

Sasakawa Africa Association
and Sasakawa Africa Fund for Extension Education

ANNUAL REPORT 2015



“Feeding the Future”



About SAA and SAFE

The Sasakawa Africa Association (SAA) concentrates its operations on four country programs in Ethiopia, Mali, Nigeria and Uganda. Previously operated as Sasakawa Global 2000 through a joint venture with the Carter Center of Atlanta, Georgia (USA), SAA served as the lead management organisation while former US President Jimmy Carter and his advisors worked through the Global 2000 Program to provide policy advice to national political leaders in support of program objectives. Funding for SAA comes principally from The Nippon Foundation,

whose Chairman is Mr Yohei Sasakawa and President is Mr Takeju Ogata. SAA was founded in 1986 by Mr Ryoichi Sasakawa, Dr Norman E Borlaug and President Carter.

SAA relies on the Sasakawa Africa Fund for Extension Education (SAFE) – a legally separate organization also funded by The Nippon Foundation – to provide leadership for building human resource capacity in agricultural extension. These two organizations share a common Board of Directors and work together to harmonize and implement their highly complementary agendas.



A visit to Women Assisted Demonstration (WAD) soybean plot in Kano State

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Front page:

Celebrating success with dairy cooperative in Ethiopia

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Report from the Chairperson

Reaching out to farmers

As we near the end of the period of our Strategic Plan (2012-16), I invite you to read these country and thematic reports from the field. You will, I believe, be struck by the extraordinary number of smallholder farmers we have reached in our four focus countries – Ethiopia, Mali, Nigeria and Uganda – not only through SAA but also with SAFE, where nearly 6,000 mid-career extension agents have graduated, or are graduating, with degrees from 23 universities and institutions of higher learning in nine African countries, including Ghana, Tanzania, Benin, Burkina Faso and Malawi, as well as our four focus countries.

These are not simply tenuous contacts with farmers in our programs, but in-depth training that strengthens all segments of agriculture's precious value chain, making farmers aware that farming, however tough, can bring in viable returns and improve livelihoods. Our teams work alongside extension agents and farmers in the field. They are not ashamed to get their hands dirty. But our number one partner is the Ministry of Agriculture in each country where we work, as we must rely on a functioning public extension system to upscale what has been proven to succeed for the smallholder farmer.

The same applies at the SAFE academic level. Through our Supervised Enterprise Projects (SEPs), which are

an integral part of the degree program, the gap between theory and practice narrows. Extension agents, working for their degrees, spend months in the field with farmers, assessing extension needs – and then putting them into practice.

Thus our ability to influence the lives of so many people becomes a valuable tool which, I suggest, few NGOs can match. And this means that we are well placed to assist farmers, and extension agents, in addressing and confronting many of the challenges they must face in a changing environment.

Climate change

One of these, of course, is climate change, which is now affecting our continent with crops, grazing land, trees and livestock wilting under the strain of climatic extremes. Adaptation and mitigation are therefore initial subjects to be addressed, as a priority, by governments working closely with farming groups and communities.

This points to an uncertain future for Africa's farmers as rising populations and stagnating crop production place pressure on scarce government resources. Between 2010 and 2050, the number of young people across Africa is set to more than double, from 126 million to 265 million. Youth unemployment is also unacceptably high with young people



Ruth Oniang'o visits members of Kulgize Birhan Modern Irrigation Cooperative in Almata Raya district, Tigray Region, Ethiopia

Report from the Chairperson

Reaching out to farmers

still streaming into Africa's cities. This has to be one of the most serious concerns for Africa's leaders.

But challenges usually produce opportunities. As the Montpellier Panel, a group of African and European experts focussing on food security, of which I am a member, reports, "the growing urban population and middle classes are demanding more nutrition, varied and processed food, generating new jobs and entrepreneurial opportunities for farm households, rural communities and young people through expansion along the African agribusiness value chain".

A good example of this is the impact being made by our Postharvest and Agro-pressing (PHAP) extension team (Theme 2) and the impetus it gives to women's groups in particular. On the front cover of this report is one such group that we visited in Ethiopia in 2015, which runs a successful butter, cheese and yoghurt processing facility. These women proudly say that their lives are being transformed, their standard of living is rising, and their children are being educated for a brighter future. These activities are being replicated by PHAP in our four focus countries. Indeed, the quality of their products is now good enough to afford them space in the supermarkets of a capital city like Addis Ababa. This is a huge step forward.

One of the most important statements in recent years in African agriculture has been the African Union's Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared prosperity and Improved Livelihoods – with a set of new goals showing a more targeted approach to achieving the continent's agricultural vision of economic growth and poverty reduction.

PHAP at Hawassa

The Malabo Declaration was a central theme of an international conference organised by PHAP at Hawassa University in Ethiopia last June. The conference – opened by Ethiopia's State Minister for Agriculture, Hon Wondirad Mandefro – recognised that "organising women in groups has been very powerful in accomplishing these tasks and realising profits from their once cumbersome processing

activities". The Swiss Agency for Development and Cooperation and the World Food Program also helped to sponsor the event.

Empowering women's groups will certainly remain an objective of PHAP and SAA as we look to the future and the exciting challenges to come. Next year, 2016, we have another defining anniversary – our 30th – when we also acknowledge the vision and courage of our founders all those years ago. We need to seize the moment to focus on our priority targets, our youth and women farmers, to develop the opportunities to grow our agriculture, feed our people and improve nutrition. I believe we are well set to do this.

Finally, let me thank our indefatigable Executive Director, Masaaki (Aki) Miyamoto, and his colleagues in Tokyo, who so efficiently underpin our programs in Africa, to my fellow board members for their wisdom and support, our Managing Director, Juliana Rwelamira, and her hard working team – and finally to the farmers in the field, more than 400,000 of them, who represent our hope for the future.

"On the front cover of this report is one such group that we visited in Ethiopia, which runs a successful butter, cheese and yoghurt processing facility. These women proudly say that their lives are being transformed."

Prof. Ruth Oniang'o is a Kenyan graduate of Washington State University, Pullman, and University of Nairobi. She has taught in Kenyan universities and is Adjunct at Tufts University, Massachusetts. She spearheaded the completion of Kenya's food and nutrition policy, facilitated the establishment of nutrition departments in Africa and has given a voice to these issues internationally. She served in the Kenyan Parliament; founded Rural Outreach Africa, to serve women smallholder farmers; founded African Journal of Food, Agriculture, Nutrition and Development, to highlight African issues. She is Board Chair of Sasakawa Africa Association and Sasakawa Africa Fund for Extension Education, stepping into the shoes of co-founder, the late Dr. Norman Borlaug, who was president of SAA and SAFE. She received the 2014 International Food and Agribusiness Management Association (IFAMA) Lifetime Award and is Vice Chair of Global Forum on Agricultural Research (GFAR). She was recently invited and is now a member of the Board of the Centre for Agriculture and Biosciences International (CABI), which has its headquarters near Wallingford, Oxfordshire, in the UK.

Hon Professor Ruth K Oniang'o
Chairperson of the
Sasakawa Africa Association
Chairperson of the
Sasakawa Africa Fund for
Extension Education,
speaking at Makerere
in July 2014



2015 Management Report from the SAA Managing Director

The SAA team has been focusing on the implementation of activities as set out in the Strategic Plan, 2012-2016. Details of the program implementation are provided in the subsequent thematic sections.

Up to the end of 2015, our SG 2000 Ethiopia Program was implementing seven projects, the highest number ever to be undertaken at one time in one country, with funds from The Nippon Foundation (NF), Bill & Melinda Gates Foundation (BMGF), Promoting Crop Diversification and Advanced Technology (PCDAT) in Tigray (JPP2), Nutrition Maize for Ethiopia (NuME), World Food Program (WFP-P4P), Digital Green and Purdue Improved Crop Storage (PICS) bags. However, three of the projects (BMGF, WFP-P4P and JPP2) have been phased out. Thus, in 2016, SG 2000 Ethiopia will be implementing four projects (NF, NuME, Digital Green and PICS and the Large-Scale Popularization of Potassium Fertilizer use in Ethiopia. This reduction in projects has implications for SAA cash flow and, indeed, on the project staff who have had to leave as a consequence.

Activities

- In mid March 2015, a delegation, headed by our SAA / SAFE Chair, visited the Alliance for a Green Revolution in Africa (AGRA), in Nairobi, to pay a courtesy call on the new President and CEO of AGRA – Dr. Agnes Kalibata. The meeting was cordial but non-committal, as AGRA was undergoing restructuring at the time. But we are sure to be in touch with AGRA at this level again as both organizations recognize fully the importance of smallholder farmers in Africa, and the need to support them.
- Sasakawa Africa Association (SAA) and the Sasakawa Africa Fund for Extension Education (SAFE), in partnership with the Ethiopia Federal Ministry of Agriculture, organized and hosted an international conference on Postharvest and Agro-processing Extension in Hawassa, Ethiopia from 24-26 June. The theme of the conference was ***“Sustained Postharvest and Agro-processing Practices Will Drive Agricultural Transformation in Africa”***. Our Theme 2 (PHAP) spearheaded the conference planning and organization. Other partners in Ethiopia, who participated in the organization of the conference, included the World Food Program (WFP), Swiss Agency for Development and Collaboration (SDC), Food and Agriculture Organization (FAO), and GrainPro (Africa). One hundred and sixty delegates from the host country, Ethiopia, and from other African countries and beyond, attended the conference. It brought together stakeholders in agricultural development to deliberate and interact on ways of adopting and scaling-up good

The vision, mission and strategic goals of SAA

SAA Vision

A more food-secure rural Africa with increasing numbers of prospering smallholder commercial farmers.

SAA Mission

To transform African extension advisory services in partner countries to assure greater family food security, and more profitable participation in commercial activities along the value chain, while respecting natural resources.

SAA Strategic Goals

1. Establish cost-effective Farmer Learning Platforms that improve productivity in smallholder food systems, especially for resource-poor women farmers and those with low levels of technical efficiency, and increase food security and livelihoods.
2. Enable smallholder farmers to capture a larger proportion of the economic benefits inherent in agricultural food value chains.
3. Create Public-Private Partnerships that financially support delivery of extension services for enhanced smallholder agricultural development and enhance profitable market access.
4. Strengthen agricultural extension systems by building capacity of extension professionals and smallholder farmers to accelerate agricultural productivity and credit more competitive value chains.
5. Establish information and knowledge management information systems that enable adaptation, modification and change of technologies and approaches, improve efficiency and impacts, and communicate lessons and best practices for timely evidence-based decision-making.

practices, supported by the necessary policies and infrastructure, to drive agricultural transformation in Africa. The conference was considered to have been a great success.

- During 21-23 October, as Managing Director, I represented SAA at the Feed Africa Conference in Dakar, Senegal, organized by the African Development Bank under the auspices of its new President, Dr Akinwumi Adesina. The theme was “An Action Plan for African Agricultural Transformation”. I was a Lead Discussant on the topic ***“Strengthening farmers’ organizations”*** and presented a paper on that subject.

Program implementation

General Overview

In all four countries, the climatic conditions were unfavourable for a good agricultural season. In Uganda the rains started in mid-March; in Ethiopia rainfall was regular in some parts of the country (South and Central) but in some woredas (districts) farmers could still not plant because of lack of moisture in the soil. In Mali, after an early onset, the rains ceased so that farmers, planting late, had to replant. Similarly in Nigeria the rains were unstable with dry periods.

The four themes (T1, T2, T3 and T5) in the four countries worked hard in 2015 to meet their objectives. In some cases the pace of work was set by queries from our Board of Directors that led to a review of the Strategic Plan 2012-2016 during 2014 and part of 2015. The review included an overhaul of Theme 3 objectives and activities to make them more focused; and a reduction or modification of specific objectives for themes 1, 2, and 5. All themes started implementing the revisions in 2015.

