provide effective and efficient advisory services through the exchange of information, lesson-sharing, and the identification of opportunities for providing services to each other and for innovating AAS in their work. It is, moreover, envisioned that as the country forums evolve they will provide leadership to the overall development of effective AAS in the

country. The key activities will include: (i) a project inception workshop, which will bring together key resource persons from each target country, namely a representative from an IFAD-funded project and at least two professional experts selected from the AAS community; (ii) country sensitization and consultation meetings to identify and categorize AAS stakeholders; (iii) AAS stakeholder and institutional analysis undertaken by the facilitators to identify strengths and critical capacity-strengthening needs within the AAS system; (iv) development and validation of proposals for country forum formation; (v) development of the country forum strategy and operational plan; (vi) validation of strategies and operational plans; and (vii) development of multistakeholder institutions.

- (b) **Communication, information and knowledge management (CIKM) for AAS innovation.** Under component 2, the grant will respond to demand by AAS stakeholders in terms of enhancing information and knowledge-sharing for innovation. The following activities will be undertaken: (i) website and virtual platform roll-out; (ii) CIKM needs assessment; (iii) development of CIKM strategies; (iv) support to national AAS innovations; (v) inventory of innovative AAS; (vi) AAS innovation exhibition; (vii) AAS innovation proposal development; (viii) adaptation and testing of AAS innovations; (ix) holding of an innovation marketplace; and (x) partnership with the media and media training. The platform will be encouraged to build operational and sustainable relationships with the media. Targeted activities should aim at involving journalists and encouraging them to report about the platform and its activities.

10. In terms of scaling out operational strategy, the fiscal pathway will be through country forum-led resource mobilization for AAS innovation. The European Union is expected to support the stimulation of the initial country forum activities. This project will create mechanisms through which AAS stakeholders themselves identify the demand/need for innovation, develop proposals and then market them to potential donors. It is expected that, increasingly, proposals from country forums will attract funding from national, bilateral and multilateral programmes.

#### **IV. Expected outputs and benefits**

11. These are the following:
- Demand-driven AAS that are effectively supporting rural farmers and value chain actors in increasing agricultural productivity and food security in a sustainable manner as a result of being better organized, having access to up-to-date knowledge and being part of national, regional and international networks;
  - AAS strategies that effectively address the needs for strengthening and transforming AAS to make them more demand-driven, relevant, efficient and effective;
  - Lessons learned and pools of experts capacitated and used for rolling out of country forum formation to other AFAAS member countries; and
  - More effective capacity of AAS in implementing national CAADP agendas and higher levels of investments in AAS as a result of increased confidence in AAS by smallholder farmers, agricultural value chain actors and policymakers.

#### **V. Implementation arrangements**

12. The grant will have a steering committee, which will be the apex governance organ. It will be chaired by the chairperson of the programme committee of the AFAAS board. The membership will include the chairpersons of the national steering committees (NSCs) and a representative of IFAD. The NSC will be constituted in

- each of the target countries and will consist of the programme committee of the country forum and the relevant IFAD country programmes manager.
13. For effective implementation at the project country level, there will be a national focal person who will also be the national consultant for establishing or strengthening country forums. The focal person's key roles and responsibilities include: (i) acting as the first point of contact regarding the grant at the national level; (ii) facilitating the planning and monitoring and evaluation (M&E) activities of the grant at the country level; (iii) ensuring that project management complies with the AFAAS operational guidelines and timelines; (iv) providing administrative and management support to the NSC; and (v) following up the actions recommended by the NSC. Component 2 of the grant will be implemented under the guidance of a technical advisor responsible for strengthening country forum capacity in information-sharing, knowledge management and communication.
  14. To avoid duplication of M&E effort, project M&E will be embedded in the general AFAAS M&E plan, which is rooted in the general AFAAS results framework. Procurement of goods, works and services in AFAAS is guided by the annual procurement plan, which is approved by the AFAAS executive director and IFAD project management. All procurement activities will be listed in the detailed procurement plan. The procurement plan will be based on the format provided in the AFAAS procurement manual. All procurements (goods, services and consultancies) will be competitive and within the budget, and approval has to be given by the necessary authority as provided for in its procurement procedures. Contracts are drawn for all regular services and are approved by the executive director. Commitments through contracts apply to areas such as consultancy where contracts clearly stipulate the terms of payment and have attached terms of reference. The delivery of goods is accompanied by both a delivery note and an invoice, whereas delivered goods are checked for quality as per the specifications given.