Achieved Outputs

Looking at the achieved outputs for the period 2012 to September 2015, against the planned targets for the entire Strategic Plan period (2012-2016), in over three quarters of the targets established, more than 100% progress has been achieved. I am therefore confident that, by the end of the Strategic Plan, in 2016 most, if not all targets will have been met.

However, the actual impact, in concrete terms and numbers, will have to be established by a systematic evaluation at the end of the Plan period. The above notwithstanding, as we can observe through monitoring,

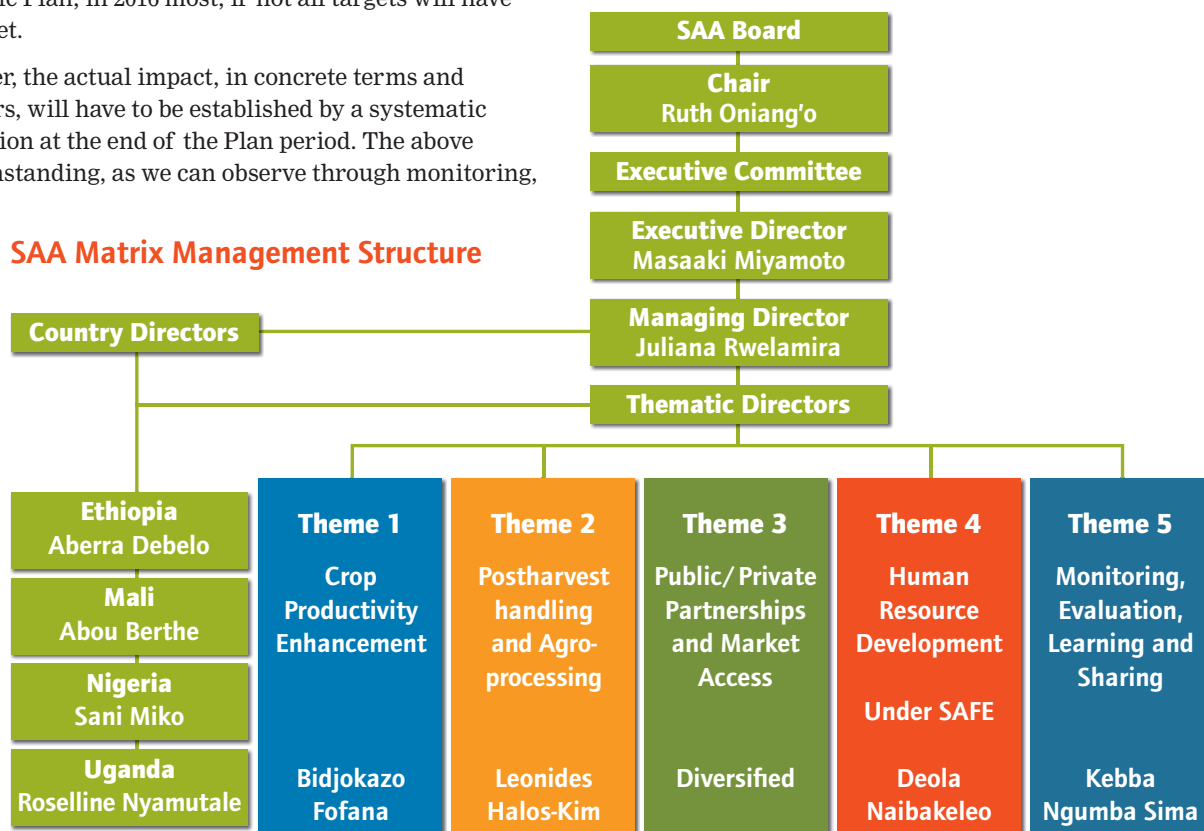
supervisory records and dialogue with farmers, extension agents and our government partners, yields of crops have more than doubled in some areas where we work and the quality of produce has improved tremendously. Moreover, private service provision, especially with threshing, shelling and milling, has been introduced and new innovations are being adopted.

I take great pride on the overall progress we have made with women farmers – as a close study of the following pages of this report will demonstrate. Women farmers, especially in Nigeria and Mali, have been reached - bearing in mind that it was taboo in some communities to ask women to farm and to be visited by male extension agents. This was almost a conspiracy of men against women, which SAA has succeeded in breaking.

In all the four countries, there are functional farmer groups, which were networked and mentored by SAA/SAFE, linked to markets and very visible. Many of them have registered as Farmer Organizations of one form or the other. They are bulking up for inputs and output marketing and some have started saving and credit activities for their members. They are becoming economically viable.

Nevertheless, as indicated, we cannot talk about impact until the evaluation / impact study is carried out. SAA has been striving to become an 'evidence based' organization, and we intend to live up to this claim and produce the results scientifically through independent evaluation.

SAA Matrix Management Structure





Agro-processing training in Dokolo district, Uganda

The Terms of Reference for an external evaluation of the implementation of the Strategic Plan, 2012-2016, have been finalized and recruitment of evaluators is at an advanced stage.

Administration and Personnel issues

SAA staff have grown over the past nearly four years of implementing the Strategic Plan, from a total of 50 employees with only five percent professional female staff in 2011, to 150 employees, with over 35% professional female staff in 2015. The high number of female staff ensures a better, deeper and wider reach to women farmers along the value chain.

But people move on. In December 2014, two Thematic Directors (CPE-T1 & MELS-T5), resigned from the organization. It took time to identify professionals with the right qualifications and experience to take over these positions. We, however, had all the positions filled by November 2015.

At other levels, SAA / SAFE Management recruited a Communication Officer and an Assistant Communication Officer in May 2015. They are based at the Regional office in Addis Ababa. Our new communications team will be expected to handle all aspects of communication for SAA and SAFE, including the four focus countries. However, their work will be guided and or supported by Raitt Orr & Associates of UK, headed by Mr. Patrick Orr, who has been handling communications for SAA / SAFE for many years.

Recruitment of national staff has been ongoing to fill all the positions as required by the core and extra core projects, on time for projects to commence without delay. In Ethiopia, four Program Officers were recruited for

Digital Green and Purdue – PISCS projects. Mali recruited a replacement for the FBO Program Officer in July 2015. Nigeria and Uganda did not recruit new staff in 2015. The ratio of female to male is variable by country, but overall it has shown an increase of 1.5% (towards female) in 2015.

Staff development and growth continues to be supported through the Norman Borlaug Scholarship Fund and through extra core projects, providing short, medium and long term financial support for academic and development studies. One member of staff in Nigeria has finished her PhD studies; one in Uganda has nearly finished, and one staff member in Mali has completed his Masters in Agricultural Economics. Such training opportunities and numerous short courses, conferences and workshops, have raised the self belief and esteem of the grantees, who have also improved their working efficiency. They have expanded their work networks, which is another benefit for SAA-SAFE.

SAA Managing Director, Dr Juliana Rwelamira



THEME 1

CROP PRODUCTIVITY ENHANCEMENT

Technology Intervention Strategy and Management

The objective of the Crop Productivity Enhancement (CPE) theme is to increase agricultural productivity, while strengthening the capacities and skills of farmers and national extension systems. The CPE Theme's technology intervention strategy focuses on establishing simple farmer learning platforms (FLPs) to illustrate scalable and cost-effective production technologies that improve productivity in smallholder farming systems, especially for resource-poor women and vulnerable farmers faced with drought-prone cropping systems.

The FLPs involve setting up demonstrations that include Technology Option Plots (TOPs), Women Assisted Demonstrations (WADs), Production Test Plots (PTPs) and Community Variety Plots (CVPs).

These demonstration plots are used by Theme 1 staff to showcase and rollout promising production technologies, build and strengthen the capacities and skills of smallholder farmers around the demonstrations, and acquaint extension agents (EAs) with innovative and efficient agricultural extension models for effective extension service delivery.

The three main elements of the FLPs are:

1. Organizing needs assessments and feedback meetings with participating smallholder farmers and EAs prior to the onset of cropping seasons.
2. Carrying out field demonstrations on promising technologies in farmers' fields as group learning tools for smallholder farmers and national partner extension service providers.
3. Implementing training sessions for EAs and farmers at least three to five times during the cropping season.

In 2015, the CPE Theme has consolidated its intervention program and expanded its portfolio through additional core projects (Table 1). A new CPE Theme Director has been hired, while additional permanent support staff and short-term consultants have been hired in Ethiopia, Uganda and Nigeria to support and sustain the heavy workload associated with an expanding portfolio of activities and the related technology site expansion.

Implementing farmer learning platforms, constraints, achievements and success stories

In 2015, some regions were subject to dry spells, floods and early cessation of rainfall. These resulted in the late start of activities, delayed some demonstrations and low crop yields in certain zones, particularly in Ethiopia and Nigeria.

The unstable socio-political situation in northern Mali, due to renewed fighting, and the non-release of funds from FMARD in Nigeria, negatively affected input procurement



Millet demo plot host farmers

and distribution, slowing the establishment of FLPs and implementation of training for smallholder farmers and EAs.

Participatory needs assessments were conducted as part of the community entry process in 19 parishes of nine districts in Uganda, 36 villages in Mali, new communities in Nigeria and 21 Kebeles (sub-districts) in Ethiopia. Farmers and Community-Based Facilitators (CBFs) were selected to participate in the FLP activities. Priority crops, promising technologies and efficient crop-management methods, as well as related knowledge gaps and training needs, were identified in consultation with the farmers and EAs. Detailed training plans were prepared and implemented accordingly.

Pre-, mid- and end-season training was conducted, together with procurement of inputs and establishment of the FLPs. A total of 90,000 EAs, CBFs, local policy-makers and opinion leaders were trained in FLP fundamentals and innovative extension models to strengthen the weakening national partner extension networks, as well as to remedy the high turnover and unreliability of EAs directly involved in the implementation of FLPs (Table 1).

FLPs were established and agricultural inputs (quality seeds, fertilizers and pesticides) were acquired, according to plan. Farmers' limited access to quality inputs, due to poor commercial linkage between smallholder farmers and input dealers, has long been a constraining factor for technology adoption. Nevertheless, the teams were able to acquire inputs and distribute them to partner extension service providers for field demonstrations as planned.

In total, 549 TOPs, 1,602 WADs, 151 CVPs and 12,678 PTPs have been implemented. The teams tested additional promising technologies such as seed priming technology, seed multiplication plots and Quality Protein Maize (QPM).

The crop yields in FLPs were superior to those obtained using the recommended "best-bet" agricultural practices at national level (Figure 1).



Among the success stories from recent months:

- Farmers in the desert margin zones (Mali and Nigeria in particular) have reported seed priming to be superior to unprimed technology, in terms of early emergence, vigour and tolerance to drought. They have also been enthusiastic about adopting the practice.
- Community-based seed multiplication significantly increased quality seed production and created awareness on the benefits. This stimulated more demand for quality seeds of priority commodities (e.g. maize, rice, cowpea, teff, groundnuts) at community level.
- Efficient and innovative extension models and tools (CBFs, indigenous EAs, mobile training truck) were successfully used to implement cascade-down training schemes in areas with weak national extension networks and poor service delivery.
- The team in Uganda partnered with the Victoria Seeds and NASECO companies to jointly implement community seed multiplication and for leveraging funds.

Mainstreaming climate-resilient agriculture for vulnerable smallholder farmers

A wide dissemination of climate-smart technologies could alleviate SHFs' exposure to natural hazards and shocks occurring in drought-prone farming systems.

The adoption of drought-tolerant varieties, seed priming, water- and fertilizer-saving technologies (fertigation, fertilizer deep placement, drip and supplementary irrigation, micro-dosing, etc.) and conservation agriculture (minimum tillage, mulching, soil and water conservation

measures, etc.) could improve smallholder farmers' resilience and ability to adapt to climate change.

With funding support from Nippon Foundation and other donors, such as the Alliance for a Green Revolution in Africa (AGRA) and BMGF, the CPE Theme and its partners have used FLPs and matrix management concepts to take cost-effective and productivity-increasing technologies (the production and use of high yielding varieties, efficient fertilizer application methods, seed priming, etc.) to thousands of smallholder farmers. Participating farmers received this input enthusiastically, as they were able to increase crop yields by at least 30%.

The above notwithstanding, recent growing water scarcity and recurrent climate irregularities threaten agricultural productivity raising the spectre of food insecurity. Consequently, alleviating poverty will not be possible if climate change and its negative effects on the poor are not accounted for and managed in SAA's development and poverty-reduction strategy. Managing the impact of climate change on crop productivity and enhancement, and poverty alleviation should be integrated as a core priority in SAA's policy, project design and implementation.

The way forward

Fast progress in crop productivity enhancement and poverty alleviation will require climate-resilient technology promotion along with the essential human capacity building and supportive innovative extension models in the Farmer Learning Platform concept. Overall, there is a need to break new ground in SAA's technology intervention strategy focusing on three main pillars:

1. Mainstreaming climate resilient agricultural development to sustainably enhance crop productivity.
2. Innovating and consolidating the weakening national partner extension networks and poor service delivery in knowledge dissemination and SHFs' linkage to sustainable input and output markets.
3. Intensifying human capacity building of, and for partner national extension bodies in climate change and innovative extension models.

Figure 1. Summary of FLPs-Activities, Key Successes and Challenges

Country	Ethiopia	Mali	Nigeria	Uganda	Total
External projects	BMGF NuME	None	WAAPP/FMARD FtF USAID/Market SAA-AGRA	K+S aBi -Trust	
Activities					
FLPs					
Number of TOPs	81	120	90	258	549
Number of WAD	243	360	225	774	1,602
Number of CVPs	27	50	-	74	151
Number of PTPs	1,113	6,570	1,125	3,870	12,678
Number of SMP	-	10	-	93	103
Number of QPM	195	-	-	-	195
Number of SP	27	50	-	-	77
Capacity building					
Number of trained EAs	679	104	312	237	1,332
Number of trained farmers	3,306	5,272	65,375	14,625	88,578
Number of field days (FD)	33	120	123	10	286
Number of FD participants	84,140	8,733	12,771	2,221	107,865

TOP Technology Option Plot, WAD Women Assisted Demos, CVP Community Variety Plot, PTP Production Test Plot, SMP Seed Multiplication Plot, QPM Quality Protein Maize, SP Seed Priming

THEME 2

POSTHARVEST AND AGRO-PROCESSING (PHAP) EXTENSION

Theme 2 continues to adapt its strategies to reflect feedback from users and is aiming to scale up good PHAP practices. Farmers and agro-processors have appreciated the benefits from the use of improved postharvest handling and storage technologies, and the creation of agro-processing enterprises.

Our country programs have received full support from our partners. In Ethiopia, the creation of the Directorate of Agricultural Mechanization, within the Ministry of Agriculture and Natural Resources (MANR), has signalled a broadening of focus from subsistence farming to include mechanized farming, postharvest handling and agro-processing. Mali's government is mobilizing the private sector to meet farmers' need for greater mechanization and has given priority to postharvest issues. SG 2000 was appointed member of Technical Commission for Cereals and Derivatives of the Malian Agency for Standardization and Quality Promotion.

The government of Nigeria has placed PHAP in its priority development portfolio and is mobilizing relevant government agencies to support its implementation in more local government areas (LGAs). In Uganda, the role of the Ministry of Trade, Industry and Cooperatives (MTIC) has developed its association with agricultural development, in terms of quality control, product standardization and certification.

PHAP Strategic Outputs (2012-15)

Monitoring activities and outputs in 2015 indicated that the team is on course to achieve the planned strategic outputs for the 2012-16 period. The number of field days is likely to increase if the Federal Ministry of Agriculture and Rural Development (FMARD) project in Nigeria continues through 2016.

The program is constrained by a lack of extension staff from the ministry, but the team is teaching lead farmers, community leaders and service providers to become trainers in order to reach more farmers. It is still recommended that the ministry increases the number of extension staff, particularly for postharvest and agro-processing, in order to scale up their activities.

The establishment of new Postharvest Extension and Learning Platforms (PHELPS) will be discontinued, however those already established will continue to be monitored. The concept needs to be integrated in the national extension program strategy to be effective. More sensitization at the policy-making level is needed, using lessons learned over three years of implementation.

PHAP 2015 Implementation: lessons learned

1. Developing Agro-processing Enterprises

The introduction of improved machines and equipment in the last three years facilitated the establishment of agro-processing enterprises for rice, maize, cassava, fonio and groundnuts, as well as milk and animal feeds. Processors reported improvement in the quality of products and increased income.

For example, in Uganda, cassava chip production is providing processors with an income of around 421,200 Ugandan Shillings (roughly \$150) per ton of cassava processed. In Mali, a notable feedback was that the introduction of the fonio decorticator in Kamba Village which reduced the drudgery of pounding had encouraged farmers to produce more fonio – an important food crop for Malians, the production of which is falling gradually because of the difficulty in processing. In Nigeria, the introduction of the rice de-stoner gave an edge to rice processors using it, enabling them to push for a higher price for their parboiled rice.

The success of an enterprise also depends on many more factors, such as adherence to quality standards, product presentation and hygiene. In terms of management, groups have to be trained in leadership, cooperative management, record keeping and financial management, which is being done in collaboration with Theme 3.

In Ethiopia, where many rural processors are illiterate, a home-based-literary and numeracy program coordinated with the Organization for Women in Self Employment (WISE), and supported by the Gender Project of the World Food Program, was found to be a good model to empower women pursuing agro-processing enterprises.

The program provides a learning platform for illiterate group members carrying out household chores and agro-processing. The first program was passed by 40 of 57 women. Women's empowerment is supported by gender sensitization workshops, which is strengthening family support to women agro-processors.

2. Private service providers (PSPs) flourish

Private service provision is a strong program strategy which reduces constraints on farmers imposed by the high cost of technologies. SAA has helped more PSPs, including women and youth groups, to invest in machines to provide services to farmers and processors.

In Ethiopia, 50 youth groups of 154 members from 10 Woredas (districts) were trained and are now providing teff- and maize-shelling services. The Biqiltu women group in Diga Woreda have also acquired a maize sheller, and reported an income of 10,406 Ethiopian Birr (\$520) in one month's operation alone.



3. Hermetic storage adoption and scale up

Hermetic storage using Purdue Improved Crop Storage (PICS) bags, Supergrain (SG) bags, metal silos and plastic tanks has been demonstrated to eliminate insect infestation for over a year of storage, maintain good quality of stored grain (maize, sorghum, millet, cowpea) and provide practical and safe control of aflatoxin in stored products.

Ethiopia received a one year grant from Purdue University to scale up the promotion of PICS bags to reach 157,750 farmers from 3,155 villages, while Uganda reported farmers had purchased and are using SG bags (2,811), PICS bags (2,149), and plastic tanks (366). Some farmers have also adapted jerry cans to store seed grains. The PHAP team is linking the farmers to suppliers of hermetic storage facilities.

4. Field days and demonstrations

In addition to village demonstrations, PHAP technologies were also featured in national and regional agricultural events, such as national farmers' festivals, agricultural shows, and product bazaars. This is helping to reach more stakeholders and boosting support from policy makers.

Moving on

In the next SAA strategic plan, PHAP will: strengthen the development of more off-farm enterprises with particular emphasis on women and youth economic empowerment; support more private service providers to provide farmers/producers with access to important technologies; and promote best practices for quality control, nutrition and food safety.

Improving postharvest management has become an internationally recognised issue that will lead to increased food security, and improved livelihoods. To achieve this, financial, infrastructural and policy support must be in place and farmers must not slip back to antiquated farming methods. A strong commitment from leaders is needed to push the adoption and scaling up of the most effective practices.

Our partnership with governmental and non-governmental development and extension agencies is being strengthened, absorbing recommendations from the 2015 PHAP conference. This should make it easier to scale-up best practices in postharvest handling, storage and agro-processing to reduce losses, provide good quality food to farming communities and provide more options for increasing the income of smallholder farmers.

PHAP stakeholders discuss future steps at SAA conference

In June 2015, SAA-SAFE organized a conference on PHAP extension to discuss how to extend gains made by the organisation and its partners over recent years. The three-day conference, supported by funding from the Swiss Agency for Development and Cooperation (SDC) and The World Food Program (WFP), was held in Hawassa in the SNNPR of Ethiopia. It was attended by 158 participants representing a wide range of national and international organizations, including universities, agricultural institutions, NGOs, government agencies, private sector technology and service providers, farmers and agro-processors.

Plenary discussions on PHAP issues were backed by experience-sharing and learning dialogues with stakeholders involved in postharvest programs of SAA/SG 2000 and other development agencies, such as farmers, processors, service providers and extension agents.

The conference called for integrated action from actors across the value chain to improve PHAP provision. Major recommendations included:

- Establishment of a reliable postharvest loss estimate to guide program development in Africa.
- Review and consolidation of databases of existing postharvest technologies by country to help decision making and reduce duplication of effort.
- Support for initiatives to promote food safety such as Mycotoxin awareness campaign.
- Adoption of PHAP extension strategies that encourage technology adoption, such as development of off-farm rural agro-processing enterprises, the promotion of private service providers, and encouraging entrepreneurship among youth.
- Strengthening the human resource base for postharvest extension workers through specialized programs and an intensified campaign to increase enrolment of female students in agricultural extension and postharvest management.
- Leveraging funding for postharvest projects for NGOs and the private sector.
- Coupling interventions at the grassroots level with intervention at policy level to ensure support for smooth program implementation.

THEME 3

PUBLIC PRIVATE PARTNERSHIPS AND MARKET ACCESS (PPP&MA)

Recent months have been a period of change for the Public Private Partnerships and Market Access Theme. Following recommendations finalised at a workshop held in Kampala in December 2015 at the request of the SAA board, Theme 3 is refocusing and streamlining its activities. The Theme has reduced its specific objectives from five to three and cut its activities from 22 to 11.

The three specific objectives are:

1. Development/promotion of revenue-generating models to make smallholder agricultural extension/advisory services more scalable and sustainable.
2. Support for the emergence and development of Farmer Organizations (FOs) capable of securing the needed information, inputs, credit and access markets.
3. Support for partner FOs engaged in viable business opportunities in partnership with service providers.

PPP&MA was without a Theme Director during the year. Staff comprised a Regional Program Officer (RPO), Four Theme Coordinators (One per country), 10 Program Officers: three in Ethiopia, one in Mali, four in Nigeria and two in Uganda.

Achievements in 2015

Ethiopia

Inter-theme collaboration and partnership with various organizations such as the Ministry of Agriculture and Federal Cooperative Agencies helped implementation of SAA/SG2000 projects.

Nine forums were organized at national and Woreda levels to address practical project implementation arrangements with a total of 1,092 participants (Male 961, Female 131). A database of Public Private Service Providers (PPSPs) was established, to be updated yearly. 11 networks of producers, suppliers and consumers were created.

4,913 million tonnes was already supplied to market chain actors in the project areas. A document indicating FO capacity gaps was updated. Five training sessions were conducted for commercially oriented farmers to address needs, reaching over 5,000 farmers.