## VI. Indicative programme costs and financing

15. It is proposed that IFAD contribute to the AFAAS strategic plan funding in the amount of up US\$1.0 million.

### Summary of budget and financing plan

(United States dollars)

<i>Number</i>	<i>Type of expenditure</i>	<i>IFAD</i>	<i>Cofinancing</i>
1	Personnel (including professional services and consultancies)	435 000	1 016 000
2	Meetings and workshops	251 000	95 000
3	Travel and per diem	109 000	52 250
4	Equipment	25 000	15 000
5	Knowledge management, reports, publications and advocacy	80 000	688 286
6	Overheads	100 000	156 073
	<b>Total</b>	<b>1 000 000</b>	<b>2 022 609</b>



## Results-based logical framework

	Objectives-hierarchy	Objectively verifiable indicators	Means of verification	Assumptions
<b>Goal</b>	AAS that effectively and efficiently contribute to sustained productivity, profitability and growth of African agriculture for poverty reduction	AAS have sufficient human and technical capacity to effectively support value chain actors in increasing agricultural productivity and food security	National agricultural performance surveys	
<b>Objectives</b>	<ul style="list-style-type: none"> <li>i. Strengthen the capacity of country-level AAS stakeholders in determining own priorities and improving AAS systems</li> <li>ii. Facilitate the availability and accessibility of appropriate and up-to-date knowledge on advisory services from a range of sources in Africa and worldwide</li> </ul>	<ul style="list-style-type: none"> <li>i. Demand-driven AAS that are effectively supporting rural farmers and value chain actors in five countries</li> <li>ii. AAS strategies and policies influenced at the national level</li> <li>iii. Lessons learned and the pools of experts developed in five countries</li> <li>iv. Increased capacity of AAS actors in implementing national CAADP agendas</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline survey</li> <li>• National AAS impact assessment surveys</li> <li>• AAS beneficiary assessments</li> <li>• AFAAS impact assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable general enabling environment</li> <li>• Favourable conditions for agriculture</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>i. Demand-driven AAS that are effectively supporting rural farmers and value chain actors</li> <li>ii. Favourable strategies and policies for effective and efficient AAS</li> <li>iii. Lessons learned and pools of experts developed</li> <li>v. Capacity of AAS in implementing national CAADP agendas developed</li> </ul>	<ul style="list-style-type: none"> <li>i. Five country forums (CFs) established with organizational arrangements and strategic and operational plans</li> <li>ii. Number of national AAS strategies and policies influenced</li> <li>iii. Lessons learned from establishing CFs and supporting AAS innovation disseminated</li> <li>iv. Number of AAS experts engaged in the CAADP processes</li> </ul>	<ul style="list-style-type: none"> <li>• Project and country progress reports</li> <li>• Project M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• Stable AAS development policy environments</li> <li>• Continued public financing of AAS</li> <li>• Capacity to deliver AAS</li> <li>• Availability of appropriate and relevant knowledge and capacity</li> </ul>

	<b>Objectives-hierarchy</b>	<b>Objectively verifiable indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>i. AAS stakeholder and institutional development</li> <li>ii. CF proposal development and validation</li> <li>iii. CF strategy and operational plan development and validation</li> <li>iv. Development of multistakeholder institutions</li> <li>v. Website and virtual platform roll-out</li> <li>vi. CIKM needs assessment and strategy development</li> <li>vii. Supporting AAS innovations</li> <li>viii. CIKM management</li> <li>ix. Partnering with the media</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of meetings held</li> <li>ii. Institutional analysis done in five countries</li> <li>iii. CF proposals developed and validated in five countries</li> <li>iv. CF strategy and operational plans in five countries developed and validated</li> <li>v. CFs established in five countries</li> <li>vi. Number of countries actively participating in the virtual platform</li> <li>vii. CIKM strategy developed</li> <li>viii. Number of innovations supported</li> <li>ix. Learning and sharing events held</li> <li>x. Number of partnerships developed with the media and private-sector actors</li> </ul>	<ul style="list-style-type: none"> <li>• Project and country progress reports</li> <li>• Consultancy reports</li> <li>• Proceedings and minutes of meetings</li> <li>• Project M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement of the national stakeholders</li> <li>• Availability of appropriate and relevant knowledge to support agricultural development</li> <li>• Availability of capacity to deliver AAS</li> <li>• Timely flow of funds and subsequent reports</li> </ul>