18 women and youth groups were trained on governance and group dynamics and 11 were trained in agribusiness. A market study was conducted for FOs and 37 business plans were developed to establish enterprises and Commodities Associations (CAs). Five collective action models were developed and adopted: 54 FOs accessed credit, and 25 Village Savings and Loan Associations (VSLAs) were established and strengthened.

Mali

Theme 3 activities in 2015 took place in a context of good harvests with good supply to grain markets.

A database of PPSPs was established and multi-information exchange forums for stakeholders were organized.

Participants were representatives of partners in the public and private sectors. Networks between SAA partners were established. Three intermediation workshops were held with 160 farmers linked to different value chain actors.

A national cereal stock exchange, partially sponsored by SAA, was held in Ségou with participants from 12 FOs.

Two revenue generating models were adapted: a CAT model and a B2B model, under which multi-actor networks were brought together through intermediation workshops to improve linkages between producers and other value chain actors. Trainer of Trainer (TOTs) sessions were conducted in Bla, with 12 trainees (male 10, female 2) to build capacity of Extension Agents (EAs) in cooperative management.

Four training sessions were held on governance of FOs and business management for 8 women groups and 4 youth groups involved in agribusiness. 240 leaders, including 160 women from 12 FOs, participated in the training. Business plans were developed for the five platforms of a Farmer-based Organization (FBOs) project.

Six FOs from the villages of Selingué, Niamala, Fanidiama, Kolonto, N'Golognianasso and Sirimana were able to secure credit. A total of 2,061 farmers received \$217,000 in all, with each farmer receiving an average of \$105.

50 VSLAs established in the districts of Fana and Bla were assessed.

Nigeria

SAA's work in Nigeria is building on agriculture policies recently adopted by Nigeria's Federal Government, which have contributed to the improving yields for smallholder farmers. The Association assessed progress at its 2015 Annual Review and Planning Workshop, held at ABU Zaria, with 120 participants from SAA/SG2000 public and private key-partners.

- Six Commodity Association Traders (CATs) were evaluated on their past performances, and trained in agri-business. Various models (out grower scheme, supply contract, etc.) were adapted and promoted;
- 182 farmers' groups were assessed to identify their capacity gaps in accessing services and markets.
- 195 lead farmers (males 166, females 29) were trained on group dynamics and collective action in Kano, Jigawa and Gombe states.

Trainings were conducted for 13 women and youth groups and 12 service providers. Workable models were adapted and promoted to support partner farmer groups on collective activities. 30 VSLA groups were trained on financial mobilization and savings and loans management.



Uganda

Three projects were carried out under Theme 3 in Uganda: Nippon Foundation (NF), Growth for Uganda (GFU/K+S), and Farmer Based Organisations (FBOs).

The 2015 planning meeting was attended by 80 participants from SAA/SG2000's key partners in the public and private sectors. Annual General Meetings were conducted together with Theme 2, where participants included district officials, politicians and MPs.

A database of PPSPs has been put in place and will be updated yearly. Trainings on group management were arranged for 175 executive leaders from 35 FBOs.

Market information alerts provided by the AgriNET company to Community-based Facilitators (CBFs) and CATs were sent by SMS text messages twice a week, showing the quality, price, location and contact of eligible input suppliers and output buyers.

TOT on Institutional development was conducted for 43 participants and 245 group leaders from 35 groups under the FBO project. Training of 35 local input dealers was done in safe use and handlings of pesticides.

Current models being strengthened include Trader-VA-Farmer-Input Company-stockist dealer, Bulking-Aggregation and VSLA. TOT training of group methodology for VSLAs was conducted for 45 CATs and 153 farmer-leaders (males 109, females 44).

Theme 3 global outputs and targets achieved 2012-15:

An annual review and a planning workshop were held in Abuja, Nigeria, in December, 2015. Theme 3 Concepts and Procedures were produced and validated.

Four lists of PPSPs, four databases of PPSPs, four Networks and four Inventories of FOs were established.

16 national stakeholder forums were organized, while 16 Reports of FOs capacity gaps assessment and four market study reports were produced. Four borrower guides and four capacity development strategies were created.

148 viable business plans and 20 revenue generating models were developed, while 22 collective action (workable) models were developed, adopted and promoted.

82,373 million tonnes of grain were marketed collectively by FOs. 92 training sessions of FOs were held and 86,692 farmers were trained on farm productivity and income improvement. Among FOs, 106 were trained on financial/credit management and 96 on market needs and standards. Among women and youth participants, 200 were trained on agribusiness/entrepreneurship and 217 on governance. 370 VSLAs were established and 361 FOs were able to access credit. 49 entrepreneurs were trained on the market (needs and standards), while 104 entrepreneurs were trained on financial and credit management.

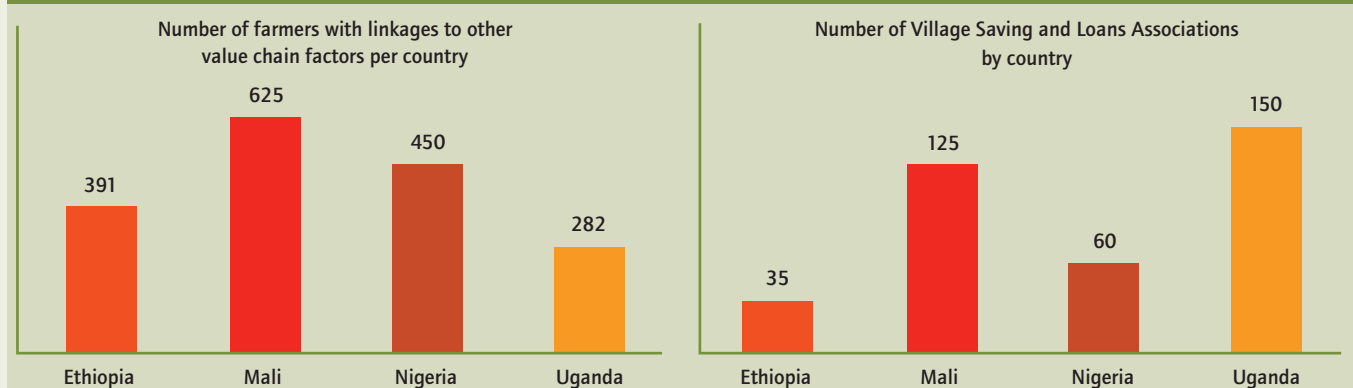
Success in meeting objectives: Theme 3 is on course to meet the objectives of the SAA Strategic Plan (2012-16). Figure 1 shows we have achieved many of our output targets and are close to achieving others.

Relations with SAA country programs: In 2015, Theme 3 staff were involved in national stakeholders forums. All Country Directors were involved in the Theme's annual review workshop and the Theme 3 Concepts and Procedures production and validation process. Theme 3 country teams were managed by Country Directors in association with the Theme 3 RPOs and the SAA regional offices.

Relations with donor organizations: In 2015, Theme 3 staff were involved in the implementation of various extra-core projects with main funding donors as follows: a Bill & Melinda Gates Foundation project in Ethiopia, Alliance for a Green Revolution in Africa (AGRA) projects in Mali and Nigeria and a project with German fertilizer firm K+S in Uganda.

SAA has also been working to facilitate better access to agro-inputs for CATs. Companies including Balton, NASECO, Pearl Seeds, Victoria Seeds, Farmers' Support Services and Grow More Seeds have facilitated access to inputs to a total value of \$19,230.

Figure 1: Theme 3: Global outputs and targets achieved 2012-15



Note: A high number of FOs accessed loans in Ethiopia, due to the specific support from the of BMGF project, which facilitated loan and credit access from food security programs.

SAFE/THEME 4

SASAKAWA AFRICA FUND FOR EXTENSION EDUCATION

Ethiopia

Launching of the pastoral-oriented mid-career program at Jijiga University

Jijiga University launched a pastoral value-chain oriented BSc program for mid-career extension professionals in November 2015. Sixteen students, 11 men and five women, have been admitted for the first intake. Semera University plans to launch the program in the 2016 academic year. The launching of the pastoral-oriented program was widely welcomed because the existing mid-career curriculum is weak on pastoral issues. This program will produce graduates who can now help Ethiopian pastoralists find solutions to their specific problems.

The University has signed a Memorandum of Understanding with the Somali Regional Government. The University has a fully-fledged Department of Rural Development and Agricultural Extension which hosts the SAFE mid-career program.

Pastoral-oriented instruction materials writeshop

The new pastoral-oriented curriculum includes 19 courses for which instructional materials have to be developed. A writeshop was conducted in December for the first ten courses. The writeshop was attended by 20 instructors from Jijiga and Semera Universities (two writers per course). The instructors first received training from an instructional material development expert and then started to produce their own materials.

Launching of Summer Program

Following the demands from some regions to have summer degree programs for their staff, Arba Minch University, in the south of the country, started a 'summer program' in October with 33 students (26 men and seven women). Arba Minch University is therefore the first university to launch a 'summer program' in Ethiopia. Two more universities (Hawassa and Jimma) are in the process of having their 'summer program' approved by their respective senates.

Five of the six universities in Ethiopia held successful graduation ceremonies in July. The sixth, Jimma University, will graduate its first intake next year. Wollo University graduated its first intake. The most impressive results came from Mekelle University. From a graduating class of 39, 26 achieved a distinction which included six Very Great Distinctions; six Great Distinctions; and 14 Distinctions (including two women). This was a hugely successful result.

Nigeria

The concept of the "Enterprise Center" is being gradually adopted by partner institutions. The concept encompasses the notion of the "enterprise incubator center" which allows for greater value chain enterprise development. Following this new direction, Adamawa State University has identified aquaculture and apiculture/bee keeping enterprises, with the University of Ilorin selecting locust bean, fish packaging and juice production to be its major value chain enterprise component. Bayero University (BUK) decided on orchard and animal slaughtering and

meat processing enterprises, while Usmanu Dan Fodiyo University Sokoto (UDUS) opted for a solar drying meat processing and a kilishi (dried powdered meat) making machine.

A professional exchange visit was organized for UDUS staff to the University of Cape Coast (UCC) in Ghana. Participants included the Vice Chancellor and the Deputy Vice Chancellor (Academic), the Federal Director and Deputy Director of Agricultural Extension (FMARD), the Dean of the Faculty of Agriculture, lecturers and administrative officers. The objective of the visit was to learn about UCC programs and take home lessons for the implementation of the new program in Nigeria. To that effect, the key components of the program at UCC were presented and discussed. A similar learning in-country visit was organized for UDUS at the University of Ilorin (Nigeria).

A workshop (Training of Trainers) on adult education was organized in May 2015 for 37 lecturers in the Faculty of Agriculture of UDUS since most of them are involved in lecturing the mid-career students. The workshop explained the principles of adult learning in the context of mid-career program implementation, with advice provided for design as well as the facilitation of adult training programs.

Mali

The new program at the University of Ségou made good progress with its first batch of students. The E-learning project for SAFE partner institutions in Francophone countries started in 2015 in Mali. Mali has played a key role in this project. Ten online training courses have been developed. In addition, a project proposal was submitted to Modernizing Extension and Advisory Services (MEAS) for funding a pilot e-learning class.

Regional activities

Annual Retreat

The annual staff retreat was held in Kampala, Uganda, on 24 and 25 July. The agenda items, presentations, and discussions at the retreat mainly focused on: enrollment, graduates, Supervised Enterprise Projects (SEPS), curriculum development, alumni, program expansion, and partnerships with Government. It also discussed, in depth, regional activities, Farmer Based Organizations (FBOs), and Theme 4 collaboration with SAA.

The retreat discussed the implications of the 2016 Tokyo International Conference on African Development (TICAD V1) in Nairobi and The World Food Prize in Des Moines, Iowa (USA), later in the year. The issue of establishing hubs for SAFE programs was also discussed. It was agreed to strengthen and use the better programs as hubs. The retreat recommended that strengthening FBOs be given more emphasis in terms of training for capacity building.

Regional Technical Workshop for East Africa

The East Africa Regional Networking Workshop was organized in Kampala on 27 and 28 July. Sixty participants were drawn from the Universities and Ministries of Agriculture from Ethiopia, Malawi, Tanzania, Uganda and Ghana.



Workshop theme

Supervised Enterprise Projects: An opportunity for actualizing the value chain concept in the BSc program for mid-career extension professionals

Background to the workshop

The challenges faced by smallholder farmers in their efforts to enter the cash economy are daunting. Farmers need strong support from well-trained agricultural extension professionals with the appropriate and relevant knowledge and skills to drive forward the agricultural modernization process. Currently, smallholder farmers in the region are not benefitting fully because of the lack of value-addition to their agricultural produce. This is partly because extension services focus on improving production and productivity and abandon farmers at harvest time.

University training has a strong production orientation which consequently leads to extension students being trained with a predominant emphasis on production. The situation is therefore self-reinforcing – the extension service's production focus influences training at universities; and training at universities decides what extension is capable of doing – with the result that extension staff are not trained to provide advice beyond production.

To break this cycle, employers need to articulate their needs involving the entire value chain and in ways that universities can easily translate into curricula. The role of universities is to ensure that the wheels of agricultural production, and its relationship with the entire value chain, are well oiled and the necessary knowledge and skills are provided.

During the past five years, several universities have taken steps to ensure that their curricula have an adequate value chain orientation.

Purpose of the workshop

The workshop provided a platform for both employers and universities to review their progress towards the value chain orientation.

Specific objectives

For employers to:

- share their experiences with extension staff development for value chain-oriented extension; and,
- present their expectations to universities regarding their extension staff development needs.

And for universities to:

- share their experiences with the mid-career program; and,
- present updates on progress towards implementing the value chain-oriented curricula and the extent to which students have been able to embrace the value chain orientation in their SEPs.

Outputs from the workshop

Documented experiences on the mid-career program in general and on value chain orientation in particular.

The workshop deliberations were organized around the following key issues;

- Delivery is still generally biased towards production.
- Most of the SEPs are oriented to crop production.
- Mindset on production and productivity by lecturers in the host department and support departments.
- Lack of resources and absence of budget for SEPs from some of the employers.
- The complexity of some Value Chains.
- The decline and/or the absence of support to the programs by the concerned Ministries.

As a way forward, the following recommendations were made by the participants.

1. Organize refresher or short courses to reorient the focus for Value Chain for lecturers.
2. Retool the lecturers to teach beyond production.
3. The SEPs proposals should clearly indicate the objectives on production, value addition and marketing.
4. The universities should lobby and seek meetings with political leaders to influence policy and make extension visible.
5. The ministries concerned should continue to finance the program as an in-service training program.

Francophone Workshop on mainstreaming value chain concepts to SAFE programs

The SAFE Francophone network gathered together 15 representatives from West African institutions in August at the Songhai Center in Porto-Novo (Benin).

The objectives of the workshop were to:

1. Analyse the implementation strategies of the Value Chain approach to SEPs;
2. Analyse the status of the development of teaching materials, database development, and the distance-learning project.

Highlights of the workshop

In relation to the Value Chain oriented SEPs:

1. There was a consensus on mainstreaming of the Value Chain in the SEPs.
2. Participants agreed that an interdisciplinary team should supervise SEPs.
3. Participants agreed to develop a handbook on the SEPs process.

Collaborative modules development – participants agreed that:

1. There was a need to cross edit and analyse manuals already developed and plan new ones.
2. Find means to disseminate the manuals developed and approved by the countries concerned.

3. Online posting should avoid plagiarism.
4. Validation workshop should be planned to ensure that the manuals meet the shared quality standards set by the SAFE network.

Alumni Associations

Alumni associations continued to participate in SEPs supervision. In addition, the associations helped in the collection of graduates' tracer information in their respective countries. Alumni associations in Ethiopia, Nigeria and Mali have participated in curriculum review workshops. They were instrumental in facilitating networking among SAFE graduates.

SAFE provided financial and technical support to 14 alumni associations during 2015. More than 25 alumni members were supported for their participation in professional and networking workshops in order to upgrade their professional qualifications and foster their networking skills.

In 2015, two new alumni associations were established in Ethiopia (Wollo and Jimma). There were 16 active Alumni associations in nine program countries in 2015. All associations planned to increase revenue from membership fees to cover office expenses and update the database of the mid-career graduates.

Farmer Based Organizations (FBOs)

The implementation of the capacity development project for FBOs in Ethiopia, Mali, Nigeria and Uganda recorded good progress in 2015.

So far, 49 training manuals have been developed in areas of knowledge and skills in business, entrepreneurship, group development and management, and, enterprise-specific financial management. Of a total of 52 modules, 15 were developed in 2015 and over 12,720 FBO members trained in these subjects in 2015. Twenty-eight field visits were organized and attended by 3,780 members in the four focus countries. In addition, 5,000 brochures and posters were developed and distributed to farmers.

The amount of savings among all farmer groups has increased dramatically. For example, one FBO in Ethiopia has collected savings of US\$120,000 in 2015 compared to US\$70,000.00 in 2013. The groups were able to give credit to their members – while encouraging their members to use the funds borrowed for development purposes.

The project has played a key role in linking farmers to markets. Many farmer groups are now able to seek out alternative market outlets that generate a premium price for their produce. They have been able to enter into contractual agreements with buyers and sell their produce competitively.

The project has facilitated relations between financial institutions and FBOs to ease loan access. As a result, two FBOs in Nigeria have received a financial loan from two Banks in Kano and Jigawa states. Four FBOs in Ethiopia

have been given a loan by the Development Bank of Ethiopia in Oromia.

The project has introduced competition between groups. This has encouraged the groups to strive to do better as they aim for recognition – and standards rise as a result. In 2015, the project has provided awards for the 12 best performing FBOs.

The project has also helped farmer groups with physical disabilities. Three hundred physically disabled farmers in Nigeria have been organized into two groups and received training in group dynamics and enterprise management. Technical support was also provided on their crop production plots through the Disabled Assisted Demonstrations (DAD).

Some SAFE students conducted their Supervised Enterprise Projects (SEPs) with FBO farmers. This has greatly contributed to finding relevant solutions to farmers' problems as well as strengthening the capacity of the FBOs. It demonstrated synergy between the FBO project and SAFE which augurs well for the future.

SAFE Student Statistics: 1993 to 2015, as of December 2015

Mid-career BSc and Diploma Courses	Graduated	Current	Total
University of Cape Coast, Ghana (B.Sc.)	529	41	570
Kawadaso Agric. College, Ghana (Diploma)	561	29	590
Haramaya, Ethiopia (B.Sc.)	492	111	603
Hawasa, Ethiopia (B.Sc.)	205	67	272
Makerere, Uganda (B.Sc.)	372	175	547
Sokoine, Tanzania (B.Sc.)	892	63	955
IPR/IFRA, Mali (Maîtrise)	189	101	290
Samanko Center, Mali (Diploma)	172	88	260
Ahmadu Bello, Nigeria (B.Sc.)	150	66	216
Bayero University, Nigeria (B.Sc.)	155	75	230
Abomey-Calavi, Benin (B.Sc.)	138	59	197
Bobo-Dioulasso, Burkina Faso (B.Sc.)	84	49	133
Lilongwe University, Malawi (B.Sc.)	103	47	150
Bahir Dar University, Ethiopia (B.Sc.)	63	93	156
Adamawa State University, Nigeria (B.Sc.)	24	75	99
Illorin University, Nigeria (B.Sc.)	11	46	57
Mekele University, Ethiopia (B.Sc.)	79	87	166
Wollo University, Ethiopia (B.Sc.)	29	82	111
Jimma University, Ethiopia (B.Sc.)	27	84	111
University of Ségou, Mali (B.Sc.)	0	23	23
Usmanu Danfodiyo Univ., Nigeria (B.Sc.)	0	17	17
Jijiga University, Ethiopia (B.Sc.)	0	33	33
Arba Minch University, Ethiopia (B.Sc.)	0	16	16
Sub-Total	4,275	1,527	5,802
SCHOLARSHIPS	Graduated	Current	Total
Diploma	6	-	6
B.Sc.	33	-	33
M.Sc.	60	1	61
PhD	8	6	14
Sub-Total	107	7	114
Grand Total	4,382	1,534	5,916

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

Theme 5 provides technical support, training, and guidance to program staff and senior management to enhance effective implementation, monitoring, evaluation and reporting on program activities across the four SAA countries.

Evidence-based information is provided on program performance and quality, lessons learned, challenges and the way forward.

A new Theme Director was recruited in October 2015. A new Program Officer (PO) was also recruited for Ethiopia. In Nigeria, one National Youth Service Scheme trainee and three internship students were also brought on board.

Baseline surveys and needs assessments

Baseline surveys were carried out in all four SAA countries. A pre-needs assessment was carried out on new core project implementation areas in Ethiopia, while the baseline survey was carried out for Farmer-based Organizations (FBOs) and core project sites.

In Mali, the baseline survey was carried out in Kayes Region. In Nigeria, it was carried out in Anambra, Benue, Calabar and Katsina for the agriculture ministry (FMARD) project and in Kano and Kaduna for the Alliance for a Green Revolution in Africa (AGRA) project. For Uganda,

Theme Director:
Dr Kebba Ngumbo Sima



the baseline survey was carried out in new intervention sites with Nippon Foundation funding.

In all countries, the MELS teams provided technical support and guidance in the development of survey instruments, training on data collection, field supervision, data analysis and report writing. These reports were shared with management and program staff of the countries for validation and then finalized.

For example, in Ethiopia, the results showed that maize was the most widely grown cereal crop and 62% of maize and 45% of wheat growers used improved seeds. In Mali, sorghum (53%) and millet (29%) are the major crops grown in the region. In Nigeria, women in farming are mostly engaged in processing (31.5%), crop production (10.5%) and only 7.2% of the respondents had access to credit. In Uganda, results indicated that three main crops grown across the districts include beans (46%), maize (18%) and soybeans (17%).

Monitoring

A web-based implementation monitoring system has been put in place at SAA in Ethiopia. An outcome monitoring report of the Loan Guarantee Fund was also prepared showing the status and performance of income-generating enterprises at Farmer Training Centers.



MELS staff visiting a store with 120 metric tons of cereals at Zambougou, Ségou Region, Mali.

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

In Mali, output monitoring data collection tools were developed with program staff, who were further trained on the tools to enhance effective data collection. Due to a state of emergency in the country, the planned outcome monitoring of Commodity Association Traders (CATs), input shops and other business models in Kayes and Koulikoro regions was suspended.

In Nigeria, quarterly monitoring was carried out in Jigawa and Gombe states. This revealed that weak economic capacity often prevents the adoption of recommended practices, especially the required fertilizer application rates. Monitoring on the FMARD project was also carried out in Benue and Gombe states. In Uganda, an assessment of the multiplier effect of Women Assisted Demonstration (WAD) and Technology Option Plot (TOP) farmers was done in Jinja, Mityana, Lira and Gulu. Results showed an increase in the average number of training participants. Farmers also benefited from the field days in terms of exposure, networking and sharing of experiences.

Evaluations

In Ethiopia, final evaluation of the Promoting Crop Diversification and Advanced Technologies project was conducted. Final internal evaluation of the Strengthening the Agricultural Extension Delivery in Ethiopia project was also carried out. Results of the evaluation indicated that cereal crop productivity, on average, improved by 27% and has also created strong platforms for sustainable diffusion of best practices. Productivity (tons/ha) of major cereals has also increased by 27%, compared to the baseline status (2011).

In Mali, an assessment of SAA's matrix management approach showed that out of the SAA Mali staff interviewed, 85% were reported to have understood matrix management, whilst 89% believe that it is not correctly implemented.

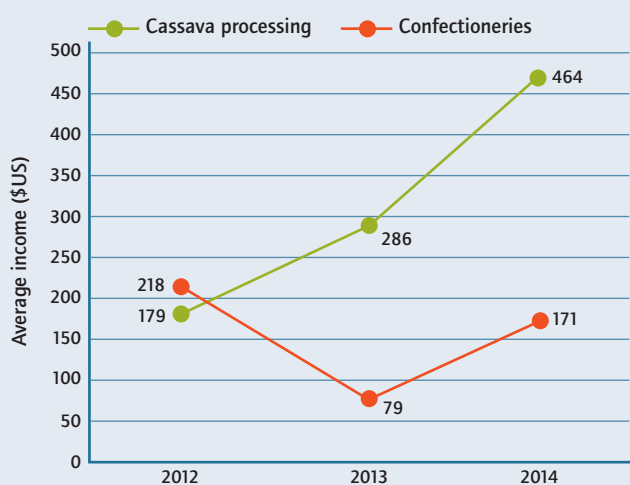
In Nigeria, an economic analysis of dry season maize production under the USAID MARKETS II project was carried out. Profit from investment in the dry season maize production in Kano was N390,255 (roughly \$1,950) per hectare, which was much less than the N558,600 per hectare recorded in Kaduna.

In Uganda, evaluation of trainings conducted by Theme 1 (Crop Productivity Enhancement) for Extension Agents was done in Jinja, Mityana, Lira and Gulu districts. Results showed that the majority (96.4%) of the host farmers built up ability to transfer the acquired knowledge and skills to other farmers.

Impact Assessment/ In-depth studies

In Ethiopia, four in-depth studies were reviewed, with two already published. The findings indicated that about 75% of trained farmers reported that their knowledge

Income trends for the last three years



and practical skills on rice production improved and were applied on their farms. Rice demonstrations on farmers' fields have also registered yields of up to 6.4 tons/ha.

In Mali, an assessment of the performance of the introduced technologies by Theme 1 was conducted in Kayes and Koulikoro Regions. The results showed that 76% of respondents said they had adopted the introduced technologies. However, average crop productivity, all crops inclusive, was 587.73 kg/ha, showing a low yield for the farm families.

In Uganda, an in-depth study was carried out on agro-processing in Bugiri, Buikwe, Lira and Pallisa districts. Transfer of knowledge and skills was reported by 58% of those dealing in confectioneries and 70% of the farmers engaged in cassava processing for other farmers. Trends for the last three years showed an increase in the average annual sales at household level but mainly skewed in favour of farmers dealing in cassava processing. Another study conducted in Kamwenge, Ntungamo, Bugiri, Lira, Mityana, Buikwe, Dokolo and Apac to assess the impact of the CAT model revealed that, on average, CATs had reached over 5000 farmers each with trainings on the whole value chain, input delivery, linkages to out-put markets and financial institutions.

Learning and Sharing

Overall, the MELS teams across countries and at regional level have shared various study reports, reports on best practices/publications, organized and/or participated in workshops including training on various M&E tools and processes, annual reviews, stakeholder and planning workshops and field days to disseminate information on program activities as part of learning and sharing.

ETHIOPIA

Country Report

Country Director:
Dr Aberra Debelo



In 2015, SG2000 Ethiopia implemented eight projects in ten Regional states, covering more than 300 Kebeles (sub-districts).

These projects are; **a)** Core project, funded by The Nippon Foundation in nine woredas (districts); **b)** Strengthening the Agricultural Extension Delivery in Ethiopia (SAEDE) funded by BMGF in 21 woredas; **c)** Nutritious Maize (NuME) project, funded by the Canadian International Development Agency (CIDA), through CIMMYT in 24 woredas; **d)** ATA-SG 2000 Women Economic Leadership (WEL) in four woredas; **e)** Promoting Crop Diversification and Advanced Technologies in Tigray (PCDA T) – funded by JICA in six woredas; **f)** Digital Green scaling up project funded by DG India in five woredas; **g)** PICS project funded by PURDUE University in 16 woredas, and WFP/P4P project funded by World Food Program in 60 woredas.

Meeting the Objectives of the Strategic Plan

Crop Productivity Enhancement (CPE)

Crop Productivity Enhancement Theme operated in 41 woredas and 99 kebeles. Training was provided to a total of 570 Extension Agents and 1,784 farmers. Over 1,700 different types of crop demonstrations were conducted to provide extension agents and farmers the opportunity to evaluate new practices and technologies under local conditions. Twenty-five small ruminant rearing women groups were established and provided with a total of 1,670 animals. Demonstrations of Quality Protein Maize and their conventional maize variety checks were implemented by SG 2000 Ethiopia and 14 partner organizations. A total of 321 demonstrations were implemented of which 195 were conducted by SG 2000. Of the 195 demos, about 88% were properly implemented. Numerous field days were conducted at kebele, zonal and regional levels for 84,140 participants of which 83,129 were farmers. Most of the farmers in all field days expressed their interest and requested seeds of popular varieties such as QPM variety, BHQPY545, faba bean variety Gebelicho, barley variety HB 1307, maize variety Limu and wheat variety Hidase. The theme has made good progress in addressing the five year strategic plan targets (Table 1).

Table 1: Theme 1 Key Indicators of performance

Activities	2012-2016 plan	Achieved by 2015
Training: Extension Agents	2,557	4,410
Farmers	5,3770	5,7473
Demonstrations	35,473	33,291
Field Days	211,176	268,870

Sasakawa-Global 2000 Ethiopia also uses the Digital Green approach to institutionalize the tool that brings together technology and social organization to improve the efficiency of the country's existing public extension system. The Digital Green tool has been used to supplement



Rural women farmers observing high yielding QPM varieties during field days

the conventional extension system. DG project targeted 36 Woredas. A total of 725 DAs and Health Extension Workers (HEWs) were trained in video production and video dissemination techniques. These frontline staff have screened QPM agronomy practices and food recipe videos for a total of more than 50,000 farmers, out of which 2,235 (60%) were women.

Postharvest and Agro-processing (PHAP)

In postharvest and agro-processing, following needs assessment surveys, a total of 166 demonstrations were conducted to create awareness to 19,998 farmers of which 5,699 were female farmers. The demonstration focused on promotion of multi crop thresher, maize sheller, hermetic storage and food prepared from QPM. These demonstrations were accompanied by providing training to a total of 708 extension staff of which 118 were female. The extension staff then trained 7,178 farmers (2,222 female, 4,956 male). After creating such demand, fifty landless youth groups, one rural women cooperative, 51 individuals and two farmer cooperatives owned threshing/shelling machines and most of them have started giving service to the surrounding community. To facilitate the service provision, the theme trained 164 operators and 14 technicians on repair and maintenance of PHAP machines.

Table 2: Theme 2 Key Indicators of performance

Activities	2012-2016 plan	Achieved by 2015
Training: Training of Trainers	1,610	2,775
Farmers	22,228	34,250
Agroprocessors	1,044	1,011
Service providers, technicians, operators	729	977
Demonstrations of PHAP technologies	400	458
Field Days	60,000	73,511
Establish agro-processing Centers	30	30
Establish PHELPS	65	66

Table 3: Theme 3 Key indicators of performance

Activities	Unit of measurement	2012-2016 plan	Achieved by 2015
Support FOs in business and marketing	Number of FOs supported	750	391
Support FOs in business and marketing	Volume of produce marketed in tons	30,000	11,231
Organize multi-information fora		5	5
Establish and Strengthen VSLA	Number of VSLA established	25	35
Training session in business development and entrepreneurship	Number of training sessions	25	35
Support youth and women group in entrepreneurship		50	40
Support farmers in accessing credits	Number of farmers that accessed credit	250	198
Support farmers in accessing credits	Farmer Groups	30	30
Support FOs to develop business plan	Number of business plans developed	30	66

Market promotion events were organized for two women cooperatives as a result of which most of the cooperatives are now active in generating good income. Overall, Theme 2 is moving in the right direction to achieve its targets set for 2016 (Table 2) mostly due to additional projects during the implementation period.

Public-Private Partnership and Market Access

In the public-private partnership and market access theme, farmers and farmer groups were linked to better market opportunities by organizing them in Commodity Associations (CAs). One hundred and twenty six CAs were organized and trained by CA Trainers (CATs) on quality standards, supply and demand relationships, price setting and market opportunities. So far, 7,181 CA members have supplied 28,058 MT grains and 350 MT certified seeds through organized Community Based Seed Multiplication schemes. Linking underserved farmer groups to diversified agricultural input/output market opportunities certainly improved the grain price in the project intervention areas and kept the farmers on the farm, rather than looking for off-farm job opportunities.

Monitoring, Evaluation, Learning and Sharing (MELS)

The Monitoring, Evaluation, Learning and Sharing theme works towards a results-oriented M&E system that promotes evidence-based program implementation at SG 2000. In 2015, MELS conducted two baseline surveys, two outcome monitoring exercises, two evaluations, and published four best practice series and five in-depth studies in 2015. Final evaluations of BMGF and JICA supported projects were completed in 2015. MELS also published and disseminated best practices and working paper series, and continuously shared MELS' findings with staff and partners. Five in-depth studies were also published in the SG 2000 working paper series. MELS also published and disseminated four best practice series, including i) Commodity Associations for improved access to markets, ii) Hermetic grain storage to reduce postharvest losses, iii) From income generation to wealth creation, and iv) Sheep production as an income source for rural women in Tigray. As depicted in Table 3, due to the presence of extra projects during the implementation period many of the targets will have overachieved.

Theme and Country management relationships

In 2015, Country management and themes worked very closely to improve inter-theme collaboration. Joint meetings were held to plan the 2015 implementation, supervision and evaluation exercise. Joint implementation sites were identified where themes worked together, given training together, conducted joint field days and share travel reports.

Staffing

As a result of three new projects, Potassium Scaling-up, Purdue Improved Crop Storage (PICS) and Digital Green, six new staff members were recruited during the year. At the same time, because of the phasing out of two large projects: BMGF supported agricultural extension project and JICA supported rice diversification project, contractual agreements for six staff members (a project manager, an assistant project coordinator and four program officers) were terminated. A program officer from the MELS theme left during the year but the gap was immediately filled by hiring another program officer.

Donor Relations

SG2000 Ethiopia enjoyed a fruitful relationship with its donors. We continue to have a good relationship with CIMMYT-CIDA, WFP and ATA. During the period we developed partnerships with AGRA, Purdue University and Digital Green. Projects supported by BMGF and JICA were phased out. We are now discussing with Abt Associates on developing a five year USAID 'feed the future' support program for Ethiopia.

Table 4: Theme 5 Key Indicators of performance

Activities	2012-2016 plan	Achieved by 2015
Conduct Need Assessment and Baseline Surveys	220	216
Conduct outcome monitoring surveys	16	14
Undertake mid-term and end-term evaluations	5	4
Conduct in-depth studies	8	7
Produce and publish survey reports	65	67



As Mali recovers from the security, political and economic crisis of the last three years, the government is looking to promote greater investment to enhance stability. Progress on a long-awaited peace accord provides an opening for increased investment opportunities throughout the country, including northern Mali, and particularly in the agriculture, mining and renewable energy sectors. The growing economy, which expanded at 4.9% in 2015, and eagerness to attract foreign investment has produced a rewarding, if challenging investment climate.

Food production has been increasing notably since 2008. With total cereal production of 8.05 million tons for the 2015/16 cropping season, the available food surplus beyond the needs of the country is more than 5 million tons for 2016/17.

In line with the priorities of the SAA 2012-16 Strategic plan, SAA Mali targets 70,000 food security farmers and 30,000 emerging commercial farmers. Staple value chains in Mali rely on family smallholder production, but they cannot compete because of low productivity and the inability of many smallholders to access markets.

In response, SAA has been seeking to build up value chains to deliver its strategic plan. This approach is centered on the following areas:

1. Increasing availability, access and utilization of agro-inputs for smallholders to enhance productivity and output:

Restricted access to knowledge and services still limit the performance of smallholder staple value chains. Challenges to be overcome include poor rural supply of inputs and limits to farmers' ability to purchase inputs, as well as farmers' limited capacity to apply inputs and optimize their benefits, due to limited access to technological innovations. Meanwhile, reduced government investment in agriculture is reflected in diminishing national extension and advisory services.

Food and nutrition security remains unreliable, agricultural practices are often unsustainable, access to markets is restricted, and agriculture makes a relatively low contribution to national poverty reduction and gross domestic product. Family farm households have not really benefited from advances in agricultural technology.

Responding to this situation, SAA has been developing extension and advisory services as the critical link in the agriculture value chain. Farmer Learning Platforms involving Technical Options Plots, Women Assisted Demonstrations, Community Variety Plots, etc. are being implemented to spur behavioural change among early adopters. The technical capacity of participating farmers is strengthened through training of trainers (Extension Agents and village animators) and farmers.



Peanut growing Women Assisted Demonstrations (WADs) host farmers

2. Diversifying smallholders' economic base through postharvest and agro-processing empowerment:

Family farm households earn their living mainly from their farming activities, but these do not, on their own, provide sufficient income to provide adequate sustenance. In addition, farming activities in the West Sahel region of Africa are characterized by seasonality, which means households have to rely on different options for their livelihoods at different times of year.

SAA's strategy to increase income and diversify the activities of smallholder farmers is centered on promoting the development of postharvest and agro-processing enterprises. This strategy involves technological transfer, entrepreneurial support, enterprise development and infrastructure investment.

Most farmers lack adequate storage facilities and use pesticides to protect products in storage. Improved storage techniques, using hermetic bags without pesticides, have been demonstrated in 39 pilot villages involving 613 farmers. The demonstration involved both men and women farmers. The demonstrations are still in progress, but considerable progress has been made in sensitising farmers on postharvest issues.

The need to generate performance data on the technologies is critical if their potential is to be fully realised. Doing so will also help influence policy more effectively. The importance of learning alliances needs to



A group of farmers in Mali are shown the benefits of parboiling rice as part of the postharvest program

be fully understood to enable effective dissemination of information to recipients. Government departments also need to be engaged.

The main challenges for private sector distributors of hermetic storage bag products include expanding market demand through nationwide consumer awareness campaigns, establishing efficient rural distribution networks, and obtaining working capital credit through financial service providers and/or innovative value chain arrangements.

Postharvest and trade centers established to provide smallholder farmers with the capacity to access postharvest services and markets are becoming real agro-business centers.

The establishment of a cassava agro-processing center and one for millet/sorghum agro-processing was well supported in the two communities involved.

3. Facilitation of smallholder market access

West Africa is an urbanizing region, where the staple agricultural market and agribusiness are gaining importance. In Mali, family-farm households need markets to meet the challenges of both food and nutritional security, poverty reduction at household level and economic growth at country level. However, neither input or output markets are working well for them due to the weak engagement of the private sector and an inadequate enabling environment for smallholder market participation.

Cereal quantity stored, selling price and gross margin realized at Postharvest and Trade Center (Ph&TCs) level.

At the Ph&TCs level, the number of participants farmers to collective marketing and the volume of cereals sold increased by 29% and 84,3% from 2012 to 2014 respectively. Cereals prices varied by 2,6% only and this affects the gross margin.

	2012	2013	2014
Farmer participants	542	555	701
Volume stored (tons)	1049	1492	1933
Average selling price (FCFA/ kg)	119.44	107.25	122.5
Gross margin (FCFA/ kg)	16.11	6.66	21.11

NIGERIA

Country Report

Country Director:
Dr Sani Miko



SAA's Nigerian activities in 2015 were at a skeletal level in Cross River, Benue and Ogun State, although inputs (seeds, herbicides, insecticides and fertilizers) were sourced and distributed to farmers in Anambra and Gombe States. Activities were severely hampered because the Federal Ministry of Agriculture and Rural Development (FMARD) did not release funds to support them.

The USAID MARKETS II project has continued to work with SAA as a service provider, facilitating farmer group formation and registration, capacity building on group dynamics and leadership skills, best agronomic practices and linkages to reputable inputs and outputs markets.

The activities of a project funded by the Alliance for a Green Revolution in Africa (AGRA) were boosted by mainstreaming the N2 Africa project led by the International Institute of Tropical Agriculture (IITA) and the SARD-SC Soybean project. These resulted in an increase in the funding base of the project and output targets.

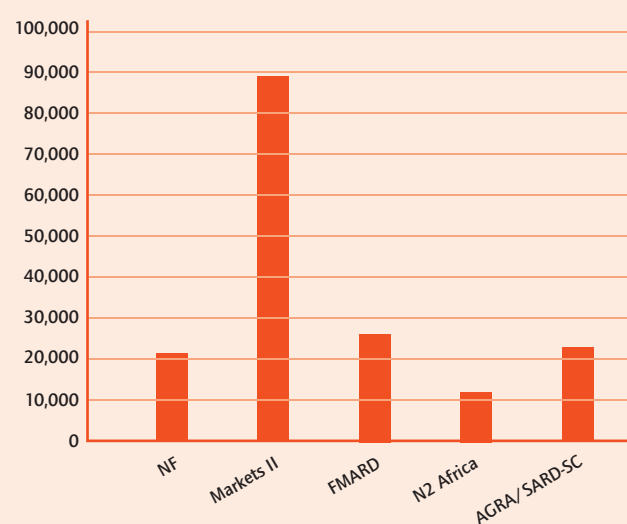
Staffing levels remained constant, while SAA continued to receive students from universities on industrial attachment.

Progress on implementing Strategic Plan 2012-16

Crop Productivity and Extension

Between 2012 and 2015, SAA conducted activities involving 873 Technology Option Plots (TOPs), 2,574 Women-Assisted Demonstrations (WADS), and 12,870 Production Test Plots (PTPs). Additionally, 11,400 and 89,500 demonstration plots involved the N2 Africa and USAID MARKETS II projects, respectively. Over 197,000 farmers were trained in the same period (see Figure 1).

Figure 1: Number of farmers trained by funding source



Training on improved rice parboiling in Wasimi Ogun

In Nigeria, 43,342 resource-poor farmers, especially women, were reached by SAA intervention.

As a result of SAA intervention, an appreciable increase in crop yields was recorded. Maize recorded an increase as high as 346.5%, while sesame with a 64.7% yield increase was at the lower end of the scale.

Farmers have appreciated the use of inorganic fertilizer, which gave a better response and a better crop yield. The concurrent use of organic and inorganic fertilizers on TOPs and WADs has improved soil fertility, according to the Ture-Okra community in Gombe state.

Through our Farmer Learning Platforms, SAA has promoted the spread of many improved varieties of crops, notably Samnut 24 groundnut, Nerica 8 rice, TGX 1448 soybean and Sammaz 15 maize.

The high returns from the Green Maize project of USAID MARKETS II, has encouraged a large uptake by farmers. This provides additional income to farmers and reduces idleness during the dry season.

Postharvest Handling and Agro-processing (PHAP)

Estimates of postharvest losses of food grains from mishandling, spoilage and pest infestation in Nigeria are estimated at 25%. Reduction in this wastage at low cost benefits growers and consumers alike. To reduce the losses, producers and handlers must first understand the biological and environmental factors involved in deterioration, as well as the use of effective and readily available postharvest techniques that delay food decay and maintain the best possible quality.

SAA sourced proven, cost-effective and readily available technologies, and validated, demonstrated and promoted the adoption of these technologies by smallholder farmers. This effort was backed by the training of fabricators and technicians.

NIGERIA

Country Report

Among technologies sourced were threshers, seed cleaners, cassava graters, hammer mills, dehaulers, rice mills and oil extraction machines, which were tested, sometimes modified and subsequently promoted for adoption by farmers through demonstration and by developing promising entrepreneurs as service providers.

To promote quality produce and income generation, a total of 23 agribusiness centers were established and strengthened, while 57 service providers were trained on business management, machine operation and maintenance, and linked to sources of spare parts. This has enabled them to provide fee-earning services.

In 2012-15, a total of 26,604 smallholder farmers, 57 technicians, 1,491 women processors and 3,882 Extension Agents (EAs) participated in PHAP promotional activities. SAA also disseminated storage technologies to farmers as alternatives to the traditional methods.

One of the key success stories for SAA in 2015 was the promotion of soybean seed for use in a special seasoning product called 'daddawa', which is used in making stew across West Africa.

Partnerships for development

Assisting smallholder farmers to become commercial farmers through the supply of processed foods and access to quality inputs in return is vital. This requires investment beyond the farm gate in storage, transportation, transformation and preservation of processed foods.

Private sector investors have more capital than governments and requisite expertise along the value chain. But agribusiness investors in Nigeria need support from donors and governments to provide them with confidence to supply goods and mitigate risk.



AGRA-funded community seed multiplication plot in Rimau, Kaduna State

Partnerships between private and public sectors are needed, especially in input and output markets, the provision of quality extension services and risk mitigation throughout the value chain.

Recently, SAA's partnerships with the USAID MARKETS II project and AGRA have resulted in wider coverage of clients, helping greatly in meeting strategic targets. Innovation platforms established under the AGRA project have persuaded the N2 Africa and SARD-SC soybean projects to mainstream their projects' resources into the AGRA project. Thus, additional resources were made available, with a more than fourfold increase in output targets.

This three-in-one partnership provides closer institutional collaboration and better resource utilization. As a result, some 1,200 farmer groups were networked, and trained in business, financial and managerial skills. 40 agro-dealers were trained in business management skills, 20 EAs and 60 Community-based facilitators were trained in production, postharvest handling, record keeping and use of information technologies.

Monitoring, Evaluation, Learning and Sharing

SAA's Monitoring, Evaluation, Learning and Sharing (MELS – Theme 5) system is designed to provide data on the success of project implementation. Apart from the routine monitoring of field and training activities, the MELS theme has conducted a number of in-depth studies, among them one on the impact of the International Livestock Research Institute/SAA Fodder Innovation project in Kano State, an assessment of Postharvest Extension and Learning Platforms (PHELPS) in Adamawa state, and a diagnostic survey on private sector support to agricultural extension service delivery in Nigeria, as well as maize and rice value chain studies in Gombe State.

In addition seven draft articles on best practices and success stories were written and are to be published shortly. A total of 26 in-house and partner capacity-building trainings were also conducted, while a series of data capturing tools has been developed and is being studied by the various themes.

More work to be done

The driving force behind the SAA Nigeria project's expansion in the last two years has been the cohesiveness of the team, and the readiness of public extension institutions to collaborate with SAA. However, there is a serious gap in public extension service delivery, especially in terms of the funding and qualified personnel, which provided the grounds for donor agencies to intervene. The scope for SAA to do more in Nigeria remains substantial.

UGANDA

Country Report

Country Director:
Dr Roselline Nyamutale



Operating areas and partnerships

SG 2000 Uganda operated in 20 districts, funded by The Nippon Foundation for the core program, and the Farmer Based Organization (FBO) Project in 7 districts. K+S GmbH Germany was our partner for the Growth for Uganda Project in Apac and Dokolo, and we worked with the Japan International Cooperation Agency (JICA) in three districts, where Japan Overseas Cooperation Volunteers (JOCVs) provided advisory services on rice production. Other partners included seed companies, produce buying companies, banks, and Agrinet, providing market information to farmers.

Crop Productivity Enhancement (CPE)

Crop Productivity Enhancement activities were implemented in 10 districts starting with a needs assessment where priority crops (maize, beans, soya bean, groundnuts, simsim, millet, cassava and rice) and related training, technology and advisory service needs were identified. Among technologies suggested included labour saving technologies such as planting rakes, and small-scale mechanization (ox-ploughs and small tractors).

The capacities of 96 Extension Agents (15 female and 81 male), 336 Community Based Facilitators (CBFs) - 168 female, 168 male - 26 Commodity Association Traders (CATs) and 1,958 farmers (1,035 female and 923 male) were enhanced on the agronomy of priority crops; the concept of Farmer Learning platforms (FLPs); gross margin analysis, soil and water conservation, climate smart agriculture, seed production, safe use of agro-chemicals and pest and disease management. A total of 3,870 adopters attended the training sessions. Over 50% of the farmers trained were women.

A total of 1,610 demonstrations were established - 358 TOPs, 1074 WADS, 85 CVPs, 93 seed multiplication gardens for rice NERICA4, Soybean Maksoy 3N, and 50.4 acres of NASE 14, a cassava variety tolerant to brown streak virus. Cassava cuttings, recovered from 30 multiplication sites, established in 2013, benefited 116 farmers, while 282 kg of rice seed, 612 kg of soybean and 126 kg of beans were recovered and passed on to 58 farmers. In collaboration with CIMMYT and seed companies, awareness was created on drought tolerant maize varieties through the 95 demonstrations established.

A total of 4,500 training manuals were produced on crop production, the FLP concept, and Proper Agronomic Practices. In addition, 100 pocket books were provided on plant nutrition and 4,000 posters on crops.

To reach out to many more farmers, an e-extension platform was created in partnership with an IT specialist where farmers can register and consult with extension agents. Under the Growth for Uganda Project, through the Mobile Farmer Training Center (MFTC), using audio-



Model farmer on his maize demo plot

visuals, 13,744 farmers (8,769 female and 4,975 male) were trained on various crops along the different nodes of the value chain, and CATs sold agro-inputs worth US\$43,898 to the participants. Farmer training videos on maize, rice, simsim, soybean, cassava, groundnuts and beans value chains were developed. Soil analysis methodologies were harmonized with the Department of Soil Science at Makerere University, Kampala (MUK), National Agricultural Research Organization (NARO) and CROPNUT lab in Nairobi. Based on the results, Savannah Commodities, a partner with SG 2000, will start fertilizer blending and make small farmer pocket friendly packages ranging from two kilograms.

Postharvest and Agro-processing (PHAP)

Postharvest losses and poor grain quality remain a challenge among the farmers in Uganda leading to loss of income, and possible adverse health effects by aflatoxins. A postharvest loss study was conducted in Apac and Dokolo by Prof Kaaya Achileo, as a lead consultant. The major objective was to quantify and identify the causes of postharvest losses of maize, beans and rice in order to establish actual crop loss data. Results indicated that the postharvest loss for maize, beans and rice was 16.82%, 16.43% and 15.3% respectively. The major causes included insects, rodents and domestic animals/birds.

Interventions to improve grain quality and value addition were carried out in 19 districts. Demonstrations for 12,181 farmers (1,598 female, 1,618 male and 965 youths), extension agents, and traders were carried out on various PHAP technologies. As a result, 24 units of PHAP equipment (one cassava chipper, two motorised and eight mobile maize shellers; two wooden and three motorised groundnut shellers, four hammer mills and four maize haulers) were acquired by individuals for PHAP PSPs and 5,326 hermetic

storage bags and tanks by farmers. Use of hermetic storage has reduced postharvest losses and enabled the farmers to store grain for more than a year without storage insect infestation.

Two thousand posters on good Post Harvest Handling (PHH) and quality control procedures for maize and cassava, 200 copies of a maize postharvest management handbook, and 6,500 machine flyers were developed and distributed among extension agents, farmer leaders, CATs and community leaders. Training of Trainers (ToTs) on PHH, storage and the dangers and testing of aflatoxins, was done for 208 extension agents and 179 host farmers, who in turn trained 8,789 (4,045 male and 4,744 female) farmers and traders. A total of 128 machine operators and PSPs were trained. Munyegera, one of the fabricators partnering with SG 2000, expanded his workshop, and presently, employs 25 youths, two of whom established their own metal workshops. Since 2011, Munyegera has fabricated and sold 416 machines to other organizations – including USAID, WFP, Aponye Uganda Limited, East African Grain Council, and Dokolo Area Cooperative Enterprises.

To enhance value addition, 20 agro-processing groups, comprising 834 members (72 male and 762 female) were trained on good hygienic practices, health and safety, product development and business skills. One farmer bought a charcoal oven to process confectionery products.

Public-Private Partnerships and Market Access

Diverse partnerships complemented SG 2000 efforts to reach out to more farmers. These included banks, traders and Chemonics/USAID to Bugiri, providing US\$8,530 for inputs; Uganda National Agro-input Dealers Association (UNADA) gave US\$6,900 for training 25 input stockists. To improve market opportunities, linkages and partnerships, two workshops were held in Central and Northern Uganda that attracted 179 participants along the value chains (traders/CATs, NGOs, agro-processors, financial institutions, farmers, insurance companies, local government staff, and agro-input companies).

In collaboration with banks and District Officers, 746 farmers (376 male and 370 female) were sensitized on financial literacy, managing savings and loan schemes, mobile banking and access to credit. This resulted in 55 Village Savings and Loan Associations (VSLA) opening accounts, while 107 received loans equivalent to US\$152,453.

In a bid to establish economically viable FBOs, a needs assessment was carried out at OSCA (One Stop Center) level in seven districts for 94 groups. Major findings indicated that collective action and savings were the key reasons behind the formation of FBOs. Training was conducted for 175 leaders from 35 FBOs based on the gaps

(poor management/leadership, conflicting roles, group savings, groups having no constitutions and poor business initiatives) identified during the needs assessment. Exposure and learning visits were conducted for 90 farmer leaders. Using their savings, some have since engaged in income generating activities like piggery, poultry and keeping diary cows.

To improve their business, seven FBOs started a revolving fund to boost business and increase their acreage under selected crops. Input dealers were trained on safe use and handling of pesticides in collaboration with Makerere University, Twiga chemicals, UNADA and MAAIF. All registered with UNADA and attained operational licenses after MAAIF inspected their premises.

The VSLA model is greatly appreciated as savings are used to buy PHAP technologies, expand agribusiness and also to guarantee loans. A total of 504 groups accumulated savings of US\$663,751. Leadership responsibility among women has increased and 85% of the treasurer positions in the various groups are taken up by women.

Monitoring, Evaluation, Learning and Sharing (MELS)

Efforts focused on priority requests to MELS for in-depth studies as well as covering baselines, needs assessments, monitoring, learning and sharing, by giving feedback to stakeholders. Baseline data collected from selected new intervention areas in three districts indicated three priority crops such as beans (46%), maize (18%) and soybeans (17%). The majority of household heads earned their income from crop production.

Assessment of the multiplier effect of the WAD, TOP farmers done in four districts indicated that in a given season, the diffusion of knowledge and skills was significant, as was evidenced by average numbers of beneficiaries from extension agents' training. Overall, there were more women trained which indicates positive progress towards achieving the SAA strategic goal of reaching more women farmers.

Evaluation of training for EAs (extension agents) showed that the majority of the host farmers demonstrated an ability to transfer the acquired knowledge and skills to other farmers, while 80% of farmers visited were more comfortable training others on use of fertilizers, proper spacing and proper seed rate. Results across districts further indicated that 97% of extension agents perceived the training as relevant.

Apart from sharing success stories among stakeholders, radio talk shows and monthly TV broadcasts on SG 2000 value chain management reached large audiences.

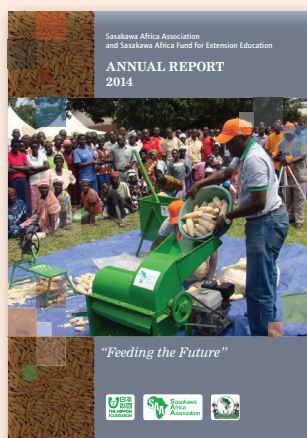
FINANCIAL REPORT HIGHLIGHTS FOR SAA AND SAFE *US dollars*

2014 (reviewed) and 2015 (reviewed)

SAA	2014 (\$US)	2015 (\$US)
Approved budget	10,369,800	8,613,000
Actual Spending	9,856,392	7,974,489
Actual Receipt	4,275,809	2,086,879
Cash balance at the end of the year	17,294,041	11,460,477
Details of receipts		
NF Grant	0	0
BMGF Grant (Ethiopia)	1,028,198	0
JICA Grant (Ethiopia)	214,239	79,328
CIDA-CIMMYT (Ethiopia)	325,789	287,188
K+S Kali Grant (Uganda)	528,384	408,651
Nigeria FMARD (Nigeria)	967,485	8,192
WAAP (Nigeria)	402,982	4,686
USAID/MARKETII (Nigeria)	182,649	606,054
Interest	2,897	2,260
Other Grants	729,703	631,363
Others	76,132	59,157
Details of expenditures		
SG 2000 Country Program		
Ethiopia	331,909	640,881
Mali	754,745	655,446
Nigeria	670,775	588,022
Uganda	905,041	730,311
SG 2000 Thematic Program (Management)		
Crop Productivity Enhancement	269,120	72,721
Postharvest and agro-processing	310,129	340,254
Public Private Partnership and Market Access	23,654	98,665
Monitoring, Evaluation, Learning and Sharing	221,036	122,355
Corporate	2,051,993	1,753,613
BMGF	1,405,217	932,465
JICA	176,748	111,866
CIDA-CYMMYT (NUME)	267,707	274,496
K+S Kali	494,862	415,676
Nigeria FMARD	723,633	235,504
WAAPP	218,888	134,443
USAID/MARKETII	191,632	426,262
Others (Ethiopia/Mali/Uganda/Nigeria)	839,303	441,509

SAFE	2014 (\$US)	2015 (\$US)
Approved budget	2,375,000	2,435,000
Actual Spending	2,435,544	2,387,146
Actual Receipt	2,377,705	2,435,000
Cash balance at the end of the year	114,002	161,856
Details of receipts		
NF Grant	2,375,000	2,435,000
Others	2,705	0
Details of expenditures		
Administration	677,378	687,305
FBO project	570,231	630,298
UniversityProgram	218,507	166,132
Scholarship	121,972	95,557
Winrock	419,814	436,904
Others	415,292	370,950

PUBLICATIONS



Annual Report 2014



Ethiopia newsletter 2015



SAFE newsletter 2015



Mali newsletter 2016

A number of publications are available from SAA. Please visit our website to access the full range of our publications, newsletters and videos.



Representatives of Village Savings and Loans Associations (VSLAs) meet in Oromia Begi woreda, Ethiopia

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